



National Parks of New York Harbor
New York Harbor Parks Project

Planning for Public-Private Partnerships

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NATIONAL PARKS OF NEW YORK HARBOR

Manhattan Sites:

Federal Hall National Memorial
Castle Clinton National Monument
General Grant National Memorial
Hamilton Grange National Memorial
Theodore Roosevelt Birthplace National Historic Site
Saint Paul's Church National Historic Site

Governors Island National Monument

Castle Williams
Fort Jay

Statue of Liberty National Monument

Ellis Island National Monument

Gateway National Recreation Area

Jamaica Bay Unit

Jamaica Bay Wildlife Refuge
Breezy Point
Frank Charles Memorial Park
Jacob Riis Park
Fort Tilden
Plumb Beach
Canarsie Pier
Floyd Bennett Field
Hamilton Beach Park, Tankel Beach

Staten Island Unit

Fort Wadsworth
Great Kills Park
World War Veterans Park at Miller Field
Swinburne & Hoffman Islands

Sandy Hook Unit

Sandy Hook Beaches
Fort Hancock
Sandy Hook Lighthouse
Holly Forest

NPNH Education Center

Lower East Side Tenement Museum National Historic Site (Affiliated Site)



EXECUTIVE SUMMARY

(TO COME AFTER REVIEW)

Background Summary

Key Recommendations

To support the goals of the National Parks of New York Harbor / New York Harbor Parks Project, the planning team developed the following recommendations, organized into two levels of priority:

Summer 2004: Short-Term Recommendations
(list and briefly explain recommendations)

Mid and Long Term Recommendations
(list and briefly explain types of recommendations)



1. BACKGROUND

The National Parks of New York Harbor (NPNH) is a new organizational structure among several units of the National Park System to advance the mission of the National Park Service within the New York / New Jersey metropolitan area. The mission of the National Parks of New York Harbor is to enhance the identity, visibility and public support of these sites, to collaborate with others in the New York / New Jersey metropolitan areas in the care and appropriate use of all historic, recreational and natural resources, and to promote the National Park System.

The New York Harbor Parks Project (NYHPP) is a public-private partnership of the National Park Service (NPS) and the National Park Foundation (NPF), the primary fundraising partner for our nation's national parks as mandated by Congress. The Project is authorized by a contract with National Park Foundation and National Park Service, Department of the Interior.

The National Parks of New York Harbor / New York Harbor Parks Project will create a long-term vision and an unrivaled vehicle to preserve the environment, promote economic development and establish on New York Harbor the finest urban waterfront recreation and educational park system in the world. Goals of the Project are to

1. Accelerate resource protection and sustainable development of New York Harbor.
2. Improve public access to parks.
3. Expand opportunities for students, teachers, and park visitors to better understand and appreciate their heritage as it is embodied in park sites.
4. Raise public awareness regarding National Park Service areas and programs.
5. Enhance funding for National Parks in and around New York Harbor.
6. Develop and implement a network of parks, historic places and open spaces in and around New York Harbor.

Jane Clark Chermayeff Associates LLC (JCCA) is an interpretive and strategic planning firm retained to research NPNH current interpretive planning and to generate innovative programming for Summer 2004 and beyond. The resulting interpretive themes and strategies are framed to meet Project goals and marketing standards for appeal to visitors, partners, and sponsors. A proposed second phase would evaluate the Summer 2004 pilot projects and make recommendations for improvement, expansion and long-range priorities.

Throughout the six-month planning process JCCA met regularly with the Working Team, both with individual members and with the group. The team included NPNH Rangers, other NPS staff, NYHPP staff and Task Force Committee members, and outside expert advisors. The team gathered to create a foundation for the internal planning process, review existing materials, themes and story lines, develop new tours for the summer, brainstorm new ideas, and build new collaborations.

Highlights of the JCCA-led interpretive planning process include the following:

- On December 4, 2003 a kick-off meeting was held with interpretive staff from all NPNH units, NPNH and NYHPP leadership, and consultants to address improved access to and awareness of the NPS sites as they relate to opportunities for Summer 2004 and long term interpretive initiatives. The project Working Team was established.
- On January 21, 2004, JCCA organized a special boat tour of the Harbor bringing together the Working Team with members of the History Committee of the NYHPP Task Force and other prominent scholars of the Harbor. The purpose of the meeting was to develop the new Harbor Boat Tour and a new model for collaboration between the NPNH and expert advisors. The event was chaired by Kenneth Jackson, Chair of the NYHPP History Advisory Committee and Barzun Professor of History and the Social Sciences, Columbia University and David Rockefeller, Jr., Vice Chairman of the National Park Foundation.
- On March 5, 2004, the Governors Island representatives of the Working Team met with the NYHPP History Task Force, representatives of the Governors Islands Preservation and Education Corporation, and other advisors to explore new Summer 2004 tours and programs on Governor Island. The meeting was held at the New-York Historical Society and chaired by Kenneth Jackson.
- JCCA arranged for author Russell Shorto to work with Steve Laise, Chief of Interpretation, Manhattan Sites, and other Rangers on the development of the new Lower Manhattan Tour.
- Additional conversations with potential collaborators and partners were organized with the intent of building long-term, ongoing relationships to support the work of the NPNH staff and advisors.

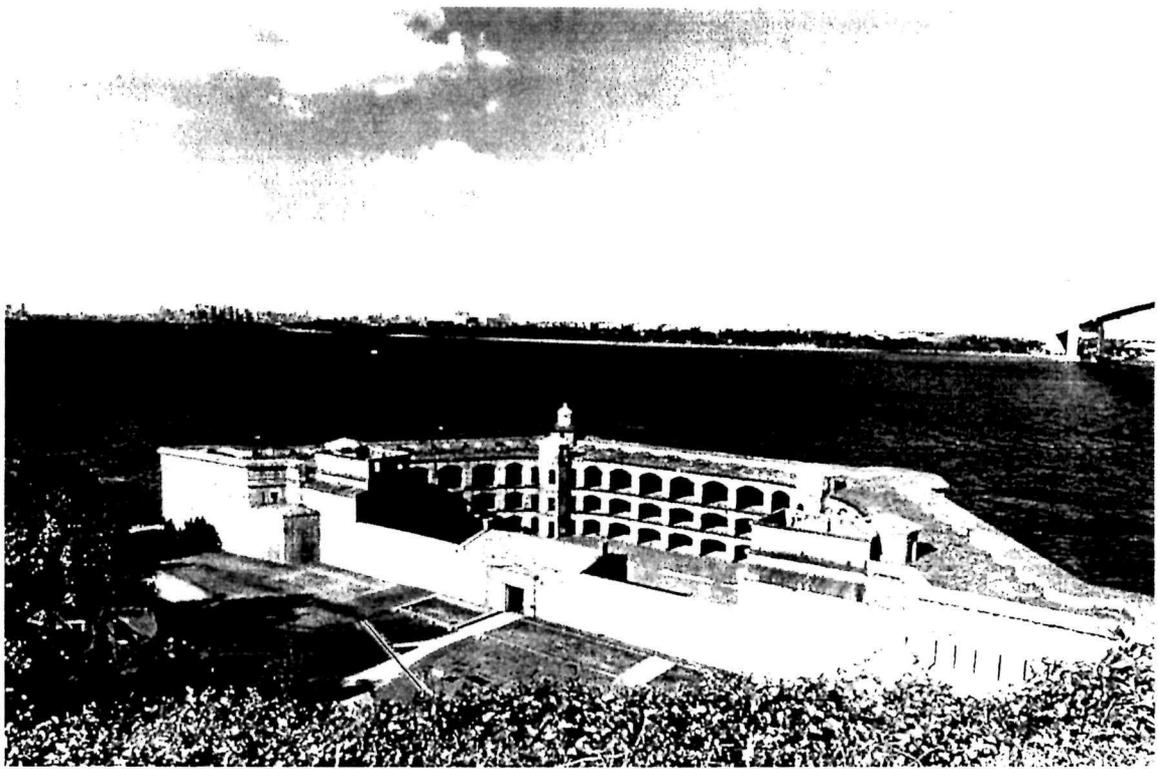
JCCA compiled an inventory of planning documents and materials, reviewed all materials relating to interpretation and planning provided by the NPNH sites, visited the NPNH sites, and met individually with staff. Additionally, JCCA researched and reviewed websites of relevant institutions, organizations, and potential partners. (Please see Appendices A and D for additional information.)

A draft of this report was circulated to the NPNH and NYHPP leadership on March 23 and April 5, 2004 and to the NPNH Executive Committee on April 8, 2004. JCCA presented its final recommendations to the Working Team and other field service staff on April 12, 2004.

General Observations

The following theme and issues consistently emerged in the discussions of the Working Team and informed the recommendations in this report.

- A desire to raise the visibility of the National Park Service in New York City and demonstrate the contribution of the Parks to the quality of life in the city.
- A profound interest not only in the history of NPNH sites, but also a recognition that we are involved in “Heritage in the Making” – that these sites continue to actively acquire new meaning and traditions.
- A desire to increase audiences and at the same time, to know more about who those audiences are.
- Recognition of the value of using a variety of interpretive strategies to reach new and diverse audiences and encourage repeat visitation.
- An interest in expanding programmatic partnerships with a number of entities such as boat operators, cultural institutions, government agencies, universities, media partners, and others to realize interpretive goals.
- An appreciation of the role of technology as an interpretive tool and an awareness of its potential for superceding the interpreter’s role.
- A need to develop criteria for evaluation, replication and expansion – what works, what doesn’t, what can be applied to other interpretive programs.
- Concern about reality factors – many good ideas are often stymied by lack of resources or attempts to accomplish too much.
- This planning process is an opportunity to address priorities, roles, and responsibilities of the National Parks of New York Harbor, New York Harbor Parks Project, consultants and programmatic partners in order to implement new interpretive strategies.



2. INTERPRETIVE THEMES

"A place is a space with a memory."

Overview

Analysis of current interpretive plans and other theme statements from the NPNH reveals an overall thematic consistency across the parks, with many common threads recurring in different forms at different locations, as well as site-specific sub-themes and stories. (Please see Appendix B: Theme Statements.)

The Working Team followed the 2003 National Parks of New York Harbor "Topical Framework." in developing themes and story lines for new Summer 2004 tours and programs. The Topical Framework was developed and approved by the NPNH Executive Council as an organizing framework to be implemented according to each park's specific requirements and resources, audience interests, Rangers' abilities and expertise, and dynamics and developments of the NPNH. (Please see Appendix A-2 on page 56.)

The Summer 2004 themes and story lines further support the goals outlined by the Northeast Region of the National Park Service in the 1997 report: "The Road Ahead: A Strategy for Achieving Excellence in Interpretation & Education." They also reflect the National Park Service Message Project, which articulates what the NPS wants the public to understand about the parks. Moreover, the mission of the National Park Service and the National Park Service Core Values were considered in the development of the Summer 2004 interpretive themes.

The Working Team proposed using the overarching story line of *New York Harbor: A Place Over Time* to in order to focus public attention on the NPNH as a system of urban national parks, unified and inspired by the Harbor. The following five themes are woven into each of the new tours: *Creation and Growth of New York City and the Nation, Commerce, A Military Tradition, Ecology and the Environment, New Populations and Immigration*. These themes and story lines are further described on page 11.

In developing Summer 2004 interpretive themes, the Working Team considered the questions

What information is critical for visitors to take away?

What is the essence of each story?

How do we make the sites interesting and accessible to diverse audiences?

