

# Moffat Estate Feasibility Study



*Moffat Estate*

A venture between Covington Township and Lackawanna College

January 23, 2006



## Participants

### Covington Township

*Board of Supervisors:*

Thomas M. Yerke, Chairman  
William J. Wilson, Vice Chairman  
Marlene M. Beavers, Member  
David J. Petrosky, Member  
Charles Lindner, Member

### Lackawanna Heritage Valley Authority

*Executive Director:*

Natalie G. Solfanelli



### Penna. Dept. of Conservation & Natural Resources

*Secretary:*

Michael DiBerardinis



### Lackawanna College

*President:*

*Environmental Institute Director:*

*Feasibility Study Project Manager:*

Raymond S. Angeli

Joyce Hatala

Craig A. Sachse



### Heritage Conservancy

*Vice President of Planning:*

Jonathan D. Meade









*Back lawn of the estate*

## Table of Contents

# Moffat Estate Feasibility Study

I.	Introduction .....	1
	Purpose of the Feasibility Study .....	1
	Mission of the Estate.....	1
	History of the Moffat Estate.....	2
II.	Inventory of Buildings and Ground.....	7
	Moffat Residence (Former Martin Residence).....	7
	Caretaker's House (Former Frischkorn Residence) .....	10
	Apartment & Garage Building.....	11
	Grounds.....	12
III.	Public Comments .....	15
	Overview of Public Meetings.....	15
	Summary of Public Feedback .....	15
	Analysis of Ideas and Suggestions.....	16
	Ongoing Operations.....	16
	Programs and Events .....	19
IV.	North Pocono Demographic Information.....	21
	Northeast Pennsylvania Demographics .....	21
	Neighboring Market .....	22
V.	Case Study Properties .....	23
	The Waverly Community House.....	23
	Aldie Mansion.....	27
	The Dorflinger-Suydam Wildlife Sanctuary, Inc.....	28
	Grey Towers National Historic Site .....	32
	Summary and Comparison .....	33
VI.	Implementation Recommendations .....	35
	Strategic Direction .....	35
	Programs and Events .....	36
	Facilities Changes.....	37
VII.	Marketing Issues .....	39
	Community Visibility.....	39
	Promotion .....	39
	Visitor Feedback .....	40
	Expanding the Audience .....	41
	Parallel Cooperative Opportunities.....	42
VIII.	Financial Issues.....	43
	Free Use of Existing Facilities .....	43
	Free Use of Expanded Facilities.....	43

	Fee-For-Use of Existing Facilities.....	43
	Fee-For-Use of Expanded Facilities .....	44
	Financial Analysis.....	45
IX.	Project Schedule & Key Meetings .....	49
X.	Acknowledgements .....	51
XI.	Appendix I: Public Comments.....	53
XII.	Appendix III: Financial Projections .....	59
XIII.	Appendix IV: Floor Layout .....	61
XIV.	Appendix V: Information Sources .....	69



*“Old buildings are not ours. They belong, partly to those who built them, and partly to the generations of mankind who are to follow us. The dead still have their right to them: that which they labored for we have no right to obliterate.*

*What we ourselves have built, we are at liberty to throw down. But what other men gave their strength, and wealth, and life to accomplish, their right over it does not pass away with their death.”*

John Ruskin  
*Noted Nineteenth Century British  
Art and Architecture Critic*





# I. Introduction

## Purpose of the Feasibility Study

The purpose of this study is to find the best adaptive re-use of the Moffat Estate, a magnificent 42-acre property that was given to Covington Township, Lackawanna County, in 2002 at the bequest the late Mr. Robert Y. Moffat. Covington Township wishes to make the building and grounds available to its residents, as well as those who live in surrounding communities.

The study seeks to help the Township find ways to not only offer this property to the community in the best manner possible, but in doing so to develop a long-term strategy to make the Estate self sustainable. It is imperative to all involved with this study that the concepts and ideas which have been proposed do not create a financial burden on the people of Covington Township, whose relatively small population desires to offer this asset to the much larger population of the region.

## Mission of the Estate

Mr. Moffat gave his property to Covington Township so that many would be able to benefit from its truly unique characteristics, as stated in a general sense through the Conservation Easement Deed, which governs the use of the Property:

*"...Grantor and Grantee also desire to preserve the Property for educational, cultural, scientific, passive recreational, natural, scenic, habitat, historic, architectural, agricultural, water resource, open space and public purposes, and further desire to conserve and protect the property from commercial development, soil erosion, water pollution, and other man induced disturbance of the Property and its improvements..."*

However, Mr. Moffat was very specific with regard to the ways in which he envisioned the Estate being used by future generations:

*"The public shall be permitted reasonable access to perform the following:*

- *Bird watching and observation of other animals*
- *Fishing*
- *Study of fauna and flora*
- *Musical events (but not including rock or similar concerts)*
- *Horseback riding*
- *Special cultural events, such as chamber concerts, dramatic readings, lectures, and similar events*
- *Cross-country skiing and sledding*
- *Supervised field trips and supervised instructional camping*
- *Hiking and jogging on appropriate trails, now or in the future existing*



*"...to preserve the Property for educational, cultural, scientific, passive recreational, natural, scenic, habitat, historic, architectural, agricultural, water resource, open space and public purposes..."*

- *Museum, public library, community or area cultural center, meeting place or principal quarters of a community, county, or area based non-profit association qualified as a section 501(c)(3) organization...having a scope of its concern or interest reasonably related to the conservation purposes set forth in this deed*
- *Painting, sketching, and photography*
- *Public, governmental, or charitable purposes not inconsistent with the general protection of the property against commercial development...*

Furthermore, Mr. Moffat wished to impose the following restrictions on the use of the Estate:

*“The following uses shall be prohibited on the property:*

- *Use of any motorized recreational vehicle or similar means of mechanical locomotion, including snowmobiles, motorcycles, or other all-terrain vehicles shall be prohibited;*
- *Smoking of tobacco or other substances, or lighting of fires of any kind shall be prohibited; provided, however, if a fire shall be utilized as part of a ceremony program under the direct supervision or sponsorship of either Grantor or Grantee, such controlled fire shall be permitted.*
- *Trapping or hunting of any sort shall be prohibited; provided, however, that, upon authorized requirement of the Pennsylvania Game Commission under Pennsylvania Game Commission supervision, thinning of animals on the property may be permitted; and*
- *Fishing, unless with a fishing rod or hand held net;*
- *Overnight outdoor camping or sleeping shall be prohibited unless supervised by and under an appropriate school, scouting, or similar program and approved by both Grantee and the Zoning Officer of Covington Township pursuant to a written application submitted to and approved by both.”*



With Mr. Moffat’s vision for the property clearly defined, the Feasibility Study identifies the wishes of the community in order to form a cohesive and complete directive from which the leadership of Covington Township may plan future improvements and activities at the Estate.

This Feasibility Study is non-binding in nature and is intended to be a document of suggestions. It should be used as a tool and referenced periodically to compare long-term improvements over time to the vision of the community based upon the needs and desires of the residents in December, 2005. While the needs of the community may change over time, it is important to not lose sight of the entire vision while accomplishing singular achievements along the way. This document, if used properly by Township leadership, will help to guide those decisions over the years.

## History of the Moffat Estate

Throughout unrecorded history, indigenous people occupied the 24.7 square mile expanse of the Pocono Plateau which is today known as Covington

Township. It wasn't until a Philadelphia Quaker by the name of Henry Drinker, Jr. received some 25,000 acres of land in the year 1791 as part of a Revolutionary War land grant that the region had its first "owner". The original tract of land became known as "Drinker's Beeches". Henry W. Drinker built his home here in 1815, and assumed responsibility of the development of this land from his great uncle. He called for the survey and sale of 100-acre plots, and by 1818 had all 25,000 acres designated as Covington Township, Luzerne County, in honor of his friend Brigadier-General Covington, who lost his life in the War of 1812 in Ontario. In 1821, the Dale and Wardell families became the first settlers of Covington Township.

Henry W. Drinker managed the construction of a plank road built through the township between the years 1819-1826, which was incorporated into the Philadelphia and Great Bend Turnpike. The road was built for the purpose of enticing would-be settlers to purchase the parcels of land and create communities, thus increasing the value of his land. This historical road is still the main north-south transportation line through the township, although is today known formally as Pennsylvania Route 435, or to a lesser degree by one of its former names such as the "Drinker Turnpike" or "Lackawanna Trail". Parallel to this road lie railroad tracks built in 1856 by the Southern Division of the Delaware, Lackawanna & Western railroad that were once responsible for the eastward transport of the anthracite coal which permitted the region to flourish. These very tracks are still used today for commercial freight traffic, and once again will be used to carry passengers between Scranton and New York City in the near future.

In or around the year 1844, Dr. Charles Frischkorn settled in Covington Township on what is now the Moffat Estate. He built his new residence which is today referred to as the caretaker's house. It is unknown whether Dr. Frischkorn purchased his land directly from Henry W. Drinker or from an earlier settler who chose not to build in this location. Dr. Frischkorn was born in Hesse-Castle, Germany, and came to Covington Township at about thirty-three years of age. According to the 1850 Census, he was shown to have been living alone at the residence, but by 1860 he was married to a wife Margaret and they had a son by the name Herman. Dr. Frischkorn died in 1897, having outlived his wife by an unknown amount of time. The couple is buried 2 miles to the south in the Daleville Cemetery.

Herman lived in the residence with his wife, Willianette Brown Frischkorn, and their four children, whose names were Mary, Carl, Harold, and Newman, until an unknown date somewhere between the years 1900 and 1910. The family then moved to Norfolk, Va., and it is unclear as to the status of the house for the next several years.

The Frischkorn family sold the property in 1926 to Attorney Michael J. Martin, who was employed by the Moffat Coal Company. Mr. Martin built the mansion in 1928, and in 1945 purchased a 2.66 acre strip of land along



the southern boundary of the property from John Hollister to act as a buffer in the event of new development adjacent to his land. Today, this land addition is recognizable upon sight. Henry Appenzeller, a German immigrant and World War I veteran of the German army, served as the caretaker for Mr. Martin. Mrs. Appenzeller worked as a domestic caretaker within the mansion.



In 1952, the estate was sold to Mr. Robert Y. Moffat, Sr. His family owned several homes in the area, but this estate quickly became his primary residence. Robert Y. Moffat, Sr. was born in 1895, son of W.Y. Moffat and grandson of John G. and Martha Johnson Moffat who immigrated to the United States from Scotland in 1870. John G. and Martha Moffat were married in 1856 and along with seven of their children left Scotland headed for Dunmore, Pennsylvania.

After settling at their new residence, 423 Elm Street in Dunmore, the Moffats added three more children to the family. In all, the family consisted of six daughters and four sons, including William Y. Originally a miner for the Pennsylvania Coal Company, Mr. John G. Moffat worked his way up to foreman in six years and retired from Pennsylvania Coal in 1892 to establish the Moffat and Williamson Dry Goods, Boots and Shoes with partner TJ Williamson. After four years in the dry goods business Moffat gave the business to his son John and retired. Mr. Moffat also invested in real estate, most of which he eventually gave to his sons and sons-in-law to maintain.

William Y. Moffat, formerly of Dunmore, Pennsylvania, organized the W.Y. Moffat Company and out of this the Moffat Coal Company was born in 1927. In 1942, at the peak of production, the Moffat Coal Company had grown to 4,200 employees and produced one hundred and fifty (150) million tons of coal. It is noteworthy that at this time the Moffat Coal Company was one of the largest employers in the Commonwealth. The average pay schedule for miners in 1942 was exceptionally high at twenty-five dollars (\$25.00) per week. Consequently, the phrase "pay day at the Moffat" meant a great deal by local storeowners and merchants.

The president of Moffat Coal Company was William Y.'s son, Robert Y. Moffat, Sr., who in 1953 assumed full ownership of the company. In addition to his success as a businessman, Moffat, Sr. held a great love for the Guernsey cow. To this end Mr. Moffat operated the well-known Gracey Farms in La Plume, Pennsylvania. On this farm the prize ribbon Guernsey cows lived happily and the business of milk and ice cream sales thrived. In 1964, the charitable Robert Moffat, Sr. and his wife Grace donated the farm and land to Keystone College for expansion of the campus. In 1961 the Moffats also donated land along the Morgan Highway to Allied Services for the Handicapped in order to build a modern physical rehabilitation facility in that location.



Born in 1893, daughter of George R. and Ellen Threthway Salier, Mrs. Grace Salier Moffat had two sisters and one brother. The mother of two, Mrs. Moffat was active in the Lackawanna County Historical Society and the Symphony Orchestra League of Scranton. The Moffat family belonged to the Dunmore Presbyterian Church and had a second home in Sea Island, Georgia, where the remains of Robert Moffat were spread after his death in 1973.

Robert Y. Moffat, Jr., who donated the Estate to the people of Covington, was born in 1925 and graduated from Valley Forge Military School in 1946. Grace E. Moffat, daughter of Robert and Grace Moffat, was born in 1929 and attended a girl's school. A beautiful young lady, she married Mr. James Compton and moved to the Pittsburgh area where she raised a son and daughter. She resides there today.

Robert Y. Moffat, Jr. served as CEO of Moffat Coal Company until retirement and spent the remainder of his days living alone with the company of his staff at the mansion until his death on July 19, 2002 at the age of 75. Mr. Moffat was married for a short period of time and lived briefly in Dalton, Pennsylvania before moving to mansion. Mr. Moffat's caretakers, Walter and Johanna Rybshinski, originally lived in the caretaker's house with their children. During Mr. Moffat's residency at the estate, Langans Creek was dammed to create a pond in the location of the current pond at the west of the property.

In 2003, Covington Township relocated many of its municipal offices to the Moffat Estate from the newly-constructed municipal building located along Route 435, approximately two miles to the south in Daleville. The generously-sized former living room of the mansion now serves as the Meeting Room, the former library has been occupied as the Tax Office, the grand stair hall is now the receptionist area, and the maid's dining room is now used as the Zoning Office.

In 2005, Lackawanna College agreed to house its newly-formed Environmental Institute within the former caretaker's house, when it was proposed that the building might be demolished. The college intends to restore and refurbish the residence, and to use the building as an environmental teaching facility.





## II. Inventory of Buildings and Ground

### Moffat Residence (Former Martin Residence)

#### Introduction

The main house of the Moffat Estate, commonly referred to today as “The Mansion,” was designed in the once prominent Colonial Revival style by Scranton architects Edward H. Davis and George M.D. Lewis. The design was commissioned by attorney M.J. Martin, and construction commenced in 1928. Attorney Martin’s delight in his newly-constructed home was proclaimed on the exterior stone of the south elevation by the carved inscription of the Celtic word “Aislin”, which is a term used to describe a person’s dream or vision.

The residence today very closely resembles the original structure as it was built seventy-seven years ago, with the exception of some minor modifications which have done little to detract from the unique qualities and notable characteristics of the building. In addition to its grandiose size and the quality of materials used in its construction, the architectural detail and refined expression, as well as the remarkable workmanship, are what give the house its extraordinary constitution.

At the time the Mansion was received by Covington Township in 2002, it was in particularly good physical condition. It is apparent that the house had been extremely well-maintained in nearly every regard. Regrettably, however, much of the original contents of the house, including Mr. Moffat’s personal collection of fine furniture, artwork, and other important collections, were sold privately and hastily following his death. So, despite the pristine condition of the structure, the effects of Mr. Moffat are not there to complete the home and tell his story. Despite this, the Township has received an outstanding residence which offers great possibility and requires very little improvement at the present time due to the attentiveness of Mr. Moffat throughout his lifetime.

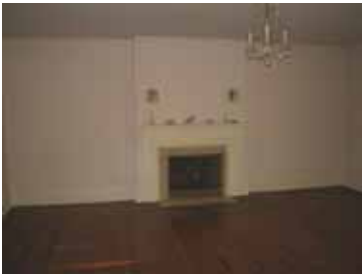
The Mansion contains two full stories, an ample attic space, and dry, heated basement. The basement, first, and second floor footprints are approximately 4,000 square feet each, with useable net area of about 3,600 square feet for the first and second floor, and about 3,000 for the basement. The net area of the attic is estimated to be approximately 1,500 square feet. Combined, this represents almost 11,700 square feet of available space within the residence.

#### Basement

The Basement is in unusually good condition, with poured reinforced concrete walls and floors. The ceilings of the basement are in excess of nine feet tall, which is considerably taller than one would expect to find in a



residence of this age. The basement is presently divided into seven rooms, and three of these provide windows with natural daylight. All surfaces have a clean, fresh paint finish, and the rooms are well lit and have a bright feel to them. There is no evidence of any moisture problem to be found through the entire space. A small portion of the basement is currently used for storage by the Township, but the majority of the space remains empty with the exception of those areas housing mechanical equipment. There is no access to the Basement level for people with disabilities. Depending on planned uses for this portion of the residence, this could potentially become an issue which might require attention at a later time.



