



Chesapeake and Ohio Canal National Historical Park Long-Range Interpretive Plan

July 2010



Chesapeake and Ohio Canal National Historical Park

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Prepared by:

Department of the Interior
National Park Service

Chesapeake and Ohio Canal National Historical Park

National Capital Region

Harpers Ferry Center
Interpretive Planning

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Potomac River Gorge

Message from the Superintendent of Chesapeake and Ohio Canal National Historical Park

The Chesapeake and Ohio Canal began as a dream to access new fortune in the west, at a time when America's prosperity depended on its waterways. It operated as a conduit of eastern coal, suffered extensive and finally fatal flooding, and then resisted being paved as a parkway. Today the remnants of its course and the spirit of its builders and operators endure as a unit of the National Park Service.

The Chesapeake and Ohio Canal National Historical Park (CHOH) stretches along the Potomac River from Rock Creek in Georgetown to Cumberland, MD, for 184.5 miles. Construction began in 1828 on the canal that was to have connected the Chesapeake Bay to the Ohio River. Falling far short of this original vision, it terminated in Cumberland in 1850 and remained in operation until 1924.

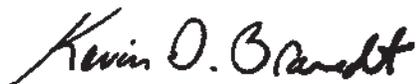
The National Park Service was given purview over the canal in 1938. But not until the early 1950's when Supreme Court Justice William O. Douglas led a march to save the canal and towpath, was the park fully recognized for its valuable connection with our country's past. C&O Canal became a National Monument in 1961 and in 1971 Public Law 91-664 established the Chesapeake and Ohio Canal National Historical Park "to preserve and interpret the historic and scenic features of the Chesapeake and Ohio Canal, and to develop the potential of the canal for public recreation." Further guidance for development came in the introduction section of the 1976 General Plan, which stated "Protecting for public enjoyment a historical park which will, more and more, become an outlet for urban seekers after outdoor recreation will be the difficult task facing the National Park Service in its stewardship of this limited resource."

The Long-Range Interpretive Plan is a document that sharpens our focus and pulls together all of the education and interpretation efforts related to the C&O Canal and Chesapeake and Ohio Canal National Historical Park. Part One defines the park themes, identifies the desired visitor experience, lists issues and challenges, and describes the existing condition of the interpretive services within the park. Part Two lists the specific actions the park and our partners will take to meet our vision for the future of interpretation over the next seven to ten years.

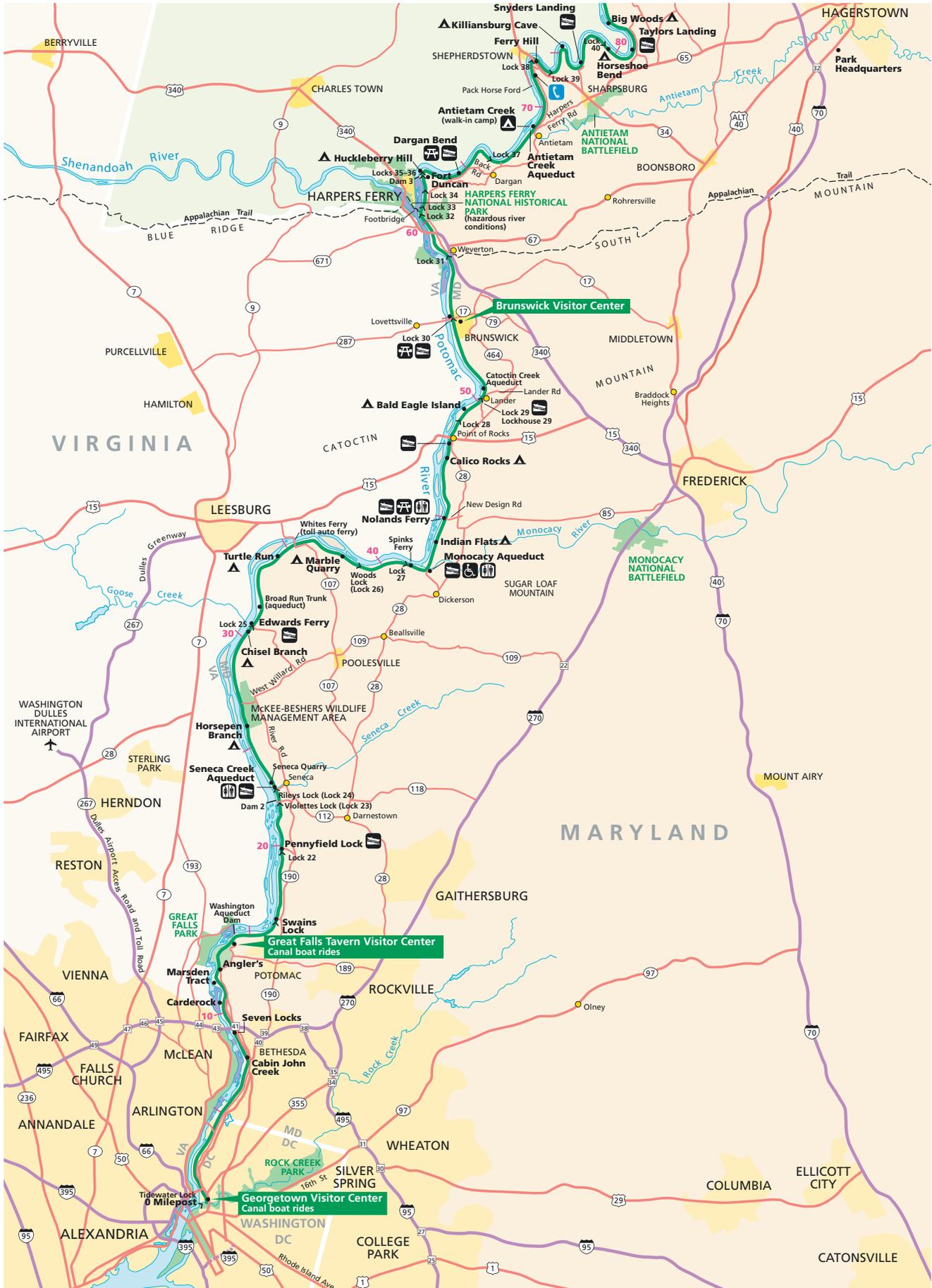
Chesapeake and Ohio Canal National Historical Park is supported through partnerships with many local, regional, and national organizations. The park staff engaged partners, local community members, and many others throughout the planning process. This collaborative effort produced a more comprehensive and inclusive look at how we will interpret the canal to visitors in the future.

On behalf of the park staff and our partners, I hope you will take time to review this important plan and join us as we continue to move forward in our efforts to preserve and protect the values and resources of Chesapeake and Ohio Canal National Historical Park.

Sincerely,



**Superintendent
Chesapeake and Ohio Canal National Historical Park**



Chesapeake and Ohio NHP: Shepherdstown to Georgetown

Comprehensive Interpretive Planning

The National Park Service (NPS) has a unified planning approach for interpretation and education. This approach combines planning for interpretive media, personal services, and education programs. The Comprehensive Interpretive Planning (CIP) process is the basic planning document for interpretation and was incorporated into NPS guidelines in 1995. Responsibility for accomplishing the CIP process lies with each park's superintendent.

What is a Comprehensive Interpretive Plan?

The CIP process helps parks make choices, and this planning document is written to provide guidance to park staff. It helps them decide what their objectives are, who their audiences are, and what mix of media and personal services to use. Although the CIP as defined in Director's Order 6 is composed of specific elements, good planning is customized to meet an individual

park's need and situations. The CIP is not a recipe; rather it is a guide to effective, goal-driven planning. While it considers past interpretive programming, it is primarily a forward-looking document that concentrates on actions needed to create or sustain a vigorous and effective interpretive program for the future. All CIPs have these three components: the Long-Range Interpretive Plan (LRIP), a series of Annual Implementation Plans (AIP) and an Interpretive Database (ID).

What is a Long-Range Interpretive Plan?

The heart of the CIP is the Long-Range Interpretive Plan. The LRIP defines the overall vision and long-term (7 - 10 years) interpretive goals of the park. The process that develops the LRIP defines realistic strategies and actions that work toward achievement of the interpretive goals.

The Annual Implementation Plan and Interpretive Database

The completed LRIP is a critical part of the CIP, but it does not stand alone. Actions in the LRIP are divided into annual, achievable steps and reproduced in the Annual Implementation Plan, the second component of the CIP. Creating a series of these AIPs that implement the recommendations outlined in the LRIP simplifies the park's annual planning. The third component of the CIP is the Interpretive Database (ID), an ongoing compilation of information, reports, bibliographies, plans, and inventories that document the LRIP's ongoing progress.



Monocacy Aqueduct

Part One: The Foundation for Interpretive Planning

The air was clear and of a grateful coolness in the [Paw Paw] tunnel, but the gloomy light and hollow sepulchral sound of our voices gave us a feeling of loneliness and we were glad to leave the dreary cave and come out again into the sunlight where the world is full of life and activity. . .

Canal visitor quoted in *Life on The Chesapeake & Ohio Canal 1859*
edited by Ella E. Clark and Thomas F. Hahn

Trees and vines and weeds reclaimed the old ditch. Driftwood from high water plugged the locks. The abandoned lockhouses gradually filled with dirt, mold, and cobwebs. Leaf litter and eroded soil filled the canal basins, and where boats once floated, there were now wildflowers—Virginia bluebells and Dutchman’s breeches. A century after John Quincy Adams struck that root as he inaugurated the C&O, the canal had become a ruin.

The Grand Idea: George Washington’s Potomac and the Race to the West
by Joel Achenbach

Enabling Legislation

Each unit of the National Park System is created by Congress and the President of the United States. The following pieces of legislation created Chesapeake and Ohio Canal National Historical Park.

The C&O Canal was placed under the control of the National Park Service (NPS) in 1938. It became a National Monument in 1961.

On January 8, 1971 Public Law 91-664 established the Chesapeake and Ohio Canal National Historical Park mandating the NPS to “preserve and interpret the historic and scenic features of the Chesapeake and Ohio Canal, and to develop the potential of the canal for public recreation...”

Congress passed Public Law 95-11 dedicating the canal and towpath to Justice William O. Douglas on March 15, 1977. A memorial was authorized and appropriate methods were approved to recognize Justice Douglas’ contributions. (See Appendix C: Justice William O. Douglas’s January 19, 1954 letter to the *Washington Post*)

On November 10, 1978, Public Law 95-625 approved a boundary revision that added 600 additional acres to the park. Congress passed Public Law 99-456 designating the Cumberland terminus in honor of J. Glenn Beall, Sr. on October 8, 1986. A memorial was authorized and appropriate methods were approved to recognize Mr. Beall’s contributions.

Park Purpose

A purpose statement summarizes the reasons a unit is included in the National Park System. It is derived from the legislation that created both the National Park Service and a specific site.

In order to recognize the potential of the park resources, the purpose of the Chesapeake and Ohio Canal National Historical Park, according to the 1976 General Plan, is to provide, in perpetuity, the opportunity for mankind to:

- Understand the canal’s reason for being, its construction, its role in transportation, economic development and westward expansion, the way of life which evolved upon it, the history of the region through which it passes, and to gain insight into the era of canal building in the country.
- Appreciate the setting in which it lies and the natural and human history that can be studied along the way.
- Enjoy the recreational use of the canal, the parkland, and the adjacent Potomac River.

NPS Mission and Park Mission

A mission statement is a vision for the future and articulates, in broad terms, the ideas that the NPS strives to achieve.

National Park Service Mission Statement

The National Park Service preserves unimpaired natural and cultural resources and values of the national park system for the enjoyment, education and inspiration of this and future generations. The Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world.

Chesapeake and Ohio Canal NHP Mission

The 2001 Business Plan states that “the mission of the Chesapeake and Ohio Canal National Historical Park is to safely protect and preserve the park’s cultural and natural resources, to educate the public about those resources, and to provide for public recreation and enjoyment.”

Park Significance

Statements of significance describe a National Park System unit's distinctive natural, cultural, and recreational resources and values that are the factual rationale for national recognition of the site.

During an earlier Long-Range Interpretive Plan workshop it was determined that the Chesapeake and Ohio Canal National Historic Park has national significance for the following reasons:

- The C&O Canal NHP preserves and illustrates

canal transportation and engineering technology and the evolution of a transportation system in support of the growth of our nation

- The architectural and archeological remnants in the park provide a window into the cultural and social history of the Potomac River basin.
- The canal towpath has been adapted and improved to function as one of the most heavily used trails in the nation, providing access to many recreational activities for a large and diverse population

- The park provides the opportunity to explore three physiographic provinces and protects a unique riparian ecosystem that supports rare, threatened, and endangered species, and globally rare plant communities
- The battle to preserve the canal and prevent construction of a parkway brought together leaders in the 1950's conservation movement to champion the creation of this park, inspiring a generation of conservationists locally, nationally and globally.



Ranger-led walking tour along the Georgetown section of the canal.

Park Management Goals

Park management goals articulate in broad terms the ideal conditions the park and its partners will strive to attain. The 1993 Government Performance and Results Act (GPRA) requires federal agencies to establish standards for measuring performance and effectiveness. The law requires federal agencies to develop strategic plans describing their overall goals and objectives, annual performance plans containing quantifiable measures of their progress, and performance reports describing their success in meeting those standards and measures. The following mission goals were prepared in 2008 as part of the planning process required by GPRA. In addition to goals related to resource and visitor protection, there are some goals specifically related to interpretation and visitor services.

Mission Goal IIa1:

By September 30, 2012, 93% of visitors to Chesapeake and Ohio Canal National Historical Park are satisfied with appropriate park facilities, services, and recreational opportunities.

The actual percentages (2005 = 89%, 2006 = 91%, 2007 = 92%, 2008 = 96%, and 2009 = 92%) reflect a slow but steady increase in visitor satisfaction ratings culminating in a 4% jump in 2008. The increase is attributed to improved restroom facilities located at the Great Falls Tavern.

Mission Goal IIb1:

By September 30, 2012, 91% of Chesapeake and Ohio Canal National Historical Park visitors understand the significance of the park.

The actual percentages for visitor understanding (2006 = 90%, 2007 = 91%, 2008 = 92%, 2009 = 95%) reflect a fairly consistent level of understanding.

Accessibility

Every attempt will be made to provide full access to interpretive media and programs to ensure people with physical and mental disabilities have access to the same information necessary for safe and meaningful visits to national parks. This is in compliance with the National Park Service policy:

“... To provide the highest level of accessibility possible and feasible for persons with visual, hearing, mobility, and mental impairments, consistent with the obligation to conserve park resources and preserve the qualities of the park experience for everyone.”

NPS Special Directive 83-3, Accessibility for Disabled Persons

All interpretation will follow general standards for accessibility as described in the Harpers Ferry Center Programmatic Accessibility Guidelines for Interpretive Media (<http://www.nps.gov/hfc/pdf/accessibility/access-guide-aug2009.pdf>).



The new exhibits at Great Falls Tavern were designed to be accessible and usable by all park visitors.

Interpretive Themes

Interpretive themes capture the essence of Chesapeake and Ohio Canal National Historical Park's significance. They include the most important stories and represent core messages that every visitor should have the opportunity to experience.

While interpretation of any site could touch upon many stories, focused themes increase effectiveness. When well conceived, themes explore the meanings behind the facts. They open minds to new ideas and perhaps to multiple points of view. When linked to commonly held emotions or universal human experiences, themes encourage visitors to see themselves in the park's story and discover personal relevance.

A team of park staff, local citizens, and partners worked together to develop these themes and associated stories during the Foundation workshop held in March 2009. They are based on the six themes identified in the 1976 General Plan.

Theme 1 – Human Ingenuity

The C&O Canal is a testament to humans' ingenuity and capacity to build an enduring transportation system that challenged natural obstacles – creating communities, connecting regions, and advancing European American expansion.