How do we help visitors make relevant connections to their lives?

How do we connect the sites to today's stories and news?

The Team focused on three central ideas in the development of the interpretive themes and strategies:

1. *Visitors construct their own experiences.*

The role of interpretation at NPNH is to help visitors make connections to history, the environment, contemporary society, and themselves.

2. *Stories are at the heart of interpretation.*

Stories inspire imaginations. They enliven history, illustrate ideas and ideals, and encourage creative thinking about the future. Listening to visitors' stories is an important component of interpretation.

3. *There is power in the experience of place.*

NPNH sites are places layered with meaning. They offer visitors special opportunities to come together in diverse groups and to share stories and ideas from different perspectives.

Summer 2004 Themes and Story Lines

The following themes and story lines, developed by the Working Team, are refinements of the NPNH Topical Framework.

Overarching Story Line: New York Harbor: A Place Over Time

- The National Parks of New York Harbor connect visitors to the environment, history, and culture of the Harbor, New York, and the Nation.
- New York Harbor and the surrounding metropolitan area are constantly evolving and visitors are part of its 'history in the making.'
- Visitors' personal associations, memories and stories inform their experience of the National Parks of New York Harbor.

1. Creation and Growth of New York City and the Nation

- NPNH sites animate the history of New York and the Nation—from the Native American period to the Colonial era, the American Revolution, and the Early Republic, through to 9/11 and into the future.
- NPNH sites balance historical preservation with inspiration for the future.

2. Commerce

- Commerce has always been a driving force in the growth of New York and the Nation.
- The continual redevelopment of the Harbor and its environs responds to commercial dynamics.

3. A Military Tradition

- The Harbor reflects changing forms of defense and deterrence, from the American Revolution through the Civil War, World Wars I and II, 9/11, and into the future.

4. Ecology and the Environment

- The natural and human history of the Harbor are interdependent.
- The estuarine ecosystem of New York Harbor provides habitat for a tremendous diversity of life. This ecosystem supported the founding and growth of New York City and continues to significantly affect our way of life today.
- Stewardship of natural resources in a complex urban area requires enlightened and effective agencies (sanitation, water treatment, etc.) as well as an informed and supportive public.

5. New Populations and Immigration

- The story of immigration unfolds at the NPNH (Statue of Liberty, Ellis Island, Castle Clinton, Lower East Side Tenement Museum) and other sites (African Burial Grounds, Irish Hunger Memorial, Museum of Jewish Heritage, National Museum of the American Indian, Museum of the Chinese in America).
- New populations continue to contribute to the diversity of the city.



3. CURRENT INTERPRETIVE STRATEGIES

A variety of interpretive strategies help visitors make meaningful connections to the sites and stories of the NPNH through active intellectual, emotional, and physical involvement. They offer visitors the excitement of discovery, new perspectives and new ways of experiencing and understanding the NPNH and the world around us. Interpretive programs promote heritage tourism, active recreation, and environmental education. They are crucial to building ongoing relationships between people and the parks, creating stakeholders and stewards for the NPNH.

Current NPNH audiences include adults, families and youth, teachers and school groups from New York City and the region, as well as national and international tourists.

The NPNH currently offer a variety of interpretive strategies including

1. *Tours* that promote dialogue with the Rangers and other visitors,
2. *Printed Guides and Publications* that allow visitors to create self-guided tours, and explore the sites at their own pace.
3. *Exhibitions* that introduce the sites or explore special topics,
4. *Public and Family Programs* that engage visitors of all ages and interests,
5. *Recreation* that promotes stewardship,
6. *Special Events and Performances* that bring people together, and
7. *Educational Programs* for teachers and students.
8. *Websites* provide basic visitor information and limited interpretive materials.
9. *Facilities*, including visitor centers, historic structures and landscapes, provide content-rich settings for interpretation.

These strategies informed the Working Team's development of new ideas and helped create the framework for a NPNH-wide approach to integrated interpretive programming for the Summer 2004 and the future.

Interpretive planning, strategies, breadth and depth of programming vary greatly from site to site. In the following section, current interpretive strategies are outlined and briefly described.

1. Tours

Tours provide guidance and information to help visitors explore and experience the sites. Ranger-led walking tours are a signature activity of the National Park Service and are a primary method of interpretation at NPS sites. Building upon Ranger-led tours, the use of printed guides, interpretive trails, and new technology enable visitors to create self-guided tours. Different modes of transportation, including boats, buses, jitneys, and bicycles attract new audiences, serve those with difficulty walking, and enable tours to cover greater physical distances.

Ranger-led Tours

All National Park Service areas offer regularly scheduled, Ranger-led tours organized around different themes. Because the tours do not follow a prescribed script, Rangers are able to adapt tours to the interests and abilities of each group and build upon their own strengths, knowledge and interests.

Examples: 2003 Governors Island Tours; tours for audience with special needs such as Assistive Listening System, Touch Tours and American Sign Language Interpreted Tours at the Lower East Side Tenement Museum.

Interpretive Trails

Interpretive Trails with informational and directional signage transform NPNH sites into self-guided exhibitions.

Examples: Interpretive waysides have been installed at locations within Gateway NRA such as the Jamaica Bay Wildlife Refuge, Fort Wadsworth and Fort Hancock. Information bulletin boards have been installed at these and a number of other similar sites.

Boat-based Tours

To date, boat-based tours have been offered as special programs. Experiencing the NPNH sites by boat affords visitors a new perspective from which to better understand the importance of the Harbor in the historic development and future stewardship of the resources of the NPNH.

Examples: Boat tours conducted in Gateway NRA during the summer of 2003 included a Jamaica Bay Sunset Cruise, Harbor Fortifications Cruise, and an NPNH Education Center tour as part of a Teacher Institute with NYU.

2. Printed Guides, Publications and Websites

Printed Guides, Publications and Websites allow visitors to plan visits, create self-guided tours, and explore the sites at their own pace.

Example: Self-guided trails with accompanying brochures at the wildlife refuge and Fort Wadsworth; handout folder for the Old Dune Trail at Sandy Hook; "Six Heritage Tours of the Lower East Side" A Walking Tour by Ruth Limer; and large print materials at the Lower East Side Tenement Museum; Family Field Guide for Great Kills Park.

3. Exhibitions

Exhibitions at the NPNH include both permanent and temporary exhibitions, often in collaboration with another cultural institution.

Exhibitions

Visitor Center exhibitions use original objects and artifacts, text, images, interactive activities and media to tell the stories of the sites.

Examples: Statue of Liberty, Ellis Island, Federal Hall, Fort Wadsworth, NPNH Education Center, Sandy Hook Visitors Center, Sandy Hook Biel Observatory, Fort Hancock Museum.

NPS Traveling Exhibitions

Traveling exhibitions developed by the National Park Service or other NPS parks are hosted by the NPNH.

Example: The NPS exhibition *Experience Your America* will be on display at Governors Island, Statue of Liberty/ Ellis Island and Manhattan sites in 2004.

Special Exhibitions

Special Exhibitions created in collaboration with cultural institutions, artists, and community organizations attract new and different audiences to the NPNH and range from displays of local artists to major international exhibitions.

Examples: *Splendors of Florence* at Federal Hall; *Windows of 97 Art Installation* at the Lower East Side Tenement Museum; *Through the Lens, Unbroken, The Art of Kidsmart,* and *The Sporting Life* at Rockaway Arts Alliance Galleries, Fort Tilden.

4. Public and Family Programs

Ranger-led programs are facilitated by NPS Rangers and may also be conducted by NPS seasonals, special guests, subject area specialists, volunteers, staff from partner organizations, etc. All, however, are coordinated and managed by NPS staff.

Workshops

Hands-on workshops, nature and animal walks, family programs, arts and crafts, story hours, and evening activities are among the Ranger-led program currently offered.

Examples: Please Eat the Daisies, Save Your Own Seeds, Herbal Vinegars and Oils at Floyd Bennett Field, Garden Series, T-Shirt Painting at Miller Field; Nesting Shorebirds of Sandy Hook, The Butterflies of Turkey, Seining Sandy Hook Bay at Sandy Hook, World War II Social Scene at History House; and Surf Casting Clinic, Wooden Birds and Civil War Poetry at Fort Tilden.

Symposia and Conferences

Symposia and conferences around a particular topic or issue, in partnership with other institutions, position the NPNH as a leading resource for scholarly and professional forums.

Example: Alexander Hamilton Seminar in collaboration with Gilder-Lehrman, "Great Places, Great Debates: Opening Historic Sites to Civic Engagement" conference co-hosted by the Lower East Side Tenement Museum and the Regional Plan Association, Jamaica Bay symposium sponsored by the Jamaica Bay Institute, Sea Grant Foundation and the New York Aquarium.

Special Walks / Tours

Offered in addition to regularly scheduled Ranger-led tours, these special thematic tours address a variety of topics and visitors interests.

Examples: View From the Top at Fort Wadsworth; Summer Wildflowers at Jamaica Bay; NIKE Missile Defenses of Sandy Hook and Sandy Hook Harbor Lights Walk at Sandy Hook, Aviation and the National Park Service at Floyd Bennett Field; Wildflower Walk and Horseshoe Crab Walk at Great Kills Park; and ALS Summer Solstice Walk, Fort Hancock Walking Tour, and Going Bunkers at Fort Hancock.

Evening Activities

Evening Activities such as 'flashlight' tours, campfires, and after dark walks allow visitors to experience the parks from an extraordinary perspective.

Examples: BCC Moonwalks at Fort Hancock, NJAS Evening Bird Walk and Night Prowl at Sandy Hook

Activity Kits

Exhibit and activity kits can be checked out and used by visitors on site with the assistance of a Ranger or as a self-directed activity.

Example: Great Kills Park Beach Center Portable Discovery Stations.

Volunteer Projects

Volunteer Projects encourage ongoing involvement and commitment to the NPNH. All parks have some sort of VOP program in place: from one-time group activities like clean-ups and trail work; to long-term volunteers who staff info desks, assist in curatorial work, to present programs. The VOP program fosters understanding and stewardship of the resource.

Example: Historic Aircraft Restoration Project at Floyd Bennett Field.

Youth Programs

Youth Programs include Junior Rangers and Day Camps. Junior Rangers Camps introduce participants to the skills Rangers must master and to the activities that make-up a typical day in the life of an urban Ranger. Day Camps offer extended experiences for New York metropolitan area youth.

Examples: Great Kills Park EFS, Sandy Hook Education Center; Brookdale Community College Ocean Adventures Day Camps at Fort Hancock; New Jersey Marine Sciences Consortium Science Day Camp; tent camping program at Floyd Bennett Field.

5. Recreation

Recreation, often overlooked as a vehicle for substantive interpretive experiences, can be an essential tool for promoting the life-long benefits of exercise, explaining the history of government-sponsored recreation, fostering sportsmanship and resource stewardship, and learning skill essential to safe and enjoyable participation in a variety of outdoor activities.

Open use

Public access to NPNH beaches, parks, playgrounds, ball fields, and boating facilities as well as multi-use paths and community gardens are a few of the recreational opportunities currently offered at the NPNH.

Examples: Multi-use paths at the Rockaway Gateway Greenway in the Jamaica Bay Unit, Great Kills Park on Staten Island and Sandy Hook (opening Summer 2004). Community gardens serve hundreds of local gardeners at Floyd Bennett Field in Brooklyn, Fort Tilden in Queens, and Miller Field on Staten Island, fishing at Gateway.

