

New Castle  
Community History and  
Archaeology Program  
DRAFT *Strategic Plan 2009*



Developed by **University of Delaware**  
**undergraduate students**

Anthropology 342:

*Issues in American Culture – Archaeological  
Perspectives*

Dr. Lu Ann De Cunzo

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WHERE WE'VE  
BEEN:  
*NCCHAP'S HISTORY*





## *New Castle Community History and Archaeology Program*

### *Formation*

- January 2006, following a series of community meetings, at which residents expressed need for a community resource inventory and plan for artifact collection and preservation
  - Born from a desire within the community and participating organizations and stakeholders to protect, preserve, study, and share the rich histories of New Castle

### *Past Projects*

- Unearthing New Castle's Past: Archaeology at the Read House and Gardens
  - University of Delaware Anthropology and Delaware Historical Society, 1995-present
    - One of the largest bodies of archaeological evidence recovered in city
  - 2006 –Unidel Foundation Grant to Anthropology Dept. for site and collections curation, research and analysis and to develop a permanent, interdisciplinary heritage program in New Castle
  - 2008-2009—University Anthropology students conduct test excavations in the Read yard and at 30 The Strand



➤ *Maritime Study of the Delaware River*

- July 2006 – led by the Institute of Maritime History
  - Inventory submerged sites
  - Document ice pier and coal pier

➤ *Immanuel Episcopal Church (1706)*

- Archaeology 1986-Present
  - Web posting of report on interior excavations revealing burials, construction technologies, pre-1706 fortifications
  - Grave marker study of individuals, lifespan, families

➤ *New Castle Courthouse (1732)*

- Archaeology 1950s-Present
  - Interior excavations revealing construction history, earlier foundations
  - Web posting of report on exterior excavations revealing landscaping history, 17<sup>th</sup> century palisade and cellar
  - Excavations on Green documented Jail

- *NCCHAP Archaeology*  
*Programs/Workshops/Tours/Lectures/Meetings*
  - Shoebox Archaeology and Pots & Plates Ceramics Workshops(5/5/06, 1/28/07)
    - Residents bring personal artifacts to be examined by professional archaeologists
      - Handouts and bibliography
  - Monthly Meetings at New Castle Courthouse to discuss community problems/events/involvement
  - Trips (centered on educating community about their resources such as property/local history)
    - Dover Public Archives/ DHS/Library in Wilmington
  - Programs

- Day in Old New Castle
- Research Your Historic Home  
Powerpoint guide posted on web
- *Recent NCCHAP Projects*
- Oral History
- Quaker Meeting
- Italian American community in New Castle
- Downtown Businesses of the Past
- Archaeology at the Amstel House



# Stakeholders

The number of groups that have a vested interest in NCCHAP's mission is impressive, and crucial to NCCHAP's success. Our stakeholders form a team, each contributing essential resources, time, and expertise.



## *New Castle Historical Society*

- Dutch House Museum: important 1930s Colonial Revival restoration and interpretation
- Amstel House Museum: 1730s home of Dr. John Finney, Nicholas Van Dyke, Delaware's 7<sup>th</sup> Governor
- Old Library Museum: 1892 Frank Furness-designed New Castle Library Company
- Children and adult programs, holiday events, historic preservation and restoration training

## *Delaware Historical Society*

- Statewide non-profit dedicated to state history and heritage for the benefit of the public
- Museum: George and Mary Read House (1801) 22-room mansion and William Couper Gardens (ca. 1850), Philip and Lydia Laird Colonial Revival restorations
  - Public Archaeology
- Tour programs for adults and school children, special programs
- *Delaware History* and the *Delaware Historical Society Newsletter*
- Research library

## *Delaware Division of Historical and Cultural Affairs*

- State agency mandated to provide consultation and technical advice to communities/ organizations
- New Castle Courthouse Museum NHL: Delaware's first court and capitol (1732 with additions) hosts exhibitions highlighting Delaware history, Underground Railroad history, history of state government and law, archaeology at the Courthouse.
- School programs on architecture, Delaware History, Early government, UGRR.
- Special events: speakers, re-enactments, public archaeology
- Arsenal: 1809 Supply depot for Fort Delaware during War of 1812, Cholera Hospital 1832 epidemic, School 1852-1930, Restaurant 1964-present
- Delaware Comprehensive Historic Preservation Plan
- Professional archaeological staff



## *Friends of Bellanca Airfield, Inc.*

- Not-for-profit organization dedicated to preserving the history of the Bellanca airfield and local aircraft manufacturing (1925-1954). The airfield, built by Giuseppe Bellanca and Henry B. DuPont, housed an aircraft service hanger (1936) and plant, which produced quality aircraft of innovative design.