## First Floor

The first or main floor of the Mansion is truly spectacular. This level contains a large Living Room, two Dining Rooms, a Library, a large Kitchen, two Pantries, a small Powder Room, and an Enclosed Porch. One enters the house through a formal entryway into a generous stair hall, with a finely-crafted curved staircase ascending upward to the second floor. Within the center of this stair hall sits a work station, where a receptionist greets visitors to the Mansion.

The Library is immediately to the south of the stair hall, with an impressive arrangement of natural finished wood casework, a built-in bar behind a door, a fireplace, and a very substantial safe. It is an extremely comfortable space, and is currently used as the office of the Secretary Treasurer of the Township. It contains approximately 460 square feet of useable space.

The Living Room is the largest room within the residence, and contains approximately 700 square feet of space. The room is formally-proportioned and rather straightforward, with richly-detailed painted moldings and a fireplace. There are three pairs of operable glass doors which face East, overlooking the flagstone terrace and downhill to the once-majestically landscaped formal lawn of the Estate. On access with the center of these three door openings is a water feature which has since been disabled. The Living Room is used today as a public meeting room to conduct much of the official business of the Township.



Directly across the hall is the main Dining Room, which contains 430 square feet of space. This room is visibly striking, with a rare example of panoramic, hand-painted wallpaper imagery depicting colorful rural life scenes from a long-gone era. The condition of this work is excellent, and is one of the most memorable features of the entire house. The lower portions of the walls are adorned with painted raised-panel wainscoting and substantial crown moldings, as well as built-in display cases which once showed off a portion of Mr. Moffat's collections. Presently, the main Dining Room is not being used by the Township on any regular basis.



At the end of the main hall is a much smaller, auxiliary Dining Room, which was originally used by the maids who cared for the residence. It is rather uncomplicated and consists of approximately 100 square feet. The room is being used today as an office for the Township Zoning official.

There is also an Enclosed Porch at the northeast corner of the house, which adjoins the flagstone terrace common to the Living Room. This room was a very attractive open porch when the house was originally built, as depicted on the original architectural drawings. At some point later in time, the porch was removed and replaced by the glass-walled structure which is present today. The added 350 square feet of interior space is pleasant and affords year-round views over the formal gardens. However, this is the largest deviation from the original design of the house, and it could be argued from an architectural standpoint that the original porch was significantly more attractive than the one which has replaced it. This should be contemplated if, at some point in the future, renovations are made to this portion of the Mansion, especially if the intention of those renovations is to restore the original architectural character of the residence. This will depend greatly on what function, if any, might be assigned to the Enclosed Porch in the future. At the present time, the room is vacant and is unused by the Township.

The final significant space of the first floor is the Kitchen, with its two adjoining Pantries. Together, these rooms contain more than 500 square feet of residential food preparation space and storage. The aesthetics and appliances within the Kitchen are a bit outdated, and any significant use of the kitchen in the future might require some degree of modifications. However, the combined space is large enough that it could potentially house a commercial-style kitchen facility at some point in the future if it were desired by the Township.

A very small Powder Room is located beneath the main stair. This is the only toilet on the first floor of the Mansion, and is most likely an insufficient number of facilities for any type of building which offers admittance to the general public. It also does not appear that the Powder Room is large enough to satisfy the requirements of the Americans with Disabilities Act. For these reasons, it is strongly recommended that the Township place a very high priority on upgrading the restroom facilities in order to respond to all current code requirements.

## Second Floor

The second floor of the Mansion was where the living quarters were originally housed. This floor contains seven bedrooms, including a Master Bedroom suite with a generous bath and closet space, three Guest Rooms with baths, and three Maid's Rooms, in addition to a very large Main Hall. There are a total of four bathrooms on this floor.



The Master Bedroom suite holds a very prominent position within the Mansion, and contains nearly 450 square feet of space, in addition to the space of the Wardrobe and large Bath. The bedroom also contains a fireplace and an additional closet, and offers some of the best views of the east grounds as seen from the Mansion.

Guest Room 1 contains over 400 square feet of space, as well as its own bath and a closet. Its position affords it views to both the east and west, which makes it unique compared to any of the rooms on the second floor.

Guest Rooms 2 & 3 are each around 250 square feet, and share a common bath. Maid's Rooms 1, 2, & 3 vary slightly in size, but each is at least 130 square feet. They share a common bath. The Main Hall is central to all of these rooms, and contains an additional 250 square feet.

The second floor is used very little by the Township, and remains mostly open space.

### Attic

The attic of the Mansion is clean and weather-tight, and contains in excess of 1,500 square feet of useable space. Due to the steeply-pitched roofs overhead, much of the overall floor area cannot be used further than storage.

## Caretaker's House (Former Frischkorn Residence)

### Introduction

In or around the year 1844, German immigrant Dr. Charles Frischkorn built his residence on what became his family's farmstead along the Drinker Turnpike. The house as it is viewed today has gone through a number of transformations, and has been expanded beyond its original footprint at least twice during its 161-year history. The residence happens to be one of the original homes of Covington Township, and is one of the oldest homes in the community.

The style of the house was originally of a basic symmetrical farmhouse vernacular, and the exterior of the house was most likely clad in wood clapboard siding. The two side wings and porches were added at later times, and at some point a stucco finish was applied to the exterior of the residence, significantly changing the character of the house's appearance.

### Basement

The Basement of the home sits beneath the original portion of the structure only, and does not include the crawlspaces which are located beneath each of the side additions. Its walls are built of a composite mixture of large rock and masonry, and the floor has been improved by the installation of a poured concrete slab. The exposed floors and walls of the basement appear to have been well-maintained and have clean paint finishes upon them. The



basement is presently used mostly to house the furnace of the house, and offers additional storage space if needed. It is mostly dry, although evidence of previous water infiltration is visible in several locations along the walls and floor.

## First Floor

The First Floor of the home contains some 1,590 square feet of floor space, and is divided into five main rooms and one-and-a-half bathrooms. There are six entry doors into the home located at this level, and three of these lead to raised, covered porches which have been built along the east elevation of the house. The rooms each contain wood floors, and the ceilings on this level are slightly less than eight feet in height.

The Family Room is located in plan at the south of the house, and contains 200 square feet of space. Directly adjacent to the Family Room are a small Laundry Room and a Powder Room. The Living Room is the most generous room of the house, and contains 415 square feet of space with exterior views in three directions through five large windows. Additionally, the Living Room is home to a handsome fireplace and mantel centered upon the west wall of the space. The Foyer of the home is long and narrow, and has entry doors to the east and west. It also contains a modest set of stairs which lead down to the basement and up to the Second Floor. A small, awkwardly planned bathroom can be accessed from this Foyer. A 244 square foot Dining Room is in the northeast corner of the house and leads to a Kitchen which is not original to the 1844 residence.

## Second Floor

The Second Floor of the home contains 1,120 square feet divided between four bedrooms, an open hallway, and a small storage room. Three of the rooms are approximately 150 square feet, and the largest room is about 240 square feet. The ceilings of the second floor are quite low, and all rooms have wood floors. The windows on this level each offer tremendous views overlooking the estate and lands beyond.

## Future Use

At the time of this report, the Caretaker's House is committed to the use of Lackawanna College through a long-term lease with Covington Township. Lackawanna College intends to make use of the residence as a home for its new Environmental Institute.

## Apartment & Garage Building

### Introduction

This building was built around 1958, purportedly by laborers of the Moffat Coal Company. The structural systems employed in its construction are substantial enough to suggest that it was completed by builders accustomed to working on industrial projects. Evidence of this can be seen in the highly-



unusual design of the reinforced concrete module floor which spans the garage space, which might seem more evocative of bridge construction than residential work. The floor plate of the building is approximately 1,720 gross square feet, and the exterior walls are masonry construction with an applied exterior cement finish.

### Lower Level

The lower level of this building is unfinished in nature, and offers four bays of vehicle storage, a mechanical room, and a small entry vestibule which leads to a stair to the upper level apartments. The garage space is presently used by the Township to store police cars and other municipal vehicles.

### Upper Level

There are two unoccupied and otherwise unused residential apartments located within the upper level of the building. The first of these, which occupies the west half of the building, contains 890 square feet of space. In it are a generously-sized Living Room with a fireplace, a Bedroom, a Bath, a small Kitchenette, and a small storage room. A separate door leads out from the living room to a rear exterior deck. The second of these apartments is a bit smaller and contains 780 square feet of space. It contains a Living Room, two Bedrooms, and a Bath.

The upper floor of this building holds significant potential for the Township, and it is strongly recommended that some expanded use be made of this building. Aside from some out-of-date interior finishes and an old electrical system, the building will require little work to make it serviceable and quite attractive for other uses. Also, consideration should be given to making the second floor more easily accessible to potential users.

### Two Bay Garage

A small two-car garage is situated between the Mansion and the Caretaker House along the paved driveway. This wood and concrete structure provides little function to the Township, and detracts from the experience as visitors approach the Mansion along the winding south driveway. It is also unattractive and quite visible from both the Mansion and the Caretaker House.

It is strongly recommended that this structure be demolished and that appropriate landscaping materials or expanded parking surfacing be installed in its place to preserve the design intentions and enhance the visitor experience.

### Grounds

The grounds of the Estate comprise a total of roughly forty-two acres between two legally-joined parcels of land. Approximately sixty percent of this land remains densely tree-covered today. The remaining forty percent is open and forms the lawns and meadows which surround the Mansion and





Caretaker House, and which enclose the one-acre pond formed along Langan Creek which runs south to north and bisects the property along its short axis as it drains Langan Swamp into nearby Van Brunt Creek.

At the easternmost boundary of the land, that which is formed by Pa. Route 435, lies the lowest portion of the property to the front. It sits at approximately 1,640 feet above sea level, but rises steeply upward before it meets the elevation of the Caretaker's House at approximately 1,665 feet above sea level. The Mansion and Apartment Building are situated in elevation another thirty and thirty-five feet above that, respectively. The property continues to slope upward to the west, although more gradually, to a point located approximately 400 feet behind the Apartment Building and near the northern property boundary where the elevation is 1,710 feet above sea level. Continuing west across the property, the land slopes downward to Langan Creek, where the elevation is the lowest found on the property at approximately 1590 feet above sea level. From this location, the slope again rises quite steeply to the rear boundary of the property, some 1,200 feet away, to an elevation of 1,760 feet above sea level. This rear boundary is the highest point of the Moffat Estate, and is across the road from a 410-acre tract of Lackawanna County-owned Covington Park, which may soon fall under the control of Covington Township.

While much of the land toward the rear, or west, of the property remains in a very natural condition, the front half reveals the changes imposed by human development over the past one and a half centuries. This is not limited merely to the positioning of the structures and their supporting driveways. Rather, the land's shape and varying conditions speak of its past, when it was once used as a modest agricultural farm and then later as formal gardens and sculpted grounds adjoining the Mansion. This becomes evident immediately surrounding the Mansion, where raised planting beds, water features, carefully-placed specimen trees, and stacked stone walls are readily visible, and where geometric-shaped lawns are organized between linear fieldstone walkways and stairways which take visitors to points beyond the Mansion. As one wanders away from the formality of these gardens, remnants of the old farm become recognizable as large, once-maintained meadows end and the defined forest edge begins. The Township utilizes portions of these fields for parking purposes during large events at the present time.

To the rear of the property, where one gets a greater sense of the quality of the undisturbed land, a new trail system is being constructed by Covington Township which will allow easier access for its residents. The trails will ultimately allow people to safely walk the entire length of the property upon maintained surfaces, granting entrance to the forest, meadows, stream, and pond which are not necessarily available at the present time. It is speculated that these trails may one day link with future trails in the 410-acre park across the road at the rear of the property, thus creating a vast trail network over a rather broad area of land.





### III. Public Comments

#### Overview of Public Meetings

The Feasibility Study process included two public meetings held at the Moffat Estate on August 13<sup>th</sup> and on August 24<sup>th</sup>, 2005. In addition, several people offered their comments after the meetings were held. In total, 43 people contributed their thoughts about the future of the Estate to the study team.<sup>1</sup>

#### Summary of Public Feedback

At the two public meetings, comments on the future of the Moffat Estate ranged widely, though most comments focused on identifying compatible uses of the property that provided for long-term preservation of the home and grounds, while offering services to the community, some not currently available. The table below summarizes the general nature of the comments offered by those attending the public meetings. Notes of individual comments from participants in the meetings are included in the Appendix.

In particular, note that there were many comments related to both improving the mansion and grounds, as well as offering programs. It seems evident that the public feels that both would be necessary.

Category	Includes comments related to the following	Count	Percent of total
<b>pavillion</b>	pavillion, ampitheatre	7	8%
<b>physical improvements</b>	ADA accessibility, restrooms, lighting, parking	12	14%
<b>rental space</b>	conferences, weddings, rental space	4	5%
<b>arts and artisans</b>	arts programs, artists	4	5%
<b>events</b>	winter, Christmas, summer, special events	5	6%
<b>community programs</b>	community programs	7	8%
<b>local heritage</b>	coal, native americans, museum	9	10%
<b>children</b>	playgrounds, programs	6	7%
<b>recreation</b>	hiking, biking, trails	16	18%
<b>environmental education</b>	trees, botany	7	8%
<b>other</b>	partnerships, volunteers, case studies	10	11%
<b>Grand Total</b>		<b>87</b>	<b>100%</b>

<sup>1</sup> Several people attended multiple events.

## Analysis of Ideas and Suggestions

The ideas offered during the public sessions were considered and explored thoroughly by the feasibility study team. Through the evaluation, the team grouped the alternatives for the site into two broad groups – operations and events. Both types might require changes to the site’s infrastructure and physical assets, and most will require some oversight by township staff and/or a dedicated site manager.



### Ongoing Operations

There were a number of suggestions to improve the operation of the Moffat Estate. These alternatives largely involved implementing regular activities on the property or at the mansion. Some of the suggestions are listed below. Most are mutually compatible, and could be implemented together; though managing these uses to minimize conflicts is highly encouraged. One way to evaluate the suggested changes to the sites physical infrastructure and facilities is to gauge the potential benefits to the community in contrast to the costs and ease of implementation.

### Arts and Museum Display

Developing an arts display for the mansion, with a focus on local artists has been discussed and suggested. This would likely cost the township little to implement, since the art would likely be donated or loaned by local artists, and the township would responsible only for providing the public space for display. Care and attention would be required to ensure that the art was in line with the community’s tastes. Contests might be related way to draw artists to utilize the space, and to generate interest resulting in the availability of high quality pieces for the mansion. Similarly, creating a museum at the mansion would be of interest to a number of residents who offered comments that local heritage, coal mining history, and Native American artifacts could all be part of a museum collection housed and displayed onsite. This would offer another outlet for community learning, and further tie the community’s residents to the varied and important history of the region. Building partnerships with larger historical societies, museums, universities, and importantly PHMC (Pennsylvania Historic and Museum Commission) would be critical to implementing this recommendation. Unfortunately, house museums are typically not financially stable, and can require significant funding for security and protection of the museum pieces. At current, there are no museum pieces at the mansion.

### Weddings and organized social events

Weddings and other social events have been frequently recommended as an activity that could greatly increase the financial sustainability of the site, while doing so with minimal impact to the historic and architectural integrity of the mansion. Weddings are one traditional event that could be cultured at Moffat. In addition, large family reunions have become significant



opportunities for event venues in the region, and in fact, are being promoted by the PA DCED. These events can provide a steady stream of income through a concession fee from caterers or photographers. Additionally, through heightened visibility, the property would likely enjoy increased visitation. However, the current facility would need significant investment to upgrade both kitchen and public spaces to accommodate larger parties. Places like Aldie Mansion, have shown that this is a viable strategy, and gradually increasing investment in the facility can create a solid, sustainable cash flow. At similar locations, such income can be used to maintain the property and even provide for physical improvements that enhance the attractiveness of the site for these types of events. Importantly, a dedicated site manager would be beneficial in coordinating and managing requests for events. Specific guidelines for types of events, costs, and availability will also be required. Finally, it should be noted that at a public location like Moffat, private events like weddings should be managed so as to minimize the impact on public accessibility during the events.

## Office Space

Currently, the township utilizes a significant portion of the mansion for office and storage space. While no comments specifically addressed this issue, with the township's investment in another building to the south along Route 435, consideration should be given to the relative benefit of having office space at the Moffat location. Positively, having office space located on site would offer residents a sense of connection to their local government whenever they visited the site. However, if weddings or other events were fully embraced at the mansion, office space would likely have to be minimized.