Potential topics relevant to this theme:

- George Washington's dream and vision
- Patowmack canal
- Race west "canal vs. railroad"
- John Quincy Adams – "great groundbreaking"
- Use of immigrant labor
- Rampant disease impact on laborers
- Potomac River – natural barriers
- Ambitious undertaking – too big to accomplish
- Labor riots
- Engineering marvels – tunnel, aqueducts, culverts, prism, locks, dam
- Precision craftsmanship
- Westward expansion – connecting coast to frontier
- Economic factors: competitive commerce, interstate commerce, stockholders
- Use of native and local resources
- Constant struggle for financial resources
- Flooding
- Key players in operation of company (canal):
 - Locktenders
 - Boaters
- Canal culture and lifestyle
- Mode of transportation – mules
- Coal industry
- Communities
- Cargo and passenger packet

- Constant maintenance
- Engine of community development:
- Ghost Towns
- Disruption caused by Civil War - on border between North and South
- Gift to the Nation
- The C&O Canal is the physical example of the American dreams/ethic of "go west young man" and also "pick yourself up by your bootstrap and make something of yourself" these concepts characterize the American spirit!

Theme 2 – Transportation Heritage

The C&O Canal plays a vital role in the nation's transportation heritage, a catalyst for westward expansion and economic development; shaping industry, culture, recreation and tourism for generations. Perseverando estoperpetua! (This is for perpetuity, forever, for keeps!)

Potential topics relevant to this theme:

- European canal development
 - Great Falls tavern is copied after an English canal tavern
 - Global
- George Washington
 - Using canals to bypass great obstacles
 - Patowmack Canal
- Canal's role in industrialization
- Canal Entrepreneurs
- Georgetown
 - Canal brought development
- Brought competition of railroad

- B&O Railroad versus C&O Canal
- Feeder canal
 - George Washington
 - John Adams
- Communities along canal
 - Canal central to small towns along the way
- Civil War
 - Canal and aqueducts under attack by Confederates
- Activity before canal
 - Bypasses

Theme 3 – Life on the Canal

Life on the C&O Canal during its construction and operation was fraught with challenges and life-threatening hazards in pursuit of uncertain rewards.

Potential topics relevant to this theme:

Construction

- Labor camps/communities
 - Almost no slave labor – too expensive
 - Imported labor from Europe – British Isles, Germany, Poland, Ireland
 - Engineering expertise from England and Wales
- Construction needs
 - 1000+ laborers
 - Engineering expertise
 - All manual labor
- Employment
 - Indentured labor – promises not kept led to riots
 - Cultural animosities brought from Europe continue
 - Local population did not exist to recruit from
- Hardships
 - No family
 - Manual labor

- Geology of area
- Remoteness of area
- Acts of nature (floods)
- Disease

Operation

- Towns enhanced or created
- Businesses established – mills, stores, industries, tanneries, etc.
- Communications – telegraph, mail, telephone, canal itself
- Target of CSA during Civil War
 - Source of raw materials for war effort
 - Border between North and South
- Pace of life measured by canal – sights, sounds, smells, etc.

Theme 4 – Change and Adaptation

The prehistory and history of the Potomac Valley illustrates and reflects constant change and adaptation: the river's impact on the land, nature, and cultures within the valley, and the interaction between the cultures, and their impact on the river valley itself.

Potential topics relevant to this theme:

- Native Americans
- Natural history/geological changes
 - Floods
- Petroglyphs
- Immigrants/settlement of valley
- Clash of cultures
 - Native Americans versus Europeans
 - Agriculture versus industry
- Early explorers
- European invasion/settlement
- Wars (French and Indian, American Revolution, Civil

War, World War I, and World War II)

- River improvements (Patowmack Canal Co.)
- Transportation (canal, railroad, highways)
- Agriculture
- Industry
- Mining history
- Invention/engineering
- Landowners prior to C&O Canal
- Influence of river on people and nature
- Conservation/preservation history
- George Washington (survey, army, Patowmack Canal)
- Water Access History of
 - River crossings
 - Power use (plants, mills, etc.)

Theme 5 – Geology and Geography

The unique convergence of geology and geography in the Potomac River Valley inspires a sense of awe and humility.

Potential topics relevant to this theme:

- This landscape was looked upon as both blessing and a curse, guiding the creation of the canal and its evolution into a park.
- Geological History – for and against canal construction
 - Paleontology
 - Uplift and collision
- Widewater and Mary's Wall
- Potomac River – route west
 - Cuts through mountains
 - Gives rise to Washington's vision and B&O Railroad conflict
- Created globally unique natural resources
- Coal resources, Seneca Sandstone – economic

- opportunities and good soil
- Geology forced canal structures – Paw Paw Tunnel, aqueducts, 4 Locks
- Relationship with water – use and floods
- Recreational uses created by canal bed
- Hike/bike path has made it to Pennsylvania
- Transition Zone
 - East/West
 - North/South
 - 3 geological zones
 - Things moved by floods

Theme 6 – Place of Refuge

The C&O Canal is a “place of refuge” from the modern world, a setting where one can be spiritually renewed and reconnected to past generations and the natural world.

Potential topics relevant to this theme:

- Respite
- Douglas “place of refuge”
- Preservation of ruination (spiritual values)
- Physical
- Recreation
- Bonding among families and strangers
- Allows for physical activity in a pastoral setting

- Wonder at seeing different animals, birds,, livestock
- Opportunity to relax
- Reduce stress
- Re-energize
- Puts things in perspective
- Recalls personal history
- Time not important - get away from the clock
- Living museum
- Nature museum
- The C&O Canal is a potential place of refuge for millions of citizens who live on the Eastern Seaboard, a setting where urbanites can be renewed spiritually through immersion in a landscape that has largely returned to its natural state.



The C&O Canal is a place of refuge from the modern world.

Desired Visitor Experience

Desired visitor experiences describe what physical, intellectual, and emotional experiences should be available for visitors to Chesapeake and Ohio Canal National Historical Park. These experiences will be available to visitors of all abilities, including those with visual, auditory, mobility, or cognitive impairments.

Visitors to Chesapeake and Ohio Canal National Historical Park will be able to:

- Obtain basic information about the park and advice on what to visit.
- Be alone and enjoy solitude and natural quiet.
- Walk or bike the entire towpath in a natural/cultural environment with few visual distractions.

- Ride an authentic mule drawn canal boat.
- Find out about the people who built and operated the canal.
- Participate in a ranger-led interpretive experience about the C&O Canal.
- Experience the sights, sounds and adventure of the Potomac River.
- Discover the historic significance of the canal.
- Choose from a variety of interpretive programs and media.
- See birds and animals to aid understanding of the biodiversity of the Potomac River Gorge.
- Experience the park as a well maintained and visitor friendly area that has clean bathrooms and campsites.
- Escape the city and play along the C&O Canal.
- Easily access the Potomac River for boating and fishing.
- Participate in park special events (“Life and Death”, “Civil War Days”, “Canal Construction”).
- See how a lock works.
- Meet and interact with the mules.
- Study canal technology including aqueducts, culverts, and tunnels to discover what this pile of stones used to be.
- Research the prehistory of the Potomac River and Valley.
- Experience living in a lockhouse for two to three days with no electric, wood heat, a privy, and no running water to understand life on the canal.
- Buy a book or item from a cooperating association sales outlet to learn more about the canal or remember their visit to the canal.
- Experience the canal towns along the canal.
- Volunteer to support the park.



Children enjoy meeting the mules.

Park Visitors

This is a broad description of park visitors and their needs – including current and potential visitors. “Visitor” describes anyone who uses a park’s interpretation and educational services whether in person or “virtually” through digital technologies.

Approximately 3,150,000 visitors come to Chesapeake and Ohio Canal National Historical Park annually. This figure is based on a five year average of monthly public use data taken during calendar years 2005-2009. There was a 21% increase in visitation from 2008 (3,111,468) to 2009 (3,763,561); however, the general trend has been over 3,000,000 visits annually.

July is the peak visitation month. Over one-third of the visitors come during the summer season (June, July, and August). The park also has spring and fall shoulder seasons and the fewest visitors in the winter. On average, however, the winter season still brings more than 450,000 visitors to C&O Canal between December and February.

According to a 2008 park-produced statistics handout there were 325,000 visitor contacts made at six visitor centers, along the towpath, and through interpretive programs. 25,000 visitors experienced canal boat programs and 3,553 fourth grade students visited the National Canal Museum exhibit.

The 2001 Business Plan states that the majority of visitation (83.8% in 2001) occurs in the lower third of the park due to its proximity to Washington, D.C. Nearly a quarter of visitors in 2001 entered the park in or near the District of Columbia for historic canal boat tours, or for recreation, such as daily or weekly runs, hikes or bike rides along the towpath. Approximately 52% of visitors to the park came through Montgomery County, Maryland, the location of the scenic Great Falls, the park’s other canal boat tours, and numerous popular hiking trails.

Visitor Groups

During the March 2009 Foundation workshop, participants identified six different visitor groups. These groups come to the park for specific reasons and their needs while visiting the park would be similar: natural, historical, recreation, education, volunteers/community service, and other uses (uses other than what the park was created for) including wedding parties, special park users, subsistence fishing, and the homeless.

2003 Visitor Survey Project

A visitor study was conducted at Chesapeake and Ohio Canal National Historical Park July 6-12, 2003. The study was conducted as part of the NPS Visitor Services Project in cooperation with the University of Idaho Park Studies Unit. Almost 75% of the visitors were from Maryland, Virginia and the District of Columbia. Most visitors (93%) identified themselves as white, 3% Spanish/Hispanic/Latino, and 11 % African-American, Asian, American Indian or Alaskan Native. 71% had visited the park two or more times and most of the visitors spent one to three hours in the park. 46% were family groups and 53% were ages 31-60 years. 18% were younger than 15 years.

Issues and Challenges Affecting Interpretation

Chesapeake and Ohio Canal National Historical Park has many assets upon which to build an effective interpretive program, including evocative and compelling stories, outstanding natural and cultural resources, ongoing research, and dedicated staff and supporters. It also faces a number of challenges. Well-designed programs can build on interpretive strengths to help overcome the challenges.

The linear nature of the park, extending 184.5 miles from urban Washington, D.C. to rural western Maryland is the largest single influence on the interpretive program. The park changes dramatically from one end to the other, passing from

the lowland metropolitan area of Georgetown through rural Maryland to the mountainous town of Cumberland. Each site has a somewhat different visitor and many unique sub-stories. The length of the park makes sharing and distributing park staff difficult. Finally, Georgetown and Cumberland, the sites farthest from park headquarters in Hagerstown, often suffer from delays in response time.

The following issues and influences were identified during the 2009 Foundation Workshop:

- Flooding impact on exhibits, buildings, and staff time - Exhibits recently completed at Great Falls were designed to be easily removable for flooding. During flooding events, the canal is drained

and the canal boats are dry docked, cancelling all trips until the canal can be re-evaluated and re-watered.

- Delivering services in a changing technological environment - The park needs to continue to utilize technological improvements in its products to improve visitor experience and reach out to underserved audiences. It can be difficult to decide which technological advances are most appropriate and will withstand the test of time.
- Political issues - The park's proximity to the Washington, D.C. area creates issues and opportunities. There is much interest and attention by national figures and close proximity to national press outlets. The park is constantly reacting to requests and



Flooding can have a significant impact on park exhibits, buildings, and staff time.

changing priorities, making it difficult to make long-term plans.

- Current budget and economic realities - Like most sites, the park is doing more with less. Over the past 10 years, the interpretive division staff has decreased by 70%.
 - Increased visitation - As visitation continues to increase, the park is forced to deal with increased impacts on park resources and is less able to provide the sense of solitude many visitors are seeking at the park.
 - Encroachment by Neighbors – In the past few years some park’s neighbors have expanded their yards into park property. In certain areas, these encroachments threaten park resources.
 - Big Slackwater restoration/ GAP – An ARRA funded project should begin within the next two to three years between the dam and McMahon’s Mill could increase demand for interpretive services even though the detour will still be in effect.
- Western Maryland Rail Trail – The trail is located along a 22-mile stretch that runs parallel to the towpath east and west of Hancock. The Bowles House will be a primary contact point linking the trail and the towpath. There is potential to extend the trail to Paw Paw. More visitors use the paved trail than the towpath making this the least used section within the park. There are no signs directing visitors from the trail to the towpath.
 - Canal Towns – A program that will create opportunities for visitors to experience the park and eight to twelve historic communities located on or adjacent to the canal. A key component is a sign program to guide visitors to town services and park features. A challenge cost share grant will explore interpretive connections between the towns and the canal. A challenge is caused by confusion between the Trail Town program and the Canal Town program.
 - Canal Launches - Three to five new boats will be added to the canal over the next three years. These launches will be smaller and more mobile than the existing canal boats. They will be utilized for educational and interpretive programs up and down the canal. Unless the park receives additional OFS staffing, it will be difficult to support them as well as conduct daily operations.

Existing Conditions

The following is a brief and generalized description of visitor experiences and interpretive services that existed in FY2008-FY2009. The purpose of this section is to provide a baseline assessment that can help to justify some of the plan's proposed actions.

Marketing, Orientation and Access to Information and Interpretation

Media Outreach

Media contacts are mainly made to promote specific park programs or events. The park does not have a full time public affairs officer, this is a collateral duty performed by the Chief of Interpretation. Due to time limitations strong relationships have not been developed with most of the media outlets along the Canal.

Marketing

The Palisades District utilizes a database of contacts, including local schools, churches and tour

groups to market the canal boat rides. Mailings are sent out in the spring. Staff continues to expand the database each winter.

Personal Services

Park staff and volunteers at the park visitor centers and Headquarters respond to phone inquiries daily.

Signs

Park and highway signs direct visitors to most of the visitor centers and several access points along the Canal. Highway signs include signs on Interstates such as 81, 70, and 68. Signs are non-existent from most secondary roads, including those that highway signs on major interstates lead visitors onto. Scenic By-way signs and Civil War Trails signs direct visitors to those sites from some secondary state roads, but it is usually unclear that the visitor is being directed to the C&O Canal.

A variety of NPS signs directs visitors to the Canal as visitors arrive at a visitor center and at

access points. Use of identity signs is inconsistent: sign types include current NPS identity design, NPS brown location signs, and older hand-carved wooden park signs. Many locations lack identity signs, so visitors may be unaware that they have entered a national park. Park projects are underway to install NPS identity design site signs to address this problem. The park has identified the need for a sign plan.

Website

The park website www.nps.gov/choh is a primary means of providing information to visitors. The park website includes a wide range of interpretive and informational pages on the history, natural history, and recreational use of the canal and adjacent areas such as Georgetown. Most of it is focused on orienting the potential visitor and the website is heavily used for that purpose. The interpretive quality of the pages depends on the writer and the purpose of the page. The responsibility of updating the website is a collateral duty for one of the GS-9 Interpretation Rangers. During the spring, summer and fall, this Ranger's primary duties are linked to the operations of the boat tours.

Hiking the Towpath to Healthy Living was a joint project between the park and the C&O Canal Trust to promote healthy lifestyles and, in particular, walking in national parks. The park website links to 13 downloadable audiocasts that are located on the Trust's website.



Park access points, like the boat map at Hancock, have a variety of NPS signs.

Facilities

Visitor Centers

Georgetown

Located on the back side of 1057 Thomas Jefferson Street, the Georgetown Visitor Center is directly adjacent to the C&O Canal. The visitor center, which is more like a Contact Station, is open 9:30 a.m. – 4:30 p.m., Wednesday through Sunday, April through October, corresponding with the canal boat tour season. The building may be closed at times while the canal boat tours are running due to lack of staffing. The visitor center is staffed by NPS employees because the primary activity at the desk is to sell canal boat tour tickets. There is also a small Eastern National sales center inside. Currently there are no exhibits. Minimal exhibits are under development and should be installed in 2010. The small room on the middle floor will also be developed into a prop and program room with audiovisual capability. The park is also working through



The Brunswick Visitor Center is run cooperatively with the Brunswick Railroad Museum.

the Georgetown compliance process to improve the courtyard just outside the visitor center entrance and add interpretive panels.