Organized activities

Fitness, Tai Chi and yoga classes; sailing and boating instruction; and club sports are among the current organized recreational activities at the NPNH.

Examples: Tai Chi, Yoga and Boating Safely Course at Great Kills Beach Great Kills Park; Enjoying Exercise, Outrigger Canoe Clinics, P.A.R.C.S. Model Aircrafts, and Junior Flyers at Floyd Bennett Field.

6. Special Events / Performances

The NPNH hosts or produces many special events that attract large audiences and generate publicity. Performance and Theater Series are ongoing offerings, often in collaboration with the presenting organization.

Special Events

Examples: Metropolitan Opera at Miller Field, All Women Lifeguard Tournament, Lighthouse Day at Sandy Hook, and the International Kite Festival at Jacob Riis Park.

Commemorative events

Commemorative events create an active historical context for the essential theme of an individual historic site. These annual events usually include costumed interpretation, and are presented to a general audience of up to 1,000 persons.

Examples: The anniversaries of George Washington's Inauguration, Alexander Hamilton's Birthday, Ulysses S. Grant's Birthday, the Revolutionary War Battles of Harlem Heights, Pell's Point, and Fort Washington at Manhattan Sites and in Central Park, Riverside Park, and Fort Tryon Park.

Performance Series

Examples: Rockaway Music and Arts Council's Summer Concert Series; "Music on the Hook" Sandy Hook Beach Concerts; Thursday evening concerts at Castle Clinton; Jazzmobile Wednesday evening concerts at General Grant National Memorial.

Theater Series

Examples: Rockaway Theater Company at Fort Tilden's Post Theater, Tenement Theater at the Lower East Side Tenement Museum.

7. Educational Programs

Educational programs serve the particular needs of teacher and students, supporting classroom learning and curriculum standards through professional development and teacher training, fellowships, and class visits to NPNH sites and the NPNH Education Center.

Examples: NPNH Education Center learning environments and workshops; distance learning and transportation fellowships at Jamaica Bay; Ellis Island has a popular travelling kit "Park in a Pack" that they loan to teachers to use in the classroom; Sandy Hook has web-based lesson about their role in coastal defense developed through and listed with the "Teaching with Historic Places" program.

8. NPNH On Line

Websites for the individual parks and the NPNH provide basic visitor information and limited educational and interpretive materials.

Examples: Junior Ranger Program Activity Guide and Pre-Visit materials on Statue / Ellis website, *Fort Hancock: A Bastion of America's Eastern Seaboard*, Teaching With Historic Places Lesson Plan on the Gateway website.

9. Facilities

Interpretive facilities, including visitor centers, visitor contact stations, historic structures and landscapes, provide the setting for interpretation.

Examples: Historic Aircraft Collection on Floyd Bennett Field, the many historic forts throughout the NPNH, Hamilton Grange, the New York Harbor.



4. SUMMER 2004 TOURS AND RECOMMENDATIONS

The NPNH is experiencing a unique moment in its interpretive life. A confluence of events provides unprecedented opportunities to stimulate public interest and capture public awareness. These include the rebuilding of the World Trade Center area, plans for a new interpretive museum at Pier A, increased access to the African Burial Ground, the acquisition and development of Governors Island, and the continual changes both in New York Harbor and along its shoreline. The Republican National Convention also offers an opportunity to promote the NPNH to policymakers and their families.

More than ever, the NPNH historic sites and natural environments can be recognized as true venues of cultural and ecological heritage, offering insights into the present and future as well as defining the historic past of New York City and the Nation.

Building on the strengths of current programming and new interpretive strategies, the Working Team identified five key recommendations for immediate implementation.

Recommendations for Summer 2004

1. Raise public awareness of the NPNH through three new NPNH/NPF Ranger-led tours on the Harbor, in Lower Manhattan and on Governors Island; and pilot new audio tours of the Harbor and Lower Manhattan.
2. Create high-visibility, media-friendly events heralding the NPNH presence including large-scale public events, special exhibitions and media installations.
3. Launch a new NPNH identity through a coordinated program of site graphics, marketing campaign, and printed materials. Promote NPNH Summer programs at all sites through a unified publicity campaign.
4. Raise the profile of the NPNH as a leader in New York planning, cultural, environmental and harbor-related initiatives through partnerships and participation. Highlight the new NPNH / New York & Co. initiative at Federal Hall as an example of new partnerships.
5. Evaluate new Summer 2004 tours and initiatives for continuation and/or expansion to other NPNH sites.

1. Use three new Ranger-led tours and pilot audio tour to raise public awareness and improve public access to the NPNH.

Starting Memorial Day, 2004, visitors will experience the NPNH in new ways, from fresh perspectives through

1. Harbor Boat Tours
2. Lower Manhattan Walking Tours
3. Governors Island Walking and Jitney Tours

The tours are designed to focus attention on the tremendous cultural and natural resources of the NPNH and to attract and engage new, more diverse audiences to the parks.

All three new tours begin with the Harbor, both from a physical and interpretive perspective, and incorporate the underlying interpretive themes of *Defense*, the *Creation and Growth of New York City and the Nation*, *New Populations and Immigration*, *Commerce*, *Ecology and the Environment*.

Each tour introduces visitors to the extent of the NPNH system and its role as an introduction and gateway to the overall National Park Service for urban audiences. The tours are part of a coordinated strategy to generate visibility among NPNH stakeholders, essential for securing public and private support, including leveraging government funds. Partners will actively promote NPNH tours to delegates and visitors to the Republican National Convention.

Building on the established image of Park Rangers as the face of the NPNH, the new tours will highlight the Rangers to promote and reinforce the NPS identity in New York.

The Summer 2004 tours will also serve as pilot programs, enabling the NPNH to further develop content, test stories and themes with different audiences, refine tour routes, develop and expand partnerships with other sites, attract sponsors, and perfect logistics. Audio, Personal Digital Assistants (PDAs) and other technology-assisted tours will be based on the themes and content of the three pilot Summer 2004 tours.

Tour 1: Harbor Boat Tour “STORIES OF THE HARBOR”

Getting visitors out on the Harbor by boat is perhaps the strongest and most exciting interpretive opportunity for visitors to the NPNH. Boat-based tours connect the NPNH sites via the Harbor, enable visitors to experience the sites from a new point of view, and highlight the role of the natural environment in the development of New York.

New high-speed water taxis now make it now possible to offer a comprehensive two-hour tour of key NPNH sites around the Harbor, returning the Harbor to its former stature as the connective link, rather than a barrier or void, between the sites.

The Summer 2004 Harbor Boat Tour was being developed by Steve Laise, Chief of Interpretation, Manhattan Sites, and the NPNH Working Team, with input from the NYHPP Task Force’s History Committee, following a trial run held on January 21, 2004.

A companion audio tour will also be produced to accompany Ranger-led tours.

Harbor Boat Tour Outline

The following proposed Harbor Tour, prepared by Steve Laise, Chief of Interpretation, Manhattan Sites, incorporates many of the NPNH storylines. These themes are woven throughout the tours perhaps recurring at several sites, and are introduced in relation to what visitors are actually experiencing, not announced arbitrarily as a didactic “history lesson.”

Depart Pier 16 at South Street Seaport, East River

The story of New York Harbor is not merely a local history. The economic activity of the whole world passed along its wharves (South Street Seaport) and through its counting houses (Wall Street). The Harbor has been populated daily by immigrants from all over the globe. In many respects, the founding and growth of the United States followed the rise of New York Port.

New York Harbor

The Harbor story began with a river. The Hudson today is 315 miles long, and is navigable by ocean vessels for half its length. When the vast Wisconsin ice sheet retreated 20,000 years ago and the oceans rose, huge mounds of earth and rock were left behind. These became barriers, like the Rockaway Peninsula, and formed the Narrows where the river cut through between Brooklyn Heights and Staten Island. Behind these barriers lie estuaries, protected from the force of the Atlantic storms, in which fish, birds, ships and men could find shelter.

The Battery, Castle Clinton, Fort Wood, Governors Island

The 11,000 acre harbor not only offered protected anchorages, but upriver there was convenient transportation to the interior. Commerce grew quickly, especially following the completion of the Erie Canal (Coenties Slip). Valuable commerce required

protection. Batteries of cannon at the Battery and at the Narrows had proved unable to defend the city against the Royal Navy during the American Revolution. As the new nation was threatened by the Wars of the French Revolution and Empire, the construction of stronger harbor defenses became a priority. By the end of the War of 1812 there were ten forts surrounding New York Harbor. Several were designed to support each other and to effectively seal off the approach to the city from the sea. (Castle Clinton, Fort Jay, Castle Williams, Fort Wood)

Ellis Island, Statue of Liberty

The growing economic activity offered by the city's freedom and enterprise attracted immigrants in great numbers. Some eight million, roughly two-thirds of all new Americans, were greeted at Castle Garden immigration station, as Castle Clinton was known between 1855 and 1890. When the Federal government assumed responsibility for immigration, Ellis Island replaced Castle Garden. But the Statue of Liberty remained an international icon which beckoned those from around the world who sought a place for themselves in the land of opportunity.

The Narrows, Fort Wadsworth, Fort Hamilton, the Verrazano-Narrows Bridge

The first generations of harbor defenses were, for the most part, built on or near the prize they were to defend: the island of Manhattan. But advances in the range and accuracy of naval guns dictated the expansion of the defensive perimeter, as well as the addition of more guns at each location. Eventually, more than 60 fortifications would be built to defend the harbor. Some excellent examples are preserved, but many have been lost. (Fort Wadsworth, Fort Lafayette, Fort Hamilton).

The introduction of steam-powered ships with iron and steel hulls changed not only the defensive strategy, but also caused the expansion of commerce along the Hudson River. By the mid-20th century, highway transportation overtook the railroads in importance for domestic commerce, leading to the construction of bridges and tunnels linking the island city with the mainland.

Brooklyn Bridge, Brooklyn Navy Yard

Boasting the world's largest warehouses (Brooklyn Army Terminal), the harbor became a vital port of embarkation in World War II. But the need for increased space on shore for handling containerized cargo led to the closing of most of the city's commercial piers as cheaper land could be had in nearby New Jersey. The island city was united by the construction of a network of bridges, each an engineering and architectural triumph. Protection of the nation's oceanic commerce and extended coastline led to construction of a succession of innovative and powerful ships of war, including several of the best-known naval vessels in American history (Brooklyn Navy Yard). With the planning for the redevelopment of the Brooklyn Waterfront the city is undergoing yet another change to the texture of the harbor.

Manhattan Bridge, Lower East Side

Ultimately, the story of the city and the harbor is about its people. Here (Lower East Side and the Tenement Museum) succeeding generations of new Americans became established, raised families, prospered, and moved on, each leaving an imprint on the world's most cosmopolitan community. (Lower East Side Tenement Museum)

Tour 2: Lower Manhattan “SPIRIT OF AMERICA”

“Acre for acre, Lower Manhattan may be the most historic piece of real estate in America,” the author Russell Shorto opined in The New York Times. A place of continual reinvention, Lower Manhattan has vividly demonstrated the aspirations and resilience of America from its earliest days as a bustling commercial port to its growth as the nation’s financial district, to the revitalization of the waterfront, to the World Trade Center tragedy and the re-envisioning of area currently underway.

Lower Manhattan Tour Outline

(Please note, the actual route may change depending on when the tours start and end.)

