



Hudson River Valley National Heritage Area Management Plan

Seth Eastman, *Hudson River with
a Distant View of West Point*,
1934.

Hudson River Valley National Heritage Area Management Plan

Mission Statement

The mission of the Hudson River Valley National Heritage Area is to recognize, preserve, protect, and interpret the nationally significant cultural and natural resources of the Hudson River Valley for the benefit of the nation.

Prepared for

Hudson River Valley Greenway Communities Council
and Greenway Conservancy for the Hudson River Valley, Inc.

Prepared by

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and QL Consulting, Inc.

Approved by

The Secretary of the Interior, Gale A. Norton
April 17, 2002

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Anthony's Nose at Peekskill, William Wade, *Panorama of the Hudson*, 1848. Courtesy of The Desmond-Fish Library.

Hudson River Valley National Heritage Area Management Plan

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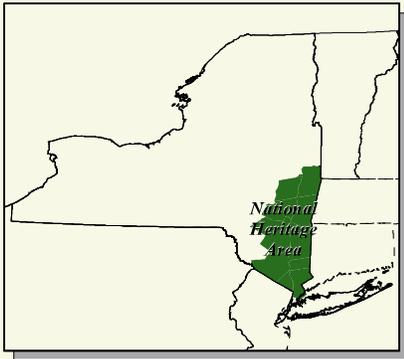
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Hudson River Valley National Heritage Area



LEGEND

- Hudson River Valley National Heritage Area
- 22nd Congressional District within the HRVNHAA **
- County Boundary
- Interstate Highway
- Parkway
- Lake or River

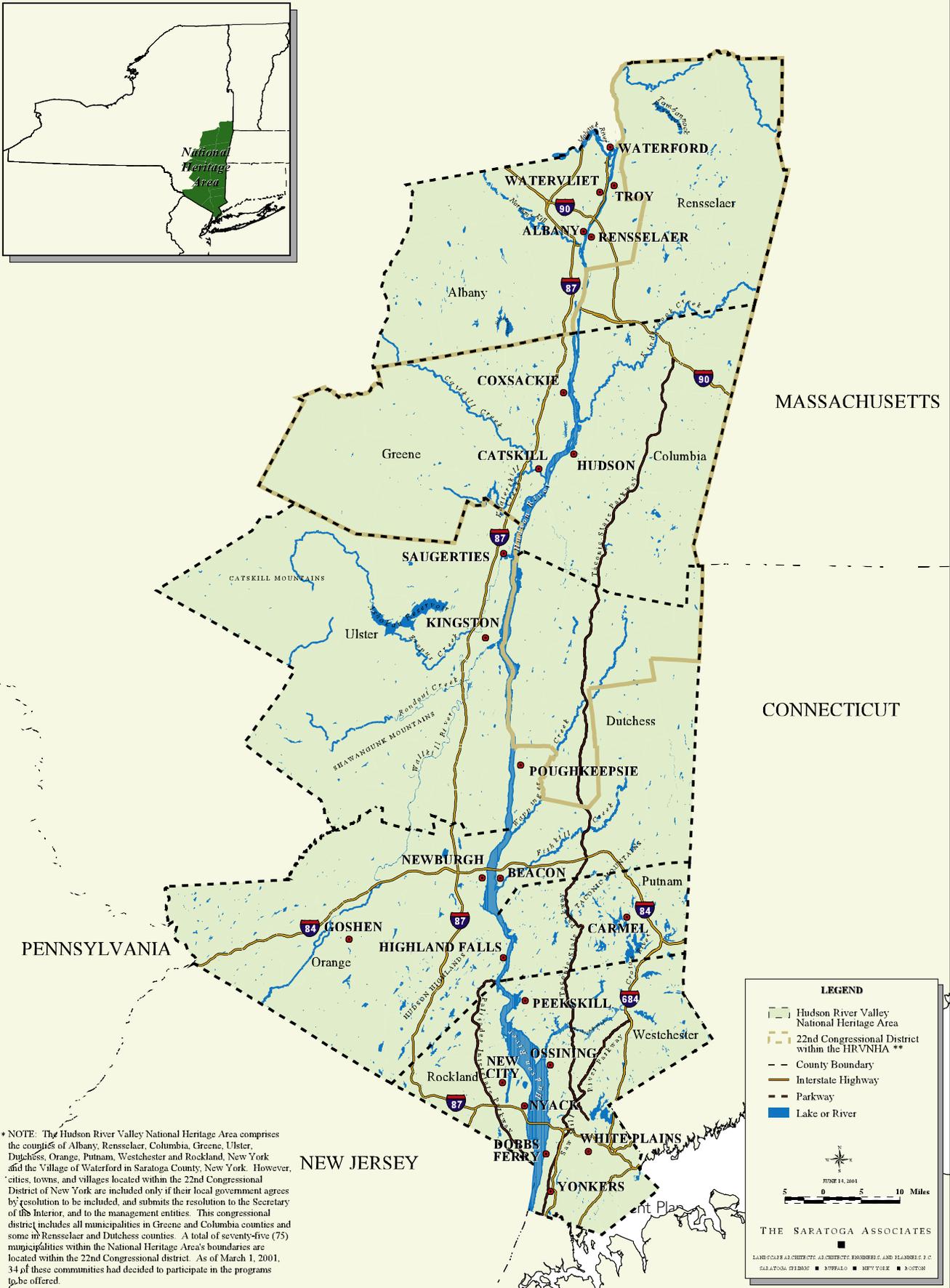
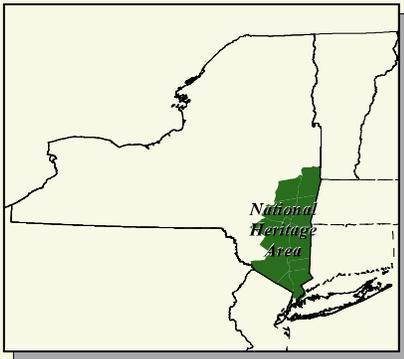
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** NOTE: The Hudson River Valley National Heritage Area comprises the counties of Albany, Rensselaer, Columbia, Greene, Ulster, Dutchess, Orange, Putnam, Westchester and Rockland, New York and the Village of Waterford in Saratoga County, New York. However, cities, towns, and villages located within the 22nd Congressional District of New York are included only if their local government agrees by resolution to be included, and submits the resolution to the Secretary of the Interior, and to the management entities. This congressional district includes all municipalities in Greene and Columbia counties and some in Rensselaer and Dutchess counties. A total of seventy-five (75) municipalities within the National Heritage Area's boundaries are located within the 22nd Congressional district. As of March 1, 2001, 34 of these communities had decided to participate in the programs to be offered.

Hudson River Valley National Heritage Area



LEGEND

- Hudson River Valley National Heritage Area
- 22nd Congressional District within the HRVNA **
- County Boundary
- Interstate Highway
- Parkway
- Lake or River

HRVNA 11, 2001

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Executive Summary

In 1996, Congress created and dedicated funding for the Hudson River Valley National Heritage Area (“Heritage Area”). This Management Plan, produced by the Hudson River Valley Greenway Communities Council and the Greenway Conservancy for the Hudson River Valley, Inc. (“Greenway”), presents comprehensive recommendations for the Heritage Area. It is the result of extensive public participation through public meetings and individual interviews involving private citizens; community and business leaders; federal, state, regional, and local organizations, agencies and elected officials; heritage professionals; and others with an interest in the future of the Heritage Area.

One of the most important objectives of the Heritage Area is to increase access to and interpretation of the nationally significant cultural and natural resources that are related to the themes (“the Heritage Sites”). The Management Plan proposes the implementation of Heritage Area Trails to link the Heritage Sites using three primary themes: *Freedom and Dignity*, *Nature and Culture*, and *Corridor of Commerce*. The Trails will bring together Heritage Sites, their communities, and a variety of public and private agencies to create partnerships to meet the legislative mandate to conserve and interpret the Heritage Area.

Heritage Sites and their communities will benefit from technical assistance, a clearinghouse, and networking opportunities. The public will benefit from a series of guidebooks and a cohesive and comprehensive approach to interpretation. Access will be enhanced by a well-coordinated system of signs, maps, and other descriptive materials. The Management Plan continues the Greenway’s regional planning process that respects home rule; the Heritage Area has no regulatory authority and all participation is voluntary. The Plan anticipates that communities and regional, state, and federal agencies will work together to reach beyond individual Heritage Sites. In recognition that heritage tourism is crucial to local economic vitality, Heritage Area communities will continue to increase joint marketing efforts, revitalize waterfronts and main streets, and improve public transportation access for residents and tourists alike.

Goals

The goals of the Hudson River Valley National Heritage Area Management Plan are to:

- Organize the diverse array of the nationally significant sites and resources in New York State’s Hudson River Valley into a cohesive system of Heritage Sites and communities.
- Safeguard and enhance the Hudson River Valley’s natural and cultural heritage through conservation of its nationally significant resources.
- Promote and coordinate partnerships among private organizations and public agencies whose interests and commitments are consistent with those of the Heritage Area.
- Foster public access to and understanding of the Valley’s heritage through interpretation of its resources and development of collateral material and guidebooks for this purpose.
- Encourage local and regional economic activity in the context of Heritage Area planning and development.

Implementation Principles

The implementation of this Management Plan is guided by four principles:

- *The primacy of the Hudson River*
The plan recognizes and reaffirms the Hudson River as the primary source of the nationally significant cultural and natural resources of the valley.
- *Community development and heritage development*
The plan is rooted in the belief that better preservation, interpretation, and development of Heritage Sites stimulates and sustains appropriate development in the communities in which these resources are located. In this way, the Heritage Area enhances the region's well being and supports its economy.
- *The Greenway approach*
The Heritage Area reflects the existing regional vision and process of planning originated by the Greenway. The Greenway's five planning criteria—natural and cultural resource protection, regional planning, economic development, public access, and heritage and environmental education—also guide development of the Heritage Area.
- *Voluntary participation*
The recommendations of this Management Plan are voluntary and thus consistent with the New York State Constitution and laws and the intentions of the Heritage Area communities.

Implementation Strategies

The Hudson River Valley National Heritage Area Management Plan is based on an organizing system of Heritage Area Trails that forge regional partnerships, protect Heritage Sites, improve their communities and promote heritage tourism. The Heritage Sites will be selected based upon the criteria to be established by the Heritage Area Committee.

Thematic Framework

The Heritage Area Trails, composed of selected Heritage Sites and their communities, flow from three historic Hudson River Valley themes:

- *Freedom and Dignity*
Highlights the Hudson Valley's role in the American Revolutionary War, the abolitionist and other important movements, and the visionary leadership of Franklin Roosevelt.
- *Nature and Culture*
Depicts the natural landscapes and the artists, writers, and architects inspired by the valley.
- *Corridor of Commerce*
Emphasizes the crucial role the Hudson River played in the early settlement and economic development of our nation.

Partnership

The diversity of the Heritage Sites and resources, the complexity of the region, and the modest annual federal funding for the Heritage Area necessitate a partnership approach. The Heritage Area will work with private organizations, local communities, and federal and state agencies to preserve, protect, and interpret these resources for the benefit of the nation.

The Heritage Area's primary partners are:

- *Greenway*
The Greenway, in the form of the Management Entities, is the most appropriate direct, day-to-day managing partner for the Heritage Area. The Greenway offers a compatible set of objectives, well-established grants and technical assistance processes and programs, a direct relationship to local and county governments and regional agencies, and a staff working on trail development and regional planning.

- *National Park Service*

The Department of the Interior is the federal representative in the legislation creating the Heritage Area and has designated the National Park Service as the federal partner. The National Park Service headquarters in the Heritage Area is in Bellefield adjacent to Springwood, the Franklin and Eleanor Roosevelt Home and the new Visitor Center serving both the Roosevelt Home and the Library, will be a premier center in the cultural corridor of the valley.