Great Falls Tavern

The visitor center at Great Falls is located in the historic Great Falls Tavern, directly adjacent to Lock 20. The visitor center is open daily, year round 9:00 a.m. – 4:30 p.m. The visitor center is staffed with park staff and volunteers, with park staff selling canal boat tour tickets during the boat season. There is an Eastern National sales center located at one end of the main room. The building was renovated in 2006 and new exhibits were installed in 2009. The exhibits are fully accessible and include an orientation panel for sight impaired visitors, audio descriptions, and numerous tangible features that encourage visitors to touch and smell. All of the exhibits, including those in the visitor center, were designed to be easily removed in cases of flooding. The Tavern is threatened by flooding every 11-12 years.

Brunswick

Located adjacent to and run cooperatively with the Brunswick Rail Road Museum. Open year round Fridays 10:00 a.m. – 2:00 p.m., Saturday 10:00 a.m. – 4:00 p.m., and Sunday 12:00 noon – 4:00 p.m. The visitor center is primarily staffed by the Museum staff and volunteers. The park provides occasional volunteers and staff to work the VC. The VC is located on the commercial first floor of a row house. The exhibits were designed and installed in the early 2000s and include panels, audios and canal videos. The VC is not located

on the Canal, but is located approximately three blocks north and one block west on the Main Street in town from the Canal.

Williamsport

Located in the Cushwa Basin, on the first floor of the Cushwa Warehouse, the Williamsport Visitor Center is open year round 9:00 a.m. – 4:30 p.m., Wednesdays through Sundays in the winter and daily in the summer. The exhibits are primarily a collection of park images and a large table top park map which is very popular with through hikers/ bikers, and two Canal videos. The visitor center includes an Eastern National sales area. The majority of the visitor center staffing is provided by area volunteers, SCA interns and seasonals.

During the summers 2008 and 2009 a traveling exhibit from the National Canal Museum, *Building America's Canals*, was on display in the Trolley Barn. This is the first time the space was used for exhibits. Park planning documents propose that the Williamsport Visitor Center will be moved into this space, and the Cushwa Warehouse will be furnished to represent the time period when it was used as a canal warehouse.

Hancock

Located on the east end of Hancock approximately a mile from downtown Hancock and about a quarter mile from the Canal, the Hancock Visitor Center is open Memorial Day weekend through October, from 9:00 a.m. – 4:30 p.m. Friday through Tuesday. The exhibits are park produced, more than 30-years old, and include numerous period Canal images and artifacts, and two

self-starting Canal videos. The visitor center includes an Eastern National sales area. Hancock Visitor Center staffing is primarily provided by a seasonal, with occasional volunteer coverage. Due to the location of the visitor center just off Interstate 70, the majority of the visitors are traveling on the highway and looking for a restroom break versus Canal users. The park's lease for this building will expire in the spring 2010. The park is developing the Bowles House into a visitor center. Bowles House is located east of Hancock at Lock 52 and the Tonoloway Aqueduct. It provides easy access between the towpath and the Western Maryland Rail Trail.

Cumberland

Located in the historic Western Maryland Railway Station in downtown Cumberland, and adjacent to mile 184.5 of the C & O Canal – the canal terminus. The visitor center features an orientation area and an exhibit/display area and is open to the public daily year-round from 9:00 a.m. to 5:00

p.m. The visitor center exhibits were fabricated and installed in 2000, and are the most current visitor center exhibits in the park. The exhibits include video monitors presenting parts of the canal history and audio sticks with oral history accounts from Canallers. The visitor center includes an Eastern National sales area. The Allegany County Department of Tourism partners and shares space with the NPS in the orientation area of the center. The county provides staff seven days a week year-round at the information desk and NPS staffing of the information desk is seasonal. Many park visitors begin their hiking and biking trips along the canal towpath at the Cumberland Visitor Center.

Contact Stations

Several structures along the canal have been adopted by partner groups and are opened to the public. The schedules for these vary widely and can be inconsistent. Some of these organizations, such as the Colonial Dames of America and

the Potomac Conservancy, have formalized their relationships with the park through general agreements. Others, such as the C&O Canal Association have not. Still others are coordinated by loosely organized groups of people from the local community.

Abner Cloud House

The Abner Cloud House is located in the Fletcher's Cove area of the park. Generally regarded as one of the oldest structures in the park, the house is opened to the public once a month during the spring, summer and fall months. This building is kept open through an agreement between the park and the Colonial Dames of America. The Colonial Dames have installed exhibits and furnishings demonstrating life in the house during the colonial period.

Lockhouse 8

Lockhouse 8, located near milepost 8 is operated by the Potomac Conservancy as their River Center. Exhibits on the history of the C&O Canal and the ecology of the Potomac River basin are located here. Activities that help people understand the nature of the Potomac River watershed and the natural history of the area are conducted here. The River Center is open Saturdays and Sundays from May 3 through October 26 from 10:00 a.m. to 2:00 p.m.

Lockhouse 24 (Riley's Lock)

Located at milepost 22 near Seneca, Riley's lock is opened on weekends in the spring and fall through an arrangement with the Girl Scouts of America. The girl scouts dress in living history costume to portray children of the canal's active period.



The Cumberland Visitor Center is located in the historic Western Maryland Railway Station near the terminus of the canal.

Lockhouse 29 (Lander)

Lockhouse 29 at Lander is opened by volunteers from the community from mid-April through mid-October on Saturdays, from 11:00 a.m. – 2:00 p.m. The building features furnishings from the canal period.

Ferry Hill

Ferry Hill is open from Memorial Day to Labor Day on weekends from 10:00 a.m. – 4:00 p.m. Ferry Hill is a 19th century plantation house, home to Henry Kyd Douglas and a site on the Underground Railroad Network to Freedom. Douglas served as a junior officer under General Jackson in the Army of Northern Virginia and was the author of *I Rode with Stonewall*, making it a popular destination for Civil War enthusiasts. Staff and volunteers provide tours of the house and surrounding grounds, and provide area information to visitors. There are a handful of park produced exhibits inside the house focusing on the history of Ferry Hill, slavery and the underground rail road

in the surrounding area. A small Eastern National sales area is set up in the house when open.

Lockhouse 44

Open during the summer months by staff and volunteers on weekends from 2:00 p.m. – 4:00 p.m. and for additional hours as staffing permits. The park has recently completed a furnishing plan for this structure. Future development plans for the Williamsport area includes restoring and opening this structure for greater periods of time.

Lockhouse 70

Lockhouse 70 is opened during the summer months by volunteers from the Oldtown community. Unlike other contact stations, Lockhouse 70 is not staffed. It contains exhibits designed to allow visitors to understand the history of the canal without a volunteer staff member present. The nearby Shawnee Oldtown site is on the Underground Railroad Network to Freedom and is part of an on-going archeology project.

Lockhouse 75

Lockhouse 75 is opened and staffed on weekends during summer months by members of the C&O Canal Association.

Towpath

The C&O Canal towpath is a 184.5 path from milepost 0 at Georgetown to milepost 184.5 in Cumberland. The path is intact for its entire section except for a four mile stretch at the Big Slackwater just east of Williamsport. The towpath provides opportunities numerous recreational activities, including hiking, biking, running, walking pets, horseback riding, and learning about the history of the canal. With the recent completion of the Great Allegheny Passage Trail from Pittsburgh to Cumberland, many bikers now travel the entire distance from Georgetown to Pittsburgh. Hiker/biker campgrounds are located every 5-10 miles along the towpath. The towpath also provides a place of quick escape and solitude for visitors from the many access points along its length.

Park staff and Bike Patrol Volunteers rove and interpret the features and natural environment along the towpath.

Paw Paw Tunnel

During the summer season a roving staff member is stationed at the Paw Paw Tunnel on Saturday and Sunday providing information and tours of the tunnel are given at least once a day.



The park provides visitors with a variety of activities. They may choose to take a tour of the Abner Cloud House or rent canoes at Fletcher's Cove.

Canal Quarters

The Canal Quarters program (PMIS #151182, #138314, and #150818) is currently in its pilot stage. The goal is to allow visitors to stay in a historic lockhouse for a day and night in order to fully immerse them in life along the canal. Interpretive media and furnishings reminiscent of different periods of the canal's history will convey the living conditions of a lock keeper's family as it may have been during the 1830s, at the time of the Civil War, the turn of the nineteenth century, and the 1950s. The program is a cooperative effort between the park and the C&O Canal Trust, a not-for-profit friends group. In the three-year pilot phase, the NPS will rehabilitate at least five of the original lockhouses, which the Trust will furnish. Self-guided activities will be provided to the quarters' occupants to help them understand the life of locktenders and other canal people in the areas adjacent to the Canal Quarters lockhouses.

Lockhouses included in the pilot phase are at Lock 6 near towpath mile 5, Lock 22 at Pennyfield Lock, and Lock 49 at Four Locks near milepost 109. These buildings opened to the public in summer 2009. A few more lockhouses are slated to open in 2010.

Campgrounds

The park's campgrounds provide thousands of visitors with the ability to spend the night on the canal. Some visitors even use several of them as they bike or hike the entire canal. There are hiker/biker campsites every 5-10 miles along the towpath and a handful of drive-in fee campgrounds on the Canal. Most of the campsites have one picnic table, a water pump, a chemical toilet and room for a few tents. There are five multi-site campgrounds and one group campsite. When scheduling permits, park staff conduct interpretive programs in the campgrounds.

Picnic Areas

There are numerous picnic areas located throughout the park. The largest are near the Paw Paw Tunnel, at Great Falls, and at Carderock. The pavilion at Carderock can be reserved through the fee program. The picnic areas provide day use opportunities for thousands of park visitors each year. When scheduling permits, park staff rove the picnic areas providing information and interpretation.

Historic Buildings

The C&O Canal National Historical Park has 1,375 historic structures in the park. This is roughly five percent of all historic structures in the entire National Park System. When the Canal operated there were 64 lockhouses. 34 of these lockhouses still stand. In addition, many other historic buildings still stand along the Canal, such as the Cushwa Warehouse and the Trolley Barn, non-Canal historic houses such as the Bowles House, some of the cluster of historic buildings in Four-Locks, and more. Preservation of these structures provides venues for sense of place visitor experiences and interpretation. When schedules permit park staff rove some of the more visited areas, such as Four Locks, to provide interpretation and information.



Hiker/biker campsite

Trails

The C&O Canal towpath connects with numerous other trails in the park and external trails. This includes park trails such as the trail out to the Great Falls Overlook, Billy Goat Trail, Gold Mine Trail, Paw Paw Trail, and Potomac Heritage Trail. Most of the park's trail system is located in the Great Falls area. External connecting trails include the Appalachian Trail, The Great Allegheny Passage Trail, and road trails such as the Journey Through Hallowed Ground along U.S. 15.

There are wayside exhibits on the Gold Mine Trail and on the trail out to Great Falls Overlook. Rangers and volunteers offer hikes out to the trails seasonally. They are listed on-line and at the visitor centers. There is also a map of the trails of Great Falls area available online, at the visitor

centers, and in boxes attached to bulletin boards near Anglers Inn and the Billy Goat Trail.

Recreational Uses

C&O Canal National Historical Park was created, in part, to provide recreational opportunities. Millions come to the park to enjoy recreational activities. Recreational activities in the park include running, jogging, bicycling, walking, bird watching, dog walking, hiking, back packing, geo-caching, rock climbing, canoeing, kayaking, fishing, and horseback riding. This is a partial list and does not include activities that are against laws or regulations.

Park interpretive staff attempt to reach recreationalists with interpretive products, media activities, and programs. Many of these efforts are focused on safe recreational use of the resource.

The Potomac Gorge water safety program and the Active Trails bicycle safety program help focus visitor attention on the safe use of park resources. Park staff also provide guided bicycle rides of parts of the park, including an annual through ride of the entire park. The park volunteer Bike Patrol roves the towpath contacting recreational users and providing them with information, interpretation, and, where necessary, first aid. The Billy Goat Trail Stewards rove the Billy Goat Trail, in particular the challenging and hazardous Section A, to provide information and interpretation and to support safe use of that resource.

Special use permits are issued by the park Resources Management Division for hundreds of events every year, events include: running races, bicycle races and tours, climbing events, and boating events.



The Billy Goat Trail, located near Great Falls, is one of the park's most popular, challenging and hazardous trails.

Interpretive Media

The existing interpretive media by theme table, located in Appendix D, includes a comprehensive listing of media available during FY2009.

Audiovisual Presentations

Audiovisual programs are presented at the Great Falls, Brunswick, Williamsport, Hancock, and Cumberland Visitor Centers. Great Falls shows five DVD programs. Brunswick, Williamsport and Hancock each show two DVD programs. These are all shown upon demand by visitors on video monitors. Cumberland has programs integrated into the exhibits, including several video loops that share various aspects of the Canal and Canal story, an introductory video of the park on a continuing loop. Both Brunswick and Cumberland both have audio wands that share oral history accounts from Canallers integrated into the exhibits. The new exhibits at Great Falls will incorporate motion sensor audio and push button audio and video programs. Georgetown is also slated to have an audiovisual capacity for small groups upstairs.

Captioning, listening devices and audio description for 8 park films and programs should be completed during 2009 (PMIS project #132175). Some of these films have rights issues that need to be resolved.

Audiocasts and videocasts

Two park projects involving podcasts have been conducted. Audiocasts were produced by the C&O Canal Trust to support the Healthy Living project. These are linked from the park website and downloadable from the C&O Canal Trust website. The park has discussed with the Trust opportunities to use these audio files as a starting point for future cell phone tours. In 2007 the park began a project in cooperation with George Washington Memorial Parkway and the American Recreation Coalition (ARC) to produce videocasts. This project was approved for Centennial Challenge funding in 2008. C&O Canal's videocasts have been shot and roughly edited, but the project has stalled due to complications related to a cooperative agreement between the NPS and the ARC.

Publications

The park provides free unigrid brochures, large print unigrid brochures and a park newspaper. The park also has a number of site bulletins, including bulletins for Paw Paw Tunnel, the Cumberland Terminus, Williamsport, Monocacy Aqueduct, and Ferry Hill.

Unigrid Folders

- Chesapeake and Ohio Canal (2008)
- Chesapeake and Ohio Canal, A Historic Waterway West – large print folder (2008)
- Park unigrid brochures were updated in 2008. The interpretive text created for the large print folder is good quality and was used in the park unigrid brochure.

Newspaper

- The Canal Visitor Guide, printed twice annually, is a mix of visitor information, informational articles and interpretive articles. It is edited by the park staff, who work to ensure the balance between these three functions is maintained

Brochures

- Hiking Trails of Great Falls Maryland (2005) – hiking map and hiking safety This is a primarily informational publication designed to help visitors safely enjoy the hiking trails in the Great Falls Tavern area of the park.
- Cumberland Terminus (no date) – self-guided walking tour This folder is an interpretive brochure focusing on the Cumberland Terminus. It includes a map of the area and a self-guided walking tour. The park plans to redesign this folder and edit the text.
- Paw Paw Tunnel (2002) – self-guided hike on Tunnel Hill Trail
- Granaries at Whites Ferry and Monocacy Village (2008) – partnership brochure with C&O Canal Association, Heritage Montgomery, and Maryland Heritage Area Authority
- Picture Yourself as Part of the C&O Canal National Historical Park (no date) – informational volunteer recruitment brochure
- Leave no trace along the C&O Canal (no date) – informational - leave no trace guidelines for park use
- Hidden Beauty: Rare Plants & Significant Habitats of C&O Canal National Historical Park (09/01)

– information about plants, rules and regs, partnership with Canon, National Park Foundation, and Maryland DNR to conduct plant inventory

- Bald Eagles and the C&O Canal National Historical Park – Informational brochure on eagles on Conn Island. The publication is out of date and not interpretive.
- Freshwater Mussels of C&O Canal National Historical Park – informational and interpretive brochure on freshwater mussels in the park. This publication needs updated to address the threat of zebra mussels.

