

Linking Our Legacy to a New Vision



A Heritage Tourism Plan for New Jersey

Master Plan | June 2010

On the Cover,

Top row, left to right:

Burlington (NJ Division of Travel & Tourism)

Old Barracks Fifes and Drums, Trenton (Old Barracks Museum)

Haddonfield (NJ Division of Travel & Tourism)

Center row, left to right:

Spring Lake (NJ Division of Travel & Tourism)

Ellis Island National Monument (Paul Fontana)

Meadowlands Environmental Center (NJ Division of Travel & Tourism)

Bottom row, left to right:

Lucy the Elephant, Margate (Wikimedia Commons/Dctdthingy)

Jenkinson's Aquarium, Point Pleasant Beach (NJ Division of Travel & Tourism)

Ballantine House, Newark (Newark Museum)

Message from the Chair

On behalf of the members of the New Jersey Heritage Tourism Task Force, I am pleased to present the *New Jersey Heritage Tourism Master Plan*. This plan is the result of intensive work by the Heritage Tourism Task Force and numerous partners who are committed to making heritage tourism an even more vital part of our state's third largest industry – tourism.

New Jersey has many splendid heritage tourism destinations ~ such as Cape May, Lambertville and Ellis Island ~ whose visitors come to experience historic sites as well as natural and cultural offerings. Morristown and other cities have developed and market New Jersey's military and industrial heritage. Additionally, the Crossroads of the American Revolution National Heritage Area will encourage tourists to discover Revolutionary New Jersey.

National travel trends indicate the economic benefits New Jersey can generate with a strong heritage tourism program. A 2009 national travel study reveals that 78% of all U.S. leisure travelers participate in cultural and/or heritage activities while traveling, translating to 118.3 million adults each year. The economic impact is clear: cultural and heritage travelers spend an average of \$994 per trip compared to only \$611 for other leisure travelers. Collectively, cultural heritage travelers contribute more than \$192 billion annually to the U.S. economy.* New Jersey must tap into this economic opportunity.

We propose the formation of a New Jersey Inter-agency Heritage Tourism Council to provide leadership and create a statewide system of partnerships. The council would link state agencies, destination marketing organizations, heritage and cultural organizations, historic sites, communities and other partners to forge a unified approach to heritage tourism development.

By preserving our historic sites and telling the stories of our state's past, New Jersey will enjoy the rewards of heritage tourism by generating increased revenue as we welcome more visitors. We are asking our legislators to revisit the formulas used to fund tourism, history and the arts through the hotel/motel tax and to invest considerably more in our state's third largest industry.

All the members of the New Jersey Heritage Tourism Task Force and I look forward to working with each of you as we make New Jersey a premier heritage tourism destination.

Cathleen R. Litvack
Chair
New Jersey Heritage Tourism Task Force

(*Source: *The Cultural and Heritage Traveler, 2009 Edition*, Mandala Research, LLC; Study commissioned by National Trust for Historic Preservation, U.S. Cultural and Heritage Tourism Marketing Council and U.S. Department of Commerce.)

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A Vision for Heritage Tourism in New Jersey

Heritage Tourism is essential to the economic well being of New Jersey as travelers and residents visit heritage sites and towns to enjoy authentic, valued and engaging experiences, that:

- **Enhance the image of New Jersey as a desirable destination with a rich history that played a vital role in our nation's growth,**
- **Improve the state's economy through visitor spending, and**
- **Contribute to the stewardship and sustainability of New Jersey's unique historic, cultural and natural assets.**

New Jersey's History: A Legacy to Keep, A Story to Share

A sweeping glance across New Jersey's history leaves a firm impression of a state rushing to meet its destiny. Though small in size, a mere 220 miles long by 70 miles across, New Jersey has had a major impact in shaping just about every aspect of America's evolution.

Striding across the pages of New Jersey's history are such pivotal figures as George Washington, Walt Whitman and Thomas Edison. Events that transformed the nation loom large in New Jersey's past, from the Revolutionary War and creation of a new nation in the 18th Century to inventions and new kinds of production during the Industrial Revolution of the 19th Century, and the 20th Century's cultural shifts toward the growth of suburbs, an increasingly diverse population and the emergence of vacation treks to New Jersey destinations.

In the wake of these history-makers and culture-shapers is the tangible evidence of New Jersey's unique legacy. New Jersey's history is encased in its tranquil small towns, vibrant urban centers and along

"Working in tandem with casinos, arts, culture and the Jersey shore, heritage tourism is vital to the future of our State's tourism industry.

*Don Marrandino, President
Eastern Division, Harrah's Entertainment*

scenic byways and within heritage areas. Here, revitalized downtowns, museums, heritage trails, hundreds of historic sites and a multitude of special events and programs preserve the built environment and tell the state's engaging stories.

New Jersey's remarkable history, the many places that tell these stories and the commitment of numerous partners position the state to develop a heritage tourism program which will attract visitors, stimulate the state's economy and contribute to residents' quality of life. And perhaps most important, we have the opportunity to fully interpret New Jersey's place in the annals of American history.

What is heritage tourism?

The National Trust for Historic Preservation defines heritage tourism as:

...traveling to experience the places and activities that authentically represent the stories and people of the past. It includes historic, cultural and natural resources.

The goal of heritage tourism is to preserve cultural legacies, to interpret stories by offering places to see where events happened, to imagine the voices and read the words, and to encourage travelers to seek out the places that connect us to a time and place that still shapes us ~ individually, as a community and as a nation ~ today.

A national study of cultural and heritage travel conducted in 2009 reveals that 78% of all U.S. leisure travelers participate in cultural and/or heritage activities while traveling, translating to **118.3 million adults each year.**

The appeal of attracting these travelers is clear: Cultural heritage travelers spend an average of \$994 per trip compared to only \$611 for other leisure travelers. Collectively, cultural heritage travelers contribute more than \$192 billion annually to the U.S. economy.

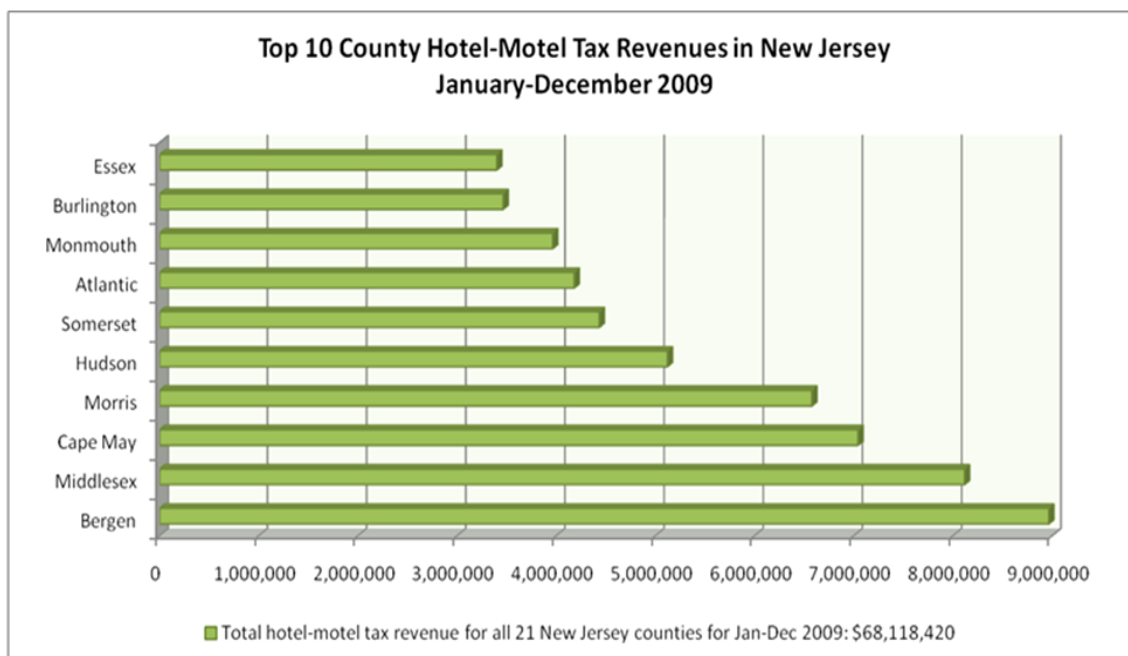
The study found many positive attributes of cultural heritage travelers:

- They are more frequent travelers, reporting an average of 5.01 leisure trips in the past 12 months vs. 3.98 trips by non-cultural heritage travelers.
- They prefer leisure travel to be educational.
- They will spend more on cultural and heritage activities.
- They will travel farther to get the experiences they seek.

(Source: *The Cultural and Heritage Traveler, 2009 Edition*, Mandala Research, LLC; Study commissioned by National Trust for Historic Preservation, U.S. Cultural and Heritage Tourism Marketing Council and U.S. Department of Commerce.)

How does New Jersey support and fund heritage tourism?

As interest in heritage tourism and competition for visitation increases, New Jersey's investment in tourism has declined. In 2003, legislation was enacted to impose a 7% hotel/motel state occupancy fee for lodging establishments. The fee was in effect from August 1, 2003 through June 30, 2004. After July 1, 2004, the fee was reduced to 5%. Several cities already had a local occupancy tax, and a lower tax was approved for these cities: Newark, Atlantic City and Jersey City are at 1% and the Wildwoods at 3.15%. The following chart shows the top 10 counties for occupancy or hotel-motel tax collection from January –December 2009. (Source: New Jersey Department of Treasury, Division of Taxation)



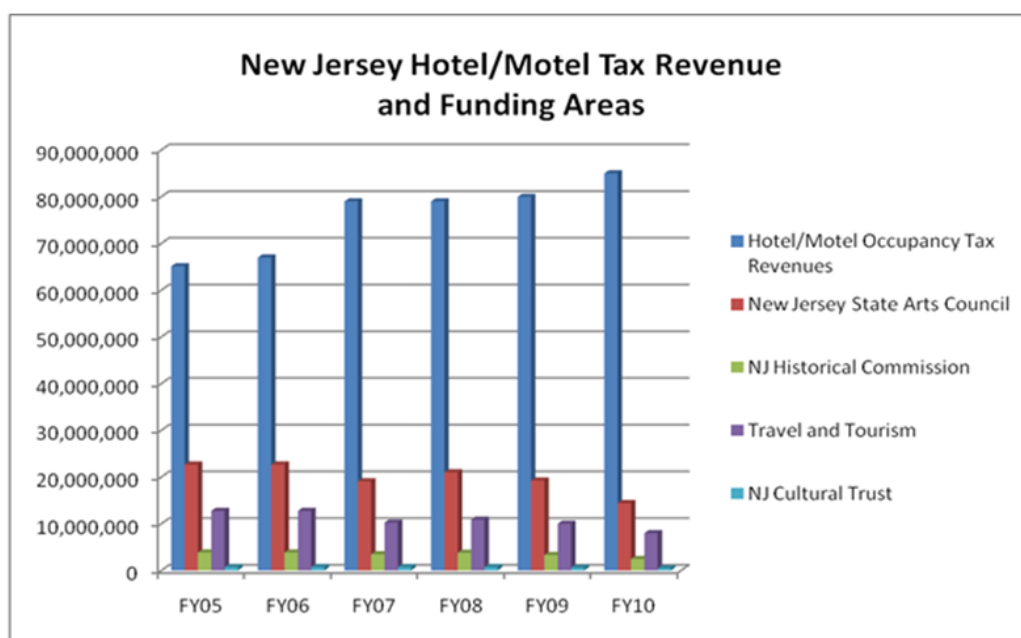
In fiscal year 2004, the New Jersey Legislature allocated a portion of revenues generated from the Hotel/Motel Occupancy Tax to support four specific funding areas and set statutory minimums:

- New Jersey State Council on the Arts \$16,000,000
- New Jersey Historical Commission \$ 2,700,000
- New Jersey Division of Travel and Tourism \$ 9,000,000
- New Jersey Cultural Trust \$ 500,000

Most significant is that even with the economic downturn, tax collection from the Hotel/Motel Occupancy Tax increased to \$85 million in FY09 from \$65.1 million in FY05.

Despite this increase, however, support for the four designated areas has stayed the same or decreased. Revenues have instead been directed to the state treasury for use in the general fund. In FY10, all four focus areas were funded at levels below the statutory minimum:

- Support for the New Jersey State Council on the Arts fell below the poison pill level to \$14,440,000 - a shortage of \$1,560,000.
- Support for the New Jersey Historical Commission fell below the poison pill level to \$2,480,000 - a shortage of \$220,000.
- Support for the New Jersey Division of Travel and Tourism fell below the poison pill level to \$8,000,000 - a shortage of \$1,000,000.
- Support for the New Jersey Cultural Trust fell below the poison pill level to \$466,000 - a shortage of \$34,000.



Given that New Jersey's historic sites have been underfunded for decades, this continued lack of financial support and commitment hinders the state's potential to capitalize on heritage tourism as a viable industry segment.

With a substantial investment ~ at minimum, the statutory funds required in existing legislation, and preferably an increased level of technical and financial resources ~ New Jersey can

elevate its heritage tourism program to compete with neighboring states and increase the program's economic and social impact.

"New Jersey has a tremendous, diversified history that has been ignored for much too long."

Nancy Zerbe, President, ARCH², Inc.

CASE STUDY

Cape May Extends Tourist Season with Historic Sites

In Cape May, heritage tourism has successfully expanded the traditional 12-week beach resort tourist season. Almost 300,000 visitors a year tour the town's three restored historic sites (the 1879 Emlen Physick Estate, the 1859 Cape May Lighthouse and the World War II Lookout Tower), take an array of community history tours (on five trolley buses, by boat and walking through historic interiors) and participate in a year-round schedule of special events.



Photo courtesy NJ Division of Travel & Tourism

CASE STUDY

DMOs Work Together in Pennsylvania's Oil Heritage Region

Destination Management Organizations (DMOs) can be effective leaders for regional and local heritage tourism efforts. For example, the tourism promotion agencies in Venango and Crawford counties in Pennsylvania recognized that their shared oil heritage would be a much bigger draw for heritage travelers than names of their counties. They worked together to create the Oil Heritage Region, Inc. as an economic development tool both to protect heritage resources and to increase tourism expenditures in the area.

CASE STUDY

Asheville Tourism Development Fund Supports Local Projects

More than 2.9 million overnight leisure visitors travel to the Asheville, North Carolina area each year, generating more than \$1.8 billion in economic impact to the region. In 2000, the tourism industry and hoteliers, in particular, agreed to a slight increase in the room tax to provide a funding source to spur new projects to benefit Asheville area residents while generating additional room nights. With passage of the legislation in 2001, the room tax increased from three to four percent with the additional percent dedicated to capital projects. In 2007, the additional percent generated approximately \$1.7 million. Since the legislation passed in 2001, 12 projects have received nearly \$12 million through the fund's grant program. The most recent project is installation of a \$1.65 million county-wide wayfinding signage program. More than 300 sign elements will be installed throughout the county, directing visitors and residents to nearly 90 attractions, public spaces, historic sites and destinations. Other recipients for the 2009 funding cycle include:

- The John B. Lewis Soccer Fields received \$500,000 for lighting to enable night time playing,
- Momentum, The Health Adventure's new science and health museum, received \$500,000 to build an indoor planetarium within the new facility,
- Pack Square Conservancy received \$500,000 for construction of a visitor pavilion at Pack Square Park,
- Asheville Art Museum received \$500,000 for its planned expansion of galleries, public spaces, education facilities and visitor amenities,
- The Moogseum, an interactive exploratorium of science and music to be built by the Bob Moog Foundation, received a pledge of \$600,000 over four years, once it breaks ground,
- The Orange Peel may receive as much as \$300,000 in the form of a loan guarantee, once it gets funding for a planned expansion which includes new seating at the music facility.

Previous recipients include Grove Arcade (for restoration of the historic facility), the new Asheville Convention & Visitors Bureau welcome and reservation center and a bonsai exhibit at the N.C. Arboretum.

How does New Jersey support preservation of historic resources and heritage tourism product development?

The state of New Jersey supports preservation of historic resources in two primary ways:

- 1) Ownership of 50 historic sites and 12 parks preserved and managed through the New Jersey Division of Parks and Forestry
- 2) Through grant programs and technical assistance available through several state departments

State-owned sites include such significant places as Washington Crossing State Park, historic homes like Ringwood Manor, and a collection of lighthouses. In recent years, these sites have suffered from reduced budgets, resulting in vacancies in staff positions and a lack of funding for maintenance. State-owned sites' budgets are included in the overall New Jersey Division of Parks and Forestry budget, making it difficult to determine an exact amount of budget reductions. However, the division has faced significant budget cuts recently. A projected \$9 million deficit in fiscal year '09 was addressed by using part of the Beach Replenishment Fund, along with substantial budget cuts. In early 2010, projections were for a \$4.5 million deficit and a 25% budget cut.

State agencies that offer grants for historic preservation and heritage tourism projects include the New Jersey Historical Commission, New

Jersey Historic Trust, New Jersey Cultural Trust and New Jersey Scenic Byways Program.

Technical assistance and training in heritage tourism-related development is provided by the New Jersey Historic Preservation Office and the New Jersey Historic Trust. Although these agencies provide needed support, reduced budgets have resulted in grant pools that are not large enough to meet the needs of historic sites and heritage destinations and reduced staff that does not have the resources to respond to all requests for assistance.