This trail begins where Manhattan begins – at the water’s edge. The magnificent view of the harbor from Battery Park creates an appreciation of the natural resources that combined to bring Native Americans and Europeans to this point. Trans-Atlantic commerce met here with American products brought through the Erie Canal and Hudson River, creating a uniquely dynamic commercial center.

The harbor defense system created to protect this valuable site included Castle Clinton. From here, it is possible to view the relationship between the harbor forts that protected New York City and forestalled attack in both the War of 1812 and Civil War.

The freedom of opportunity offered by the growing city attracted millions of immigrants. Castle Clinton became “Castle Garden” and welcomed 8 million new Americans before Ellis Island became the immigration center. (Castle Clinton, Statue of Liberty, Ellis Island)

History surrounds us at Bowling Green, a public park since the 17th century. Fort Amsterdam stood nearby, built to protect the early settlement. Here, from the foot of Broadway, we view the march of the city’s commercial towers northward.

Turning next into the twisting lanes of Stone Street, Pearl Street, etc. we walk in the footsteps of the burghers of New Amsterdam as the original street plan remains unchanged. Arriving at Wall Street, looking right toward the East River, we see the site of an important slave market as well as the place where George Washington stepped ashore to attend his inauguration as president of the free and independent United States in 1789.

Walking west along Wall Street, we follow the wall built by the Dutch in 1653 to defend the town, and which gave the street its name. The financial industry surrounds us as we approach the New York Stock Exchange. Standing just across the street is Federal Hall National Memorial, the successor to the original Federal Hall, the nation’s capitol in 1789 -1790. Familiar phrases associated with events at this site come to mind here, such as “Freedom of the Press” and “No taxation without representation.” (Federal Hall)

At the intersection of Wall Street and Broadway is Trinity Church, with its historic cemetery including the burial sites of Alexander Hamilton, Robert Fulton, and many other prominent figures in the nation's history. Turning north on Broadway we pass St. Paul's Chapel, the sole original 18th century building remaining in Lower Manhattan. Ahead we view City Hall Park, where the Declaration of Independence was read to General Washington's troops and where the New York City Hall now stands.

Our trail concludes at the World Trade Center site, where we are reminded of our nation's enduring values and the resilience of the American people.

Tour 3: Governors Island "FOCUS ON THE FUTURE"

Building on public curiosity to visit Governors Island for the first time in 200 years, guided tours will offer visitors their first glimpse of the 172-acre island that was once reserved for New York's royal governors and was later an Army administrative center and Coast guard base. New Summer 2004 tours will focus attention on the planning process currently underway on Governors Island and the opportunities and need for public involvement and support in the future development of the Island.

Ranger-led walking and trolley tours of Governors Island will be given two times each day, five days a week, including weekends. Walking tours will include the National Historic District; trolley tours will cover the entire island. Tours will differ from the 2003 pilot tours in the following ways: visitors will have option of walking or taking a trolley, the public will see more of the island and more harbor views, and new interpretive materials will be available as handouts and on the Governors Island and NPNH websites.

In addition to the new tours, a proposed exhibition would explain the planning process and present design alternatives under consideration for the redevelopment of Governors Island National Monument and the rest of the island. The exhibition would invite public response and feedback to inform the General Management Plan.

The new tours are being developed by the Governors Island Rangers, incorporating information researched by the contract historian and NYHPP Task Force Advisors. Advisors held an initial meeting, hosted by Kenneth Jackson, at the New-York Historical Society on March 4, 2004.

Governors Island Tour Outline

TO COME FROM GOIS STAFF

2. Create high-visibility events heralding the NPNH presence.

A monthly series of major events to attract new audience and media coverage will include

Kick-off event for the new Summer 2004 Ranger Tours

Celebrity Rangers and special guests join NPNH Rangers on the new Harbor Boat Tour and other Ranger-led activities. Public Service Announcements (PSAs) pairing Celebrity and NPS Rangers would launch this initiative.

Re-opening of the Statue of Liberty

The Statue of Liberty is scheduled to re-open to in Summer 2004.

Republican National Convention Events

The NPNH "Passport to the American Experience: A Week Long Celebration For Delegates, Families and Friends of the Republication Convention" is scheduled for August 30 – September 3, 2004 for delegates and their families. Activities should highlight the new tours and be included in the Summer events calendar.

3. Launch new NPNH identity through a coordinated program of site graphics, marketing campaign, and printed materials.

Highlight NPNH identity in the cityscape.

Implement new NPNH identity through signage, banners and other site graphics at all sites and key destinations.

Distribute NPNH printed materials at key transportation hubs.

Create a NPNH presence at the Staten Island Ferry Terminal, South Street Seaport, Hudson River Park and other key lower Manhattan sites.

Improve wayfinding between the Governors Island ferry slip at the Battery Maritime Building and South Street Seaport.

Create and promote unified NPNH Summer 2004 Events and Programs.

Coordinate marketing of new and existing Summer activities at all NPNH sites.

Produce NPNH-wide, comprehensive "Summer 2004 at the NPNH" brochure /calendar similar to the 2003 Gateway calendar.

Publicize the calendar on-line, accessible through all NPNH websites and links from partner sites.

Clarify and promote identity of the NPNH in existing printed materials and media outlets.

Promote NPNH Summer 2004 as a coordinated package to media outlets.

Create NPNH tagline and include it in all press releases and promotional materials.

Create Media Kit for Summer 2004 calendar of events.

Review existing guides and listings for inclusion of NPNH sites, accuracy of information, and identification of sites as part of the NPS / NPNH. (i.e. Fodors, NYC & Co. guide, LMDC maps)

Encourage grouping of NPNH sites within existing materials.

Encourage NPNH / NPS identification in maps (i.e. MTA subway and bus maps, NYC&Co., LMDC).

4. Raise the profile of the NPNH as a leader in New York planning, cultural, environmental and harbor-related initiatives through partnerships and participation.

Assign a NPNH staff person or retain outside consultant to identify strategic opportunities for NPNH involvement and represent NPNH on key groups and collaborative projects.

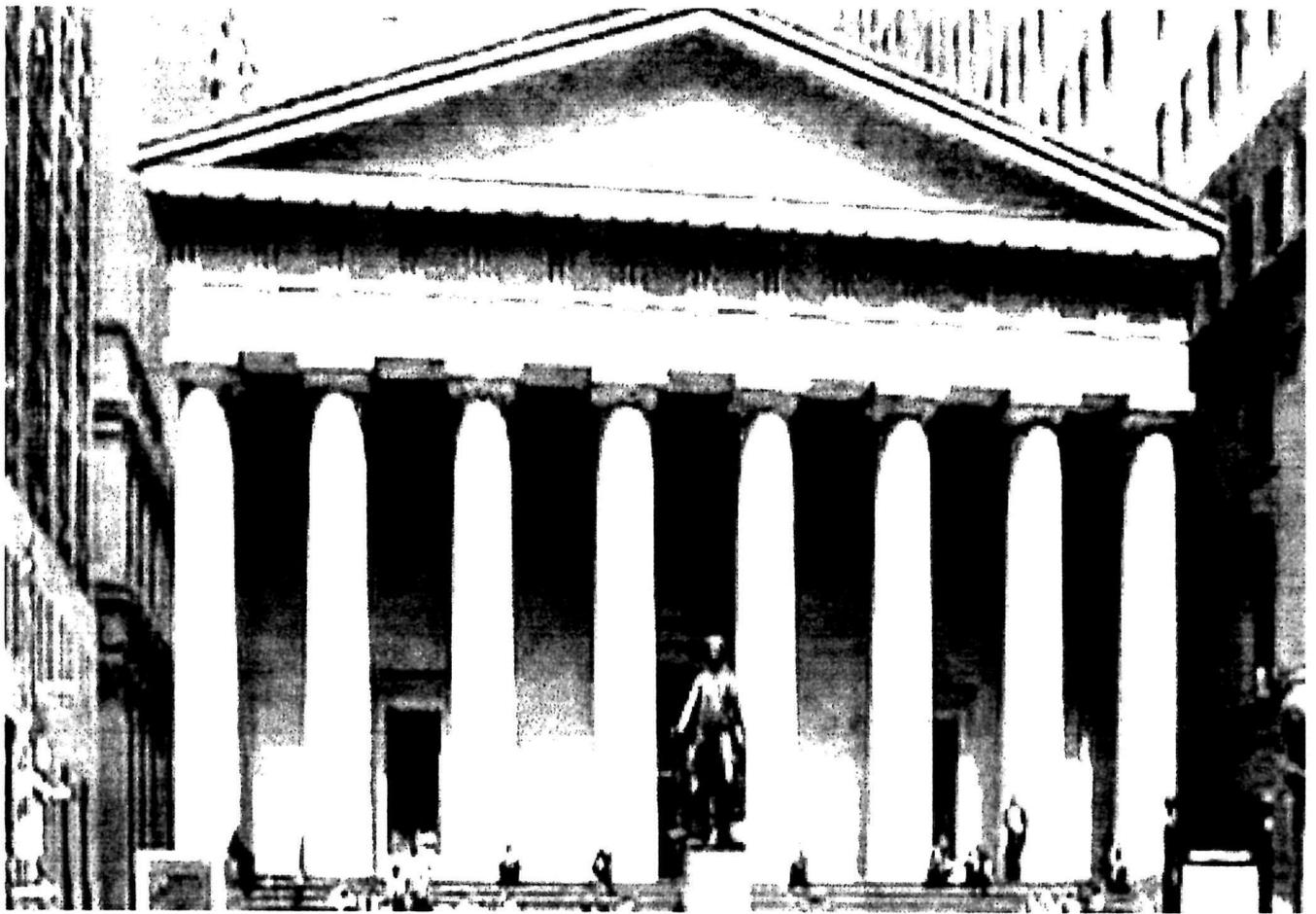
Highlight the new NPNH / New York & Co. initiative at Federal Hall as an example of new partnerships.

5. Evaluate new Summer 2004 tours and initiatives for continuation and/or expansion to other NPNH sites

Assess the level of public awareness of NPNH; gain a better understanding of NPNH audience demographics and numbers served

Measure visitor understanding of, and interest in, interpretive messages. Assess achievement of interpretive and strategic objectives.

Use evaluation methods such as pre-and post-visit questionnaires, interviews, and focus groups.



5. MID AND LONG TERM RECOMMENDATIONS

Mid and long range planning for NPS/NPF partnerships will enable the NPNH to engage with the present and the future by using innovative and provocative means of interpretation, take advantage of technology, use arts and culture to create interdisciplinary collaborations, and challenge the public to become full participants in our national parks and waterways. The process will help to expand the range of program offerings to suit the diverse audiences that visit the Harbor Parks sites and provide opportunities for evaluation. Finally, long-range planning will allow for substantive professional development for the NPNH staff, taking advantage of new partners in both the city's rebuilding efforts and its rich arts and culture community.

New programs will provide an exciting array of choices for visitors: they will view New York City from the breadth of its harbor, turn corners on its narrow downtown streets or explore historic structures on a protected island. They will be engaged in discussion, transported through time by costumed interpreters, or awed by the beauty of park sites bathed in dramatic light. However NPNH visitors choose to experience the city, they will be well rewarded. History will come alive, memory will be served, and the future will be shaped with purpose and creativity.

The following recommendations reflect the new ideas and best thinking for new interpretive strategies. These recommendations were developed by JCCA and by the Working Group. They are organized as follows:

New Programming and Products

1. Media Installations
2. "Bumping into the NPNH"
3. Civic Engagement
4. Tours
5. Exhibitions / New Curatorial Position
6. Special Events / Performances
7. Education Programs
8. NPNH On Line
9. Facilities Development and Enhancement

Partnerships

Partnerships are proposed for these new interpretive initiatives and are indicated along with the programmatic recommendations. A working list of potential partners follows the recommendations.