- *New York State Office of Parks, Recreation and Historic Preservation*

This state organization operates all state parks, historic sites, natural trails, and heritage areas.

Secondary Partners

Working with other public and private support partners, the Heritage Area will direct resources toward the conservation, interpretation, management, and development of Heritage Sites.

Identity-Building and Promotion

The Management Plan proposes a combination of direct programs and partnerships to promote the Heritage Area. The recommendations include the following:

- *Direct Identity-Building*

The Heritage Area will develop a comprehensive exhibition about the Hudson River painters. The Heritage Area will design, produce, and distribute maps and a series of guidebooks on the valley.

- *Tourism*

The Heritage Area will collaborate with the Tourism Development Council, the State Division of Tourism, and the county Tourism Promotion Agencies to assure appropriate promotion of the Heritage Area to markets both inside and outside of New York State.

- *Signs*

A coordinated program of signs identifying and interpreting the Heritage Area should be created through local, state, and federal programs who have signage programs that will complement the mission of the Heritage Area.

- *Visitor Orientation*

Kiosks should be installed in 10 existing and proposed visitor centers to distribute maps, brochures, and guidebooks as the first step in a coordinated visitor information initiative for the Heritage Area.

- *Virtual Campus and the Hudson River Valley Institute of Marist College*

This internet-based campus will create links and access to the region's extraordinary scholars, mentors, libraries, colleges, and cultural and environmental organizations.

Management

The Heritage Area management team will be composed of the following:

- *Greenway*

The Hudson River Valley Greenway Communities Council and the Greenway Conservancy for the Hudson River Valley, Inc. are the Management Entities of the Heritage Area.

- *Heritage Area Co-Directors*

The Executive Directors of the Management Entities will serve jointly as Co-Directors of the Heritage Area.

- *Heritage Area Committee*

This Committee is referred to in the federal legislation and its members will be appointed by the Co-Chairs of the Management Entities. Meeting quarterly, the Committee will perform policy-level review.

- *Sub-Committees*

Made up of Heritage Area Committee members and complemented by experts in the region, Sub-Committees for each of the interpretive themes of the Heritage Area will oversee the development of the Heritage Area Trails.

- *Consultants*

Specialized heritage practitioners will be retained on an as-needed contract basis for specific technical assignments relating to Heritage Area activities.

- *Interpretive Plan*

The legislation requires an Interpretive Plan for the Heritage Area. An independent Interpretive Plan is not an addendum to this document. The Plan fully incorporates the interpretive vision and strategy.

I.

Overview of the Hudson River Valley National Heritage Area

Traveling down the Hudson River, named by Native Americans “the river that flows both ways,” you discover people, places, and events that made American history. This legacy led Congress to recognize the Hudson River Valley as a National Heritage Area in 1996, one of only 23 areas so designated.

From Troy to Yonkers, over 150 miles and through 10 counties, the Hudson River defines a region of urban centers, country hamlets, and abundant rural landscapes. The river in the Hudson River Valley is an estuary, tidal for all of the Heritage Area. The freshwater line varies throughout the year, with seawater tasted as far north as Newburgh during the summer months.

Extending across 4 million acres, the Hudson River Valley is home to 2.5 million residents. Yet despite being surrounded by one of the most concentrated human populations in North America, the Hudson River estuary incorporates over 2,000 acres of tidal freshwater wetlands and many more acres of brackish tidal wetlands. There are five National Historic Sites in the Heritage Area, 57 National Historic Landmarks, 89 historic districts, and over 1,000 sites listed on the National Register of Historic Places. Every year visitors and residents spend \$2.5 billion exploring the history, art, nature, and culture of the Hudson River Valley.

1.1 National Heritage Area Legislation

Congress designated the Hudson River Valley National Heritage Area in Title IX of Public Law 104-333 (1996), as amended by Section 324 of Public Law 105-83 (1997). The purpose of the Hudson River Valley National Heritage Area Act of 1996 is to:

- Recognize the importance of the history and the resources of the Hudson River Valley to the nation.
- Assist the State of New York and the communities of the Hudson River Valley in preserving, protecting, and interpreting these resources for the benefit of the nation.
- Authorize federal financial and technical assistance to serve these purposes.

The Heritage Area comprises the 10 counties of Albany, Rensselaer, Columbia, Greene, Ulster, Dutchess, Orange, Putnam, Westchester, and Rockland, and the Village of Waterford in Saratoga County.¹ In this document, the term “Management Entities” and the name “Greenway” refer to the Hudson River Valley Greenway Communities Council and the Greenway Conservancy for the Hudson River Valley, Inc.

1.2 The Legacy of the Hudson River Valley

In its 1996 review of regional resources and history, the National Park Service declared the Hudson River Valley “the landscape that defined America.” Its political importance was demonstrated early in our history when the river played a critical role in the Revolutionary War. For George Washington, the Hudson Highlands were the key to stopping the British advance. With possession of the valley, the British could have separated the southern and northern colonies, potentially changing the course of American history.

Almost a century later, the valley was an important destination along the Underground Railroad, offering hope for slaves as they sought freedom in the north. In 1860, in one of the fiercest moments in the anti-slavery movement, Harriet Tubman incited a riot in Troy to protect the escaped slave Charles Nalle.

The many streams and waterfalls of the tributaries of the Hudson River powered early sawmills and gristmills. The river was the site of the first successful steamboat innovations, beginning with Robert Fulton’s Clermont (1807). The Hudson’s largest tributary, the Mohawk River, formed the spine for the Erie Canal (opened in 1825), connecting New York City to the west. Beginning in the mid-19th century, the railroads dominated transportation in the valley. Carrying passengers and freight on both sides of the river, the rails linked communities of the Hudson River Valley north and south, east and west. The Erie Canal and the railroads made New York into the Empire State.

The Hudson’s influence extended from commerce to culture. The river and its landscapes inspired the first American school of art in the 19th century, the Hudson River Painters. Sublime and picturesque paintings by Thomas Cole, Frederic Church, and Asher Durand depicted this unique American landscape for the nation to witness.

¹The cities, towns, and villages located within the 22nd Congressional District of New York (as constituted in 1997) are included only if their local governments agree to become part of the Heritage Area by resolution and submit the resolution to the Secretary of the Interior and the Greenway. This Congressional District includes all municipalities in Greene and Columbia counties and a portion of Rensselaer and Dutchess counties. Seventy-five municipalities in the Heritage Area’s boundaries are located within the 22nd Congressional District. As of May 15, 2002, 48 of these communities have elected to participate.

Tourists traveling north by steamboat to enjoy the region's grand landscapes were soon followed by industrialists and commercial leaders who built great estates—William and John D. Rockefeller, E.H. Harriman, George Perkins, Frederick Vanderbilt, J.P. Morgan, and Ogden Mills were among the more famous residents.

The Heritage Area contains a variety of cultural and natural resources that are referred to herein as Heritage Sites because they are so important to the future of the Heritage Area. It is generally agreed these Heritage Sites constitute one of the most important groups of buildings, landscapes, and parks in the nation.

As such, the assemblage of these Heritage Sites represents the principle asset of the Heritage Area. Not only are the Sites destinations for tourists from New York City and elsewhere, but also, because of their educational and intrinsic value, they are visited by residents and make the Heritage Area a pleasant place to live.

Among the most important Heritage Sites are Olana, West Point, Philipsburg Manor, Kykuit, Washington's Headquarters, Boscobel, and Roosevelt/Vanderbilt. There are approximately 60 major Heritage Sites identified in the New York State Historic Sites list that can be characterized as such because they are recognized as worth a journey, are open on a regular schedule, are staffed for interpretation, and have customary visitor facilities.

The 19th-century struggle between the forces of progress and preservation—energized by artists' and conservationists' appreciation of the environment—led to the mobilization and protection of the Hudson's scenic qualities. The legacy continues into our own century. The Palisades Park, now more than 100,000 acres, was created by private enterprise and is the model for much of the National Park system. The Storm King campaign galvanized thousands and inspired environmental activism across the country. The spirit of stewardship continues to thrive in the valley through the efforts of many, including Scenic Hudson, Open Space Institute, Clearwater, the Riverkeeper, and the Hudson River Foundation.

1.3 Regional Strategies

The sheer size and diversity of the Heritage Area distinguish it from the nation's other 23 Heritage Areas, and make planning, management, and programming a complex undertaking. For example, Westchester and Rockland counties are closely tied to the economy and population of New York City; while Ulster, Greene, and Columbia counties are 100 miles from the city's border, and are vastly different in outlook toward cultural opportunities.

As principal partner of the Heritage Area, the Greenway has already begun to address the challenge of regional planning for the Hudson River Valley. The Greenway's regional approach to natural and cultural resource protection, planning, economic development, public access, and heritage and environmental education provides the foundation for the management of the Heritage Area.

Over the past ten years, the Greenway has initiated partnerships that maintain voluntary local control and encourage communities to develop projects that address specific local concerns while also contributing to the regional vision. The Greenway organized public meetings in every Hudson River Valley community with more than 8,000 residents, eliciting public comment on the areas of concern that the Heritage Area is required by legislation to address.

I.4 The Vision

The Management Plan lays the groundwork for celebrating the region throughout the 21st century.

The Heritage Area will create Heritage Area Trails that promote regional partnerships, facilitate improvements at Heritage Sites and their communities, and promote heritage tourism. Through implementation of this plan, the Hudson River Valley National Heritage Area can become a place where:

- Millions of residents and visitors every year explore history, culture, and nature in scores of easily accessible Trails unified by a system of signs and a series of guidebooks.
- Compelling stories of *Freedom and Dignity*, *Nature and Culture*, and *Corridor of Commerce* unfold in Heritage Sites both grand and intimate.
- Ten counties of people and places act as one Hudson River Valley to establish the region as the nation's premiere Heritage Area.
- Resource protection and land management policies are coordinated in a viable regional plan.
- Residents and visitors develop a personal appreciation for the cultural and natural resources and their related communities of this unique American landscape, becoming stewards for the region's future.

2.

National Heritage Area Legislation and Planning

The National Park Service recommended National Heritage Area status for the Hudson River Valley in a 1996 Special Resource Study and characterized the valley as “an exceptionally scenic landscape that has provided the setting and inspiration for new currents of American thought, art and history.” This Management Plan integrates the recommendations of the National Park Service Special Resource Study, National Heritage Area Act, and the results of extensive public participation described at the end of this chapter.

2.1 Legislative History and Compliance

Congressional findings of the Hudson River Valley National Heritage Area Act of 1996 (Section #902) are:

- The Hudson River Valley between Yonkers, New York, and Troy, New York, possesses important historical, cultural, and natural resources, representing themes of settlement and migration, transportation, and commerce.
- The Hudson River Valley played an important role in the military history of the American Revolution.
- The Hudson River Valley gave birth to important movements in American art and architecture through the work of Andrew Jackson Downing, Alexander Jackson Davis, Thomas Cole, and their associates, and played a central role in the recognition of the esthetic value of the landscape and the development of an American esthetic ideal.
- The Hudson River Valley played an important role in the development of the iron, textile, and collar and cuff industries in the 19th century, exemplified in surviving structures such as the Harmony Mills complex at Cohoes, and in the development of early men's and women's labor and cooperative organizations, and is the home of the first women's labor union and the first women's secondary school.
- The Hudson River Valley, in its cities and towns and in its rural landscapes—
 - A. displays exceptional surviving physical resources illustrating these themes and the social, industrial, and cultural history of the 19th and early 20th centuries; and
 - B. includes many National Historic Sites and Landmarks.
- The Hudson River Valley is the home of traditions associated with Dutch and Huguenot settlements dating to the 17th and 18th centuries, was the locus of characteristic American stories such as “Rip Van Winkle” and the “Legend of Sleepy Hollow,” and retains physical, social, and cultural evidence of these traditions and the traditions of other more recent ethnic and social groups.
- New York State has established a structure for the Hudson River Valley communities to join together to preserve, conserve, and manage these resources, and to link them through trails and other means, in the Hudson River Greenway Communities Council and the Greenway Conservancy.