Since 2005, the New Jersey Historic Trust's heritage tourism grant category has awarded eight grants totaling almost \$300,000. Grants are also available in historic site management and planning. Interpretive grants are offered in conjunction with a heritage tourism initiative or building rehabilitation. The most requested grants are for capital improvements ~ preservation or rehabilitation projects. Funds are available on alternate years from a \$1.0 - \$1.2 million for planning and in the interim years, \$10-\$11 million supports capital improvements.

Fortunately, with the successful passage of a statewide ballot in November 2009, this funding will continue. The 2010 grant round is slated to have approximately \$1 million for planning that could focus on heritage tourism. However, grant requests in all categories average three times the available funds.

"Heritage tourism is an opportunity to use history as an asset to build on, educate our children and create a bed-rock for the future."

*Karen Hatcher, Executive Director
Celebrate New Jersey*

The New Jersey Historical Commission offers 1) general operating support grants that fund the basic costs of operating historic sites and agencies around the state, including programming, marketing and promotion, and 2) project grants that fund a broad range of activities that have an impact on heritage tourism, including research, educational programs, exhibitions, publications and media projects. In FY09 \$9.3 million in applications were submitted for an available \$3.3 in grant funds, a ratio of approximately three dollars requested for every dollar available. Since 2007, the Commission's grant funds have been reduced by 45 percent ~ a severe drop in funding.

The New Jersey Cultural Trust is another source of funding for heritage tourism and preservation. Grants can be used to help cultural sites address financial and operational challenges, to enhance the visitor experience and for capital historic preservation projects. The amount of funding varies based on the state budget and interest generated by the Cultural Trust Fund. Funding has also been reduced in two ways. First, the statute that created the Trust provided for \$10 million a year for 10 years beginning in 2004, but to date state funding has totaled \$28 million, leaving a smaller fund than anticipated. Second, funding to be provided from the Hotel/Motel tax has been reduced from an initial amount of \$720,000 to \$500,000 in FY2009 and \$466,000 in FY10. The most recent grant round received \$1.8 million in requests with approximately \$400,000 awarded.

Funding for heritage tourism product development and historic preservation is available through the National Scenic Byway Program in the form of National Scenic Byway Grants. This program is administered through the Federal Highway Administration and is managed in New Jersey by the New Jersey Department of Transportation. Byways that have been designated through the State Scenic Byways process can apply for funding through the discretionary grant program. Eligible project activities include planning, interpretive information, resource protection, capital improvements, marketing and signage. The program funds designated scenic byway projects that benefit the byway travelers' experience. For example, the Millstone Valley Scenic Byway received a grant in 2007 to restore a historic building for use as a visitors center. From 2002-2009, approximately \$4.3 million was awarded to New Jersey projects. Most grant funding to date has been used for the development of Corridor Management Plans which include heritage tourism strategies. New Jersey has two nationally designated byways: Millstone Valley Scenic Byway and the Delaware River Scenic Byway. Additionally, there are five state-designated Scenic Byways.

Two additional programs have a connection to heritage tourism. The New Jersey Historic Preservation Office, housed in the Department of Environmental Protection, manages the Certified Local Government (CLG) Program. The CLG program offers 45 designated cities access to federal funds which can be used for surveys, planning, education and other projects that raise awareness and support of historic preservation. Grant funds totaled \$80,000 in 2009. The New Jersey Main Street Program, managed by the New Jersey Department of Community Affairs, does not provide grants but does provide training and technical assistance on downtown revitalization to the state's 28 designated communities and partners for organization, economic restructuring, design and promotion.

What is New Jersey's commitment to tourism promotion?

For many years, New Jersey has struggled with challenges in tourism promotion, including leadership, funding and a focused branding strategy:

- The New Jersey Division of Travel and Tourism has been housed under various departments and led by directors with minimal tourism experience.
- New Jersey was the only state without a hotel/motel tax until 2003 when a portion of the tax was dedicated to the New Jersey Division of Travel and Tourism (as well as the New Jersey Historical Commission, New Jersey Cultural Trust and New Jersey State Council on the Arts). Funding from this source for the tourism office fell short by \$1 million in FY10.
- Funding for the state tourism office has remained much lower than other states, with a current annual budget of approximately \$8 million for the FY09 and FY10 fiscal years. (By comparison, the 2006-2007 budgets for nearby states were: Pennsylvania, \$31.8 million, New York, \$16 million and Maryland, \$11 million.)
- Tourism plans, including a comprehensive New Jersey Tourism Master Plan written in 1997, have not been implemented.
- Changing leadership has resulted in constantly changing marketing messages ~ messages that have not focused on New Jersey's history and heritage destinations.

How do other states fund their state tourism offices?

In 2004/2005 (prior to the economic recession of 2009-2010) state tourism offices were funded through a variety of taxes:

- 7 state tourism offices received 100% of their funding from a state hotel-motel tax.
- 16 state tourism offices received part of their funding from a state hotel-motel tax.
- 32 state tourism offices were funded entirely with public funds.
- 25 state tourism offices received more than ½ of their funding from the state's general fund or from appropriations.
- 1 state tourism office was funded entirely by the private sector.
- Other state taxes used for tourism funding included sales, auto and admission taxes.
- Other sources of funding including lottery funds and industry contributions.

Source: *Survey of U.S. State and Territory Tourism Offices, 2004/2005, U.S. Travel Association*

The result of these difficulties is predictable: A 2005 study commissioned by the tourism office showed that New Jersey's historic sites are not motivating travelers to visit the state when compared to other activities:

Dining and Local Cuisine	69%
Shopping	64%
Touring and Sightseeing	50%
Gaming/Horse/Dog Racing	37%
Beach/Lake/Waterfront	33%
Festival/Craft Fair	28%
Theme/Amusement Park	27%
Visiting Historic Sites	27%
Nightlife	25%
Museum/Art Exhibit	22%

The lack of tourism marketing for heritage sites and destinations was further reflected in the study, which found that some of New Jersey's key cultural, historic and outdoor recreation destinations were unknown:

- 82% of travelers did not know the location of Wheaton Village
- 74% did not know the location of Mountain Creek
- 67% of travelers did not know the location of Lambertville
- 63% did not know the location of Jockey Hollow or Washington Crossing
- 46% did not know the location of Point Pleasant
- 43% did not know the location of Monmouth Park
- 41% did not know the location of New Jersey Performing Arts Center

(Source: *2005 New Jersey Image Study* prepared for Winning Strategies Advertising on behalf of New Jersey Office of Travel & Tourism by D.K. Shifflet & Associates in partnership with Global Insight.)

A step toward addressing these challenges was taken in 2007 when the New Jersey Office of Travel and Tourism was relocated to the New Jersey Department of State as a division. This placed the tourism office within the same department as the New Jersey Cultural Trust, New Jersey Historical Commission and New Jersey State Council on the Arts.

The New Jersey Office of Travel and Tourism also discontinued its system of regional tourism councils, which were determined to be ineffective. A new system shifted the focus to the state's Destination Marketing Organizations (DMOs), which positioned the state tourism office as the marketing hub and the DMOs as the spokes.

Overall, New Jersey's tourism industry continues to struggle. Although tourism contributed \$38 billion to the state's economy in 2008, visitation fell by 4.3% and visitor expenditures fell by 4.9%.

(Source: Global Insight for the New Jersey Division of Travel and Tourism)

"Dedicated direct funding for regional DMOs is essential to having an effective destination marketing brand for New Jersey. Most other states have consistent funding which allows them to leverage the potential of the tourism industry's impact."

Adam Perle, Director

Princeton Regional Convention & Visitors Bureau

Vice President, Princeton Regional Chamber of Commerce

How is New Jersey promoting its history?

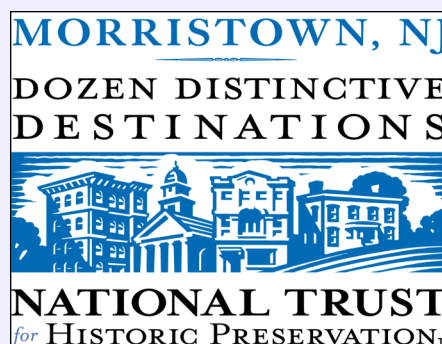
New Jersey recognizes 19 Destination Marketing Organizations which attract visitors through a variety of promotional activities. In 2009, 15 of the DMOs received grant funding from the New Jersey Division of Travel and Tourism. Grant awards ranged from \$34,000 to \$200,000, from a \$1.2 million grant fund.

Despite New Jersey's heritage tourism potential, there are currently no incentives to encourage a DMO to focus on this target market. Of the 15 DMOs which received promotional grant funds only six ~ Trenton, Princeton, Southern Shore, South Jersey, Morris County and Somerset County ~ are actively engaged in promoting and fostering heritage tourism.

CASE STUDY

Morris County Actively Promotes Historic Attractions

Morris County's Destination Marketing Organization has promoted the area's history by using limited financial resources strategically. The plan has focused on showcasing the county's four National Historic Landmarks to create a chronological and narrative storyline showing trends in the nation's development and connecting the sites to issues that are important today. By focusing on landmarks and issues that are of national importance, the county has reached out through national publications like *Preservation* and *American Heritage* magazines, highlighting the primary resources with an understanding that visitors will seek out additional experiences once they have arrived. Morristown was also named one of the National Trust for Historic Preservation's Dozen Distinctive Destinations in 2002 ~ the only New Jersey community to be awarded that designation as of 2010. Morristown has used the Dozen Distinctive Destinations branding and logo aggressively to denote the quality and authenticity of the community's heritage tourism experience.



Morris County's National Historic Landmarks:

Villa Fontana ~ Home of 19th century political cartoonist Thomas Nast.

The Stickley Museum at Craftsman Farms ~ 1911 estate of noted designer Gustav Stickley.

Morristown National Historical Park ~ Established in 1933 as the nation's first National Historical Park.

Historic Speedwell ~ Tells the story of the birth of the American Industrial Revolution.

(http://www.morristourism.org/disc_national_landmarks.php)

How will New Jersey's Heritage Tourism Master Plan succeed?

Although heritage tourism is not an officially designated travel industry segment in the state, New Jersey has long promoted the state's history. Destinations such as Cape May, Lambertville and Ellis Island have hosted visitors for decades, often to experience the cities' historic assets as well as their natural and cultural offerings. Cities such as Morristown focus marketing and development activities to interpret the national and local significance of the state's military and industrial heritage. Additionally, the Crossroads of the American Revolution National Heritage Area is developing a management plan which includes heritage tourism as a key component.

In order to attract visitors to New Jersey to explore, enjoy and learn about the state's history, the New Jersey Heritage Tourism Master Plan must ultimately support preservation and interpretation of historic resources, facilitate an outstanding visitor experience and create a desire among visitors to travel to and through New Jersey.

Expectations should be set keeping in mind the overall positive trend analysis for tourism's growth. Projections show a rebound in the travel industry in 2010 with incremental growth over the next five years, peaking at 2-3% growth between 2011 and 2013. (Source: Global Insight for New Jersey Division of Travel and Tourism, March 2009.)

Investment and support should not be limited to the state level of funding and operations. Regional authorities and townships must also realize the opportunity of heritage tourism as a sound, viable economic impact strategy for towns and residents.

Making heritage tourism part of the state's travel industry growth will involve many partners, including state agencies, historic sites, heritage and cultural destinations and visitor services sites working collectively to achieve the mission, vision and goals outlined in this plan.

An evaluation methodology must be in place to measure the impact of statewide heritage tourism efforts. Gathering baseline data prior to implementing the plan will be a key part of this evaluation process.

With successful implementation, heritage tourism will become essential to New Jersey's economic well-being. The result will be a positive effect on both wages and employment:

1. **Move from seasonal to sustainable:** Expanding the hours and days of operation, reopening closed sites, offering food service and gift shops and adding staff for special events or seasonal activities.
2. **Increase professional capacity:** Providing training to develop skills to enhance visitor experiences, restore or expand heritage sites, build exhibits and interpret themes and train guides.

A Vision for the Future: Guiding New Jersey's Heritage Tourism Program

The vision, mission and principles will guide New Jersey's plan and provide benchmarks for identifying challenges and accomplishments.

Vision

Heritage Tourism is essential to the economic well being of New Jersey as travelers and residents visit New Jersey's heritage sites and towns to enjoy authentic, valued and engaging experiences, that:

- Enhance the image of New Jersey as a desirable destination with a rich history that played an important role in our nation's growth,
- Improve the state's economy through visitor spending, and
- Contribute to the stewardship and sustainability of New Jersey's unique historic, cultural and natural assets.

Mission

New Jersey's heritage sites and places provide quality educational programming, activities and experiences that attract residents and visitors of all ages to spend time and money in the state.

In partnership with the tourism industry, government agencies, civic groups and the private sector, heritage sites offer compelling

experiences that tell the stories of New Jersey's past, demonstrate the relevance and importance of the state's heritage today, and provide a foundation for future generations.

"There is going to have to be a lot more sharing and breaking down 'this is how we have always done it' attitudes."

*John Seitter, President
JRS Consulting*

Principles for New Jersey's Heritage Tourism Program

- **Collaborate**

Partnerships are an essential part of every successful heritage tourism plan. Partners must set aside individual agendas, seek shared goals and work together toward a common purpose. The elements in this plan should be implemented as a cohesive whole, not as separate components carried out by individuals or individual organizations. Partnerships will begin with the New Jersey Inter-agency Heritage Tourism Council, which represents state agencies and nonprofit cultural and heritage organizations. The Council will reach out to partners across the state, including New Jersey's 566 municipalities. County governments will be engaged through the Cultural and Heritage Offices or other agencies involved in cultural heritage preservation and tourism promotion. Other key partners include the state's 19 Destination Marketing Organizations (DMOs), Main Street offices and chambers of commerce. In addition to government and nonprofit agencies, the partnership of private businesses will be sought to invest in heritage tourism through business development and financial support of heritage destinations with sponsorships and grants.

- **Make Sites Come Alive**

Heritage sites and cultural destinations understand the responsibility of hosting visitors and meet these expectations with exceptional hospitality and engaging delivery of meaningful experiences.

CASE STUDY

DiMenna Children's History Museum, New York: Engaging Children with Technology

Recognizing that today's youth are growing up with technology, the New York Historical Society is weaving interactive technology into exhibits for a new children's museum scheduled to open in late 2011 within the Historical Society's building on Central Park West. The exhibits will share New York's history with children through the stories of children from the past. Exhibits will include touch screens, historical mysteries that can be solved with maps and other documents, an opportunity to create video histories, and even a historical "facebook" to learn more about famous New Yorkers.

- **Find the Fit Between Your Community and Tourism**

Sharing New Jersey's heritage with visitors can increase community pride and provide an economic stimulus for local townships. However, communities must balance the benefits of tourism with the impact on local residents and resources:

- Understand carrying capacity for heritage sites and towns so that visitation does not negatively impact resources or infrastructure.
- Identify and protect "sacred places" that are off-limits to visitors.
- Evaluate and communicate the benefit of heritage tourism so that residents appreciate and welcome visitors.
- Collaborate with local partners to ensure heritage tourism is valued as an important economic development strategy.

- **Focus on Authenticity and Quality**

New Jersey's heritage will be interpreted and marketed authentically and accurately to attract visitors through high quality experiences, encouraging year-round and repeat visits. The New Jersey Historic Trust's 20-year record of requiring heritage sites that receive grants to meet the Secretary of Interior's Standards for restoration of historic properties sets an example that can be followed by all historic site preservation projects.

- **Preserve and Protect Irreplaceable Resources**

Managers of heritage sites and places recognize the importance of preserving and protecting the state's significant, authentic assets. With the support of residents, visitors, government, civic groups and private business, heritage site managers can enact pro-active stewardship policies so that sites may be experienced by future generations. New Jersey's heritage will be commemorated, celebrated and showcased so that residents recognize and appreciate the state's important legacy to the nation and future generations.

Creating the Plan: A Look at the Process

The New Jersey Heritage Tourism Task Force was created by the Senate and General Assembly of the State of New Jersey through P.L. 2006, c.60. Legislation stated that the Task Force was established “to provide strategic direction for the promotion of heritage tourism in New Jersey and to create a comprehensive heritage tourism master plan for New Jersey.”

The Task Force includes 20 members who represent many aspects of New Jersey’s culture and heritage: New Jersey Historic Trust, Crossroads of the American Revolution Association, ArtPride New Jersey, New Jersey Division of Travel and Tourism, Morris County Tourism Bureau, Advocates for New Jersey History, South Jersey Tourism Corporation, New Jersey Department of Environmental Protection, New Jersey Public Broadcasting, Historic New Bridge Landing Commission, New Jersey State Council on the Arts, New Jersey Department of Transportation, New Jersey Historic Preservation Office, Camden County Cultural and Heritage Commission, The Richard Stockton College of New Jersey Business Studies, Edison Memorial Tower Corporation and Mid-Atlantic Center for the Arts and Humanities.

The heritage tourism plan was directed to include, but not be limited to:

- improving heritage signage on the state’s highways
- establishing a local historic marker program to raise awareness of New Jersey’s historical resources
- improving efforts of state, county and municipal governmental agencies to focus more significantly on heritage tourism
- promoting coordination between historic sites throughout the state
- identifying potential sources of stable funding for the improvement and maintenance of historic sites available for heritage tourism in New Jersey
- establishing criteria for grants to be made from the Historic Preservation License Plate Fund

In addition, the Task Force was directed to oversee creation of a comprehensive inventory of all historic sites that have potential for inclusion in heritage tourism initiatives.