The former apartment building, which contains garage space for four cars beneath, is a sturdy building in very sound condition which, at the present time, remains underutilized by the township and represents a great opportunity for creating additional office space with very little investment on the part of the township. The township could decide to either make this space available to businesses as a rental property, or it could consider the possibility of relocating some of its day-to-day operations to this space, freeing up additional space within the mansion to be used for office space.



## Tours

While house tours are a mainstay of the historic preservation community, they are typically offered on a very limited basis, often simply “upon request.” Tours would offer additional access to the house and grounds, and encourage people to learn more about the Estate. At Aldie Mansion and other similar historic sites, oftentimes a staff member with other primary duties serves as on-call tour guide. At Moffat, teaching a member of the township staff or any newly hired site staff would be beneficial in preparing for tour requests.

## Winter Recreation

Sledding, cross-country skiing and other winter recreation activities would clearly be an important part of public access to the Estate during the winter months. Guidelines would be necessary to designate which activities were permitted in each area of the property. This offers residents a clear understanding of the limitations, and may mitigate problems down the road. It is critical to communicate the impacts of each type of activity, particularly if they are restricted (e.g., snowmobiling). Further, it should be noted that as a public park, recreation activities do present issues of liability, which should be addressed by the Township solicitor thoroughly before fully implementing this suggestion.

## Hiking, Biking, and Horseback riding

During the warmer months, active recreation would be important to provide at the Estate. As with winter activities, designating which activities were permissible in each area is important. Hiking, biking, and horse trails could all likely be accommodated at the Estate. A parallel opportunity may present itself if this trail system could become networked with adjacent trail systems, both planned and already in place. These could include trails proposed for the rail right-of-way directly to the east of Route 435, which will provide an uninterrupted path of travel to Dunmore and points beyond.

## Picnicking and Passive Recreation

Offering dedicated areas for the public to enjoy the outdoors at picnic areas is a suggestion with significant potential benefit to the community. These kinds of uses – picnicking, sunbathing, Frisbee, dog walking, etc. – are basic elements of public park use. Through these uses, residents would get the opportunity to enjoy the Estate in their own way. Though the costs of creating picnicking areas is relatively small (picnic tables, trashcans, etc.), the costs of cleaning and maintaining them are substantial. Regular maintenance, including painting, staining, and replacement should be considered, as should the time spent to complete these tasks. Many local public parks limit access to daylight hours, however, allowing evening events through a permit system could encourage greater utility of the property, and in fact, may reduce vandalism and trespassers through passive means.

## Public Gardens

The Estate has significant ecological resources and landscaped gardens, including the forested areas in the rear of the property and a grape arbor near the mansion. Making changes to the gardens of the estate would benefit the residents of the community and visitors to the site by providing a great resource for environmental education of all ages. Several comments during the public forums included suggestions to add signs to identify tree, shrub, and plant species, as well as to add more to expand the botanical diversity on the site. There are significant resources available to the Township through the county and state agencies to assist in identifying ways to improve the



grounds. Further, a docent or volunteer could be used to help guide visitors and residents around the grounds.

## Programs and Events

The other category of alternatives for use of the Moffat Estate relate to programs and special events. The Estate has great assets available to utilize for both outdoor and indoor events. Some of these are described here, though the list is by no means exhaustive.

### Fishing derby

Covington Township has already hosted a fishing derby to engage township residents with a fun event for both children and adults. The large pond at the back of the Estate has great potential for attracting people to walk, picnic, and enjoy the outdoors. Events like a fishing derby can attract people and let them know about the Estate and its recreation opportunities that might keep them coming back on a regular basis.

### Winter events

Several of the attendees at the public meetings mentioned holding special events during the winter season. Hosting Christmas or other celebrations during the winter months can also help draw residents to the property. Other comments mentioned tree-decorating contests and sledding. The township could potentially offer sleigh rides, bon-fires, or ice skating events to bring residents to the Estate as well.

### Performing arts / amphitheater

Many comments from participants noted that providing a space for the performing arts would be a good use of the Estate property. With 40 acres, there are viable options for creating a modest-sized amphitheater on site. Specifically, township officials have identified a location on the property, situated midway between the mansion and the pond, which seems ideally suited for this purpose. This location is a bit of a naturally recessed “bowl” along a gentle hillside, directly adjacent to the access road and nearby a location which could provide ample parking opportunity in the future. The amphitheater could serve as a community resource for plays, musicals, orchestra, and other events. Careful consideration should be given to planning and designing the amphitheater to ensure that the structure, seating, lighting, and support facilities are appropriate and consistent with the character of the estate. A successfully planned amphitheater could offer a variety of community presentations available to the public free of charge, as well as a selection of programming designed to generate revenue for the Estate.

### Other special events

There are myriad events that could fit into the mission of the Estate, and provide opportunities for engaging the public in worthwhile events. Some



*A successfully planned amphitheater could offer a variety of community presentations available to the public free of charge...*

*...as well as a selection of programming designed to generate revenue for the Estate.*



examples from the public comments include murder-mystery dinners or events, a mini-renaissance faire, or arts and crafts events. Particular attention should be given to underserved groups like the elderly, children, scouts, and the mentally retarded. These groups could benefit greatly from a facility that could host their events. A public space would provide a significant financial benefit to groups with limited funding to support special events.

## IV. North Pocono Demographic Information

The Moffat Estate has the potential to impact a broad geographic area of northeastern Pennsylvania, though it affects, and is affected largely by the North Pocono region. The following presents demographic context for the future of the Estate, and attempts to provide foundation for the recommendations for future use of the property.

### Northeast Pennsylvania Demographics

Northeast Pennsylvania is growing rapidly compared to many other areas in the state, and, in fact nationally. With a growth rate of 5.9% from 1990 to 2000, the region outpaces the state's growth rate of 3.4%. Pike and Monroe counties are growing at a fantastic pace, recording 65.6% and 44.9% for the decade respectively. However, three counties, Lackawanna, Luzerne, and Schuylkill have all lost population since 1990, including a significant portion of their young people. Currently, the average age for residents of the region is over 40 years of age.

*With a growth rate of 5.9% from 1990 to 2000, the region outpaces the state's growth rate of 3.4%.*

County	2000	1990	Percent Change
Wyoming	28,080	28,076	0.0%
Monroe	136,687	95,709	42.8%
Luzerne	319,250	328,149	-2.7%
Carbon	58,802	56,846	3.4%
Pike	46,302	27,966	65.6%
Lackawanna	213,295	219,039	-2.6%
Wayne	47,722	39,944	19.5%
Susquehanna	42,238	40,380	4.6%
<b>Total</b>	<b>894,376</b>	<b>838,099</b>	<b>6.7%</b>

Large portions of residents of Carbon, Luzerne, Lackawanna, and Wayne counties in northeast Pennsylvania live and work within the region. However, a large portion of Monroe residents (32%) and Schuylkill residents (22%) work outside northeast Pennsylvania. Pike County has the lowest proportion of local workers with only 50% of residents working within the seven counties of northeast Pennsylvania. The Study team investigated U.S. Census data regarding performing arts, museums, and the food service industry, unfortunately much of the data was not disclosed. However, 1999 data for northeast Pennsylvania indicate that over 2,100 establishments exist in all seven counties for accommodation and food services (e.g., hotels and restaurants), suggesting a fairly sizable industry in the region. In addition, there were roughly 300 arts, entertainment, and recreation facilities, further supporting the identification of a substantial market for some of the services suggested in this Study for Moffat.



Seasonal changes in the northeast Pennsylvania region are significant with some estimates of increases of 3,000 or more during the summer season. However, winter recreation is also an important economic factor and many seasonal residents increasingly visit during both summer and winter.

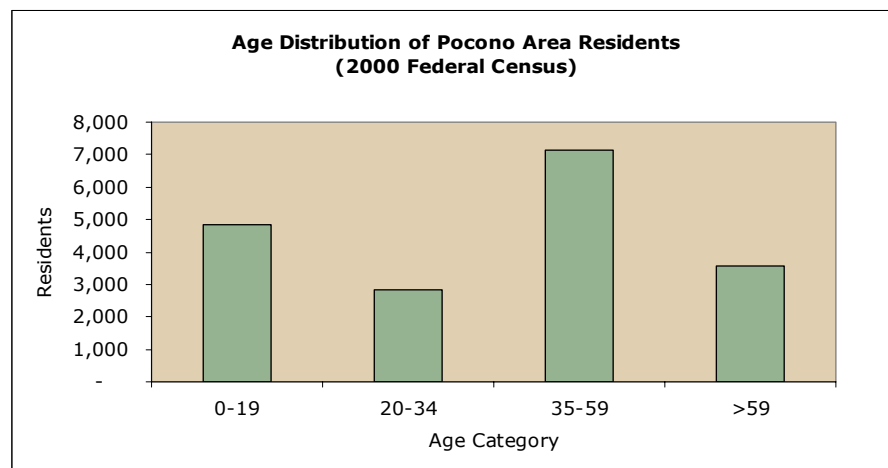
## Neighboring Market

There are ten (10) communities (defined here by census tract) for which 2000 census data was collected and summarized including the following:

- Clifton
- Covington
- Elmhurst
- Jefferson
- Lehigh
- Madison
- Moscow
- Roaring Brook
- Spring Brook
- Thornhurst

	<b>Percent of total</b>	<b>Regional Total</b>
male	49.4%	9,095
female	50.6%	9,334
0-19	26.4%	4,860
20-34	15.5%	2,850
35-59	38.7%	7,134
>59	19.5%	3,585

Together, there were 18,429 residents in 2000, roughly equally distributed between men and women. The population is overwhelmingly white (98%). Nearly half (2,501) of the 5,249 family households have children under 18 years of age. About 26% of the population is 19 or under, while nearly a fifth are older than 59. Jefferson Township is the largest of the ten communities with 19.5% of the total population, while as the fourth largest, Covington holds 10.8% of the regional residents. In addition, other relevant demographic information reflects that there are over 3,200 disabled people, or 17% of the population (both adults and children) in the 10 municipalities outlined here as the target neighboring market for services at Moffat. Further, on average, 21% of the population of the 10 municipalities has a bachelor's degree.



## V. Case Study Properties

There are a number of properties with distinguishing characteristics that have evolved into community, social, and business centers within their respective communities. This section of the Study will take a closer look at four of these in an effort to shed light on some of the great potential that lies within the Moffat Estate.

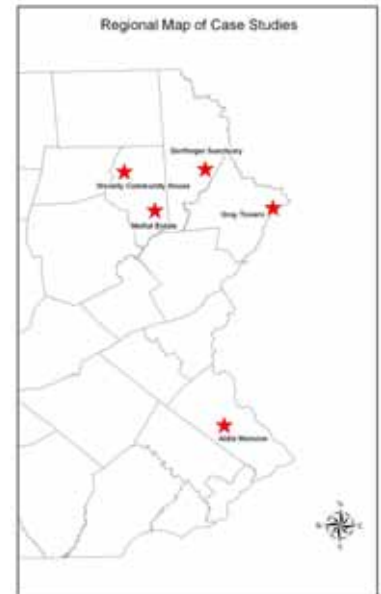
These case study properties present very different examples from which the people of Covington Township may gain insight; from the manner in which they've evolved over their history, to the groups and populations of their respective communities whom they have served, to how they have managed to remain financially viable. The Waverly Community House in Waverly, PA offers a wide range of recreational and education programs to the community and has extensive facilities for public use. Aldie Mansion, in Doylestown, Pa. is the private home of the Heritage Conservancy, a nonprofit conservation group, though weddings and other special events are hosted there. The Dorflinger-Suydam Wildlife Sanctuary has made an open space and museum available to the public on land once owned by decedents of the founders of the Dorflinger Glass Works in White Mills, Pa. And Grey Towers is the ancestral home of the Pinchot family, rich in Pennsylvania history, where the U.S. Forest Service and the Pinchot Institute have offices and offer programs. All are within a two-hour drive of the Moffat Estate, and it is recommended that future decision makers acquaint themselves with these, and other examples not illustrated within this study.

While each of these examples are very appropriate case studies to be considered when planning for the future of the Moffat Estate, it is extremely important to note that not one of these, by itself, should constitute a model to be imitated exactly. Rather, for the purposes of this study, those aspects of the four case studies which are directly or indirectly relevant to the Moffat Estate will be highlighted, while other equally important, but less applicable elements will be left for other discussions.

### The Waverly Community House, Waverly, Pa. Lackawanna County

#### History

The Waverly Community House, also known as "The Comm," was established through a family memorial in the early 20<sup>th</sup> century by the Belin family. In donating the property to Abington Township on June 4, 1920, Margaretta Belin created a living legacy to her husband, Henry Belin, and offered the public a great resource for local residents. A board of trustees administers funds left by the family to manage the property, which are also supplemented by ongoing memorial bequest by friends of the Comm and



other sources. The Comm has been a vital presence in the area for the last eight decades. Over this time the Belin family has continued to help maintain and expand the building and programs.



The Legacy of the Belin family at the Comm includes the following:

- 1927 Two wings and auditorium enlarged in memory of Margaretta E. Belin
- 1955 The stage was enlarged and four bowling alleys (removed later) were added by F.Lammot Belin as a memorial to his wife, Frances Jermyn Belin.
- 1964 Captain Peter Belin established and endowed an arts scholarship, the F. Lammot Belin Scholarship, in memory of his father. Administered by the Board of Trustees, this scholarship grants \$10,000 each year to a talented artist who is either a current or former resident of the area.
- 1996 A Memorial Garden dedicated to Captain Belin was constructed with a gift from Harry Belin. It is a peaceful haven for all who stop. Trust monies left by the family to The Comm continue to help maintain the building and programs. These trusts are supplemented by ongoing memorial bequests from friends of The Comm and the Annual Sustaining Fund.

The Belin family, who were summer residents in the village of Waverly, continues to help maintain and expand the building and programs including adding facilities to the building, endowing performing arts scholarships, and creating gardens.

## Facilities

Auditorium, Performing Arts Stage, and Gymnasium: As part of the original building (with improvements) donated to the community, the Auditorium, Performing Arts Stage, and Gymnasium play an integral role as a host to a vast majority of the activities offered at the Comm. Everything from recreational activities for children and adults--including sport, dance, and play--to cultural and educational performances offered to the community, to public meeting forums, this building is the very essence of what the Comm is all about.



Additionally, within this building is housed the Artist-in-Residence program, which is co-sponsored by the Comm, North East Intermediate Unit #19, and the Pa. Council on the Arts. It is generally scheduled during late winter through early spring. Weekly workshops and lessons are available to the public.

Gardens: Contained on the grounds of the Comm are a number of gardens which are maintained by area groups and individuals. These gardens may be toured by visitors, and offer a variety of informative horticultural lessons. Furthermore, they significantly enhance the appearance of the Comm and

offer members of the community to feel a sense of ownership in the facility by maintaining their portion of the landscape and learning from others' techniques.

**Playground:** In 1990, a state-of-the-art Robert S. Leathers-designed playground was built by volunteers with a Pennsylvania Recreational Improvement and Rehabilitation Grant. The playground receives a tremendous amount of use by local children, and is extremely popular among parents and grandparents who enjoy the pleasant recreational setting and the social opportunities generated by its presence.

**Tennis Courts:** Two clay-surfaced regulation tennis courts are available to the community, weather permitting, from Spring through Fall. Members may reserve court times through the Comm offices.

## Programs

At the Comm, a range of recreational and education programs are offered to community residents. These programs are well-regarded by the community and many would be directly applicable to the Moffat Estate. Others, however, would require additional facilities to be developed. Some recreation programs include:

- After school open gym
- Basketball clinics
- Bridge groups
- Brownies and Girl Scout meetings
- Exercise classes
- Tots & Toddlers groups
- USTA tennis

The Comm also offers a variety of educational programs to help stimulate the community. Many of these relate to the performing arts, and are quite well-developed programs. It should be noted again, that many of these, including the artist-in-residence program could be mimicked at Moffat. For example, the following are offered regularly at the Comm:

- All About Theatre Performing Arts School
- Artist-in-Residence program
- Colley Studio of Fine Arts
- Devine School of Dance
- Lecture series
- The Waverly Preschool

The Comm has a special emphasis on the performing arts. Throughout the year, The Comm offers periodic musical and performing arts presentations.





