



# Upper Delaware Scenic and Recreational River

December 2018

Prepared by

Management and Staff of  
Upper Delaware Scenic and Recreational River

National Park Service

Harpers Ferry Center  
Interpretive Planning

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January 31, 2019  
Date

## **About Interpretive Planning**

Planning is organized decision-making. Park staff and partners work in collaboration to determine direction, think through parameters and mutually agreed-upon criteria, and use data to make informed, strategic, and realistic decisions about future actions. The goal of visitor experience planning is to make decisions and set priorities that help to strategically apportion limited National Park Service (NPS) resources to their best advantage to do the most good in service to the public.

A good interpretive plan has focus, provides direction, and reflects informed choices to move an organization forward. Good plans don't overwhelm or promise to do too many things. Good plans also experiment and stretch organizations and challenge their individual members to experiment to meet current and future audience needs and expectations.

Interpretation planning is built on data, regular reviews and analysis, and annual adjustments to the action plan. With attention to annual reviews and incremental adjustments, large-scale, "one-and-done" planning efforts become less necessary, and incremental iterative planning becomes more effective, tailored, flexible, and responsive to current audiences, needs, and circumstances. These shorter cycles have the added benefit of better matching the strategic planning cycles of partners and philanthropies.

## **The Measure of a Good Plan**

A primary measure of a good plan is one that is implemented; where actions are systematically accomplished and periodically examined for relevance and adjusted accordingly. A plan that looks pretty but it isn't used to guide an organization isn't a real plan. Another measure of success for a planning process is at the end, participants should feel in control (not overwhelmed), confident, connected, and energized. There should be a clear understanding of common direction. Personal and professional relationships will have been strengthened, responsibilities are shared, and there should be a realistic perspective that looks forward to the challenges that will grow and stretch both organizations and individuals.

## **The Planning Process**

The collaborative process used in planning helps to establish common understanding, direction, and priorities for park staff and partners. Planning helps position a national park service unit to be the strongest park it can be given its strengths, niche, and capacity. It doesn't try to make a park into something that can never realistically be achieved or attempt to recreate how a park may have functioned in the past. A good plan balances aspiration with the will and capacity to carry out the actions.

This plan was built on the park's Foundation Document and other plans and follows NPS requirements for interpretation planning in [Director's Order #6](#).

A stakeholder meeting was held on April 24, 2018 and the Foundation section workshop was held April 25, 2018. The Recommendations workshop was held July 10-11, 2018, and the

Implementation Strategy meeting was held October 25, 2018. Appendix A includes a listing of all workshop participants.

## **Table of Contents**

<b>About Interpretive Planning</b>	<b>2</b>
<b>Table of Contents</b>	<b>4</b>
<b>Foundation for Planning</b>	<b>5</b>
Brief Description	5
Purpose	7
Statements of Significance	7
Outstandingly Remarkable (Fundamental) Resources and Values	8
Interpretive Themes	10
Vision for the Future of Upper Delaware Scenic and Recreational River	13
Interpretation Management Goals	13
Desired Visitor Experiences	20
Audiences	21
Challenges and Opportunities Affecting Interpretation	22
<b>Existing Conditions</b>	<b>25</b>
<b>Recommendations</b>	<b>29</b>
Goals for Interpretive Programming	30
Implementation Plan	33
<b>Appendices</b>	<b>40</b>
Appendix A: The Planning Team	40
Appendix B: Accessibility Guidelines	41
Appendix C: Interpretive Theme Matrix	42
Appendix D: 2014 Interpretive Themes	47
Appendix E: Local Demographic Information	48
Appendix F: Existing Condition Data	49
Appendix G: Education Standards and School District Goals	54

## Foundation for Planning

### Brief Description

Despite the proximity of the Upper Delaware River to major urban centers in the Northeast, the area possesses outstanding natural and cultural resources. To acknowledge this, Congress, in 1978, designated 73.4 miles of the Upper Delaware River as part of the National Wild and Scenic Rivers System and as a unit of the national park system. The designation covers the river segment beginning at the confluence of the east and west branches of the Delaware River at Hancock, New York, and extends downstream to Railroad Bridge No.2, in the vicinity of Mill Rift, Pennsylvania. The Wild and Scenic Rivers Act states that the river must be protected in its free-flowing condition and that it must be managed for the benefit and enjoyment of present and future generations.

Upper Delaware Scenic and Recreational River is the dividing boundary between Pennsylvania and New York along portions of 5 counties and 15 towns/townships. The Delaware River is the longest and one of the cleanest rivers in the eastern United States that remains undammed the length of its main stem. The NPS unit is a working partnership dedicated to preserving the “outstandingly remarkable scenic, recreational, geologic, fish and wildlife, historic, cultural ... and other similar resource values that qualified Upper Delaware for inclusion in the National Wild and Scenic Rivers System.” (Upper Delaware Act P.L. 95-625 November 10, 1978)

The NPS owns only 30.4 acres of the just over 55,575 acres of land within the river corridor for which the agency has management responsibility under the enabling legislation. NPS-owned lands include the historic Roebling’s Delaware Aqueduct and portions of the Delaware and Hudson (D&H) Canal, a historic toll house, Zane Grey Museum, and Corwin Farm, as well as administrative structures. The remaining predominantly privately owned land is managed in accordance with the Land and Water Use Guidelines (Guidelines) set forth in the 1986 *Final River Management Plan for the Upper Delaware Scenic and Recreational River* (River Management Plan), as required by the enabling legislation, which describes ways that existing local and state laws and authorities will be used to safeguard the Upper Delaware’s resources.

The Upper Delaware Council, a nonprofit organization whose membership consists of the 15 municipalities, 2 states, the Delaware River Basin Commission (DRBC), and the NPS (as a nonvoting member), is charged with responsibility for providing oversight and coordination for implementing the River Management Plan and assuring substantial conformance with the Land and Water Use Guidelines. The NPS partners with the Upper Delaware Council, as well as local, county, state, and federal partners, and other community organizations with an interest in the river corridor, through technical assistance and collaboration.

The least developed section of the last major river on the east coast that is undammed the length of its mainstem, the Upper Delaware has extraordinary ecological integrity and excellent water quality and provides outstanding habitat for aquatic, riparian, and adjacent terrestrial life. The free-flowing condition of the main stem of the Upper Delaware River maintains connectivity to and from the Atlantic Ocean that is essential for sea-run migratory species such as the American shad and American eel.

The Upper Delaware River is known for its outstanding recreational opportunities. These opportunities include river-specific activities such as fishing, boating, canoeing, kayaking, tubing, rafting, swimming, SCUBA diving, snorkeling, and hunting waterfowl. Other recreational activities include hiking, cross-country skiing, bicycling, touring, wildlife viewing, birdwatching, picnicking, hunting, and photography. Visitors are reminded that the majority of the property surrounding the Upper Delaware is privately owned and strongly encouraged not to trespass, to minimize impacts on resources, and to recreate safely. The NPS staff and partnering organizations proactively advise visitors of the dangers associated with river-related recreational activities including drowning, hypothermia, and other hazards.

Visitors are afforded spectacularly scenic driving experiences along the state-designated Upper Delaware Scenic Byway (New York State Route 97), which largely parallels the river from Hancock to Port Jervis, New York, and provides visitors with several river access points. The byway threads through historic communities and along gentle rolling hills with views of the river gorge, forests, and agricultural lands. In particular, the winding Hawk's Nest section of the byway offers impressive panoramic vistas from river bluffs hundreds of feet high, with photo opportunities at motorist pull-offs. The byway also provides linkages to Jensens Ledges and Tusten Mountain, among several other sites that provide visitors with views and vantage points to absorb the high-quality scenery that surrounds them.

There are currently 13 public river accesses, located on both Pennsylvania and New York shorelines. These accesses range from 3 to 20 miles apart along the river and are jointly managed by the NPS and the agencies that own the land. In addition, some private boat liveryes—which rent canoes, rafts, tubes, and kayaks—have their own river access points. NPS Law Enforcement Rangers enforce federal regulations on the river and on lands owned, leased, or formally co-managed with other agencies.

The NPS preserves, maintains, and manages the use of Roebling's Delaware Aqueduct, the oldest existing wire cable suspension bridge in the United States. John A. Roebling, who later designed the Brooklyn Bridge, built the 1848 aqueduct that once carried the Delaware and Hudson Canal over the Delaware River. In the 1980s the aqueduct underwent adaptive reuse restoration as a one-lane bridge. The aqueduct, listed as both a national historic landmark and a national historic civil engineering landmark, was honored by the American Institute of Architects in 1989 for its rehabilitation design. Portions of the Delaware and Hudson Canal, a national historic landmark, are located in the river corridor.

Also among the sites managed by the NPS along the Upper Delaware is the home where the prolific author, Zane Grey, wrote his best-selling *Riders of the Purple Sage*, among other early works. The Zane Grey House, in Lackawaxen, Pennsylvania, is now a museum filled with memorabilia from Grey's successful career as an American novelist, as well as from his other endeavors in dentistry, baseball, world traveling, and fishing.

Overall, the Upper Delaware Scenic and Recreational River supports biodiversity and a healthy ecosystem while also offering both tranquility and adventure for visitors.

## Purpose

The Upper Delaware Scenic and Recreational River protects, conserves, and enhances the free-flowing character, exceptionally high water quality, and the scenic, recreational, ecological, cultural, and geological values of the Upper Delaware River valley through collaborative partnerships and cooperation with state and local government entities.

*2014 Foundation Document*

## Statements of Significance

Significance statements are important for identifying resource management and interpretation priorities, and in defining the kinds of visitor experiences most appropriate for Upper Delaware Scenic and Recreational River.

The main stem of the Delaware River, which includes the 73.4-mile-long Upper Delaware Scenic and Recreational River (as well as two other units of the National Wild and Scenic Rivers System), is the only major river in the eastern United States that remains undammed, providing unimpeded flows and ecologic connectivity that support scenic, recreational, ecological, cultural, and geological values.

The Upper Delaware Scenic and Recreational River sets the standard for exceptional water quality and healthy riparian ecosystems in the Mid-Atlantic Region.

Management of the Upper Delaware Scenic and Recreational River is achieved through collaborative partnerships with local, state, and federal governments and local land owners; this is the first such management model in the National Wild and Scenic Rivers System.

Picturesque gorges, rock outcroppings, steep forested slopes, gently rolling hills, and pastoral cultural landscapes, farms, and communities contribute to the regionally significant scenic quality of the Upper Delaware River.

The Upper Delaware Scenic and Recreational River corridor's pristine resources offer outstanding river recreation in close proximity to the most densely populated region in the United States.

The Upper Delaware Scenic and Recreational River exhibits some of the highest ecological integrity found in any of the large rivers of the mid-Atlantic and northeastern states.

The entire free-flowing main stem Delaware River is one of the few rivers in the United States that provides unimpeded access to historic spawning and rearing

habitats for sea-run migratory species such as the American shad and American eel.

North America's oldest existing wire cable suspension structure, Roebling's Delaware Aqueduct carried the Delaware and Hudson Canal over the Delaware River, carrying anthracite coal to the Hudson River. From there the coal was transported to New York City and throughout the East Coast, providing fuel for the American Industrial Revolution.

The Upper Delaware River Valley preserves a rich cultural heritage including outstanding examples of mid-Atlantic riverside communities that have retained qualities and values of earlier times.

Zane Grey, "Father of the Western Novel," made his home on the banks of the Upper Delaware River, where he wrote many of his most successful books, including *Riders of the Purple Sage*.

*2014 Foundation Document*

### Outstandingly Remarkable (Fundamental) Resources and Values

Fundamental resources and values are the features, systems, processes, experiences, scenes, sounds, smells, or other attributes tied to legislation and significance that are essential to achieve the purpose of the park and maintain its significance. If any of these are allowed to deteriorate, the park purpose and/or significance could be jeopardized.

**Water Quality:** The Delaware River serves as a regional reference condition river for water quality and biological assessments. The uses that are most dependent on the extraordinarily clean water are water supply that requires little treatment, excellent habitat for thriving aquatic life, and water-based recreation.

**Free-flowing Condition:** The free-flowing condition of the main stem of the Upper Delaware River maintains connectivity to and from the Atlantic Ocean. Despite slight waterway modifications and several dams on tributary rivers, the Delaware River is the last major undammed river on the Atlantic Coast and provides unimpeded access to historic spawning and rearing habitats for sea-run migratory species.