What was the plan's methodology?

The plan's methodology was to begin with research of previous efforts in New Jersey and to create a forum for stakeholder participation in shaping a plan to serve as the foundation for heritage tourism development.

The Task Force began work in 2007 with the formation of committees to address each plan component. A series of public meetings was held in the fall of 2007 to introduce the concept of a statewide heritage tourism plan and to gather feedback on what should be included. The Task Force then prepared an initial outline of strategies.

In 2008, committees began to meet, gather data and formulate ideas for strategies that could be included in the master plan. The Task Force also began work on the tourism resource inventory database and prepared a request for proposals for preparation of the master plan.

In early 2009, the National Trust for Historic Preservation's Heritage Tourism Program was selected to prepare the master plan. Activities in 2009 included interviews and an online survey with Task Force members to assess ideas and recommendations. The Task Force hosted four stakeholder meetings in September in Trenton, Morristown, Burlington City and Atlantic City. More than 100 stakeholders attended and provided input into the heritage tourism planning process.

The Task Force worked with the consultant team throughout 2009 to provide information and insights in preparation of the Heritage Tourism Master Plan. The Task Force also considered strategies for an organizational structure to continue its work and to oversee implementation of the plan. A key step in the plan's research phase was an online survey of Task Force members in June 2009. The survey identified priorities for the six legislatively directed plan components and assessed capacity for implementation. Priorities and capacity were ranked on a scale of 1 to 5 with 5 being the highest:

New Jersey Heritage Tourism Master Plan Legislation	PRIORITY	CAPACITY
Improve the efforts of state, county and municipal governmental agencies to focus more significantly on heritage tourism.	4.4	3.1
Identify potential sources of stable funding for the improvement and maintenance for historic sites available for heritage tourism in New Jersey.	4.4	3.1
Improve heritage signage on the highways of the state.	4.3	2.9
Promote coordination between historic sites throughout the state.	3.9	3.2
Establish criteria for grants to be made from the Historic Preservation License Plate Fund	3.6	3.7
Establish a local historic marker program to raise awareness of New Jersey's historical resources	3.6	3.2

As the plan's research phase progressed, three components were added:

1. Marketing strategies
2. Strategies for local engagement and building community pride
3. Strategies for heritage education programming

Additions were also made to two components:

1. Historic Site Coordination and Networking ~ Add information on transportation strategies to help visitors access historic sites. (Information in Appendix.)
2. Grant Program ~ Add a promotional strategy to publicize the Historic Preservation License Plates to increase sales.

The Task Force Online Survey

The online survey gathered opinions from Task Force members on possible activities that had been identified by committees. Following are rankings from two committees which look at how activities are prioritized and what capacity there is for implementation:

Site Coordination and Networking Committee Recommendations	PRIORITY	CAPACITY
Develop measurement tools to assess economic impacts, collect, track and report performance data.	4.5	3.3
"Incentive" funding, e.g. Cooperative Marketing Grants.	4.4	2.9
Develop "co-op" advertising ~ defined as multiple partners cooperating to produce advertorials or special sections dedicated to their area or destination.	4.3	3.2
Encourage coordination between State programs.	4.2	3.9
Facilitate multi-level dialogue among cultural and heritage tourism segments, governments and civic leaders at the local, state, regional, national and international level.	4.2	3.6
Address organizations of history/tourism agencies at state level.	4.2	3.2
Encourage cooperative programs between governments, including simplifying process for leasing of historic sites.	4.1	3.1
Promote linkages between historic villages, state and privately owned historic sites as part of regional heritage tourism initiatives like Crossroads of the American Revolution National Heritage Area.	4.1	3.1
Develop thematic tours and marketing materials.	4.0	3.5
Link beyond historic sites to natural sites, arts and businesses.	4.0	3.2
Develop tourism information centers.	4.0	1.9
Develop weekend package destinations.	3.9	3.8
Host a tourism marketing college to provide training.	3.7	2.8
Organize regularly scheduled networking meetings.	3.5	3.5
Create a pool of volunteers and paid personnel.	3.4	2.6
Advocate new identity to promote the State's sites.	3.3	3.3

Marketing Committee Recommendations	PRIORITY	CAPACITY
Increase the amount of resources devoted to cultural and heritage tourism marketing with measurable outcomes.	4.4	3.5
Establish a grant program to support heritage tourism marketing.	4.4	2.3
Develop and enhance electronic marketing strategies for heritage tourism venues statewide.	4.3	3.5
Create dedicated state agency staff positions for promoting cultural and heritage tourism.	4.3	1.9
Encourage the lodging industry and DMOs to create and market tour packages with cultural and heritage themes.	4.2	3.7
Identify, promote and encourage the development of new interpretive and marketing strategies.	4.0	2.6
Develop a marketing program, with adequate funding to support efforts, for marketing state-owned historic sites.	4.0	2.0
Launch a Discover NJ History campaign that would mirror the activities of the highly successful Discover NJ Arts campaign.	3.7	2.5
Secure funding for a National Association of Interpretation training program for historical interpretation.	3.7	2.5
Create State Heritage Areas or Corridors with funding to support them that would feature a variety of themes and regions.	3.7	2.3
Establish a Cultural and Heritage Tourism Policy Council made up of representatives from the field.	3.5	3.2

What are priorities for stakeholders?

At the four public meetings held in September 2009, stakeholders were asked to rank proposed strategies developed in the initial research phase in order of priority and to recommend additional activities that could be included in the heritage tourism master plan.

Priorities emerged by averaging rankings:

- Provide guidance and technical assistance to heritage sites.
- Adopt funding strategies to support New Jersey heritage sites.
- Develop criteria to identify visitor ready heritage sites in the database of New Jersey heritage resources.
- Build a strong network of historic sites.
- Implement plans to engage local residents and build community pride.
- Market to attract new and repeat New Jersey travelers.
- Collaborate to expand and leverage resources for the New Jersey Heritage Tourism Program.
- Increase communications with state, county, and municipal agencies to generate support for heritage tourism.
- Support implementation of New Jersey's Wayfinding Master Plan.
- Create and manage a New Jersey grant program.
- Implement a performance evaluation system.
- Develop a statewide marker program that complements the themes and wayfinding signage.
- Create advocacy pieces to reach target audiences.
- Increase revenues generated from sales of Discover NJ license plates.

(Note: In some cases, the strategy's wording has been revised for clarity since the September 2009 meetings, but all of the activities are included in the master plan.)

Moving the Plan Forward: A Proposal for Pilot Communities

The Task Force recommends that one or more pilot regions be identified to test the strategies outlined in this plan. This approach has been successfully used in a number of other states and would position New Jersey for expansion based on the success of the initial pilots.

The Task Force recommends Elizabeth and Haddonfield as the two pilot communities. Both have strong public and private support for heritage tourism and a good base of heritage attractions. The selection of these two communities also provides one pilot region in North Jersey and one in South Jersey, as well as one larger urban community and one smaller community.

Elizabeth: The city, county government, chamber of commerce and the local Destination Marketing Organization support local heritage tourism efforts. There are several significant historic sites that could benefit from an investment in tourism development and marketing, and the city has major rail and highway access.

Haddonfield: This Main Street community offers opportunities to shop and dine in a charming historic setting. The business community in the historic district is very supportive, and Haddonfield has good access to major highways and public transportation.

CASE STUDY

Pennsylvania's Heritage Tourism Initiative Began with Pilot Regions

Pennsylvania launched a statewide heritage tourism initiative by working with four pilot regions (Philadelphia's African-American Heritage, Lower Bucks County, Lancaster County and the Oil Heritage Region) in the early 1990s. Assisted by the National Trust for Historic Preservation's Heritage Tourism Program, a statewide heritage tourism advisory committee oversaw the work of these four pilot regions. At the end of the four-year pilot, a summary of the accomplishments in each region was presented to state decision makers. Working intensively with four pilot regions was a cost-effective way to determine the return on a statewide investment in heritage tourism. Other states such as Indiana, Wisconsin, Texas, Tennessee, Iowa, Illinois and Colorado have also launched statewide heritage tourism programs by working with pilot regions.



Photo by Marie Quigg,
Lancaster County Planning Commission

Themes Guide Heritage Tourism Development

Interpretive themes are:

...the central or key idea of any presentation. Development of a theme provides organizational structure and clarity of purpose for the program. Once the main interpretive or storyline message theme has been decided, everything you do in presenting the program or service to the audience falls into place. The main strategy of the interpretive program is to illustrate the theme statement.

(Source: John Veverka and Associates, Interpretive Consultants)

According to guidelines set by National Park Service's Interpretive Development Program, themes:

- Are a single sentence that expresses a concept or an idea, not just a topic or type of attraction.
- Link a tangible resource to its intangible meanings.
- Cohesively organize an interpretive product or service.
- Link a tangible resource to a universal concept.
- Express significance to help visitors make a meaningful connection to a resource.

In order to articulate New Jersey's areas of historic significance and to provide a foundation for destination development, the Task Force directed that a set of themes be developed as part of the master plan. *The Contours of New Jersey History: An Essay on Context for the Heritage Tourism Master Plan*, written by New Jersey historian Howard Green (Public History Partners) as part of the master plan's development, provided an overview from which the following themes were created:

- **New Jersey in Conflict**

New Jersey's pivotal role in the Revolutionary War began a military tradition that continues today.

Examples that reflect the **New Jersey in Conflict** theme include:

Battleship New Jersey
WW2 Fire Control Tower #23
Monmouth Battlefield State Park
Fort Hancock

CASE STUDY: New Jersey in Conflict

Bringing Military History to Life: Monmouth Battlefield Re-enactments, Monmouth County



Though re-enactments were staged at Monmouth Battlefield State Park as early as 1828, events have been conducted annually since the park opened in 1978. The annual weekend re-enactment can draw 1,500 visitors each day and anywhere from 200-500 re-enactors. Programming includes drills and artillery and military music demonstrations, transforming the event into a day-long educational program.

Continental Army unit fires a volley at Monmouth's 225th anniversary event, June 2003; Photo by Richard Wilber, Monmouth Battlefield State Park

- **New Jersey at Work**

Industry and creative innovation shaped New Jersey and helped transform the world.

Examples that reflect the **New Jersey at Work** theme include:

Batsto Village
Delaware & Raritan Canal
Edison National Historic Site
Oxford Furnace

CASE STUDY: New Jersey at Work

Edison National Historical Park, West Orange: Site Gives View into Innovation

The Edison National Historical Park offers an opportunity for heritage travelers to see the factory where Thomas Edison worked for 44 years, developing more than half of his 1,093 patents for his inventions. Several factory floors with new exhibits were opened to the public for the first time in October 2009 after a 6-year, \$13 million restoration effort. Between opening day October 9, 2009 and January 3, 2010, close to 16,000 visitors toured the laboratory complex; 6,000 also visited Edison's home, Glenmont.



Phonograph Gallery and laboratory, Courtesy U.S. Department of Interior, National Park Service, Thomas Edison National Historical Park, West Orange

- **New Jersey Land and Sea**

Making a living from the land and from the sea has long been part of life in the Garden State.

Examples that reflect the **New Jersey Land and Sea** theme include:

Bivalve Shipping Sheds, Bayshore Discovery Project

Howell Living History Farm

Minisink Archaeological Site

Twin Lights

CASE STUDY: New Jersey Land and Sea

Sailing on the Meerwald, Port Norris: Sharing New Jersey's Maritime Heritage

Children can experience New Jersey's maritime heritage first-hand during a day or a week -long sailing camp aboard the tall ship *A.J. Meerwald*. This historic oyster schooner has been restored with funding from the New Jersey Historic Trust, and has found new life as a hands-on maritime classroom for the Bayshore Discovery Project. The Bayshore Discovery Project's ongoing efforts include the restoration of seven historic oyster shipping sheds and a museum and educational facility.

- **Many Faces of New Jersey**

New Jersey's population has grown increasingly diverse from the first Native Americans to waves of immigrants from Europe and subsequently from all over the world.

Examples that reflect the **Many Faces of New Jersey** theme include:

American Labor Museum, Botto House National Historic Landmark
Ballantine House
Ellis Island
Peter Mott House

CASE STUDY: Many Faces of New Jersey

Ellis Island: Telling the Story of a Diverse Nation

Ellis Island attracts an estimated 2 million visitors a year, making it the top heritage attraction in New Jersey and one of the most visited heritage attractions in the country. The non-profit organization Save Ellis Island has been working with the National Park Service to save 29 unoccupied buildings on Ellis Island, many of which served as hospitals until the late 1950s. To date, \$33 million has been raised from a variety of state, federal and private sources to help stabilize the historic buildings on the island. When fully completed, Ellis Island will offer additional interpretive exhibits on public health and world migration, offices and a state-of-the-art conference center and lodging facility. The overall cost for the proposed developments for Ellis Island is estimated to be between \$300 and \$350 million.



Photo by Kevin Daley, National Park Service

- **New Jersey at Play**

New Jersey has a history of hosting vacationers seeking relaxation and inspiration.

Examples of sites that reflect the **New Jersey at Play** theme include:

Cape May Historic District

Hopatcong State Park

Seabright Lawn Tennis and Cricket Club

The Wildwoods

CASE STUDY: New Jersey at Play

Wildwood: A History of Fun

Wildwood's beachfront boardwalk and Doo-Wop style motels transport today's vacationers back in time to the postwar 1940s and the carefree 50s and 60s. Generations of travelers have made this historic coastal destination a family tradition.



Photo courtesy NJ Division of Travel & Tourism

“...Businesses here in Wildwood recognize that our DooWop heritage gives us a cachet that distinguishes us from other resort destinations because we have a certain character. Our heritage pays because it brings in people, people spend money and the state gets tax revenues.”

*Dan McElrevey
property manager and
President ,
DooWop Preservation League*

- **New Jersey By Design**

New Jersey has a remarkable assembly of great design that is reflected in designed landscapes and planned communities, as well as in vernacular and high-style buildings of many architectural types.

Examples that reflect the **New Jersey By Design** theme include:

Greenwood Gardens
Radburn
Abel and Mary Nicholson House
Georgian Court University

CASE STUDY : New Jersey By Design

Greenwood Gardens, Short Hills: Designing a New Heritage Attraction

Greenwood Gardens, a 28-acre garden listed on the National Register of Historic Places for its national significance in design, history and beauty, was donated by the Blanchard family to a non-profit organization in 2003. Following four years of planning, work has begun on a \$6 million restoration effort to open the gardens of this former private estate to the public. Renovation efforts include transforming the former tennis courts into a parking lot and the former garage into public restrooms, maintaining the character of the estate while adapting portions of the property to new public uses.



Photo by Jerry Williams

Greenwood Gardens is one of only 16 gardens in the country endorsed by the Garden Conservancy, an organization that assists extraordinary private gardens to become public entities. Guided tours of the gardens are currently available on a limited basis. After the grand opening in 2012, Greenwood Gardens will offer a range of educational programs and tours as well as providing a botanical oasis for quiet contemplation.

How will the themes be used?

These heritage themes are incorporated throughout the plan:

- **Historic Site Coordination:** The New Jersey Heritage Tourism Inter-agency Council and its partners will work with sites across the state to incorporate the themes into interpretation and promotions.
- **Interpretive Grants:** The draft interpretive grant (found in the Appendix) asks applicants to identify which of the themes is reflected in the project for which they are requesting funds. If the project does not reflect a theme, applicants must explain how the project reflects New Jersey's history.
- **Statewide Marker Program:** The six themes can be given priority in the selection and placement of statewide markers. Logos or emblems can be developed for each theme and incorporated into the marker's design.
- **Marketing:** Tourism marketing messages can be created to reflect the six themes. The messages can be used in promotions including printed materials, Web sites, advertisements and other marketing tools.
- **Local Engagement/Building Community Pride:** Communities planning local awareness campaigns (such as Staycation campaigns) will be encouraged to use the themes that relate to their community as part of special events and promotions.
- **License Plate Promotion:** The promotion designed to increase sales of the Historic Preservation License Plate can use the themes to promote New Jersey's history and to encourage residents to purchase the plates.
- **Heritage Education:** The context essay will be made available for download and can be used by New Jersey schools, along with the themes, as the basis for exploring aspects of New Jersey's history.

Introduction to Strategies

What is the mission of New Jersey's Heritage Tourism Master Plan?

By implementing this master plan, New Jersey's heritage sites and places will:

- **Provide quality educational programming, activities and experiences that attract residents and visitors of all ages to spend time and money in the state.**
- **In partnership with the tourism industry, government agencies, civic groups and the private sector, heritage sites offer compelling experiences that tell the stories of New Jersey's past, demonstrate the relevance and importance of the state's heritage today, and provide a foundation for future generations.**

What are the strategies?

This plan includes four key strategies that were developed to achieve the vision and mission of heritage tourism in New Jersey ~ building partnerships, preserving and interpreting historic resources, attracting visitors and generating economic impact.