Rack Cards – informational marketing publications

- Cumberland Visitor Center (2002)
- Canal Boat Rides (no date)
- Trash Free Park (no date)

Site Bulletins

- Williamsport – A Canal Town (no date) – self-guided walking tour
- Towpath Detour (no date) - Information on the towpath detour around Big Slackwater
- Camping Near the Park (no date) Information about campgrounds outside the park
- Ferry Hill Place (no date)

Official National Park Handbook (1991) - sold by Eastern National

Junior Ranger

419 participants completed Junior Ranger activities in FY2009. During FY2008 more than 300 completed a special Junior Ranger program for National Casting Call Family and Youth Day on Junior Ranger

Day. The park’s standard junior ranger booklets are for ages 6-8 and 9-12. The booklets are only available at park visitor centers. Using FY2010 Junior Ranger Ambassador Program funding, the park is creating and printing one parkwide booklet for ages 6-12 and a new Junior Ranger patch.

Signs

The park has a variety of signs, including NPS site signs for visitor centers and key locations along the Canal, directional signs along the towpath, bulletin boards located at access points to the Canal, and simple signs designation the number of the Locks along the Canal.

The park has approximately 60 bulletin boards located at almost all access points, campgrounds, picnic areas, and visitor centers. Park interpretive staff redesigned these boards in 2009 to improve their visual quality, formalize the layout, and improve their usefulness to park visitors. All of these bulletin boards now include an interpretive element.

Wayside Exhibits

C&O Canal has over 100 wayside exhibits. There is little consistency in the wayside design. There are three different panel design styles and two different base styles in at least five different colors. Some of the existing wayside exhibits were originally designed and installed in the 1970s. The park waysides also vary in their interpretive value. Since almost all the park waysides were created prior to the advent of the National Park Service Interpretive Development Program, they are primarily informational and provide few if any opportunities for the visitor to make emotional connections to the resource being interpreted.

A comprehensive wayside plan was completed by Harpers Ferry Center in 1998. At that time approximately 50% of the waysides in the plan were designed and fabricated. Since that time several efforts have been made to complete the design and fabrication of the



The park has over 100 wayside exhibits and little consistency in design style.

wayside exhibits in the plan. At this time almost all of the wayside exhibits in the plan have been designed and most of them have been fabricated. As these projects progress park staff revisited elements of the plan to create the strongest interpretive opportunities for the visitor. As a result some of the exhibits identified in the plan have been changed from how they were originally envisioned.

From time to time the park has committed to design and install wayside exhibits for a variety of reasons and purposes, to mitigate management decisions, as part of cooperative agreements, for commemorative reasons, or to support community purposes. Approximately 15 wayside exhibits have been designed and installed for these reasons. For many of the same reasons listed above, the interpretive quality of these exhibits varies widely.

Other entities have also designed and installed wayside exhibits in the park. The Maryland Civil War Trails has installed 13 wayside exhibits interpreting the 1862 (Antietam) and 1863 (Gettysburg) campaigns. Plans are being made to include the 1864 (Monocacy, Ft. Stevens) campaign. Three exhibits interpreting the Potomac River National Scenic Trail have been installed, and there are plans to install exhibits on the Chesapeake Bay Gateways Network and the Captain John Smith trail.

Museum Exhibits

The exhibits at the six park visitor centers vary greatly from simple in-house exhibits to state of the art exhibits.

Georgetown currently lacks exhibits. Due to the small size of the building, minimal exhibits are under development and should

be installed in March 2010 (PMIS #75941). The small room on the middle floor will also be developed into a prop/ program room.

Great Falls exhibits were redesigned and installed in 2009. The exhibits are fully accessible and include an orientation panel for blind visitors, audio descriptions and numerous tangible objects that encourage visitors to touch and smell. The exhibits in the front two rooms cover the canal's history and include models of a canal boat and a lock, and mannequins which tell the story of what it was like to live and work on the canal. The third room contains a three-dimensional topographical map of the Potomac Gorge and exhibits that reveal the natural and recreational resources of the Great Falls area. There is also a video station where visitors can watch a variety of canal videos.

Brunswick exhibits were installed in 1999 and include exhibit panels which walk visitors through the history of Brunswick and the canal. The exhibits include a number of artifacts. Some are from the Brunswick Rail Road Museum collection and some from the park collection. This exhibit is in good condition.



In 2009, new exhibits were installed in the Great Falls Tavern.

Williamsport exhibits include a number of modern photos hanging from the ceiling of the visitor center show canal scenes along the 184.5 mile length of the canal, plus a handful of historic photos showing canal scenes hang on the wall. The exhibits include three cases which display canal artifacts. There is a space where approximately 10 people can watch videos. These exhibits were designed in-house and provide limited interpretive benefit. Park staff moved many exhibit elements, including those in good condition that were originally located in the Great Falls Tavern, into the Trolley Barn.

Hancock exhibits include dozens of historic photos showing canal scenes and dozens of canal artifacts. The exhibit also includes a representation of a canal boat mule barn and mule. These exhibits are old and deteriorated and provide limited interpretive benefit. In the spring 2010, the Bowles House is scheduled to open as the Hancock Visitor Center. The exhibits will include 27 framed photographs with captions and corresponding text panels discussing the local history of Hancock and the canal, recreating on the canal in both the past and present, and life along the canal. The goal is to make the exhibits look like framed pictures to create within the Bowles House a farm house atmosphere.

Cumberland exhibits were installed in 2000. Visitors enter the main exhibit area through a re-created miniature version of the C & O Canal Paw Paw Tunnel. Exhibits include a $\frac{3}{4}$ sized canal boat model, a display on boatbuilding and a static exhibit of a canal lock. A number of canal artifacts are included in the exhibits. Interactive exhibits for children include an area for planking a canal boat, wooden barrels that produce sound effects and a snubbing post. Sound stick listening devices recount first person accounts of life on the canal. This is a high quality interpretive exhibit and is in excellent condition.

Historic Furnishings

Few park sites use historic furnishings. None of the park buildings used as visitor centers or contact stations have museum quality HVAC systems, and only one, the Trolley Barn in Williamsport, has UV filters on the window glass.

Contact stations at Lock 75 and Lock 29 have period furnishings that do not belong to the park. The Abner Cloud House and Riley's Lockhouse have a mix of historic furnishings and objects that are and are not part of the park's museum collection. The Canal Quarters lockhouses have a mixture of historic and reproduction furnishings that do not belong to the park.

Interpretive Media Assets

Media assets include other park resources available to interpretation that support the design of personal services programs or interpretive media.

Artifact Collection

The parks artifact collection consists of historic objects (instruments, tools, and equipment used in the surveying, construction, operation, and maintenance of the C&O Canal from 1828-1924; historic objects and furnishings associated with canal boat families and canal lock keepers; paintings, drawings, and prints illustrating all aspects of the C&O Canal. The collection, size 140,760, mostly stored at the Museum Resource Center in Landover, Maryland. The park also maintains exhibits in the following facilities: Abner Cloud House, Brunswick Railroad Museum, Cumberland Visitor Center, Ferry Hill Plantation House, Georgetown Visitor Center, Great Falls Tavern, Hancock Visitor Center, Rileys Lockhouse (Lock 24), Williamsport Cushwa Warehouse, and the Williamsport Trolley Barn.

Archives

The park maintains a significant historic photograph collection that includes nearly 5,000 historic photographs and approximately 12,000 photograph slide collection that date from the 1930s to the present. The historic photograph collection (4,882 photographs) have been scanned at high resolution and are available as graphic files, making them readily available for use in exhibits, publications and other uses.

Art Work

Sixty-three images listed in the Harpers Ferry Center commissioned art collection relate to the C&O Canal. The park possesses varying rights to nearly 100 additional line drawings or artwork. Most of that collection consists of line drawings made by Diana Sutfenfeld and local artist Tom Kozar. Additional artwork on the C&O Canal exists in other collections. The Maryland Historical Society in Baltimore, Maryland, for example, owns watercolors of the operational period of the C&O Canal produced by John L. Wellington.

Park Library

The park's library is housed in the headquarters building and contains approximately 3,000 to 5,000 books, pamphlets, and technical reports that relate to the history of the C&O Canal. A significant portion of the library collection is focused on technical reports related to the park's historic structures. The library also has newspaper clipping files (dating from the 1930 to present), historic resource files, historic structure files and maps and drawings.

In addition to the main park library at the Headquarters, there are smaller libraries for park interpreters located at many of the visitor centers along the Canal. The libraries at Great Falls and Williamsport are rather substantial, with a collection of books and reports on the history of the Canal and its features, natural resources, interpretation and education. Smaller libraries are located at Georgetown, Hancock and Cumberland.

Personal Services

The existing interpretive personal service by theme matrix, located in Appendix C, includes a comprehensive listing of programs presented during FY2009.

Curriculum-based Education Program

The park provides formal curriculum-based education programs in partnership with the Alice Ferguson Foundation as part of the Bridging the Watershed programs at Great Falls Tavern, Williamsport, and Cumberland. During FY2009 Great Falls, the most requested Bridging the Watershed site, hosted 21 programs for 500 students, and turned down 22 requests for programs. One program was held in Cumberland and one program was held in Williamsport. Approximately 20 students participated in each program.

A curriculum-based Teaching With Historic Places education program is posted on the park website, and is also available on the Teaching with Historic Places website (<http://www.nps.gov/nr/twhp>). The program was developed through a partnership with Parks as Classrooms and the Cultural Resources Training Initiative. It is undetermined to what extent and how often this lesson plan is used by teachers.

The park also provides education programs on the canal boats at Georgetown and Great Falls, at Cumberland in the Visitor Center on the replica canal boat, at the Paw Paw Tunnel, and upon request at other locations on the canal.

Building America's Canals, a traveling exhibit on the history of canals in the United States, was located at the Trolley Building in Williamsport from April to October 2008 and 2009. This is a participatory exhibit that comes with a curriculum-based education program. Park staff created one to two additional programs to provide focus on park resources in the Williamsport area and provide additional context for the exhibit. 6,595 students, primarily Washington County, Maryland fourth graders attended this program in FY2009. The exhibit and the program were in the park through mid-October 2009.

Though based on curriculum standards, these programs have yet to tightly tie to state standards. In 2009, the park received Parks as Classroom funds (PMIS #144244) to conduct a parkwide educational needs assessment with the goal of enhancing the education programs in the park and to develop a permanent education advisory committee.

Programs

Special Events

During FY2009 32 special events attracted 8,399 visitors and 17 outreach programs contacted 3,065. Many of these are park events and many are community events which the park supports through varying levels of participation. Due to limited park resources and staff, a challenge with the numerous events is for the park to carefully select the events in which to participate. Involvement in the events takes staff out of the park even though it is for a good cause to support the community. A sampling of events include: Life and Death on the C&O Canal at Great Falls, fishing rodeos at Fletcher's Cove, Williamsport and Old Town, Canal Fest/Rail Fest at Cumberland, Rail Road Days at Brunswick, Sharpsburg Heritage Days, Hancock Barge Bash and Apple Fest.

Personal Services Programs

Roving interpretation occurs along the towpath on foot and bike throughout the year, primarily between April and October. During FY2009 116,400 visitors were contacted. While each district spends about the same amount of time roving, more visitors are contacted in the Great Falls area due to the higher volume of people on the towpath and a greater number of volunteers on the bike patrol.

Throughout the park during FY2009, 1,129 formal programs were presented to 39,386 visitors, and 311 demos were presented to 1,977 visitors.

Georgetown- The visitor center is staffed April through October. For a \$5 per person fee (\$4 school children), mule-drawn canal boat rides are offered three times daily Wednesday through Sunday, April to October. Free Georgetown walking tours, "Meet the Mules" programs, and walks to Milepost 0 are offered on weekends May through September. Programs are one to two and a half hours long.

Abner Cloud House- The Colonial Dames volunteer group staffs the building once a month from Memorial Day to Labor Day.

Great Falls- The visitor center is staffed year round. For a \$5 per person fee (\$4 school children), mule-drawn canal boat rides are offered three times daily Wednesday through Sunday, April to October. Ranger-led

programs include hikes, walks out to Great Falls, biking tours, "Meet the Mules" programs, lock demonstrations, period games, and crafts programs.

Lock 23- Riley's lock is staffed by Girl Scout volunteer groups on weekends April through October. In addition to staffing the building, the scouts provide informal interpretation.

Brunswick- The visitor center is open by staff from the Brunswick Railroad Museum on Fridays, Saturdays, and Sundays. Roving interpretation along the towpath and occasional volunteer staffing of the visitor center for community events. Seasonal staff may come by weekly after the Harpers Ferry walking tour ends.

Lander Lockhouse – Volunteers staff the building 11 a.m. to 2 p.m. on Saturdays April through October.



The fishing rodeo at Fletcher's Cove involves the whole family.

Ferry Hill- Ferry Hill Plantation is staffed 12:00 – 4:00 p.m. on weekends between Memorial Day and Labor Day. Informal house tours are offered by six volunteers and one seasonal interpreter or an SCA.

Williamsport- The visitor center is staffed year round, and the Trolley Barn was staffed during the traveling exhibit *Building America's Canal*, from mid-April through mid-October. Ranger-led programs include towpath walks at Harpers Ferry, biking tours, campfire programs, and demonstrations at Lock 44. Lockhouse 44 is open when staff is available.

Hancock- The visitor center is staffed from Memorial Day through October. Ranger-led programs include Four Locks walking tours and campfire programs.

Oldtown- Cumberland-based interpretive staff supports a couple of community events during the summer, such as Oldtown Fishing Rodeo and the Oldtown Summer Fest.

Lockhouse 70- The lockhouse is open from 10:00 a.m. to 4:00 p.m. on weekends during the summer with unstaffed exhibits.

Lockhouse 75- The C&O Canal Association staffs the lockhouse from 10:00 a.m. to 4:00 p.m. on weekends during the summer. In addition to staffing the building, the Association members provide informal interpretation.

Cumberland- The visitor center is staffed year round. Education programs are offered in the spring and fall and ranger-led programs, including interpreting the replica canal boat are offered during the summer. Programs include a Paw Paw Tunnel Tour, Locktender's Life at Lockhouse 70 or 75, Cumberland Basin walks and talks, and train tours.

Staffing:

Division staff includes: The Chief of Interpretation is based at park headquarters. Palisades District: District supervisor, two permanent full time GS-7/9 park rangers, four subject to furlough GS-7/9 park rangers, six seasonal park guides, six seasonal centennial challenge park rangers, and SCA interns. West District: District Supervisor, two permanent full time GS-7/9 park rangers, four seasonal park guides, six seasonal centennial challenge park rangers, and two SCA interns.

The most urgent need of the Interpretation division is to transform furloughed positions to permanent positions. Currently, many interpretive rangers are furloughed for several months each year, making it difficult to fully staff visitor centers or for staff to provide interpretive services for winter visitors. Other staff challenges include:

- Canal boat operations are staff intensive and costly
- Need to increase capacity to develop and maintain interpretive media
- Need to increase staff to provide more personal services

- Strong need to increase staffing to support increased education programming
- May need to reprioritize existing use of staff
- Difficult to meet demand for staff at special events and community activities
- Staff is overextended when special events and scheduled activities are offered on the same day in more than one location.