2.2 Management Plan Overview

In accordance with the federal legislation, the Management Plan includes the following components.

2.2.1 Inventory

A comprehensive compilation of natural and cultural sites in the Heritage Area, the inventory categorizes the resources according to the primary interpretive themes: *Freedom and Dignity*, *Nature and Culture*, and *Corridor of Commerce*. (Not included in this reprint - available at the Greenway offices).

2.2.2 Policies for Resource Management

The Management Entities of the Heritage Area will use a set of guidelines, as outlined in Section 6, to determine sites and properties eligible for financial and technical support.

2.2.3 Implementation Program

Recommendations for action address:

- Conservation and Interpretation: Strategies for protecting and interpreting important cultural and natural resources.
- Management: Programs and strategies to assist designated Heritage Sites to implement their missions and goals.
- Heritage Planning and Development: Site development augments the institution itself through such major physical improvements as restorations and additions. Community development improves the local settings to enhance access and visitor experience.

While the Management Plan offers a comprehensive strategic approach, the following types of programmatic initiatives will receive priority:

- Protecting and interpreting Heritage Sites.
- Establishing interpretive exhibits.
- Increasing public awareness and appreciation for the Heritage Sites and related resources.
- Creating a consistent program of signs.
- Encouraging economic activity consistent with the objectives of the Management Plan.
- Encouraging land use policies consistent with the Management Plan implementation principles.

2.2.4 Implementation Plan

The plan outlines funding requirements for the initial five years of implementation.

2.2.5 Intergovernmental Roles

The roles of local, state, and federal agencies are delineated throughout the Management Plan.

2.2.6 Interpretive Plan

The legislation requires an Interpretive Plan for the Heritage Area. An independent Interpretive Plan is not an addendum to this document. The Plan fully incorporates the interpretive vision and strategy.

2.3 Study Methodology

In 1999 the Management Entities contracted with John Behan Planning Associates LLC, Unconventional Wisdom, Jane Clark Chermayeff Associates LLC, and QL Consulting, Inc. to produce a management plan. During winter and spring 1999-2000, the planning team, including Greenway staff, convened public meetings and conducted interviews to explore the potential of the Heritage Area. The public forums and interviews included over 2,500 participants associated with, museums and archives, environmental and land conservation organizations, universities, tourism councils, foundations, government agencies, and media throughout the valley. (See Appendix A: List of Management Plan Public Meetings) Meeting notes and comments are available at the Greenway offices.

During a two-month period in late 2000, a draft management plan was released for comment at six public meetings held at The Hudson River Museum, Yonkers; the Orange County Community College, Newburgh; Marist College, Poughkeepsie; City Hall, Kingston; Columbia-Greene Community College, Hudson; The Rensselaer Newman Foundation, Troy, and on the Greenway website. Jane Clark Chermayeff Associates LLC and QL Consulting, Inc. coordinated and produced the final five-year Management Plan.



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3.

Mission, Goals, Principles, and Strategies

Based on extensive public participation, the planning team and Management Entities formulated the mission, goals, and strategies that are the foundation of the Heritage Area. All recommendations and programs developed by the Heritage Area will support this vision for the region.

3.1 Mission

The Hudson River Valley National Heritage Area will recognize, preserve, protect, and interpret the nationally significant cultural and natural resources of the Hudson River Valley for the benefit of the nation.

3.2 Goals

The goals of the Hudson River Valley National Heritage Area Management Plan are to:

- Organize the diverse array of nationally significant sites and resources in New York State's Hudson River Valley into a comprehensive system of Heritage Sites and communities.
- Safeguard and enhance the Hudson River Valley's natural and cultural heritage through conservation and interpretation of its Heritage Sites.
- Promote and coordinate partnerships among private organizations and public agencies whose interests and commitments are consistent with those of the Heritage Area.
- Foster public access to and understanding of the valley's heritage through interpretation of its nationally significant resources and development of collateral material and guidebooks for that purpose.
- Encourage local and regional economic activity in the context of Heritage Area planning and development.

3.3 Implementation Principles

The implementation of this Management Plan is guided by four principles:

- *The primacy of the Hudson River*
The plan recognizes and reaffirms the Hudson River as the primary source of the nationally significant cultural and natural resources of the valley.
- *Community development and heritage development*
The plan is rooted in the belief that better conservation, interpretation, and development of nationally significant sites stimulates and sustains appropriate development of the communities in which these resources are located. In this way, the Heritage Area enhances the region's quality of life and supports its economic viability today and into the future.
- *The Greenway approach*
The Heritage Area reflects the existing regional vision and process of planning originated by the Greenway. The Greenway's five planning criteria—natural and cultural resource protection, regional planning, economic development, public access, and heritage and environmental education—also guide development of the Heritage Area.
- *Voluntary participation*
The recommendations of this Management Plan are voluntary and thus consistent with the New York State Constitution and laws and the intentions of the Heritage Area communities.

3.4 Implementation Strategies

The Heritage Area's mission, goals, and principles will be implemented through an interdependent strategy. The Heritage Sites are organized according to interpretive themes through Heritage Area Trails. The resources of public and private support partners can be used for substantial enhancements to Heritage Sites and their communities. The Management Entities, along with other regional partners, implement identity-building tools to maintain and elevate the status of the entire Heritage Area as a premier tourist destination. These following concepts are more fully discussed in later chapters of the plan:

- *Themes*
The interpretation of Heritage Sites is directed along three primary themes: *Freedom and Dignity* as reflected in the history of the Hudson River Valley during the Revolutionary War, abolitionist and other important movements, and presidency of Franklin Delano Roosevelt; the *Nature and Culture* of the Hudson's unique landscape and the artists, architects, and writers inspired by it; and the *Corridor of Commerce*, paying tribute to the role the Hudson River played in the birth of America as a world economic power. The themes will be the basis for a series of Heritage Area Trails linking Heritage Sites, communities, and private and public partners.

- *Partnership*

The Heritage Area staff will identify potential partners. Any individual, organization, private firm, or government agency that can direct resources—financial, in-kind contribution, or expertise—to Heritage Sites and communities is a potential partner. Because of limited funding and staffing, the Heritage Area will rely on the Greenway and the National Park Service and regional and local partnerships to help fulfill its vision.

- *Site and Community Enhancements*

Heritage Sites and their communities are aided by the Heritage Area through technical assistance and other partnership support. To qualify, sites and their communities must demonstrate evidence of mutually beneficial planning and development initiatives. Technical and financial resources, derived largely from identified partners, assist Heritage Sites in making concrete improvements and encourage communities to achieve regional goals that enhance the Heritage Area.

- *Identity-Building*

The Heritage Area staff will build an identity for the Heritage Area. A unified system of identification and interpretive signs, maps, guidebooks, and strategically placed information kiosks will improve public access to and understanding of the Heritage Area.



View of Vanderbilt Mansion, Hyde Park.

4.

Framework for the National Heritage Area

The stories of freedom, nature and culture, and commerce in the Hudson River Valley describe the American experience, past and present. Recognizing that “heritage” means the primacy of history in developing the region, the Management Plan outlines three themes that frame the Heritage Area, its system of Heritage Area Trails, and the development of Heritage Sites and programs. The themes are *Freedom and Dignity, Nature and Culture,* and *Corridor of Commerce.*

4.1 Theme One: *Freedom and Dignity*

Historic sites along the Hudson River tell stories of the people and events across three centuries of our nation's struggle for liberty, dignity, equality, and basic human rights.

The battles of the Revolutionary War are the most famous and celebrated events in the history of the valley. The Hudson's distinctive natural features made it of great strategic importance. Americans retained control of the area as the British twice tried to capture control. A trail of Sites—Washington's Headquarters in Newburgh, Stony Point Battlefield, Kingston, Forts Montgomery and Clinton, and West Point—reveal the history of the people and places of the Revolutionary War. Section 6 outlines the *Revolutionary War Heritage Trail*.



Historic reenactment, US Military Academy, West Point.

A century later, the valley played an important role in African Americans' pursuit of freedom. While traveling the Underground Railroad, escaped slaves made their way to McGregory Brook in Peekskill. In Troy Harriet Tubman belonged to the local African Methodist Episcopal Zion Church, while the African-American abolitionist Henry Highland Garnet led the Liberty Street Presbyterian Church.

Franklin D. Roosevelt provided the nation with leadership in times of crises and left a presidential legacy rarely matched. Springwood, Val-Kill, and Top Cottage, Franklin and Eleanor Roosevelt's homes in Hyde Park, and the Presidential Library collectively and individually are some of the most heavily visited sites in the valley. Eleanor Roosevelt, arguably the most influential First Lady in our history, continued to promote humanitarian causes from Val-Kil for nearly two decades after her husband's death.

Freedom and Dignity sub-themes are:

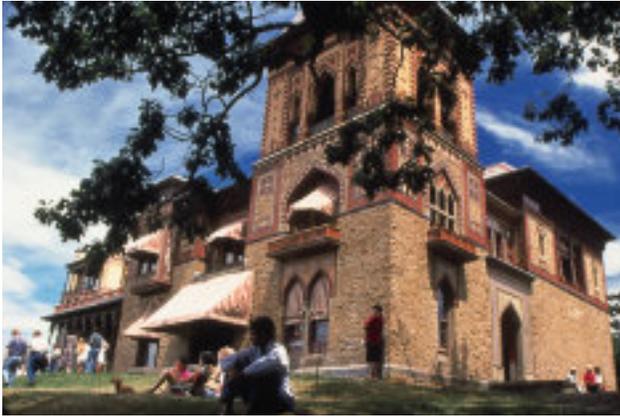
- Revolutionary War: battles, George Washington, military leaders, and social history.
- Underground Railroad and abolitionists.
- Roosevelt Legacy: Franklin and Eleanor Roosevelt.



Springwood, home of Franklin D. Roosevelt, Hyde Park.

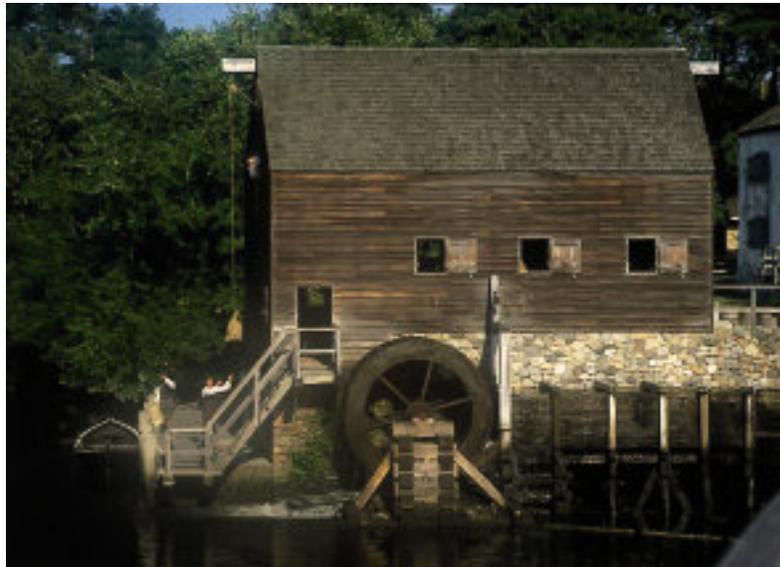
4.2 Theme Two: *Nature and Culture*

America's vision of itself as a unique country is rooted in the Hudson River Valley. The wild mountains and forests were in sharp contrast to the tamed European countryside. The paintings of Samuel Morse (1791–1872), Thomas Doherty (1793–1856), Asher Durand (1796–1886), Thomas Cole (1801–1848), Jasper Cropsey (1823–1900), Frederic Church (1826–1900), and Albert Bierstadt (1830–1900), as well as the writings of Washington Irving (1783–1859) documented and shaped American attitudes toward nature. Their portrayals of people living in harmony with nature, a view also reflected in the valley's legends and folklore, helped mold a national identity and American aesthetic ideal. Architecture and landscape design reflected this vision, and it is still visible today in the gardens, barns, Victorian era homes, and the great estates.