**Cultural:** From the Paleo through the Transitional period, more than 430 documented pre-contact archeological sites record riverine occupation of aboriginal people who used the river as a trade route. Remnants of early settlements convey the history of the early subsistence period to the mid-1700s. The river and valley defined historic transportation routes that were used for 1800s technological development. The Delaware and Hudson Canal, operated from 1829 to 1898; Roebling's Delaware Aqueduct (a national historic landmark and national historic civil engineering landmark) carried the canal across the Delaware. A canal-era general store and barn, the Corwin Farm, remains along an



intact portion of the canal. The Erie Railroad, America's first long line railway, connected New York City with the Great Lakes and brought vacationers from New York, Philadelphia, and other cities. Author Zane Grey, lived on the Delaware in Lackawaxen, Pennsylvania, where he wrote articles and books, including *Riders of the Purple Sage*.

**Ecological:** As the least-developed section of the last major river on the Atlantic Coast, undammed the entire length of its main stem, the Upper Delaware Scenic and Recreational River sustains some of the highest ecological integrity found in any of the large rivers of this region. Exceptional water quality, resulting from a predominately forested landscape, sustains high-quality fish and aquatic insect assemblages. Excellent in-channel conditions result in an abundance of riffles, runs, and pools, and a diversity of in-stream habitats. Aquatic conditions, combined with superior riparian habitat and a functioning floodplain, provide great hydrological connectivity, structure, and function. The river's ecological value extends beyond this segment of river; it provides regionally important high-quality historic spawning and rearing habitat for sea-run migratory fish, provides inland bald eagle wintering habitat for birds from as far away as the maritime provinces of Canada, and serves as a migratory bird stopover along the Atlantic flyway.

**Geological:** The Upper Delaware Scenic and Recreational River is an exceptional example of a deep, narrow river valley cutting across the Small Lakes section of the glaciated portion of the Appalachian Plateau. The overall landscape is a stream-cut landscape modified by stream derangements from glacial deposits burying portions of preglacial valleys. Examples of significant geologic features include sandstone cliffs, barbed tributaries, glacial deposits, glacial outwash terraces, diverse channel morphologies, exposed ancient bedrock, bedrock knobs, cutoff incised meanders, island complexes, gorges, and fossils.

**Recreational:** River corridor activities include canoeing, kayaking, boating, tubing, rafting, SCUBA diving, snorkeling, swimming, hunting waterfowl, and year-round world-class fishing. Other recreational activities include photography, wildlife viewing, bird watching, picnicking, trapping and hunting for both small and large game, bicycle touring, hiking, and cross-country skiing.

**Scenic:** Picturesque gorge, riparian vegetation, steep forested slopes, and gently rolling hills add to the scenic quality as well as agricultural fields, livestock pastures, rock outcroppings, cliff faces, and exposed unusual sedimentary formations. Rural communities' architecture also contribute to the stimulating visual variety of the Upper Delaware.

*2014 Foundation Document*

## Interpretive Themes

Interpretive themes are organizational tools which provide a conceptual framework for visitor experience planning and programming. Themes are derived from and capture the essence of park purpose, significance, resources, and values. Themes can help explain why a park story is relevant to people who may be unconnected to an event, time, or place. They go beyond simple descriptions or recitations of fact; they reflect the context and effects of events or processes in order to foster opportunities for visitors to experience and consider the meanings, concepts, and values represented by park resources. While themes are important as a framework to help guide and focus development of visitor experience, services, and programming, *interpretive themes are not intended for public use.*

In April 2018, the park interpretive team developed the interpretive themes listed below. *Appendix C* is an Interpretive Theme Matrix that describes each theme statement using examples of concepts/ideas appropriate to the theme and examples of essential questions that fit within each theme. The 2014 Foundation Document interpretive themes are listed in *Appendix D*.

### **Recreation and Quality of Life**

The Upper Delaware Scenic and Recreational River is a vital respite in the densely populated mid-Atlantic region, contributing to higher quality of life by offering a place for healthy and unstructured recreation, spectacular scenic views, and connection with nature and history.

### **Riverine Ecosystem**

The free-flow of the Upper Delaware River protects a unique riverine ecosystem and many communities of life. The connection to and from the Atlantic Ocean provides migratory fish and other aquatic species a place to thrive as they have for thousands of years.

### **Connecting People and the Land**

Supporting human settlement for thousands of years, the Delaware River Valley has been the historic site of intensive industrial and commercial development, as well as significant resource extraction, and a mid-Atlantic transportation corridor. Inhabitants today must strive to balance economic growth and sustainability with resource protection and preservation.

## Essential Questions

Effective interpretation explores controversial and complex issues as a means of finding natural and cultural resources' evolving relevance in today's community. Interpretation honors and incorporates different types of truth – forensic/academic, personal, societal, and reconciliatory – and uses essential questions to invite dialogue, foster awareness, probe truths, and encourage collaborative solutions.

Audience-centered programs and media must be dynamic and flexible, with intentional design and clear purpose. A cohesive experience for the audience is achieved by exploring an essential question or relevant idea supported by a purposeful interpretive framework. Essential questions are based on understanding of the resource, audience and the broader social context.

*Foundations of 21<sup>st</sup> Century Interpretation, Version 2017*

These essential questions were developed during the 2018 LRIP workshop and may be used by interpretive staff to “invite dialogue, foster awareness, probe truths, and encourage collaborative solutions”:

### **Recreation and Quality of Life**

- What is the balance between personal recreation and resource management?
- What are the parallels between a river experience and video games?
- How do we place value on clean air, clean water and scenic beauty?
- Are preserving beautiful scenery and community development incompatible goals?
- Does the benefit of the many overrule the enjoyment of promotion of the few?
- What essential resources sustain life?
- Who is the arbiter of what is valuable and how values should be maintained?

### **Riverine Ecosystem**

- When is it OK to let a species go extinct?
- Why is a free flowing river important?
- How is the free-flowing river a reflection of the local communities?
- How does river ecology represent modern human struggles?
- What is an eagle worth?
- What is the power of the river?
- Where does your drinking water come from?
- What is the responsibility of local governments and communities to protect water quality?
- How can you protect water quality through actions on your own property?
- Do park boundaries protect the river or do people?
- How much more would you be willing to pay for drinking water to save an endangered aquatic species that needs the same water?

## **Connecting People and the Land**

- What value does the history of the D&H Canal hold today, in the story of Upper Delaware S&RR?
- How do human needs and health align with conservation and natural resource protection?
- How do we balance access for all and resource degradation?
- How should a culture decide what to protect?
- How does Zane Grey represent the river valley?
- What is the economic value of natural resources to a community – and are they more valuable as they are or extracted for other uses?
- How can we balance significant natural resource preservation and economic development within the Upper Delaware River Valley?
- How does a former industrial area reclaim its past glory? Or should it?
- What is the balance between private landowners and the protection of the river and its resources?
- How does the world Zane Grey lived in and wrote about have any relevance to modern lives?
- What responsibility does the community have to preserve and protect the scenic quality of the valley?
- What is the connection between the scenic character of the area and future economic vitality?
- How would Dolly Grey view the #metoo movement?
- How is progress measured differently by society and local communities?
- How do you get your groceries and supplies today?
- How should we measure our contribution to future generations?

## **Vision for the Future of Upper Delaware Scenic and Recreational River**

Scenic beauty, a diversity of safe, river-based educational and recreational opportunities, and abundant life found within a healthy riverine ecosystem may seem out of place on the edge of the most densely populated Mid-Atlantic region; however, visitors to Upper Delaware Scenic and Recreational River will quickly discover why, for thousands of years, people have been drawn to experience the power of this free flowing river, and how they have been inspired to protect and become stewards of its unique resources.

### **Interpretation Management Goals**

The following goals reflect how interpretation and education will support broader management goals with an emphasis on helping people understand the value of the resource and fostering a sense of stewardship:

- Continue to Emphasize Water Safety
- Continue Collaboration with Existing and Establish New Partnerships
- Strengthen Community Engagement
- Integrate Innovative Interpretive and Social Media
- Strengthen Interpretation and Education Programs
- Integrate Resource Management/Science into Interpretation
- Increase Visibility of NPS Identity and Improve Wayfinding
- Develop Lackawaxen Experience
- Expand Staff and Volunteer Capacity
-

## **Future Visitor Experiences**

A more immersive, cohesive, future visitor experience at Upper Delaware Scenic and Recreational River will include a balance of interpretive media, programs, and services. Encouraging visitors to get out onto the river and find themselves within the scenic and historic landscape will require stronger partner, livery, and community relationships; more integration of science and research; and some changes to the current interpretive and educational program.

Visitors will discover a range of options along the river that allow them to blend their contemporary personal experience with those who lived here before. There will be an increased emphasis on interpreting the whole watershed and the socio-ecological systems that effect drinking water for local communities as well as the New York City and Philadelphia metropolitan areas. The upper section of the river will provide a slower-paced, self-directed natural and scenic experience that requires minimal staffing and the middle and lower sections will feature immersive experiences to discover more about the history along with more active, adventurous, and recreational experiences on the river.

Accurate, appropriate, and consistent terminology will be used by park staff and volunteers when sharing messages and stories. Visitor safety and resource protection will be integral to future programs and services.

There are many different seasonal variations to the interpretive and education program. The NPS will continue to offer seasonal access to the visitor center at the Zane Grey House and the Lackawaxen area. Some areas such as the Corwin/Cowen Farm may be open seasonally as are the liveries and some partner sites. An enhanced park website, wayside exhibits, and digital media will be the primary sources for 24/7 independent, on demand access to park stories. Self-guided tours based on location and theme may be developed. Virtual site tours, short videos, and/or oral history interviews may be created.

There will be an emphasis on incorporating art into the visitor experience. Working with partners, including the Delaware Valley Arts Alliance, Barryville Area Arts Alliance, local artists, and *Highlights*, will create opportunities to showcase the diversity of the river through a variety of artistic media. Many visitors want to take home memories of their experience, by working with Eastern National as well as the artistic community a range of souvenirs and keepsakes may be produced.

### Arrival/Orientation Experience

The length of the river, a patchwork of ownership, and many access points operated by different government agencies, landowners, and organizations, make it challenging for visitors to recognize that they are in a unit of the National Park System. Working in cooperation with partner agencies and organizations, upright wayside panels, including maps and tactile elements, may be installed at some river access points to provide orientation and very basic information. The NPS arrowhead will be integrated into all orientation materials to increase visibility and brand recognition. Suggested itineraries and trip planning options may be available online and

build on the information that already has been developed by Scenic Wild Delaware. Existing interpretive brochures and other forms of information will need to be reviewed and updated to reflect the new vision for the visitor experience. Aligning and improving orientation and information communication methods will provide a greater consistency of message within the staff and along the river.

Staff will collaborate with partners, liveries, and local communities to develop orientation materials when appropriate. The NPS works with many organizations and agencies that also have connections to the river and the surrounding areas. All will need to orient each other to their stories and visitor programs and services to help provide a seamless experience. Rather than staff facilities in gateway communities like Hancock and Port Jervis, there may be opportunities to install exhibits to reveal the park stories and provide orientation and information. Partnering with the Upper Delaware Scenic Byway, may lead to opportunities to pilot test exhibits in Hancock and at the Callicoon Train Station.

In cooperation with Sullivan County, New York, the Riverfront Revitalization Plan will give visitors the guidance, direction, and preparation they need to safely experience the river. Wayfinding and wayside exhibits will first be pilot tested at the Highland NY Department of Environmental Conservation (DEC) Access. New York State Department of Transportation is implementing a sign plan along State Routes 97 and 17 and has installed new boundary signs closer to the actual NPS boundaries.

Along the walking and hiking routes, existing wayside exhibits may be enhanced and/or digital media options may be offered to provide visitors with more in-depth interpretation about the outstanding resources found here. Some digital and interpretive media may be located within the gateway communities as well as on waterproof materials for use on the river.

### Upper River Experience

The upper river is a wonderful place to get away and enjoy the scenic beauty and natural quiet. The larger communities of Hancock and Callicoon provide river access and views; however, there are enough natural buffers to minimize human-generated sounds. This area will continue to be primarily self-directed with a minimal level of staffing mostly for education and public programs.

Several riverside communities (Milanville, Damascus, and Equinunk, PA and Cohecton, NY) are on the National Register of Historic Places and visitors discover the unique characteristics of each town. Local historical societies help reveal their important stories of early life, industry, architecture, and transportation systems; however, they may not have a 24/7 presence or even seasonal operating hours. Future collaborative ventures between the NPS and the historical societies may include developing digital platforms to share these stories, oral histories, museum exhibits, and walking tours online. Working together to develop wayside exhibits to tell the stories on the landscape will also create a cohesive identity. These exhibits could serve as a model for communities along the river. The “New York Path through History” may also be a model for aligning the UPDE stories important to local communities.