## *New Castle Public Library*

- Newly expanded
- Hosts events for children, teenagers and adults
- Home of New Castle History collection
- Friends of the Library supports the Library through fundraisers, donations
- Exhibits on local history





### *City of New Castle*

- Actively involved in preserving its rich heritage
- Comprehensive Draft Plan includes Historical and Cultural Resources Plan
  - Extend Historic District south to Seventh and South Streets
  - Enhance physical and social connections between historic center and surrounding areas
  - Enhance gateways into historic city
  - Maintain strong sense of community history and value
  - Balance community and heritage tourism
- National Historic Landmark and City Historic District
  - Historic Area Commission goals to preserve, restore, and rehabilitate Historic New Castle. Board of Architectural Review controls renovation of Historic District buildings to maintain the integrity of the city's structural history

### *Trustees of New Castle Commons*

- Benefits the citizens and preserves the city, managing the Commons assets

### *Small businesses*

- Preserve buildings that make New Castle a special place
- Contribute to city's economy
- Offer goods and services to residents and visitors
- Vested in city's welfare and future
- Historic New Castle Alliance

### *Other local stakeholders:*

- Churches
- New Castle Senior Center
- Arasapha Garden Club
- Buttonwood School
- Developers and utility companies

## *Colonial School District*

- Centered in New Castle
- 3 middle schools, 8 elementary schools,

### William Penn High School

- Largest high school in Delaware: 200 staff, ca. 2,300 students
- United States History curriculum requirements: 1850-present
- Comparative and Global History curriculum: Exploration and Interaction, Revolution and Technological Change



## *University of Delaware*

- Mission: cultivate learning, develop knowledge, and foster the free exchange of ideas
- Major research university dedicated to service
- Faculty and students in anthropology, history, art history, art conservation departments, American material culture, preservation and museum studies programs
- Anthropology lab - students volunteer working with archaeological collections
- Resident Student Organization interest clubs.

## *Delaware Department of Transportation*

- Cultural resources studies mandated by federal law
- Transportation enhancement projects
- Professional archaeological staff



## *Other Stakeholders*

### *Archaeological Society of Delaware*

### *National Park Service*

- Proposal to establish National Historical Park

### *Society for American Archaeology*

### *Society for Historical Archaeology*



# Audiences



**NCCHAP's primary audience has been the residents of New Castle and the surrounding area.**

## *New Castle 2000*

- Almost 5,000 residents in 2,000 households
- 77.5% White, 20.2% African American, 0.25% Native American, 0.4% Asian, Hispanic or Latino 2.4%
- Almost 60% aged 25-64, 22% under 18
- 25+% single-person households, 46% married couples/ families
- Income per capita \$24,000
- *Town Crier* city newspaper

Though the focus on colonial interests engages the majority of residents' histories, other ethnic groups may appreciate a view of history that includes their ancestors.



These figures do not include those children who may not reside in the city, but still attend the Colonial School District.