Olana, home of Frederic Church, Hudson.

Inspired by his valley roots, Theodore Roosevelt's interest in nature and the environment was life long. As governor, he won approval of environmental reforms that preserved the Palisades against development and protected the state's waterways from pollution. As president, he helped launch the conservation movement by expanding the nation's publicly held lands and forests.

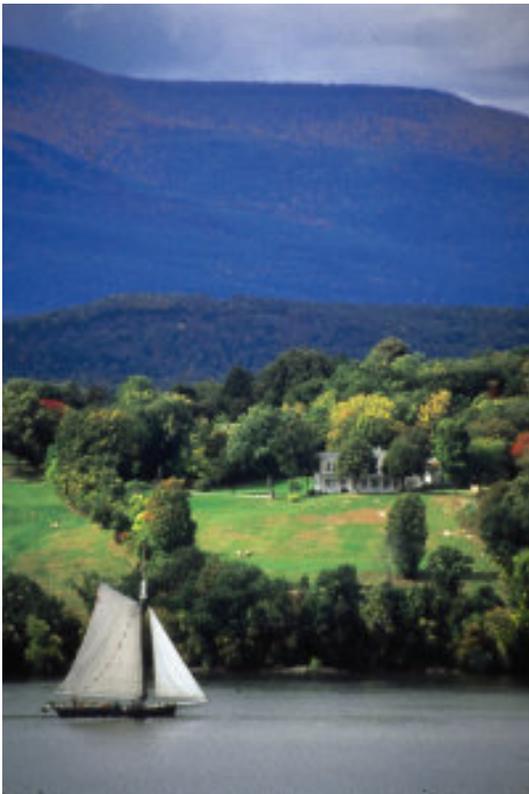


Philipsburg Manor, Sleepy Hollow.

The Hudson River Valley citizens engendered the birth of modern environmental movement with the preservation of Storm King Mountain, the enactment of the New York State Environmental Quality Review Act, and the formation of prominent environmental organizations, such as Scenic Hudson, Clearwater and Riverkeeper.

Nature and Culture sub-themes are:

- Hudson River Painters: the artists and the settings.
- Landscapes of Extraordinarily Scenic Character: the river, highlands, forests, parks, and preserves.
- Sites of Exceptional Landscape Design and Architectural Distinction: houses, gardens, barns, and private parks.
- Environmental Advocacy: scenic conservation, historic preservation, natural resource protection, and Greenway trails.



Clearwater, Hudson River at Catskill.

4.3 Theme Three: *Corridor of Commerce*

New York State's history as a commercial center for the nation grew out of the abundance of the Hudson River Valley's natural resources, agriculture, and trade routes. Over the past four centuries, the river has offered economic opportunities to indigenous and immigrant groups; Native Americans, Italians, Irish, Germans, Huguenots, English, Dutch, and African Americans have all contributed to the heritage of the valley.

The Hudson River offers a deep navigation channel to Albany and the Erie Canal. This famous canal, opened in 1825, extended trade routes into Canada and the western interior, and enabled New York State to become preeminent in commerce and shipping. From the earliest colonial era, the valley supported the production and trade of furs; coal and iron products; cement, bricks, and quarried stone; farm products; and locally manufactured textiles, including the collar and cuff industry in Troy. Brickmaking was a prominent industry in the Hudson River Valley; clay was abundant throughout the valley, and the D & H Canal provided an inexpensive passage for barges with the coal needed for fuel.



Kykuit, Rockefeller Estate, Pocantico Hills.

The construction of the railroads in the mid-1800s maintained the Hudson Valley's commercial importance as the era of water transport was replaced by rail. However, its preeminence as a commercial transportation corridor began to fade with the construction of the interstate highway.

Corridor of Commerce sub-themes are:

- The Community Landscape: historic river towns, districts, and town centers.
- The Agricultural Landscape: orchards, vineyards, and farms.
- The Settled Landscape: exploration and trade, Native Americans, Dutch, Huguenots, and recent immigrants.
- Labor Movements: women workers and organizers, protests, and strikes.
- Technological and Industrial Innovations: canals, steamboats, foundries, stove, collar and cuff manufacturers, water supply systems, and lighthouses.

4.4 Heritage Area Trails

The Heritage Area Trails organize Sites, their communities, and public and private partners to achieve the mission of the Heritage Area. A Heritage Trail will not usually be a foot or bicycle path in any defined area—it is a metaphor for physical boundaries and direction of a cultural corridor. Each Trail connects a number of nationally significant Heritage Sites that relate to one another through one or more of the primary themes. Trails will be selected by the Heritage Area Committees, based on the themes and regional priorities. This regional approach will help define the selection process, allocate the limited Heritage Area federal funds and leverage public and private partnership support. Inclusion on a Heritage Area Trail will help Heritage Sites conserve and improve their facilities, and will demonstrate their collective value to the Heritage Area. The Trails are designed to attract visitors to Heritage Sites and their communities and to enhance the public's interpretive experience.



Van Cortlandt Manor, Croton-on-Hudson.

5. Creating Regional Partnerships

Throughout New York State and the nation, public-private partnerships are recognized as the key to sustainable development. Coordination, collaboration, and communication among all levels of government, local communities, foundations, not-for-profits, and other organizations are necessary for the Heritage Area to achieve its goals. The scale of proposed Heritage Area facility improvements, preservation, and program initiatives, even at minimal levels, is beyond the scope of any individual agency or entity.

5.1 Interpreting Partners

Interpreting partners are the designated Heritage Sites included on a Heritage Area Trail. Many nationally significant Sites have been identified in the National and State Register of Historic Sites. Additional documents, including those prepared by the National Park Service, and other inventories, suggest that other valley resources, large and small, may also qualify as Heritage Sites. Once it has achieved Heritage Site status (See Section 6), the Site and its community can begin the process of interpretation, planning, development, and work with other Sites.

5.2 Primary Support Partners

The three primary support partners of the Heritage Area are the Greenway, the National Park Service, and the New York State Office of Parks, Recreation and Historical Preservation. These partners have a direct fiscal or management connection with the Heritage Area.

5.2.1 Greenway

As the Management Entities for the Heritage Area program, the Greenway through its Co-Directors will develop and implement the Plan. As the primary support partner, the Greenway staff will continue to:

- Sustain and expand grass roots regional support for the Heritage Area;
- Provide staff support for Heritage Area educational, cultural, and development programs;
- Offer technical expertise for fiscal operations, reporting procedures, and Heritage Area Trail development; and
- Support resource protection.

5.2.2 National Park Service

The National Park Service, as specified in the legislation, Section 908 (a) (1) (a&b), will “upon request of the Management Entities provide technical and financial assistance to the Heritage Area to develop and implement the Management Plan.” The National Park Service will give priority to actions that conserve “significant natural, historic, and cultural resources which support the themes of the Heritage Area” and provide “educational, interpretive and recreational opportunities consistent with its resources and associated values.” Additionally, there is provision for the expenditure of federal funds on nonfederally owned property, “especially in assisting units of government in appropriate treatment of districts, sites, buildings, structures, and objects listed or eligible for listing on the National Register of Historic Places.”

The National Park Service is a resource for technical assistance for the Heritage Area. It will serve only in an advisory capacity and as liaison to the Management Entities and the Heritage Area Committee.

5.2.3 New York State Office of Parks, Recreation and Historic Preservation (OPRHP)

Within the Heritage Area, OPRHP manages Clermont, Clinton House, John Jay Homestead, Knox’s Headquarters, Mills Mansion, New Windsor Cantonment, Olana, Philipse Manor Hall, Schuyler Mansion, Senate House, Stony Point Battlefield, and Washington’s Headquarters; five NYS Heritage Areas (Hudson-Mohawk, Mohawk Valley Heritage Corridor, Albany, Ossining and Kingston); and thousands of acres of park land. OPRHP has statewide grants programs offering assistance for historic preservation, local aid for land acquisitions, trails, agricultural resource protection, projects in heritage areas, and other historic and cultural projects. OPRHP has developed expertise in conservation and interpretation through the selection and training of site managers.

OPRHP will work closely with the Management Entities and the Heritage Area Committee to develop the Heritage Area Trails.

5.3 Secondary Support Partners

In addition to primary support partners, the Heritage Area will establish secondary partnerships with federal and state agencies, county and local governments, regional organizations, not-for-profits, and other local entities.

The following is a brief description of some of the key partners and how they can work with the Heritage Area.

5.3.1 Federal Agencies

In addition to the National Park Service and other federal agencies listed in the Partnership Directory, two federal entities are currently active in the valley and could direct their existing resources toward the implementation of the Management Plan:

- In 1998 the Hudson was designated an American Heritage River, and a Hudson River Navigator was appointed to foster improved federal government coordination. The River Navigator's experience in charting the course of federal programs and identifying funding opportunities will be an important asset to the Heritage Area.
- The United States Military Academy at West Point has a wealth of natural and cultural resources related to the military history of the Hudson River Valley and the nation. As the valley's most popular visitor destination, West Point's architecture, fortifications, curriculum, and collections of artifacts and manuscripts will be invaluable in developing Heritage Area Trails related to the U.S. military history.

5.3.2 New York State Agencies

The Heritage Area will seek partnerships with many New York State agencies, programs, and initiatives. Governor Pataki's New York State Heritage Program, is charged with coordinating the administration of the state's various historical collections and will administer the New York State Heritage Trails Program. The National Heritage Area and the New York State Heritage Commission will work closely as each develops its respective Trails.

Two New York State agencies have annual grants programs that specifically target the Hudson River:

- The Department of Environmental Conservation's Hudson River Estuary Program offers grants to municipalities and not-for-profits to assist with the implementation of certain commitments in the Estuary Action Plan. Grants are available in the following categories: education and interpretation, habitat restoration and/or acquisition, local scenic resources, community conservation and stewardship, and river access.
- The Department of State's Coastal Zone Management Program oversees the development of local waterfront revitalization programs, harbor management programs, and watershed management plans for Hudson River tributaries. They also offer an annual grants program to communities along the Hudson.

The Department of Transportation administers the federal Scenic Byways Program. Under this program, once a scenic byway is established through a nomination process, funds are available for economic development and resource management. Scenic byways are proposed within the Heritage Area.

5.3.3 Local Governments

Many Heritage Area recommendations are directed at the local level, requiring partnering with municipal jurisdictions to plan and implement improvements. The enthusiastic participation of local governments will be crucial to the success of the Heritage Area. Local governments can contribute expertise and knowledge of local resources to the Heritage Area. Local support for Heritage Area projects is needed not only for locally funded projects, but also to match funds provided by support partners. Local governments benefit from Heritage Area identity-building and marketing efforts.

5.3.4 Foundations, Not-for-Profits, and Regional Organizations

Hudson River Valley foundations, private not-for-profits, and regional organizations provide an array of philanthropic services and funds. These organizations are natural allies of the Heritage Area, promoting local and regional planning, preserving open space through land or farmland trusts, developing interpretive and educational programs, or conserving natural and cultural resources.

Active regional partners include:

- Boscobel Restoration, Inc.
- Clearwater
- Friends of the Hudson River Valley
- Historic Hudson Valley
- Hudson River Foundation
- Hudson Valley Tourism
- Lower Hudson Conference
- Metro-North
- Mid-Hudson Pattern for Progress
- New York Parks and Conservation Association
- The Open Space Institute
- Palisades Interstate Park Commission
- The Riverkeeper
- Scenic Hudson
- The Trust for Public Land

The Heritage Area will work closely with these organizations and other local interests seeking their support and encouraging their efforts in a mutually beneficial process to implement the goals of the Management Plan.