These challenges are reflected in the way staff time is allocated:

Chief of Interpretation and Education: Division leadership and management – 20%; project management – 15%; administrative duties – 15%; supervision – 15%; partner support – 15%; park management advice and support – 15%; other duties - 5 %

Palisades District:
 District Interpreter: boat operation - 40%; administrative duties - 25%; supervision - 20%; interpretive planning - 10%; community meetings -5%
 GS-025-9 (full-time): boat operation - 40%; staff visitor center or roving - 20%; mule maintenance - 20%; administrative duties - 10%; website maintenance - 5%; other interpretive programs and education programs – 5%
 GS-025-9 (subject to furlough): boat operation - 75%; staff visitor center or roving - 10%; mule maintenance - 5%; administrative duties - 5%; other interpretive programs and education programs – 5%
 GS-025 – 4 and 5 (seasonal): boat operation - 80%; mule maintenance - 15%; staff visitor center or roving - 5%

West District:

District Interpreter:

administrative duties - 40%;
supervision - 20%; interpretive
planning - 15%; community
meetings - 15%; interpretation
– 5%; education – 5%

GS-025-9 (full-time):

administrative duties - 35%; staff
visitor center, interpretation, or
roving - 30%; meetings – 15%;
volunteer coordinator - 10%;
education programs – 10%

GS-025 – 4 and 5 (seasonal): staff

visitor center, interpretation, or
roving - 55%; education – 20%;
administrative duties – 15%;
program preparation – 10%

Partnerships

Partnerships provide the park with opportunities to reach and educate the public about the history and significance of the Chesapeake and Ohio Canal. Meetings with partners presently occur individually and on an as-needed basis. The park has established partnerships (informal or formal) with:

- C&O Canal Trust – Organizes fundraising efforts and provides grass roots support for the park. The C&O Canal Trust also manages Canal Pride events and the C&O Canal Quarters program.
- C&O Canal Association – Opens Lockhouse 75 seasonally as a visitor contact station, supports the printing of the bi-annual park newspaper, organizes special events, and provides volunteers.

- Alice Ferguson Foundation - The Bridging the Watershed program held within the park provides educational experiences for high school teachers and students as well as for a few middle schools. The program focuses on the connections between people, the natural environment, and the cultural heritage of the Potomac River Watershed, leading to personal environmental responsibility.
- Potomac Conservancy – Manages the River Center at Lockhouse 8.
- Canal Place Heritage Area – Management entity at Canal Place in Cumberland. They own the Cumberland Visitor Center building (Western Maryland Railway Station).
- Nature Conservancy – Co-manages Bear Island and assists with Weed Warriors training.
- Brunswick Potomac Foundation – Runs and manages the Brunswick Visitor Center.
- Colonial Dames of America, Chapter III, Washington, D.C. – Partner in managing and staffing the Abner Cloud House.
- Friends of the Historic Great Falls Tavern – Assists with the programming at Great Falls Tavern. They provide volunteer support to the Great Falls interpretive operation and purchased the *Charles F. Mercer* canal boat.
- Lander Community Association – Partner in managing and staffing Lockhouse 29 (Lander Lockhouse).
- Maryland Department of Natural Resources – Works with the park to manage the boat ramps to the Potomac River and provides fish for the fishing rodeo at the Cushman Basin and other events.
- Tourism Council of Frederick County - a public-private partnership dedicated to enhancing the economic benefit of tourism for Frederick County's businesses, attractions, local governments, and residents. The park actively engages with the Tourism Council and programs it administers. The Council assists in the promotion of the park.
- *The Heart of the Civil War Heritage Area (HCWHA)* - a certified Maryland Heritage Area that includes portions of Carroll, Frederick, and Washington counties. Operated under the auspices of the Tourism Council of Frederick County, HCWHA works in partnership with local governments, non-profit organizations and the National Park Service to develop and enhance heritage tourism products within the heritage area.
- Civil War Trails – Installed wayside exhibits in the park and printed traveler maps directing visitors to Civil War sites in Maryland including sites along the C&O Canal.
- Washington Area Bicycle Association – maintains a website that has information about biking the towpath.
- Potomac Appalachian Trail Club – Provides volunteers to assist with the Weed Warrior program and trail maintenance on Bear Island and the Billy Goat Trail.

- Georgetown Business Improvement District – Partnered with the park on the Healthy Parks, Healthy Living grant to promote outdoor activity. They also promote the Georgetown canal boat tours and other park programming.
- Boy and Girl Scouts of America – Girl Scouts staff Riley’s Lockhouse and Boy Scouts have a trail guide and badge program.
- Student Conservation Association – Works cooperatively with the park to recruit student interns for park programming and operations.
- American, Frostburg, and Shepherd Universities – Work cooperatively with the park to recruit student interns for park programming and operations.
- Washington County, Maryland – Works collaboratively with the park to provide the 4th grade education programs at the Williamsport Trolley Barn.
- Seven Locks School – Works collaboratively with the park to interpret the C&O Canal into their new school design.
- Poolesville High School – Provides student interns who staff the Great Falls Visitor Center and other duties as assigned except assisting on canal boats.
- Maryland State Parks and State Forests – Rocky Gap State Park hosts evening campfire programs and Green Ridge State Forest hosts Bridging the Watershed programs.

Cooperating Association

The park has a NPS handbook that is sold by Eastern National. Eastern National also sells a wide variety of interpretive products at its Georgetown, Great Falls, Williamsport, Hancock and Cumberland visitor centers. Some stock is sold park wide, while other items are specific to particular locations based of stories and space. The percentage donation funds were used to pay for the National Canal Museum exhibit “Building America’s Canals,” Williamsport Fishing Rodeo awards, campground fees for volunteers who help staff the Williamsport Visitor Center, and printing costs for the canal boat rack cards and Great Falls trail maps.

Total sales for 2009 were \$76,727. Sales by site are as follows:
Great Falls Tavern: \$29,826
Cumberland: \$16,672
Williamsport: \$16,086
Georgetown: \$7,706
Hancock: \$6,440

Volunteers

A rich supply of dedicated volunteers support the park interpretive operations. During 2009, 801 volunteers donated 30,691 hours to Interpretation. Volunteers serve as bike patrol and rove the towpath, staff visitor centers, work the canal boats, work special events such as “Life and Death on the Canal,” serve as Billy Goat Trail Stewards, and much more.

The Bike Patrol provide information, informal interpretation, assist in emergency situations, and generally act as the “eyes and ears” of the park rangers. One or more bike patrol volunteers are on the towpath every day.



Bike Patrol volunteers teaching bicycle safety.

Part Two: Actions/Recommendations

The opening of the navigation of the Potomac is, perhaps, a work of more political than commercial consequence, as it will be one of the grandest chains for preserving the federal Union. The western world (beyond the mountains) will have free access to us, and we shall be one and the same people, whatever system of European politics may be adopted. In short, it is a work so big, that the intellectual faculties cannot take it at a view.

George Washington

The project contemplates a conquest over physical nature, such as has never yet been achieved by man. The wonders of the ancient world, the Pyramids of Egypt, the Colossus of Rhodes, the Temple of Ephesus, the Mausoleum of Artemisia, the Wall of China, sink into insignificance before it. . .

John Adams

It is a refuge, a place of retreat, a long stretch of quiet and peace at the Capital's back door. . . a wilderness area where man can be alone with his thoughts, a sanctuary where he can commune with God and with nature, a place not yet marred by the roar of wheels and sound of horns.

Justice William O. Douglas

The Planning Process

This Long-Range Interpretive Plan outlines recommendations for future interpretive services, facilities, and media. Park staff, partners, and stakeholders worked together to develop this plan. Our goal is to promote Chesapeake and Ohio Canal National Historical Park resource values through specially planned visitor experiences and excellence in interpretation.

This Long-Range interpretive Plan (LRIP) recommends actions that should occur over the next seven to ten years. It identifies park themes, describes visitors experience goals, and recommends a wide variety of personal and non-personal interpretive services and outreach activities that will best communicate the park's purpose, significance and

themes. In concert with the park's Annual Implementation Plan and Interpretive Database, it completes the park's Comprehensive Interpretive Plan, as established in DO-6. In addition, this planning process has been customized to meet Chesapeake and Ohio Canal National Historical Park needs, conditions, and special circumstances. The ultimate product is a cost-effective, tightly focused, high quality park interpretive program that achieves management goals, provides appropriate visitor opportunities, and facilitates desired visitor experiences.

Three day-long scoping trips were conducted on January 7, January 14, and February 4, 2009. The Project Agreement was signed on June 12, 2009. The Foundation Workshop was held March 18-19, 2009 at Park Headquarters in Hagerstown, Maryland, with 32 participants

representing park staff, partners, local community members and regional NPS staff in attendance. The Recommendation Workshop was held July 21-22, 2009 at Park Headquarters with 28 participants. Twelve park staff and managers and the NCR Chief of Interpretation attended the Implementation Workshop held September 29, 2009 at Park Headquarters.

Barring legislative changes or major new revelations, the foundational elements expressed in this LRIP – purpose, significance, themes, and visitor experience goals – will remain constant over the life of the plan. Specific recommendations about media and programs may need to be updated as staffing, funding, technology, or resource conditions change. Further design documents must be produced to implement some of the goals and recommendations in this plan.



Park staff, volunteers, and partners participated in the March 2009 Foundation workshop.

Goals for Interpretive Programming

After reviewing the contents of this LRIP's Part One, park staff identified goals to enhance the effectiveness of the overall interpretive services at C & O Canal. These goals and associated actions are representative of many ideas and suggestions generated during the workshop. Action items are listed below each goal, and were used to create the Implementation Plan located in the next section of this document. Over the next 7 to 10 years Chesapeake and Ohio Canal National Historical Park will focus on the following goals:

Improve Orientation, Marketing, and Access to Information and Interpretation

An important goal for providing interpretive services over the next 7 to 10 years is to improve marketing and access to basic park information. No unified sign system exists to clearly identify the canal, towpath, structures, and historic sites or provide information and clear directions to park sites. A Master Sign Plan needs to be created to unify the park, partners, and agencies along the canal.

Establishing a marketing plan will promote a strong connection between the park and the local community. Informing the canal communities about activities and events is an opportunity to create goodwill with local residents.

Marketing

- Evaluate effectiveness of current marketing strategies and develop new comprehensive, integrated marketing plan with emphasis on new media and social networking.
- Improve intra-park communications/ coordination especially between divisions.
- Create full-time Public Affairs staff.
- Recruit and hire Public Affairs Officer.
- Use volunteer expertise, college interns, to develop marketing program.
- Identify, expand, and develop partnership relationships.
- Identify, expand, and publicize annual internal and external calendar of events.
- Identify, expand and develop relationships with outdoor recreation groups (REI), concierge organizations, and travel groups/companies (Elderhostel).
- Develop database to coordinate group and partner communications.
- Identify, expand, and develop community outreach with local businesses, civic groups, schools, outdoor recreation groups, and news media outlets. Use Palisades database to develop parkwide outreach.

An ever-increasing percentage of park visitors are web users who visit Chesapeake and Ohio Canal National Historical Park (www.nps.gov/choh) seeking information. Many of these “virtual visitors” never actually come to the park, but have their needs met solely through the website. The website should highlight the opportunities and experiences that are available to both on-site visitors and virtual visitors.

Website

- Develop and post Ranger Minutes on website. Topics include: mules, tour of canal boat, and lock demo
- Develop website info on canal communities
- Develop web publications on a variety of topics including archeology, early cultures, Captain John Smith Trail, Civil War, Labor Camps, enslavement in Potomac and Shenandoah Valleys
- Post on website recreation opportunities and tools for use – bird watching, plants and flowers, canoe
- Install lock cams at working locks

Upgrade and Improve Site-Specific Interpretive Operations

Williamsport

In 2009 the park began an Environmental Assessment (EA) that will focus on canal operations at Williamsport including restoring the historic railroad lift bridge, restoring the Conococheague Aqueduct, introducing canal boat operations, providing visitor services at the Cushwa Warehouse, and developing the Trolley Barn into a visitor center. Other interpretive services to be considered within the scope of the EA will be visitor tours of both the canal and the town using shared themes, and developing interpretive wayside exhibits for the Lock 44 lock house.

In anticipation of the park's preferred alternative, interpretive staff should take the following actions:

- Design, fabricate, and install a temporary exhibit in the Cushwa Warehouse.
- Develop a wayside exhibit proposal for Lock 44 that will be integrated with the parkwide proposal. Fabricate and install the wayside exhibit panels.
- Develop an interpretive site plan that will document recommendations for future interpretive services at Williamsport.

Hancock

In early 2010, interpretive services will be moved to the Bowles House, formerly known as the Little House. Located east of Hancock near Lock 52, the Tonoloway Aqueduct, and the Western Maryland Rail Trail, the Bowles House will become a visitor center providing opportunities to interpret a variety of park themes. Temporary exhibits will be installed that interpret the canal and Hancock while maintaining the feel of an 19th century home. An Environmental Assessment is scheduled to begin mid-FY2010.

Before moving into the Bowles House, interpretive staff should take the following actions:



The Turning Basin, Cushwa Warehouse, and the Trolley Barn are three of the primary interpretive venues at Williamsport.

- Design, fabricate, and install a series of temporary exhibits in the Bowles House. A \$25,000 design and build project will be completed in FY2010. In addition to the exhibits, period furniture pieces will be installed along with five directional signs.
- Develop a wayside exhibit proposal for the Bowles House, Lock 52, and Tonoloway Aqueduct that will be integrated with the parkwide proposal. Fabricate and install the wayside exhibit panels.
- Develop an interpretive site plan that will document recommendations for future interpretive services at Hancock.

Canal Farm Heritage Education Center

The 1976 General Plan proposed a facility within the park where school children can be introduced "...to the natural environment so they can better understand the interrelationships of natural systems and the impacts of man's activities upon them." The park has chosen a farm site, originally known as the Chick Farm, located adjacent to the towpath in southeastern Frederick County to develop such a facility. The farm is positioned at the confluence of the Monocacy and Potomac Rivers, next to the Monocacy Aqueduct and is surrounded by woodlands. In addition to the agriculture, forest and water resources, the farm is also rich in cultural history. The area was once occupied by Native Americans and in the 18th century was owned by Charles Carroll of Carrollton, a signer of the Declaration of Independence from Maryland. Construction

of the C&O Canal, the B&O Railroad, and the Civil War also played prevalent roles in the farm's past. The park's vision is to create an environmental and heritage learning center to connect children and adults with their cultural, natural, and recreational resources, and inspire stewardship by understanding and valuing their heritage.

In the spring 2010, the park is scheduled to begin offering programs at Canal Farm. No potable water is available onsite and portable toilets will have to be brought in. The corn crib will be converted into a shelter and ultimately the park plans to re-establish the center into a fully functioning farm. Canal mules may be housed in the mule barn and the milk house could become classroom space. Other structures may be adaptively re-used to become lodging for overnight programs.

The park is planning an ambitious series of programs:

- Living Classrooms will recruit and transport elementary-age students from Washington, D.C. to attend a six-week series of one-week summer camps.
- Bridging the Watershed will develop a curriculum-based program for middle school students participating in the Journey through Hallowed Ground program in June and July 2010.
- A work program for high school inner-city youth may be offered.



The installation of temporary exhibits and period furniture at the Bowles House will be completed in 2010.

Ferry Hill, Cumberland Boat Basin, Seneca Quarry, and the boat house in Georgetown (formerly the Washington Canoe Club)

- All have potential to be developed during the lifetime of this Long-Range Interpretive Plan.

Upgrade and Improve Interpretive Media

In a park as large as Chesapeake and Ohio Canal National Historical Park, well designed interpretive media generally depend upon establishing an Interpretive Media Specialist position. This role has been a collateral duty assignment for all of the interpretive staff, but to be truly effective it needs to be a full-time position. The primary role of the interpretive specialist will be media development and project oversight.

Audiovisual

Audiovisual media are well suited to the presentation of chronological and sequential material. They can capture realism, provide emotional impact, and create a mood or atmosphere. Also they can reach many visitors at one time and may be included in exhibits or posted onto the park website, in addition to being shown in dedicated auditorium spaces.