They host a summer concert series of free outdoor concerts on the property's lawn or in the gym

There are other activities and opportunities available at The Comm that Moffat would do well to learn from. These include both programs and services, not directly offered by the township, but rather by individuals or organizations located onsite or affiliated with The Comm. Some examples include:

- Attic Shop, an upscale consignment shop run by Waverly Women's Club, with all proceeds donated to charity
- Comm – Unity Club, a women's social club
- Cornerstone Ministries, a book publishing company run by Mark Hamby
- K.I.S.S. & Main St. Alcohol programs
- Waverly Community Library
- Waverly Post office, located onsite
- Waverly Women's club (social club)

## Other Events

There are a number of events held at the property including antique shows, artisans markets, house and garden shows and tours, and recreational events. These help build community relationships, and foster broader interaction among residents in a range of situations and settings. It should be noted that some of these types of events may be very attractive for Moffat, though they can be quite labor intensive and financially unprofitable, despite the community benefits. For example, antiques shows and market fairs can be complex events to create and manage. They are often best executed by those with significant experience holding them. Others, like a holiday dinner dance may be less intensive and easier to implement.

The Comm offers a great deal of events geared towards children, and often related to holidays and seasonal celebrations. Some of these include basketball tournaments, an Easter party and egg hunt, a Halloween party, breakfast with Santa, day camp and tennis instruction



## Financial Support

The Waverly Community House depends on the support of friends and visitors to fund activities and programs. Since 1920 when the house and grounds were gifted to the Township, The Comm has been developed and sustained entirely with private funds. The Annual Sustaining Fund is used to generate support from the community, and to recognize the value of the programs and facilities to the residents. Gifts to the fund contribute to all aspects of operations including staffing, restoration and maintenance, as well as programs described above. In addition, The Comm relies on volunteers to provide a significant portion of the services available onsite. For 2005, The Comm set a goal of raising \$85,000 for the Sustaining Fund.



It is interesting to note that The Comm highlights on their website several broader benefits to the community that are generated by the activities of The Comm. These include, among others, enhanced property values and a safe area for kids to play.

## Aldie Mansion, Doylestown, PA Bucks County

Past the brick and wrought-iron gates, on more than 10 acres of carefully tended grounds, stands Aldie Mansion. While its period charm adds to the ambiance of any special event, this restored mansion offers the space and amenities of a more contemporary venue.

In particular, the new 2,400-square-foot atrium presents many unique possibilities. Designed in keeping with Aldie's Tudor architecture, it accommodates a formal dinner dance for up to 200 guests. The original oak-paneled Library, Boardroom and Great Hall with its bluestone floor all feature distinctive fireplaces and are ideal for smaller gatherings. Outside, splashing fountains, terraces, rolling lawns and rare specimen trees create a thousand lovely photo backdrops.

### History

The present mansion, built in 1927, is the second "Aldie" built on the property. The first, an imposing Victorian style mansion, was built by Judge Henry Chapman's oldest daughter Elizabeth and was named after the family's ancestral estate in Perthshire, Scotland. A wealthy widow, she gave the mansion and property to her sister Mary, wife of William Mercer Sr., and their children.

Their son William Jr. was nine when his family moved into the mansion in 1871. After graduating from Harvard, he traveled in Europe studying sculpture and exhibiting his work. In 1892 he built a studio behind Aldie where he made decorative garden ornaments. Like his famous older brother Henry, he was fascinated by the sculptural quality of concrete. Basing his designs on old carved stone pieces he had seen in Europe, he produced fountains, benches, columns, pedestals and arches.

In 1904 William married Martha Dana of Boston. When Martha inherited a large fortune in 1925, she and William started to build the house of their dreams, the present Aldie. Their architect visited England to study Tudor manor houses and the design of Aldie is similar to Compton Wynyates in Warwickshire, especially in the details of the brickwork and chimneys. William died in 1939. Martha continued to live at Aldie and entertained often. Her most famous Christmas party was given in 1941 when the Von Trapp family sang in the great hall. When she died in 1960, she bequeathed





Aldie to the Catholic Archdiocese, which used the mansion first as a seminary and later as a drug and alcohol treatment center.

Aldie Mansion began its history as a beloved private residence. Commissioned by William and Martha Mercer as an ode to the English Tudor manor, this stately 1927 mansion evokes a time in America when craftsmanship reached an art form. Under the watchful gaze of the Aldie gargoyles, intricate brickwork, vintage leaded glass, antique tiles and charming garden ornaments have been faithfully preserved as part of Bucks County's unique heritage.

### Current Uses

Since the early 1980s, the mansion, vacant, vandalized and burned, changed hands several times. Today, thanks to the generosity of Genuardi Markets, Inc. and Vesterra Corporation, Aldie Mansion belongs to Heritage Conservancy. In December 1991, the Conservancy completed a three-year capital campaign to restore the mansion to its original splendor. This effort involved the cooperation and support of many individuals, businesses and foundations who shared the conservancy's goals to preserve the mansion and incorporate the practice of adaptive reuse. Aldie now houses the business offices of the conservancy and is rented for weddings, receptions, meetings and community events such as the conservancy's annual Christmas at Aldie Community Night.



Through low-interest loans, the conservancy was able to finance the construction of an addition to the mansion, thereby expanding the event capacity to 200 persons. Also included was the creation of a commercial kitchen. The conservancy has contracted with a caterer to provide meals and service for all manner of events at the mansion, which provides significant revenue for the conservancy, and provides funding to make repairs and maintain the facilities.

## The Dorflinger-Suydam Wildlife Sanctuary, Inc White Mills, PA Wayne County

### History

The property that is now known as the Dorflinger-Suydam Wildlife Sanctuary was purchased in 1851 by Captain Aaron Flower, a New York hotelier. At that time, the main building was the farmhouse of a working farm complete with outbuildings, barns and extensive pastures. In 1862, Captain Flower sold the property to his friend Christian Dorflinger. Dorflinger, who often visited the farm as a respite from his busy glass manufacturing works in Brooklyn, New York, moved his family permanently to White Mills in the mid-1860's.

In 1865, Christian set about building a new glassworks, which soon became the most important glass manufacturing company in the country. In 1873, the Dorflinger family moved to the St. Charles Hotel in the village of White Mills, and the farmhouse was rented to a series of tenants and divided to accommodate several families, including some who worked in the glass factory.

Upon Christian's death in 1915, the farm was bequeathed to his unmarried daughters, Nellie Jane and Katharine Louise. A third daughter, Mary Elizabeth Dorflinger Suydam, lived at the farm for a number of years. Some years later, her son Frederick Suydam and his wife, Dorothy Grant, began using the main house as a summer residence.

Frederick died in 1960 and Dorothy in 1979. Her will stipulated the property was to be used as a wildlife sanctuary in memory of her late husband. She hoped a museum could eventually be established and dedicated to the significant history and impact of Dorflinger Glass on the White Mills community. June D. Hardy, a great-granddaughter of Christian Dorflinger and cousin of Fred Suydam, was given a life interest in the buildings of the estate. She retained the guest house, but generously relinquished her interest in the other buildings.

In 1980, the non-profit Dorflinger-Suydam Wildlife Sanctuary, Inc., was established under the guidance of Roger M. Blough, fulfilling the dream of Dorothy Suydam. The Sanctuary was established to further natural history, conservation, artistic and cultural education and to serve the people as an agency for popular enlightenment, cultural improvement and scientific progress, recognizing through its programs the essential relationship among the natural, artistic and historic elements of the area.

The Sanctuary obtained its first piece of Dorflinger glass in September 1981 as a gift from Agnes Houth Baisden. Mrs. Baisden gave a Marlboro pattern decanter in memory of her father, Fred Houth, who had worked in the Dorflinger factory. Many glass acquisitions followed. In 1986, the trustees of the Sanctuary began a campaign led by William Adams and Daniel O'Neill to raise \$150,000 to construct a modest museum on the Sanctuary grounds. With the generous support of the community, the fund drive surpassed its goal in the fall of 1987. At that time, noted glass expert Helen N. Barger agreed to donate more than 300 pieces of her own Dorflinger glass to fortify the rapidly-growing collection. On May 20, 1989, the Dorflinger Glass Museum opened to the public. In 1996, the Helen N. Barger Research Center and Library was established in an unused space within the museum building in 1996. Research and other donated materials allowed this component of the museum to become a reality.



## Facilities

The Dorflinger-Suydam Wildlife Sanctuary is comprised of a number of facilities which combine harmoniously to offer a truly unique and diverse experience.

**Grounds:** Of primary importance as the original mission, the Wildlife Sanctuary itself offers visitors the opportunity to discover many acres of forest, meadows, ponds and streams, and to witness firsthand in an undisturbed situation the many unique species of plant and animal life which are indigenous to this region of Pennsylvania. An impressive system of seven trails offers guests the chance to see most of the Sanctuary without having to leave the relative comfort of 5.5 miles of trails. As a prerequisite to earning the prestigious Eagle Scout Badge, a Honsedale teen by the name of Jacob Harvey prepared an informative brochure which offers insight to hikers regarding the numerous types of trees, plants, and other wildlife that one might encounter while enjoying the trails.

**Museum:** The Dorflinger Glass Museum is recognized as having the largest display of Dorflinger glass in the nation. Annually, the museum attracts 3,500 visitors and is regularly featured in print and broadcast media at the local, regional and national levels. Lectures and other variety of special events bring additional visitors to the museum and White Mills community each year.

**Museum Shop:** The museum is required to generate enough revenue annually to support its costs. Admissions and museum shop sales are the primary sources of funds for the museum, while over 100 volunteers donate their time to staff the museum and shop. The shop has become a popular tourist destination in its own right, as it is well-stocked with an assortment of glass souvenirs, gifts and collectibles, colorful paperweights and elegant miniatures, jewelry, and lovely hand-crafted ornaments. An offering of books and videos tell the story of Dorflinger glass for visitors who wish to take this experience to share with others. In addition to covering the day-to-day operating costs of the facility, museum shop funds are used for educational programming, research and to develop and care for the collections.

**Outdoor Amphitheater:** An extremely popular summertime attraction at the Sanctuary has become the musical performances offered at the amphitheater. The structure for this facility is a very modest stage platform with portable backdrop panels. The amphitheater was built in 1983 into a gently-sloped hill in order to provide comfortable lawn seating while affording great views to a rather large crowd. This natural setting is enhanced by a backdrop of large Hemlock trees, which define a natural edge between spectators and wilderness. The amphitheater has become over time a very significant revenue source for the Sanctuary, and has attracted big-name talent, as well as fans who visit to hear them, to White Mills.

*An impressive system of seven trails offers guests the chance to see most of the Sanctuary without having to leave the relative comfort of 5.5 miles of trails.*

Helen N. Barger Research Center & Library: As she did in the early days of the Museum with her glass collection, Helen Barger gave a number of books to form the nucleus of a new glass reference library at the Museum. With the assistance of glass book specialist Susan Milzman, the library quickly grew from a few dozen books to several hundred - all still in need of shelves. As a collector of Dorflinger glass for many years, Helen Barger generously gave to the Museum more than 300 pieces of glass from her collection, the original nucleus upon which our present collection is based. Mrs. Barger's library of books on glass and her research notes were donated to the Library by her daughter, Deborah Hanrahan, and her son, Frank Barger, Jr. Computers and other research equipment and materials continue to be added to improve this library.

## Financial Support

The efforts of the Dorflinger-Suydam Wildlife Sanctuary are supported by public admissions, program revenues and philanthropic contributions. Various levels of financial commitment are available for different programs and projects.

Interested parties help to support the Sanctuary through membership. Members are a part of a group of people who care about what occurs at the Sanctuary. Without the financial support of members and visitors, the Dorflinger-Suydam Wildlife Sanctuary would struggle continue.

## Benefits of Membership

- Discount on FlexTix to the Wildflower Music Festival Concerts
- Discount admission to the Dorflinger Glass Museum, lectures and special events
- Use of five miles of hiking, nature and cross-country ski trails
- Projects dealing with conservation
- Advance notice of activities and events
- Sanctuary, the newsletter of the Dorflinger-Suydam Wildlife Sanctuary, Inc.
- Discount of 10% on Museum Shop purchases
- Invitation to the gala December Holiday Party for members

The Dorflinger-Suydam Wildlife Sanctuary, Inc., is a non-profit "501(c)(3)" organization. Memberships are tax-deductible to the extent allowed by federal law. The following membership categories are available:

Individual (annual):	\$15.00
Family (annual):	\$25.00
Sponsor (annual):	\$50.00
Patron (annual):	\$100.00
Life Member:	\$1,000.00



## Grey Towers National Historic Site, Milford, PA Pike County



Grey Towers is the ancestral home of Gifford Pinchot, first Chief of the US Forest Service and Pennsylvania Governor for two terms beginning in 1922 and again in 1930. He became America's first professionally trained forester and rose to national prominence as a conservationist in the administration of President Theodore Roosevelt. It was Roosevelt and Pinchot who gave the name "conservation" to the movement for the preservation and wise use of all natural resources.

Grey Towers was completed in 1886 by Gifford's father, James Pinchot, a wealthy wallpaper merchant from New York City. Civic minded and a supporter of the arts, James and his wife, Mary, connected themselves with many influential people, among them Richard Morris Hunt, a leading architect of the era. Hunt designed their summer home to utilize both local materials and reflect the French heritage of the Pinchot family, who first settled in Milford in 1818. For two decades the Pinchots and their children enjoyed numerous summers at Grey Towers, entertaining guests for afternoon teas and dinner parties. Here James, disturbed by destructive logging practices then prevalent in the country and throughout much of Pennsylvania, encouraged his eldest son, Gifford Pinchot, to consider a career in forestry.



1963, Gifford Bryce Pinchot, son of Gifford and Cornelia, donated Grey Towers and 102 acres to the US Forest Service, the federal agency spearheaded by his father and which now administers the site. The US Forest Service works closely with the Pinchot Institute for Conservation, a national, nonprofit group committed to leadership in forest policy, thought and action. They seek to further evolve and apply the conservation values and philosophies initially prescribed by Gifford Pinchot.

### Facilities

Today, Grey Towers is a National Historic Site maintained by the USDA Forest Service. It offers tours and use of the original Pinchot mansion, as well as access to 102 acres of grounds to visitors.

**Conference Center:** Embracing a philosophy of preservation through use, Grey Towers, in partnership with the Pinchot Institute, functions as an active conference center for conservation and natural resource issues. Sessions often include some of the nation's top environmental thinkers and professionals. Serious discussions affecting the nation and world are held here.

In his donation of the house and nearby grounds to the Forest Service, Gifford Bryce Pinchot stipulated they were not to serve solely as a monument to his father. He wanted the conservation ideology continued and

the site used to further that cause. Now, with the renovation of Grey Towers, the estate provides an even more inspirational setting with new and significantly improved conference facilities. Audio visual equipment, including LCD projectors, are also available. The facility can accommodate conferences with up to 49 people, and sessions must generally relate to conservation and natural resource matters. Lodging is not available at Grey Towers, but Milford and surrounding communities offer numerous facilities.

**Mansion & Garden Tours:** Guided tours are conducted daily from Memorial Day weekend through early November. Tours are offered on the hour from 10:00 a.m. 4:00 p.m. The fee for tours is Adults- \$5, Seniors - \$4, Youth 12-17 - \$2, Under 12 - free. The grounds are open daily from 9 a.m. to 5 p.m.. The guided tour takes the visitor through three rooms of the first floor of the mansion and surrounding gardens. A typical tour takes about 45 to 60 minutes.

**Trails:** No fewer than four well-maintained trails allow visitors the opportunity to explore Governor Pinchot's property, and through the use of interpretive displays help articulate the story of Grey Towers and the importance of forestry and conservation to the governor.

## Summary and Comparison

In the case of the Waverly Community House, the building and grounds were originally built for and donated to the community for the purpose of providing a gathering place for the social and recreational activities of the population. The Comm's mission is to enhance the lives of individuals and families in the region by fostering educational, recreational and cultural opportunities. As the needs of the community have evolved over time, so too have the offerings of the Waverly Community House. Today, the Comm is largely dependant upon sponsorships and donations from individuals and businesses within the community to support the day-to-day operation of the facility, while many events charge nominal admission fees. These monies support the long-term maintenance of the buildings and grounds. Other elements of the Comm, such as the Leathers & Associates-designed and community-built playground, the Tots & Toddlers Program, and the Summer Concert Series are offered to the community free-of-charge.

Aldie Mansion, in contrast, was long associated with wealth and high society before it eventually fell into disrepair by the 1980's. Today, it is home to the Heritage Conservancy, a nonprofit membership organization whose mission is to protect our natural and historic heritage. Aldie's story is rich with history and its survival is the result of a cooperative effort at preservation. The Conservancy has made its home in the upper floor of the mansion, while the lower levels and grounds are rented for social and corporate events. The proceeds from these rental fees contribute to the maintenance and upkeep of the property. As time has passed, the income generated has allowed some substantial improvements to have been made, including the addition of a

*Each approach... demonstrate[s] the implementation of a long-term plan designed to facilitate the mission of each property.*



2,000-plus square foot addition which includes a banquet hall and kitchen, and vast planting areas and improvements to the grounds.