5.3.5 Business Development Partners

Development of Heritage Area Trails, identity-building, and marketing—all recommendations of this Management Plan—offer new business opportunities. Many of these opportunities will be prompted by increased use and traffic from area residents and visitors. Demand for public amenities, such as restaurants, hotels, and jitneys or buses, can grow as the Heritage Area matures. The growth of compatible businesses will benefit the communities that protect and enhance their Heritage Sites.

The leader in business development in the Heritage Area is the Empire State Development Corporation. Within the region there are 10 County Economic Development Corporations; 6 Empire Development Zones (Albany, Troy, Kingston, Poughkeepsie, Newburgh, and Yonkers); and 2 Federal Enterprises Communities (Kingston-Newburgh and Albany-Schenectady). These varied economic resources and incentives provide opportunities for partnerships.



Springside, Home of Matthew Vassar, Poughkeepsie.

6.

Heritage Area Trails, Sites and their Communities

The Heritage Area Trails will bring together the Hudson River Valley's state and nationally significant Heritage Sites, their communities, and support partners to achieve the goals of the Management Plan.

6.1 Becoming a Heritage Area Site

To become a Heritage Area Site (“Heritage Site”) and be part of a Heritage Area Trail, the potential site must meet a set of criteria that will be established by the Heritage Area Committee and approved by the Co-Directors.

Heritage Sites that meet the Heritage Area Trail criteria and show evidence of collaboration with their communities will be eligible for technical and financial assistance from public and private support partners. In accordance with the legislation, the following areas will receive priority:

- *Conservation*
Strategies for protecting, preserving, and restoring regional resources.
- *Interpretation*
Developing and telling the stories and lessons embodied in the region’s diverse resources.
- *Management*
Programs and strategies that enhance the capacity of institutions to, individually or collectively, implement their missions as they relate to Management Plan goals.
- *Heritage Planning and Development*
Heritage Site development augments the institution itself through such major physical improvements as restorations and additions. Community development improves the local settings to enhance access and visitor experience through infrastructure investments, such as lighting, directional and interpretive signage, historic facade improvements, waterfront and main street revitalization, streetscape upgrades, and public restrooms.

Where appropriate, Heritage Sites may seek funding and assistance as an individual institution or in partnership with their communities and/or Heritage Area Trail partners.

6.2 Collaboration between Heritage Sites and their Communities

To promote the regional nature of the Heritage Area Trails, Heritage Sites and communities are encouraged to work together on marketing, transportation, infrastructure, and planning. Potential areas of collaboration between Heritage Sites and communities are described below.

6.2.1 Publicity and Marketing

Visitors to a Heritage Site are likely to spend dollars in nearby downtown areas. Heritage Sites and their communities should synthesize marketing efforts to create synergy. Heritage Sites should demonstrate a close relationship with their local Chambers of Commerce or other similar civic institutions.

6.2.2 Land and Water Management Techniques

The Management Entities will take the lead role and continue to provide assistance to communities throughout the Heritage Area to promote better land and water management techniques directed towards the protection of the region’s nationally significant natural and cultural resources. Partnerships will be formed with other organizations, including The State of New York, regional not-for-profit organizations, and counties to further these objectives.

6.2.3 Transportation

Heritage Area Trails highlight the need for regional and local transportation initiatives to encourage the use of public transit for access to Heritage Sites. Local and regional governmental agencies can potentially assist in facilitating jitneys, trolleys, bus service, and train connections, as well as pedestrian trails and bikeways, in areas with a concentration of Heritage Sites. Sites should show evidence of transportation partnerships with municipal or county agencies, or with regional transportation players, such as Metro-North. Areas with existing public transit should introduce new maps, signs, or kiosks that promote public transit modes to Heritage Sites. Private operators will be encouraged to start transit routes that connect Heritage Area Trails.

6.2.4 Physical Infrastructure

The success of Heritage Sites depends largely on the quality and aesthetics of surrounding and connecting infrastructure. Visitors to sites need high-quality roads and signage, as well as adequate water and sewer service. Waterfront renewal efforts may be needed to connect the Sites to nearby parks, trails, and downtown areas, and to reconstruct unstable shorelines. Sites should demonstrate that their local communities have fully considered the Sites and their surrounding infrastructure in recent updates to comprehensive plans.

6.2.5 Complementary Amenities

Heritage Sites benefit from such nearby community assets as parks, waterfront promenades, local recreation centers, restaurants, and hotels. Sites should show that their host communities have targeted funding, or have used planning, zoning, and economic development tools, to promote complementary uses on adjacent or nearby land.

6.2.6 Regional Connections

Heritage Sites and their communities should plan in a multi-jurisdictional fashion. Sites should demonstrate that they and their communities are thinking beyond their respective municipal boundaries and that they have enlisted the support and cooperation of other Heritage Sites, communities, and regional agencies in heritage tourism, conservation, transportation, and planning efforts. Neighboring communities with Heritage Sites should strive to create marketing and physical connections between sites, regardless of whether the sites are on the same Heritage Area Trail.

Early in 2001 Governor Pataki appropriated \$1 million to the Greenway to develop a Hudson River Greenway Water Trail. The trail will provide access for kayaks, canoes and small boats along 156 miles of the Hudson River.

6.3 Benefits to Heritage Sites and their Communities

The Heritage Area provides valuable benefits to qualifying sites and host communities. These benefits range from streamlined grant funding opportunities to sophisticated networking and marketing tools. This Management Plan is a conceptual document and does not commit New York State to any specific project and refers only to opportunities. Benefits include the following:

- Technical assistance for marketing, planning, and site and community development.
- Clearinghouse for potential regional, state and federal partners
- Networking and educational opportunities through workshops, forums, and conferences.
- Coordinated system of valley-wide signs, maps, and brochures and a Heritage Site designation plaque.
- Direct marketing and promotion via the Tourism Development Council, including such celebrations and ceremonies as the 225th anniversary of the Revolutionary War (2000–2008) and “Hudson 400” in 2009.
- Streamlined state grant process, including the proposed single grant application to the various agencies funding “quality communities” initiatives, rather than multiple applications with different deadlines, and high-priority ratings for large state grants, as recommended by the Greenway Compact Program.

6.4 Management Plan Case Study: Revolutionary War Heritage Trail

The *Revolutionary War Heritage Trail*, already initiated by the Heritage Area, provides an excellent case study of how the Management Plan strategies can be implemented through the system of Heritage Area Trails. The *Revolutionary War Heritage Trail* (under the theme of Freedom and Dignity) was established to enhance public understanding of the meaning and legacy of the American Revolution, and to preserve and protect the Heritage Sites associated with this legacy.

The Trail, developed by military historian Col. James Johnson, Ph.D., links 18th-century Sites on both sides of the river, stretching up and down the valley. (See Map of the *Revolutionary War Heritage Trail*) It includes historic battlefields, encampments, houses, and related sites. While some of these sites have been developed into popular

tourist destinations, others still lie in ruin. With public and private support partners, the Heritage Sites and communities along the *Revolutionary War Heritage Trail* can work together to conserve, interpret, manage, and develop these valuable resources of the Heritage Area.

With committed leadership and funds to hire an expert, the Heritage Area has leveraged its limited resources to:

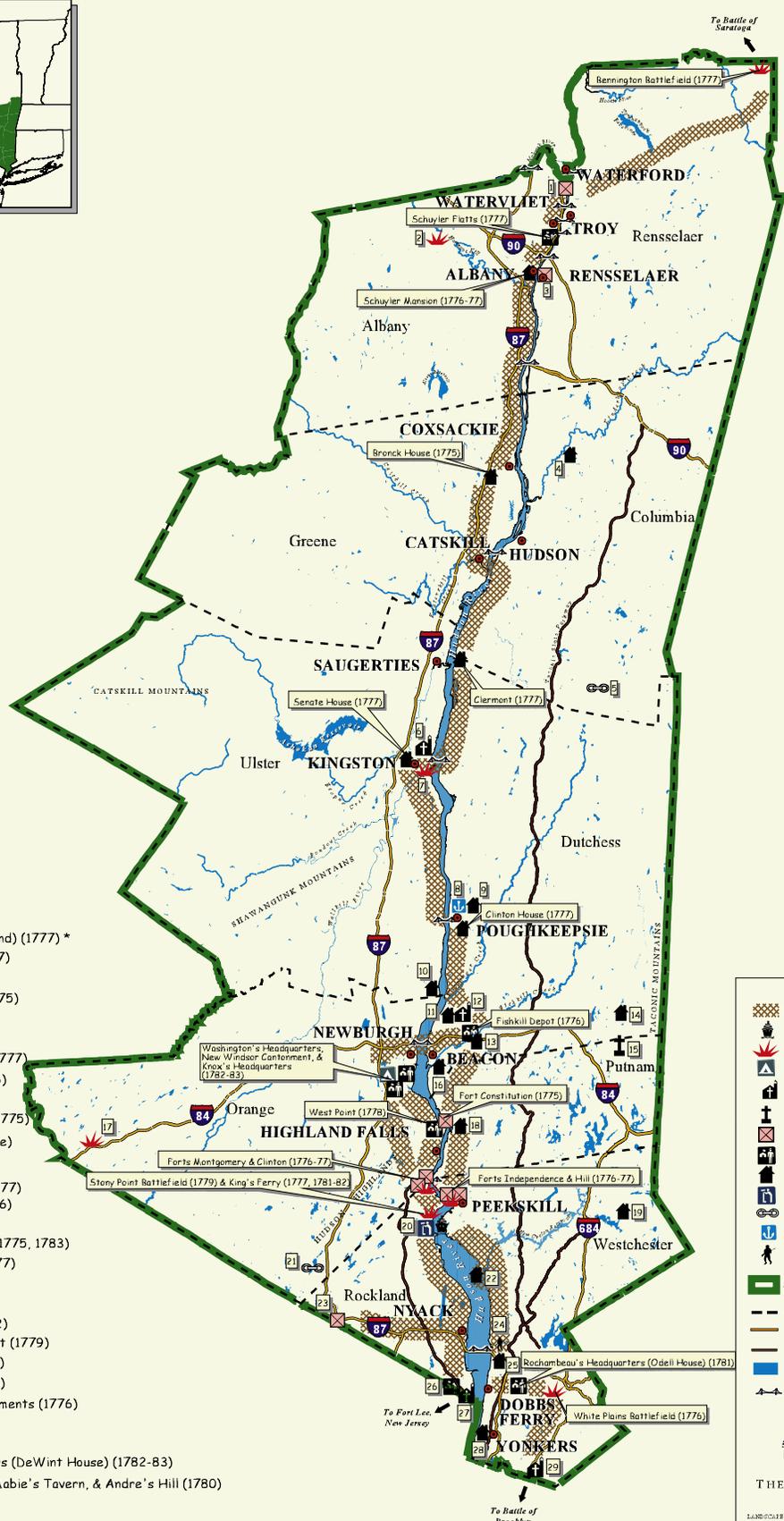
- Conserve the Fort Montgomery Battle Site through partnership with the New York State Bridge Authority, United States Department of Transportation, the New York State Heritage Commission and other local organizations, and continuing land conservation with Scenic Hudson.
- Interpret existing battlefields and historic homes and prepare curriculum materials through assistance from the New York State Office of Parks, Recreation and Historic Preservation (OPRHP), Marist College, and New York State Department of Education.
- Develop the Heritage Sites, including restoration, stabilization, and interpretation of Sites that have been in ruins since the 18th century; stabilize facilities through government and corporate partnerships; and encourage community development through assistance from Greenway community planners.
- Manage the Heritage Sites inventory through existing archaeological and historic research supported by the New York State Office of Parks, Recreation and Historic Preservation.
- Develop materials about the American Revolution for use in New York State curriculum.
- Promote the Heritage Area Trail, raise the public profile of the Revolutionary War and its enduring legacy, and celebrate with living history the 225th Anniversary of the American Revolutionary War, a commemorative initiative of the National Park Service.



Hudson River with a distant view of West Point.