New Jersey Heritage Tourism Master Plan Strategies	
Develop a management and partnership system to support and advocate for New Jersey's heritage tourism industry. <ul style="list-style-type: none"> • Develop an advocacy network. • Create a New Jersey Inter-agency Heritage Tourism Council. • Coordinate support between state, county and municipal agencies. • Expand and leverage resources for New Jersey's Heritage Tourism Program through key partnerships. • Increase revenues from Discover NJ History license plates. • Implement a performance evaluation system. • Invest in visitor amenities, interpretation and education programs. • Revisit hotel/motel tax formulas to increase funding for tourism, history and arts. 	Develop heritage products and infrastructure. <ul style="list-style-type: none"> • Provide guidance and technical assistance to heritage sites. • Build a strong network of historic sites. • Help sites get ready for visitors. • Support implementation of New Jersey's Wayfinding Master Plan, developed by <i>Celebrate NJ</i>. • Develop a statewide historical marker program.
Enhance the state-owned heritage sites as centerpieces for heritage tourism. <ul style="list-style-type: none"> • Survey and assess state-owned sites for visitor readiness. • Establish a Foundation or Trust. • Improve heritage tourism marketing with increased funding. • Increase historic site and park staffing and provide additional training. • Develop new interpretive programs. • Build and sustain meaningful partnerships. 	Build a strong marketing network. <ul style="list-style-type: none"> • Build community pride and encourage local involvement and engagement. • Encourage communities to host Staycation campaigns. • Create a statewide Doors Open program. • Encourage and support heritage education programs. • Develop a Community Heritage Tourism Toolkit. • Assign a staff member as heritage tourism liaison in the New Jersey Division of Travel and Tourism. • Use interpretive themes for promotions.

How will these strategies help make the mission a reality?

This heritage tourism master plan provides a roadmap through the four key strategies. Within each strategy are activities which will help New Jersey become a competitive and successful heritage tourism destination.

Each strategy begins with an answer to the question **“Why is it important?”**

Activities answer the question **“What should be done?”**

The Strategies

Develop a management and partnership system to support and advocate for New Jersey's heritage tourism industry.

Why is developing a management and partnership system important?

Time...money...resources...staff...expertise...everyone has some of these but no one has enough of any of them to go it alone in creating a successful statewide heritage tourism program. It takes the involvement and commitment of many players ~ historic sites, heritage destinations, tourism bureaus, businesses, cultural organizations and others ~ to tackle the extensive "to do" list.

What should be done?

- **Develop an advocacy network**

The word "advocacy" comes from the Latin root word "voco" which means "I call" and is related to the English word "voice."

Advocating for New Jersey's historic sites and heritage destinations means "calling" for their support and development and "voicing" to visitors the exceptional heritage travel experience they can have when visiting the state.

New Jersey's advocacy begins with a core group, an Inter-agency Heritage Tourism Council, to create awareness of the Heritage Tourism Master Plan. A long-term challenge for heritage tourism has been the delivery of services through numerous agencies. Grants and technical assistance are given for various purposes by agencies ranging from the New Jersey Historic Trust to the New Jersey Division of Travel and Tourism. While these resources are valued by historic sites and destinations, this fragmentation of services has made it difficult to create a cohesive system of service delivery, support and marketing to enhance New Jersey's image as a heritage tourism destination.

The Council's formation is a key step in bringing together all of the state's agencies and organizations that work on some aspect of heritage tourism to implement the master plan and to create a unified statewide program. This foundation will then extend to communities ~ reaching residents, building pride in local and state history, and ultimately creating a system of advocates across the state.

- **Create a New Jersey Inter-Agency Heritage Tourism Council**

The New Jersey Heritage Tourism Task Force proposes issuance of an Executive Order that changes the committee into an Inter-agency Heritage Tourism Council to guide the master plan's implementation. The Council will include cabinet level officials or their designated staff. State agencies and nonprofit organizations represented on the Task Force will be included on the Council. The Council will be housed in the New Jersey Historic Trust. Funding for the Council's activities will be generated through the New Jersey History License Plate Fund.

- **State agencies will appoint heritage tourism staff contacts**

To facilitate effective communication and efficient implementation, the Heritage Tourism Task Force proposes that a staff person be named the liaison to heritage tourism in the following agencies:

- New Jersey Division of Travel and Tourism
- New Jersey Historical Commission
- New Jersey Historic Trust
- New Jersey DEP/Natural & Historic Resources
- New Jersey Network

Heritage Tourism staff in each of these agencies will become knowledgeable about all strategies included in the master plan and will work with the Heritage Tourism Inter-agency Council and other state agencies and organizations to implement the plan.

- **Coordinate support between state, county and municipal agencies.**

Advocacy to governing agencies will foster recognition of the economic importance of heritage tourism and bring about the incorporation of heritage tourism into plans, policies and budgets and the tracking of its impact. Activities to communicate with governing agencies include:

What kinds of jobs does tourism and heritage tourism create?

Tourism bureau	Interpreter
Travel writer	Re-enactor
Travel agent	Interpretive planner
Tour operator	Museum guide
Meeting planner	Exhibit designer
Car rental	Curator
RV sales	Historian
Pilot	Artist
Taxi driver	Musician
Hotel employee	Actor
B&B owner	Craftsperson
Restaurant owner	Main Street staff
Restaurant worker	Event planner
Shop owner	Web designer
Printer	Ad sales
Information specialist	Tour guide
Visitors Center staff	Audio tour designer

- ◆ Begin conducting a study that evaluates the economic impact of heritage tourism in New Jersey.
- ◆ Create and distribute an annual “state of heritage tourism” report on the progress in heritage tourism development and the economic benefits to New Jersey
- ◆ Create a speakers’ bureau, presentation on heritage tourism and a series of talking points to use at civic meetings or to use in providing testimonies at town hall meetings.

- **Expand and leverage resources for New Jersey’s Heritage Tourism Program through key partnerships**

Engaging New Jersey’s Destination Marketing Associations (DMOs), lodging industry, restaurants, retailers and other businesses that rely on tourism spending is crucial to the future of heritage tourism. The bottom line is that a direct correlation between economic growth and the state’s historic resources must be demonstrated.

Engaging the travel industry can take place on many levels:

Destination Marketing Organizations and the New Jersey Division of Travel and Tourism

- ◆ A bi-annual meeting of DMOs, historic site managers and related agencies can be conducted to look for ways to partner in promoting each region’s history.
- ◆ Historic site managers can seek out regional cooperative marketing programs offered by DMOs at a non-profit rate
- ◆ The annual Governor’s Conference on Tourism will continue to educate the DMOs about opportunities to promote the state’s heritage.

How can local businesses get involved?

While state-level partnerships are important, it is equally important to engage local businesses:

- Restaurants can include historic photographs in their décor.
- Downtown merchants can offer a special incentive if provided an admission ticket stub from historic sites.
- Local hotels can request a guest contribution to preserve historic sites.
- Main Street Programs can package shopping with a group tour event at a historic site.
- Guided walking tours in historic areas can highlight local history and show off a revitalized downtown.

Lodging Industry

- ♦ Packaging with members of the Preferred Inns of New Jersey and/or the New Jersey Hotel and Lodging Association will increase the appeal of overnight visitation.

Restaurant Industry

- ♦ Partnering with the New Jersey Restaurant Association will enable tourism partners to develop products that promote the state's heritage through specialty foods and merchandise.

"Tourism is the second largest industry in the state, and studies show that the average heritage tourist spends more and stays longer on average than the normal tourist does."

Wildwood New Jersey Motel Owner

"The growth of heritage tourism would benefit New Jersey's restaurants. Residents and visitors looking to explore our state's past will also discover a treasure trove of dining establishments, many that have been serving guests for centuries. Hand-in-hand, the New Jersey restaurant industry is vital to increasing the economic impact of heritage tourism. Our visitors, after exploring the state's historic sites, will contribute directly to the economy by enjoying a meal at a local dining establishment. It's a win-win."

Deborah Dowdell, President, New Jersey Restaurant Association

New Jersey Travel Industry Association

- ♦ Joining the New Jersey Travel Industry Association (NJTIA) and linking on-line networks allows historic sites to access research and consumer trip planning information.

Cultural Community

This group includes artists, artists' organizations, cultural centers, performing arts venues, other entertainment venues, graphic designers, film producers and other members of the creative economy.

- ♦ Seek out local artists to create locally-made items for sale at historic site gift shops to enhance the authentic experiences.



Photo courtesy NJ Division of Travel & Tourism

Conservation Community

This group includes nature-based outfitters, ecotourism operators, Audubon Society, land trusts, state parks, natural attractions and other conservation organizations. Many of this plan's interpretive themes focus on the importance of place and location to New Jersey's significant historic events and accomplishments.

- ♦ Work with nature-based guides and operators to provide historical information to enhance local experiences.
- ♦ Integrate historical content in nature-based interpretive panels and signs in areas such as bike routes and river walks.
- ♦ Enhance the history-based content at state parks and recreation areas.

New Jersey Universities and Colleges

Universities and colleges can partner in many ways including:

- ♦ Research new stories.
- ♦ Catalog data and maintain inventories.
- ♦ Evaluate the impact of heritage tourism.

- **Increase revenues generated from sales of “Discover NJ History” license plates to support the New Jersey Heritage Tourism Inter-agency Council**

The Historic Preservation License Plate Fund, created by act of the New Jersey State Legislature in 1995, authorized a specialty license plate, “Discover NJ History.” In 2006, funds raised from sales were designated to support the work of the New Jersey Heritage Tourism Task Force and could be used to assist New Jersey's historic resources. To date, license plate sales generate about \$20,000 a year. Increasing sales to generate \$30,000-\$40,000 will allow the New Jersey Heritage Tourism Inter-agency Council to move forward in implementing activities in the master plan with particular focus on training and workshops.



How can the Discover NJ History license plate be promoted?

Promotions

- ♦ Challenge preservationists or historic sites to see who can sign up the most new customers. Award a grand prize for the top seller. Have a drawing among participants who recruited 10 or more new purchasers for a second prize. Donated prizes could include a weekend getaway at a hotel or B&B, meals at a restaurant in a historic building and admissions to historic sites
- ♦ Sponsor a “Doors Open” event and include promotion of the plates. (See page 81 for more information about Doors Open)

How is the Discover NJ History License Plate currently promoted?

- ♦ Inserting an advertising flyer into mail from the NJ Historic Trust.
- ♦ Displaying information when the New Jersey Historic Trust has a table or exhibit at an event.
- ♦ Adding information on state employee payroll check stubs.
- ♦ Featuring a message on the homepage of the NJ Historic Trust’s Web site.
- ♦ Devoting a section of the NJ Historic Trust’s Web site to the license plate ([http://www.njht.org/dca/njht/Discover NJ History License Plate/](http://www.njht.org/dca/njht/Discover%20NJ%20History%20License%20Plate/)).
- ♦ Work with a radio or television station on a promotion focused on New Jersey history. Pose a question and encourage listeners to call in with the answer. Winners would receive a plate (with fees paid by a sponsor)
- ♦ Encourage community preservation and historical organizations to sponsor a raffle and include a license plate as a prize.
- ♦ Sponsor a History Passport program and offer a license plate as a premium for visiting a certain number of sites. Those with stamped passports would be invited to a ceremony with the governor.
- ♦ Enable car dealers to include a license plate with the purchase of a car. In exchange, participating “preservation-friendly” car dealers will be listed on Web sites describing the Discover NJ History License Plate program.

Advertising (free or low cost)

- ♦ Create rack cards to distribute in state parks, the turnpike and parkway rest areas.
- ♦ Send an electronic ad to grant recipients and non-profit organizations for inclusion in newsletters and Web sites.
- ♦ Place an ad in *New Jersey Monthly* magazine.
- ♦ Include on History ListServ (free).
- ♦ Seek free advertising on the radio.

- **Implement a performance evaluation system**

“If you don’t know where you’re going, any road will get you there” goes the saying adapted from *Alice in Wonderland*. Added to the importance of knowing the destination is *knowing what happens after arrival*.

The master plan outlines many strategies and activities to capitalize on New Jersey’s historic resources. To confirm the impact of the plan, it is necessary to define the specific ways to measure performance best.

In particular, it is recommended that the New Jersey Division of Travel and Tourism develop and implement performance measure requirements for the department’s grant program.

Performance Measures

Keep in mind...

Is it credible?

Is it doable?

- Performance measures must be defensible and attributable.
- Both economic and social impacts should be considered.
- The evaluation system must not be too expensive or cumbersome.

"It is critical for New Jersey to develop a uniform system to measure how our tourism industry is performing each year. This tool will allow us to make accurate yearly performance comparisons to adjust our tourism policies according to the data collected."

*Senator Jim Whelan
District 2*

How should a performance measures system be developed?

Measuring the performance of New Jersey’s heritage tourism program is a multi-step process:

- ♦ Define and prioritize performance measures that are appropriate, relevant and important for documenting heritage tourism impact.
- ♦ Secure baseline information for comparison in future measurement.
- ♦ Designate a source for data collection and analysis, such as the state comptroller’s office or state university/college.
- ♦ Adopt a proven methodology and accepted metrics ~ (definition of tourist, historic site, heritage destination) to track performance and evaluate information.
- ♦ Use existing state research and annual data collection cycles to collect qualitative and quantitative information.

- ◆ Construct evaluation levels to quantify both the inputs (processes and programs) and outputs (increased visitation, revenues) to measure the short- and long-term benefits for residents, resources, visitors and the state. This includes an internal organizational review (to demonstrate how well agencies are contributing to heritage tourism) as well as an external evaluation to understand the impact of heritage tourism.
- ◆ Establish a calendar for collecting, analyzing and reporting data to target audiences.

What should be measured?

There are many metrics that can be used to measure heritage tourism performance. Methods include:

Economic Impact

- ◆ Sales tax receipts for counties where designated “visitor ready sites” are located.
- ◆ Annual admissions and revenues from heritage sites open to the public.
- ◆ Advertising conversion rates and value of publicity.
- ◆ Sale of heritage-themed travel packages.
- ◆ Employment due to increased programming, events or exhibits
- ◆ Increased funding for heritage tourism, i.e. leverage of state funds to attract investments from the private sector, foundations and other sources.

Social Impact

Social impact is a long-term, qualitative measure that requires a baseline for comparison:

- ◆ Increase in volunteer hours at historic sites or activities.
- ◆ Increased community pride due to availability of heritage assets, activities and awareness.
- ◆ Increase in membership to local and state heritage organizations.
- ◆ Increase in local contributions to local and state heritage organizations.
- ◆ Enhanced perception of the state as an attractive destination due to its availability and quality of heritage experiences.
- ◆ Positive responses from visitors about their heritage travel experience.

CASE STUDY:

The American Association of State and Local History (AASLH):
Visitors Count

AASLH offers a visitor survey and professional data analysis for historic houses and museums. *Visitors Count* helps historic sites identify what they must do to create a positive visitor experience. Sites are also able to compare their performance against other historic sites. Visitors Count is particularly effective for multiple properties that share common links and want to consistently track information. There have been more than 140 participating institutions including group projects in Texas, Alaska and Kentucky. In the Mid-Atlantic region, sites in Pennsylvania, Maryland, New York and Delaware have participated. New Jersey historic sites can benefit from collectively engaging in a consistent data collection strategy and analyzing findings to help improve programming, services, visitor experiences and overall impact. www.aaslh.org.



What economic impact do states have from cultural heritage travel?

Several states have conducted studies to determine the economic impact of cultural heritage travel in their state. All have found significant expenditures and increased economic impacts. Examples include:

- ♦ **Arkansas:** Travel expenditures of Arkansas heritage travelers, counting only the spending attributed to the heritage portion of their travels, amount to \$890.6 million annually. In 2004, annual average spending per person-trip was \$205.70 for all Arkansas travelers; heritage travelers in Arkansas spent approximately \$267.28 per day trip and \$271.39 per overnight trip. (*Source: Economic Impacts of Historic Preservation in Arkansas, 2006*)
- ♦ **Florida:** Heritage travel spending in Florida in 2000 is estimated at \$3.721 billion. Visiting historical places/museums was a primary activity of 9% of domestic visitors. *Economic Impact of Historic Preservation in Florida* (Source: Advisory Council on Historic Preservation).
- ♦ **Oklahoma:** Heritage tourism contributed \$175 million in 2007, according to the *Economic Impact of Historic Preservation* (conducted by Rutgers University.) This translates to 3,980 jobs, an additional \$209 million in Oklahoma output, \$100 million in-state GSP, and \$64 million in income.
- ♦ **Southwestern Pennsylvania:** A system of historical sites depicting the region's cultural and industrial heritage was organized in 1988. The "Path of Progress" included the \$88.2 million renovation of 20 historical sites. A five-year study monitored the economic impact of 13 completed sites. By 1998, the 13 sites had an annual attendance of nearly 500,000, with 74% coming from non-resident visitors. Regional expenditures by non-resident visitors were \$15 million in 1998. Total regional sales impact from these expenditures was \$33 million. Cumulative sales over the first 11 years were \$470 million, with 64% originating from non-resident expenditures and 36% from capital expenditures. A comparison of the original sites in 1988 to 1998 operations showed a net gain of \$16 million from non-resident expenditures. (Source: "Economic Impacts of a Heritage Tourism System," *Journal of Retailing and Consumer Services*, Volume 8, Issue 4, July 2001, Charles H. Strauss and Bruce E. Lord, Pennsylvania State University).

- **Invest in visitor amenities, interpretation and education programs at heritage sites**

The stewardship of a historic structure ~ and sharing it with visitors ~ is both challenging and rewarding. In recent years, New Jersey's historic sites have faced many challenges in funding and operations. Many have been forced to reduce staff, limit hours when they are open and postpone improvements in interpretation and visitor amenities.