The Dorflinger-Suydam Wildlife Sanctuary has taken the buildings and grounds of a prominent and historic property, well-known within its community, and made it available for the enjoyment of many. This example makes use of the original residence as a popular museum, but has become equally well-known as a destination for outdoor enthusiasts who make use of the trails and grounds. Additionally, the successful outdoor amphitheater should be examined as a model for any future considerations regarding a similar facility at the Moffat Estate. The Dorflinger-Suydam Wildlife Sanctuary has also undertaken a successful membership campaign which, in addition to providing a dependable revenue stream to help sustain the property, provides an opportunity for the community to take an “ownership” role in the Sanctuary.



Lastly, Grey Towers presents a very different example, as it is an historic property which has fallen under control of a federal agency. As such, it receives much of its funding from tax sources. However, Grey Towers generates additional funds through offering guided tours of the mansion and grounds, and through fees charged for use of the mansion as a conference center.

Each approach, though very different from one another, demonstrate the implementation of a long-term plan designed to facilitate the mission of each property. There are vitally important concepts that can be learned from each project and applied to the Moffat Estate.

## VI. Implementation Recommendations

### Strategic Direction

Covington Township is in a unique position. With the bequeath of the Moffat Estate, they have acquired a significant asset from which programs, events, and activities that will continue to build and grow the community can be leveraged. In order to best lay a foundation for the future use of the property, the Study includes an abbreviated strategic plan. Typically a strategic plan outlines an organization's mission, vision, goals, objectives, programs, and long-term future. This section offers the reader a quick outline of how to integrate the mission of the Estate as outlined in the will and deed with the intentions of the Moffat Family Trust, and the needs of the Township.

### Mission and Vision

The mission of the Estate is clearly defined in the deed documents. However, the mission of the Township with respect to the Estate should include elements of engaging and educating the public, and providing a common resource for the community to interact through programs and public facilities. The vision of the future of the Estate is one of a self-sustaining entity that provides valuable services to all aspects of the community.

### Goals and Objectives

The specific goals and objectives of the Township towards the use of the Estate over the next five years include of the following:

- Expand facilities to incorporate special events such as wedding and family reunions to increase financial sustainability
- Increase resident usage of the Estate and grounds in all seasons through targeted programs, events, and passive recreation
- Create regional awareness of the Estate as an opportunity for recreation, events, etc. by instituting a marketing and awareness campaign
- Provide for long-term financial and environmental sustainability through judicious utilization of the Estate's facilities.

### Strategies

To accomplish these goals, the Study team is recommending three major strategies. These strategies would help guide expansion of activities at Moffat, and implementation of the Study recommendations.

**Engage the Community.** By engaging the community through a diversity of programs and events, as well as offering a range of facilities and opportunities at Moffat, the township can fully engage the entire community



*The vision of the future of the Estate is one of a self-sustaining entity that provides valuable services to all aspects of the community.*

in a setting designed to educate and grow the residents of the community in healthy ways.

**Focus on Sustainability.** The environmental and financial sustainability of the Estate is and should continue to be a critical element of the township's decision-making. By providing for environmental sustainability at the Estate, the township can ensure that they are providing the best possible example to residents. As a complement, a financially sustainable operation at the Estate would include appropriate pairing of revenue-producing activities like weddings, with other activities that do not produce revenue, but are beneficial to the community, like fishing derbies.

**Utilize and Protect the Estate's assets.** The Estate has tremendously valuable assets in its buildings and structures, its grounds, its character, and its historical value. All activities and operations at the Estate should be viewed as steps forward towards better utilization of these assets in education and enjoyment by the community. Additionally, each should be steps forward in continuing to protect the historic, ecological, and community value of the Estate.

## Programs and Events

In addition to strategic direction, the Study team has the following recommendations for implementing changes to programming and events at the Estate. They relate to creating programs, facilitating events, and beginning to build community awareness of the Estate.

- Hire a property and/or event coordinator. This would provide a central coordinator for all aspects of the site. As programs and events grow in number and complexity, this will become a critical element to success.
- Utilize the Township's website for creating expanded community engagement around the Estate and programs held there. This could include using the website for more information about the Estate, announcements, etc.
- Develop a seasonal plan of events to provide programming structure and avoid conflicting uses. Without specifying details about which events to have, the township in conjunction with a property manager should begin to map out the potential for a coordinated suite of events. This will continue to help the Township build towards a broader "identity" for the Estate and grounds.
- Interview, cultivate, and build relationships with caterers, photographers, and event planners in the broader northeast Pennsylvania and northern New Jersey/New York region. This will lay the groundwork for developing a wedding and special event hosting program. Further, the Township should begin to advertise the facility's accessibility for weddings, reunions, etc.



- Create an artist-in-residence program or art competition in order to begin to draw art pieces into the Estate house. Develop partnerships with art school in Scranton-Wilkes Barre, New York City, Philadelphia, etc.
- Begin to host local meetings for scouts and other community groups at the Estate to build “ownership” of the property among the community.
- Create a Friends of Moffat group to help guide support for the programs at the Estate. As a 501(c)3 organization, this group could take donations from residents and foundations, as well as submit grant applications. This in combination with the Township’s applications (and the College’s) would provide a diversity of revenue streams for programs and events that would provide additional buffer during all types of financial situations.

## Facilities Changes

In addition to strategic changes and programmatic changes, some infrastructure changes will be necessary at the site. As with any capital investment, these changes could be staggered over short or long periods of time depending on the financial support and public demand for services associated with them. Some are relatively modest in investment costs, while others will require significant expenditures. Others have already been initiated such as the pond rehabilitation and caretaker house rehabilitation. Many questions remain, and each should be carefully considered in light of actual investment costs, long-term maintenance costs, liability, potential revenue generation, and available financing methods. The following are not necessarily in priority order, and are grouped by location.

### Mansion

- Modernize kitchen with eye for possible expansion. If significant expansion of kitchen facility is desirable to accommodate larger crowds, consider utilizing basement space for some of this purpose. Additional area to accommodate larger year-round dining crowds may require expansion of the mansion, and should be evaluated closely by a qualified design professional.
- Make appropriate changes for ADA/handicap accessibility. Modernize or replace elevator, and consider relocating to a different location away from main stair lobby in an effort to restore the space to its original character.
- Purchase tents and/or seasonal covers for Estate patio.

### Grounds

- Install signage at front of property along Route 435 with adjustable lettering that can be kept current and be used to promote important upcoming events.
- Make minor improvements to existing parking lots. Consider alternate location(s) for expanded parking on fields to accommodate large future

activities. Keep these areas unpaved in order to avoid costly and area-consuming water retention/detention issues.

- Consider an expanded and appropriate exterior lighting scheme which will provide visitor safety for any evening events.
- Provide a children's playground. This was one of the most consistently-requested public comments. Consider the possibility of creating an opportunity to build a sense of community by using volunteers to help build the facility. (See the Lethers & Associates designed playground at Waverly Community Center as an example)
- Reestablish gardens adjacent to the mansion. Create a partnership with local horticultural groups or establish a community garden group.
- Build trails for hiking, biking, horseback riding, etc. Connect these to adjacent or nearby parks and protected areas (in progress).
- Purchase and install picnic tables/trashcans (in progress).
- Pond restoration and stocking (in progress).

### **New Facilities**

- Study the construction of an outdoor performing arts amphitheater. Engineering estimates and location identification will be necessary.
- Build an outdoor covered pavilion at a location which will allow visitors an opportunity to sit and relax within relative proximity to children's play area. This was also a widely popular comment.
- Provide toilet facilities for visitors which can be accessed without having to enter the mansion.

### **Caretaker's House, Apartment & Garage**

- Renovate caretaker house using LEED design criteria (in progress). Maintain Lackawanna College as tenant.
- Renovate garage buildings for professional office space and/or live-work for artist-in-residence.
- Demolish small garage located between caretaker house and mansion and replace with appropriate landscaping material.

## VII. Marketing Issues

### Community Visibility

The Moffat Estate sits high atop a gently sloping knoll overlooking PA Route 435, a highly-traveled four-lane highway connecting the commercial village of Daleville (Covington Township) and the Borough of Moscow. This position affords the Estate the advantage of being passed by thousands of local and out-of-town drivers and passengers every day. During summer months, when the area is visited by tourists and vacationers of the Pocono Mountains, that number rises significantly. Any improvements made to the property itself to enhance the visual impact of the buildings and grounds upon these passer-bys would be a sound investment. For example, the Township might consider a lighting scheme which would softly highlight the building against its dark backdrop at evening. This would present the mansion in a very dramatic manner during evening hours and would call attention to the scale of the building and the architectural character that it possesses. Furthermore, it would improve the security of the building.

Presently, Lackawanna College is planning to occupy the former Frischkorn Residence, which later became the caretaker house for the Estate. This is important to the Estate as a whole for a number of reasons, not the least of which is the fact that the caretaker house is the Estate's oldest and most visible structure as viewed from the road. In taking residence within the home, the College plans to invest a significant amount of money and resources to make the structure a suitable home for its Environmental Institute. It is likely that the house will be properly restored to its original appearance, that of an 1840's era farm house. This will create new activity and visual interest at the Estate, and will be viewed favorably by the public.

Any improvements and maintenance performed to the property that catches the eye as people spend five to eight seconds driving past the Estate along Route 435 is well worth the effort. That is precisely the window of time that the Estate has to market itself to its largest potential audience—those who drive by along the busy state highway. Despite the fact that the Estate possesses some 42 acres of land, the street frontage is a mere 603 feet. For that reason, any signage, plantings, lighting, or paving should be planned with that in mind—to maximize the visual impact of the property in a way that presents the Estate to the public in an attractive yet very brief manner.

### Promotion

The visibility that the Estate receives from its mere location within the community is significant, but it should only be considered the foundation of a detailed marketing program that the Estate will need to undertake in the future. Without the benefits of a full-or-part-time staff and a sound promotion/marketing plan, the Estate stands little chance of being able to

*Without substance which meets or exceeds the expectations of visitors, it is unlikely that they will return to the Estate for future events.*

sustain itself in any meaningful way for long-term success. Historic sites and community centers, by their very nature, must constantly work hard to recruit as many visitors as possible. With an increase in volume of visitors that arrive at the destination, the more likely that the site will achieve its mission to serve the community as well as reach the financial goals it has established.

Marketing the Moffat Estate will be largely based upon how the people and leadership of Covington Township wish to be perceived by their own people and by surrounding communities. In many ways, the Estate offers an opportunity to present a face to the community which represents the ideals for which the Township wishes to be viewed within the larger community. In that, the community has the opportunity to offer a truly distinctive property to its people. This is a unique situation for the municipalities of the North Pocono Community, as there is not a similar property made exclusively available for public use anywhere in the region.

While a sound marketing philosophy should be considered an integral part of the Moffat Estate's annual happenings, it is by no means a substitute for quality programming which will keep visitors returning to the property. Without substance which meets or exceeds the expectations of visitors, it is unlikely that they will return to the Estate for future events. It is imperative that this holds true for every single event to be held at the Estate, because in most cases some percentage of those visitors are experiencing the Estate for their first time. If visitors are disappointed, they will certainly share this information with others who have not been there before. Word of mouth is often underestimated but is in many ways the most effective form of advertising available to the organizers of the Moffat Estate. It should be used to its fullest potential, and to that end the planners of all activities for the property need to be cognizant of this reality.

The development of a detailed marketing program means understanding what the target audience is most interested in, and what they will be motivated to come to see. The more information that is understood about the target audience and presented for their benefit, the more likely it is that they will want to visit the Moffat Estate and that their needs and desires will be met.

## Visitor Feedback

The most primitive, and one of the most effective forms of market research is to request feedback from visitors after they've had an opportunity to experience the offerings of the Moffat Estate. Covington Township enjoys the benefit of having held two public information sessions at the Moffat Estate in August 2005, where visitors were given an opportunity to tour the grounds and building and offer their suggestions for future uses. A log of these comments is included in this study, and these comments will allow the Township to help devise a program to serve these needs. In the future, it is

recommended that similar polling be instituted periodically as procedure to gauge the sentiments of those using the Moffat Estate, and adjust the offerings accordingly. What is popular and seems appropriate in 2006 may not be the case in 2016, and the Township should respond to these changes with a certain amount of flexibility while remaining focused on the long-term goals of the Estate. Market research needs to be taken seriously and implemented as needed if it is to be used effectively.

## Expanding the Audience

While serving the local community is the immediate goal of Covington Township, it is likely that in time it will become desirable to promote the qualities of the Moffat Estate beyond these regional boundaries, as improved facilities and expanded activities will generate interest from a diverse crowd of potential participants and customers from surrounding regions.

Promotion is traditionally accomplished by a number of media, including print ads in newspapers, magazines, and trade publications; on radio and television airwaves; and today on the world-wide web. At some point, any or all of these should be considered. There may be considerable expense associated with each of these, so each opportunity should be examined closely and implemented at the appropriate time.

Of these options, a presence on the world-wide web is likely a rather affordable long-term solution. Currently, a website is sponsored by Covington Township which includes a handful of photographs and a narrative about the history of the Moffat Estate. It is <http://www.covingtontp.org/MOFFAT.htm>, and it can be accessed from the main website for Covington Township. This website should serve as the basis for sharing information with the public regarding all future plans for the Estate. While the website is a good start for communication, any effort made to improve the function of this website would be highly recommended. When this Feasibility Study is released to the Township Supervisors, it is suggested that the content is posted on this website so that it may be properly viewed by the public. As improvements are made to or planned for the Estate, it is recommended that news of these activities be listed on the website. Also, it is suggested that an up-to-date calendar of events be maintained on the site which people can rely on as a dependable source of information.

Also, the website by itself is a useful tool, but if potential visitors cannot find where to access this information its usefulness is severely hampered. For that reason, it is recommended that links to the Moffat Estate website be provided on other relevant websites operated by the likes of the Lackawanna Heritage Valley Authority, Lackawanna County, Lackawanna County Convention & Visitors Bureau, Pocono Mountains Vacation Bureau, etc. There are many similar sites which could generate a great amount of traffic to

the website, and this in turn would generate world-wide exposure at a very low cost.

The website could include a wide range of information to potential visitors such as: driving directions, site map, hours of operation, calendar of events, nearby attractions, business sponsor links, etc. The inclusion of this information makes the site much more interactive and user-friendly, and increases the potential opportunities of the site. In the future, the site could be utilized to sell Moffat Estate or other regionally significant merchandise to help generate revenue.

## **Parallel Cooperative Opportunities**

Any partnerships or alliances that can be formed with other visitor attractions within the region should be pursued and looked upon favorably. By promoting other destinations and events and, in turn, being promoted elsewhere, the Moffat Estate may be introduced to a wider or slightly different audience than otherwise possible.

The Estate is located less than a mile from the Moscow train station, a regular stop along the popular Steamtown rail excursion which runs seasonally and brings visitors to the Borough from surrounding communities throughout the larger region. Cooperation between those who maintain the Moscow station and the Estate could yield a promotional opportunity with a near-direct connection. The Lackawanna Coal Mine Tour is open from April 1st through November 30th in nearby Taylor, Pennsylvania, and is significant to this project in that the mine shaft which is open to the tour was formerly owned by the Moffat Coal Company. It was suggested at one of the public meetings that some linkage between the two sites might be desirable as a means of further telling the story of the mining history which drove the region in years past.

Festivals such as the Moscow Music & Arts Festival, the Wayne County Fair, and countless other seasonal festivals and fairs in the area provide significant opportunity for potential cooperation.



## VIII. Financial Issues

While the ideas introduced at the public meetings would likely have positive effects on the Estate and enhance the quality of life for residents of the region, many of these ideas would involve significant financial investment without generating much revenue. However, other suggestions may provide significant revenue. This Study offers recommendations for a complementary set of programs that gives the public an opportunity to enjoy Moffat, while simultaneously providing financial sustainability for the site. The comments offered by the public generally fall into one of these categories:

- Free Use of Existing Facilities
- Free Use of Future Facilities
- Fee-For-Use of Existing Facilities
- Fee-For-Use of Future Facilities

### Free Use of Existing Facilities

Within this category would fall the use of the property as it is used today, including all grounds, trails, and use of the pond as it is permitted. These uses will make the property attractive mostly to residents who do not have access to open space areas or to those who are drawn to the many qualities of this particular property. By definition, these activities cost little to provide, but generate no revenue.

### Free Use of Expanded Facilities

Within this category would fall the use of future improvements made to the property which offer little if any opportunity for generation of revenue. These improvements will vary greatly in cost to build, and generate no revenue. However, they make the Estate more attractive to a wider array of visitors, and can result in a higher quality of living within the community. Residents might also benefit from increased property values. These facilities will make the estate attractive mostly to residents who would no longer have to go outside the community for these types of services.