Audiovisual media can reach the many visitors who are now using computers, cell phones, Global Positioning System (GPS) units, iPods, MP3 players, and a variety of other technological systems for entertainment, information, orientation, and interpretation. In response to the growing demand for these services, C&O Canal needs to offer portable “individualized” audio and/or audiovisual opportunities. Using new technology will

possibly create opportunities for a more diverse audience to experience park resources than ever before. These services will allow visitors to access more park resources and meanings at their convenience.

In response to former NPS Director Mary Bomar’s memo of October 20, 2006 on the “Audiovisual Accessibility Initiative for Visitors with Disabilities,” staff should initiate steps to ensure that the historical park’s current and future audiovisual programs are meeting accessibility requirements. For more information, see the website for *Programmatic Accessibility Guidelines for National Park Service Interpretive Media* at <http://www.nps.gov/hfc/pdf/accessibility/access-guide-aug2009.pdf>. Audio provides intellectual access to visually impaired visitors and can be more effective for reaching visitors whose preferred learning style is auditory rather than visual. Audio descriptions could also be used to narrate the text of a wayside exhibit and describe the graphics seen on the panels as well as describe the surrounding view that prompted the need to tell the story.

- Create flyover tour / bird’s eye view of whole canal showing natural challenges and community growth – Maryland Public Television or Discovery Channel may be possible partners.
- Create virtual layered map including geology and current development.
- Develop a virtual tour of Paw Paw Tunnel.



Audiovisual media will help visitors imagine what it was like to travel through the Paw Paw Tunnel.

- Develop an interactive computer program/ virtual reality simulation that demonstrates canal operations, locks, aqueducts, (un)loading boat, captain of a canal boat, and harnessing a mule.
- Create virtual viewers to show historical landscape of communities, railroad, boats, and more.
- Make Civil War photos into 3-dimensional graphics. Antietam National Battlefield has produced and exhibit using this technology.
- Develop and produce videos on canal construction techniques, Civil War, sights and sounds of the canal, and life on the canal.
- Search out sounds on the canal that will connect visitors to another place in time.
- Develop audiocasts for car using GPS for the Monocacy Aqueduct and towpath walking tours.
- Develop audio-, videocasts, and/or cell phone tours regarding transportation (C&O Canal and B&O Railroad) at sections along canal and Western Maryland Rail Trail; progress of transportation; rebuilding of the Catoctin Aqueduct; canal communities; drawn from first person accounts; unique canal features; floods and all topics; Georgetown - Tobacco Road meet ocean going ships; Harpers Ferry – waterpower; Point of Rocks

– iron ore; Ferry Hill – lime and limestone; Cumberland – coal; Great Falls – ancient mountain routes; Paw Paw – slate; Williamsport – ford; Whites Ferry and ford; and Monocacy and Seneca – free stone.

Wayside Exhibits

Wayside exhibits tell C&O Canal stories on location. They “caption the landscape” and help visitors make direct connections with resources and their meanings. Wayside exhibits provide round-the-clock information and interpretation, and with appealing high quality design, writing, and graphics, they can serve to instill and reinforce respect for important resources. In association with good graphics, waysides can show what a site looked like at different points in time. In addition, temporary waysides can be developed inexpensively to interpret construction and restoration/preservation projects. A wayside exhibit proposal is recommended to ensure the development of a complete, high-quality, and unified system of waysides. The proposal will provide an in-depth assessment of all potential wayside exhibit sites. It includes both informational and interpretive exhibits. The document also can set priorities to guide wayside development in phases as funding allows. The proposal will describe the purpose of each wayside exhibit, identify graphics available for use, show thumbnail design concept drawings, and determine exact exhibit sizes, base styles, and locations. A detailed budget estimate would also be part of the document.

The park, in conjunction with The Nature Conservancy, will install two wayside exhibits describing the importance of staying on the main section of the Billy Goat Trail. The wayside exhibits will explain why the social trail was closed and the importance of protecting the habitat for a rare groundwater invertebrate.

Another series of Resources Management wayside exhibits will be developed and installed at the Capital Crescent Trail trailhead and Fletcher’s Cove. Similar to the exhibits already installed at Carderock and Anglers Inn, each will include a boot brush at the base of each sign. The purpose of the boot brush is to remove seeds from shoes and boots. The seeds could be transported onto Bear Island, a sensitive plant habitat. The boot brushes and the wayside exhibit information will stress the need to protect the island from non-native plants for the preservation of the existing habitat.

- Develop a parkwide wayside exhibit proposal and plan.
- Integrate audio, tactile, and interactive components into wayside exhibits including trade routes, minerals, terra formation, weathering, and erosion.
- Conduct annual bulletin board upgrade.
- Develop and install Billy Goat Trail wayside exhibits.
- Develop and install wayside exhibits at the Capital Crescent Trail trailhead and Fletcher’s Cove.

Publications

Visitors typically use publications in two ways: for information and orientation during their visit, and for in-depth interpretation following their visit. C&O Canal’s size, access issues, and number of stories to tell make publications an effective method of interpretive delivery. Publications are a means for getting information to diverse audiences through a variety of formats.

- Develop a site bulletin on Civil War, transportation, Patowmack Canal, archeology, early cultures, Captain John Smith Trail, Labor Camps, and enslavement in the Potomac and Shenandoah Valleys.
- Distribute Canal Town resource brochures.
- Provide site specific information about less visited areas of the park.
- Revise and update the Paw Paw Trail Guide.

Exhibits

Exhibits provide both two- and three-dimensional displays of informational and/or interpretive material that may include text, maps, images, models, replicas, artifacts, or interactive components. Chesapeake and Ohio Canal National Historical Park has a spectrum of exhibits from professionally produced to in-house hand-made exhibits. Exhibit space is limited at both locations, however, it is extremely important for visitors

to hear and read the stories of the people involved in the historic and contemporary community.

- Develop interactive exhibits that morph between then and now. Antietam National Battlefield has produced an exhibit using this technology.
- Develop hands-on activities that allow visitors to build models of aqueducts and bridges, B&O railroad versus C&O canal to demonstrate the competition, sedimentation and layering, fell coal, iron ore, talk, limestone and slate and use solar energy for exhibits requiring electricity to operate.
- Develop a model of relative efficiencies – wagon versus canal boat.
- Create artwork connecting with local tribes and other groups.

Establish Canal Launches

In 2009 the park was approved to purchase five canal launches. The launches will replicate wooden vessels that traveled the canal during the late 19th century. Due to its smaller size, a canal launch will be more maneuverable than the canal boats in operation at Great Falls and Georgetown. Depending on the need, they can be moved to watered sections all along the canal including Lock 44, Conococheague Aqueduct, and Paw Paw Tunnel. The fee-based program will initially be connected to special events and activities. Beginning in August 2010, the first visitors are scheduled to ride the canal launch in Williamsport. A four person crew will be required to safely operate the launches, and support staff will be needed to collect fees. Unless funding is approved for the crews, the interpretive staff will be forced to reduce other interpretive services to provide this program.



Through the Canal Quarters program, Lockhouse 49 is open for visitors to spend the night and learn about life on the canal. More lockhouses may be open in the future.

To prepare for the “launch” of the canal launches, interpretive staff will need to:

- Develop an interpretive operations plan.
- Develop and present thematic curriculum-based education and interpretive programming.

Expand Canal Quarters Program

Started in 2009, Canal Quarters is a cooperative effort between the Chesapeake and Ohio Canal National Historical Park and the C&O Canal Trust. Three lockhouses, 6, 22, and 49, are available on a first-come, first served basis for visitors to spend up to three nights and learn more about life on the canal. Interpretive media, household tools, and furnishings reminiscent of different periods of the canal’s history convey the living conditions of a lock keeper’s family as it may have been during the 1830s, at the time of the Civil War, the turn of the twentieth century, or the 1950s. Two other lockhouses are being rehabilitated for this program and will be available in the near future.

- Create a sustained point of contact from each park division to work with program manager.
- Develop and implement a plan for audiovisual media in lockhouses.
- Identify measurable results (metrics) to evaluate interpretive effectiveness of the Canal Quarters program.

- Identify future structures and create associated interpretive opportunities.

Develop a Parkwide Education Program

An effective park education program requires adequate staff for planning, development, implementation, and assessment. The resources and themes of Chesapeake and Ohio Canal National Historical Park offer great potential for the development of dynamic and popular education program in partnership with Maryland, Virginia, and District of Columbia area schools, neighboring parks, historic sites, and affiliated areas.

A well designed and run park education program generally depends on establishing an Education Coordinator position. This role has been a collateral duty assignment for the District Interpreters, but to be truly effective it needs to be a full-time position. The primary role of the coordinator will be to secure resources to facilitate the development and growth of a curriculum-based program based on national and state education standards.

Future growth of the park education program is primarily contingent upon hiring the Education Coordinator and the two GS-025-9 Park Rangers who would spend 60% of their time presenting curriculum-based education programs. This would allow the park to:

- Prepare a parkwide Education Plan that would provide overall direction for the Education Program,

helping to explain decisions to both internal and external park audiences and to schools.

- Link programs to park themes.
- Address adult education.
- Identify partners including CESUs and Catoctin Center.
- Identify potential programs and locations.
- Increase Bridging the Watershed capacity westward.
- Provide curriculum-based boat rides and train (Amtrak) rides.
- Link to state and national education standards.
- Identify opportunities for expansion of on-going programs.
- Establish relationships with school systems, higher education institutions, and park partners
- Provide training for staff and teachers.
- Conduct education needs assessment.
- Prepare publications or online features to explain and promote the park’s educational opportunities to local teachers.
- Create a teacher advisory group to advise the park on the most useful ways to offer educational services to local schools.

- Conduct pre-visit classroom programs to local schools to prepare students for on-site visits. Follow-up activities are needed to evaluate the effectiveness of the education program.
- Establish a Teacher-Ranger-Teacher program to increase interpretive opportunities on-site and in the classroom.
- Develop an electronic field trip and Teaching with Historic Places lesson plans.

With a strong program and ties directly to local, state, and national curriculum standards, more schools will see the value of using the park to help meet their needs. This can be accomplished by involving educators from area schools directly in the development of both general and specific activities and curriculum guides.

Improve Personal Services

Interpreters are the best interactive tool in enabling visitors to experience, understand, appreciate, and make personal connections with the resource. The diversity of Chesapeake and Ohio Canal National Historical Park’s resources and themes presents almost limitless opportunities for both standard and innovative interpretive activities. As staffing levels permit, and in keeping within the parameters of the interpretive themes and visitor experience goals, docents, volunteers, and interpreters *throughout* the park should be given a high degree of creative freedom to explore and experiment with new programs. This will help to maintain a

creative edge and attract new and returning audiences.

There is great potential to experiment with the development of programs linking the canal, historic towns, historic structures, and the railroad (See Appendix B for a listing of unique stories by area). Visitors are then provided with many opportunities to travel along the canal and discover the unique features and stories at each location. Since personal services and interpretive programs are relatively easy to change, activities should be evaluated on a regular basis to discontinue those that are not effective, modify or improve those that require it, and validate those that are successful.

Interpretive Programs

- Conduct more site-specific interpretation and create more evocative cultural landscapes: Washington Aqueduct, Monocacy Aqueduct, Canal Farm, Stop Lock, and Dam #2.
- Review and revise current train program to focus more on Theme 2 (Transportation Heritage).
- Integrate themes into community-based special events.
- Develop and present interpretive programs that tell the Native American stories and reflect Native American heritage.
- Develop and present interpretive programs associated with the Underground Railroad sites located along the canal.

- Research, develop, and present programs featuring paleontological resources including Potomac River Gorge paleo-Indian resources.
- Plan and present for value-based services including Leave No Trace programs.
- Develop and implement an “Arts in the Parks” program.
- Plan and provide skills schools.

Special Events

All special events must relate to the purpose, significance, and themes and provide interpretive opportunities.

Chesapeake and Ohio Canal National Historical Park reflects more than an isolated day in history. It represents a continuum of events associated with the Civil War. Park staff will participate in the Civil War Sesquicentennial commemoration and be consistent with national and regional efforts to help visitors remember and honor the men who fought by developing appropriate interpretive exhibits, programs, and events at the park as well as working with park partners to create interpretive opportunities beyond park boundaries.

For the 2016 NPS Centennial park staff will also strive to be consistent with national and regional efforts by developing appropriate interpretive exhibits, programs, and events at the park as well as working with park partners to create interpretive opportunities beyond park boundaries. The

events and activities the park developed for the “America’s Best Idea” campaign will provide a foundation for creating Centennial programs.

Expand Existing Partnerships

Interpretive partnerships play a key role in the delivery of essential programs and can also provide opportunities for enhanced interpretive products and services. Contact other formal and informal partner organizations to discuss how to best solidify the existing partnership or modify the partnership in response to current issues or opportunities.

Eastern National scope of sales needs to be reviewed to ensure that all of the park’s primary themes are being supported by the sales items that are being offered. The sales items should provide an in-depth continuation of park stories and themes.

The Volunteers-In-Parks program could be expanded to include local university partners and a pilot program of “Interpretive Rovers.”

Partners:

- Work with the new “Living History” class at Shepherd University to provide interpretive programs at Ferry Hill and along the canal.
- Develop a relationship with Fort Frederick.
- Work with the newly established “Friends of Ferry Hill” as they raise funds to keep Ferry Hill open on a regular basis.

Eastern National

- Take “Old Time” photos of visitors dressed in canal clothes with backdrop of the canal boat or lock.

- Develop sales items on a variety of topics including archeology, early cultures, Captain John Smith Trail, Civil War, Labor Camps, enslavement in Potomac and Shenandoah Valleys, history of the C&O, “Life and Death on the Canal”, canal construction techniques, and the Civil War.
- Develop a screen saver and DVD postcards that showcase the canal during different seasons.
- Sell the music compact disc developed by the Canal Trust.
- Convert the Great Falls Snack Bar into a bookstore.

Volunteers

In FY2010 “Interpretive Rovers” will begin walking along the towpath in Palisades District. These volunteers will function like the bike patrol, but walk instead of ride.



Ferry Hill may be open to the public more frequently and may become an education center.

Research and Evaluation Needs

In order to fully accomplish the actions included in this plan and support the interpretive themes, the park needs research on the following topics:

- Civil War and the canal
- An interpreter friendly synopsis of park archeology projects
- African Americans and the canal
- American Indian use of the land prior to the arrival of the canal
- Daily life of canallers and lock keepers
- A Historic Resource Study on the boatyards in Cumberland
- A Historic Resource Study on canal communities including Four Locks and Seneca
- Boats and the names of boats on the canal during different eras
- An annotated bibliography

- Personal stories and newspaper articles connected to lockhouses for use in Canal Quarters program

Evaluation also is important in the development of specific media and programs and will be planned as part of all substantial media projects and special programming. Front-end evaluation will inform the project team about what visitors already know about the site before they come, what understandings they may have about the significance of the site, or how to fulfill the visitor's interest in visiting the site. This type of evaluative study is targeted so that practical use can be made of the results. Formative evaluations allow the team to get feedback on project content before it is fabricated. Knowing how potential visitors react to stories and information

or even how the message is displayed can inform and enhance the media product and the overall visitor experience. Summative evaluations are valuable in helping to determine the effectiveness of final media, facilities, and programs – i.e. whether the intended themes are being communicated, if people are actually making use of the information, or if visitor behavior is affected. Summative evaluation may even be a necessary follow-up for certain sources of funding such as foundation grants.

- Identify measurable results (metrics) for Canal Quarters program.
- Evaluate Canal Quarters program.
- Evaluate parkwide marketing strategies.
- Apply for NPS Visitor Services Project (VSP) study (2012).



To accomplish the actions in this plan, research is needed on a variety of topics including boats and daily life on the canal.