Other elements of NCCHAP's local audience are not as well understood as city residents. Analyzing New Castle's tourists will help NCCHAP to include their neighbors in other Delaware communities. This study may form the basis for future programming that could involve and aid local businesses that depend on tourists. 12

# Strategic Plan Process

*The planning process we used is outlined in phases below.*

## *Phase I:*

- ❖ Create shared base of understanding about strategic planning, public archaeology, sustainability, and New Castle

## *Phase II:*

- ❖ Review the history of archaeology in New Castle
  - ❖ Excavations and Collections
  - ❖ Public Archaeology
  - ❖ Stakeholders and Resources
- ❖ Comparative Programs

## *Phase III:*

- ❖ SWOT Analysis and Mission for the Future
- ❖ Internal Strengths and Weaknesses, External Opportunities and Threats from Stakeholder Perspective
- ❖ Evaluate Mission Statement
- ❖ Select Strategic Plan Format

## *Phase IV:*

- ❖ Draft Strategic Plan
- ❖ Analyzed SWOT data and drafted Goals and Objectives
- ❖ Class Discussion and Vote (4.23.09)
- ❖ Strategic Initiatives: 1-3 Years: Projects and Collaborations

# *SWOT ANALYSIS: What is SWOT?*

Environmental Scan of strengths, weaknesses, opportunities, threats

## *NCCHAP Strengths*

### Stakeholders: Summary

- Number and Diversity: individual residents, companies, community/ state/ national organizations and agencies
- Shared goals of preservation, education, historical interpretation
- Interest in collaboration with heritage tourism interests
- Technological resources: websites

### Heritage Tourism

- Historical architecture and material culture
- Historical museums
- Waterfront location
- Walking Tours
- Shops

### New Castle Historical Society, Division of Historical and Cultural Affairs, Delaware Historical Society

- Leadership and creativity
- “Grass-roots” movement
- Cooperation
- City-centered
- Volunteer base
- Preservation / restoration expertise
- Potential NCCHAP exhibition space
- Program and space
- Extensive programming
- State support and network

### Colonial School District

- Archaeology as tool to teach across curriculum
- Value local heritage
- School trip programs

### Local Businesses

- Diverse customer base
- Shared interest in heritage tourism
- Economic base
- Historic New Castle Alliance

S.W.O.T.  
Analysis

# *NCCHAP Weaknesses*

## Stakeholders: Summary

- Economy limiting funding to all
- Limited, irregular, ineffective communication among stakeholders and audience
- Diverse visions for New Castle– heritage tourism... residential community
- Insufficient collaboration

## Heritage Tourism

- Limited disability access
- Few dining establishments
- Residential community concerned about tourism pressures

## New Castle Historical Society / Historic Area Commission, Division of Historical and Cultural Affairs, Delaware Historical Society, New Castle Public Library

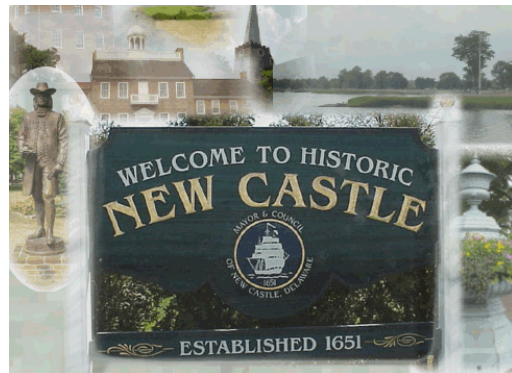
- Limited resources/ lack of coordination
- Not yet sustainable
- No leadership structure for cooperation and resource sharing
- Limited NCCHAP-branded programming
- Lacking public visibility, broad and diverse community participation
- No distinctive mission and focus
- Colonial focus
- Youth uninvolved

## Local Businesses

- Unclear relationship to,  
    limited interest in archaeology
- Limited funding

## UD Class conducting SWOT

- Outdated resources
- Disengaged from City of New Castle government officials
- Period of significance constraining: colonial to early federal



# OPPORTUNITIES

## Stakeholders

- ✓ Communication and collaboration
- ✓ Share resources to realize shared goals
- ✓ More marketing for growth
- ✓ Strategic partnerships
- ✓ Material culture collections

## Economy

- ✓ American Economic Recovery Act funding for education
- ✓ Save America's Treasures and Preserve America grant funding

# THREATS

## Stakeholders

- ✓ Community organization stakeholders' individual agendas, competing interests, and distinctive missions constraining collaboration
- ✓ Commercial and Private development

## Economy

- ✓ Economic recession
- ✓ Low visibility of Delaware as heritage destination





# Proposed Goals based on S.W.O.T.

Each class member proposed NCCHAP goals. They were:

## *Educate*

–The community

\* about NCCHAP through promotion, marketing, publications

\* about History and Archaeology through workshops, lectures, resources, New Castle school curriculum.