NEW PROGRAMMING AND PRODUCTS

1. Media Installations

Light, sound and new media are enormously potent and dramatic ways to focus public attention on the NPNH sites.

A consistent lighting vocabulary will highlight sites such as Federal Hall, Castle Clinton, Fort Hamilton, Fort Wadsworth and Fort Jay. Think of the George Washington Bridge at night and imagine the impact of all of the defense sites on Manhattan, Governors Island and Staten Island lit together.

Image projections on buildings: a number of contemporary artists, among them such as Shimon Attie and Rose Bond, have created installations that reclaim buried histories. Their works include laser texts, projections onto buildings, glowing light-box portraits submerged in canals, and multi-layered photographs that conflate past and present. A successful model is *Brightening Up London*, a corporate-sponsored, celebrity-driven series of light installations on prominent buildings including Buckingham Palace. (www.orange.co.uk/brightlondon/project)

Laser/light projected from the defense sites around the harbor, reminiscent of cannon range.

Soundscapes enabling visitors to experience a place through technologically projected sound, simulating voices and ambient noise from the past.

Potential Partners include Creative Time and Minetta Brook.

2. “Bumping into the NPNH”

In thinking of how to attract the attention of people on the streets of New York City to the NPNH sites, we were inspired by a description of an artist’s vision of “people crossing paths, turning a corner, coming across a photo of someone, or a place to sit and reflect – a place that collects memories...” In that spirit, we recommend the following.

Street Markers and Trails

Install *street markers* with recognizable NPNH symbols to delineate tour routes that can be followed throughout the city. For example: to demonstrate the role that New York played our nation’s birth, a path could link all Revolutionary War sites in New York City and continue along the Hudson up to West Point.

New Ranger walking tours provide an opportunity to work with the Heritage Trails of New York, Downtown Alliance, and the Lower Manhattan Development Corporation to update the existing Heritage Trail with the work of the NPNH. In addition to the Heritage Trail markers, we recommend adding the distinctive NPS/NPNH markers. By emphasizing New York City’s rich and layered history, the Heritage Trail is sure to become as familiar and popular as Boston’s Freedom Trail.

Waterfront Signage

Explore a partnership for *waterfront signage* with the current project being developed with JCCA by a partnership of the Municipal Art Society, Hudson River Foundation, and the NYS Department of Environmental Conservation. Working with local communities, this team is creating a dozen interactive interpretive waysides along the waterfront in Brooklyn and Staten Island. The project could be extended to the NPNH sites, interpreting key themes through informative interactive signage, adding the NPNH ‘brand’ to a new, estuary-wide system.

This signage system could highlight landside vistas that look out to NPNH sites, enabling a large audience of potential NPNH visitors to view sites from popular locations. Examples: from Shore Parkway Greenway to Dead Horse Bay and Jamaica Bay; from Battery Park to Statue of Liberty / Ellis Island and Ellis Island; from Conference House Park in SI to Sandy Hook; from Kennedy Airport terminal to Jamaica Bay; from South Ferry area Greenway to Governors Island; and from Brooklyn Heights Promenade to Governors Island.

Art Installations

Commission *public art installations by site specific artists* such as Fred Wilson in consultation with the Public Art Fund.

Encourage *storefront installations and exhibitions*, all intended to focus attention on the NPNH themes and story lines.

3. Civic Engagement

“The Northeast Region is committed to building a seamless network of parks that embraces civic engagement as the essential framework and foundation for creating plans and developing programs in national parks.”
(NPS publication *Civic Engagement*, April 2003.)

“Civic engagement is the process of creating an informed citizenry and providing people with tools to shape the issues they face. Historic sites can serve as powerful centers for civic engagement by helping visitors and stakeholders to use the power of place and the perspective of the past as a new starting point for addressing contemporary issues.”
(Lower East Side Tenement Museum:)

The concept of civic engagement or civic discourse has become important to the fundamental construct of the National Park Service. It was the focus the April 2004 NPS conference co-hosted by the Lower East Side Tenement Museum and the Regional Plan Association entitled “Great Places, Great Debates: Opening Historic Sites to Civic Engagement.”

Dialogue surrounding issues of common concern, the essence of civic engagement, builds emotional connection to people and places of the past, creates a sense of participation and ownership, and establishes a feeling of shared identity. Discussion stimulates reflection about complex and important issues, both historic and contemporary: issues such as the quality of urban life, change, technology, and biodiversity. Most importantly, civic engagement offers opportunities to shape and clarify values. It often leads us to reflect upon the questions such as: in times of change, what do we value most? What remains? What’s important about our culture? How does the past affect our present? Such reflection is especially germane for Americans in the aftermath of 9/11.

Federal Hall National Memorial, where the United States Congress held its first session in 1789, is an ideal setting for programs aimed at stimulating civic discourse. More than two centuries ago, the nation’s founders responded to abuses under Colonial rule by drafting and adopting the Bill of Rights here. The issues debated in granting personal freedoms to citizens of the new republic remain vital today as our nation endeavors to balance individual rights with national stability and security. Federal Hall’s location a short walk from Ground Zero underscores the contemporary significance of those early debates.

We propose a regularly scheduled series of discussions for the general based on the congressional debates of 1788-1791 that ultimately produced the Bill of Rights. The location and authenticity of the site as well as the contemporary nature of the issues are sure to generate thoughtful and even passionate civic discourse. A partnership already exists with the Board of Education program ‘Constitution Works’ and constitutional law

students from New York University and Columbia University could be added to the program. Examples of the debate issues may be found in Appendix C.

A sound-and-media installation at Federal Hall could transform the rotunda into a dramatic reenactment of the debates in order to set the stage for civil discourse.

The following is a list of other suggested programs that fit the NPS Guidelines for civic engagement:

Words and Stories: Oral histories of those who lived on Governors Island.

Experiences and events the public might prefer to forget: slavery (African Burial Ground), America's role in the Holocaust (Museum of Jewish Heritage), immigrant working condition (The Museum of The Chinese in the Americas).

Immigration and Forced Migration: its complex history (Ellis Island, Lower East Side Tenement Museum, African Burial Ground, and The Eldridge Street Project).

Management and preservation of park and heritage resources: engaging stakeholders in public discussion about the use of the harbor and development of waterfront areas; the meaning of memory (Governors Island, Ground Zero).

Professional development opportunities for NPNH staff. Use the civic engagement framework to cultivate broader context in interpretation, facilitate work with communities on complex issues, and as a planning tool in day-to-day park operations. Fellowships and scholars-in-residence could enhance both public programs and staff development.

4. Tours:

New Thematic Ranger-led Tours

New tours will take advantage of the scholarly and practical expertise of NYHP advisory committee members, new research and collaborations with cultural, scientific and artistic partners.

Audience-driven tours respond to the interests of specific target groups. Examples include families, urban residents, veterans, design professionals, international tourists, and conservationists.

Story-driven tours, based on themes drawn from literature, popular culture, New York lore interpret the NPNH sites in new and unusual contexts. A model for this are the tours offered by The Original London Walks Tours (www.london.walks.com/).

Special celebrity tours would periodically focus media attention on the NPNH. High-profile public figures can either lead tours (along with Rangers) or simply participate as visitors. Celebrities might include entertainers, sports stars or civic leaders as well as other prominent personalities.

Other tour ideas include

Tours at Odd Times and in Odd Places: NPNH tours can provide extraordinary perspectives through unusual approaches to the sites and their surroundings. Examples include Underground Lower Manhattan, Wall Street Flashlight tours, and Torch-lit Harbor tours.

The American Immigrant Heritage Trail: An introduction to the complex and compelling experience of immigration, to be developed by the Lower East Side Tenement Museum. This tour will provide a cohesive picture of the American immigrant experience in New York by offering visitors a unified interpretive program linking select National Park Sites, the Tenement Museum, and other museums and cultural institutions as well as small businesses related to the immigrant experience.

The Money Tour: An exploration of NPNH and other sites in Lower Manhattan from the perspective of commerce. Lower Manhattan has a long as a global financial district. Visitors can trace the development of the stock exchange and the financial world from the original Buttonwood Agreement to today's bustling New York Stock Exchange. Tour packets for teachers can discuss key historical personalities, the seaport's impact on the financial market, and the influence of New York's financial institutions on today's global economy.

Additional tour ideas generated by the Working Team are listed in Appendix C.

Boat-based Interpretation

The Summer 2004 pilot Harbor boat tours should become signature, regularly scheduled NPNH tours departing from a number of sites throughout the NPNH system. A NPNH water-taxi, modeled on the Gray Line bus, will allow visitors to travel among NPNH sites via the Harbor. The ferry can become a Harbor icon, branded with the new NPNH identity.

New York Commuter Tours on the Staten Island Ferry, using Ranger-led, Personal Digital Assistants (PDAs), or audio tours, will bring the NPNH into the lives of New Yorkers who might be otherwise unaware that these parks surround them.

Special boat-based events such as Boat Flotillas and amphibious 'Duck Tours'.

Temporary floating docks offer a place for tour boats to land and provide an opportunity for visitor orientation and interpretive signage and banners and graphics announcing the NPNH.

Potential Partners include Municipal Art Society, CUNY, Downtown Alliance.

PDA Tours

The interpretive use of Personal Digital Assistants (PDAs) is the wave of the future, providing endless possibilities for enrichment and research. PDAs enable visitors to access information while exploring environments at their own pace. The devices are light and compact, making them convenient and manageable for most users. One challenge for institutions is that PDAs are costly to provide and require significant logistical organization to dispense and reclaim. Finally, not all visitors are familiar with the technology; PDAs therefore must be used in tandem with other means of conveying essential information. If all the technical issues are overcome, however, PDAs can greatly enhance visitors' experience of a given site with images, sound, reference materials, and other resources.

Costumed Interpretation

Costumed interpreters bring history to life by encouraging guests to imagine they are witnessing, or sensing, another place and time. Narrative and storytelling are used to dramatize the lives of people and events most relevant to a site or a theme. Costumed character interpreters portray the lives of people whose names are taken from the historic record. By studying documents such as court papers, diaries, letters, newspapers, novels, and plays, character interpreters learn to reflect the attitudes, opinions, and worldviews of a particular society. As visitors interact with historic figures, they quickly come to realize how history changes according to who is telling the story. Moreover, the interaction with costumed figures exposes visitors to the issues and concerns faced by people in the past, allowing them to draw contemporary comparisons. Such "theater of history" also allows vast amounts of factual information to be condensed and communicated in a compelling and non-didactic manner for a general audience.

Currently used as a primary interpretive method at the Lower East Side Tenement Museum, costumed interpretation can successfully be used at NPNH sites, namely Battery Park, to introduce the immigration arrival process; Federal Hall, to represent the debate surrounding the birth of the Bill of Rights; or Governors Island, to portray the island's first governor and explore its status as a defense outpost.

5. Exhibitions / New Curatorial Position

Special Exhibitions

Special exhibitions provide exceptional venues for elaborating on the messages and themes expressed in this Project. Such installations could be presented at a number of NPNH sites that have galleries and exhibition spaces. In addition, there are a wealth of museums, cultural institutions, and public art projects that collect and display images and objects related to the history of New York City. For example, images of the New York Harbor can be found in the New-York Historical Society, the American Wing of the Metropolitan Museum of Art, the Museum of the City of New York, and The New York Public Library.