This section of the river is also an opportunity for visitors to become immersed in the natural environment and to discover the importance of water quality, the reservoirs, cold and warm water fisheries, and the life beneath the surface of the water. Each one of these natural features makes fishing very popular in this area. Developing a relationship with the Shehawken and Upper Delaware Chapters of Trout Unlimited and Friends of the Upper Delaware may provide opportunities to host casting classes and to provide current scientific research on the health of the river and the fisheries. The interpretive and natural resource management staff should collaborate on additional ideas beyond the guided canoe trip to recognize World Fish Migration Day.

For young visitors, continuing to present the “Water Snapshot” program and perhaps creating a coloring book that tells the stories of the changing landscape and water quality as well as the ecological value of parks may create future stewards. High school students and teachers may discover the importance of the watershed and riverine ecosystem through multi-disciplinary workshops and lesson plans developed in collaboration with partners and school districts.

The access points in Pennsylvania and New York are managed differently and by different agencies. It will take a concerted effort to improve the experience at the upper river access points to include wayside exhibit panels, orientation and information, and NPS identity. Progress has already been made through the “Adopt an Access” program to recruit members of local communities who maintain access points. A future expansion may include an “Adopt a Section of the River” campaign.

### Middle River Experience

Many visitors begin their river experience at either Skinners Falls or Ten Mile River. Between Narrowsburg and Lackawaxen, the middle river allows visitors to discover how the rugged geology of the river valley shaped settlement and land use, the difference between the warm and cold water fisheries, importance of bluestone (historically and geologically), and the variety of migratory and endemic species found within and along the river. The Tusten Mountain Trail provides scenic views of the river and watershed. Along the main street of Narrowsburg, overlooks with wayside exhibits encourage visitors and locals to enjoy river views while shopping and dining.

Continuing to support the UDC-sponsored guided canoe/kayak trip and promoting the Delaware River Sojourn will create more opportunities for local families to get out on the middle section of the river. Digitally recorded trips along this and all sections of the river will allow anyone in the world to experience the excitement of going through the rapids and wondering at the size of the Big Eddy. The interpretive and natural resource management staff will need to determine the best ways for visitor to discover the active eel weir, the running of the American shad, and the dynamic system that makes this an important fish spawning area. The cultural and natural resource management and interpretive staff will need to determine the best methods to help reveal the geologic stories of glaciation and erosion and the effect bluestone mining has had historically and currently on the landscape and the environment.

### Lackawaxen Experience



Lackawaxen is not only a river confluence it is a confluence of natural and cultural history within Upper Delaware Scenic and Recreational River. Within the next five years, the Zane Grey Museum will become the Upper Delaware Visitor Center at the Zane Grey House. Visitors will be able to engage in interactive exhibits that highlight important natural and cultural resource stories as well as discover why Zane Grey and other authors and artists are drawn to this area. The town of Lackawaxen provides a backdrop for stories of the Delaware and Hudson (D&H) Canal, the railroad, and the people who live in, work, and vacation here. The stories begin with the Lenape, continue through the mid-19<sup>th</sup> century immigrants who built the canal, and include those drawn to camp and vacation today just like Zane and Dolly Grey. In addition, this area also is home to both bald eagle and bat populations.

Due to its size, Lackawaxen lends itself to walking paths and trails. With the large parking lots at the Roebling Bridge and the Visitor Center, people can easily walk between the Zane Grey House and the Roebling Bridge as well as historic sites including the Battle of Minisink, restaurants, shops, and lodging. Extending the towpath trail down the river to the Eagle Observation site may generate interest in bald eagles and riverine life. A canal barge replica and a timber raft replica along with historically-themed playground equipment will encourage families to visit. There is also river access, so people floating down the river could take a break and discover some of the historical significance. Providing and promoting universal accessibility will be paramount.

Self-guided tours, digital media, and wayside exhibits could all enhance the experience of walking around Lackawaxen. There are also potential opportunities to build on the successful Wayne County Historical Society Local History Past-Port program to encourage visitors to go to each site. The interpretive and natural and cultural resources staff will need to determine the best methods to tell the many stories and follow the recommendations of the future Cultural Landscape Treatment Plan.

The staff will continue to strengthen their relationship with the Zane Grey's West Society and the Pike County Historical Society where many of the Zane Grey artifacts will go on display when the new Visitor Center opens. Special events, writing workshops, and book signings, in addition to the annual Zane Grey Festival, may help visitors discover the reasons many authors and artists are drawn to and inspired by the Upper Delaware.

There are a variety of innovative ways that natural and cultural history can converge in Lackawaxen. Converting the canal trace to a native meadow full of pollinator-friendly species would not only highlight the importance of the canal and the plants and pollinators it would also create a visual cue to reveal the trace. Maintaining the cultural landscape at Zane Grey House and Dolly's Garden Path may be done by forming a volunteer corps or working with a local Master Gardener's group. In addition to the Delaware Highlands Conservancy partnership, staff may work with the local Audubon Society to promote year-round birding opportunities including bald eagles.

The railroad and canal are connected historically and physically in Lackawaxen. Continuing to offer rail trips that provide a regional context also connect Steamtown NHS and Upper Delaware. Improving existing resources and experiences creates reasons for visitors to return. A

new exhibit on the history of the toll house and the toll keepers, the transition to automobiles help visitors find relevance with this special place.

### Lower River Experience

The section of river from Lackawaxen to Port Jervis is one of the most frequently visited and heavily used. While many livery-supported river experiences begin upstream, most people start and end their trip here. Strengthening the relationships with the liveries and local campgrounds will increase water safety and help visitors better understand that they are in a unit of the National Park System. Possible joint social media campaigns could emphasize water safety as well as feature stories and sites that can be explored along the river. Continuing to provide programs at some of the campgrounds and roving when possible would also increase awareness and add value to the visitor experience.

The Corwin/Cowen Farm is a great location to tell stories associated with the D&H Canal and complement the stories told in Lackawaxen. Following the recommendations in the 2018 Historic Structure Report, the Corwin/Cowen Farm has potential to become an indoor/outdoor interpretive venue. Historic structures, an original section of the canal, a picnic area, and easy access parking create a family-friendly interpretive and educational space for those traveling by road and river. General public and curriculum-based education programs could be offered here. Wayside exhibits and digital web content could provide 24/7 access to the significant transportation, preservation, and riverine ecosystem stories.

Throughout the summer, the river is filled with people; in the winter, the American bald eagle brings visitors to the Eagle Observation blind and the Lackawaxen Access. The park will continue to partner with DHC to provide education programs and maintain the observation area. Extending the towpath trail south of Roebling Bridge to the observation area will allow visitors to walk from Lackawaxen and get different perspectives of the river and the eagles. The NPS should work with DHC and the Upper Delaware Scenic Byway to evaluate the need for two observation areas within this section of the river. One area is developed with parking and wayside exhibits. The other is not developed and it is unclear that the area is to be used for eagle observation. Weekly eagle nesting updates may be posted on social media because so many are interested in eagle conservation efforts. An eagle mascot could be created in cooperation with DHC for special events and local community events and a stuffed eagle toy featuring interpretive text could be sold by Eastern National to raise awareness of the eagle population and reveal their importance within the river ecosystem. The resource management and interpretive staff should work together to ensure that the most current and accurate research is available. Sharing research with the livery staff and also training them to identify eagles and other significant species would add value to the experiences that they offer to the public.

All year long visitors traveling through Hawk's Nest are amazed by the river and the geologic formations. Hawk's Nest is one of the areas visitors can see dramatic views of the river from the road. For those stopping at the roadside pull-offs, wayside exhibits describing the geologic story would help travelers know they are in a significant area and unit of the National Park System. The park will create a suite of resources using the "Trail of Geology" that was designed to be used from New York Rt. 97 along the Upper Delaware Scenic Byway.

Visitors seeking a primitive camping and river adventure spend time at the PA Department of Conservation and Natural Resources' Buckhorn primitive camping area. The Buckhorn primitive camping area is only accessible by river and there is a need to increase water safety and river stewardship messages on-site. Perhaps visitors requesting a permit could be required to watch a safety video and to reduce any potential risk of injury and create a safer experience.

## Desired Visitor Experiences

Desired visitor experiences describe what physical, intellectual, and emotional experiences should be available for visitors to Upper Delaware Scenic and Recreational River. These experiences will be available to the degree possible to visitors of all abilities, including those with visual, auditory, mobility, or cognitive impairments.

Before they arrive, visitors will have an opportunity to use:

- Use a comprehensive website to receive helpful trip planning information and downloadable site-specific publications.

During their visit, visitors will be able to:

- Easily use directional signs to get to and around the site.
- Engage in a variety of outdoor recreational experiences.
- Discover the natural and cultural resources of the park to encourage a connection with their own lives and experiences.
- Self-guide through the area using a well-designed system of waysides with tactile elements enhanced by a mobile website and audio tours.
- Have authentic, thoughtful conversations with staff, partners, and others or enjoy the resource on their own.
- Have access to a variety of site-specific publications both hard copy and downloadable.
- Purchase appropriate books and sales items.

After their visit, visitors will be able to continue their connection to the park by:

- Visit nearby, related sites.
- Obtain information about other related sites in the area so that they can extend their visit.
- Participate in the social media offerings.
- Become a volunteer.
- Participate in distance learning programs.

Virtual visitors will be able to:

- Explore the park using a variety of accessible, online, digital resources.

## **Audiences**

In order to design the most effective interpretive and educational programming as well as employ the most effective techniques, parks must identify intended audiences, both existing audiences who actively visit the park (onsite and virtually) and potential new audiences that well-planned services may attract. Because different audiences have varied needs and expectations, specific interpretive and educational strategies and methods should be developed to meet the needs of each particular audience.

### Current Audiences:

More than 250,000 people, including youth groups, fishermen, boaters, and people accessing the river through liveries, visited the park in 2017 (see *Appendix F*). 6,400 people were contacted through interpretation programs and services. Almost 5,000 people participated in education programs (see *Appendix G*).

### Potential Future Audiences:

All audiences are welcome and invited to participate in park programs and services; some techniques are better adapted or appeal to particular audiences. Parks seek to appeal to a wide range of visitors of varied backgrounds and ages with different motivations and expectations for visiting.

Potential new audiences, including corridor landowners, partners, retirees/seniors, first-time visitors, and recreational visitors, will receive focused attention because they are either inadequately served by existing interpretation, need different strategies for engagement, or require specific methods to open or sustain communications and relationships. Factors to consider when developing interpretive and educational programs and services include the life experiences of the individual or group, level of education, learning styles, language, cultural traditions, and time available for interaction.

## Challenges and Opportunities Affecting Interpretation

Upper Delaware Scenic and Recreational River has many assets upon which to build an effective interpretive program, including evocative and compelling stories, outstanding natural and cultural resources, ongoing research, and engaged, enthusiastic partners. It also faces a number of challenges. Well-designed programs can build on interpretive strengths to help overcome these challenges.

- 95% of the land within Upper Delaware Scenic and Recreational River is held in private ownership. Many local people have a significant lack of trust in the federal government. Strengthening relationships and creating opportunities for locals and park staff to work together to protect and promote the resource can be challenging.
- As a non-traditional park the vast majority of visitors have no idea they are in a NPS unit. The places they go, the activities they engage in, are not on NPS property and there is no indication that the river is part of the National Park System. Many of these locations do not generally receive NPS-branded interpretive or educational materials or host/offer NPS-branded interpretive and/or educational programs and services. While enjoying their time on the river, visitors do not stop to see the wayside exhibit panels that are on the shore or engage in a park-provided or sponsored program. Some interpretive panels and materials are available at park-maintained river access points and during the summer, rangers and volunteers staff kiosks at these access points. The goal at the access points is to promote visitor safety rather than provide interpretive or educational programming. Attempting to offer an interpretive message is often not welcomed or appropriate, because most visitors are ready to get out on the river and do not want to be delayed. The challenge is providing a safe, fun experience balanced with a stewardship message.
- Visitor motivations for spending their leisure time are changing. As more demands are being placed on free time there is a limited amount of time available to participate in interpretive and educational activities and programs. Offering a range of options as well as consolidating events may need to be considered.
- Due to budget shortfalls and curriculum mandates, schools may not be able to come to the park so outreach alternatives will need to be identified. For example, the park may provide the resources so the teachers can develop lessons and present them to the students.
- As fiscal budgets tighten, park staff, and partners will need to develop business strategies and consider new, different, perhaps entrepreneurial fee-based ways to provide interpretive and educational services.
- Resources are always limited, but over the past few years the impact of reduced funding and positions is beginning to show. Staffing is not sufficient to meet the need, even with the addition of partners and volunteers. Space to work is also at a premium.