## *Preserve*

- Continue archaeology projects, teaching techniques, methods, surveying potential sites

## *Collaborate*

- Project-centered: local businesses, UD, expand existing relationships

## *Make Visible*

– Promote, market, published materials

## *Communicate*

-- *Within* and outside of organization

The class voted to select the top 3 goals.

## The results:

Educate: 10 votes

Preserve-2 votes

Collaborate: 8 votes

Communicate: 2 votes

Visibility: 7 votes

It was agreed that Collaboration and Communication intertwine and overlap, as do Visibility and Education.

## ***The top 3 Goals for NCCHAP for the next 3 years:***

*Promote and Communicate*

*Collaborate*

*Educate*

# Projects



Class members next evaluated different *projects* in relation to Goals. They included projects proposed in 2006 and 4 new proposals from class research:

1. New Proposal: Community Heritage Education Center
2. Public Archaeology Lab
3. Public Archeology Excavation Plan
4. Website Expansion
5. Programming: Workshops, lectures, tours—themes, topics
6. Programming: Exhibits
7. Publications: guide for residents regarding archaeological heritage, brochures, etc.
8. Historic District and Archaeology: Ordinances, etc.
9. Community Resources Inventory: sites and artifact collections
10. Archaeological GIS (Geographic Information Systems)
11. New Proposal: Promotion Plan for NCCHAP
12. New Proposal: A More Inclusive History
13. New Proposal: New Castle Newcomers

Certain projects were eliminated due to shortcomings, lack of alignment with proposed goals, or lack of interest from community members. Although some of the suggested projects may be implemented in the future, the class worked to identify the high priority projects. Class members agreed on the projects put forward in this Plan.

# *Where We're Going*

## NCCHAP Vision Statement

The New Castle Community History and Archeology Program is a collaborative venture that invests in the history and archeology of the city of New Castle. Working with diverse groups and individuals as an umbrella organization, NCCHAP seeks to accomplish goals beyond the scope of any one cultural organization. By raising awareness and appreciation, we strive to preserve the city's cultural heritage by cooperating with stakeholders to promoting New Castle history and offer heritage education programs. As the capital city of the 1<sup>st</sup> state, New Castle is a special place that merits interest and support, both in and beyond the local community.

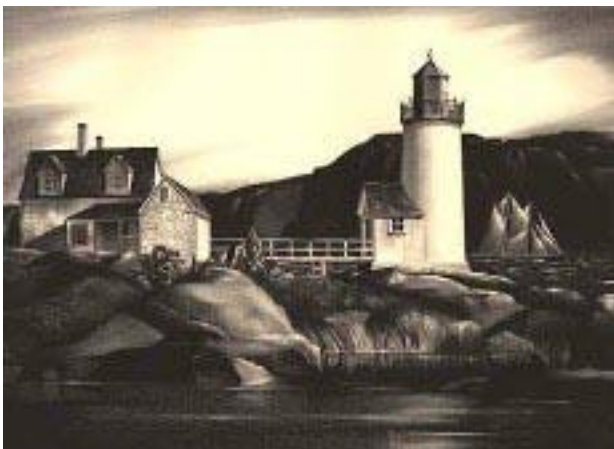


## NCCHAP Mission Statement

- ❖ To promote interest and participation in New Castle's historical and archeological heritage.
  
- ❖ To promote collaboration among agencies, organizations, and individuals to better preserve and sustain the community's heritage.
  
- ❖ To enhance New Castle's use by local schools as a historical resource.
  
- ❖ To educate diverse audiences about the many histories of New Castle.

# Core Values

- Serve: NCCHAP serves both the community of New Castle, and its historical and archaeological resources
- Preserve: NCCHAP works to maintain and preserve historical and archaeological sites of interest
- Educate: NCCHAP educates its members and the community on the importance of sustainability and preservation needs that stem from its historical and archaeological value.
- Collaborate: NCCHAP will collaborate with other organizations and the community to plan for the present and future of the program.