Hudson River Valley National Heritage Area

Revolutionary War Heritage Trail



- 1 Haver Island (Peebles Island) (1777) *
- 2 Battle of Normanskill (1777)
- 3 Fort Crailo (1775)
- 4 Luykas Van Alen House (1775)
- 5 Ancram Ironworks (1776)
- 6 Old Dutch Church (1777)
- 7 Battle of Rondout Creek (1777)
- 8 Continental Shipyard (1776)
- 9 Glebe House (1777)
- 10 Gomez-Acker Mill House (1775)
- 11 Mt. Gulian (Verplanck House) (1782-83)
- 12 Trinity & First Dutch Reformed Churches (1776-77)
- 13 Van Wyck Homestead (1776)
- 14 John Kane House (1778)
- 15 Madam Brett Homestead (1775, 1783)
- 16 Sybil Ludington's Ride (1777)
- 17 Brant's Raid (1779)
- 18 Boscobel (1777)
- 19 John Jay Homestead (1782)
- 20 Washington-Wayne Lookout (1779)
- 21 Sterling Iron Works (1778)
- 22 Van Cortlandt Manor (1776)
- 23 Camp Ramapough Entrenchments (1776)
- 24 Patriots Park (1780)
- 25 Philipsburg Manor (1775)
- 26 Washington's Headquarters (DeWint House) (1782-83)
- 27 Reformed Dutch Church, Mabie's Tavern, & Andre's Hill (1780)
- 28 Philipse Manor Hall (1776)
- 29 St. Paul's Church (1776)

LEGEND

- Revolutionary War Heritage Trail
- Ferry
- Battlefield
- Cantonment
- Church
- Cemetery
- Fort
- Headquarters
- House
- Lookout
- Furnace
- Shipyard
- Commemoration
- Hudson River Valley National Heritage Area
- County Boundary
- Interstate Highway
- Parkway
- Lake or River
- Bridge

Scale: 0 5 10 Miles
JUNE 11, 2001

THE SARATOGA ASSOCIATES

LANDSCAPE ARCHITECTS ARCHITECTS ENGINEERS AND PLANNERS P.C.
SARATOGA SPRING ■ BUFFALO ■ NEW YORK ■ ROOSTER

* Dates represent when sites were most associated with events of the American Revolution.

Management Plan Case Study:

Revolutionary War Heritage Trail

Goals	Examples	Support Partners	Rationale for Funding
Overall	<ul style="list-style-type: none"> • Revolutionary War Heritage Trail 	<ul style="list-style-type: none"> • Heritage Area • Federal, state, and local governments (NYS Bridge Authority & NYS Heritage Commission) • Palisades Interstate Park Commission • New York State Office of Parks, Recreation and Historic Preservation • Private sector 	<ul style="list-style-type: none"> • Develop Trail and improve each Heritage Site on Trail
Conservation	<ul style="list-style-type: none"> • Easements and land acquisition 	<ul style="list-style-type: none"> • Scenic Hudson and Open Space Institute • State Open Space Plan 	<ul style="list-style-type: none"> • Protect Sites and develop Trails
Interpretation	<ul style="list-style-type: none"> • Exhibits and signs • Interpretive staff • Scholarship 	<ul style="list-style-type: none"> • National Park Service • New York State Department of Transportation • New York State Department of Education • Hudson River Valley Institute at Marist College 	<ul style="list-style-type: none"> • Interpret events and features of each Site and the Heritage Area Trail • Prepare curriculum materials
Heritage Site Development	<ul style="list-style-type: none"> • Restoration, stabilization, & maintenance of Heritage Sites 	<ul style="list-style-type: none"> • Federal, state, local governments • Not-for-profits • Corporate sponsors 	<ul style="list-style-type: none"> • Improve Sites, including preservation and stabilization
Management and Technical Assistance	<ul style="list-style-type: none"> • Augment the existing history of Sites with archaeological and historical research 	<ul style="list-style-type: none"> • New York State Office of Parks, Recreation and Historic Preservation • Private foundations and not-for-profits. 	<ul style="list-style-type: none"> • Assist individual Sites with historical and archaeological studies to complete inventory and improve interpretation
Community Development	<ul style="list-style-type: none"> • Urban and waterfront revitalization (Newburgh) 	<ul style="list-style-type: none"> • Palisade Interstate Parks Commission • New York State Office of Parks Recreation and Historic Preservation 	<ul style="list-style-type: none"> • Create infrastructure between urban sites
Promotion	<ul style="list-style-type: none"> • 225th Anniversary of American Revolution, 2000–2008 	<ul style="list-style-type: none"> • National Park Service • New York State Office of Parks Recreation and Historic Preservation • New York State-Heritage Commission • New York State Department of Tourism • Tourism Development Council • Heritage Area • I Love NY Campaign • Corporations and businesses 	<ul style="list-style-type: none"> • Trail-wide celebrations and ceremonies



Lyndhurst, Tarrytown.

7.

Promoting and Marketing Heritage Tourism

Heritage tourism, defined by the National Trust for Historic Preservation as “traveling to historic and cultural attractions to learn about the past in an enjoyable way,” carries with it a number of benefits and challenges. It creates new jobs, new business, higher property values, and, when well managed, improves quality of life and builds community pride. Visitors to historic sites stay longer and spend more money than other types of tourists. Heritage tourism also helps diversify local economies and preserve a community’s unique character. As heritage tourism grows, it is a challenge to ensure that increased visitation does not degrade the quality of the experience or cause strain to the infrastructure of cultural and natural resources or their communities.

During the last century, heritage tourism has become a major attraction in the Hudson Valley. Based on extrapolations from summer 1996, a report prepared for the Greenway by the Bureau of Economic Research at Marist College, estimated that the combined annual visitation to approximately 50 historic sites included in the survey was between 1.5 and 2 million tourists, exclusive of school groups and special event attendees.²

According to the Marist survey, visitors to cultural and natural resources in the region had the following characteristics:

- Approximately half of all visitors surveyed were 50 years or older.
- Two-thirds earned \$50,000 dollars or more.
- Two-thirds had college degrees.
- Approximately one-third of all visitors surveyed came from New York State, including one in seven from New York City. Another third visited from the Mid-Atlantic region and New England.
- Day trip and short overnight visits predominated among tourists of all origins.
- Most tourists learned about the sites through word-of-mouth, family, or friends.

² Davis, Ann, Ph.D. and Winne, Peter, Ph.D., *Impact of Visitors to Historic Sites in the Hudson River Valley: A Marist Greenway Survey of Visitors*. Poughkeepsie, NY: Bureau of Economic Research, School of Management, Marist College, 1997.

7.1 Visitor Experience

The Management Plan establishes two ways for visitors to organize their tours of the nationally significant Heritage Sites in the Hudson River Valley. Heritage Area Trails enable visitors to explore the valley within the three themes—*Freedom and Dignity*, *Nature and Culture*, and *Corridor of Commerce*. Following a Trail from one end to the other increases visitor understanding of a particular Heritage Area sub-theme that identifies the region with essential “American” characteristics and values. Many people, however, may prefer to tour in more localized areas. Sites on the Trails can be easily grouped into three geographic areas, roughly corresponding to the upper, middle, and lower sections of the Hudson River Valley. Within these areas, visitors can enjoy outings to a variety of Heritage Sites located within short distances of one another.

Interpretation is essential for improving the visitor experience in the Heritage Area. The thematic Trails connect people, places, and events in history, culture, and nature, and tell the important stories of Hudson River Valley. Along the Heritage Area Trails, a variety of interpretive methods should be used, and their effectiveness, resource impact, and costs considered. These methods can include visitor information centers and kiosks, interpretive rest stops, scenic overlooks, wayside exhibits, museums, publications, auto tours, websites, demonstrations, living history, traveling exhibitions, and special events.

7.1.1 Heritage Area Trails

The Heritage Area Trails, described in Section 4, will be developed by the Heritage Area Sub-Committees. It is recommended that these Trails correspond roughly to the sub-themes listed under *Freedom and Dignity*, *Nature and Culture*, and *Corridor of Commerce*.

Trails are already being developed that fit within the theme *Freedom and Dignity*. The *Revolutionary War Heritage Trail* will connect battlefields, forts, and related Heritage Sites. In February 2001, Governor Pataki announced funding of the New York State Freedom Heritage Trail, which will link historic sites significant to the state’s role in the anti-slavery movement and the Underground Railroad. The Heritage Area Trail will complement the state’s efforts.

The Heritage Area Sub-Committee for Culture and Nature could create a Trail connecting the Heritage Sites from Locust Grove in Poughkeepsie to Olana in Hudson. A *Stewardship and River Conservation Trail* could connect open spaces; hiking, biking, and estuary river trail, and other environmental activities developed by the Greenway, Scenic Hudson, Open Space Institute, New York State Department of Environmental Conservation, and other public and private organizations.

Within the theme *Corridor of Commerce* many outstanding initiatives are under way. The Historic River Towns of Westchester have launched model heritage tourism programs. The New York State Office of Parks, Recreation and Historic Preservation is providing for the enhanced preservation and interpretation of sites and communities within designated cultural centers including important labor-related efforts in the Hudson-Mohawk Heritage Area. A proposal for a D & H Canal Trail is under development with the National Park Service’s Rivers and Trails Conservation Assistance Program. Interest in a *Hudson River Lighthouse Trail* also has increased in the past several years, and seven historic lighthouses have been identified as possible points of interest for other recreational water-based boat trails.

7.1.2 Touring the Heritage Area

How visitors tour the Heritage Area depends on their starting point, their interests, the amount of time they have, and their mode of travel. Motorists can readily devise an itinerary using the various Heritage Area Trails. Many of the Sites are located along or near US 9, NY 9D, or NY 9G on the east side of the Hudson, and along or near US 9W on the west side. The river is easily traversed using any of a number of bridges that are located between New York City and Albany.

Sites on the Trails can be accessed by other forms of transportation as well. Buses serve the area, and Amtrak runs regularly along the Hudson River's east side between New York City and Albany. The Hudson, of course, is the spine that links the Sites and communities throughout the valley, and in season, water-based travel is another option.

The Heritage Area Trails and Sites can be grouped geographically north to south between major bridges crossing the Hudson:

- Upper Hudson: Troy and Albany to Catskill and Hudson.
- Middle Hudson: Catskill and Hudson to Newburgh and Fishkill.
- Lower Hudson: Newburgh and Fishkill to Nyack and Yonkers.

Visitor access via geographic area will be accounted for in the maps and guidebooks to the Heritage Area.

7.2 Direct Programs and Services

7.2.1 Hudson River Painters Exhibition

Perhaps more than any other single influence, the landscapes of the Hudson River Painters—romantic images of beauty, grandeur, and man's relationship to nature—made the valley famous in art history. It is appropriate, then, that the Heritage Area mount "The Landscape that Defined America," an exhibition of paintings by the Hudson River artists, to celebrate the Heritage Area and the theme of nature and culture specifically.

In the mid-1830s the painter Thomas Cole traveled to Catskill to build a studio. Cole had created the first distinctively American style of painting, and a powerful identity for the young nation. For the next 70 years, Cole and his followers—Frederic Church, Asher Durand, John Kensett, Jasper Cropsey, and others—explored the grandeur of the American wilderness. Though they painted landscapes from the Catskills to the Grand Canyon, these artists are collectively called the Hudson River Painters.

"The Landscape that Defined America" will provide an opportunity to bring visitors and residents to galleries and sites in the Hudson River Valley and thus combine tourism with scholarship. The exhibition will have as many simultaneous venues as the budget permits. The visitors will tour the exhibition from site to site along a Heritage Area Trail to see the Hudson River paintings selected and borrowed from a variety of museums, galleries, and collectors. These venues could include:

- Hudson River Museum, Yonkers
- The Cropsey Museum, Irvington
- The West Point Museum, West Point
- The Frances Lehman Loeb Gallery at Vassar College, Poughkeepsie
- The Senate House, Kingston
- Bard College, Annadale-on-Hudson
- The Thomas Cole House, Catskill
- Olana State Historic Site (home of Frederic Church), Hudson
- Albany Institute of History and Art, Albany

7.2.2 Collateral Materials

The Heritage Area will design and produce maps and brochures as well as a guidebook of Heritage Sites, and provide a level of detail such as in the British guidebook *Historic House, Castles & Gardens*. The National Park Service has prepared a map of the Heritage Area.