The research phase of the master plan's development clearly showed a need for investment to upgrade visitor amenities and to enhance the visitor experience. Although there are several grant programs offered through New Jersey state agencies, the demand for assistance exceeds

Tourism is New Jersey's third largest private sector employer. Every 160 visitors to New Jersey create one New Jersey job.

available funding. In addition, there are no state funding sources for the cost of new construction for improved visitor services amenities at historic sites.

Tourism is New Jersey's third largest private sector employer. Every 160 visitors to New Jersey create one New Jersey job. More than one third of all state tourism offices are funded in part or in whole through a hotel/motel tax. There is a direct nexus between a hotel/motel tax and using the generated revenue to enhance the amenities that bring visitors to stay overnight. In 2004, New Jersey enacted a hotel/motel tax that set minimal limits for funding tourism, history and arts. The balance of the collected tax reverts to the general fund. If a larger share of this revenue stream

were redirected to support and sustain the industry, it stands to reason that New Jersey would realize a much larger return on this investment.

*"Where can you get a better ROI than heritage tourism investment? At 25:1; this is **real** money that New Jersey can use to fill budget deficits."*

*Leslie Bensley, Executive Director
Morris County Tourism Bureau*

A recent study prepared by D.K. Shifflet & Associates Ltd. (DKSA) on behalf of the New Jersey Division of Travel & Tourism measured the Return on Investment (ROI) from the state's most recent television advertising campaign. The campaign yielded a \$315:\$1 ROI. The visitors who made a trip to New Jersey because of this advertising campaign generated \$676 million in incremental spending. (Source: *New Jersey Image and Advertising Return on Investment 2009*, D.K. Shifflet and Associates Ltd. for the New Jersey Division of Travel and Tourism.)

How can heritage sites be helped?

Heritage sites can be helped through a combination of technical assistance and refocusing of existing grants to include heritage tourism.

- **Offer training to historic sites in fundraising**

Training and technical assistance will take several different formats, including:

- ♦ **Workshops:** A fundraising specialist can conduct a one- or two-day fundraising workshop to address how to find funding, how to write a proposal, how to manage a grant and other fundraising-related topics. An advanced workshop can also be offered for those with experience in fundraising.

“Heritage tourism also diversifies what New Jersey has to offer. If you are vacationing at the Shore and it starts to rain, all is not lost! There are wonderful historic sites you can visit.”

*Marc Mappen, Executive Director
New Jersey Historical Commission*

- ♦ **Online workshops:** The on-site workshop can be filmed and posted on a Web site for use by historic site managers. Additionally, new webinars can offer training and opportunities for historic site managers to interact with the trainer.
- ♦ **Panel discussion:** Fundraising sessions can be included in annual conferences for preservation, museums and tourism
- ♦ **Resources:** Funding resources are included in the Appendix of this plan.

- **Include a heritage tourism category in existing state grants**

In 2005, the New Jersey Historic Trust created a heritage tourism grant category. Since then, the Trust has awarded grants totaling almost \$300,000 in this category. This sets an example for other state agencies, which can develop heritage tourism criteria related to the grants they offer:

- ♦ **New Jersey Historical Commission:** offers 1) general operating support grants that fund the basic costs of operating historic sites and agencies around the state including programming, marketing and promotion, and 2) project grants that fund a broad range of activities that have an impact on heritage tourism, including research, educational programs, exhibitions, publications and media projects
- ♦ **New Jersey Division of Travel and Tourism:** provides grants to Destination Marketing Organizations. Of the 15 grants awarded in 2009, only six ~ Trenton, Princeton, South Jersey, Southern Shore, Morris County and Somerset County ~ are actively engaged in promoting and fostering heritage tourism.

- **Include heritage tourism assessments in grant categories**

Some state grant programs offer funding for specific planning activities, such as an interpretive plan or capital improvements. However, many historic sites would benefit from an overall assessment of their operations, interpretation, preservation needs and marketing and identifying areas of focus. State agencies that offer heritage-tourism related grants can include an assessment category in their grant programs.

- **Revisit the hotel/motel tax and seek new resources to raise funds for historic sites**

Seek legislative support to revisit the formulas used to fund tourism, history and the arts through the hotel/motel tax to increase the investment in the state's third largest industry.

State agencies which administer heritage tourism-related grants note that applications always exceed funds ~ often by three times the available funding. There are many sources which may be helpful in funding various preservation, interpretation or tourism-related projects and programs. The Appendix of this master plan includes a financial resources section with information on two Internet-based fundraising programs as well as a variety of federal, state, local and private granting and sponsorship agencies.

Draft Grant Criteria

State agencies that offer heritage-tourism related grants will incorporate criteria into applications:

Visitor Ready – Preference will be given to sites that have been designated “Visitor Ready”:

- The site is open as a tourism attraction during regularly scheduled hours, with a preference for weekend hours (not a requirement).
- The site is promoted as a tourism attraction.
- The site supports one or more of the statewide heritage tourism themes by telling stories related to that theme(s).

Emerging Site – If the site has not been designated “Visitor Ready,” what steps are being taken to achieve this designation?

Themes – How does the project relate to the interpretive themes in the state's heritage tourism master plan?

State agencies which administer heritage tourism-related grants note that applications always exceed funds ~ often by three times the available funding.

How do other states finance and support their statewide heritage tourism programs?

Colorado ~ Since 1990, 28% percent of the gaming revenues from several historic mining towns is given to the Colorado Historical Society. 20% percent of revenues are returned to the gaming towns for historic preservation, and 80% funds the State Historical Grant Fund. Since 2005, this resource has provided a grant for a full-time Heritage Tourism Manager housed in the Colorado Tourism Office and partially funds a statewide Heritage Tourism Program.

Maryland ~ A percentage of the real estate transfer tax is given to the Maryland Historic Trust to fund Maryland's statewide heritage areas program. The 11 heritage areas are designated regions where historic, cultural and natural resources are the focus of sustainable development and preservation in order to promote heritage tourism to visitors and residents.

Utah ~ Wilson Martin, State Historic Preservation Officer for the Utah Division of State History, has made heritage tourism a priority for the agency since 1993. Recent efforts to secure National Heritage Area status for several regions may help to provide federal funding for these regions through congressional appropriations.

Arizona ~ A voter initiative in 1990 allocated up to \$20 million in state lottery proceeds to create the Arizona Heritage Fund. These funds are divided among several state departments according to a statutory arrangement.

Montana ~ .63% of Montana's coal severance tax revenues are given to the Montana Cultural Trust Fund, which makes grants for cultural and aesthetic projects from the interest earned on the investment of these revenues.

Pennsylvania ~ Revenue from bonds approved in 1993 as well as a portion of the state realty transfer tax enabled the Pennsylvania General Assembly to create the Keystone Historic Preservation Grant Program. A portion of the realty transfer tax revenue is also used to maintain and restore Commonwealth owned historic sites and museums.

Develop heritage products and infrastructure

Why is product and infrastructure development important?

People who travel to enjoy heritage destinations have high expectations for the places they visit. According to *The Cultural Heritage Traveler, 2009 Edition*, they want a wide variety of activities and experiences:

- ◆ 40% experienced local cuisine
- ◆ 39% visited historic sites
- ◆ 39% explored small towns
- ◆ 38% visited state/national parks
- ◆ 34% took a self-guided walking tour
- ◆ 33% visited historic buildings
- ◆ 32% shopped for local arts and crafts
- ◆ 31% visited history museums/centers
- ◆ 28% visited art museums/galleries
- ◆ 25% visited natural history museums/centers

(Source: *The Cultural and Heritage Traveler, 2009 Edition*, Mandala Research, LLC; Study commissioned by National Trust for Historic Preservation, U.S. Cultural and Heritage Tourism Marketing Council and U.S. Department of Commerce.)

The study makes it clear that visiting historic sites is important to tourists who want a heritage-based travel experience. However, New Jersey Heritage Task Force members and other stakeholders pointed to the current visitor experience at many historic sites as a key concern. The strategy “Develop heritage products and infrastructure” is designed to help New Jersey become a more visitor-friendly heritage destination:

Develop heritage products

- ◆ Help historic sites to tell their stories in lively and engaging ways.
- ◆ Support the preservation of historic sites.

Infrastructure

- ◆ (External) Support a wayfinding system to help visitors find their way to historic sites.
- ◆ (Internal) Build a strong network of historic sites that can assist each other.

“When you visit a historic site you learn from their stories and help keep history alive. Historic places create connections to our heritage that help us understand our past, appreciate our triumphs and learn from our mistakes. Historic places help define and distinguish our communities by building a strong sense of identity.”

**National Trust for Historic Preservation
Stewardship of
Historic Sites Department**

CASE STUDY

The Ford Mansion, Morristown: An Early Heritage Tourism Success Story

New Jersey has a long history of saving historic structures. One of the first was the Ford Mansion, which served as headquarters for George Washington and his Continental Army in 1777 and again during the winter of 1779-1780.

In 1873, the site was slated for auction by the heirs of builder Henry A. Ford. The house was sold at auction for \$25,000 to a consortium of four men, led by ex-Governor Theodore Randolph.

Randolph believed the house would become a *“mecca toward which all patriotic Jerseymen will from time to time turn their steps....”* He was right ~ by the 1890s, the site attracted more than 9,000 visitors each year.

When the Morristown National Historical Park was established in 1933 as the nation’s first federally owned historical park, the Ford Mansion became part of the park. The home has recently been renovated and is open for tours to the park’s 300,000 annual visitors.

(Source: *Presence of the Past: A History of the Preservation Movement in the United States before Williamsburg*, Charles B. Hosmer, Jr. 1965.)



Photo by Dan Beards, Courtesy of
Crossroads of the American Revolution
National Heritage Area

CASE STUDY

Gloucester County Podcasts Offer a New Experience for Visitors

With funding from the New Jersey Historic Trust, Gloucester County and the South Jersey Tourism Corporation created a series of downloadable audio tour podcasts available through their Web site <http://www.revolutionaryideatour.com>.

Each podcast is about seven minutes, and podcasts can be combined to create a narrated audio tour of historic sites throughout the county. The Web site also includes photographs and a map with links to the sites described. A link at the Web site connects to a South Jersey itinerary builder to assist with trip preparation and planning.

"Gloucester County: A Revolutionary Idea downloadable tour is a modern take on traditional heritage tourism programs. You can download a podcast, stand in the exact spot where many important events took place and listen to the story of our history. It is a wonderful way for residents and visitors to learn about our rich history."

*Senator Stephen M. Sweeney, District 3
Freeholder Director, Gloucester County*

CASE STUDY

Newark Museum: Programming Attracts New Visitors

Public programs at the Newark Museum are designed to supplement the exhibit offerings within the museum's galleries and function as an extension of the institution's mission. In February 2010, the museum promoted Black History Month on Facebook and Twitter. February began with 1,795 Facebook fans and ended with 2,149 fans, with a total of 354 people joining the site's page. Every year the Museum attracts thousands of attendees to its annual film festivals, concert series and family festivals. In 2009, a record audience of 8,500 attended Dinosaur Day, a family festival which enhanced the nature science gallery's on-site learning. These events create unique windows of opportunity as the limited time when they are offered create a sense of urgency to visit the museum.



Photo courtesy NJ Division of
Travel and Tourism

"When organizations provide compelling public programming they demonstrate the institutional brand message as well as the institution's relevance toward meeting the needs of the community."

*Meme Omogbai, Chief Operating Officer
Newark Museum*

What should be done to develop heritage products and infrastructure?

- **Provide guidance and technical assistance to heritage sites**

An average of 52% of stakeholders at the 2009 public meetings rated this as the master plan's top priority ~ the highest average ranking of any activity. Stakeholders noted the importance of ensuring that small sites can benefit from this assistance.

- ♦ Develop and offer a prioritized slate of technical assistance programs for topics such as interpretive planning, new interpretive techniques, finding funding and recruiting volunteers.
- ♦ Schedule training from organizations such as the National Association of Interpretation, American Association of Museums and American Association for State and Local History.
- ♦ Continue to offer a session on heritage tourism at the Governor's Conference on Tourism.
- ♦ Offer educational sessions at preservation conferences.
- ♦ Develop downloadable templates/sample documents to communicate with target markets (elected officials, members, funders, residents, sponsors and partners).

"You can't project an image unless you have a positive self-image."

*Sally Lane, Vice President
Old Barracks Museum*

CASE STUDY

Michigan's Museums Make Economic Impact

Michigan's 393 museums hosted 10.9 million general admission visits in 2001. Visitors spent \$733 million within 30 miles of the museum, including \$84 million at the museum and \$649 million in the community. Overnight visitors account for 61% of spending. Source: *Michigan State University for the Michigan Museums Association and Travel Michigan in 2004*. A June 2005 study, *What Visitors Say About Their Museum Experience*, identified the most important factors for visitors are: 1) visiting communities that preserve their historic character; 2) viewing, reading wall displays, mini-histories on restaurant menus, historic markers and monuments, and outside exhibits along walking paths that explain local history and culture; and 3) walking along waterfront trails, boardwalks, other community self-guided walks.

Where does tourism marketing fit with tourism product development in New Jersey?

- It is always important to work on developing tourism products BEFORE launching an all-out marketing campaign. Marketing too soon can backfire, especially when dissatisfied visitors share their bad experience with others.
- A key question to ask is “whether the destination is worth the drive.” Would visitors travel 10 miles just to visit the site? How about 100 miles? 1,000 miles? The steps for developing New Jersey’s heritage tourism products shown below are a cycle that will be repeated as products become stronger and can be marketed to an ever widening audience of heritage travelers.

Steps for Developing New Heritage Tourism Products for New Jersey



What exactly is heritage tourism product development?

A heritage tourism product is an experience that can be sold to visitors or provided to visitors to keep them in the community longer. Developing a new heritage tourism product could range from creating one new tour to packaging existing heritage attractions to provide a multi-day, value-added package that combines experiences at attractions with unique dining and lodging. For example, a heritage tourism product might be:

- A guided tour
- An exhibit
- An interpretive sign
- An audio tour
- A podcast
- A self-guided tour brochure
- A living history experience
- A guidebook
- An interactive exhibit using technology
- A film or video
- Hands-on activities
- An educational workshop
- A special event
- An opportunity to role-play
- Tasting traditional foods or recipes
- Spending the night at a historic site
- A half-day, one-day or multi-day package



From the top, photos courtesy of:
Heart of Civil War Heritage Area, Maryland
Looking for Lincoln National Heritage Area, Illinois
Shenandoah Battlefields National Heritage Area

Why are quality and authenticity important for New Jersey's heritage tourism products?

A host of national studies has shown that heritage travelers are more well-educated and well-traveled than other kinds of visitors. This means that they also have higher expectations when they travel, and unless heritage experiences measure up, they will not come back. It is critical to make a good impression ~ both in terms of visitor services as well as the quality and authenticity of the experience. For

"Not only are bed and breakfast inns a vital partner in cultural heritage tourism, in Cape May restoration of Victorian seashore mansions created new reasons to visit beyond the summer months. Music festivals, dinner theatre, holiday tours and other cultural events now dot the calendar, transforming this summer destination into a place that welcomes visitors any time of year, giving B&Bs, restaurants and retail stores expanded seasons."

*Vicki Clark, President
Cape May Chamber of Commerce*

example, having consistent hours between attractions helps create a critical mass of things to see and do for visitors from out of town. While locals may not mind if one historic site is only open on one day of the week and another is only open on a different day, out-of-town visitors may have only one opportunity within a limited period of time to experience the community. Is there enough to keep a heritage visitor busy for a day? For two days? Keep in mind that the economic impact of heritage tourism goes way up when visitors spend the night.

CASE STUDY

Museums Trade Cafeterias for Upscale Restaurants

A number of New York City's museums have recently transformed their cafeterias into upscale dining establishments. New high-end restaurants have opened in the Museum of Arts and Design and the Guggenheim, and the Whitney Museum of American Art plans to open a new café in late 2010. New York is not the only city where higher-end restaurants are replacing museum cafeterias. Wolfgang Puck has partnered with museums in major cities such as Washington D.C., Boston, Chicago and Los Angeles to open museum eateries. In addition to providing a better culinary experience that will appeal to discerning heritage travelers, museum staff hopes that the restaurants will provide a much needed new source of income in a challenging economy.

- **Build a strong network of historic sites**

Increased communication among managers, staff, volunteers and boards will enable sites to share management and operational expertise and build a unified voice to advocate for the needs of New Jersey's historic sites.

- Develop a communications system for historic sites. Establish list-serves or a Web site

featuring blogs from historic site staff and volunteers along with other training materials and workshop announcements.

- Host an annual planning meeting for historic site managers to discuss trends and issues and to share solutions and best practices.

- Create a mentoring program for historic site managers and heritage destinations.

- Create a mentoring program for historic site staff including interpreters and education program directors.

"Historic sites need to work collaboratively, rather than as 'lone rangers.' Without a critical mass of places to see and things to do in a locale, visitors aren't going to be as tempted to stop in. Incentives or rewards should be provided to sites that work together on heritage tourism initiatives. Historic Germantown sites in Philadelphia are an example of incentives fostering collaboration. Once the sites created an overall plan and began to work together, they received increased support from local funders."

*Barbara Irvine, former Executive Director,
New Jersey Historic Trust*

CASE STUDY

Bergen County History Breakfasts Unify History Community

Since 2006, the Bergen County History Breakfasts have been organized to create a more unified history community in order to deal with issues of funding, educating the public and working to get better support from the governmental bodies. Between 35 and 55 people meet bimonthly at a historic site and attend a lecture by a guest speaker. The breakfasts foster a sense of community for those in the heritage tourism and history fields, increasing their awareness of each other's activities and events. The gatherings have also increased country government's awareness of the importance of its historic sites.