### Fee-For-Use of Existing Facilities

Within this category would fall the use of the property as it is today. However, by charging a nominal fee for use of some portions of the existing property, the Estate may help to offset some of its operating expenses. These uses will make the property attractive to residents who wish to hold a function or event at the Estate, but don't require anything more than is already available at the property. There is an inherent cost in offering the property for these types of activities, but by charging a nominal fee the Estate will be able to recover its costs while generating some revenue to be put toward future costs or improvements.

## Fee-For-Use of Expanded Facilities

Within this category would fall the use of the property in a future, improved capacity. By charging a nominal fee for use of these improved facilities, the Estate may help to offset some of its operating expenses. These uses will make the property attractive to residents who wish to hold a function or event at the Estate, and require more than is already available at the property. Also included would be pay-for-service events like entertainment shows or programs available at new venue(s) located on the property. There is an inherent cost in improving the property for these types of activities, but by

	Free Usage	Fee-For-Use
<b>Existing Facilities</b>	<ul style="list-style-type: none"> <li>• Informal children's play</li> <li>• Sledding and cross-country skiing</li> <li>• Bird and animal watching</li> <li>• Photography, painting, drawing</li> <li>• Hiking</li> <li>• Availability of interior spaces</li> <li>• Cross-country bicycling</li> <li>• Kite flying</li> <li>• Permitted fishing</li> <li>• Supervised camping</li> <li>• Horseback riding</li> <li>• Wall space for art displays</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Rental of part or whole of mansion for social or corporate events</b></li> <li>• <b>Rental of part of mansion to civic groups and clubs for meetings</b></li> <li>• <b>Rental of some portion of grounds for social or corporate events</b></li> <li>• <b>Nominal fee for use by professional photographers for wedding photos</b></li> <li>• <b>Leasing Apartment and Garage</b></li> <li>• <b>Leasing Caretaker House</b></li> <li>• <b>Leasing Mansion office space</b></li> </ul>
<b>Expanded Facilities</b>	<ul style="list-style-type: none"> <li>• Children's park</li> <li>• Improved lighting</li> <li>• Barbeque pits</li> <li>• Additional trails</li> <li>• <b>Improved landscaping &amp; trees</b></li> <li>• Labeling species of trees &amp; plants</li> <li>• Horseshoe pits</li> <li>• Restoration of fountains &amp; gardens</li> <li>• <b>Outdoor pavilion(s)</b></li> <li>• Improved signage</li> <li>• Picnic tables and seating</li> <li>• Improved parking facilities</li> <li>• <b>Outdoor toilet facilities</b></li> <li>• Holiday-themed decorations</li> <li>• Bocce courts</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Amphitheater and events</b></li> <li>• <b>Comfort or performance improvements made to mansion (kitchen, terrace, restroom facilities, etc)</b></li> <li>• <b>Public swimming pool (supervised with lifeguard staff)</b></li> <li>• Community services &amp; programs (senior center, special needs, etc.)</li> <li>• Community gardens on property</li> <li>• <b>Small museum dealing with local heritage</b></li> <li>• Holiday programs</li> </ul>

charging a nominal fee the Estate will be able to recover its costs while generating some revenue to be put toward future costs or improvements.

## Financial Analysis

The township, or a site manager, would do well to write a financial plan to identify clearly, which programs will be viewed as revenue-generating (e.g., weddings), and which ones are important and will be carried out regardless of positive cashflow (e.g., an antiques show that only breaks even). This plan would also describe a strategy for balancing these two types of activities, as well as how to finance the more costly capital investments.

### *Pro Forma* Budget

A *pro forma* budget for operation of the Moffat Estate over the next five years is included as an appendix. Additionally, a detailed estimate for operational costs for “full” operation is also included. These estimates are broadly based, and should be refined as more information is developed. The estimates are based on the desired state of operation (including capital investments like expanding the mansion and constructing an amphitheater), and are grounded in comparison with similar sites around the country. There are many assumptions underlying the budget, which are not detailed here. For more information, contact the township or the authors.

From the budget estimates, full operational costs of the Estate could range up to \$500,000 and include the time equivalence of as many as six and a half staff. A significant factor in this estimate is the dedication of staff towards a robust special events program, which would also be a very significant source of revenue. The community events would also represent a significant portion of the expenses, but would not likely draw revenue. Utilities costs can be quite large, given the probable energy inefficient nature of the mansion, as would equipment and supplies for maintenance, landscaping, and janitorial services, again, assuming a fully-developed public events program was in place. Depending on how the operations at Moffat are structured in the future, taxes could be quite large on the property, as would liability insurance

Ultimately, the entire operation could be scaled back considerably by eliminating various programs and events, however these events provide important benefits to the community. For example, if only outdoor events were considered at the mansion (photography, garden parties, etc.), then maintenance costs would be reduced for the interior of the mansion.

### Capital Investments

These figures also factor in, but do not directly reflect, capital investment onsite for facilities improvements. In particular, the following represent the larger capital investments outlined in the Study. Completing all of these would cost millions of dollars, and several years to implement.

- Construction of an amphitheater

*...full operational costs of the Estate could range up to \$500,000 and include the time equivalence of as many as six and a half staff.*

- Construction of an addition for events
- Expansion of the mansion's kitchen
- Construction of a pavilion
- Development of a museum at the mansion
- Pool construction
- Apartment & Garage renovation
- Caretaker House renovation
- Landscaping improvements
- Parking lot improvements
- Trails development

Some of these could be completed through in-kind services from the township, such as the parking lot improvements and/or grading, since the township already has staff and equipment capable of the task. In contrast, the pavilion, amphitheater, and mansion improvements will need architecture, engineering and construction services. For example, Aldie Mansion's expansion cost roughly \$750,000 in 1995. Dorflinger's museum, which cost over \$150,000 to develop, generates revenue through sales to cover operating costs. This is probably a far better situation than could be expected from a museum at Moffat. Renovation of the apartment would clearly be a net positive with respect to revenue, assuming they were leased consistently at market rates. Finally, the pavilion and amphitheater would certainly provide excellent facilities to attract revenue generating events, but in and of themselves, would not likely pay for the construction costs for a longer period of time than, for example, the mansion addition. Estimates from the many infrastructure changes at the case study locations would be useful to help focus future financial estimates.

## Revenue Sources

There are a variety of potential revenue sources for managing and operating Moffat Estate. The township will likely provide basic core operational support for the Estate including maintenance and grounds operations. However, as is their desire, financial sustainability can be achieved with the development of other revenues. With solid backing from the township, additional sources of revenue would not only provide for diversity, and therefore stability in all financial conditions, but also provide supplemental funding to institute other programs. Many of these are detailed below.

**Income from events** can be in the tens of thousands of dollars for a facility like Moffat. However, a strict business-like approach is necessary to make sound financial decisions. For example, investing in expansion of the facilities to accommodate larger events could prove very lucrative, but completing a market analysis for larger events is critical. At Aldie Mansion, there are two income streams: (1) rental of the facilities (from several hundred to several thousand dollars a day), and (2) a commission assessed to the caterer's revenue (likely between 5% and 10%).

With the apartment and garage, the mansion's rooms, and the Caretaker's House, there is great potential for the Township to generate thousands of dollars annually in **income from leasing**. The facilities lend themselves to leasing to partners like Lackawanna College, community groups, caterers, or businesses. While market rates fluctuate from year to year, it is reasonable to expect that leasing of office space could gain between \$0.75 and \$1.50 a square foot. Importantly, the township may have to pay taxes on the revenue from the leasing agreements.

**Capital campaigns** can also raise significant funding such as was done at Dorflinger Sanctuary where over \$150,000 was raised to support the site operations. These campaigns can be very profitable, and need to be well-coordinated, and benefit greatly from a clear goal and concise message. Annual campaigns are more difficult, but the regularity, such as at Waverly helps in the keeping donors coming back. A capital campaign is very likely the best way to achieve rapid fundraising for some aspects of the infrastructure improvements to Moffat.

Angel donors, or **large wealthy donors**, can offer baseline support for an institution such as Moffat. At Waverly, the family who donated the property has been greatly involved in the site's operation, and has been vested in long-term benefits of the Comm. They continue to fund improvements to the facilities and support programs and activities (e.g., scholarship).

**Memberships**, both individual and corporate can yield significant revenue, but can require substantial staff time, particularly with "reward events" to help engage members. These events help members identify with the organization or location, and can be fun. At Moffat, this could be a key role for the event coordinator or site manager. Creating a Friends of Moffat organization could significantly enhance this source of revenue.

There are many **State and Federal grants** programs in the environmental, historical, and community development fields that could support operations at Moffat. Some of these include both the Department of Community and Economic Development (DCED), especially the Community Block Grants, as well as the Department of Conservation and Natural Resources (DCNR). In addition, private foundations often support sites like Moffat since there are significant elements of public involvement, education, and stewardship of natural and cultural resources. Obtaining and managing grants is a time-consuming process, but can be particularly beneficial. As with memberships, establishing a friends organization would provide a secondary recipient for grants.

**In-kind services**, while not strictly revenue, will be a critical component of the funding scheme for the Estate. Covington Township has, and will likely continue to offer significant support in many areas of operation, such as grounds, maintenance, administration, and basic construction. Lackawanna

College could potentially offer similar in-kind services or assistance to furthering the mission of the Estate.

Finally, **direct sales** of production items highlighting local heritage, or specific aspects of Moffat could provide additional revenue for the Estate operations. These could be copies of museum items, commissions from artist in residence exhibits, or other similar ventures. A focus on low cost production, and minimal distribution costs would help maximize revenue. The Dorflinger Sanctuary benefits greatly from its history and relationship with glass production, when it comes to sales of museum items and memorabilia. In the financial projections for Moffat, the sales revenue for years four and five was based on estimates for a modest sale (or resale) of items of regional significance. If items of significant to the Estate were identified, offered for reproduction, and produced at minimal cost, this could prove to augment sales revenues in out years.



## IX. Project Schedule & Key Meetings

- 6/21/05 Covington Township Recreation Committee June meeting (makeup)(#1)
- 6/28/05 Proposals for specialized Consultants due at Lackawanna College.  
— This Consultant will assist with economic & financial issues relative to respective portions of Feasibility Study.
- 7/5/05 Board of Supervisors Meeting  
— Study team to make introduction to Supervisors.
- 7/13/05 Covington Township Recreation Committee July meeting (#2)  
— Update Recreation Committee on progress to-date.  
— Introduce selected Consultant to Recreation Committee members
- 7/27/05 First of two Public Information/Input Sessions (Wednesday 7:00 P.M.)
- 8/13/05 Second of two Public Information/Input Sessions (Saturday 10:00 A.M.)
- 8/10/05 Covington Township Recreation Committee August meeting (#3)  
— Update Recreation Committee on progress to-date.
- 9/14/05 Covington Township Recreation Committee September meeting (#4)  
— A First Draft of the Feasibility Study will be presented to the Committee for their review and comment.  
— Update Recreation Committee on progress to-date.
- 10/5/05 Aldie Mansion (Doylestown) Site Visit
- 10/12/05 Covington Township Recreation Committee October meeting (#5)  
— Discuss First Draft Comments as raised by Recreation Committee and other Officials.  
— Update Recreation Committee on progress to-date.
- 11/9/05 Covington Township Recreation Committee November meeting (#6)  
— Final Comments from Recreation Committee and other Officials

— Update Recreation Committee on progress to-date.

12/08/05 Original Study Completion Date (Extension granted,  
pending January 2006 delivery)

1/30/06 FINAL DRAFT OF FEASIBILITY STUDY  
DELIVERED TO COVINGTON TOWNSHIP

## X. Acknowledgements

The Study team would like to recognize several people who were instrumental in creating this report. Tom Yerke (Covington Township) and Joyce Hatala (Lackawanna College) were incredible resources to learn from, and offered invaluable guidance in executing the project. We would also like to thank the PA Department of Conservation and Natural Resources for their financial support of this project. Additionally, we would like to thank the many members of the community who offered their suggestions and input through the public comment sessions.

(Craig, whatever you'd like put here...)



## XI. Appendix I: Public Comments

### August 13th

The following community members signed in to confirm their attendance at this meeting:

Participant Name	Address	Town
1. Marlene Beavers	RR1 Box 1453	Gouldsboro, PA
2. Jake Beavers	RR1 Box 1453	Gouldsboro, PA
3. Beth Milder-Beh	RR4 Box 4642	Moscow, PA
4. Kim Bochicchio	207 Autumn Dr.	Moscow, PA
5. John Brostoski	RR9	Moscow, PA
6. Diane Buscarini	RR 1 Box 1392	Gouldsboro, PA
7. Mitchell J. Hinton	P.O. Box 83	Moscow, PA
8. David Petrosky	RR9 Box 9222	Moscow, PA
9. Donna Reaser	115 Maple St.	Moscow, PA
10. Yvette Wentland		Archbald, PA
11. Paul Wentland		Archbald, PA
12. Thomas M. Yerke	RR4 Box 4843	Moscow, PA

Eight people offered the following suggestions at the meeting as ideas to be implemented at the Moffat Estate:

#### David Petrosky

- children's park/playground
- senior citizen hiking trails
- additional parking areas
- restrooms in several different locations
- outdoor pavilion for parents adjacent to children's play area
- ADA-compliant elevator within mansion
- make spaces within the mansion available for rent to generate revenue
- county outreach services available within mansion
- senior citizens' center
- amphitheater
- spaces available within mansion to showcase local artists

#### Marlene Beavers

- small museum within mansion relating to local heritage dealing with railroad, timbering, & mining
- kite flying area at clearing on hill
- outdoor pavilion(s) for arts & crafts
- Christmas events on property (Santa's workshop, horse-drawn sleigh rides, gift-wrapping, etc)

#### Beth Milder-Beh

- summer theater
- environmental education
- conference facilities available to professional groups, educational groups, civic groups, etc.
- local artists' displays within mansion (noted that there are world-renown artists living within region)
- suggested that the Dorflinger property in White Mills might make an excellent case study

#### John Brostoski

- children's park/playground for different age groups
- sheltered place for parents to safely watch children
- pavilions may be available for public use (family reunions)
- sleigh riding hill for children
- additional parking facilities
- restrooms in several different locations
- outdoor lighting
- barbeque pits available to public

#### Mitchell J. Hinton

- public organic gardens on grounds available to children (suggested that raised-bed gardens would offer an opportunity for children living with disabilities to learn concepts of gardening)
- outdoor shelter available for winter recreational activities

#### Paul Wentland

- suggested that prison inmates may be available to provide basic cleanup and labor services through Department of Corrections

#### Yvette Wentland

- the mansion may be rented out by photographers as a backdrop for wedding pictures, etc.

#### Thomas M. Yerke

- public swimming pool in location of previously-buried pool on property

### August 24th

The following community members signed in to confirm their attendance at this meeting:

Participant Name	Address	Town
1. Bill Willson		Covington Twp.
2. Lynn Conrad		Urban Forestry
3. Debbie Bertha	RR8 Box 8259D	Moscow PA
4. Joan Bobostas	Rt. 435	Gouldsboro PA



5. Joan Foytack	RR2 Box 2188	Moscow PA
6. Donna Rease	115 Maple St.	Moscow PA
7. Gloria Perna	3441 Madisonville Rd	Moscow PA
8. David M. Petrosky	RR9 Box 9222	Moscow PA
9. Kim Bochicchio	207 Autumn Dr.	Moscow PA
10. Linda Wright	RR 1	Gouldsboro PA
11. Bill Wright	RR 1	Gouldsboro PA
12. Thomas M. Yerke	RR4 Box 4843	Moscow PA
13. Vicky Castagna	11 Eagle Lake Rd	Gouldsboro PA
14. Ruth Connolly	11 Eagle Lake Rd.	Gouldsboro PA
15. Laura Wojnar	215 Bear Brook Acres Dr.	
16. Mitchell J. Hinton	P.O. Box 83	Moscow PA
17. Yvette Wentland		Archbald PA
18. Jill Droppa	410 Becks Crossing	Madison Twp. PA
19. Milton L. Delgado		Covington, PA
20. Martin Fischer	McAndrew Rd.	Moscow PA
21. Brian Yeager	RR6 Box 6065A	Moscow PA
22. David J. Petrosky		
23. Diane Buscarini	RR 1 Box 1392	Gouldsboro PA
24. John Brostoski	RR9	Moscow PA
25. Terri Butler		Covington, PA
26. Kirk Moir		Covington, PA
27. Jack Erhardt		PA Dept. of Forestry
28. Bernie McGurl		

The following suggestions were introduced at the meeting as ideas to be implemented at the Moffat Estate:

#### Joan Foytack

- community organizations can purchase and plant trees on the grounds and decorate them during holiday seasons
- fishing derby for children at the pond
- the North Pocono Rotary is funding a feasibility study for a proposed 12-mile rail-to-trail plan which would connect from Dunmore Borough to Jefferson Township, and the suggestion was made that this might lessen the community's need for biking trails on the Moffat property

#### Ruth Connolly

- Civic, school, or religious groups could sponsor an existing tree and decorate it. The groups could also be responsible for their care and upkeep.