A new NPNH curator or curatorial consultant could work with the proposed NPNH Interpretive Team to help each of the sites select and coordinate NPF-funded exhibitions, in collaboration with lending institutions and other partners.

Traveling exhibitions should be considered for inclusion in the NPNH exhibitions program. Presently an exhibition of renowned photographer Sebastiao Salgado on immigration entitled *Migrations: Humanity in Transition* is circulating under the auspices of the University of North Carolina at Chapel Hill's Ackland Art Museum and Duke University's Center for Documentary Studies. It would make a compelling statement if installed at Federal Hall or an adjacent vacant commercial space, with the cooperation of the International Center of Photography and the Lower Manhattan partnerships.

Collaborations with these and other citywide entities are highly recommended. Not only will the NPNH be able to present a broad array of material culture, but the joint marketing benefits will further the goal of raising the NPNH profile through the interdisciplinary nature of these partnerships.

Museum of the National Park Service

The entire National Park Service should be celebrated in a major museum facility. New York City, home to the nation's largest media market, urban population, and international audience, would be the appropriate location for a new *Museum of the National Park Service*. Permanent exhibitions would showcase the mission, history, and continuing development of the National Park system. Temporary exhibitions, such as *Lewis & Clark: The National Bicentennial Exhibition*, would celebrate the stories of the people and places that make the Park Service an essential part of the American experience. The museum would serve as a gateway to the NPS for millions of visitors, and encourage people to visit and support National Parks across the country.

It is very possible that the Museum of the National Park Service could become one of the significant institutions to be located at Ground Zero. Positioning this nationally-based institution amongst the National Parks of New York Harbor will certainly help to enhance the visibility and profile of the National Parks in New York City.

6. Special Events / Performances

“This green plat shall be our stage“

William Shakespeare, A Midsummers Night Dream

New York City offers innumerable opportunities for celebrations, festivals and events and the NPNH offers many ideal venues for these public gatherings, bringing new and repeat visitors to the sites. The following is a short list of ideas for special programming that could be produced by the NPNH in partnership with other institutions and presenting organizations.

Create Singular NPNH Festivals and Signature Events

Examples include:

- Tie-in to National Parks Week national events
- Harbor defense sites, tie-in to President’s Day and Veteran’s Day
- Natural resource sites tie-in to Earth Day/Week
- Outdoor recreational sites tie-ins to amateur sporting events (with sponsorship)

Expand Mega-Events

Examples include:

- Fourth of July
- Metropolitan Opera in the Parks, Jazz at Lincoln Center, etc.
- Dave Mathews Band at Governor Island
- Harbor Regattas

Sponsor a NPNH-themed Movie Barge

The movie barge provides the opportunity to partner with film-presenting venues such as the Museum of Modern Art, Walter Reade Theater at Lincoln Center, and The Film Forum. Recently, the MoMA presented a film series entitled “Waterfront: A Journey Around Manhattan in 18 Films” that took as its theme the New York Harbor. (See Appendix C for list of films shown). An already curated series would be easily replicated and could become a perennial favorite.

Highlight Seasonal Natural Events

Special programs that place natural history in the context of cultural history could be timed to take advantage of large seasonal movements, such as the migration of birds (warblers, hawks) and fish. Migratory aquatic species such as shad (or other herring species), striped bass, and sturgeon, for example, all had significant economic value to Native Americans and New Yorkers in the 18th, 19th, and even early 20th centuries. *Shad bakes*, which are regularly hosted all along the Hudson, could be a popular and effective means of interpreting not only seasonal migrations, but also would highlight one reason for early settlement in region.

7. Education Programs

Fort Wadsworth Education Center

Fort Wadsworth Education Center's long-range plans offer progressive openings of the center to the general public. Visitors will have access to unparalleled views of New York Harbor; they will also gain an unprecedented opportunity to participate in the center's education programs drawn from the full NPS/NYHP curriculum. Working with the state Department of Education, these programs will support the state standards and make reference to NPS/NPNH sites in the state curricula. In addition, the Education Center has space that will accommodate exhibitions of school and community work. Expanded teacher training opportunities and partnerships with colleges and universities would enable the NPNH to offer in-service credit to participating teachers. Distance learning and educational website will reach teachers off-site.

Harbor Camps

Establish *Harbor Camps* in collaboration with NPF and the Municipal Art Society's Metropolitan Waterfront Alliance. The waterfront – with its harbor estuary, parks and the cultural institutions that surround it – offers heretofore untapped resources to the youngsters of New York City. Two-week programs can be initiated, with concurrent programs at Governors Island and at Gateway National Recreation Area. Governors Island offers rich opportunities for exploring history while Gateway supplies unparalleled ecological and environmental content. Campers can spend a week at each site, with trips to many of the NPNH sites to expand on and reinforce learning. Fort Wadsworth can provide the professional development necessary to train counselors and camp specialists.

New York Harbor School

Become a partner of the *New York Harbor School*, founded by the Urban Assembly, South Street Seaport Museum, and Waterkeeper Alliance. The school was established in the belief that New York City's maritime experience can be a potent force for youth in improving secondary public education. The Harbor School is committed to bringing students to New York Harbor as much as possible and is open to new possibilities to do so. The NYHP are in a unique position to further the school's goals, enrich the resources available to the students, and provide unequalled role models through the Junior Ranger Program and the example of the Park Rangers as guardians of the environment and national heritage. Internships, training programs, and professional development opportunities all can be realized through this collaboration.

8. NPNH On Line

The World Wide Web offers tremendous opportunity for the NPNH to reach millions of visitors and potential visitors from across the country and around the world. Virtual tours, interactive interpretive materials for adults and children, and curriculum materials for teachers and educators are a few of the possibilities offered through the Internet.

An expanded NPNH web presence, similar to that proposed by the Lower East Side Tenement Museum for the *American Immigrant Heritage Trail* envisions a day when visitors from far and wide can call or click onto their computer and plan a day or weekend or week exploring the NPNH. An easy, accessible and multi-lingual ticketing and reservation system allows them to make plans tailored to their availability and the ages and particular interests of the members of their group or school. The ticketing process includes information about the various means of transport to and between sites – their schedules and costs and the program on the bus or ferry or along the walking or biking route. This same system offers information about places to eat and shop in the areas near the sites they will visit as well as other museums and galleries whose programs relate to NPNH themes. Bibliographies list books and films, which can prepare visitors for their journey to the NPNH sites or extend and deepen their experience after they return home. For teachers, there are links to curricula based on the themes and special programs at each site. An NPNH shop on the web features well designed T-shirts, games, jewelry, art and more related to the American experience past and present.

9. Facilities Development and Enhancement

Expand Castle Clinton as a primary NPNH visitor center

Castle Clinton, the beginning of the story of Manhattan Island and the locus of tremendous visitor activity, has the potential to become the focal point for all downtown NPNH programs. NPF, in partnership with the Battery Park Conservancy, should refurbish Castle Clinton to reflect its position as one of the most visited NPNH sites on the island. Its gallery space, rimming the interior of the castle, can be used for any number of exhibitions evoking the many roles it has played over the past centuries.

Visitor Kiosks

Electronic kiosks provide visitors with essential information about given sites (location, directions, hours, nearby amenities) as well as help them design a tour tailored to their interests and time constraints. NPNH should continue to work with NPF and NYC & Co. to install electronic kiosks at key NYC location (Federal Hall in process for summer 2004), including all NPNH sites, NYC & Co. outlets and major transportation hubs such as Penn Station, Grand Central, Kennedy, Newark, and PATH. To further this endeavor, working with the City Planning Commission, among others, is recommended.

PARTNERSHIPS

“The act of collaboration is an act of shared creation and/or shared discovery.... The new reality is that it will take the collaborative efforts of people with different skills to create innovative solutions and innovative products.”

Michael Shrage, MIT professor, researcher and author

The NPNH / NPF collaboration, together with other partners, provides a structure for new partnerships with a wide range of private and public entities. New interpretive initiatives will depend on these partnerships to provide financial, programmatic, staffing, marketing, and promotional support. The following is a working list of potential partners to

- Support tours, programs, exhibitions and other interpretive activities.
- Support research and programs for students and teachers.
- Promote NPNH themes and messages through a variety of venues.
- Raise the public profile of the NPNH.
- Expand resources available to the NPNH.
- Complement strengths of the National Park Service.

Following is a working list of potential partners.

City agencies

- NYC & Company www.nycvisit.com/home/index.cfm
- Mayor's Office / City Hall www.nyc.gov
- NYC Department of Cultural Affairs www.nyc.gov/html/dcla/html/home/home.shtml
- NYC Department of City Planning www.nyc.gov/html/dcp/
- Borough President's Offices <http://www.cvfieldsmbp.org/>, <http://www.brooklyn-usa.org/>, <http://www.queensbp.org/>, <http://bronxboropres.nyc.gov>, <http://statenilandusa.com/>
- Community Boards www.nyc.com/government/

Park systems and other agencies working with harbor sites:

- National Parks Conservation Organization www.npca.org/
- City of New York/Parks and Recreation www.nycgovparks.org/
- New York State Parks, Recreation and Historic Preservation www.nysparks.state.ny.us/
- New York State Department of Environmental Conservation www.dec.state.ny.us/
- Metropolitan Waterfront Alliance www.waterwire.net/
- Brooklyn Bridge Park www.bbpd.org/
- Hudson River Park Trust www.hudsonriverpark.org/index_flash.html
- Regional Plan Association www.rpa.org/

Lower Manhattan agencies and organizations:

- Lower Manhattan Development Corporation www.renewnyc.com/
- Battery Park City Authority www.batteryparkcity.org/
- Battery Park Conservancy www.bpcparks.org/bpcp/home/index.php

- Downtown Alliance www.downtownny.com/
- Battery Park City – Office of Arts and Programming
- Wall Street Rising / Downtown Information Center www.wallstretrising.org/
- New York New Visions www.nynv.aiga.org/
- Heritage Trails of New York
- Imagine New York www.imagineny.org/index.html
- Labor Community Advocacy Network to Rebuild New York www.lcan.org/

Governors Island agencies and organizations:

- Governors Island Preservation and Education Corporation (GIPEC)
- Governors Island Alliance www.rpa.org/projects/openspace/govisland.html
- Alumni
- Military VFW / American Legion <http://members.aol.com/veterans/warlib6w.htm>

Cultural, historic and environmental institutions:

History and Heritage Downtown - Consortium of Downtown Museums:

(includes NPNH sites: Castle Clinton National, Federal Hall, Statue of Liberty /Ellis Island)

- Museum of Jewish Heritage www.mjhnyc.org/index.htm
- Eldridge Street Project www.eldridgestreet.org/
- Lower East Side Tenement Museum www.tenement.org/
- Fraunces Tavern Museum www.frauncestavernmuseum.org/
- Museum of American Financial History www.financialhistory.org/
- Museum of the Chinese in the Americas www.moca-nyc.org/MoCA/content.asp
- National Museum of the American Indian www.americanindian.si.edu/
- New York City Fire Museum www.nycfiremuseum.org/
- The New York City Police Museum www.nycpolicemuseum.org/
- The Skyscraper Museum www.skyscraper.org/
- South Street Seaport Museum www.southstseaport.org/

- Trinity Church Museum www.trinitywallstreet.org/
- The Irish Hunger Memorial www.batteryparkcity.org/ihm.htm
- African Burial Ground www.flatironsolutions.com/africanburialground/