- **Assist sites to become visitor ready**

The New Jersey Heritage Tourism Task Force and Richard Stockton College of New Jersey developed an inventory of 1,834 current and potential heritage tourism attractions in New Jersey. The inventory includes 1,634 sites and 200 historic districts. For the purposes of this inventory, heritage tourism attractions were defined as historically significant places in New Jersey that either currently offer (or potentially could offer) a meaningful visitor experience to help visitors better understand New Jersey's history. A primary goal of this inventory process was to capture current information about New Jersey's heritage tourism attractions to understand the extent to which sites are (or are not) ready for visitors.

What did we learn from the inventory?

While New Jersey has a large number (1,834) of potential heritage tourism attractions including sites and historic districts, the Task Force's initial review found an estimated 18% of these sites (333 of the 1,834) meet some of the visitor readiness criteria and only an estimated 5.5% (102 of the 1,834) meet most of the visitor readiness criteria. The large number of

Criteria for Visitor Ready New Jersey Heritage Tourism Attractions
1. The site is open to the public as a tourism attraction during regularly scheduled hours, with a preference (but not a requirement) for weekend hours of operation.
2. The site is actively promoted as a tourism attraction.
3. The site supports one or more of the statewide heritage tourism themes by telling stories or providing programming related to that theme(s).

heritage sites that are not visitor ready or are only partially visitor ready indicates a tremendous untapped opportunity for heritage tourism development in New Jersey. Current and potential heritage tourism attractions are found in every tourism region and every county in New Jersey. There is a higher concentration of heritage tourism sites in the northeast and north central portions of the state, perhaps because this portion of the state was colonized earlier than other areas. Bergen County had the largest number (261) of current and potential heritage tourism attractions, and other counties such as Essex,

Morris, Burlington and Mercer each has 100+ current or potential heritage tourism sites. The tourism region with the highest concentration of heritage sites was Gateway (655) followed by the Delaware River (380) and Skylands (290).

While New Jersey has a large number of potential heritage attractions, only 18% meet some of the visitor readiness criteria, and only 5.5% meet most of the visitor readiness criteria.

The New Jersey Heritage Tourism Task Force reviewed the inventory data and identified 102 sites that best met the visitor readiness criteria to target for more in-depth study. These sites were invited to participate in a survey in early 2010. 69 responses were secured (a 68% response rate).

The New Jersey heritage sites represented in the 69 survey responses welcome 3 million visitors annually, thanks to the efforts of an estimated 360 full time equivalent paid staff positions and the contributions of 2,706 volunteers.

The New Jersey heritage sites represented in the 69 surveys welcome 3 million visitors annually, thanks to the efforts of an estimated 360 full time equivalent paid staff positions and the contributions of 2,706 volunteers. These sites offer a high-value experience for value-conscious travelers in difficult economic times with an average adult admission fee of under \$3/person (\$2.74).

How do New Jersey's top heritage tourism sites measure up in terms of the "Visitor Ready" criteria of being open to the public on regularly scheduled hours, preferably on weekends?

Although weekend hours of operation are critical to capture heritage travelers, New Jersey's heritage sites are more likely to be open on one of several weekdays than on a Sunday.

Heritage attractions are most likely to be open on Thursdays (83%), followed by Fridays and Saturdays (both 82%) and then Wednesdays (78%). 72% of the top heritage sites are open on Sundays, though an additional 6% are open for occasional

Although heritage travelers are most likely to visit on weekends, New Jersey's heritage sites are more likely to be open on a Wednesday, Thursday or Friday than on a Sunday.

Sundays. Some sites also open for occasional Saturdays (3%). Mondays and Tuesdays tend to be the days that more heritage sites are closed, with only 53% of New Jersey's top sites open on Tuesdays and 43% open on Mondays.

"New Jersey's 'visitor ready' historic sites enjoy great opportunities for increased access to public/private support dollars despite the recent recession; while conversely those sites not visitor ready face unparalleled challenges in raising capital funds desperately needed to make them viable and competitive with other attractions."

*Mark Texel, Historic Sites Director
Morris County Park Commission
(Fosterfields Living Historical Farm, Cooper
Gristmill, Historic Speedwell)*

How do the most visitor ready sites measure up in terms of the “Visitor Ready” criteria of being actively promoted as a tourism attraction?

New Jersey’s most visitor ready sites indicated that they do actively promote their sites as heritage tourism attractions. Almost all have a brochure or other printed tourism materials (99%) and a website (96%), and 87% have information included in other tourism publications. Almost all offer some kind of on-site tour or programming (97%) and 72% also offer off-site programming.

The majority of these top sites also indicated that they offer services to meet visitor needs. Almost all have restaurants within 2 miles of the site (95%) and most (80%) have lodging available within 2 miles of the site. 91% offer public restrooms and 81% of the sites are currently handicapped accessible. 82% of the sites offer on-site parking, and 79% have bus parking available. For those seeking alternative methods of transportation, only 57% of the sites indicate that they are accessible by mass transit, thus indicating that many travelers would need to access sites by car. Less than half (43%) of the sites are currently generating earned income through facility rentals.

How do the most visitor ready sites support New Jersey’s six statewide heritage themes?

Survey respondents were asked to identify one of the six themes that best exemplified the significance of their site. Every site responding to the survey did indicate one of the six themes as having a connection to their site’s significance, indicating that these six themes capture the breadth of New Jersey’s most significant heritage stories.

In a number of cases, sites identified a different theme than the one anticipated as a response by the New Jersey Heritage Tourism Task Force. In part, this indicates that heritage sites may fit under more than one theme. The fact that even knowledgeable individuals may have differences of opinion about the most significant themes connected with New Jersey’s heritage sites underscores the importance of having an inter-agency statewide heritage tourism council to work collaboratively with sites to reach agreement on the theme or themes that should be shared and promoted for each of New Jersey’s heritage sites.

What else did the survey of visitor ready sites tell us?

Well over a third of New Jersey’s most visitor ready heritage tourism attractions (38%) are owned by the state, positioning the state as a critical steward of New Jersey’s most significant and most visited heritage resources. Within the visitor-ready sites surveyed, there were more state-owned sites than any other type of site ownership. 22% of the sites surveyed are county owned, 16% are owned by nonprofits, 6% are federally owned and 4% are city or township owned.

The State of New Jersey is a critical steward of a number of the state’s most significant and most visited heritage attractions.

Based on this survey, what are key areas to target for improvement in visitor readiness?

1. **Coordinate hours and days of operation.** To maximize attendance and impact, New Jersey's heritage sites should coordinate hours of operation to ensure that as many sites as possible are open on the days and times when heritage travelers are most likely to visit, which in most cases will be on weekends. Having consistent and predictable hours of operation for the majority of heritage sites within a region makes it much easier for visitors to plan their trips.
2. **Focus on improving wayfinding for travel by car.** Although heritage sites are very dependent on accessibility by car, 19% do not have any directional signage to help travelers find the sites. Given that this percentage is based on the state's most visitor ready sites, it is likely that the percentage of heritage sites lacking directional signage is much higher for New Jersey's heritage sites overall. Enhancing directional signage by implementing New Jersey's Wayfinding Plan will make New Jersey's heritage sites much more accessible.
3. **Support existing grant programs** For heritage sites that do not fully meet the visitor readiness criteria, a number of existing grant programs (through agencies such as the New Jersey Historic Trust, New Jersey Historical Commission, New Jersey Cultural Trust and the New Jersey Scenic Byways Program) offer grants that could assist sites in becoming visitor ready. As these grants are highly competitive it will be essential to maintain and ideally increase the pool of funding available for these critically important grants.
4. **Seek alternative sources of income to ensure financial sustainability.** Currently fewer than half (43%) of New Jersey's heritage tourism sites have facilities available for rent. While this survey did not allow for an in-depth study of the reasons behind this, additional research into expanded earned income strategies such as facility rentals could be one strategy to help New Jersey's heritage tourism sites become more financially sustainable. Providing assistance to help sites explore their potential for alternative earned income strategies could prove to be a critical survival strategy to help New Jersey's heritage sites in a tough economy. As more than half (55%) of the 54 most visitor ready sites that provided information about admission fees indicated that they are currently open free of charge, revenues through a modest admission fee may be another underutilized source of revenue for many of New Jersey's heritage sites. Considering that more than half (52.5%) of New Jersey's most visitor ready sites currently operate with three or fewer full time employees (and 9% operate with no paid employees), identifying new and diversified sources of income could provide much needed funding to strengthen the visitor experience at New Jersey's heritage sites, as well as creating new jobs.

- 5. Continue to support state-owned historic sites as models and mentors for heritage tourism in New Jersey.** New Jersey's state-owned historic sites currently provide many of the state's best visitor ready heritage tourism experiences. It is critical that these experiences continue to be made available to visitors as a core component of the state's heritage tourism offerings, despite budget cuts that currently threaten several of these state-owned sites.

The Hidden Cost of Closing California's State Parks

California's overwhelming state budget crisis led to the Governor's proposal to close 220 of the state's 279 state parks. This in turn led to a public outcry about the social and economic impacts of closing these sites. Not only do state parks provide affordable and enjoyable experiences for California's residents, they are also a key contributor to the state's tourism economy. A recent Sacramento State survey found that visitors to California's state parks spend an average of \$57.63 per visit (\$4.32 billion annually) in direct spending associated with the state. In fact, this study found that for every \$1 spent on state parks, \$2.35 is returned to the state's General Fund through local purchases, demonstrating that closing state parks actually ends up costing more than it saves.

A full Inventory Analysis Report with more detailed information on the findings from the survey, a list of the sites included in the inventory, and a list of visitor ready sites invited to participate in the survey is at www.state.nj.us/dca/njht/.

- **Support the implementation of New Jersey's Wayfinding Master Plan developed by Celebrate New Jersey**

Even with increased use of GPS mapping, there is nothing more reassuring to a traveler than a sign confirming the path to his or her destination. A coordinated system of wayfinding signs helps visitors move confidently from one community or destination to another. Signs can also tell travelers about destinations they may not have known about, making signs both a practical and a promotional tool.

New Jersey's history of wayfinding signage is a mixed bag. Some communities, such as Newark, have well developed tourism signage systems, while much of the state's roadway systems are not well marked.

"People get lost. Signage fixes that."

Corbin Design, Traverse City, Michigan

The State of New Jersey Wayfinding Master Plan, developed by the nonprofit organization Celebrate New Jersey, outlines an ambitious system of wayfinding signage that will provide directional highway signage across the state. (The plan can be found at <http://public.celebratenj.org/>)

What is in the wayfinding plan?

The wayfinding plan calls for dividing the state into six regions: Skylands (northwest), North Jersey (northeast), Capital (central west), Shore (central east), South Jersey (southwest) and South Shore (southeast). Icons have been created for each region. The plan includes a



Wayfinding signage in downtown Trenton

hierarchy of wayfinding signage. Guidelines include specifications that meet the *Manual on Uniform Traffic Control Devices* (MUTCD), as well as New Jersey transportation requirements, to make it easier for regions to design a system that meets both state and federal transportation requirements. Guidelines allow for unique design elements so that a region or community can still express its character.

How can historic sites participate?

The wayfinding plan calls for incentives to encourage qualifying historic sites to participate. This includes reducing the cost as well as easing other requirements. For example, previous requirements of the number of turns required to reach the site have been revised.

Will historic sites need other signs?

Because few historic sites are located directly off the highway, most sites need additional wayfinding signage to help visitors navigate from the highway to the site.

Are there other signage programs in the works?

The New Jersey Scenic Byways program has recently begun development of a *New Jersey Sign Manual* for the state's scenic byways. This manual will develop guidelines for signing the byways in accordance with the National Scenic Byways program requirements, *Manual on Uniform Traffic Control Devices* (MUTCD) requirements, New Jersey Department of Transportation (NJDOT) roadway Design Manual requirements, and satisfies the needs of the growing number of New Jersey Scenic Byways.

How will the New Jersey Heritage Tourism Plan support these wayfinding and signage plans?

The New Jersey Inter-agency Heritage Tourism Council will work with the New Jersey Department of Transportation (NJDOT) to support the adoption and implementation of the plan and ensure that the plan meets the *Manual on Uniform Traffic Control Devices* (MUTCD). Information on resources that could provide funding for additional signage will be made available to historic sites.

- **Develop a statewide historical marker program**

Historical markers are defined as “free-standing signs...that have been erected along roads or highways for educational or tourism purposes.”

(Source: *Assessment of State Historical Marker Programs: A Report for the New Jersey Historical Commission, 2007, Prepared by Preservation Partners.*)

How are historical markers different from wayfinding signs?

Historical markers differ from wayfinding signage in several ways:

	Historical Markers	Wayfinding Signage
Gives directions		X
Gives mileage to a community or site		X
Often use an identifying icon or logo		X
Used for attractions and visitor services (gas stations, lodging, etc.)		X
Are intended to be commemorative as well as informational	X	
Include text that tells the history of a site or community	X	
May include pictures	X	
May be placed on roadways or in other locations (i.e. in front of a historic site)	x	

What plans has New Jersey made for a historical marker program?

The Assessment of State Historical Marker Programs, a report prepared for the New Jersey Historical Commission in 2007, documents statewide marker programs across the country. The report includes a comprehensive survey of traditional metal, text-only markers which are found in virtually every state. The report also outlines recommended parameters for a New Jersey State Historic Marker Program (see box).

Recommended Components of a New Jersey Historical Marker Program

- ◆ A statewide roadside historical marker program administered by a dedicated, full-time staff person within a state history-related agency;
- ◆ A simple marker application, guidelines and timetable available on a state historical marker website;
- ◆ Clear criteria for establishing significance of proposed marker site, with requirement for verifiable historical documentation;
- ◆ An approval process including: staff determination of eligibility, and text composition; review and comment on marker text from panel of New Jersey historians; final approval of marker by state advisory board; and marker dedication ceremony;
- ◆ A standardized, free-standing cast aluminum historical marker designed with special state insignia and text;
- ◆ Marker manufacturing costs paid by applicant, with state funding of installation repair and replacement costs;
- ◆ Educational curriculum linking historical marker sites to K-12 history lessons, available on state website;
- ◆ Links with state and regional tourism agencies to promote historical marker program and sites; and
- ◆ State Marker Program official website to include searchable database of state historical markers with interactive GIS map, and a separate statewide inventory of existing roadside markers in New Jersey.

(Source: Assessment of State Historical Marker Programs: A Report for the New Jersey Historical Commission, October 2007, Preservation Partners)

What is the current status of New Jersey's historical marker program?

As a follow-up to the report, bill S2392 was introduced in 2009 in the New Jersey State Senate and an identical bill (A3665) was introduced in the State Assembly. The bill "authorizes N.J. Historical Commission to establish program for roadside markers to designate historic sites." The legislation further specified that the markers should "feature a standardized design bearing the State seal." Both bills passed unanimously and were signed into law in January 2010.

How will a historical marker program benefit New Jersey?

The marker assessment report states that historical markers are popular with tourists. The report concludes: "If New Jersey establishes a high quality statewide historical marker program, creates a user-friendly Web site and coordinates its program with the state and regional tourism-related agencies, it will help attract more tourists to the state."

CASE STUDY

Pennsylvania Historical Marker Program Links to Education Programs

Pennsylvania has used its historical marker program as an educational resource. The Pennsylvania Historical and Museum Commission (PHMC) partnered with WITF television station to launch a Web site on teaching with history. Program sponsors for the ExplorePA.com website included the National Endowment for the Humanities, the U.S. Department of Education and several other state and private funders. The program uses historical markers as a foundation for learning about Pennsylvania's history and has links to educational resources for teachers.

(Source: Assessment of State Historical Marker Programs: A Report for the New Jersey Historical Commission, October 2007, Preservation Partners.)

How will the New Jersey Heritage Tourism Master Plan support the historical marker program?

- Before a final determination is made to use a traditional cast aluminum historical marker, encourage consideration of other types of signage. There are many signage options which allow for images as well as text.
- Assist with the evaluation process for choosing a signage style, including visitor appeal, initial cost and maintenance/upkeep considerations.

CASE STUDY

Mississippi Creates a System of Blues Trail Historical Markers

A model that blends the credibility of traditional metal markers with more contemporary interpretive signage technology including graphics and images is that developed for the Mississippi Blues Trail. One side resembles a traditional historical metal marker with raised lettering. The other side includes visuals and text on a replaceable panel.

This format would easily accommodate the inclusion of the state seal on one side and a thematic icon on the other, which could allow the signs to become part of a thematic collection or trail of heritage sites.



Photos by Alex Thomas,
Mississippi Division of Tourism

Enhance the state-owned heritage sites as centerpieces for heritage tourism

Why are New Jersey's state-owned sites important?

The New Jersey Department of Environmental Protection's Division of Parks and Forestry administers the state's largest historical museum organization, encompassing more than 50 historic sites, 24,000 museum objects, 68,000 archaeological artifacts and 51 parks. State ownership of historic sites began in 1902 when the Legislature authorized the purchase of the Indian King Tavern in Haddonfield. It was at a meeting at the tavern in 1777 that the Assembly ordered the word "colony" replaced in all future documents by the word "state." Acquisition of the tavern in 1903 began New Jersey's stewardship of resources that today includes Native American lands, Revolutionary War battlefields, lighthouses, arboretums, a presidential birthplace, the home of Walt Whitman and six historic villages.