- Funding for projects and to bring students from larger urban areas to the park is also an ongoing challenge. Shifting priorities and national initiatives like Every Kid in a Park and the challenge to increase volunteer involvement in park management. Parks all over the country are making decisions about how to reallocate their time and effort to have maximum impact. Limited resources provide an opportunity for imaginative problem solving and re-thinking the way things have always been done.
- In times of resource scarcity, it is necessary to be strategic and purposeful in the choices we make, and also to communicate clearly about why we have made the decisions. Managing the expectation that we will “always be able to do what we have always done” is difficult. Accepting and understanding that we can’t do it all (we never could) is important, as is creating clear communication about boundaries. Creating and communicating clear and reasonable expectations will be important in the life of this plan.
- With more and more partners and volunteers involved in providing high quality interpretation for visitors, communicating consistent and timely messages is difficult. A mix of systems, compatibilities and firewalls complicates this. Keeping both staff and partners informed is a huge effort and needs a clever solution. Internal communication among park staff is a concern, and communication with resource divisions is essential in order to effectively interpret cultural and natural resources and protect cultural sites.
- Future audiences may have different expectations and needs for media and technology to better understand area stories and to make connections with area resources. New technologies open up possibilities that were never before available to interpreters, without significant resource impact. Because technology changes so quickly and staying relevant is a concern, ensuring the park has a strong web and social media presences requires trained and skilled staff.
- Visitors may attempt to collect and upload data from the field; however, the park has limited access to digital phone and data service providers. There is also concern that while visitors are accustomed to using their smart objects – they come to the river for a novel experience – not another flat screen.
- Partnerships are a challenge for both the park and its partners. From the onerous agreement process, through the frustration with the bureaucracy of federal systems, challenges and roadblocks abound. But the benefits of working together in a true partnership outweigh the hassle. Maintaining existing partnerships also takes time and energy, both from the park and from the partner. Finding time for the ‘care and feeding’ of partnerships is something all will have to consider carefully as trust, respect, and clear communication networks are built between park units, partners and gateway communities. Partnerships will be the backbone for implementing this interpretive plan. Existing partnerships will need to be strengthened and maintained. New partnerships will need to be identified and established. Park staff and partners will need to collaborate and work together to provide interpretive programs and services.

- Social media allows for the park to reach a wide audience with little cost or effort; however, that medium also allows information about sensitive areas, improper practices, and other behavior that has negative impacts on park resources to spread quickly. Photos documenting bad behavior posted through social media outlets with large followings often inspire copy cats. It is important that the park continues to educate visitors on how to explore the park safely and responsibly.
- Given the proximity to New York City and the densely populated mid-Atlantic corridor, balancing increased use of the river with protection will become more challenging rather than less. Coupled with the general public's disconnection from the natural world recruiting park stewards to protect and preserve the river/riparian resources will also be challenging. Finding innovative and creative ways to engage visitors and increase relevance will be required to raise awareness of the protected status of the river.
- The majority of people that recreate, live, and do business in the Upper Delaware are motivated to come here based on the scenic beauty of the area. However, during challenging economic times there is a tendency for local communities to move toward larger commercial and industrial developments, new land uses such as utility-scale solar and wind energy, and new extractive uses such as natural gas development as the solution to maintaining economic vitality. Finding innovative and creative ways to engage local landowners and municipalities and increase awareness of the protected status of the river and its key resources will be important in balancing future development so it contributes to both economic vitality and to protecting and enhancing the natural and cultural resources that embody our history and are critical to our future.



## **Existing Conditions**

See *Appendix F* for education standards and local school district information and *Appendix G* for data documenting the 2017 existing conditions.

### River Experience

Upper Delaware Scenic and Recreational River offers visitors the opportunity to participate in river-based educational and recreational programs and services. The majority of the interpretive and educational programs and services are offered between Skinners Falls and Port Jervis.

The Zane Grey Museum not only tells the stories of Zane and Dolly Grey when they lived in Lackawaxen, it also serves as the park visitor center and includes exhibit space, portable toilets, bookstore, and park offices. Visitors are encouraged to walk around the area on their own including the nearby Roebling Bridge. Historic furnishings and interior exhibits in some of the buildings set the scene. Planning and design documents have been completed to fabricate new exhibits that tell a broader park story including more natural and cultural history in addition to Zane Grey.

The park actively promotes the National Safe Boating Council's "Wear It!" life jacket safety program. They have partnered with Adams Advertising to advertise the program on a billboard near the Roebling Bridge and on two major arteries into the river corridor. Magnets and stickers have been produced and distributed to liveries to promote the program. The local community actively promotes the program through lawn signs. Before the Memorial Day Holiday, the park also promoted "Wear Your Life Jacket to Work Day" and included other neighboring national park units in the effort. The National Canoe Safety Patrol volunteers stress safety when they are out on the river. All 5<sup>th</sup> grade students, from the nine school districts within the river corridor, participate in a water safety program. The park offers a water safety program to all of the livery services. The park is evaluating the effectiveness of the loaner life jacket program and "Wear It" messaging at the river access points.

Rather than focus on ranger-guided programs, the park stations staff at river access points. They have also been working to strengthen the community outreach including a summer program offered at Narrowsburg Library, Delaware Valley Youth Center, and summer youth school programs as well as local fairs and festivals.

### Seasonal Experience

Summer – The summer season provides opportunities for river recreation ie: canoeing, kayaking, rafting as well fishing and hiking opportunities.

Fall – During the fall season many visitors explore the Upper Delaware during the period before, during, and the tail end of the fall foliage season by hiking and visiting the Zane Grey Museum and Roebling Bridge. October is a busy month for trout fishing along the upper section of river.

Winter – The winter months offer the distinct opportunities for visitors to observe and learn about resident and wintering populations of the bald eagle. The DHC volunteers will begin to staff the Zane Grey Museum to provide visitors information

Spring – During spring visitors are drawn to the Upper Delaware for the world class cold water trout fisheries in the northern waters of the river.

### Trails

There are walking trails along both sides of the river. Many local recreational visitors use these trails regularly. The park has developed the “Take a Hike!” program in partnership with Damascus Township, Sullivan County, New York Department of Environmental Conservation, Pennsylvania Game Commission, and the Hudson Boy Scout Council. This program involves six trails of varying lengths and difficulties through different habitats. When visitors have hiked all six “partner” trails they receive a “Take a Hike!” patch.

### Education Programs

Curriculum-based programs for 5<sup>th</sup> grade students are offered in the spring and emphasize water quality and safety, 4<sup>th</sup> grade students learn about the Delaware and Hudson Canal, and high school students learn about bald eagles in January and February. 7<sup>th</sup> and 8<sup>th</sup> grade students participate in a rafting program.

The Teacher-Ranger-Teacher program uses the river as the resource for connecting to the next generation of science standards. This program has started to change local children’s perspectives on the river. Having a local teacher participate in the program creates a higher level of awareness of the river and its resources within the local community. A potential future opportunity for this program may include outreach to other school districts.

### Interpretive Media

Website: The park website ([www.nps.gov/upde](http://www.nps.gov/upde)) is maintained by staff and features information about the park, program schedule, educational materials, and includes a virtual park tour and virtual access to 200 museum objects.

Social Media: During the summer season, the park staff regularly posts to Instagram on “Safety Saturday,” “Wildlife Wednesday,” and “Throwback Thursday.” The park also uses social media to provide safety messages (e.g. high water events) and information on special programming. In 2016, a social media plan was completed and approved.

Exhibits: The Zane Grey Museum is the primary visitor contact station for the park. Exhibits at the museum focus exclusively on the life and writings of Zane Grey and include interpretive panels, photo albums with audio descriptions, and exhibit cases containing artifacts from the park’s curatorial collection. Zane Grey’s office space contains both reproduction and original artifacts. In 2021, the Zane Grey Museum will become the Upper Delaware Visitor Center at the Zane Grey House. The office and study will remain intact. New exhibits within the rest of the building will provide orientation to park resources and will focus on the Outstandingly Remarkable (Fundamental) Values of the park. The future exhibits will include interpretive panels, a scale model of the river featuring tactile elements, a life-size bald eagle sculpture, and interactive exhibits.

Wayside Exhibits: The wayside or landscape-based exhibits are located at the Roebling Bridge. None of the panels include tactile or audio components.

Publications: The park brochure (unigrid folder) is available to all park visitors at the Zane Grey Museum, Tollhouse, local chambers of commerce and historical societies, and the liveries. Site bulletins cover different topics and are available upon request.

### Special Events

The interpretive staff hosts well-attended special events including Zane Grey Festival and other events including the Upper Delaware Bioblitz, National Trails Day, and National Public Lands Day. The Zane Grey Festival promotes stories associated with the Delaware River Valley.

### Staffing/Volunteers

Currently, the two permanent part-time GS-025-9 park rangers are supervised by the GS-025-11 Chief of Interpretation. There are also five seasonal GS-025-05 park rangers hired each summer as well as interns and volunteers. See *Appendix G* for more staffing data. A minimal level of year-round staffing makes it difficult to offer a variety of programs, keep the Zane Grey Museum open at the same time, offer educational and outreach programs, and update and maintain the website and social media outlets. Volunteers serve as Watershed Stewards, support the “Adopt an Access” program, and, during the summer, conduct canoe patrols, and staff river access kiosks.

### Partnerships

Eastern National (EN):

EN is the park cooperating association and operates a sales outlet at the Zane Grey Museum that provides interpretive and educational materials.

Delaware Highlands Conservancy (DHC):

Volunteers provide information and orientation at sites along the river and a successful winter school program about American Bald Eagles. In the future, volunteers will provide staffing support at the Zane Grey Museum.

National Canoe Safety Patrol:

Approximately 100 volunteers conduct canoe patrols on the river and assist with staff river safety training.

Upper Delaware Council (UDC):

A partnership of local, state, and federal governments and agencies that help manage the Upper Delaware Scenic and Recreational River. The UDC is a liaison between the park and local governments. They provide technical assistance and conduct outreach during community meetings. The UDC staff a booth during special events, disseminates local informational brochures, host monthly meetings that may include an educational component featuring an UPDE speaker, and there is a display of UPDE photos and a table top exhibit highlighting the river in the UDC meeting room.

Zane Grey’s West Society:

Participates in and provides volunteer support for special events including Zane Grey Festival. The Society produces a newsletter that is filled with articles related to the life and times of Zane Grey and they donate funds and provide input for exhibits, projects, and programs.

#### Upper Delaware Scenic Byway:

The “Butterflies along the Byway” initiative engages NPS, UDC, and local communities and provides a potential example of how future UPDE interpretive and educational projects may leverage resources to reveal important resources and stories. The byway also provides opportunities for partnership in clearing scenic vistas and NPS exhibits at their new visitor center in Callicoon.

#### Youth Organizations:

The park collaborates with Callicoon Youth Center, DV-ACE, Lumberland Youth Camp, Highland Youth Camp, and Western Sullivan Library, and Port Jervis Free Library to provide educational programming and community outreach.

#### UPDE Natural and Cultural Resources:

The natural resources branch provides educational programs with local schools that is separate from the outreach provided by interpretation and education. These programs raise awareness about mussels, bats, water quality, invasive plants, climate change, and indicator species. They host the annual Bioblitz and write articles for UDC newsletter and local newspapers. The cultural resources branch produces social media posts on museum objects and has shared the Zane Grey Collection through the NPS Web Catalog and Google Cultural Institute. The cultural resource staff is responsible for the care of the museum objects on display in the Zane Grey Museum. They are also working on expanding the cultural resources section of the park website and transcribing oral histories from local residents.

#### UPDE Facilities Management:

The facilities management branch maintains all of the visitor use areas and sometimes helps to fabricate exhibits. They support and participate in special events and are often the first staff contact visitors have when they need basic information and orientation.

#### UPDE Planning:

The planning branch provides outreach to local municipalities and has access to maps and other geo-spatial resources. This branch has the potential to help create boundary awareness along the river.

#### Steamtown National Historic Site:

UPDE and Steamtown collaborate on special events and activities including Zane Grey Festival and the train tour to Lackawaxen.

## Recommendations

Interpretive planning assesses current conditions and formulates recommendations that will provide direction and focus to achieve the desired future interpretive program. A long-range interpretive plan analyzes all needs and recommends a wide array of interpretive services, facilities, programs, and opportunities for partnerships to communicate the park's purpose and significance in the most efficient and effective way.

The Goals for Interpretive Programming are designed to realize the vision, objectives, themes, and visitor experiences described in the Foundation for Planning section. The following principles will apply to all interpretation at Upper Delaware Scenic and Recreational River:

- When possible, interpretation will address physical and programmatic accessibility.
- Where possible, interpretation will use reproduction objects, documented personal stories, and other interpretive methods to bring the story alive for visitors.
- Where possible, the park will partner with neighboring institutions to develop programs, media, and consistent messaging, and share research.
- The park will follow the standards of the National Park Service Graphic Identity Program as signs and interpretive media are upgraded.
- Interpretation will include examples and perspectives from diverse points of view. It will respond to diverse audiences, varying levels of interest, and different visit lengths.
- Where possible, "virtual visitors" will have opportunities to view key park vistas and access to new research, studies, management plans, and historical information.