Staffing and Training Needs

Staffing

In order to fulfill the vision of this plan, additional funding will be required. Increased funds will enable the park to hire additional interpretive staff. Immediate staffing needs include an Education Specialist, an Interpretive Specialist, and two GS-025-9 Park Rangers. The Interpretive Specialist would focus on media development and project oversight. The two Park Rangers positions would be split between the districts – one assigned to Palisades and one assigned to the West. These positions should have duties split 60% education and 40% interpretation. The West District position may be stationed at the Bowles House in Hancock. An OFS request has been submitted for funding these positions, perhaps as soon as FY2010.

The park has also submitted an OFS request for a Canal Launch crew including one GS-025-11 Park Ranger, three GS-025-9 subject to furlough Park Rangers, and five GS-090-5 seasonal Park Guides. These positions must be funded to meet the park goal of offering this program by summer 2010.

Positions that need to be seriously considered during the next ten years include:

- GS-025-9 Park Ranger duty stationed at Canal Farm
- Public Affairs Officer
- Deputy Chief of Interpretation to oversee division operations

Training

A trained and motivated workforce is necessary for any successful park operation. Emphasis should be placed on accountability for interpretive standards to be applied or adhered to when any park employees or volunteers present interpretive programs, design publications, media, and exhibits, or present curriculum-based educational programs. Ensure that all staff members who provide interpretive services are held to the appropriate NPS standards as defined in the Interpretive Development Program and be trained accordingly.

Because volunteers are an important part of the workforce, interpretive staff members require an appropriate level of volunteer supervisory training.



Adding an education specialist and two park ranger positions would allow the park to offer more education programs.

Implementation Plan

The measure of success of any plan is the extent to which it is implemented. Initial implementation of strategies needs to be both realistic and flexible. Because funding opportunities and priorities often change, park management may need to adjust the implementation strategies to adapt to changing conditions. The park interpretive staff and key park partners should meet each year to draft an Annual Implementation Plan for each new fiscal year based on funding opportunities and coordination with other projects.

Implementation of the recommended actions will be phased over the next ten years, and many will require independent planning and design efforts. Most of the recommended actions for curriculum-based education programs, interpretive media, and marketing are dependent on the hiring of new staff. Other action items can be implemented immediately, within existing funding and staffing levels.

The park is proposing many actions be taken during the first three years of this plan. To accomplish some of these actions, existing services and programs may have to be reduced or cut. There are precedents for services to be reduced or delayed. For example, the 2010 canal boat rides will not start operation until April, because there is no water in that section of canal. Each district has prescribed what may need to take place in the event that a reduction of services is needed. Possible options include:

- Park staff will not rove the trails or towpath. Bike patrol will be the only staff to fill this function.
- The number of conducted programs offered will be reduced or the program may be eliminated.
- The visitor center will be closed.

CHOH Priorities & Action Items	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Improve Marketing											
Evaluate effectiveness of current marketing strategies and develop new comprehensive, integrated marketing plan with emphasis on new media and social networking	x	x									
Improve intra-park communications/coordination especially between different divisions	x	x									
Develop database to coordinate group and partner communications	x	x									
Identify, expand, and develop partnership relationships	x	x									
Identify, expand and develop relationships with outdoor recreation groups (REI), concierge organizations, and travel groups/companies (Elderhostel)	x	x									
Create full-time Public Affairs staff		x									
Recruit and hire Public Affairs Officer		x									
Use volunteer expertise, college interns, to develop marketing program		x									
Identify, expand and publicize annual internal and external calendar of events		x									
Identify, expand, and develop community outreach with local businesses, civic groups, schools, outdoor recreation groups, and news media outlets. Use Palisades database to develop parkwide outreach			x	x							

CHOH Priorities & Action Items	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Improve Access to Information and Interpretation - Website											
Develop website info on canal communities	x	x									
Develop and post Ranger Minutes on website. Topics include: mules, tour of canal boat, and lock demo		x									
Post on website recreation opportunities and tools for use – bird watching, plants and flowers, canoe		x									
Develop web publications on a variety of topics including archaeology, early cultures, Captain John Smith Trail, Civil War, Labor Camps, enslavement in Potomac and Shenandoah Valleys		x	x	x	x	x	x	x	x	x	x
Upgrade and Improve Site-Specific Interpretive Operations - Williamsport											
Develop an interpretive site plan that will document recommendations for future interpretive services at Williamsport	x	x									
Develop a wayside exhibit proposal for Lock 44 that will be integrated with the parkwide proposal. Fabricate and install the wayside exhibit panels		x	x								
Design, fabricate, and install a temporary exhibit in the Cushwa Warehouse	x	x	x	x							
Upgrade and Improve Site-Specific Interpretive Operations - Hancock											
Design, fabricate, and install a series of temporary exhibits in the Bowles House.	x	x									
Develop an interpretive site plan that will document recommendations for future interpretive services at Hancock		x	x								
Develop a wayside exhibit proposal for Bowles House, Lock 52, and Tonoloway Aqueduct that will be integrated with the parkwide proposal. Fabricate and install the wayside exhibit panels			x								
Upgrade and Improve Site-Specific Interpretive Operations - Canal Farm											
Support pilot middle school Bridging the Watershed program	x	x									
Support pilot elementary school Learning Classroom summer camps	x										
Develop a work program for inner-city high school youth	x	x									

CHOH Priorities & Action Items	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Upgrade and Improve Interpretive Media - Audiovisual											
Develop audio-, videocasts, and/or cell phone tours regarding transportation (C&O and B&O) at sections along canal and WMRT; progress of transportation; rebuilding of the Catocin Aqueduct; canal communities; drawn from first person accounts; unique canal features; floods and all topics; Georgetown - Tobacco Road meet ocean going ships; Harpers Ferry – waterpower; Point of Rocks – iron ore; Ferry Hill – lime and limestone; Cumberland – coal; Great Falls – ancient mountain routes; Paw Paw – slate; Williamsport – ford; Whites Ferry and ford; Monocacy and Seneca – free stone	x	x	x	x	x	x	x				
Make Civil War photos into 3-dimensional graphics		x									
Develop an interactive computer program/virtual reality simulation that demonstrates canal operations, locks, aqueducts, (un)loading boat, captain of a canal boat, harnessing a mule		x	x								
Develop audiocasts for car using GPS for Monocacy Aqueduct and towpath walking tours		x	x								
Create flyover tour / bird's eye view of whole canal showing natural challenges and community growth			x								
Provide site specific information about less visited areas of the park			x								
Develop and produce videos on canal construction techniques, Civil War, Sounds of the Canal, Sights and Sounds of the Canal, life on the canal			x	x							
Create virtual layered map including geology and current development					x						
Develop a virtual tour of Paw Paw Tunnel					x						
Create virtual viewers to show historical landscape of communities, railroad, boats, and more					x	x					
Upgrade and Improve Interpretive Media - Wayside Exhibits											
Develop a parkwide wayside exhibit proposal and plan	x	x									
Establish Canal Launches											
Develop an interpretive operations plan	x	x									
Develop and present thematic curriculum-based education and interpretive programming	x	x	x								
Expand Canal Quarters Program											
Create a sustained point of contact from each park division to work with program manager	x										
Identify measurable results (metrics) to evaluate interpretive effectiveness of the Canal Quarters program	x										
Develop and implement plan for audiovisual media in lockhouses	x	x									
Identify future structures and create associated interpretive opportunities	x	x									

CHOH Priorities & Action Items	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Develop a Parkwide Education Program											
Conduct education needs assessment	x										
Recruit and hire education specialist	x										
Increase Bridging the Watershed capacity westward	x	x									
Identify opportunities for expansion of on-going programs	x	x									
Establish relationships with school systems, higher education institutions, and park partners	x	x									
Create a parkwide education plan	x	x									
Link to park themes	x	x									
Identify partners including CESUs and Catoctin Center	x	x									
Address adult education		x	x								
Identify potential programs and locations	x	x									
Provide curriculum-based boat rides and train rides		x									
Create park-teacher advisory committee		x									
Provide training for staff and teachers		x	x	x	x	x	x	x	x	x	x
Improve Personal Services											
Integrate themes into community-based special events	x	x									
Develop and present interpretive programs that tell the Native American stories, reflect Native American heritage, and archeological research		x									
Develop and present interpretive programs associated with the Underground Railroad sites located along the canal		x	x								
Plan and provide skills schools		x	x								
Research, develop, and implement programs featuring paleontological resources including Potomac River Gorge paleo-Indian resources			x	x							
Develop and implement an Arts in the Parks program			x	x							
Review and revise current train program to focus more on Theme 2 (Transportation Heritage)			x								
Conduct more site-specific interpretation and create more evocative cultural landscapes: Washington Aqueduct, Monocacy Aqueduct, Canal Farm, Stop Lock, and Dam #2		x	x	x							
Plan and provide for value-based services including Leave No Trace programs				x	x						

Planning Team

Chesapeake and Ohio Canal NHP Staff

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Mark Myers, Park Ranger
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Carl Lennartson, Park Ranger
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John McCarthy, Park Ranger
Geoff Suiter, Park Ranger
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Other National Park Service Staff

Toni Dufficy, Interpretive Planner (Team Captain), Harpers Ferry Center
Sue Hansen, Chief of Interpretation, National Capital Region
Vincent L. Santucci, Chief Ranger, George Washington Memorial Parkway
Dana Dierkes, Glen Echo Park and Clara Barton NHS Supervisory Park Ranger, George Washington Memorial Parkway
Dennis Frye, Chief of Interpretation, Harpers Ferry National Historical Park

Park Partners

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Stacy Madalena, Regional Manager, Eastern National
Pepper Scotto, President, Point of Rocks Community Historical Society
William Bauman, C&O Canal Association, Inc.
Rita Bauman, C&O Canal Association, Inc.
Cay Savel, Potomac Appalachian Trail Center
Carl Linden, C&O Canal Association, Inc.
Jeanne Troy, Bridging the Watershed Director, Alice Ferguson Foundation
Karina Fauss, Educator, Alice Ferguson Foundation
Nancy Long, Councilwoman, Town of Glen Echo; C&O Canal Commission; C&O Canal Association
Chris Haugh, Scenic Byway Manager, Catoctin Mountain National Scenic Byway and Tourism Council of Frederick County
Elizabeth Shatto, Frederick Historic Sites Consortium and Heart of the Civil War Heritage Area

Appendices

Appendix A: Justice William O. Douglas's January 19, 1954
letter to the Washington Post

Appendix B: Unique Stories by Area

Appendix C: Existing Interpretive Personal Services by Theme

Appendix D: Existing Interpretive Media by Theme



Justice William O. Douglas' historic hike along the length of the canal.

Appendix A: Justice William O. Douglas's January 19, 1954 letter to the Washington Post:

The discussion concerning the construction of a parkway along the Chesapeake and Ohio Canal arouses many people. Fishermen, hunters, hikers, campers, ornithologists, and others who like to get acquainted with nature first-hand and on their own are opposed to making a highway out of this sanctuary.

The stretch of 185 miles of country from Washington, D.C. to Cumberland, Maryland is one of the most fascinating and picturesque in the Nation. The river and its islands are part of the charm. The cliffs, the streams, the draws, the benches and beaches, the swamps are another part. The birds and game, the blaze of color in the spring and fall, the cattails in the swamp, the blush of buds in late winter—these are also some of the glory of the place.

In the early twenties Mr. Justice Brandeis traveled the canal and river by canoe to Cumberland. It was for him exciting adventure and recreation. Hundreds of us still use this sanctuary for hiking, and camping. It is a refuge, a place of retreat, a long stretch of quiet and peace at the Capital's back door—a wilderness area where we can commune with God and nature, a place not yet marred by the roar of wheels and the sound of horns.

It is a place for boys and girls, men and women. One can hike 15 or 20 miles on a Sunday afternoon, or sleep on high dry ground in the quiet of a forest, or just go and sit with no sound except water lapping at one's feet. It is a sanctuary for everyone who loves woods—a sanctuary that would be utterly destroyed by a fine two-lane highway.

I wish the man who wrote your editorial of January 3, 1954, approving the parkway would take time off and come with me. We would go with packs on our backs and walk the 185 miles to Cumberland. I feel that if your editor did, he would return a new man and use the power of your great editorial page to help keep this sanctuary untouched.

One who walked the canal its full length could plead the cause with the eloquence of John Muir. He would get to know muskrats, badgers, and fox; he would hear the roar of wind in thickets; he would see strange islands and promontories through the fantasy of fog; he would discover the glory there is in the first flower of spring, the glory there is even in a blade of grass; the whistling wings of ducks would make silence have new values for him. Certain it is that he could never acquire that understanding going 60, or even 25 miles an hour.

Appendix B: Unique Stories by Area

During the July 2009 Recommendations Workshop this list was created. The intent of the list was to identify stories that are only found in certain locations along the canal so that visitors would be intrigued to travel to each area.

Georgetown up to but not including Great Falls

Southern terminal makes industrial village
 Groundbreaking – 1828; John Quincy Adams; at Feeder Canal
 Life on a cargo boat
 Working with mules
 DC Politicians and businessmen organize, fund and operate C&O Company
 Sam Spong Tragedy at Georgetown
 Alexandria versus Georgetown
 Tobacco port
 Mule drink- a rare extant spillway
 Fletcher's – archaeology
 Incline plane – why and accident
 Historic preservation in a major urban area/seaport
 Douglas walk ended/ celebration
 Angler's Inn story
 Water gate and tide lock- connection to Washington Canal system
 Abner Cloud House
 Civilian Conservation Corps – Carderock; African American camp
 Glen Echo
 Stop Lock- plugs the levee at flood times
 Mary's Wall- largest freemason wall
 Olympic whitewater slalom course
 B&O Railroad spur becomes Capital Crescent Trail
 Alexandria Aqueduct
 Cabin John
 Alexandria Canal and Patowmack Aqueduct
 Patowmack Canal – slave labor
 Little Falls and intake lock
 Skirting Canal
 Francis Scott Key House
 Foundry Mule Hospital
 Child memories of ice cream in Georgetown and movies
 Social networking among canallers
 Politics
 Anglers Breech

Great Falls up to but not including Monocacy Aqueduct

Potomac Gorge
 Mule stables - interpretive operation
 Early tourism –packet boats; tavern
 Billy Goat Trail
 Civil War – Jeb Stuart crossing before Gettysburg; Edwards Ferry crossing and skirmish; White's Ford crossing; Balls Bluff battle – ghost story; Tavern was a known Confederate spy holdout; 3 different artillery duels across the Potomac
 Great Falls, MD – ghost town
 Swain's Lockhouse – longest occupancy
 Pennyfield – President Grover Cleveland

Violette's Lock
Goose Creek – 2-step river lock
Potomac Canal – skirting canal
Olmstead Island
Plumbers Island
Edwards Ferry – Graineries and Town; Jarbo store
Dam 2 – needs to be repaired from 1996 flood
White's Ferry – White's Ford
Seneca Quarry
Great Falls Tavern history
Washington Aqueduct
Wildlife Preserve
Goldmine site
Kayaker and Rock Climber paradise
Civilian Conservation Corps story

Monocacy Aqueduct up to but not including Ferry Hill

Monocacy Aqueduct
Brunswick – railroad town
Point of Rocks – competition with railroad
Civil War – trying to blow up Monocacy Aqueduct; major crossing points for 1862 and Antietam campaigns;
Fort Duncan; Maryland Heights; McClellan at Sandy Hook; McClellan's ghost story at Monocacy
Aqueduct; lantern carrier at Monocacy; Harpers Ferry and the John Brown raid – lock and locktender;
Battle of Monocacy; Antietam Battlefield
Appalachian Trail crossing
Dam 3
Lock 34 – highly concentrated use for river access
Catoctin Aqueduct
Shepherdstown
Antietam Iron Works
Pack Horse Ford
Steamboat travel – Rumsey at Shepherdstown 1790
Antietam Aqueduct
Lander Lockhouse
Canal Farm at Carrolton Manner (Charles Carroll)
American Indian towns west of Monocacy
Farming along the canal at Canal Farm
Nolands Ferry – Civil War and Revolutionary War, ferry crossing
Weverton - extensive remains of planned but failed industrial town