## Fundamental Questions

- 1. What about New Castle's history and archeology demands such a high level of preservation?
- 2. How will heritage tourism prove to be a valuable asset for New Castle?
- 3. What roles does sustainability play in the actions of NCCHAP?
- 4. Why does NCCHAP place such importance on education?

# Goals and Objectives for NCCHAP

## Goals:

In the next three years, NCCHAP plans to:

1. Promote local tourism and community pride by advancing a broader interpretation of New Castle history to a local audience, emphasizing archaeology and historic preservation
2. Educate a diverse demographic about archaeology while reaching further into the city's history, with special emphasis on post-colonial history
3. Collaborate more extensively with stakeholders in and around New Castle so that the historic district can function in a more cohesive manner.



*"We need to be more visible, more active, and attract more support from the community..... The community needs trusted resources to help them learn about this history.." Cynthia Snyder, Director, New Castle Courthouse Museum*

## Objectives:

In order to *promote* in the next three years, NCCHAP must:

1. Increase marketing in the local community
2. Increase local tourism
3. Emphasize the importance of local awareness
4. Maintain existing opportunities for community members to get involved
5. Increase visibility

In order to *educate* the community in the next three years, NCCHAP must:

1. Incorporate New Castle's history into middle and high school curricula and programming
2. Teach New Castle's post colonial history, involving groups such as Friends of Bellanca
3. Help community members understand the history within their homes
4. Teach local youth through firsthand experience

In order to *collaborate* in the next three years, NCCHAP must:

1. Increase stakeholder knowledge of NCCHAP
2. Include local businesses
3. Increase organization among stakeholders
4. Reach out to the University of Delaware

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*"Education should be the priority...  
Education of the general population."*

John Martin, Delaware archaeologist

# Proposed Project 1: Website



*With the wealth of information and resources on the website, and the necessity of online resources in our society, it is important to ensure that the website is clear and allows visitors to easily navigate and engage with the material.*

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NCCHAP proposes to undertake redesign, updating, reorganization, and expansion of the website, under the direction of Webmaster James Meek.

- *Reorganize:* streamlined, organized home page to highlight contact information and summary of NCCHAP for new visitors. Organize links into the tabs that navigate away from the home page.
- *Redesign:* professional format and style. Introduce sidebars to organize materials within each page. Projects, Events, Archaeology News-- archaeology headlines, NCCHAP news.

(Links to Archaeological Institute of America Archaeology News section)

- *Update:* check, revise contact and resource links. Add Vision and Mission statements and Strategic Plan
- *Expand:* Community section for New Castle residents caring for historic homes, what to do if you uncover a historic resource, and the responsibilities of being a resident in New Castle. Links to other Delaware history and archaeological websites, and newsletters in related fields. A kids' section - links to archaeology-related puzzles and games. Discussion board, for potential ideas. Volunteers section about roles that individuals can play, and who to contact for more information.

UD art, computer science, Museum Studies, Technical Writing programs are potential sources of professional and student design assistance.

- Paid or unpaid internships
- Class project or assignment.



These proposals focus on developing the website as a means of engaging visitors with NCCHAP's activities and interests. The website should inspire people to educate themselves about the history and archaeology of New Castle, and encourage them to take part in the discussions and discoveries of the organization.

And through the development of the website, NCCHAP can draw people into the rich resources of New Castle.

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### NEXT STEPS:

*NCCHAP must address*

Division of responsibility

Leadership

Management and daily operations

Funding

Scheduling





## Proposed Project 2:

### Promoting New Castle and NCCHAP

*Strong communication, networking, advertising, and communication will ensure success in future projects. With a few changes a more diverse population can be informed about NCCHAP.*

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NCCHAP proposes to promotion collaboration and collaborative programming through expanded communication networks.

NCCHAP shall also help to promote the activities of other groups with similar goals and objectives. By acting as a communication center, NCCHAP will achieve its goals as well as promote itself.