## Goals for Interpretive Programming

Workshop participants identified goals to enhance the effectiveness of the interpretive services within Upper Delaware Scenic and Recreational River. These goals and associated actions are representative of many ideas 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 five to seven years Upper Delaware Scenic and Recreational River (UPDE) will focus on the following goals:

### *Continue to Emphasize Water Safety*

- Continue to promote water safety and river stewardship messages, offer water safety programs, and provide loaner life jacket stations.
- Continue to promote “Wear It!” message.
- Continue to strengthen relationships with liveries to improve awareness that UPDE is a unit of the NPS and to promote water safety and river stewardship.
- Increase accountability for liveries and camps to attend training to improve delivery and increase reach of water safety and river stewardship messages. Add training requirement to the Commercial Use Authorization.
- Connect to PA and NY State Water Safety Campaigns.
- Develop an UPDE river orientation and safety video and distribute to liveries, local communities, and camps.
- Expand water safety and “Wear It!” outreach to include visitors from New York City and surrounding area. Assess best practices on how to provide safety messages to large metropolitan area.

### *Continue Collaboration with Existing and Establish New Partnerships*

- Continue to work with existing partners.
- Identify and collaborate with partner organizations including DHC and local historical societies on thematically-relevant projects including the Local History Past-port program and wayside exhibits to prevent duplication of effort. Investigate opportunities to integrate/include (when appropriate) UPDE stories and brand into these projects.
- Consider feasibility of how to provide support for the Upper Delaware Scenic Byway Visitor Center in Callicoon.
- Begin to develop new Callicoon River Access partnership.
- Work with DHC to build on their Artist-in-Residence programs.

### *Strengthen Community Engagement*

- Continue to engage and build relationships with local communities and local organizations to identify and develop thematically-relevant special events, programs, and exhibits that reflect their needs and concerns and share their stories. Integrate art and writing into interpretation and education programs and interpretive media.
- Identify opportunities to engage local children and families.
- Consider the use of storefront displays in higher population gateway communities like Hancock, Callicoon, Milford, and Port Jervis to promote events and tell locally important stories.

### *Improve Digital and Social Media Presence*

- Improve website and virtual experience by adding more digital content. Emphasis will be on providing web-based rather than printed publications and resources.
- Increase and consistently use social media posts to engage potential visitors and develop next generation stewards.
- Develop digital programs about water safety and etiquette and a trip on the river.
- Create a comprehensive wayside exhibit proposal. Phase design/build of wayside or outdoor interpretive exhibits along the river corridor.
- Create a suite of resources using “Trail of Geology” focused on geology (one of the park’s Outstanding Resources and Values) including wayside exhibit panels (including one at Hawk’s Nest) and a web-based itinerary. Assess potential for creating a publication.
- Based on recommendations from the Cultural Landscape Report, when completed, and the Historic Structures Report, develop, fabricate, and install an interactive outdoor exhibit at Corwin/Cowen Farm.

### *Strengthen Interpretation and Education Programs*

- Continue to provide outreach to local school districts at 2018 levels.
- Develop consistent thematically-relevant messages that focus programs and media on the UPDE outstanding resources and values. Encourage seasonal staff and interns to use innovative methods to deliver the messages.
- Build an internal “database” of programs so that thematically-relevant and effective programs are not lost when staff and volunteers leave UPDE.
- Establish metrics, collect data, and analyze results to evaluate relevance, connections to outstanding resources and values, interpretive effectiveness and attendance of programs, events, and media.
- Evaluate education program and resources required to sustain current level of effort.
- Invite federally recognized tribes to provide input that will improve existing and/or develop new Native American history and culture programs.
- Hire Teacher-Ranger-Teacher to create awareness of park within the local communities.
- Develop and offer teacher credit (CEU) resources.
- Continue to staff existing river access kiosks, provide river roving, and conduct river patrols at 2017 levels.
- Conduct evaluation of NPS river operation and resources required to promote safe experience.
- Pilot informal public programs (land-based locations) that emphasize the river and resources. Need to assess possible locations and audiences. More marketing will be required.

### *Integrate Resource Management/Science into Interpretation*

- Continue to collect and transcribe local oral histories.
- Continue to promote eagle conservation in cooperation with DHC and promoting the view from the Zane Grey Museum. Consider establishing an eagle mascot that could be used to promote awareness and stewardship.

- Write natural and cultural resources briefs on current research, use oral histories, and share I&M Network resources to incorporate more scientific data/research/resource monitoring findings into programs, media, and messages.
- Improve communication between interpretation and both natural and cultural resources staff. Consider opportunities to host brown bag lunch, provide field-based training, and create a directory of resources.
- Establish a Geologist in the Park internship.

#### *Increase Visibility of NPS Identity and Improve Wayfinding*

- Evaluate existing and work with local chambers of commerce to produce self-guided, web-based itineraries and printed brochures that highlight special natural and cultural features within the Upper Delaware.
- Develop, fabricate, and install wayfinding and orientation panels at all locations including river accesses, trails, Zane Grey Museum, and other historic sites. Align with the sign plans already being developed.
- Use NPS arrowheads on all promotional materials and advertising and on signs/wayfinding in both north and south gateway communities and at the major river access points.
- Consider options for how to improve communications with river landowners and identify key messages.

#### *Develop Lackawaxen Experience*

- Continue to tell the stories and reveal the history of the Roebling Bridge.
- Continue to reveal Zane Grey story and history through wayside exhibits and other media, especially when components of Zane Grey's story are transferred to the Pike County Historical Society.
- Establish the Upper Delaware Visitor Center at the Zane Grey House as an essential visitor contact destination emphasizing the new exhibits.
- In conjunction with a Cultural Landscape Treatment Plan (formulated for FY2020) for the Roebling Bridge and Zane Grey area, assess the feasibility of establishing walking paths between D&H trail, eagle observatory, Roebling Bridge, Lackawaxen Cemetery and the Upper Delaware Visitor Center at the Zane Grey House. Consider creating a native pollinator meadow and develop, fabricate, and install wayside exhibits to reveal the stories associated with the D&H Canal and the Railroad.

#### *Expand Staff and Volunteer Capacity*

- Identify strategies to improve volunteer retention and recognition.
- Re-assess seasonal ranger positions to support both summer interpretive and year-round educational needs.
- Conduct a volunteer needs assessment. Develop a recruitment plan and successfully recruit a cadre of volunteers including interns, local citizens, and corporate organizations.



## **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.

This is a parkwide plan and support from *all* divisions will be required to successfully implement the plan. Senior managers, 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. Flexibility is extremely important to allow park staff and partners the opportunity to try new and different interpretive ideas and make adjustments as necessary.

During the planning workshops, the participants agreed to divide the actions necessary to implement the recommendations into one, two, three, four, and five+ year goals. Some recommended actions for curriculum-based education programs and personal services are dependent on the hiring of staff. Other action items can be implemented immediately, within existing funding and staffing levels.

Upper Delaware Scenic and Recreational River (UPDE) Recommended Goals and Actions by Calendar Year	Support Required	On-Going	2020	2021	2023	2024	2025+
<b>Continue to Emphasize Water Safety</b>							
Continue to promote water safety and river stewardship messages, offer water safety programs, and provide loaner life jacket stations.	US Coast Guard, National Canoe Safety Patrol (NCSP), liveries and camps, NY Department of Environmental Conservation (DEC)	x					
Continue to promote "Wear It!" message.	National Safe Boating Council, liveries and camps	x					
Continue to strengthen relationships with liveries to improve awareness that UPDE is a unit of the NPS and to promote water safety and river stewardship.	Liveries	x					
Increase accountability for liveries and camps to attend training to improve delivery and increase reach of water safety and river stewardship messages. Add training requirement to the Commercial Use Authorization.	Liveries and Camps, NCSP		x				
Connect to PA and NY State Water Safety Campaigns	PA Department of Conservation and Natural Resources (DCNR), DEC		x				
Develop an UPDE river orientation and safety video and distribute to liveries, local communities, and camps.	Liveries, Local Communities, and Camps, HFC				x		
Expand water safety and "Wear It!" outreach to include visitors from New York City and surrounding area. Assess best practices on how to provide safety messages to large metropolitan area.	INDU, GATE, FIIS, DEWA, other agencies, DEC				Assess	Plan	Implement
<b>Continue Collaboration with Existing and Establish New Partnerships</b>							
Continue to work with existing		x					

partners.							
Work with DHC to build on their Artist-in-Residence programs.	DHC						
Consider feasibility of how to provide support for the Upper Delaware Scenic Byway Visitor Center in Callicoon.							
Identify and collaborate with partner organizations including DHC and local historical societies on thematically-relevant projects including the Local History Passport program and wayside exhibits to prevent duplication of effort. Investigate opportunities to integrate/include (when appropriate) UPDE stories and brand into these projects.	Delaware Highlands Conservancy (DHC), local historical societies						
Begin to develop new Callicoon River Access partnership.	Sullivan County, DEC						
<b>Strengthen Community Engagement</b>							
Continue to engage and build relationships with local communities and local organizations to identify and develop thematically-relevant special events, programs, and exhibits that reflect their needs and concerns and share their stories. Integrate art and writing into interpretation and education programs and interpretive media.	historical societies, art groups, environmental groups, DHC						
Identify opportunities to engage local children and families.							
Consider the use of storefront displays in higher population gateway communities like Hancock, Callicoon, Milford and Port Jervis to promote events and tell locally important stories.							
<b>Integrate Innovative Interpretive and Social Media</b>							
Improve website and virtual experience by adding more digital content. Emphasis will be on providing web-based rather than printed publications and resources.	Hire VIS/Website						
Increase and consistently use							

social media posts to engage potential visitors and develop next generation stewards.		<b>x</b>					
Develop digital programs about water safety and etiquette and a trip on the river.					<b>x</b>		
Create a comprehensive parkwide wayside exhibit proposal. Phase design/build of wayside or outdoor interpretive exhibits along the river corridor.	HFC					<b>Plan</b>	
Create a suite of resources using "Trail of Geology" focused on geology including wayside exhibit panels (including one at Hawk's Nest) and a web-based itinerary. Assess potential for creating a publication.	Eastern National		<b>web-based itinerary</b>				<b>Fabricate, Install</b>
Based on recommendations from the CLR (when completed) and HSR, develop, fabricate, and install an interactive outdoor exhibit at Corwin/Cowen Farm.							<b>Fabricate, Install</b>
<b>Strengthen Interpretation and Education Programs</b>							
Continue to provide outreach to local school districts at 2018 levels.	Local school districts	<b>x</b>					
Develop consistent thematically-relevant messages that focus programs and media on the UPDE outstanding resources and values. Encourage seasonal staff and interns to use innovative methods to deliver the messages.		<b>x</b>					
Build an internal "database" of programs so that thematically-relevant and effective programs are not lost when staff and volunteers leave UPDE.		<b>x</b>					
Establish metrics, collect data, and analyze results to evaluate relevance, connections to outstanding resources and values, interpretive effectiveness and attendance of programs, events, and media.		<b>x</b>					
Continue to staff existing river access kiosks, provide river roving, and conduct river patrols	National Canoe Safety Patrol	<b>x</b>					

at 2017 levels.							
Evaluate education program and resources required to sustain current level of effort.			X				
Invite federally recognized tribes to provide input that will improve existing and/or develop new Native American history and culture programs.			X				
Hire Teacher-Ranger-Teacher to create awareness of park within the local communities.			X				
Develop and offer teacher credit (CEU) resources.	DEWA, NY Schools			X			
Conduct evaluation of NPS river operation and resources required to promote safe experience.				Middle Lower	Upper		
Pilot informal public programs (land-based locations) that emphasize the river and resources. Need to assess possible locations and audiences. More marketing will be required.				X			
<b>Integrate Resource Management/Science into Interpretation</b>							
Continue to collect and transcribe local oral histories.	local history societies/local communities	X					
Continue to promote eagle conservation in cooperation with DHC and promoting the view from the Zane Grey Museum. Consider establishing an eagle mascot that could be used to promote awareness and stewardship.	DHC		X				
Write natural and cultural resources briefs on current research, use oral histories, and share I&M Network resources to incorporate more scientific data/research/resource monitoring findings into programs, media, and messages.	Eastern Rivers and Mountains Network			X			
Improve communication between interpretation and both natural and cultural resources staff. Consider opportunities to host brown bag lunch, provide field-based training, and create a			X				