These sites provide heritage tourism experiences for thousands of visitors annually. These resources make the division a key partner in establishing a heritage tourism program for New Jersey. Overall, there are millions of visitors to the parks, many of which include heritage sites.

Parks such as Washington Crossing, Princeton and Monmouth Battlefield tell the story of the Revolutionary War in New Jersey, along with historic sites like Rockingham, Wallace House and Old Dutch Parsonage.

Twin Lights, Barnegat, Absecon and Cape May lighthouses tell a maritime story and along with Allaire Village, Batsto and Double Trouble State Parks, they cover an array of historical topics and interests. These historic sites and parks provide an important opportunity for promoting and attracting heritage tourism to New Jersey.

State historic sites and parks also host successful special events that can draw visitors to the state. The Spirit of the Jerseys State History Fair, held at Washington Crossing State

New Jersey History Fair

The Spirit of the Jerseys State History Fair began in 2004 in celebration of the 100th anniversary of the state's historic sites. Held annually at Washington Crossing State Park, the event draws about 5,000 attendees. The fair is sponsored by the Office of Historic Sites, New Jersey Division of Parks and Forestry. The event includes historic character re-enactments, period music and dance, canal boat rides, an antique car display, a Quilting Bee, Authors' Tent and hands-on activities for kids.



"Please do everything you can to keep the Spirit of the Jerseys going for many years to come ~ it is enjoyed by young and old, and serves as a great way to learn and participate in history, especially in NJ!"

**J. Wade, Princeton
Comment on History ListServe**

Photo courtesy NJ Office of Information Technology

Park, attracts approximately 5,000 visitors each spring. The Battle of Monmouth re-enactment attracts a large crowd, including visitors from across the country. The Country Living Fair at Batsto has drawn almost 30,000 visitors. State historic sites impact the economy throughout the year by attracting visitors. For example, visitors to the Twin Lights National Historic Landmark, which includes a museum and lighthouse, often stay at local bed and breakfasts, visit local restaurants and enjoy activities at nearby national or county parks.

Many state historic sites and parks are staffed with professionally trained interpretive personnel who provide year-round programming. In addition, these sites have amenities such as restrooms, parking and interpretive signage. However, these amenities have been stressed by years of minimal and decreasing budgets, an economic recession and vacancies in staff positions that cannot be filled due to budget constraints. As visitation grows through the efforts of the heritage tourism master plan, sites will need new facilities, improved visitor amenities and additional staff.

What should be done to support state-owned historic sites?

The following strategies will assist state-owned historic sites and parks in improving their resources.

- **Survey and assess state-owned historic sites for visitor readiness**

Survey sites for visitor amenities such as public restrooms, parking, easy access, ADA compliance and directional signage. Produce a project list of needs for each historic site and park.

- **Establish a Foundation or Trust for state-owned historic sites**

Conduct private fund raising to supplement state funding for state historic sites and parks' heritage tourism initiatives identified in the site surveys.

- **Improve heritage tourism marketing with increased funding**

The Division of Parks and Forestry has no advertising budget. The New Jersey Division of Travel and Tourism requires a funding increase to support the production of brochures, maps, guidebooks and videos which promote the state historic sites and parks.

- **Increase historic sites and park staffing and provide training**

Increase the number of staff with experience in site management and interpretation to ensure an outstanding visitor experience. Amend job titles to allow field staff to be promoted to supervisory positions within parks that oversee historic properties and assets. Increase the ability of full time staff to receive professional heritage tourism training.

- **Develop new interpretive programs**

Provide funding for staff to plan and develop new interpretive programs and to develop state-of-the-art exhibits and programs.

- **Build and sustain strong partnerships**

Partnerships between the Division of Parks and Forestry and other state entities that manage heritage attractions or promote the state to visitors are needed to create a thematic approach to marketing. Partners will work together to create a system to share information, resources and promotional efforts.

CASE STUDY

Old Barracks Museum, Trenton: Music Program Funded by Private and Public Sources

Since 2004, middle and high school students from Trenton, Hamilton Township, Ewing Township and Bucks County, Pa., have been recruited and trained as a corps of fifers and drummers for the Old Barracks Museum. Music instruction is provided by instrumental music teachers from the local school system and members of the Trenton Symphony Orchestra and Boheme Opera Company. Accurately recreated 18th century uniforms add to the authenticity of the performances. Program funding has come from both private and public funding sources including Roma Bank, Verizon, Wachovia, Homasote Company, PSEG, Janssen, AXA Equitable, Thomas Edison State College, the Mercer County Cultural & Heritage Foundation, the New Jersey Cultural Trust and the New Jersey Historical Commission.



Photo courtesy of Old Barracks Museum

Build a strong marketing network

Why is marketing important?

Some of New Jersey's historic sites are fully restored, professionally interpreted and promoted to visitors. As the heritage tourism master plan is implemented, more sites will become ready to welcome visitors. But the most painstakingly restored and interpreted historic sites will still stand empty if no one knows about them. A two-tiered marketing strategy will attract visitors from within and outside of the state:

- **An internal marketing network** ~ These activities are designed to encourage New Jersey residents to discover and take pride in their own communities and to travel within the state.
- **An external marketing network** ~ Reaching out to attract visitors from other states will be cost effective when heritage sites and destinations work together.

What should be done to market historic sites to New Jersey residents and out-of-state visitors?

Internal Marketing

- **Build community pride and local engagement**

Helping New Jersey residents see what is special about the state they call home encourages residents to offer a hospitable welcome to visitors. There are many benefits to engaging local residents and stirring community pride:

- Using heritage resources for tourism stimulates local investment and increases efforts to preserve a community's character.
- Residents become ambassadors to their community's visitors.
- Residents benefit from the creation of new jobs and businesses.
- Expanded program offerings enhance the quality of life for residents.
- Residents can volunteer with heritage attractions as tour guides, event organizers, board members and/or donors.
- Engagement of local residents ensures that tourism-related decisions are made with local input and involvement.

The Importance of Tourism for Cape May

*Dr. Edward J. Mahaney, Jr., Mayor
City of Cape May*

Known as "The Nation's Oldest Seashore Resort," the City of Cape May has longstanding public-private partnerships which have grown Cape May's annual economy into a 10.5-month season, as opposed to the standard 12-week season in most seashore resorts.

The city nurtures local, non-profit cultural, arts and historical organizations by leasing city property on a long-term basis for one dollar per year. The city has seven lease agreements, in all of which the non-profit organizations are responsible for renovations, operations and maintenance. These partnerships have created additional full-time and part-time paid positions that attract new residents, maintaining our population base and solidifying our economic vitality.

Additionally, many permanent and summer residents (especially our retirees) volunteer to plan, develop and implement a vast array of programs and activities offered by these non-profit organizations on a year-round basis to tourists and residents.



Photos courtesy NJ Division of Travel and Tourism

- **Encourage communities to host Staycation campaigns**

Traveling close to home may not really be a new phenomenon, but with an economic recession in full swing by late 2008, the buzzword for travel quickly became "staycation." Matt Wixon, author of *The Great American Staycation* defines a staycation as "a vacation in which the vacationer stays at home, or near home, while creating the environment of a traditional vacation." Near home usually refers to destinations or activities within a 100-mile range. Rising gas prices, overall economic concerns and lack of time (41% of Americans say they experience "time poverty" according to the YPartnership 2008 *Travel Monitor* and Expedia survey) are all frequently cited reasons for not traveling. The good news is that studies show people still want to travel and are finding ways to compensate: 28% say they will take at least one staycation a year. (Source: *Destination Analysts, State of the American Traveler Survey, December 2008*)

Spotting this trend, tourism bureaus across the country are promoting staycations in their communities. Campaigns often use the theme “Be a Tourist in Your Own Hometown” and offer special events, tours or activities for residents in the community or state.

A 2009 study showed that 65.9% of travelers listed “visiting friends and relatives” as their primary reason for travel. (Source: Destination Analysts, *State of the American Traveler Survey*, January 2009) Educating residents about their hometowns through a staycation can transform them into ambassadors when they host guests or make travel recommendations to friends and family.

CASE STUDY

Writer Recommends New Jersey Staycations

A July 2009 article on the Web site www.ecomii.com (a site devoted to environmentally sensitive lifestyles), entitled *Smart Staycations: save thousands while avoiding travel time and stress*, features New Jersey as a cost effective destination that is preferable to traveling to Costa Rica.

Writer Marie Oser notes: “Five days in Costa Rica for a family of four from New York City averages \$5,000, lodging and airfare only. The staycation alternative? Save that \$5,000 and almost two days of travel by exploring nearby New Jersey. That's right, New Jersey. While New Jersey may not be widely known as a vacation destination, New Jersey Travel and Tourism features destinations and attractions for just about any recreational activity you could imagine.”

To prove it, Oser created a comparison chart (see next page):

Smart Staycation: New Jersey	Destination: Costa Rica	Savings
Day #1	Day #1	
Beach ^[1]	Travel (7 hrs. most US cities)	\$1,200
Wine Tasting (NJ is home to 55 wineries) ^[2]	Hotel and Car (4 nights/5 days)	\$1,500
Backyard Barbeque	Dine Out	\$150
Day #2	Day #2	
Zoo/Aquarium Day	Beach	\$0
Afternoon Spa	Nature Adventure Tour	\$320
Home-Cooked Dinner	Dine Out	\$150
Day #3	Day #3	
NJ State Park activities	Beach/Water Sports	\$175
Shopping: Antique, Outlet & Boutique	Sunset Cruise	\$0
Home Movie Night w/ Pizza	Dining Out	\$100
Day #4	Day #4	
Theme Park or Water Park ^[3]	White Water Rafting	\$450
Backyard Barbeque	Dine Out	\$150
Day #5	Day #5	
Beach/Water Sports	Travel flight, shuttles, taxi, etc.	\$1,200
History and Heritage Excursion	Dine on plane	\$0
Total Savings:	18 Hours	\$5,395

(Reprinted with permission of Colton Dirksen, ecomii.com administrator)

What kinds of Staycations are popular?

Matt Wixon, author of *The Great American Staycation* (2009), lists what he identifies as five of the most popular staycation activities for families:

- ♦ **Behind-the-scenes tours**

Formal ones at company museums and factories, as well as at fire stations and police stations. If parents ask nicely, they can also get their kids a tour of a movie theater projection room, the pinsetters at a bowling alley, or other places kids are curious about. Television stations, radio stations, and newspaper production facilities also offer tours.

- ♦ **Museums, observatories, planetariums**

Art, science, children's, aviation, history ... most have areas dedicated to kids. A new trend is the museum sleepover, a program aimed at preteens and teenagers.

- ♦ **Scenic train rides**

Ranging from about 30 minutes long to day trips, they can be a romantic idea for adults but they often cater to kids. Some have pretend "train robberies" and other shows.

- ♦ **Water parks**

They're easier to find now than they used to be, because many cities have built them as part of their recreation centers and natatoriums.

- ♦ **Zoos and aquariums**

Young kids love the zoo and there are some very good aquariums around the country. Many zoos offer behind-the-scenes "VIP" tours and have special camp programs for kids.

- **Create a Statewide Doors Open Program**

Doors Open is similar to a Staycation because it encourages residents to explore the area where they live. But while Staycation promotions may extend year-round, Doors Open usually occurs in a particular timeframe ~ such as a weekend ~ on an annual schedule.

Doors Open began in France in 1984 to encourage residents to have a greater appreciation of French heritage. The annual event offers free admission, behind-the-scenes tours and special programs ~ all targeted to local residents. The concept has spread to 48 European countries (www.heritagedays.net). Heritage Canada also offers organizational assistance to communities. (www.doorsopencanada.com).

CASE STUDY

Trails & Sails: Essex National Heritage Area Hosts Event

The Essex National Heritage Area encompasses 34 communities in Essex County, Massachusetts. The Heritage Area management entity works with numerous partners to host a Doors Open event called “Trails & Sails” the last weekend in September to showcase the area’s cultural, natural and historic resources. Over 200 free events are offered among 140 of Essex County’s sites. Opportunities for outdoor adventures include biking, hiking, boating and kayaking. Tours of historic homes, museums and art galleries are also offered. The event program codes activities as outdoor activities, kid-oriented, free admission, self-guided or guided.

www.essexheritage.org or www.trailsandsails.org

CASE STUDY

Doors Open Denver Offers Behind-the-Scenes Tours

The Denver Office of Cultural Affairs and Denver Architectural Foundation organize Doors Open for Denver, Colorado. The 2008 weekend event had the theme “150 Years of Denver Architecture” with more than 80 architecturally significant buildings open. The event offered the opportunity to tour buildings that are not usually open to the public. Participants enjoyed two options:

- ♦ Urban Adventures ~ The website lists sites and tour information for 12 self-guided tours on a variety of themes such as “Bicycle Tour of Central Denver,” “Art Spaces,” “What Was This Building?,” and “Churches and Chapels.”
- ♦ Expert Tours ~ 36 tours guided by experts included options such as “History of Denver Walking Tour,” “Under the Golden Dome: The Historic State Capitol,” “Denver Botanic Gardens,” and “Denver After Dark.”

www.denvergov.org/doorsopendenver

How can New Jersey start a Doors Open Program?

A program can be developed by:

- ♦ Researching other Doors Open programs (examples are in the Appendix).
- ♦ Creating a resource guide, “How to Plan a Doors Open Event.”
- ♦ Designing a special logo for communities to identify Doors Open events.
- ♦ Encouraging communities, counties or regions to plan Doors Open Events throughout the year.
- ♦ Including communities that already host “Doors Open” style events in event listings.
- ♦ Encouraging the New Jersey Department of State, Office of Volunteerism, to feature volunteer opportunities at historic sites and heritage tourism destination organizations.

- **Encourage and support heritage education programs**

In addition to on-site programming, the effort to integrate local historic sites and history into the formal school curriculum creates partnerships with school systems, makes ambassadors out of teachers and often creates requests by children to have their parents take them to the sites they have studied. Exposure of children to history creates a lifelong constituency for local history and for support and protection of historic sites. Heritage education programs do

"Tourism returns \$29 for every \$1 invested, so we must focus on expanding this impact. One way is for Heritage sites to partner with the education system. Every fourth grader studies New Jersey history, and many visit local sites as a class. Wouldn't it be wonderful if these youngsters visited with their families, as well? Let's make New Jersey history a family adventure, with the schools suggesting locations that tie in with the study material each month."

Senator Diane Allen, District 7

not need to be restricted to school programs. They can also include after-school programs, summer camps or other special programs.

- ♦ **Start with an inventory of New Jersey's heritage education programs**

As New Jersey already has a number of heritage sites that offer heritage education programs, the first step is to find out what already exists. An inventory has several uses:

- ♦ **Check for interpretive themes** ~ Determine if key messages relating to the Heritage Tourism Master Plan's six interpretive themes described on page 28-35 are being covered.
- ♦ **Look for obstacles** ~ As part of the inventory process, include a participant survey to identify obstacles which may hinder program participation.
- ♦ **Develop strategies** ~ Develop strategies based on the findings of the inventory and participant survey.

CASE STUDY

Paulsdale Educates Visitors About Women's Suffrage

Visitors touring Paulsdale in Mount Laurel learn about Alice Paul's life and her role in women's suffrage in the United States and have an opportunity to tour Alice Paul's childhood home, a designated National Historic Landmark. Visitors also learn about the Alice Paul Leadership Program (APLP), a women's leadership program housed at the Alice Paul Institute. This site connects past with present, using a historic leader for women's rights to inspire a new generation of female leadership.

CASE STUDY

Virginia TimeTraveler Encourages Student Visits to Historic Sites

Virginia sponsors a TimeTravelers passport program to encourage students to visit museums and historic sites between March and December. Students are eligible to win prizes by visiting the 300+ participating sites and having their passports stamped. Students visiting more than six sites are eligible for a special seal as a "Master Traveler." The website includes a section for teachers describing how they can use TimeTravelers in the classroom.
(<http://www.timetravelers.org/>).

CASE STUDY

Silos and Smokestacks National Heritage Area Offers Bus Grants

The Silos and Smokestacks National Heritage Area in Iowa determined that a key factor preventing school groups from participating in field trips to heritage sites in the region was a lack of funding for bus transportation. To overcome this obstacle, Silos and Smokestacks developed a "Bus Grant" program that can provide funding for bus transportation
(<http://www.silosandsmokestacks.org/home/CMS/Grants.php>)

- **Develop a Community Heritage Tourism Toolkit**

A Community Heritage Tourism Toolkit will help communities and heritage sites be a part of the state's heritage tourism program and will give ideas on programs and activities they can adapt for their own needs. The toolkit will be placed on a Web site and will include:

An Introduction to Heritage Tourism in New Jersey

An overview of heritage tourism plans in New Jersey and a link to the master plan.

Getting Started

- ◆ Information on the inventory of New Jersey's heritage attractions.
- ◆ Guidance for creating a local heritage tourism partnership.

Increase Local Engagement and Build Community Pride

- ◆ Examples of successful staycation and Doors Open campaigns.
- ◆ Examples for building local awareness campaigns
- ◆ Ways to cultivate the support of elected officials for heritage tourism.

Using New Jersey's Six Heritage Themes

- ◆ How the themes described on pages 28-35 can relate to interpretation and marketing of communities and historic sites.