- Develop consistent Marketing Plan, focused on free/inexpensive, easy forms of marketing to attract newcomers and increase the public's knowledge of events

- Quarterly Events Posters in store windows

- Local radio public service announcements

- Expanded, updated email communication list

- Networking NCCHAP: Blog/ Facebook/ Twitter to attract young people to programs: FREE, paperless (green) marketing and education

- UD radio, sporting events, newspapers and online newsletters, and invite professors in relevant classes to make announcements

- Hold regular 'coffee breaks' and evening gatherings for planning and sharing ideas and information

- NCCHAP shall collaborate with all interested partners to establish and maintain a New Castle visitor center
- Develop map, shopping and restaurant guide

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### NEXT STEPS:

*NCCHAP must*

Explore opportunities for central, visible downtown location  
and host organization

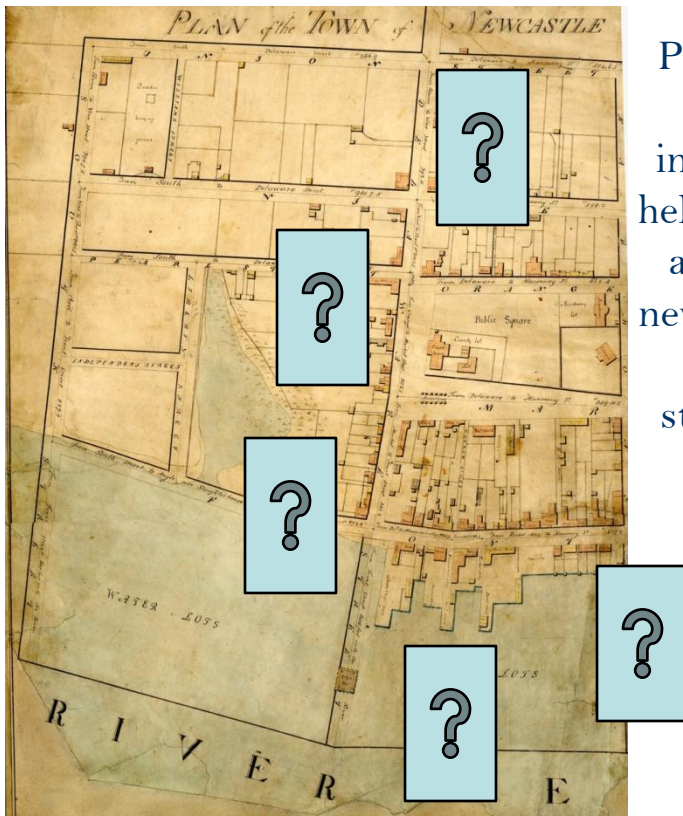
Division of responsibility

Leadership

Management and daily operations

Funding

Scheduling



Promotion is important as a primary goal because increased exposure now will help build support for projects and events. Besides adding new members from the public, promotion can add new stakeholders and encourage tighter networking.

## Proposed Project 3:

## Engaging

## the Local Schools



*New Castle has a rich history to share with local schools. By broadening the educational potential of Historic New Castle to cover archaeology and all periods of its history, NCCHAP can gain more stakeholders in the surrounding schools.*

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### *Middle and Elementary Schools*

#### Project Purposes:

- Teach and learn the histories of New Castle
- Create a larger, closer sense of community
- Expand NCCHAP connections and resources
- Engage youth in their heritage and complement their education with hands-on, real life experience

#### Objectives:

- Kid-friendly, interpretive after-school programs for middle-school students to participate in hands-on archaeology, archaeology labs, or other museum activities, outside in heritage landscape of New Castle. Complement classroom studies

#### Project Description:

- Bring the schools to New Castle, and bring New Castle to the schools.
  - Develop programs and interpretations to correlate with the DE state education standards  
Work with high school students to design, teach programs, mentor youth
- 

### *William Penn High School*

#### Establish regular communications and promote opportunities for students and faculty

#### Develop programs on 19<sup>th</sup>-20<sup>th</sup> century history

- African American History: Underground Railroad, with New Castle Courthouse Museum
- Demography and geography: High School teacher Kristin Taggart

#### Provide community service opportunities for Honors Society, Student Council, Service Clubs

- Archaeology Partners with University of Delaware Anthropology
- After-school Programs for Middle Schoolers

Volunteer experience is rewarding, fulfills requirements for school, and educates students about the history of New Castle. This brings a younger crowd with new ideas and spunk to the community.