#### Milton DelGado

- Christmas-themed events, such as merchandise booths, refreshment booths, Santa’s workshop, choral groups, etc.
- Native American pavilion dealing with history of indigenous people within the region
- Re-enactment of a Native American village
- presentation of a documentary film dealing with the Moffat Coal Company

#### Gloria Perna

- Wellsboro, Pa. offers “A Dickens of a Christmas”, and suggested that as a possible model for the Christmas-themed suggestions
- The Lackawanna Coal Mine Tour could be tied together somehow with the Moffat Estate, given the fact that the tour is offered within a mine shaft owned at one time by the Moffat Coal Company. A combination ticket could be offered to show visitors the contrast between the way the miners and the mine owners lived.
- A sponsored “event sign” along Route 435 would give passers-by the opportunity to learn of upcoming events at the Estate and allow for a bit of revenue by its sponsorship

#### Martin Fischer

- Arbors of unique, labeled species of trees planted around property to educate the public about trees
- Suggested that for the types of ideas being proposed, the Township would be wise to hire a full-or part-time manager to promote and uphold the property to protect its long-term financial survival.

#### Debbie Bertha

- Community pool, noting that the closest public pools are at McDade Park and Nay Aug Park
- A sprinkler park would offer a less-expensive alternative to a fully-equipped pool
- Playgrounds for children
- Walking paths and trails on the property
- bike trails on the property

#### Brian Yeager

- amphitheater for concerts and cultural events, similar to Dorflinger (a member of the audience mentioned College Misericordia as a follow-up comparison)
- mansion could showcase a collection of Moffat Coal Company artifacts that would be of interest to visitors

#### John Brostoski

- parking upgrades
- public handicap-accessible restroom facilities
- large size pavilion available for public use

Laura Wojnar

- bike trails on the property
- children's shows

Yvette Wentland

- traveling Native American shows dealing with culture, clothing, customs, etc. are offered elsewhere and are rather popular among children

David M. Petrosky

- a botanical inventory should be done on the property, and significant species of plants and trees should be labeled for visitors reference
- rooms within the mansion should be used to showcase artwork
- proposed that Lackawanna College offer courses and use the larger rooms within the mansion as satellite classrooms

Bernie McGurl

- a long-term management structure and plan need to be adopted to protect the interests of the Estate as a public resource
- the building spaces could be used to generate income for the Estate
- mentioned the Waverly Community Center as a case study, and noted that the building rents out space to businesses, including the U.S. Postal Service
- noted that there is a rail-to-trail project planned which would connect Elmhurst to Moscow, and a separate trail is planned which would connect Moscow to Covington. This second trail is very close to the property of Moffat Estate, and the study could reflect an effort to tie into this other project

David J. Petrosky

- suggested that in general, he feels strongly that any new construction needs to fit into the property aptly, and not take away from the outstanding qualities that the Estate presently offers

Vicky Castagna

- requested that the public be kept up-to-date on the development of the study. (A suggestion was made that the completed study be accessible through Covington Township's website)

Jill Droppa

- offered that Grey Towers / Pinchot Estate was an excellent case study
- requested that art seminars & lessons be made available at the mansion

Jack Erhardt

- offered his assistance to the project as a representative of the Pa. Bureau of Forestry (DCNR)

### Additional Comments

The following individuals offered comments after the public meetings had been completed:

Participant Name	Address	Town
1. Sandra Ives		Madison Twp. PA
2. Mitchell J. Hinton	P.O. Box 83	Moscow PA
3. Kim Bochicchio	207 Autumn Dr.	Moscow PA

The following comments were offered:

#### Sandra Ives

As the mother of a 23-year old mentally retarded daughter, she felt that a day program at the Estate made available for residents such as her daughter would be very beneficial. There is presently very little offered in the community to people with her needs.

#### Mitchell J. Hinton

Offered his services and experience as a stone wall craftsman to be put to use on the property where it would be most useful. There are currently a number of different stone walls on the property, in varying conditions.

#### Kim Bochicchio

An adult volleyball league has been playing in the gymnasium at the Moscow Elementary School for a number of years. Recently, they were asked by the school to find a new home, as the school district does not feel that they can accommodate the group at this time. The question was asked if one of the outbuildings could be converted into gymnasium space to be rented out to groups such as this one.

## XII. Appendix III: Financial Projections

Income Statement							
		Year 1	Year 2	Year 3	Year 4	Year 5	Totals
<b>Sales</b>							
Sales		0	0	0	1,500	5,000	6,500
<b>Total Sales</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500</b>	<b>5,000</b>	<b>6,500</b>
<b>Less Cost of Goods Sold</b>							
Materials					1,000	2,500	3,500
Labor					750	1,000	1,750
<b>Total Cost of Goods Sold</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>1,750</b>	<b>3,500</b>	<b>0</b>
<b>Gross Profit</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>(250)</b>	<b>1,500</b>	<b>1,250</b>
<b>Operating Expenses</b>	<b>Change</b>						
Salaries	3.5%	331,875	343,491	355,513	367,956	380,834	1,447,793
Benefits*	5.0%	0	0	0	0	0	0
Travel	1.5%	2,000	2,030	2,060	2,091	2,123	8,305
Equipment	15.0%	6,000	6,900	7,935	9,125	10,494	34,454
Supplies	10.0%	11,000	12,100	13,310	14,641	16,105	56,156
Contracts	2.0%	7,500	7,650	7,803	7,959	8,118	31,530
Telephone	7.0%	1,500	1,605	1,717	1,838	1,966	7,126
Training	3.0%	2,000	2,060	2,122	2,185	2,251	8,618
Postage	10.0%	500	550	605	666	732	2,553
Utilities	1.0%	9,000	9,090	9,181	9,273	9,365	36,909
<b>Total Operating Expenses</b>		<b>371,375</b>	<b>385,476</b>	<b>400,246</b>	<b>415,734</b>	<b>431,989</b>	<b>2,004,820</b>
<b>Operating Income</b>		<b>(371,375)</b>	<b>(385,476)</b>	<b>(400,246)</b>	<b>(415,984)</b>	<b>(430,489)</b>	<b>(2,003,570)</b>
Leasing income	5.0%	13,200	13,860	14,553	15,281	16,045	72,938
Federal and State Grants	10.0%	75,000	82,500	90,750	99,825	109,808	457,883
Membership income	15.0%	6,250	7,188	8,266	9,505	10,931	42,140
Event fee income	25.0%	32,040	40,050	50,063	62,578	78,223	262,953
Township in-kind income	-1.0%	225,000	222,750	220,523	218,317	216,134	1,102,724
Donations	5.0%	30,000	31,500	33,075	34,729	36,465	165,769
<b>Total Income (Expense)</b>		<b>381,490</b>	<b>397,848</b>	<b>417,229</b>	<b>440,235</b>	<b>467,605</b>	<b>2,104,407</b>
<b>Income (Loss) Before Taxes</b>		<b>10,115</b>	<b>12,372</b>	<b>16,982</b>	<b>24,252</b>	<b>37,116</b>	<b>100,837</b>
<b>Income Taxes</b>		<b>19,075</b>	<b>19,892</b>	<b>20,861</b>	<b>22,012</b>	<b>23,380</b>	<b>105,220</b>
<b>Net Income (Loss)</b>		<b>(8,960)</b>	<b>(7,521)</b>	<b>(3,879)</b>	<b>2,240</b>	<b>13,736</b>	<b>(4,383)</b>
<b>Cumulative Net Income (Loss)</b>		<b>(8,960)</b>	<b>(16,480)</b>	<b>(20,359)</b>	<b>(18,119)</b>	<b>(4,383)</b>	<b>(68,301)</b>

## Operating Budget Summary

### Section A - Funding Summary

Spending by Funding Source							
Project, Activity, or Workplan Element	Leasing income	Federal and State Grants	Membership income	Event fee income	Township in-kind income	Donations	Total
1. Special Event Management				\$61,250			\$61,250
2. Facilities Maintenance	\$49,613				\$60,638		\$110,250
3. Grounds Management	\$13,500				\$76,500		\$90,000
4. Public Outreach		\$28,300	\$7,075				\$35,375
5. Community events		\$25,063	\$12,531			\$12,531	\$50,125
6. Admin	\$6,094				\$12,188	\$6,094	\$24,375
<b>Totals</b>	<b>\$69,206</b>	<b>\$53,363</b>	<b>\$19,606</b>	<b>\$61,250</b>	<b>\$149,325</b>	<b>\$18,625</b>	<b>\$371,375</b>

### Section B - Cost Categories

Project, Activity, or Workplan Element							
Budget Categories	1. Special Event Management	2. Facilities Maintenance	3. Grounds Management	4. Public Outreach	5. Community events	6. Admin	Total
Salaries	\$52,750	\$101,250	\$86,250	\$29,875	\$48,375	\$13,375	\$331,875
Benefits*	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Travel	\$500			\$1,000		\$500	\$2,000
Equipment		\$3,000	\$3,000				\$6,000
Supplies	\$2,000	\$3,500	\$750	\$2,500	\$1,250	\$1,000	\$11,000
Contracts	\$5,000	\$2,500					\$7,500
Telephone						\$1,500	\$1,500
Training	\$1,000			\$500	\$500		\$2,000
Postage						\$500	\$500
Utilities				\$1,500		\$7,500	\$9,000
<b>i. Total Direct Charges</b>	<b>\$61,250</b>	<b>\$110,250</b>	<b>\$90,000</b>	<b>\$35,375</b>	<b>\$50,125</b>	<b>\$24,375</b>	<b>\$371,375</b>
<b>j. Indirect Charges</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Totals</b>	<b>\$61,250</b>	<b>\$110,250</b>	<b>\$90,000</b>	<b>\$35,375</b>	<b>\$50,125</b>	<b>\$24,375</b>	<b>\$371,375</b>

\*Benefits are included in salary cost estimates

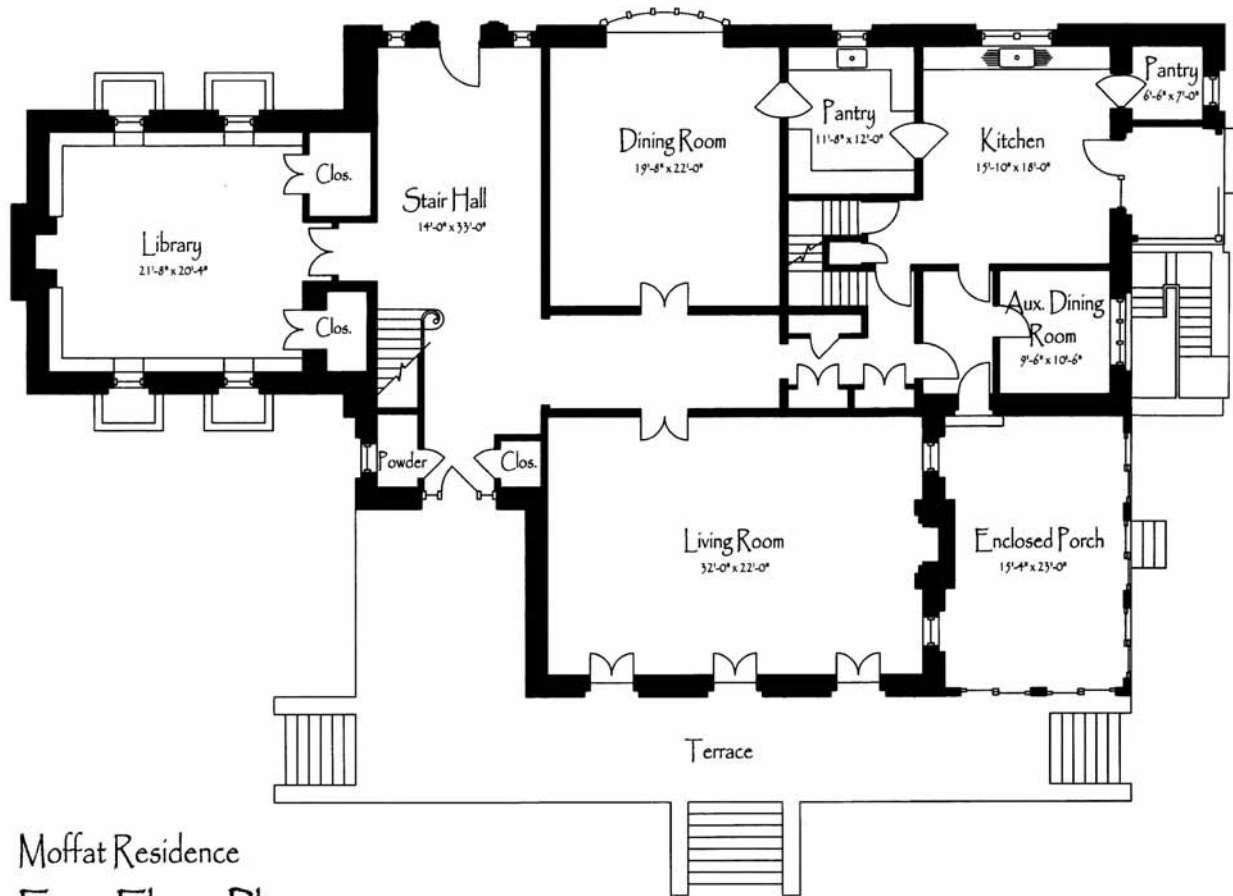
### Section C - Staff Work Time

Work Days							
Moffat Estate Staff	1. Special Event Management	2. Facilities Maintenance	3. Grounds Management	4. Public Outreach	5. Community events	6. Admin	Total Days
Site Manager	20 8%	20 8%	20 8%	95 37%	95 37%	10 4%	260 100%
Event Planner	150 86%	0 0%	0 0%	10 6%	10 6%	5 3%	175 100%
Administration	20 17%	5 4%	5 4%	10 8%	40 33%	40 33%	120 100%
Maintenance	30 5%	400 69%	100 17%	0 0%	40 7%	10 2%	580 100%
Grounds	30 5%	100 17%	400 69%	0 0%	40 7%	10 2%	580 100%
Percent of Total Team Labor Time	14.6%	30.6%	30.6%	6.7%	13.1%	4.4%	100.0%
<b>Grand Total: Days Worked</b>	<b>250</b>	<b>525</b>	<b>525</b>	<b>115</b>	<b>225</b>	<b>75</b>	<b>1,715</b>