- National Register Sites www.nationalregisterofhistoricplaces.com/
- WNET Thirteen www.thirteen.org/index.php
- Manhattan Community Historians
- NYS Department of Education Local Historians Advisory Council
www.oce.nysed.gov/nyshistory/pages/brochure.html
- New York Public Library www.nypl.org
- Museum of the City of New York www.mcny.org/
- New-York Historical Society www.nyhistory.org/
- American Museum of Natural History www.amnh.org/
- Gilder Lehrman Institute of American History www.gilderlehrman.org/
- Metropolitan Museum of Art www.metmuseum.org/

- International Center for Photography www.icp.org/
- New Jersey Historical Society www.jerseyhistory.org/
- The Bronx County Historical Society www.bronxhistoricalsociety.org/
- Snug Harbor www.snug-harbor.org/
- Harbor Defense Museum of New York City www.harbordefensemuseum.com/
- Liberty Science Center www.lsc.org/
- The River Project www.riverproject.org/
- Institute for Classical Architecture www.classicist.org/
- Preservation League of New York State www.preservenys.org/
- Municipal Art Society www.mas.org/
- Van Alen Institute www.vanalen.org/
- The Center for Architecture (NY AIA) www.aiany.org/
- New York Foundation for the Arts www.nyfa.org
- Creative Time www.creativetime.org/
- Oral History Project at Grand Central Terminal

- Metropolitan Opera www.metopera.org/home.html

- Tsongas Industrial History Center, Lowell National Historic Park
www.nps.gov/lowe/2002/home.htm
- Shelburne Farms (issues of sustainability) www.shelburnefarms.org/
- Sagamore Hill www.nps.gov/sahi/

- Minetta Brook www.minettabrook.org/home.html
(a non-profit organization that presents public art projects, exhibitions, publications and discussions designed to strengthen the relationship between contemporary artists and communities throughout New York State)

Academic and Educational Institutions

- The Graduate School & University Center, The City University of New York
- Gotham Center for New York City History, The City University of New York
- New York University Department of History (also the theater dept. for re-enactments, costumed performers, workshops)
- Columbia University / School of Architecture, Planning and Preservation
- Organization of American Historians www.oah.org
- Department of Earth and Environmental Sciences at Rutgers University
- Education Development Center, Newton

- New York City Board of Education
 - New Visions Schools: Maritime School, History School
 - The Constitution Works
- New York State Department of Education
- New Jersey Department of Education

Transportation and Tour Operators

Develop a BID concept on the Harbor, create a Harbor Economic Development Zone, i.e. 'Liberty Zone' providing free water transportation linking NPNH sites.

Private:

- New York Water Taxi www.nywatertaxi.com/nywt/site/index.php
- Circle Line Cruises / Pier 83 www.circleline42.com/
- New York Waterways
- Grey Line www.graylinenewyork.com/
- Downtown Connection www.downtownny.com
(bus lines provided by the Alliance for Downtown NY) – U-shaped route from north end of Battery Park City to the western edge of the South Street Seaport, along Battery Park and ground zero

Public:

- Staten Island Ferry
- Metropolitan Transportation Authority
- Port Authority of New York & New Jersey



STAY ON
GRAVEL PATH
THANK YOU

6. MANAGEMENT RECOMMENDATIONS

Three areas are recommended for further attention of the Working Team and NPNH / NYHHP leadership:

1. Continue building on the different strengths and perspectives provided by the Working Team of NPNH staff, NYHPP staff and Task Force Advisors, partners, outside consultants and expert advisors.

Expand collaborative efforts, as exemplified in the development of the new Harbor Boat Tour.

Give authority to the current Working Team to continue as a standing "Interpretive Team" charged with coordinating NPNH-wide interpretive efforts on an annual and long-term basis.

Draw on NPNH Task Force expertise, capabilities and visibility. Establish a formal relationship between the Interpretive Group and the appropriate NYHPP Task Force Committees including the History Committee.

Address priorities, roles, and responsibilities of the National Parks of New York Harbor, New York Harbor Parks Project, consultants and programmatic partners in order to implement new interpretive strategies.

Incorporate new research, publications, and planning into interpretation

Strengthen internal and external partnerships among NPNH sites and units, and with non-NPS partners.

Improve staff development. Create opportunities for interpretive staff to share their expertise and to learn from each other's experiences. Use these programs to as training and capacity-building opportunities. Offer peer-led workshops around special topics. Institute annual NPNH-wide staff retreats. Establish scholarships for NPS staff to attend conferences, seminars, etc. Initiate collaborations with the National Association of Interpreters (NAI), Bank Street College of Education and other museum education programs, and the NPS Northeast Education Center.

2. Translate creative ideas into workable, sustainable programs that support National Park Service and National Parks of New York Harbor strategic and interpretive goals.

Develop organizational structure, budget and work plan for Summer 2004 initiatives. Address staffing, management and logistical concerns. Incorporate ideas into specific

park interpretive plans, strategic plans, work plans and financial management documents (PMIS, budgets, etc.).

Develop new products based on NPNH interpretive themes and audience- and story-driven programming.

Provide clear support from NPNH management and site superintendents to facilitate development, implementation and evaluation of new interpretive initiatives.

Establish a central database of interpretive plans and planning efforts. Create master calendar of interpretive programs from all NPNH sites. Establish central library and database of interpretive materials. Make materials accessible to staff from all sites to enable sites to benefit from each other's efforts.

3. Work to better understand demographics of the NPNH audiences and continue to develop and promote interpretive programs and products that truly respond to their needs and interests.

Implement continual audience evaluations and visitor studies, and solicit visitor feedback.

Target family and youth audiences. Promote family tourism, a big issue according to NYC & Co statistics.

Develop and expand partnerships with Department of Education and specific schools (e.g. proposed Maritime High School on Governors Island). Recruit and train students as docents. Increase school group tours

Create "one-stop" NPNH online. Create half-day, full day, and weekend trip itineraries. Build upon NPS National Register Travel Itineraries website. Build links between NPNH and partners' websites.

Reach broader audiences by promoting the NPNH as a subject for television and cable programs, such as Discovery Channel or Travel Channel programming, for example, or a NPS documentary series on the "Urban Park Experience."



7. PROJECT TEAM

This report is based on the work of the following people:

NPNH Working Team:

Steve Laise, Chief of Interpretation, Manhattan Sites
John Lancos, Acting Chief of Interpretation & Education, Gateway NRA
Kevin Leichner, Public Affairs Specialist, NPNH
Linda Neal, Superintendent, Governors Island NM
Jeanette Parker, Assistant Director, NPNH Education Center
Patti Reilly, Director, Northeast Center for Education Services
Michael Shaver, Ranger, Governors Island NM
Liam Strain, Ranger, Governors Island NM
Liz Sevckenko, VP Interpretation, Lower East Side Tenement Museum

Interpretive Planning Consultants:

Jane Clark Chermayeff Associates LLC
Jane Clark Chermayeff, Principal
Robert Blandford, Senior Associate
Judith Siegel, Associate

NPF/ NYHPP

David Rockefeller, Jr., Vice Chairman, National Park Foundation
John Watts, National Parks Foundation
Marian Heiskell, Honorary Chair of the New York Harbor Parks Project
Marie Salerno, President, New York Harbor Parks Project
Jim Maddy, President, National Park Foundation

NPS / NPNH

Marie Rust, Northeast Regional Director, National Park Service
Jim Pepper, Acting Commissioner, National Parks of New York Harbor
Marc Koenings, former Acting Commissioner, National Parks of New York Harbor
Greg Marshall, Director, Planning & Partnerships, NPNH
Joe Avery, Superintendent, Manhattan Sites
Billy Garrett, General Superintendent, Gateway NRA
Cynthia Garrett, Superintendent, Stature of Liberty NM and Ellis Island
Andrea Boney, Supervisory Interpretive Ranger, Stature of Liberty NM / Ellis Island
Danni Brown, Chief of Interpretation, Statue of Liberty / Ellis Island
Diane Dayson, Acting Director, Education & Interpretation, Manhattan Sites
Kathy Dilonardo, Head of Interpretation
Vincent DiPietro, Ed. Specialist & Supervisory Interpretive Ranger, Liberty / Ellis
John Hnedak, Historic Resource Manager, Gateway NRA
Kathy Krause, Acting Chief of Interpretation, Gateway NRA
Dave Taft, District Ranger, Gateway NRA

NYHPP Task Force History Committee and Advisors:

Kenneth Jackson, Chairman, Barzun Professor of History and the Social Sciences of

Columbia University and former President, New York Historical Society
Kent Barwick, President, Municipal Art Society
James Basker, President, Gilder Lehrman Institute of American History
Norman Brouwer, Marine historian, librarian & archivist, South Street Seaport Museum
Ric Burns, Author & Filmmaker, Steeplechase Films
Richard Bushman, Gouverneur Morris Professor of History Emeritus of Columbia University, Author: "The Refinement of America: Persons, Houses, Cities"
Ann Buttenwieser, Academic and Waterfront Planner
Joan Davidson, Former NYS Parks Commissioner, Recreation & Historic Preservation
John DeNatale, Executive Producer & Director, Local Programming, WNET Thirteen
Peter Derrick, Ph.D., Archivist, The Bronx County Historical Society
Andrew Dolkart, James Martson Fitch Professor of Historic Preservation at Columbia University School of Architecture, Planning and Preservation
Robert Forloney, Co-Chair, Education Task Force, Commissioner's Local Historian Advisory Council for the New York State Education Department
Paul Gunther, President, Institute for Classical Architecture
Scott Heyl, President, Preservation League of New York State
Frances Degan Horowitz, President, The Graduate School & University Center, The City University of New York
Celedonia Jones, Manhattan Borough Historian, Chairman, NYS Department of Education, Local Historians Advisory Council
Richard Kaplan, Architect & Founder Heritage Trails of New York
William Kornblum, Urban Sociologist at the Graduate Center, The City University of New York, Author: "At Sea In The City: New York from the Water's Edge"
Emlyn Koster, President & CEO, Liberty Science Center
Phillip Lopate, Essayist, Critic & Professor of English at Hofstra & Columbia Universities, Author: "Waterfront: A Journey Around Manhattan Island"
Richard Mooney, Writer and Journalist, formerly of The New York Times
Paul Morando, Director, Harbor Defense Museum of New York City
David Nasaw, Distinguished Professor of History and Director of the Center for Humanities, The Graduate Center, The City University of New York
Elihu Rose, Adjunct Associate Professor of New York University Department of History, Military History and Harbor Defense
Barnett Schecter, Author: "The Battle for New York" and "The Devil's Own: The Civil War Draft Riots of 1863" (Fall 2004)
Russell Shorto, Author: "The Island at the Center of the World, The Epic Story of Dutch Manhattan & the Forgotten Colony that Shaped America" (March 2004)
Mike Wallace, Director of the Gotham Center for New York City History, The City University of New York. Pulitzer-Prize winning Co-author: "Gotham, A History of New York City to 1898"
Sally Yerkovich, President & CEO, New Jersey Historical Society

Other Harbor Tours Advisors:

Tom Fox, President & CEO, New York Water Taxi
Sidney Horenstein, Geologist and Environmental Educator Emeritus, American Museum of Natural History
Lisa Keller, Professor of History, SUNY Purchase



APPENDIX A: Summary of Interpretive Planning to Date

A-1 List of Documents and Collateral Materials Reviewed

A-2 Topical Framework

Jane Clark Chermayeff Associates reviewed documents, plans and collateral materials provided by the NPNH. They also researched and reviewed NPS, NPNH and other relevant websites. Copies of these documents and collateral materials are contained in Appendix D: Interpretive Materials Inventory Binders.