directory of resources.							
Establish a Geologist in the Park internship.							X
<b>Increase Visibility of NPS Identity and Improve Wayfinding</b>							
Use NPS arrowheads on all promotional materials and advertising and on signs/wayfinding in both north and south gateway communities and at the major river access points.			X				
Develop, fabricate, and install wayfinding and orientation panels at all locations including river accesses, trails, Zane Grey Museum, and other historic sites. Align with the sign plans already being developed.	HFC, NY, PA, Sullivan County, Scenic Byway			Plan			Fabricate & Install
Evaluate existing and work with local chambers of commerce to produce self-guided, web-based itineraries and printed brochures that highlight special natural and cultural features within the Upper Delaware.	local Chambers of Commerce, Upper Delaware Council (UDC)						X
Consider options for how to improve communications with river landowners and identify key messages.							X
<b>Develop Lackawaxen Experience</b>							
Continue to tell the stories and reveal the history of the Roebling Bridge.			X				
Continue to reveal Zane Grey story and history through wayside exhibits and other media, especially when components of Zane Grey's story are transferred to the Pike County Historical Society.	Pike County Historical Society, Zane Grey West Society		X				
Establish the Upper Delaware Visitor Center at the Zane Grey House as an essential visitor contact destination emphasizing the new exhibits.				Exhibit Fabricate and Install	Openin g		
In conjunction with a Cultural Landscape Treatment Plan (formulated for FY2020) for the Roebling Bridge and Zane Grey	Department of Transportation, Town of Highland, Sullivan County,						X

area, assess the feasibility of establishing walking paths/tour between D&H trail, eagle observatory, Roebling Bridge, Lackawaxen Cemetery and the Upper Delaware Visitor Center at the Zane Grey House. Consider creating a native pollinator meadow and develop, fabricate, and install wayside exhibits to reveal the stories associated with the D&H Canal and the Railroad.	Scenic Byway, UDC, D&H Transportation Heritage Council						
<b>Expand Staff and Volunteer Capacity</b>							
Identify strategies to improve volunteer retention and recognition.		<b>x</b>					
Re-assess seasonal ranger positions to support both summer interpretive and year-round educational needs.		<b>x</b>					
Conduct a volunteer needs assessment. Develop a recruitment plan and successfully recruit a cadre of volunteers including interns, local citizens, and corporate organizations.	DHC, Youth Conservation Corps, Scouts, Job Corps		<b>x</b>				

## **Appendices**

### **Appendix A: The Planning Team**

#### Upper Delaware Scenic and Recreational River

Kristina Heister, Superintendent  
Ingrid Peterec, Chief of Interpretation  
Susie Kaspar, Park Ranger  
Jessica Newbern, Biologist  
Loren Goering, Chief of Facility Management  
Don Hamilton, Chief of Natural Resources  
Lauren Hauptman, Museum Technician  
Jamie Myers, Park Ranger  
Carla Hauser Hahn, Park Ranger  
Timothy Oset, Park Ranger  
Jennifer Claster, Community and Land Use Planner  
Kevin Reish, Park Ranger  
Andy Weber, Hydrologic Technician  
Abby Crago, Intern  
Lauren Taylor, Intern

#### National Park Service

Toni Dufficy, Interpretive Planner, Harpers Ferry Center  
Carla Beasley, Chief of Interpretation, Education, and Partnerships, Delaware Water Gap NRA  
Joanne Blacoe, Interpretive Planner, Northeast Region  
Bill Fischer, Chief of Visitor Services and Resource Management, Steamtown NHS

#### Partners

Padraic McCarthy, Teacher, Port Jervis School District  
Jason Zarnowski, Outreach and GIS Coordinator, Delaware Highlands  
Carol H. Dunn, Executive Director, Wayne County Historical Society  
Robert Lentz, Representative, Zane Grey's West Society  
Heather Jacksy, Associate Planner, Sullivan County Division of Planning, Community Development and Real Property  
Laurie Ramie, Executive Director, Upper Delaware Council  
Susan LaCroix, Land Protection Coordinator, Delaware Highlands Conservancy  
Peter J. Golod, Resource Specialist, Upper Delaware Council



## Appendix B: Accessibility Guidelines

Parks are required by law to make all interpretive products and programming fully accessible. Visitors who have physical, sensory, or cognitive disabilities have legally established civil rights to receive the same information and context that NPS interpretive media products provide to their fellow citizens. Accessibility falls into two categories:

**Physical Accessibility** - Assess initial physical accessibility needs. Prioritize physical accessibility mitigations or accommodations then create PMIS for accessibility projects.

**Programmatic Accessibility** - Ensure that all interpretive services have programmatic accessibility. When getting independent government estimates for new media or products from HFC, include estimates for full accessibility. Never get estimates for new media without accessibility mitigations with a plan to add them later.

### Resources

- [Directors Order #42 Accessibility for Visitors with Disabilities](#)
- [NPS Accessibility Guidelines](#)
- [Programmatic Accessibility Guidelines for National Park Service Interpretive Media](#)

## Appendix C: Interpretive Theme Matrix

The theme matrix in this Long-Range Interpretive Plan identifies stories associated with the significance of Upper Delaware Scenic and Recreational River. Each theme is described by a title, theme statement, examples of concepts/ideas appropriate to the theme, and examples of topics and stories that fit within each theme. These four sections in the matrix allow readers with different learning styles and interests to get a broader picture of what may be encompassed in each theme.

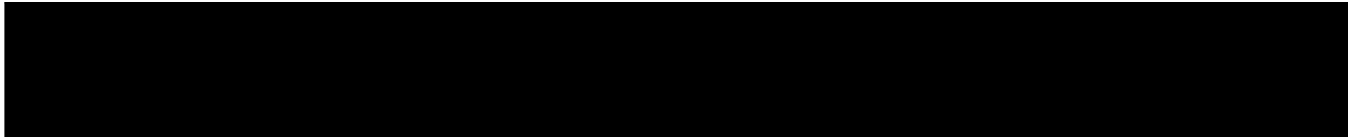
The theme statements adhere to accepted tenets of interpretive theme construction. That is, primary interpretive themes:

- Derive from the significance and universal values
- Capture and convey the meaning of a place not solely facts.
- Open minds to new ideas and introduce multiple points of view.
- Suggest connections, meanings, and relevance.
- Link universal concepts and experiences with tangible resources.
- Provide a foundation for more specific programs, presentations, and exhibits.
- Are expressed in single sentences.

Concepts and ideas are written as objectives to help managers and interpreters align personal services, exhibits, or other media with area significance. Although interpretive themes should be relatively timeless, both the concepts/ideas and the topics/stories can be added to or changed when new information comes to light.

Because the objectives can be used for programs, exhibits, and media, they can save effort and eliminate the stress that comes with the pressure to develop brand-new, original themes for every interpretive program or product.

These concepts, ideas, and topics are a representative, partial list. They are examples that *could* illustrate the concepts. They are not all-inclusive, in fact, they never could be, nor are they intended to exclude any topic. An interpretive theme is successful only if other topics and stories can be included within it.



**Recreation and Quality of Life**

The Upper Delaware Scenic and Recreational River is a vital respite in the densely populated mid-Atlantic region, contributing to higher quality of life by offering a place for healthy and unstructured recreation, spectacular scenic views, and connection with nature and history.

Concepts	Topics and Stories
<p><b>The River</b></p> <ul style="list-style-type: none"> <li>Describe how the main stem of the Delaware River—which includes the 73.4-mile Upper Delaware Scenic and Recreational River—is the only major river in the eastern United States that remains undammed, providing unimpeded flows that support scenic, recreational, ecological, cultural and geologic values and the impact it has on aquatic life, wildlife, and the environment.</li> <li>Explain how the scenic landscape is a unique resource and the impact and benefit it has on the populated mid-Atlantic region.</li> </ul> <p><b>Recreation</b></p> <ul style="list-style-type: none"> <li>Illustrate how access to open space and recreation in natural settings benefits individuals and society.</li> <li>Describe how the Upper Delaware Scenic and Recreational River serves as a respite in the densely populated mid-Atlantic region, and describe the opportunities it offers to connect with nature, healthy recreation, spectacular scenic views, and a sense of place.</li> <li>Discover the variety of opportunities to explore and recreate both on the river and on public lands within the corridor.</li> <li>Describe the historic recreational uses and opportunities of the Upper Delaware Valley and the role the evolution of transportation played in affecting those uses over time.</li> </ul> <p><b>Water Safety</b></p> <ul style="list-style-type: none"> <li>Demonstrate, practice, and model water safety.</li> <li>Demonstrate the importance of wearing a properly fitted life jacket. Enlist the community and partners in helping to address and reinforce the importance of following safe practices when on or near the water. Celebrate successes of water safety.</li> <li>Demonstrate how to plan for both a day and multi-day river trips and describe the diversity in landscape on different stretches of the river.</li> </ul> <p><b>Fishing</b></p> <ul style="list-style-type: none"> <li>Describe the diverse fish species found in the river due to the rich and robust ecosystem.</li> <li>Demonstrate proper fishing techniques needed to land the different species of fish and describe the importance of catch and release to maintain a healthy fish population.</li> </ul>	<ul style="list-style-type: none"> <li>Recreation opportunities and the history of recreation at the Upper Delaware</li> <li>Recreation communities</li> <li>Scenic quality of the Upper Delaware River region.</li> <li>Benefits of recreation</li> <li>Water safety</li> <li>Community involvement in advocating for water safety</li> <li>Recreation Opportunities:               <ul style="list-style-type: none"> <li>Fishing</li> <li>Hiking</li> <li>Bird Watching</li> <li>Photography</li> <li>Boating</li> </ul> </li> <li>Catch and release</li> <li>Fish</li> </ul>

## Riverine Ecosystem

The free-flow of the Upper Delaware River protects a unique riverine ecosystem and many communities of life. The connection to and from the Atlantic Ocean provides migratory fish and other aquatic species a place to thrive as they have for thousands of years.

Concepts	Topics and Stories
<p><b>A High Quality Environment</b></p> <ul style="list-style-type: none"> <li>Describe how high ecological integrity and the exceptional water and forested landscape of the Upper Delaware Scenic and Recreational River region sustains high quality fish and aquatic insect assemblages and how in-channel conditions result in abundance of riffles, runs, pools and a diversity of in-stream habitats. Explain why and how these benefit plants, wildlife and humans.</li> <li>Illustrate how aquatic conditions in the Upper Delaware River region, combined with good riparian habitat and a functioning floodplain, provide great hydrological connectivity, structure, and function. Explain why this is important and how these components are interdependent for a healthy, functioning ecosystem.</li> <li>Describe the benefits of the Upper Delaware River’s ecological value; how it extends far beyond the river and provides regionally important high quality historic spawning and rearing habitat for sea-run migratory fish, inland bald eagle wintering habitat for birds from as far away as the Canadian Maritime Provinces.</li> <li>Illustrate how the free-flowing river harbors an intact riverine ecosystem and how it connects communities and life.</li> <li>Use the undammed Delaware River as an example of the role of rivers in landscapes. Describe its riverine and marine ecological links. Show how the river serves as a reference for how other rivers functioned prior to dams.</li> <li>Describe the economic benefits of a high quality natural environment.</li> <li>Demonstrate water quality of the Upper Delaware Scenic and Recreational River.</li> <li>Explain how the free-flowing condition of the river sets it apart from other rivers and benefits wildlife, aquatic life, landscapes, and humans.</li> <li>Describe the tangible and intangible benefits of recreation in natural areas to human health and society.</li> <li>Illustrate the effects of climate change and projected effects on the landscapes, wildlife and people in the Upper Delaware Scenic and Recreational River region.</li> </ul> <p><b>Fish and Animal Habitat</b></p> <ul style="list-style-type: none"> <li>Describe the significance of the historic spawning and rearing habitats for sea-run migratory species such as the American Shad and the American Eel.</li> <li>Describe the bald eagle and the importance of the Delaware River for both resident and wintering populations.</li> <li>Trace the history of the American Shad and the bald eagle from abundance to decline to an ecological success story.</li> </ul> <p><b>Geology</b></p> <ul style="list-style-type: none"> <li>Describe the geology that formed the region—a deep narrow river cutting across the Small Lakes section of the glaciated portion of the Appalachian Plateau. Illustrate the stream-cut landscape modified by stream derangements from glacial deposits burying portions of pre-glacial valleys.</li> </ul>	<ul style="list-style-type: none"> <li>Water Quality</li> <li>Free-flowing condition of the river</li> <li>Science, and river monitoring</li> <li>Habitat</li> <li>Habitat degradation</li> <li>Migratory fish species such as             <ul style="list-style-type: none"> <li>American shad</li> <li>American eel</li> </ul> </li> <li>Aquatic species such as:             <ul style="list-style-type: none"> <li>Bass</li> <li>Trout</li> <li>Carp</li> <li>Striped bass</li> <li>Muskellunge</li> <li>Walleye</li> <li>Black Bass</li> </ul> </li> <li>Bird species such as:             <ul style="list-style-type: none"> <li>Bald Eagle</li> <li>Turkey Vultures</li> <li>Hawks</li> <li>Owls</li> <li>Song Birds</li> <li>Woodpeckers</li> <li>Ducks</li> </ul> </li> <li>Water quality</li> <li>Water quality and biological assessments</li> <li>Climate change</li> <li>Geology</li> <li>Geologic features such as: sandstone cliffs, barbed tributaries, glacial deposits, glacial outwash terraces, diverse channel morphologies, exposed ancient bedrock, bedrock knobs, cutoff incised meanders, island complexes, gorges, fossils</li> <li>Ecological integrity (among the highest in the mid-Atlantic and northeastern states)</li> <li>Collaborative management (the first in the nation’s wild and scenic river system) helps keep environmental quality high.</li> <li>Healthy lifestyles</li> </ul>

## Connecting People and the Land

Supporting human settlement for thousands of years, the Delaware River Valley has been the historic site of intensive industrial and commercial development, as well as significant resource extraction, and a mid-Atlantic transportation corridor. Inhabitants today must strive to balance economic growth and sustainability with resource protection and preservation.