7.3 Partnership

With its limited resources, the Heritage Area cannot on its own undertake a comprehensive promotion, public relations, and marketing program for all Heritage Sites. However, it can directly undertake certain identity-building efforts, and it can network (or partner) with other tourism promotion agencies and organizations to encourage their participation on behalf of the Heritage Area.

7.3.1 Tourism Promotion

The Heritage Area will partner with the Greenway's Tourism Development Council and the region's County Tourism Promotion Agencies to assure appropriate promotion of the Heritage Area and its nationally significant history and resources to markets both inside and outside of New York State. Upcoming celebrations and ceremonies to be featured are the 225th anniversary of the Revolutionary War (2000–2008) and "Hudson 400" in 2009.

7.3.2 Signs

Up and down the Hudson, from route to route and county to county, dueling road signs compete for the attention of the touring public. The Greenway has signs indicating its trail and bike routes, the Department of Environmental Conservation and Department of Transportation collaborated on signs that help to create an awareness of the Hudson Estuary's watershed, and local entities have signs of special commemorations of local significance.

The Heritage Area will convene a Heritage Area Signage Task Force to cooperatively realize a system of signage that incorporates a uniform graphic and design identity on existing signs. In addition to preventing a further proliferation of signs, such a program would shape public understanding of the Heritage Area and guide public experience of regional attractions and themes across jurisdictional boundaries.

Participating state agencies could include:

- Department of Environmental Conservation (especially Estuary Management)
- Department of State (especially Coastal Zone Management)
- Department of Transportation (especially Scenic Byways)
- Greenway—lead partner
- New York State Thruway and Bridge Authorities
- Office of Parks, Recreation and Historic Preservation

7.3.3 Visitor Orientation

A coordinated, cohesive approach to visitor orientation for the Heritage Area will be implemented through commitments from key public agencies and private organizations whose existing or proposed visitor information centers complement the mission of the Heritage Area.

The Heritage Area should also convene a Heritage Area Visitor Task Force including the following agencies:

- Office of Parks, Recreation and Historic Preservation—lead partner
- Department of Environmental Conservation (especially Estuary Management)
- Department of Transportation (especially Scenic Byways)
- Department of State (especially Coastal Zone Management)
- National Park Service (especially FDR sites)
- New York State Thruway and Bridge Authorities
- Tourism Development Council

7.3.4 Virtual Campus and the Hudson River Valley Institute of Marist College

Targeting schools and residences, this internet-based campus creates links and access to the region's extraordinary scholars, mentors, curriculum, libraries, colleges, cultural, and environmental organizations. The Heritage Area will work with Marist College to help coordinate access to resources and partners.

7.3.5 Five-Year Plan and Budget

The strategies set forth in Chapter 6 and the programs in Chapter 7 are incorporated into the Five-Year Budget in Chapter 9.

8. Managing the Heritage Area

The Hudson River Valley Greenway Communities Council and the Greenway Conservancy for the Hudson River Valley, Inc. (“Greenway”) are the Management Entities for the Heritage Area.

The Greenway has continued its use of oversight committees, establishing a Heritage Area Steering Committee to guide the preparation of the Management Plan on behalf of the Management Entities. There are 19 members of the Steering Committee, and most attended each of the seven meetings held in 1999 and 2000. Minutes were recorded for each meeting, but as there was no indication of a need for corporate organization or bylaws, all actions were undertaken by consensus. Most, but not all, of the Steering Committee members are members of the Greenway. (See Appendix C for a list of the Steering Committee with affiliations)



Canal lock, Waterford.

8.1 Duties of the Management Entities for the Heritage Area

The duties of the Management Entities are:

- 8.1.1** Assisting units of government, regional planning organizations and not-for-profit organizations in
 - Preserving the Heritage Area;
 - Establishing and maintaining interpretive exhibits;
 - Developing recreational resources;
 - Increasing public awareness of and appreciation for natural, historical and architectural resources and sites;
 - Restoring historic buildings relating to the themes of the Heritage Area;
 - ensuring that there are erected throughout the Heritage Area clear, consistent and environmentally appropriate signs identifying access points and sites of interest;
- 8.1.2** Encouraging local governments to adopt land use policies consistent with the goals of this Plan;
- 8.1.3** Encouraging by appropriate means economic viability; and
- 8.1.4** Preparing annual budgets for the Heritage Area and ensuring that funds are properly allocated and used only for the purpose for which they are designated.

8.2 Heritage Area Committee

Section 904 of the Heritage Area legislation provides for the establishment of a Heritage Area Committee appointed by the Co-Chairs of the Management Entities. The Committee members will be representative of the “bottom up” principle of the Greenway and of the objectives of the Heritage Area. The Heritage Area Committee will become effective at the time that the Management Plan is approved by the Secretary of the Interior.

The Heritage Area Committee will consist of not more than 21 members including a representative from each congressional district within the National Heritage Area, a representative of each state agency member of the Greenway upon recommendation of the Commissioner of each such agency, and four representatives from each of the Management Entities to be appointed by the Co-Chairs of the Management Entities.

The Management Entities would consider assigning additional responsibilities to the Heritage Area Committee during the implementation of the Management Plan, as needed.

8.3 Sub-Committees

Composed of Heritage Area Committee members and complemented by regional experts, Sub-Committees for each of the three Heritage Area themes will oversee the development of the Heritage Area Trails.

8.4 Heritage Area Staffing

A National Heritage Area Manager position (The Manager) may be created and located in the offices of the Greenway. The Manager, appointed by the Greenway, will provide the day to day operational supervision of the Heritage Area program and will be paid through Heritage Area funds. The Greenway shall provide support staff to the Manager. The Manager will report directly to the Executive Directors of the Greenway, who also serve as Co-Directors of the Heritage Area. Concerning the Heritage Area programs, the Co-Directors will jointly report to the Management Entities and will coordinate the Heritage Area Committee.

8.5 Consultants

Most of the program recommendations within the Heritage Area Management Plan require knowledge, research, and expertise in the practice of cultural and heritage development not likely to be in the professional experience of the Manager. Specialty practitioners will be required for at least the following:

- Trail-related research
- Collateral materials
- Traveling exhibitions
- Technical assistance for Heritage Sites and their communities

9.

Five-Year Budget

9.

Five-Year Budget

The following is a proposed five-year budget for the implementation of the Hudson River Valley National Heritage Area Management Plan. This budget assumes annual federal funding of \$1 million and a 2:1 match from Heritage Area support partners identified in Section 5. It must be recognized that the scope of the Heritage Area Management Plan is considerably more expansive than the purse that is presently available.

Management Element	% of Total	Allocation of Federal Funds FY 2001 – 2005	Contributions from Heritage Area Support Partners	TOTAL
Administration	20.0%	\$ 1,000,000	\$ 2,000,000	\$ 3,000,000
Programs				
Heritage Area Trails, and Sites	50.0%	2,500,000	5,000,000	7,500,000
Promotion and Identity-Building				
Exhibitions	8.0%	400,000	800,000	1,200,000
Guidebooks and collateral materials	10.0%	500,000	1,000,000	1,500,000
Virtual Campus	4.0%	200,000	400,000	600,000
Special Events	8.0%	400,000	800,000	1,200,000
TOTAL	100.0%	\$ 5,000,000	\$ 10,000,000	\$ 15,000,000

**Appendix A:
Hudson River Valley
National Heritage Area**

Management Plan Public Meetings

Appendix A: Hudson River Valley National Heritage Area Management Plan Public Meetings

Regional Workshops

December 14, 1999	Albany Heritage Area Visitor Center, Albany
February 2, 2000	Bear Mountain Inn, Bear Mountain
February 3, 2000	Philipsburg Manor, Tarrytown
February 29, 2000	Marist College, Poughkeepsie
March 7, 2000	Bard College, Annandale-on-Hudson

Management Plan Draft Public Meetings

November 29, 2000	The Hudson River Museum of Westchester, Yonkers
December 4, 2000	Orange County Community College, Newburgh
December 5, 2000	Marist College, Poughkeepsie
December 6, 2000	City Hall, Kingston
December 11, 2000	Columbia-Greene Community College, Hudson
December 12, 2000	The Rensselaer Newman Foundation, Troy

**Appendix B:
Hudson River Valley
National Heritage Area**

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Appendix B:

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**Appendix C:
Hudson River Valley
National Heritage Area**

Steering Committee Members

Steering Committee Members

Dan Ahouse	District Representative, Congressman Maurice Hinchey
Frances Dunwell	Special Assistant to the Commissioner, New York State Department of Environmental Conservation, Region 3
The Honorable Robert Elliott III	Mayor, Croton-on-Hudson
David Fasser	Director, Landscape Architecture, New York State Department of Transportation
Kenneth Herman	Deputy Town Supervisor, Town of Marlboro
Carmella Mantello	Executive Director, Hudson River Valley Greenway Communities Council
Barnabas McHenry	Chairman, Hudson River Valley Greenway Communities Council
James Moogan	Assistant Deputy Commissioner, New York State Office of Parks, Recreation and Historic Preservation
Ralph Odell	Director, Natural Resource Protection, New York State Office of Parks, Recreation and Historic Preservation
Sarah Olson	Superintendent, Roosevelt Vanderbilt National Historic Site
The Honorable Mark Pattison	Mayor, City of Troy
Kevin J. Plunkett, Esq.	Chairman, Greenway Conservancy for the Hudson River Valley, Inc.
The Honorable Noreen Reilly	Majority Leader, Dutchess County Legislature
George Stafford	Director, New York State Department of State, Division of Coastal Resources
Waddell Stillman	President, Historic Hudson Valley
Thomas Wermuth	Dean, Department of Humanities, Marist College
Carl Whitbeck, Jr., Esq.	Partner, Rapport, Meyers, Whitbeck, Shaw & Rodenhausen

**Appendix D:
Hudson River Valley
National Heritage Area**

Acknowledgements

Appendix D:

Acknowledgements

Jane Clark Chermayeff Associates LLC and QL Consulting, Inc. believe that with commitment and leadership from public officials and support from the region's agencies, organizations, and individuals, the Hudson River Valley National Heritage Area will achieve its mission to preserve and celebrate the Hudson River Valley's unique legacy.

We cannot acknowledge individually the hundreds of participants and contributors to the Management Plan process, but we wish to thank them for their valuable input and ideas.

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**Appendix E:
Hudson River Valley
National Heritage Area**

Legislation

Hudson River Valley

National Heritage Area

Title IX

Public Law 104-333

Enacted October 1996

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September 1998

Public Law (PL) 104-333

SEC. 901. Short Title

This title may be cited as the “Hudson River Valley National Heritage Area Act of 1996.”

SEC. 902. Findings

The Congress finds the following:

1. The Hudson River Valley between Yonkers, New York, and Troy, New York, possesses important historical, cultural, and natural resources, representing themes of settlement and migration, transportation, and commerce.
2. The Hudson River Valley played an important role in the military history of the American Revolution.
3. The Hudson River Valley gave birth to important movements in American art and architecture through the work of Andrew Jackson Downing, Alexander Jackson Davis, Thomas Cole, and their associates, and played a central role in the recognition of the esthetic value of the landscape and the development of an American esthetic ideal.
4. The Hudson River Valley played an important role in the development of the iron, textile, and collar and cuff industries in the 19th century, exemplified in surviving structures such as the Harmony Mills complex at Cohoes, and in the development of early men’s and women’s labor and cooperative organizations, and is the home of the first women’s labor union and the first women’s secondary school.
5. The Hudson River Valley, in its cities and towns and in its rural landscapes--
 - A. displays exceptional surviving physical resources illustrating these themes and the social, industrial, and cultural history of the 19th and early 20th centuries; and
 - B. includes many National Historic Sites and Landmarks.
6. The Hudson River Valley is the home of traditions associated with Dutch and Huguenot settlements dating to the 17th and 18th centuries, was the locus of characteristic American stories such as “Rip Van Winkle” and the “Legend of Sleepy Hollow”, and retains physical, social, and cultural evidence of these traditions and the traditions of other more recent ethnic and social groups.
7. New York State has established a structure for the Hudson River Valley communities to join together to preserve, conserve, and manage these resources, and to link them through trails and other means, in the Hudson River Greenway Communities Council and the Greenway Conservancy.