Interpretive planning, strategies, breadth and depth of programming vary greatly from site to site. No NPNH-wide Comprehensive Interpretive Plan (CIP) exists. General Management Plans are underway for many of the sites, however copies of these documents were not provided to the interpretive planning consultants.

The interpretive planning documents include the following key planning documents, in various stages of completion:

- *An Integrated Interpretive Framework ('Topical Framework') for Gateway National Recreational Area and the National Parks of New York Harbor and Theme Matrix*, Draft dated February 13, 2002.
- *A Strategic Plan for the National Parks of New York Harbor*, Draft dated April 2003
- *Long Range Interpretive Plan*, Gateway National Recreational Area, October 2003.
- *Long Range Interpretive Plan*, Statue of Liberty National Monument, draft dated November 14, 2003

A-1 List of Documents and Collateral Materials Reviewed

The following materials were reviewed by the interpretive planning consultants. Copies of the documents and collateral materials are contained in Appendix D: Interpretive Materials Inventory comprised of two binders.

1. Matrix of Key Planning Documents Received from NPNH:
2. New York Harbor Parks Project / National Parks of New York Harbor:
 - Websites
 - Documents and Collateral Materials
3. Other Reference Materials

1. Key Planning Documents Received from NPNH:

| <i>SITE:</i> | <i>CIP / IP</i> | <i>GMP / Mgmt Plans</i> | <i>Summer</i> |
|--|-------------------|-------------------------|---------------|
| National Parks of New York Harbor | Topical Framework | Strategic Plan 2003 | |
| NPNH Education Center | NA | | NA |
| Manhattan Sites: | | | 04 Sched |
| Castle Clinton National Monument | | | |
| Federal Hall National Memorial | | | |
| General Grant National Memorial | | | |
| Hamilton Grange National Memorial | | | |
| Theodore Roosevelt Birthplace NHS | | | |
| Saint Paul's Church NHS | | | |
| Lower East Side Tenement Museum | | | 04 Sched |
| Governors Island National Monument | | outstanding | 03 info |
| Castle Williams | | | |
| Fort Jay | | | |
| Statue of Liberty National Monument | 2002 draft, 1984 | outstanding | |
| Ellis Island National Monument | | | |
| Gateway National Recreation Area | Oct 2003 draft | | 03 Sched |
| <i>Jamaica Bay Unit, Queens</i> | | | |
| Jamaica Bay Wildlife Refuge | | | |
| Breezy Point | | | |
| Frank Charles Memorial Park | | | |
| Jacob Riis Park | | | |
| Fort Tilden | | | |
| Plumb Beach | | | |
| Canarsie Pier, Brooklyn | | | |
| Floyd Bennett Field, Brooklyn | | | |
| <i>Staten Island:</i> | | | |
| Fort Wadsworth | | | |
| Great Kills | | | |
| Miller Field | | | |
| Swinburne & Hoffman Field | | | |
| <i>Sandy Hook Unit, New Jersey</i> | | | |
| Sandy Hook Beaches | | | |
| Fort Hancock | | | |
| Shady Hook Lighthouse | | | |
| Holly Forest | | | |
| History House | | | |

2. NPNH / NPS Websites, Documents and Collateral Materials

Websites:

National Parks of New York Harbor www.nps.gov/npnh/

Manhattan Sites: www.nps.gov/masi/

Federal Hall National Memorial www.nps.gov/feha/

Castle Clinton National Monument www.nps.gov/cacl/

General Grant National Memorial www.nps.gov/gegr/

Hamilton Grange National Memorial www.nps.gov/hagr/

Theodore Roosevelt Birthplace National Historic Site www.nps.gov/thrb/

Saint Paul's Church National Historic Site www.nps.gov/sapa/

Governors Island National Monument www.nps.gov/gois/

Castle Williams

Fort Jay

Statue of Liberty National Monument www.nps.gov/stli/

Ellis Island National Monument www.nps.gov/elis/

Gateway National Recreation Area www.nps.gov/gate/

NPNH Education Center

Lower East Side Tenement Museum National Historic Site www.tenement.org/

National Park Foundation www.nationalparks.org/Home.asp

Documents and Collateral Materials

National Parks of New York Harbor:

NPNH Documents

- NPNH Topical Framework
- *An Integrated Interpretive Framework for Gateway National Recreational Area and the National Parks of New York Harbor*, Draft February 13, 2002.
- Theme Matrix for *An Integrated Interpretive Framework for Gateway National Recreational Area and the National Parks of New York Harbor*, Draft February 13, 2002, Billy Garrett
- *A Strategic Plan for the National Parks of New York Harbor*, Draft April 2003
- *Goals 2003-2004 Initiatives*, National Parks of New York Harbor, Draft March 2003
- *Partnerships-Initiatives-Priorities 2004*, National Parks of New York Harbor, Draft November 2003.
- *The New York Harbor Parks Project: Establishing a New Public-Private Partnership, A Proposal for the Rockefeller Brothers Fund*, National Park Foundation and National Parks of New York Harbor, October 20, 2000.
- Proposed Thematic Harbor Tours: Defenses, New Populations, Environment
- NY Times Breakfast speeches and Powerpoint presentation and coverage in the September 9, 2003 issue of The New York Times
- December 4, 2003 Interpreters Meeting: Marie Salerno documents including Harbor Tourism Universe and Ranger Tours Options
- Advisory Committee on History: Interpretive Programs and Exhibitions. Actions and Themes (undated document)

NPNH Brochures:

- The National Parks of New York Harbor
- National Parks in Greater New York Harbor
- Gateway National Recreation Area, New York / New Jersey
- Jamaica Bay Institute
- Statue of Liberty
- Theodore Roosevelt Birthplace
- Theodore Roosevelt Inaugural
- Sagamore Hill
- Hamilton Grange

Other Collateral Materials:

- Castle Clinton

- Castle Clinton (español)
- General Grant National Monument
- St. Paul's Chapel

National Park Service

NPS Documents:

- Experience Your America: Traveling Exhibition
- Excerpts from the National Park Service Message Project

NPS Websites:

National Register Travel Itineraries

Other NPS Collateral Materials:

- Federal Hall (by Bruce Bliven, Jr.)
- African-American History in the National Park Service, Federal Hall National Monument
- Women's History in the National Park Service, Federal Hall National Monument
- The American Immigrant Wall of Honor at Ellis Island
- Federal Recreation Pass Program

NPNH Education Center

- *National Parks of New York Harbor Education Center: A Plan for the Future* (Folder)
- *Sentinels of Our Shores*, Program Information Packet (Folder)
- NPNH Ed Center press kit

Manhattan Sites

- Statement of Work: Long Range Interpretive Plan and Annual Interpretive Plan, document
- Manhattan Sites' Interpretive Themes (from Steve Laise)
- Manhattan Sites Programs – 2004
- Long Range Interpretive Plan and Annual Interpretive Plan, Manhattan Sites
- Federal Hall National Memorial
- New York in the Civil War: An Interpretive Program
- Federal Hall Interpretation, excerpted from October 25, 2003 correspondence from Joe Avery to Marie Salerno.

TO CCME - National Park and Chamber of Commerce Association
 Sites

Lower East Side Tenement Museum

- Summer program information
- *American Immigrant Heritage Trail* proposal (June 2003)

TO COME - Press kit, interpretive long-range plan, etc.

Statue of Liberty / Ellis Island:

- *Long Range Interpretive Plan, Statue of Liberty National Monument*, April 2002 (Draft November 14, 2003).
- *Interpretive Prospectus, Statue of Liberty / Ellis Island*, Harpers Ferry Center, January 1984

TO COME - Statue of Liberty - Ellis Island GMP Draft, not completed

Gateway National Recreational Area:

- *Long Range Interpretive Plan, Gateway National Recreational Area*, October 2003.
- Gateway National Recreational Area – A Report on Jamaica Bay, February 2003
- SCA Boat-based Tour summary, prepared by Dave Taft
- Gateway Program and Activity Information for Visitors / Summer 2003
- Jamaica Bay Institute Information
- *Hands Around the Bay*, A Proposal for Support and Development of the Jamaica Bay Unit of Gateway National Recreational Area
- RFP For the Leasing of Historic Fort Hancock Properties, Gateway National Recreational Area Sandy Hook Unit, August 1999 [provided by Kevin]
- *The Evolving Legacy of Jamaica Bay*
- Columbia University Climate Change report on Gateway/Jamaica Bay, by Dr Rosenzweig, et al
- Wintergreen Newsletter, VI. 4, Issue 10 (April 2003)

Governors Island

- Governors Island Map with points of interest
- Governors Island GSA (folder)
- TO COME - Historical Resources Report (not completed)
- TO COME - General Management Plan (not completed)

3. Other Reference Materials

Documents:

- Manhattan Community Historians Neighborhood Resources List (November 2003)
- W.O. Decker Shoreline Guide, Norman Brouwer (January 2004)

Brochures:

- *Downtown Now*, Lower Manhattan Cultural Council
- Downtown New York, Downtown Alliance
- Wall Street Walking Tour Map, Downtown New York, Downtown Alliance
- Walking Tours of Downtown Manhattan
- Official NYC Guide, Fall/Winter 2003
- Juror's Guide to Lower Manhattan / Seven Walking Tours
- Historic Orchard Street / Lower East Side: Neighborhood Guide and Shopping Directory
- Cool New York, January 9 – February 2, 2004 (American Express. NYC & Co)
- NY Waterway, NY Harbor Sightseeing and Full Day Cruises

Appendix A-2 National Parks of New York Harbor Topical Framework

The NPNH Topical Framework was developed and approved by the NPNH Executive Council in 2003. The Framework is a set of major topics that, taken as a whole, help others to understand who we are and why the National Parks of New York Harbor are important. They are not “common denominators” that must be represented in every park and unit, but rather the “big ideas” that connect primary park resources across administrative boundaries. These topics do not replace the unique interpretive themes developed through the Comprehensive Interpretive Planning (CIP) process. They should, however, serve to facilitate the refinement, organization and presentation of themes whenever possible.

1. Innovations, Inventions and Institutions: Shaping the Modern World
 - Public Services (Public Health, Housing, etc.)
 - Economic Development and Commerce (including the Labor Force)
 - The Environmental and Preservation Movements

2. From Colonial Outpost to World Power: The Changing Nature of National Defense
 - Defending a Colonial Outpost
 - Evolving Strategies of Harbor Defense
 - The Development of Military Technology (Fortifications, Armaments and Aircraft)
 - World War I and II Installations

3. Immigrants to Presidents: Symbols and Stories of the American Odyssey
 - Immigration: How People Got Here
 - Noteworthy Lives (examples.: Washington, Grant, Hamilton, Roosevelt)
 - The Family Odyssey (From Poor Immigrants to the Vanderbilts)
 - Cycles of Assimilation and Cultural Identity
 - Conflicts, Interests and Human Rights

5. The Wonders, Dynamics and Challenges of an Urban Estuary
 - Water
 - Plants and Animals
 - Human Use of the Estuary
 - Environmental Issues

6. Fighters and Falcons, Monarchs and Missiles: A Heritage of Flight
 - The History of Human Flight
 - The Natural History of Flight
 - The Physics of Flight