Funding Resources

- ◆ Where to find funding for heritage tourism projects.

Organizational Resources

- ◆ A list of state agencies as well as other organizations and agencies that can provide heritage tourism assistance (technical, materials and/or grants).

CASE STUDY

New Jersey Network Features Historic Sites

New Jersey Network (www.nj.net) has included segments on New Jersey's historic sites as part of the evening news. The coverage on the state's historic sites has introduced residents to heritage attractions in their own backyard. The segments have also been used by the sites, and the New Jersey Network Web site includes additional information about the state's heritage attractions.

Other states have also tapped their local television stations to promote historic sites. For example, Channel 9 in Colorado partnered with several local groups to create "Explore Colorado," a series of television programs about Colorado's best heritage attractions. The program included an "Explore Colorado" section on Channel 9's Web site, with additional information about visiting featured sites.

CASE STUDY

Tennessee Overhill Heritage Association: Building Community Pride

This three-county heritage tourism program in Southeast Tennessee initially focused on building community pride and an identity for the Overhill:

- ♦ Traveling exhibit ~ Included historic photographs and text and was displayed in bank lobbies.
- ♦ Photographers Brochure ~ The Overhill publicized a contest for local photographers whose pictures appeared in a brochure to tell tourists where to get great shots of scenery, historic sites and other attractions. They also sent press releases to photographers' magazines.
- ♦ Local Media ~ The director wrote a column which appeared in local newspapers about upcoming activities, meetings and other happenings.
- ♦ Civic Club Speeches ~ The Overhill put together a presentation which was showed to civic groups.
- ♦ Reports to Elected Officials ~ The organization kept careful records of visitor inquiries, attendance at special events and increased hotel occupancy to demonstrate success in tourism. Elected officials received reports documenting the results of their investment of public dollars.



Photo courtesy of Tennessee Overhill Heritage Association

What kinds of tourism activities can communities and sites do?

Once a community or heritage site's planners start brainstorming, there will be lots of ideas on how to attract visitors and engage residents. Some ideas could include:

Free or discount admissions and information

- ◆ Offer discount or free admissions upon presentation of a local driver's license.
- ◆ Provide a free "Learn Your New Local History" packet to new residents.

Engage local businesses and civic organizations

- ◆ Add links from local business Web sites to sites about local attractions.
- ◆ Ask the local utility company to sponsor the electric bill for an event at a historic site. (Georgia Power did this for all museums in Georgia for one year).
- ◆ Historic site managers can host chamber meetings/business after hours events or provide the facility for local board meetings and other civic groups.

Get residents involved

- ◆ Hold public meetings to gain resident input and participation in tourism plans.
- ◆ Create a database of volunteer opportunities. Post on a Web site or in the paper.
- ◆ Host volunteer days so residents can help save their historic and cultural resources.
- ◆ Offer participation in local festivals through re-enactments or crafts.
- ◆ Encourage local civic clubs to host at least one meeting a year at a historic site.
- ◆ Collect oral histories from long-time residents to use in audio tours, museum exhibits or radio advertisements.

Engage the media

- ◆ Assemble lists of media outlets and develop a press/media plan for placement of articles along thematic lines or to promote annual events.

Tourism is big business in New Jersey.
In 2007, tourism expenditures reached \$38.8 billion.

External Marketing

Why is it important to market New Jersey's historic sites and heritage destinations?

Marketing is carefully selecting the right promotional tools to reach potential visitors and help them decide to visit New Jersey's historic sites and heritage destinations. Additionally, marketing should continue once visitors have arrived to encourage them to explore and stay longer, resulting in increased spending.

Advertising, public relations, promotions, targeted messaging and using branded graphic collateral materials are key ways that New Jersey can reach desired heritage travelers. Marketing strategies can utilize traditional media (newspaper, radio, TV) as well as the Internet and new social media (blogs, community networks, Twitter) to cultivate visitation to New Jersey's heritage sites and destinations.

Tourism is big business in New Jersey. In 2007, tourism expenditures reached \$38.8 billion. But, as with most other states, New Jersey has felt the effects of the economic

New Jersey's Top States of Visitor Origin	
New Jersey	28.8%
New York	25.2%
Pennsylvania	17.2%
Virginia	6%
Maryland	5.8%
(Source: <i>Visitor Profile</i> , D.K. Shifflet & Associates, Ltd., April 2007, New Jersey Division of Travel and Tourism)	

downturn with visitation falling 4.3% and visitor expenditures decreasing by 4.9% in 2007. (Source: *2008 Tourism and Economic Impact Study*, Global Insight for the New Jersey Division of Travel and Tourism)

A 2009 national study shows brighter news for cultural heritage travel. The study predicts that an estimated 24% of all leisure travelers will take a cultural/heritage trip within the next 12 months ~ approximately 36 million leisure travelers.

What is marketing?

If the circus comes to town and you paint a sign...that's advertising.

If you put a sign on the elephant's side and parade him through town...that's promotion.

If the elephant tramps through the mayor's flower garden...that's publicity.

If you can get the mayor to laugh about it...that's public relations!

*George Goldtrap, Jr.
Humorist and Professional Speaker*

Even more important, the study revealed that those who are most likely to take a cultural/heritage trip say they are looking for two key factors:

- ♦ They seek travel experiences where the destination, its buildings and surroundings have retained their historic character, and
- ♦ They want their travel always to be “educational,” so they make an effort to explore and learn the local arts, culture, environment and history.

(Source: *The Cultural and Heritage Traveler, 2009 Edition*, Mandala Research, LLC; Study commissioned by National Trust for Historic Preservation, U.S. Cultural and Heritage Tourism Marketing Council and U.S. Department of Commerce)

The breadth of heritage destinations and historic sites positions New Jersey to take advantage of these strong cultural heritage travel trends and contribute to the rebuilding and future growth of the state’s travel industry.

“Heritage Tourism gives visitors a sense of what a place is really like. It is something consumers want. New Jersey sites are unknown treasures. With strong partnerships, a mutual understanding of the sites and the tour industry ~ and a willingness to work together ~ the great potential can be realized. With greater education about the value of tour operators, particularly receptive tour operators, and creative packaging and pricing, the economic impact of these heritage sites can expand significantly.”

Marian Deal Smith, CTP, Alternative Tours, Inc. , Cherry Hill

What should be done to attract new and repeat New Jersey travelers to heritage sites and destinations?

Working with tourism industry partners, including the New Jersey Division of Travel and Tourism and Destination Marketing Organizations, ensures that heritage sites and destinations are full partners in developing and measuring the success of marketing strategies.

- **Assign a staff member as heritage tourism liaison in the New Jersey Division of Travel and Tourism**

The department’s heritage tourism liaison will be knowledgeable about strategies included in the master plan and will work with the Heritage Tourism Inter-agency Council. The liaison will review division advertising, public relations, promotions and branded graphic collateral materials. The liaison will advise the department’s communications and advertising divisions on ways to promote the state’s history to attract tourists, such as showcasing heritage sites in the new campaign “Great Destinations in Any Direction.” The liaison will also seek out ways to use marketing strategies through the Internet and new social media (blogs, community networks, Twitter).

- **Use interpretive themes for promotion**

The New Jersey Division of Travel and Tourism will use the master plan's interpretive themes to create interest in the state's diverse heritage experiences:

- ♦ Heritage site managers can help create a list of historical facts related to the six themes described on page 22 to feature on the state tourism Web site.
- ♦ The New Jersey tourism Web site can include thematic icons next to sites and destinations to help travelers build itineraries.
- ♦ Multi-site tour packages can be created for each interpretive theme.
- ♦ Sites can use themes to develop tours such as translated audio tours for international audiences, downloadable tours for geocachers and educational tour itineraries for homeschooled students and their parents.

- **Heritage sites will actively assist the New Jersey Division of Travel and Tourism in promotions**

- ♦ Site representatives can attend or provide brochures and giveaways for travel trade shows.
- ♦ Sites will host journalists and tour operators visiting on familiarization tours.
- ♦ Sites will pro-actively provide information on upcoming events, special activities, programming and operations.

What marketing strategies can New Jersey's heritage sites develop collaboratively?

- ♦ A comprehensive media kit ~ with photos and story ideas ~ for distribution to travel editors and freelance journalists. The kit will be added to the state tourism office's media information.
- ♦ A group tour planner for tour operators including step-on guide information.
- ♦ A web presence including links from historic sites to other destination activities (shopping, dining and lodging).
- ♦ A cooperative print advertorial for insertion into a major market newspaper or magazine (*Preservation, American Heritage, National Geographic Traveler, Smithsonian*).
- ♦ On-line banner advertising.
- ♦ Coordinate with the New Jersey Division of Travel and Tourism to recruit New Jersey personalities and celebrities for a media campaign to invite visitors to experience "their New Jersey."

Conclusion

This master plan includes several additional supporting documents which provide background and support to the plan's strategies:

- ♦ **Appendix:** Includes financial resources and numerous case studies related to the plan's activities.
- ♦ **The Contours of New Jersey History:** This essay, written by New Jersey historian Howard Green, provides an overview of New Jersey's history and provides the foundation for the six themes incorporated throughout the plan.
- ♦ **Bibliography and Online Resource Directory:** These two documents list publications and Web sites that provide information on all aspects of heritage tourism development.
- ♦ **Economic Impact Report:** A study of the economic impact of heritage tourism at the national level, the current impact of tourism in New Jersey and projections for future growth.
- ♦ **Research Phase Reports:** This includes documentation of the activities of the Task Force, a summary of the four stakeholder meetings and an overview of the methodology for creating the New Jersey Heritage Tourism Master Plan.

The state of New Jersey, through the New Jersey Heritage Tourism Task Force, has taken the initiative to create a successful and sustainable heritage tourism program. Through creation of partnerships and implementation of activities detailed in this master plan, New Jersey will be positioned to capitalize on the state's historic resources and share its stories with an ever-growing number of heritage travelers.

New Jersey Heritage Tourism Task Force
April 2007-April 2010

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Executive Director
Crossroads of the American Revolution Association

Leslie Bensley, Vice Chair
Executive Director
Morris County Tourism Bureau

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David Cowell
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New Jersey Heritage Tourism Task Force—April 2007-April 2010 (continued)

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Director, Mid-Atlantic Center for the Arts and Humanities

Special thanks to Catherine Goulet

Task Force Secretary

Principal Historic Preservation Specialist

New Jersey Historic Trust

(The following document is the law which created the New Jersey Heritage Tourism Task Force and issued directives for its work.)

CHAPTER 60

AN ACT concerning heritage tourism and amending P.L.1995, c.368.

BE IT ENACTED *by the Senate and General Assembly of the State of New Jersey:*

1. a. There is established the “New Jersey Heritage Tourism Task Force.” The purpose of the task force is to provide strategic direction for the promotion of heritage tourism in New Jersey and to create a comprehensive heritage tourism master plan for New Jersey.

b. The task force shall consist of 19 members as follows:

(1) the Director of the Division of Travel and Tourism in the New Jersey Commerce, Economic Growth and Tourism Commission, or the Director’s designate, who shall serve ex-officio;

(2) the Executive Director of the New Jersey Historical Commission, or the Executive Director’s designate;

(3) the Executive Director of the New Jersey Historic Trust in the Department of Community Affairs, or the Executive Director’s designate;

(4) the Assistant Commissioner for Natural and Historic Resources in the Department of Environmental Protection, or the Assistant Commissioner’s designate, who shall serve ex-officio;

(5) the Administrator of the State Historic Preservation Office in the Department of Environmental Protection, or the Administrator’s designate, who shall serve ex-officio;

(6) the Director of the Tourism Advisory Council, or the Director’s designate;

(7) the Commissioner of the Department of Transportation, or the Commissioner’s designate, who shall serve ex-officio;

(8) the President of the Advocates for New Jersey History, or the President’s designate;

(9) a representative of New Jersey Public Broadcasting;

(10) three representatives from county or municipal Cultural, Heritage or Historical Commissions, of which, one representative shall be from the Northern, Central and Southern regions of New Jersey, who shall be appointed by the Governor;

(11) a representative of the Center for Hospitality and Tourism at Richard Stockton College;

(12) four public members, who shall be residents of this State and have knowledge and experience with cultural and heritage tourism to be appointed by the Governor;

(13) a representative of the New Jersey State Council on the Arts; and

(14) a representative of ArtPRIDE New Jersey.

c. The members of the task force shall serve without compensation, but may be reimbursed for necessary expenses incurred in the performance of their duties, within the limits of funds appropriated or otherwise made available to the task force for its purposes.

d. Any vacancy in the membership shall be filled in the same manner as the original appointment.

e. The task force shall be entitled to the assistance and service of the employees of any State, county or municipal department, board, commission or agency, as may be available to it for these purposes, and to incur such traveling and other miscellaneous expenses as it may deem necessary for the proper execution of its duties, within the limit of funds appropriated or otherwise made available to it for these purposes.

f. The task force may meet and hold hearings at the places it designates during the sessions or the recesses of the Legislature.

2. The task force shall organize as soon as practicable upon appointment of a majority of its members, and shall select a chairperson among its members and a secretary who need not be a member of the task force.

3. The task force may solicit, receive, disburse and monitor grants and other funds made available from any governmental, public, private, not-for-profit or for-profit entity, including funds made available under any federal or State law, regulation or program.

4. The purpose of the task force shall be to improve New Jersey's performance in the regional or national heritage tourism marketplace. The task force shall prepare a heritage tourism master plan with recommendations that shall include, but need not be limited to, (1) improving heritage signage on the highways of the State, (2) establishing a local historic marker program to raise awareness of New Jersey's historical resources, (3) improving the efforts of State, county and municipal governmental agencies to focus more significantly on heritage tourism, (4) promoting coordination between historic sites throughout the State, (5) identifying potential sources of stable funding for the improvement and maintenance of historic sites available for heritage tourism in New Jersey, and (6) establishing criteria for grants to be made from the "Historic Preservation License Plate Fund" established pursuant to section 4 of P.L.1995, c.368 (C.39:3-27.75).

5. a. In addition to the duties provided in section 4 of this act, the task force shall conduct or cause to be conducted a comprehensive inventory of all historic sites throughout the State that have potential for inclusion in heritage tourism initiatives.

b. The task force is authorized to enter into any and all agreements or contracts necessary, convenient, or desirable to provide for the comprehensive inventory of historic sites throughout the State required pursuant to subsection a. of this section.

6. The task force shall submit the heritage tourism master plan and inventory of historic sites in New Jersey to the Governor and both houses of the Legislature no later than 18 months after its organization.

7. Section 4 of P.L.1995, c.368 (C.39:3-27.75) is amended to read as follows:

C.39:3-27.75 "Historic Preservation License Plate Fund" created.

4. a. There is created in the Department of Community Affairs a special non-lapsing fund to be known as the "Historic Preservation License Plate Fund." The fund shall be administered by the New Jersey Historic Trust. There shall be deposited in the fund the amount collected from all license plate fees collected pursuant to section 3 of P.L.1995, c.368 (C.39:3-27.74), less the amounts necessary to reimburse the division for administrative costs pursuant to section 5 of P.L.1995, c.368 (C.39:3-27.76). Moneys deposited in the fund shall be dedicated to (1) the awarding of grants to State agencies, local government units, and qualifying tax-exempt nonprofit organizations to meet costs related to the physical preservation of, development of interpretive and educational programming for, or operation of New Jersey's historic resources pursuant to the criteria established by the New Jersey Heritage Tourism Task Force in the heritage tourism master plan prepared and submitted by the New Jersey Heritage Tourism Task Force; and (2) the payment of expenses incurred by the New Jersey Heritage Tourism Task Force up to \$135,000 in implementing the provisions of P.L.2006, c.60. Approval of any grants shall be made by the New Jersey Historic Trust pursuant to its guidelines.

b. Moneys deposited in the fund shall be held in interest-bearing accounts in public depositories as defined pursuant to section 1 of P.L.1970, c.236 (C.17:9-41), and may be invested or reinvested in such securities as are approved by the State Treasurer. Interest or other income earned on moneys deposited in the fund, and any moneys which may be appropriated or otherwise become available for the purposes of the fund, shall be credited to and deposited in the fund for use as set forth in P.L.1995, c.368 (C.39:3-27.72 et seq.).

8. Section 6 of P.L.1995, c.368 (C.39:3-27.77) is amended to read as follows:

C.39:3-27.77 Notification of eligible motorists.

6. The director shall notify eligible motorists of the opportunity to obtain historic preservation license plates by including a notice with all motor vehicle registration renewals, and by posting appropriate posters or signs in all division facilities and offices, as may be provided by the department. The notices, posters, and signs shall be designed by the New Jersey Historic Trust with the approval of the secretary. The designs shall be subject to the approval of the director, and the secretary shall supply the division with the notices, posters, and signs to be circulated or posted by that division.

9. Section 7 of P.L.1995, c.368 (C.39:3-27.78) is amended to read as follows:

C.39:3-27.78 Procedures set forth in interagency memorandum of agreement.

7. The secretary, the New Jersey Historic Trust, the director, and the State Treasurer shall develop and enter into an interagency memorandum of agreement setting forth the procedures to be followed by the departments, the New Jersey Historic Trust, and the division in carrying out their respective responsibilities under P.L.1995, c.368 (C.39:3-27.72 et seq.).

10. This act shall take effect immediately, except sections 1 through 6 shall expire upon the submission of the report required pursuant to section 6 of this act.

Approved August 2, 2006.

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