Concepts	Topics and Stories
<p><b>Native Americans Along the Upper Delaware</b></p> <ul style="list-style-type: none"> <li>Describe how the Upper Delaware River region was occupied for thousands of years by Native Americans who were attracted to its fertile land, vegetation, and wildlife.</li> <li>Illustrate Native Americans use of the land including its use as a trade route that connected a flourishing civilization.</li> <li>Describe European settlement patterns in the area that is now the Upper Delaware region. Illustrate the region’s connection to the New York City area and how proximity to New York both benefitted and was a liability to the region.</li> <li>Describe what archaeology can reveal about the lives, societies, and cultures of the American Indians who lived in the area over time.</li> </ul> <p><b>Transportation</b></p> <ul style="list-style-type: none"> <li>Illustrate how the river was used as transportation for thousands of years. Compare and contrast the ways people transported goods and travelers over the years.</li> <li>Describe the impact that the Erie Railroad (America’s first long line railway) connecting NYC with the Great Lakes had on the region for the growth of industry and for the leisure and vacation industry.</li> <li>Describe the importance of the Delaware and Hudson Canal (1829-1898) to the growth of American industry. Explain how the river was used to transport timber, coal, bluestone, and local products to coastal markets.</li> </ul> <p><b>Roebling’s Delaware Aqueduct</b></p> <ul style="list-style-type: none"> <li>Describe the engineering feat of the Delaware Aqueduct as North America’s oldest existing wire suspension bridge. Illustrate how the aqueduct carried the Delaware and Hudson Canal across the river, transporting anthracite coal to New York City and fueling the industrial revolution.</li> <li>Discuss Roebling’s professional background and earlier engineering feats. Describe his involvement and accomplishments in the aqueduct project.</li> <li>Describe the economic impact the Delaware Aqueduct had on the towns and communities and other industries along the river corridor and along the canal.</li> <li>Describe how canal boats were transported over the Delaware Aqueduct and how locks operated to lower the canal boats to overcome the difference in elevation along the canal.</li> </ul> <p><b>Vacation and Leisure Industry</b></p> <ul style="list-style-type: none"> <li>Describe how the valley, first home to American Indians, held promises of opportunity to European settlers, has continued to attract residents and visitors.</li> <li>Describe the beginnings and growth of the leisure and vacation industry in the Upper Delaware region. Compare and contrast the Upper Delaware region with other vacation and resort areas that were growing at the same time.</li> <li>Trace the role and influence of the tourist and service economy on the region over time. Describe the role of the railroad and later the improved road system in growing the vacation market.</li> <li>List and provide opportunities to participate in active and passive recreational opportunities.</li> </ul>	<p><b>Native Americans and Archaeology</b></p> <ul style="list-style-type: none"> <li>American Indian settlement and use of the land.</li> <li>Archaeology - Paleo through transitional period</li> <li>European settlement and settlement patterns</li> <li>Tribes such as: <ul style="list-style-type: none"> <li>- Lenape</li> </ul> </li> <li>European settlement</li> </ul> <p><b>Transportation</b></p> <ul style="list-style-type: none"> <li>Transportation</li> <li>People such as: <ul style="list-style-type: none"> <li>- Roebling</li> </ul> </li> <li>Erie Railway</li> <li>The Upper Delaware Region’s part in the industrial revolution (anthracite transportation to New York City, etc.)</li> <li>Bluestone quarrying</li> <li>Timber and coal industries</li> <li>Delaware and Hudson Canal</li> </ul> <p><b>Roebling Delaware Aqueduct</b></p> <ul style="list-style-type: none"> <li>Roebling Delaware Aqueduct (NHL and National Historic Civil Engineering Landmark)</li> <li>Engineering of the aqueduct</li> <li>Canal Locks</li> <li>Canal Life</li> </ul> <p><b>Vacation and Leisure Industry</b></p> <ul style="list-style-type: none"> <li>Riverside communities</li> <li>Historic bridges and districts</li> <li>Resorts (historic and modern)</li> <li>Recreational uses of the river such as the following: <ul style="list-style-type: none"> <li>- Active recreation: canoeing, kayaking, boating, tubing, rafting, SCUBA diving, snorkeling, swimming, hunting waterfowl, camping,</li> <li>- Passive recreation: photography, wildlife viewing, bird watching, hunting for small and large game, hiking, x-country skiing</li> <li>- Sightseeing activities such</li> </ul> </li> </ul>

<p><b>Zane Grey</b></p> <ul style="list-style-type: none"> <li>• Describe how prolific author, Zane Grey, “Father of the Western Novel”, came to make his home in Lackawaxen on the banks of the Upper Delaware River. Describe how he was inspired to launch his early writing career on the banks of the Upper Delaware River. Describe life for Grey and his family at their home.</li> <li>• Describe Grey’s role and influence on American literature. Describe the role Grey’s novels such as <u>Riders of the Purple Sage</u>, and <u>Heritage of the Desert</u> played in popular culture. Compare and contrast Grey’s influence during his lifetime and his ongoing influence in American literature and culture. Describe the controversy and criticism of Grey’s work.</li> <li>• Describe Grey’s wife, Dolly’s participation in and influence on his career and success.</li> <li>• Describe Greys’ writing style which was marked by vivid description. Describe how he became involved in writing Western fiction. Describe his role in mythologizing the old west.</li> <li>• Describe how Grey’s fishing skills and knowledge took him from the banks of the Delaware River to the deep seas around the world. Discuss how Grey incorporated his love of the outdoors and environmental issues into the themes of his novels.</li> </ul> <p><b>Modern, Collaborative Stewardship of the River</b></p> <ul style="list-style-type: none"> <li>• Describe the fragility of the river and its current stewardship. For example, the management model of the Upper Delaware Scenic and Recreational River corridor demonstrates that protection of resources is the responsibility of all levels of government and all individuals, working collaboratively.</li> </ul> <p><b>Resource Extraction</b></p> <ul style="list-style-type: none"> <li>• Describe how timber industry, tanneries, and quarrying caused huge impacts on the landscape.</li> <li>• Describe economic impact as the region transitions from resource extraction to tourism.</li> <li>• Describe how 80% of the upper watershed is forested and serves as a critical land cover for protecting water quality and contributing to the incredible scenic views of the area and sense of remoteness/area character.</li> <li>• Imagine the slopes on either side of the river deforested as a result of these human activities. How would water quality have been different as a result? What was impact on eagle habitat?</li> </ul>	<p>as: scenic overlooks, auto tours, Upper Delaware Scenic Byway (NY Rt. 97), NY bicycle routes</p> <p><b>Zane Grey</b></p> <ul style="list-style-type: none"> <li>• Grey’s writing</li> <li>• Zane Grey family</li> <li>• The role in American literature and popular culture of Grey novels</li> <li>• Dime novels</li> <li>• Grey’s athleticism, baseball career, fishing, and love of the outdoors</li> <li>• Lina “Dolly” Roth Grey</li> <li>• The Grey’s children: Romer, Loren, and Betty</li> <li>• Dolly’s role in Grey’s career and success</li> <li>• Movie industry and Grey’s novels</li> </ul> <p><b>Modern Stewardship</b></p> <ul style="list-style-type: none"> <li>• Park collaborative management model</li> </ul> <p><b>Resource Extraction</b></p> <ul style="list-style-type: none"> <li>• Timber</li> <li>• Tanneries</li> <li>• Quarrying</li> <li>• Transition from extraction to tourism</li> </ul>
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**About the Matrix:** The four sections in the matrix: 1) title/title description, 2) theme statement, 3) concepts, and 4) topics/stories allow people with different learning styles and interests to get a broader picture of what may be encompassed within a particular theme in ways that a theme statement cannot do alone. When testing themes the question to answer is not, “What’s missing?” The concepts and topics/stories can only be validated if people see possibilities for information to be included under the concepts.

\* **About the Concepts:** Concepts are written as objectives to align interpretive services and media with park significance. Themes should be relatively timeless; the concepts are designed to be flexible and adapted as new information comes to light. These objectives should be used to guide program and media development eliminating the need to develop new objectives for every interpretive product.

## **Appendix D: 2014 Interpretive Themes**

The Upper Delaware Scenic and Recreational River is a vital respite in the densely populated mid-Atlantic region, offering opportunities to connect with nature, healthy recreation, spectacular scenic views, and a sense of place.

The free-flowing Upper Delaware Scenic and Recreational River harbors an intact riverine ecosystem that illustrates the importance of connectivity for communities of life.

The undammed Delaware River provides an example of the role of rivers on the landscape as important riverine/marine ecological links, and a reference condition for how other rivers functioned prior to dams.

The management model of the Upper Delaware Scenic and Recreational River corridor demonstrates that protection of resources is the responsibility of all levels of government and all individuals, working collaboratively.

The Upper Delaware River region was occupied for thousands of years by Native Americans who were attracted to its fertile land, vegetation, and wildlife. The lush valley, which later promised opportunity to European settlers, has continued to attract residents and visitors throughout the centuries.

The Upper Delaware River has provided transportation connections to the mid-Atlantic area since the 1700s, allowing residents to transport timber, coal, bluestone, and local products to coastal markets.

Roebing's Delaware Aqueduct carried the Delaware and Hudson Canal over the Delaware River. The oldest cable suspension structure in the U.S. with its historic elements intact, it is a testament to the engineering genius of John A. Roebing.

Prolific author Zane Grey, known as "the father of the western novel," was inspired to launch his early writing career on the banks of the Upper Delaware River.

*2014 Foundation Document*

## Appendix E: Local Demographic Information

Data and information about communities informs park management decisions. The US Census Bureau has information on towns and counties across the nation. Compare town and community demographics with those of park visitors.

- [US Census Quick Facts](#) has information about your city, county and state. A county can often provide a broader demographic picture of a park community.
- Check the [NPS Visitor Survey Archive](#) to find a survey from the park and enter the information in the last column. Note: not all parks have a survey and not all parks with surveys asked for demographic information. (UPDE does not appear to have a visitor survey in this archive.)

Source	US Census (2010)						NPS Visitor Survey	
	US Census Quick Facts (Most stats here are 2016 or 2012-2016) <a href="http://quickfacts.census.gov/qfd/index.html">http://quickfacts.census.gov/qfd/index.html</a>						NPS Survey Archive <a href="http://psu.sesrc.wsu.edu/reports/">http://psu.sesrc.wsu.edu/reports/</a>	
	Sullivan County NY		Wayne County PA		Pike County NY		Visitor Survey year	
<b>DEMOGRAPHICS</b>								
Hispanic/Latino	16%	26%	4%	8%	11%	17%		UPDE does not have a survey
African American	10%		4%		6%			
Asian	2%		1%		2%			
American Indian	1%		1%		.4%			
White	73%		91%		81%			
<b>AGE AND GENDER</b>								
Under 18 years Census/15 NPS survey	21%		17%		19%			
Over 65 years Census/61 NPS survey	18%		22%		22%			
Female	49%		47%		50%		--	
<b>SPECIAL NEEDS</b>								
Foreign Born	10%		3%		8%			
Language other than English spoken at home	15%		5%		12%		--	
Language Preference	--		--		--		--	
Disabilities	11%		13%		13%		--	
Disability - Encountered Access Problems	--		--		--			
<b>INCOME</b>								
Median Household Income	\$52,027		\$50,595		\$61,199			
\$50,000 – 74,000	--		--		--			
\$75,000 -99,000	--		--		--			
\$100,000-149,000	--		--		--			
Below poverty level	17%		14%		10%		--	
<b>EDUCATION</b>								
HS Graduation Rate	86%		90%		91%		--	
Bachelor’s Degree	22%		21%		25%			
Graduate Degree	--		--		--			

*Note:* US Census and park demographics differ slightly, but generally align. For example: under 18 years for Census, 15 years for NPS; 65 years for Census, 61 years for NPS; high school graduation vs. college degrees.