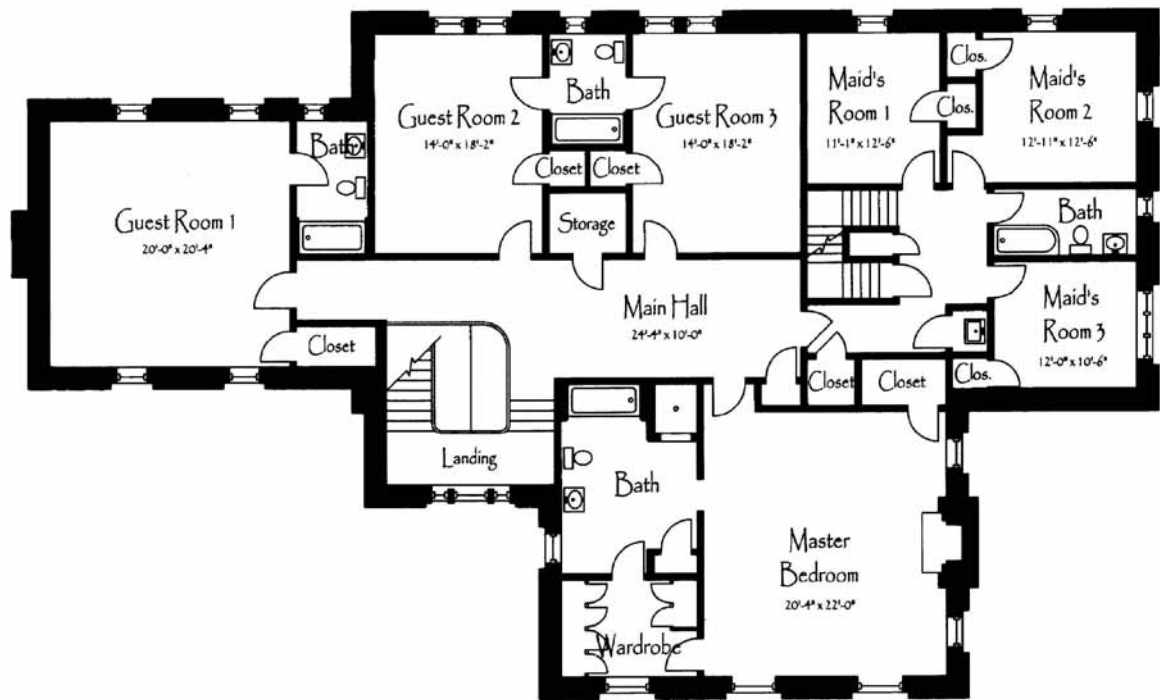
Staff equivalents 6.6



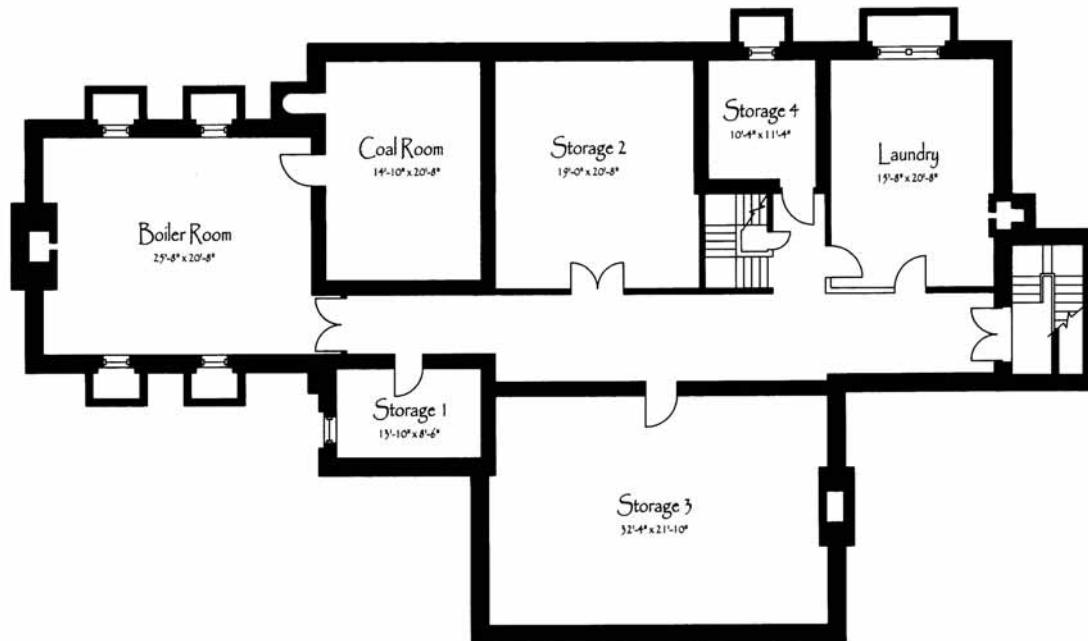
### XIII. Appendix IV: Floor Layout



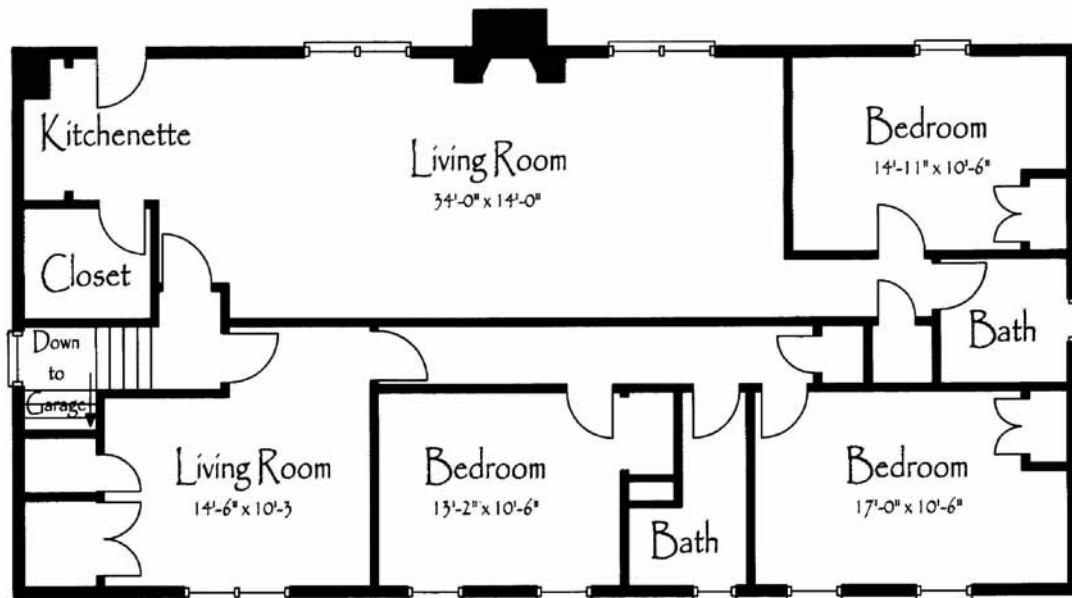
Moffat Residence  
First Floor Plan



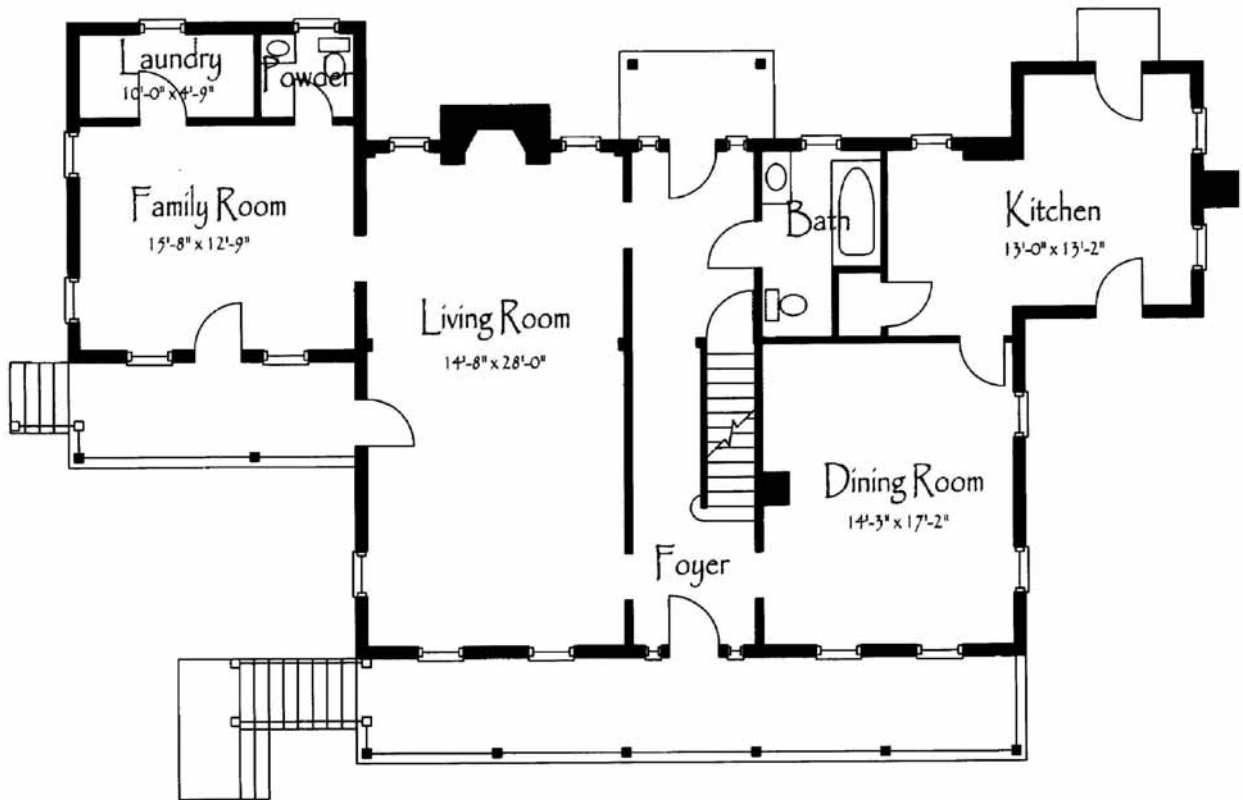
Moffat Residence  
Second Floor Plan



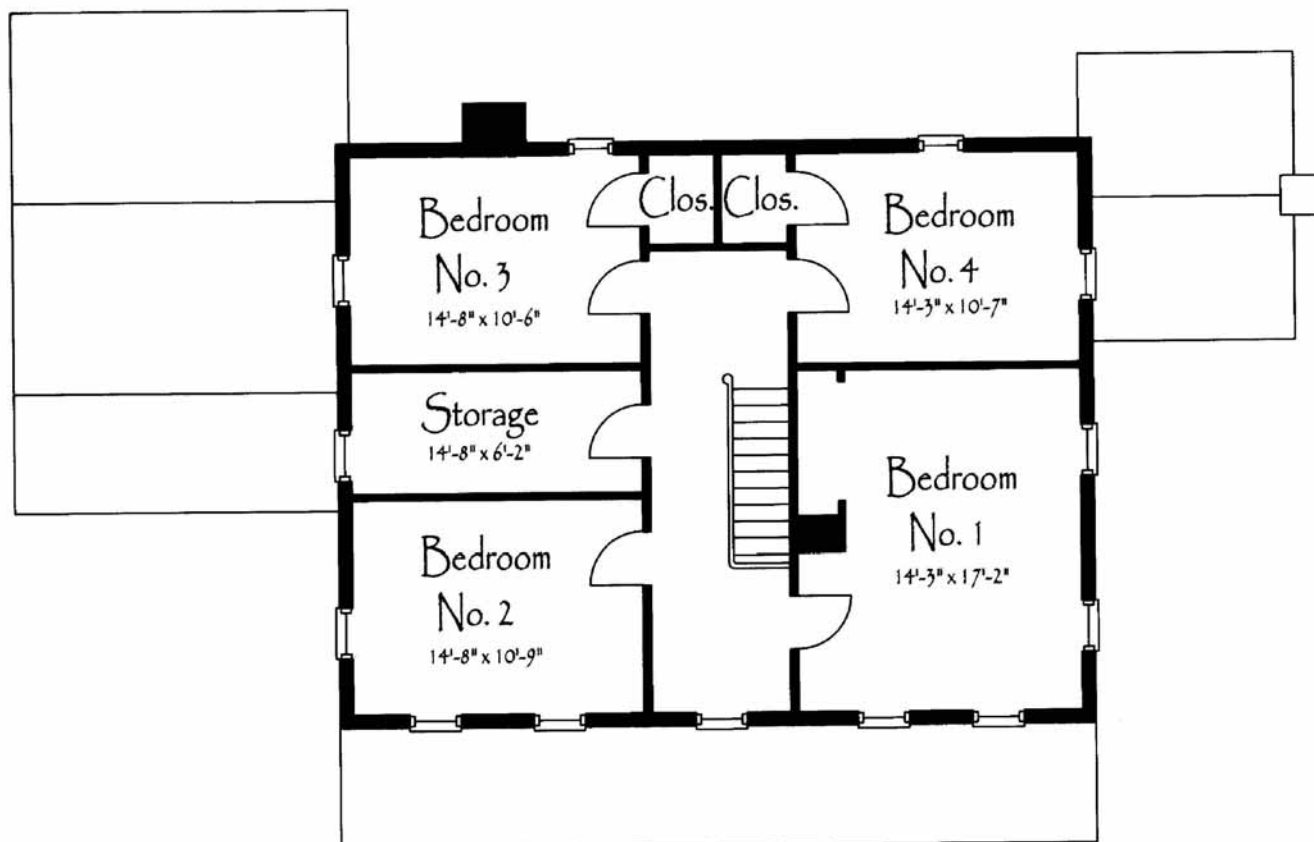
Moffat Residence  
Basement Plan



Moffat Apartment House  
Upper Floor Plan

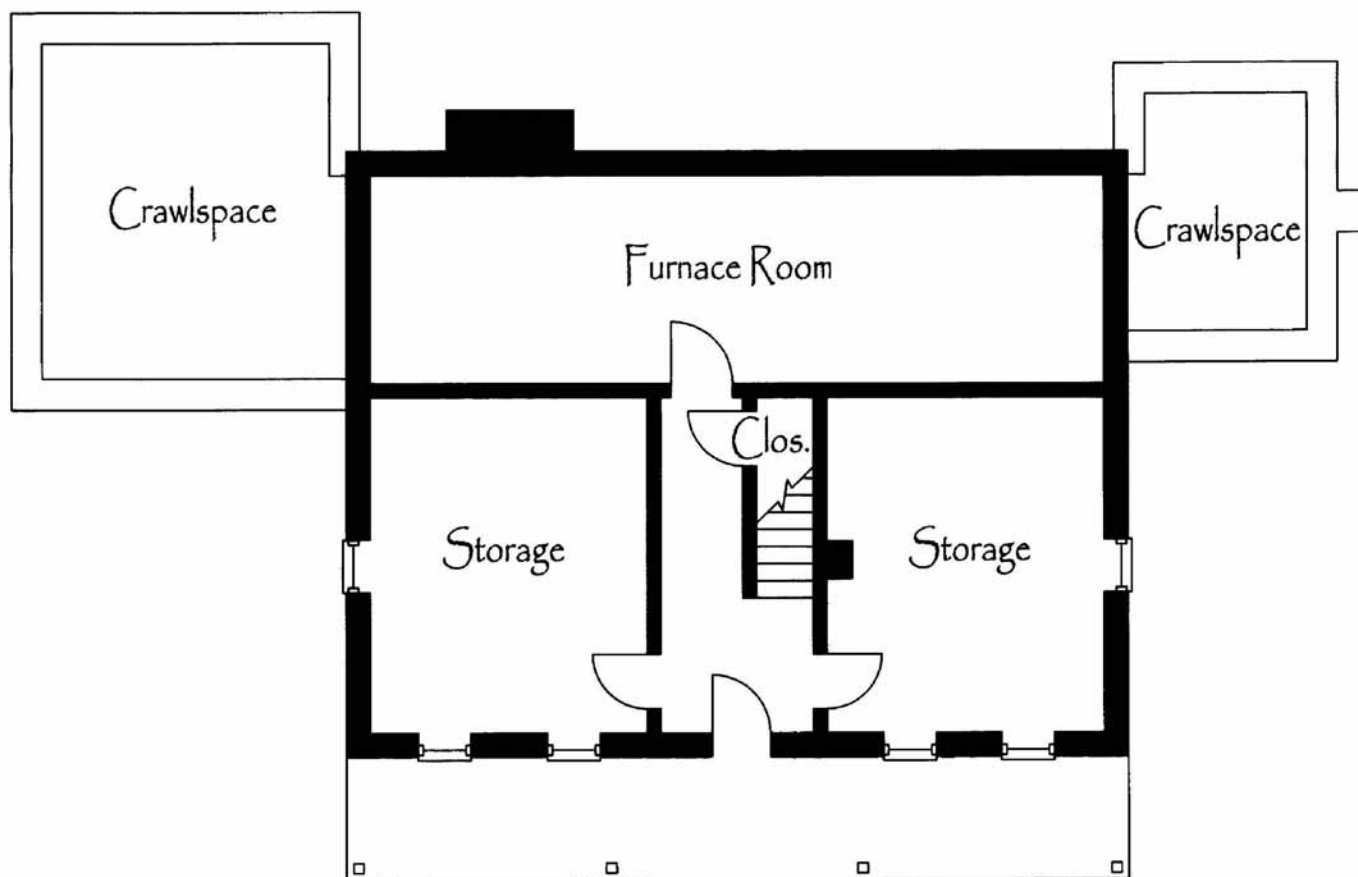


Moffat Estate Caretaker House  
First Floor Plan



Moffat Estate Caretaker House  
Second Floor Plan





Moffat Estate Caretaker House  
Basement Plan



## XIV. Appendix V: Information Sources

Additional sources of information on Moffat, Covington Township, Lackawanna College, and the Northeastern Pennsylvania region are listed below.

- Covington Township
- Lackawanna College
- Case Studies
  - Waverly House (web address)
  - Dorflinger Sanctuary ([www.dorflinger.org](http://www.dorflinger.org))
  - Aldie Mansion ([www.heritageconservancy.org](http://www.heritageconservancy.org))
  - Grey Towers ([www.fs.fed.us/na/gt/index.shtml](http://www.fs.fed.us/na/gt/index.shtml))
- Northeast PA Alliance
- Lackawanna Heritage Valley Authority
- Lackawanna County
- Lackawanna County Convention & Visitors Bureau
- Pocono Mountains Vacation Bureau
- U.S. Census Bureau