Ferry Hill up to but not including Four Locks

Williamsport – town built around the canal; use of coal energy; coal transferred from boat to railroad; vast
number of existing one of a kind features; turning basin; lift lock; railroad bridge; almost US capital; Cushwa
Basin; trolley barn; flood lines on buildings
Ferry Hill – Civil War, enslavement; Maryland plantation life; Underground Railroad
Clash between Irish clans
Civil War – Ferry Hill and the retreat from Antietam 1862; Williamsport and the retreat from Gettysburg
1863
Ferry Hill – Ford to Ferry to Bridges; early western expansion trail; tavern at Shepherdstown, confederate
attack on DC in 1864
Riverlock to Shepherdstown
Packhorse Ford – Indian trail crossing, route between PA, MD, VA, Civil War crossing
Henry Kyd Douglas and John Brown

Major coal transition inland
 1920 Conococheage Aqueduct collapse
 Big Slackwater – paleontology
 McCoy's Ferry
 Midpoint of C&O Canal
 Dams 4 and 5
 Caves and Killiansburg

Four Locks up to but not including Paw Paw Tunnel

Four Locks – canal remnant community; many surviving structures; school house education; recreation; mule barn; Weber House with stoop; paleontology
 Big Pool – nature opportunities
 Civil War – bombardment /encampment at Hancock 1862
 Bowles House – African-American story; tenant/lock keeper, farm house link to agriculture along canal
 French and Indian War
 Fort Frederick
 Pearre – terminus of canal for 11-12 years
 Numbering system of locks changed due to cost cutting measures
 Little Orleans
 Roundtop cement mill
 Devil's Eyebrow
 Hancock – classic canal town
 The National Pike
 Western Maryland Rail Trail

Paw Paw to Cumberland

Paw Paw – Tunnel building and geology; ultimate challenge; only one on the canal; worker's camp; cemetery; archaeology; hill trail; Mexican standoff; ghosts
 Cumberland – boatbuilding; terminus; loading coal story; shanty town
 Canal Completion – Oct 1850; cannon fire; B&O Railroad 1842; Ohio River/Wheeling 1850
 Civil War – Mosby Raiders; 1863 Campaign, kidnapping of Union Generals
 Oldtown – Native Americans; Cresap; archaeology; French and Indian War – George Washington; Toll Bridge; Civil War
 Town Creek Aqueduct
 Evitts Creek Aqueduct and Quarry
 The National Road
 North Branch – Final Lock 75
 Steam Pumping Station – only one on the canal is a unique feature
 Blue Spring
 Flood management (post canal)
 Coal mining
 Short line railroads
 Allegheny Passage
 Where is the canal today at Cumberland

Appendix C: Existing Interpretive Personal Services by Theme

Theme 1: Human Ingenuity	
Programs:	Paw Paw Tunnel (PP)
	Cushwa Basin Tour (WP)
	Harpers Ferry Tour (HF)
	General Canal Tour
	Canal Boat Ride (G, GF)
	Lock Demos (G, GF)
	Montgomery County Heritage Tour (Canal Association)
	Gold Mine Hike (GF)
	Meet the Mules (G, GF)
	Music on the Canal (G)
	Tools of the Trade (G)
	In and Out (G)
	Alley Crawl (G)
	A Very Retail Georgetown (G)
	Tobacco Lords of the Potomac (G)
	Civil War (G)
	Hollywood on the C&O (G)
Tragedy on the C&O (G)	
Port of Georgetown (G)	
Special Events:	4th of July Birth of the Canal
Education:	Cushwa Basin Tour (WP)
	Cumberland Tour (C)

Theme 2: Transportation Heritage	
Programs:	Canal Boat Ride (G, GF)
	Train Tours (C)
	Replica Boat Tours (C)
	Herring Hill (G)
	Meet the Mules (G, GF)
	Tools of the Trade (G)
	Montgomery County Heritage Tour (Canal Association)
	Alley Crawl (G)
	A Very Retail Georgetown (G)
	Tobacco Lords of the Potomac (G)
	Civil War (G)
	Port of Georgetown (G)
	In and Out (G)
Special Events:	4 th of July Birth of the Canal
	Railroad Days (B)
	Barge Bash (H)
	Sharpsburg Heritage Days (S)
	Canal Fest/Rail Fest (C)
Education:	Cumberland Heritage Days (C)
	NCM Exhibit (WP)

Locations Key:

- | | |
|-------------------|------------------------|
| G = Georgetown | FH = Ferry Hill |
| GF = Great Falls | HF = Harpers Ferry |
| C = Cumberland | FC = Fletchers Cove |
| WP = Williamsport | F = Frederick |
| B = Brunswick | RL = Riley's Lock |
| H = Hancock | L = Lander |
| PP = Paw Paw | AC = Abner Cloud House |
| OT = Old Town | S = Sharpsburg |

Theme 3: Life on Canal	
Programs:	General Canal Tour
	Canal Boat Ride (G,GF)
	Locktender's Life (C)
	Journey Through Hallowed Ground Bike Tours (B)
	Lock House 29 (L)
	Lock House 44 (WP)
	Lock House 75 (C)
	Lock House 70 (OT)
	Little House Talks (H)
	Ferry Hill Tours (FH)
	Campfire Program (off-site)
	Herring Hill (G)
	In and Out (G)
	Alley Crawl (G)
	A Very Retail Georgetown (G)
	Civil War (G)
	Hollywood on the C&O (G)
	Tragedy on the C&O (G)
	Port of Georgetown (G)
	Overnight Bike Tours (GF)
	Daily Bike Tours (GF)
	Meet the Mules (G, GF)
	Music on the Canal (G)
	Tools of the Trade (G)
	Gold Mine Hike (GF)
	Costumed Interp (RL & AC)
Special Events:	4 th of July Birth of the Canal
	Music Groups (GF)
	Civil War Reenactors (GF)
	Life and Death on the Canal (GF)
	Canal Days (GF, WP)
	Harvest Hoedown (WP)
	Hancock Apple Festival (H)
	Canal Family Reunions
	Old Town Summer Fest (OT)
	Christmas Program (WP)
Victorian Christmas (B)	
Education:	Canal Tour (WP)

Theme 4: Change and Adaptation	
Programs:	Canal Boat Ride (G,GF)
	Overnight Bike Tours (GF)
	Daily Bike Tours (GF)
	Tobacco Lords of the Potomac (G)
	Tools of the Trade (G)
	Herring Hill (G)
	In and Out (G)
	Alley Crawl (G)
	A Very Retail Georgetown (G)
	Gold Mine Hike (GF)
	Civil War (G)
	Hollywood on the C&O (G)
	Tragedy on the C&O (G)
Port of Georgetown (G)	
Special Events:	Civil War Reenactors (GF)
Education:	Eco Tour (WP)
	Alien Invaders (BTW)
	Don't Get Sedimental (BTW)
	Water Canaries (BTW)
	Watershed Watchdogs (BTW)
	Caleva Leave No Trace Program (RL)
	Lockhouse 8 River Center (PATC)

Locations Key:

- | | |
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| H = Hancock | L = Lander |
| PP = Paw Paw | AC = Abner Cloud House |
| OT = Old Town | S = Sharpsburg |

Theme 5: Geology and Geography	
Programs:	Paw Paw Tunnel (PP)
	Paw Paw Trail (PP)
	Overnight Bike Tours (GF)
	Daily Bike Tours (GF)
	Billy Goat Hike (GF)
	Great Falls Hike (GF)
	Nature Walk (GF)
	Gold Mine Hike (GF)
	Herring Hill (G)
	In and Out (G)
	Alley Crawl (G)
	A Very Retail Georgetown (G)
	Tobacco Lords of the Potomac (G)
	Civil War (G)
	Tragedy on the C&O (G)
	Port of Georgetown (G)
	Bird Walks (TNC & NAS)
	Geology Walks at Great Falls (USGS & University Geologists)
	Fish on Gorge (ICPRB)
	Education:
Lockhouse 8 River Center (PATC)	
Trail Stewards on Billy Goat Trail (PATC & TNC)	

Theme 6: Place of Refuge	
Programs:	Canal Quarters
	Roving
	Bike Tours
	Canal Boat Ride (G,GF)
	Billy Goat Hike (GF)
	Great Falls Hike (GF)
Nature Walk (GF)	
Special Events:	JFK 50-Miler
	Frederick in the Streets (F)
	Fishing Rodeo (OT, WP)
	National Casting Call (FC)
	Through Hike (Canal Association)
Canoe Trips (Canal Association)	
Education:	Skills Schools (Special Use Permits)

Locations Key:

- | | |
|-------------------|------------------------|
| G = Georgetown | FH = Ferry Hill |
| GF = Great Falls | HF = Harpers Ferry |
| C = Cumberland | FC = Fletchers Cove |
| WP = Williamsport | F = Frederick |
| B = Brunswick | RL = Riley's Lock |
| H = Hancock | L = Lander |
| PP = Paw Paw | AC = Abner Cloud House |
| OT = Old Town | S = Sharpsburg |

Appendix D: Existing Interpretive Media by Theme

Theme 1: Human Ingenuity	
Exhibits:	Canal Exhibits (GF,C) Building America's Canal (WP)
A-V:	Charles Kuralt (C, WP, H, B, GF) Towpaths West (C, WP, H, B, GF) Down the Old Potomac (C, WP, H, B, GF) Monocacy Aqueduct Meet the Mules (W)
Publications:	Paw Paw Tunnel Junior Ranger 6-8 Granaries at Whites Ferry and Monocacy Village Williamsport – A Canal Town Junior Ranger 9-12 Park Handbook (EN) George Washington (W) Benjamin Wright (W) The Monocacy Aqueduct (W) The Incline Plane (W) The Washington Aqueduct System (W) The Patowmack Canal (W)
Waysides:	Alexandria Aqueduct (G) Boatbuilding (C) Breaking Through a Mountain Conococheague Aqueduct (WP) Cumberland Terminus (C) Four Locks Georgetown Incline Plane (G) Inlet Locks (G) Monocacy Aqueduct Mule Power Seneca Springing Over the Monocacy Switching Time (G) The End of the Line (C) The Enduring Aqueduct The Incline Plane The Patowmack Canal Seneca Aqueduct Tide Lock and Rock Creek Basin
Historic Furnishings:	Canal Boat Replica (GF, G)
Education Materials:	C & O Canal Lesson Plan (W)

Locations Key:

W = Website
 EN = Eastern National
 G = Georgetown
 GF = Great Falls
 C = Cumberland
 WP = Williamsport
 B = Brunswick
 H = Hancock

Theme 2: Transportation Heritage	
Exhibits:	Canal Exhibits (GF,B, WP, H, C) Building America's Canal (WP)
A-V:	Charles Kuralt (C, WP, H, B, GF) Towpaths West (C, WP, H, B, GF) Down the Old Potomac (C, WP, H, B, GF) Park Overview
Publications:	Junior Ranger 9-12 Williamsport – A Canal Town Ferry Hill Place Granaries at Whites Ferry and Monocacy Village Cumberland Terminus A Historic Waterway West Official Park Map and Guide Park Handbook (EN) George Washington (W) Charles Fenton Mercer (W) Thomas Cresap (W) Civilian Conservation Corps (W) The Civil War (W) The Canal Arrives in Cumberland (W) Georgetown Civil War Walking Tour (W)
Waysides:	A Lively Place Alexandria Aqueduct (G) An Ideal Crossing Antietam Iron Works Berlin (B) Bridgeport Coal and the Canal (C) Conococheague Aqueduct (WP) Cumberland Terminus (C) Georgetown Waterfront (G) Great Falls Tavern (GF) Inlet Locks (G) Monocacy Aqueduct Oldtown and Lock 70 Packhouse Ford Seneca Stonewall Jackson at Dam 5 Switching Time (G) The End of the Line (C) The Enduring Aqueduct The Patowmack Canal Seneca Aqueduct Tide Lock and Rock Creek Basin Whites Ford, A Civil War Crossing Williamsport – A Canal Town
Education Materials:	C & O Canal Lesson Plan (W)

Theme 3: Life on Canal	
Exhibits:	Canal Exhibits (GF, B, WP, H, C)
A-V:	Charles Kuralt (C, WP, H, B, GF)
	Towpaths West (C, WP, H, B, GF)
	Down the Old Potomac (C, WP, H, B, GF)
Publications:	Junior Ranger 9-12
	Williamsport – A Canal Town
	Ferry Hill Place
	Granaries at Whites Ferry and Monocacy Village
	Cumberland Terminus
	A Historic Waterway West
	Official Park Map and Guide
	Official Park Map and Guide
	The Spong Family (W)
	Canal Worker List (W)
	Canal Families (W)
	Canaller Interviews (W)
	Ferry Hill Plantation (W)
	The Canal Arrives in Cumberland (W)
	Georgetown Civil War Walking Tour (W)
	Canal Construction (W)
	Canal Operation (W)
	Waysides:
A Lockkeepers Life	
An Ideal Crossing	
Antietam Iron Works Berlin (B)	
Breaking Through a Mountain	
Bridgeport	
Canal Boat Life	
Coal and the Canal (C)	
Cumberland Terminus (C)	
Ferry Hill Place	
Georgetown Waterfront (G)	
Great Falls Tavern (GF)	
Inlet Locks (G)	
Life on a Canal Boat (C)	
Life on the Canal (C)	
Oldtown and Lock 70	
Seneca	
The Lockkeeper	
The Pennyfield House	
Williamsport – A Canal Town	
Historic Furnishings:	Canal Boat Replica (GF, G)
Education	C & O Canal Lesson Plan (W)
Materials:	

Theme 4: Change and Adaptation	
Exhibits:	Canal Exhibits (GF, B, WP, H, C)
A-V:	Charles Kuralt (C, WP, H, B, GF)
	Towpaths West (C, WP, H, B, GF)
	Flooding
Publications:	Junior Ranger 9-12
	Towpath Detour
	Paw Paw Tunnel
	Cumberland Terminus
	Park Handbook (EN)
	The Fish Ladders (W)
Waysides:	Prehistoric Archaeology in the Park (W)
	An Ideal Crossing
	Breaking Through a Mountain
	Four Locks
	Gateway to the West (C)
Lift Lock 33	
Potomac River Flooding	
The Floods	
Tide Lock and Rock Creek Basin	

Locations Key:

- W = Website
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- B = Brunswick
- H = Hancock

Theme 5: Geology and Geography	
A-V:	Charles Kuralt (C, WP, H, B, GF) Towpaths West (C, WP, H, B, GF)
Publications:	Hidden Beauty Bald Eagles Fresh Water Mussels Paw Paw Tunnel Junior Ranger 6-8 Junior Ranger 9-12 Towpath Detour Park Handbook (EN) Canal Floods (W) Birds(W) Bald Eagles (W) Mollusks (W) Plants (W) Wildflowers (W) Environmental Factors (W) Non-native species (W) Scenic Vistas (W) Geologic Formations (W) Rivers and Streams (W) Rare Plants and Habitats (W)
Waysides:	A Need for Protection (GF) Bedrock River Terrace Forest (GF) Floodplain Forest Maryland's Natural Heritage (GF) Potomac River Fall Line (GF) Wetlands in a Dry Place (GF) Where From? (GF) Wildflowers Along the C&O Canal

Theme 6: Place of Refuge	
A-V:	Charles Kuralt (C, WP, H, B, GF) Sights/Sounds CD-DVD
Publications:	Junior Ranger 6-8 Junior Ranger 9-12 A Historic Waterway West Official Park Map and Guide Park Handbook (EN) Associate Justice William O. Douglas (W) Bird Checklist Flower Checklist
Waysides:	Know the Dangers of the Potomac (GF) River Warnings

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Harpers Ferry Center
National Park Service
U.S. Department of the Interior



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