## Appendix F: Existing Condition Data

### *What do Visitors Do?*

Parks invest most heavily in personnel services. How does that investment look compared to total park visitation? What do the percentages tell us? What do you notice? Any surprises? Does this suggest any areas for change or growth? How can they help to set, or shift, or measure priorities?

This chart shows the percentage of visitors who participate in various interpretation activities. Percentages are based both on:

- The number of people reported in the [Servicewide Interpretive Report](#) who self-select to participate in personal services (middle column) (internal NPS access only); and
- Total park visitation from [NPS Visitor Use Statistics](#) (right column).

What do visitors do?			
Type of Personal Service	# of Contacts (from the SIR)	% of Park Personal Services (from the SIR)	% of Total Park Visitation (from NPS Visitor Use Statistics)
Sources 2016	<a href="#">Servicewide Interpretive Report</a> (internal NPS access only)	Tip: a percentage calculator app is an easy way to figure percentages.	<a href="#">NPS Visitor Use Statistics</a>
Visitor Centers / Contact Stations	12,393	21%	5%
Informal Interpretation	42,002	70%	17%
Formal Interpretation	0	--	--
Demonstrations & Performing Arts	0	--	--
Junior Ranger Programs	0	--	--
Special Events	856	1%	.3%
Education Programs	4,888	8%	2%
Compared to:	Contacts who elect to participate in personal services	---	Total Park Visitation from NPS Visitor Use Statistics
TOTALS	60,139	---	253,537

2017 UPDE Servicewide Interpretive Report

UNITED STATES DEPARTMENT OF THE INTERIOR NATIONAL PARK SERVICE  
**SERVICEWIDE INTERPRETATION DATABASE**

<b>Park Org. Code:</b>	<b>Unit Name:</b>	<b>Fiscal Year:</b>
UPDE	Upper Delaware Scenic & Recreational River	2017

**Funding Sources**

**Fiscal Year Interpretive Expenditures**

Park Interpretive Funds Spent (ONPS Base only)	<b>\$407,418</b>
Servicewide Fee Funds Spent	<b>\$0</b>
Reimbursable Fee Funds Spent (16USC 1a-2g)	<b>\$0</b>

**Interpretive Staffing for Fiscal Year**

Permanent FTE	<b>2.20</b>	No. of Perm Positions	<b>4.0</b>
Temporary FTE	<b>1.90</b>	No. of Temp Positions	<b>5.0</b>
Total FTE	<b>4.10</b>	Total Positions	<b>9.0</b>

**Personal Services**

	Number of Times Service Provided	Number of Different Facilities	Number of Different Services	Total Work Years	Total Number of Visitor Contacts	Number of Distributed	Total ONPS Salary & Benefits Only	Total All Other Funding Costs
Visitor Centers/Contact Stations		5		0.80	12,393		\$17,070	\$2,406
Informal Interpretation				1.30	42,002		\$21,217	\$4,489
Formal Interpretation	0			0.00	0		\$0	\$0
Demonstrations & Performing Arts	0			0.00	0		\$0	\$0
Junior Ranger Programs				0.00	0		\$0	\$0
Special Events	1			0.10	856		\$2,010	\$238
Education Programs	91			0.10	4,888		\$3,996	\$0
<b>Subtotal Personal Services</b>	<b>92</b>	<b>5</b>		<b>2.30</b>	<b>60,139</b>		<b>\$44,293</b>	<b>\$7,133</b>

**Non-Personal Services**

	Number of Times Service Provided	Number of Different Facilities	Number of Different Services	Total Work Years	Total Number of Visitor Contacts	Number of Distributed	Total ONPS Salary & Benefits Only	Total All Other Funding Costs
Park-Produced Publications				9 0.00		6,756	\$4,126	\$0
Audio-Visual/Electronic Media				0 0.00	0		\$0	\$0
<b>Subtotal Non-Personal Services</b>				<b>9 0.00</b>	<b>0</b>	<b>6,756</b>	<b>\$4,126</b>	<b>\$0</b>

**Outreach Services**

	Number of Times Service Provided	Number of Different Facilities	Number of Different Services	Total Work Years	Total Number of Visitor Contacts	Number of Distributed	Total ONPS Salary & Benefits Only	Total All Other Funding Costs
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Community Programs	83		0.20	7,476		\$3,304	\$582
Loan Materials	0		0.00	0		\$0	\$0
Park Web Site	0		0.00	0	0	\$0	\$0
Subtotal Outreach Services	83		0.20	7,476	0	\$3,304	\$582
Column Totals	175	5	9	2.50	67,615	6,756	\$51,723 \$7,715

**Program Highlight**

This summer the Division of Interpretation focused on Community Outreach. It was important to bring a greater awareness to the communities in the Upper Delaware River Valley that though there were 416 other units of the National Park Service there was a 73 mile one that connect them all with Upper Delaware Scenic and Recreational River. Along with this "Find Your Park" in your backyard we also wanted to promote the "Wear It!" message: Life Jackets save lives. To that end park staff participated in 22 fairs and festivals from May through the end of the September making 5,962 contacts. This was a 23% increase over FY16.

Report prepared by: Ingrid A. Peterec

Date: 10/31/17

Phone number: 570-685-4871

*NPS Staff*

The current staffing structure includes two part-time permanent park ranger interpreters (GS-0025-9) rather than a single full-time park ranger interpreter. This staffing structure provides more flexibility and provides continuous oversight during peak visitation. In the summer at least one of the GS-025-9 interpreters is on duty seven days per week and both GS-025-9 interpreters are on the schedule together three out of five days per week.

FY18 Interpretation Division Staffing					
Position	Title	Series & Grade	Status	#	Comments
<i>Permanent Positions</i>					
Supervisory Park Ranger	Chief of Interpretation	GS-0025/11	Perm-FT	1	
Park Ranger	Interpreter	GS-0025/09	Perm-STF	2	One position 2 days a week during off season and three days a week during the summer season.  One position three days a week during winter season and four days a week April – October.
<i>Temporary Positions (Seasonals)</i>					
Park Ranger	Interpreter	GS-0025/05	Temp	5	2 - Mid-May – Labor Day Weekend  3 Mid-May through September 30 <sup>th</sup>
FT = Full Time STF = Subject-to-Furlough Perm = Permanent Temp = Temporary (Seasonal)					

### Volunteers

Interpretation volunteers fall into two categories interns and general volunteers. The park recruits 8 interns annually from colleges and universities to fulfill graduation requirements or to gain on-the-job work experience before graduation. The interns staff river access kiosks contacting park visitors and providing information about the area, the park, and water safety. In addition, they perform canoe patrols on the river which includes contacting river users and performing river rescues and assists. They also perform education outreach to local youth groups and camps. Other volunteers in Interpretation staff the Zane Grey Museum, assist with fairs and festivals, and staff the accesses.

Resource Management volunteers include the Watershed Steward volunteers who interact with park visitors who are taking out or putting on vessels on the river to spread the importance of cleaning all boats and equipment to help spread aquatic invasives. In addition Resource Management volunteers assist with river clean-up projects and other studies that will be taking place during the year.

The National Canoe Safety Patrol falls under the Protection Division. These volunteers perform river patrols where they contact river users providing information on the park, water safety, and what to expect on the stretch of river to be paddled. In addition they provide river rescues and assists.

FY17 Volunteers-in-Parks				
Division	# of Volunteers	% of Total Park Volunteers	# of Hours Contributed	% of Total Park Hours Contributed
Interpretation	48	12%	6638	43%
Cultural Resources	4	<1%	68	<1%
Maintenance	7	2%	92	<1%
Protection	108	26%	5240	34%
Resource Management	245	59%	2877	19%
Administration	2	<1%	396	3%
TOTAL	414	100%	15310	100%

Volunteer Funding				
2015	2016	2017	2018	Comments
\$26,307.00	\$34,273.00	\$43,256.00		The majority of the volunteer expenses goes to the support of the park's internship program which includes housing and per diem.
Source: NPS Volunteer and Expense Report <a href="http://inside.nps.gov/volunteers/reports.cfm?tab=rpts">http://inside.nps.gov/volunteers/reports.cfm?tab=rpts</a>				

*Formal Partnerships*

The park has several formal relationships that operate under Cooperative Agreement or contract. These partners have written agreements with the park or with the National Park Service.

<b>FORMAL PARTNER RELATIONSHIPS</b>	
Name	Purpose of Relationship
<b>Cooperating Association</b>	
<a href="#">Eastern National</a>	Operates sales outlets that provide interpretive and educational materials. Functions through a multi-park Cooperating Association Agreement with NPS managed at the NPS Director’s level.
<a href="#">Delaware Highlands Conservancy</a> , NY and PA	Partners with the park on volunteers who provide orientation and information at sites along the river and on a successful winter school program about <a href="#">American Bald Eagles</a> .
National Canoe Safety Patrol	Partners with the park to volunteer in the park performing canoe patrols on the river as well as assist with training opportunities with park staff.

*Informal Partner Relationships*

The park also has a few significant, strategic, and reciprocal informal relationships with government agencies, municipalities, local organizations, academic, and cultural institutions.

<b>INFORMAL PARTNER RELATIONSHIPS</b>	
Name	Purpose of Relationship
<a href="#">Upper Delaware Council</a>	The Upper Delaware Council, Inc. (UDC) was established in 1988 as a formal partnership of local, state, and federal governments and agencies which have joined together to help manage the Upper Delaware Scenic and Recreational River. UDC is a liaison between the park and local communities.
<a href="#">Sullivan West Central School District</a> , NY <a href="#">Port Jervis City School District</a> , NY <a href="#">Wayne Highlands School District</a> , PA, Eldred School District, NY	The park collaborates with several local school districts on education programming, community outreach and events.
Callicoon Youth Center, DV-ACE, Lumberland Youth Camp, Highland Youth Camp, <a href="#">Western Sullivan Public Library</a> , <a href="#">Port Jervis Free Library</a>	The park collaborates with youth groups to provide education programming and community outreach.

## Appendix G: Education Standards and School District Goals

The needs of local schools, students, and educators should drive park education decisions. School districts post goals and strategic plans on their websites and often post district demographics. These numbers can support funding and grant requests. Use this information to inform park education planning and suggest where a park can best focus limited education resources.

Consider when planning: How can the NPS help the district(s) and local children and educators achieve their goals? The NPS has committed to serve fourth graders. What has the school district determined as goals for its fourth graders/elementary students?

### National Education Resources

- [Common Core Standards](#) - Academic standards that outline what a student should know and be able to do at the end of each grade. The standards have been adopted in 42 states and the District of Columbia.
- **Science, Engineering, Technology, and Math (STEM) and Science, Engineering, Technology, the Arts, and Math (STEAM)** – Look beyond traditional park areas of focus (such as history or environmental education) to broaden thinking about how to assist communities with *their* education goals including aligning with STEM and STEAM initiatives.
  - The [US Department of Education](#) and [US Department of Energy](#) have STEM education resources. NOAA, the EPA, and other agencies are also sources for STEM information.
  - The [Rhode Island School of Design](#) has championed STEAM education.
- [The National Writing Project](#) (NWP) – Helps parks use content and resources to teach writing and literacy and has a strong educator network. The NPS has an agreement with the NWP\*.

### Local Education Information

- [Port Jervis City School District](#), NY
  - Mission - The Port Jervis City School District, in partnership with our community, has an uncompromising commitment to measurably improve student achievement and prepare students to be productive and responsible life-long learners, ready to meet the challenges of citizenship in our ever-changing global society.
  - School District Goals:
    - Continue to improve student growth in the areas of overall achievement, attendance and graduation rates
    - Evaluate the districtwide math initiative
    - Continue to expand and evaluate educational technology opportunities for all students
    - Continue to work on developing an educationally sound plan for the replacement of the Middle School

- Maintain the fiscal stability of the Port Jervis City School District
  - [About the District](#)
  - [Title I](#)
- [Sullivan West Central School District](#), NY
  - Mission - Our District's mission is to provide a world-class and globally-competitive education for each student through excellence in teaching and learning, supported by the combined efforts of students, parents, educators, and community members.
  - [About the District](#)
  - [Board of Education](#)
- [Wayne Highlands School District](#), PA
  - Mission - The mission of the Wayne Highlands School District is to promote a school-community alliance dedicated to an educational process that is dynamic, flexible, and safe, where all students will become successful lifelong learners who develop respect for themselves and their society.
  - [About the District](#)
  - [Board of Directors](#)