

New Castle  
Community History and  
Archaeology Program  
DRAFT *Strategic Plan 2010*



Draft by **University of Delaware undergraduate students**

Anthropology 342:

*Issues in American Culture – Archaeological Perspectives*

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



## *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

- o Born from a desire within the community and participating organizations and stakeholders to protect, preserve, study, and share the rich histories of New Castle

➤ *Unearthing New Castle's Past: Archaeology at the Read House and Gardens*

- University of Delaware Anthropology and Delaware Historical Society, 1995-present

➤ *Maritime Study of the Delaware River*

- July 2006 – led by the Institute of Maritime History

➤ *Immanuel Episcopal Church (1706)*

- Archaeology 1986-Present

➤ *New Castle Courthouse (1732)*

- Archaeology 1950s-Present

➤ *NCCHAP Archaeology*

*Programs/Workshops/Tours/Lectures/Meetings*

- Shoebox Archaeology and Pots & Plates Ceramics Workshops(5/5/06, 1/28/07)

➤ 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)

➤ Programs

- Day in Old New Castle
- Research Your Historic Home
- Historic House Preservation Workshops
- 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*  
*Delaware Historical Society*  
*Delaware Division of Historical and Cultural Affairs*  
*Friends of Bellanca Airfield, Inc.*  
*New Castle Public Library*  
*City of New Castle*  
*Trustees of New Castle Commons*  
*Historic New Castle Alliance*  
*Small Businesses*  
*Community churches*  
*New Castle Senior Center*  
*University of Delaware*  
*Colonial School District*  
*Buttonwood School*  
*Arasapha Garden Club*  
*Delaware Department of Transportation*  
*Archaeological Society of Delaware*  
*Developers and Utility Companies*



# Audiences



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

# Strategic Plan Process

## *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 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
- NCCHAP is 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 highlighted in community programming is 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



# *Where We're Going*

## NCCHAP Vision Statement

Working with diverse groups and individuals as an umbrella organization, NCCHAP seeks to accomplish goals beyond the scope of any one cultural organization. NCCHAP is dedicated to sustaining New Castle as a historical place, and the organizations committed to that effort. By raising awareness and appreciation, we strive to preserve the city's cultural heritage by engaging with stakeholder organizations and the New Castle community to promote New Castle history, incorporate archaeological preservation and interpretation into heritage planning, and offer heritage education programs.

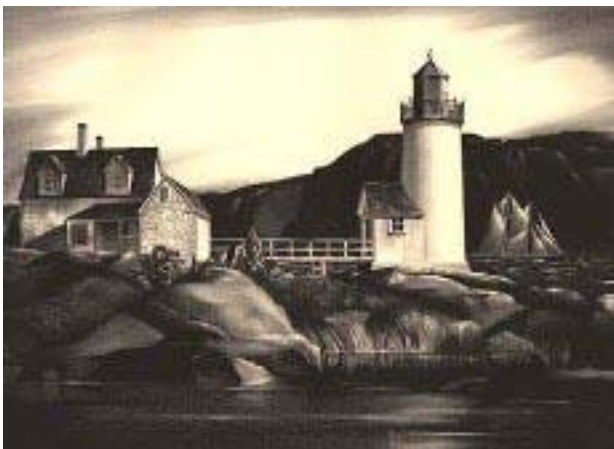
## ~~~~~ NCCHAP Mission Statement

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. NCCHAP works to

- ❖ Promote interest and participation in New Castle's historical and archeological heritage.
- ❖ Promote collaboration among agencies, organizations, and individuals to better preserve and sustain the community's heritage.
- ❖ Enhance New Castle's use by local schools as a historical resource.
- ❖ 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 awareness and community pride by advancing a broader interpretation of New Castle history to a local audience, emphasizing archaeology and historic preservation
2. Educate diverse audiences about archaeology while reaching further into the city's history, with special emphasis on post-colonial history
3. Collaborate more extensively with stakeholders and residents in and around New Castle to preserve and present the city's complex history in a 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 of NCCHAP programming in the local community
2. Emphasize the importance of local awareness
3. Maintain existing opportunities for community members to get involved
4. 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 and property owners
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.

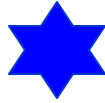
(Links to Archaeological Institute of America Archaeology News section)

- *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.
- *Promote:* plan!



UD art, computer science, Museum Studies, Communications, English, Visual Culture, 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 and others 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*

Leadership

Audience

Management and daily operations

Implementation:

Handling data

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 promote 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 NCCHAP events
  - Quarterly Events Posters in store windows
  - Local radio public service announcements
  - Expanded, updated email communication list
  - Website postings
  - Stakeholder group newsletter announcements
  - 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 town meetings for planning and sharing ideas and information

*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
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### *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

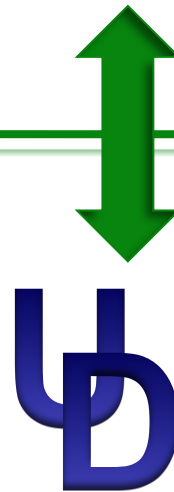
Volunteer experience is rewarding, fulfills requirements for school, and educates students about the history of New Castle. This brings a younger crowd with new ideas and spunk to the community.

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“This incorporation [of high school student volunteers into NCCHAP] could boost the morale of the community, and give willing students the chance to help out around town and 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.



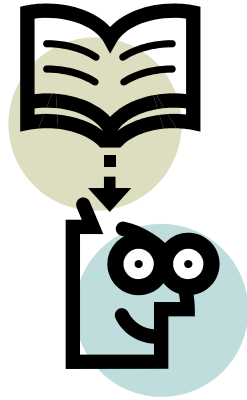
Jim Meek,  
NCCHAP Webmaster, volunteer,  
and historic property owner

## 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
  - ✓ NCCHAP will not propose to compete with CRM firms for contracts.

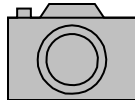


### ✓ Public Archaeology Laboratory and Collections Resource Center

- ✓ 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. NCCHAP 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 NCCHAP 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 and Historic Preservation Programs



*New, state-of-the-art, hands-on archaeology and preservation programs presenting a wider range of New Castle's history will complement existing programs 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
  - “Historic Preservation Workshop Series” — Demonstrate historic preservation procedures for restoring, repairing, maintaining historic buildings
  - “Walks and Talks” — “Many Voices Tours” and powerpoint presentations presenting different perspectives from which to “see” New Castle
  - “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**
  - Major issues: vision, mission, core values, goals and objectives, short term initiatives, plan to present to other stakeholder groups
- **Present revised Draft to Stakeholders**
  - Website, newsletters, newspaper, online survey, town meeting
- **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