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“This incorporation [of high school volunteers] could boost the morale of community, and give willing the chance to help out around town experience college laboratory settings.”

Barry Joyce, Ph.D.,  
UD History Education  
Program Coordinator



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## *University of Delaware*

### Teaching Teachers

- History Education Program
  - Student teachers
  - Curriculum Development
- In-Service Training, programs in 19<sup>th</sup>-20<sup>th</sup> century history, demography, geography, architecture



## Proposed Project 4:

# Community Archaeology and Education Plan

*This priority promotes the goal of expanding archaeology education, and addresses the essence of community archaeology. It is imperative to get the community involved and interested in order to ensure the future of the past.*

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### *Overview of Project*

#### ➤ Objective:

- Provide opportunities for people to broaden their way of thinking about the past, the people who lived it, and the values and meanings of the remains they left behind. In the short term, the program will target community members.
- Special attention will be given to the stories of those left out of earlier histories (i.e. non white/upper class New Castilians)

#### ➤ Methods:

- Community excavation program
- Exhibits of artifacts and documents
- Programs and community workshops highlighting hands-on experiences
- Lectures and field trips to other archaeological sites of interest

#### ➤ Target audience:

- Baby boomer generation approaching retirement age. These individuals already have extensive experience and wisdom that NCCHAP can help them share with others as we instill in them a new understanding of the past. The program seeks to expand how they view and accept presented histories.
- The addition of these mature, skilled individuals to NCCHAP ranks will give us a great advantage. Having such a volunteer corps available to aid NCCHAP educational programming will be invaluable.



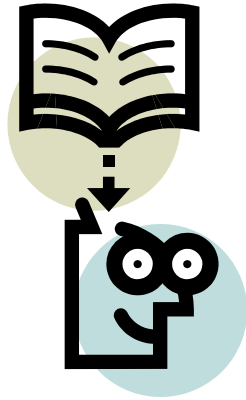
Jim Meek,  
NCCHAP Webmaster, volunteer,  
and historic property owner

## Future Plans

The Community Archaeology Plan must address

### ✓ Process of selecting excavation locations

- ✓ Proposed construction sites
- ✓ Private v. public ownership
- ✓ Threatened sites
- ✓ High research and educational value and integrity
  - ✓ NCCCHAP will not propose to compete with CRM firms for contracts.

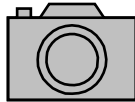


### ✓ Public Archaeology Laboratory and Collections Resource Center

- ✓ Location for archaeologists, community members, students to process, catalogue, research, report, interpret, exhibit archaeological collections

### ✓ Professional Staff and Volunteer Opportunities

- ✓ Fieldworkers
- ✓ Artifact processors and curators
- ✓ Artifact cataloguers
- ✓ Photographers, writers, editors, graphic artists, publication designers
- ✓ Educators
- ✓ Marketers
- ✓ Grant-writers



### ✓ Partners

- ✓ University of Delaware
- ✓ City of New Castle
- ✓ Historical organizations
- ✓ Schools
- ✓ Archaeological Society of Delaware
- ✓ Coming of Age Delaware



✓ Lawrence Moore has documented the growing number of 'baby boomer' retirees looking seeking fulfilling recreational and educational activities. NCCCHAP shall take advantage of these new prospects for potential volunteers, many of whom may have a long-term interest in archaeology. Sharing their contributions with family and friends creates a ripple effect. Expanding the NCCCHAP volunteer base promotes the goals and mission of the group, as well as helping to make the program economically sustainable.

### ✓ Financial plan

- ✓ Income: contributed services, in-kind contributions, donations, grants, fees and sales
- ✓ Expenses: stipends, equipment, supplies, utilities, publication



# Proposed Project 5: Interactive Archaeology Exhibits



*New, state-of-the-art, hands-on archaeology exhibits presenting a wider range of New Castle's history will complement existing exhibits for community members and tourists.*

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## Long Term Initiative:

New Castle lacks community-wide, multi-site exhibits that connect sites into a broader and more inclusive history. The object of such exhibits will be to help visitors imagine and visualize the towns' history, and draw from experience to make personal connections that they can take home with them to remember in the future.