SEC. 903. Purpose

The purposes of this title are the following:

1. To recognize the importance of the history and the resources of the Hudson River Valley to the Nation.
2. To assist the State of New York and the communities of the Hudson River Valley in preserving, protecting, and interpreting these resources for the benefit of the Nation.
3. To authorize Federal financial and technical assistance to serve these purposes.

SEC. 904. Hudson River Valley American Heritage Area

- a. Establishment.--There is hereby established a Hudson River Valley National Heritage Area (in this title referred to as the “Heritage Area”).
- b. Boundaries.--
 1. In general.--Except as otherwise provided in paragraph (2), the Heritage Area shall be comprised of the counties of Albany, Rensselaer, Columbia, Greene, Ulster, Dutchess, Orange, Putnam, Westchester, and Rockland, New York, and the Village of Waterford in Saratoga County, New York.
 2. Areas excluded.--The Heritage Area shall not include any of the following:
 - A. The counties of Greene and Columbia
 - B. Those portions of the counties of Rensselaer and Dutchess located entirely within the 22d Congressional District of New York (as such district exists on the date of the enactment of this Act).

The following was added by Section 324, PL 105-83 (1997)

Notwithstanding section 904 (b) of Public Law 104-333, hereafter, the Heritage Area established under section 904 of title IX of division II of Public Law 104-333 shall include any portion of a city, town, or village within an area specified in section 904 (b) (2) of that Act only to the extent that the government of the city, town, or village, in a resolution of the governing board or council, agrees to be included and submits the resolution to the Secretary of the Interior and the management entities for the Heritage Area and to the extent such resolution is not subsequently revoked in the same manner.

- c. Management Entities.--The management entities for the Heritage Area shall be the Hudson River Valley Greenway Communities Council and the Greenway Conservancy (agencies established by the State of New York in its Hudson River Greenway Act of 1991, in this title referred to as the “management entities”). The management entities shall jointly establish a Heritage Area Committee to manage the Heritage Area.

SEC. 905. Compact

To carry out the purposes of this title, the Secretary of the Interior (in this title referred to as the “Secretary”) shall enter into a compact with the management entities. The compact shall include information relating to the objectives and management of the area, including the following:

1. A discussion of the goals and objectives of the Heritage Area, including an explanation of a proposed approach to conservation and interpretation, and a general outline of the protection measures committed to by the parties to the compact.
2. A description of the respective roles of the management entities.
3. A list of the initial partners to be involved in developing and implementing a management plan for the Heritage Area, and a statement of the financial commitment of such partners.
4. A description of the role of the State of New York

SEC. 906. Management Plan

The management entities shall develop a management plan for the Heritage Area that presents comprehensive recommendations for the Heritage Area’s conservation, funding, management and development. Such plan shall take into consideration existing State, county, and local plans and involve residents, public agencies, and private organizations working in the Heritage Area. It shall include actions to be undertaken by units of government and private organizations to protect the resources of the Heritage Area. It shall specify the existing and potential sources of funding to protect, manage and develop the Heritage Area. Such plan shall include specifically as appropriate the following:

1. An inventory of the resources contained in the Heritage Area, including a list of any property in the Heritage Area that is related to the themes of the Heritage Area and that should be preserved, restored, managed, developed, or maintained because of its natural, cultural, historic, recreational, or scenic significance.
2. A recommendation of policies for resource management which consider and detail application of appropriate land and water management techniques, including but not limited to, the development of intergovernmental cooperative agreements to protect the Heritage Area’s historical, cultural, recreational, and natural resources in a manner consistent with supporting appropriate and compatible economic viability.
3. A program for implementation of the management plan by the management entities, including plans for restoration and construction’ and specific commitments of the identified partners for the first 5 years of operation.
4. An analysis of ways in which local, State and Federal programs may best be coordinated to promote the purposes of this title.
5. An interpretation plan for the Heritage Area.

SEC. 907. Authorities and Duties of Management Entities

- a. Authorities of the Management Entities.--The management entities may, for purposes of preparing and implementing the management plan under section 906, use Federal funds made available through this title--
 - 1. to make loans and grants to, and enter into cooperative agreements with, States and their political subdivisions, private organizations, or any person; and
 - 2. to hire and compensate staff.
- b. Duties of the Management Entities.--The management entities shall--
 - 1. develop and submit to the Secretary for approval a management plan as described in section 906 within 5 years after the date of enactment of this title.
 - 2. give priority to implementing actions as set forth in the compact and the management plan, including taking steps to--
 - A. assist units of government, regional planning organizations, and nonprofit organizations in preserving the Heritage Area;
 - B. assist units of government, regional planning organizations, and nonprofit organizations in establishing, and maintaining interpretive exhibits in the Heritage Area;
 - C. assist units of government, regional planning organizations, and nonprofit organizations in developing recreational resources in the Heritage Area;
 - D. assist units of government, regional planning organizations, and nonprofit organizations in increasing public awareness of and appreciation for the natural, historical and architectural resources and sites in the Heritage Area;
 - E. assist units of government, regional planning organizations and nonprofit organizations in the restoration of any historic building relating to the themes of the Heritage Area;
 - F. encourage by appropriate means economic viability in the corridor consistent with the goals of the Plan;
 - G. encourage local governments to adopt land use policies consistent with the management of the Heritage Area and the goals of the plan; and
 - H. assist units of government, regional planning organizations and nonprofit organizations to ensure that clear, consistent, and environmentally appropriate signs identifying access points and sites of interest are put in place throughout the Heritage Area;
 - 3. consider the interests of diverse governmental, business, and nonprofit groups within the Heritage Area;
 - 4. conduct public meetings at least quarterly regarding the implementation of the management plan;
 - 5. submit substantial changes (including any increase of more than 20 percent in the cost estimates for implementation) to the management plan to the Secretary for the Secretary's approval;
 - 6. for any year in which Federal funds have been received under this title, submit an annual report to the Secretary setting forth its accomplishments, its expenses and income, and the entities to which any loans and grants were made during the year for which the report is made; and

7. for any year in which Federal funds have been received under this title, make available for audit all records pertaining to the expenditure of such funds and any matching funds, and require, for all agreements authorizing expenditure of Federal funds by other organizations, that the receiving organizations make available for audit all records pertaining to the expenditure of such funds.
If a management plan is not submitted to the Secretary as required under paragraph (1) within the specified time, the Heritage Area shall no longer qualify for Federal funding.
- c. Prohibition on the Acquisition of Real Property.--The management entities may not use Federal funds received under this title to acquire real property or an interest in real property. Nothing in this title shall preclude any management entity from using Federal funds from other sources for their permitted purposes.
- d. Eligibility for Receiving Financial Assistance.
 1. Eligibility.--The management entities shall be eligible to receive funds appropriated through this title for a period of 10 years after the day on which the compact under section 905 is signed by the Secretary and the management entities, except as provided in paragraph (2).
 2. Exception.--The management entities' eligibility for funding under this title may be extended for a period of not more than 5 additional years, if--
 - A. the management entities determine such extension is necessary in order to carry out the purposes of this title and notify the Secretary not later than 180 days prior to the termination date;
 - B. the management entities, not later than 180 days prior to the termination date, present to the Secretary a plan of their activities for the period of the extension, including provisions for becoming independent of the funds made available through this title; and
 - C. the Secretary with the advice of the Governor of New York, approves such extension of funding.

SEC. 908. Duties and Authorities of Federal Agencies

- a. Duties and Authorities of the Secretary.--
 1. Technical and financial assistance.--
 - A. In general.--The Secretary may, upon request of the management entities, provide technical and financial assistance to the Heritage Area to develop and implement the management plan. In assisting the Heritage Area, the Secretary shall give priority to actions that in general assist in--
 - (i) conserving the significant natural, historic, and cultural resources which support its themes; and
 - (ii) providing educational, interpretive, and recreational opportunities consistent with its resources and associated values.
 - B. Spending for nonfederally owned property.--The Secretary may spend Federal funds directly on nonfederally owned property to further the

- purposes of this title, especially in assisting units of government in appropriate treatment of districts, sites, buildings, structures, and objects listed or eligible for listing on the National Register of Historic Places
2. Approval and disapproval of compacts and management plans.--
 - A. In general.--The Secretary, in consultation with the Governor of New York, shall approve or disapprove a compact or management plan submitted under this title not later than 90 days after receiving such compact or management plan.
 - B. Action following disapproval.--If the Secretary disapproves a submitted compact or management plan, the Secretary shall advise the management entities in writing of the reasons therefor and shall make recommendations for revisions in the compact or plan. The Secretary shall approve or disapprove a proposed revision within 90 days after it is submitted.
 3. Approving amendments.--The Secretary shall review substantial amendments to the management plan for the Heritage Area. Funds appropriated pursuant to this title may not be expended to implement the changes until the Secretary approves the amendments.
 4. Promulgating regulations.--The Secretary shall promulgate such regulations as are necessary to carry out the purposes of this title.
- b. Duties of Federal Entities.--Any Federal entity conducting or supporting activities directly affecting the Heritage Area, and any unit of government acting pursuant to a grant of Federal funds or a federal permit or agreement conducting or supporting such activities, shall to the maximum extent practicable--
1. consult with the Secretary and the management entities with respect to such activities;
 2. cooperate with the Secretary and the management entities in carrying out their duties under this title and coordinate such activities with the carrying out of such duties; and
 3. conduct or support such activities in a manner consistent with the management plan unless the Federal entity, after consultation with the management entities, determines there is no practicable alternative.

SEC. 909. Authorization of Appropriations

- a. Compacts and Management Plan.--There is authorized to be appropriated to the Secretary, for grants for developing a compact under section 905 and providing assistance for a management plan under section 906, not more than \$300,000 to remain available until expended, subject to the following conditions:
 1. No grant for a compact or management plan may exceed 75 percent of the grantee's cost for such study or plan.
 2. The total amount of Federal funding for the compact for the Heritage Area may not exceed \$150,000.
 3. The total amount of Federal funding for a management plan for the Heritage Area may not exceed \$150,000.
- b. Management Entity Operations.--There is authorized to be appropriated to the Secretary for the management entities, amounts as follows:
 1. For the operating costs of each management entity, pursuant to section 907, not more than

\$250,000 annually.

(Section 909 b was amended through PL 105-83 (1997) by dropping the following language:
“For technical assistance pursuant to Section 908, not more than \$50,000 annually.”)

The federal contribution to the operations of the management entities shall not exceed 50 percent of the annual operating costs of the entities.

- c. Implementation.--There is authorized to be appropriated to the Secretary, for grants (and the administration thereof) for the implementation of the management plans for the Heritage Area pursuant to section 908, not more than \$10,000,000, to remain available until expended, subject to the following conditions:
1. No grant for implementation may exceed 50 percent of the grantee’s cost of implementation.
 2. Any payment made shall be subject to an agreement that conversion, use, or disposal of the project so assisted for purposes contrary to the purposes of this title, as determined by the Secretary, shall result in a right of the United States of reimbursement of all funds made available to such project or the proportion of the increased value of the project attributable to such funds as determined at the time of such conversion, use, or disposal, whichever is greater.

SEC. 910. Sunset

The Secretary may not make any grant or provide any assistance under this title after September 30, 2012.