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## Short Term Initiative:

Interactive exhibits will help make archaeology *real* to school children and community members.

- Middle Schoolers After-School Program (see Project 3)
  - Teaching Archaeology and Material History by Doing: Collaboration among NCCHAP, University, High School, Middle School
- Community: Residents, owners, stewards
  - “Writing History Through Archaeology” -- Demonstrate archaeological procedures, planning through reporting. How archaeology differs from other forms of digging: goals and purposes, methods, collections study and disposition, analysis, interpretation

# Next Steps for NCCHAP Strategic Planning

- **Primary Stakeholder Groups**
  - Review, correct, edit
  - Meet: Major issues: vision, mission, core values, goals and objectives, short term initiatives, plan to present to other stakeholder groups
- **Present revised Draft to Stakeholders**
- **Final Draft: Vision, Mission, Core Values, Goals and Objectives, Prioritized Short Term Initiatives**
  - Prepare, approve, distribute
- **Strategic Plan for STI Projects**
  - Leadership, management, partner groups
  - Tasks and Schedule
  - Strategy to build volunteer base
  - Budget and funding
  - Marketing plan
  - Assessment





# Appendix I:

## *Archaeology in New Castle*

- **AMSTEL HOUSE**
  - Archaeological Society of Delaware
    - *Pre-construction study of 19<sup>th</sup>-century building loci*
- **NEW CASTLE COASTAL SURVEY**
  - Institute of Maritime History
    - *Ice Piers*
- **GEORGE READ II HOUSE AND GARDENS**
  - Unearthing New Castle's Past: University of Delaware
    - *Archaeological Management Plan and Interpretive Report*
    - *Student training*
    - *Public engagement*
    - *Research: colonial through colonial revival*
- **NEW CASTLE COURTHOUSE AND GREEN**
  - DHCA and JMA
    - *Pre-restoration and construction studies of courthouse, terrace, arsenal, green*
    - *Public interpretation, lectures, exhibits*
- **FORT AT NEW AMSTEL**
  - Trustees of the Green and Heite Consulting
    - *Search for the first Dutch fort*
- **ARCHAEOLOGICAL PRESERVATION PLAN**
  - Trustees of the Green and Heite Consulting
- **8 THE STRAND**
  - University of Delaware/ Day in Old New Castle
    - *Test Yard for 17<sup>th</sup>-Century Buildings*
- **30 THE STRAND**
  - University of Delaware Public Archaeology Class
    - *Test in the Alley*

# **Appendix 2:**

## ***Selected Comparative Public Archaeology Programs***

- **ALEXANDRIA ARCHAEOLOGY**
  - ✓ City mandated and funded
  - ✓ Volunteer-Professional Collaboration: Excavation, Collections, Exhibition
  - ✓ Summer archaeology camps
  - ✓ City archaeology museum
- **TEXAS ARCHAEOLOGICAL SOCIETY**
  - ✓ Texas Archaeology Academy Training programs
  - ✓ Strategic Plan: training and mainstreaming archaeology
  - ✓ Endowment and Foundation fundraising
- **CLANWILLIAM LIVING LANDSCAPE PROJECT, SOUTH AFRICA**
  - ✓ Use archaeological heritage to preserve and promote town
  - ✓ Link past and present, examining contemporary issues: global warming, resource conservation
  - ✓ School curriculum and training programs
  - ✓ Creative interpretation of Time
  - ✓ Create Jobs
- **HALDIMAND AND NORFOLK COUNTY ARCHAEOLOGICAL RESEARCH PROJECT, ONTARIO, CANADA**
  - ✓ Archaeological survey and stewardship program
  - ✓ Teach citizens principles of archaeological research
  - ✓ Develop trust and respect between community's landowners and archaeologists
- **COMMUNITY ARCHAEOLOGY PROGRAM, BINGHAMTON UNIVERSITY**
  - ✓ Archaeology training for adults and children
  - ✓ Foster interaction among university archaeologists, students, community members

