
Public Hearing

before

SENATE WAGERING, TOURISM, AND HISTORIC PRESERVATION COMMITTEE

"Testimony on the issue of heritage tourism in New Jersey"

LOCATION: Historic Walnford
78 Walnford Road
Allentown, New Jersey

DATE: June 8, 2005
10:00 a.m.

MEMBERS OF COMMITTEE PRESENT:

Senator Barbara Buono, Chair
Senator Ellen Karcher, Vice Chair
Senator Joseph F. Vitale
Senator William L. Gormley



ALSO PRESENT:

Gina Marie Winters
*Office of Legislative Services
Committee Aide*

Linda Schwimmer
*Senate Majority
Committee Aide*

Olga Betz
*Senate Republican
Committee Aide*

***Hearing Recorded and Transcribed by
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SENATOR BARBARA BUONO (Chair): Excuse me, everyone, we're about to begin in the interest of minimizing the effect from the heat, which I'm sure will increase as the day progresses.

I want to welcome everyone here to the Senate Wagering, Tourism, and Historic Preservation Committee. And I would like to thank everyone who assisted the Committee with preparations for today's hearing. In particular, I would like to thank our hosts, Historic Walnford and the Monmouth County Park System, and in particular Sarah Bent.

Is Sarah here? I don't think I've met her if she is.

Oh, I did meet you. You're very modest, as well. You really worked very hard with our staff. And we're very happy to be here today. And we definitely feel transported into a different era, being here.

I also wanted to take the opportunity to thank Gina Winters, from the Office of Legislative Services; and Linda Schwimmer, who is on her way to assist us today.

Senator Vitale is here, to my right; and Senator Gormley. We expect Senator Karcher, who got lost, along with each and every one of us. We missed that right at the mulberry bush, or whatever. (laughter)

UNIDENTIFIED SPEAKER FROM AUDIENCE: Let's talk about signage in the state.

SENATOR BUONO: Right. Exactly.

As you all know, we're here today to discuss heritage tourism in New Jersey and, in particular, how we can create a long-term plan and long-term commitment to promote New Jersey's rich history and historic sites.

As you all know, travel and tourism is already key to our state's economy. But heritage or historic tourism currently accounts for only a

small fraction, about 3.7 percent, of spending in the travel sector in our state. And that's because, traditionally, people -- as soon as they hear New Jersey, they think the shore and the casino. Senator Gormley, who wanted the Committee hearing on the beach -- I rest my case.

SENATOR GORMLEY: Did I get here?

SENATOR BUONO: You did, and we're happy to have you.

(laughter and applause)

Actually, I think it's better to tell you that I was motivated to have this hearing after attending a conference held by the Task Force on New Jersey History earlier this year. And in preparation for that conference, I read their report that they did on history in New Jersey. And what I found particularly compelling was their discussion of the untapped and economic potential of heritage tourism. And they were able to tie in how historic preservation could provide a catalyst for heritage tourism.

And I just want to say from the outset, while I believe preservation and understanding of our history really has intangible -- many more intangible benefits, beyond the economics here today, I hope to examine the role that historic tourism can play in driving the economic engine in New Jersey. Simply put, we want to discuss the tangible benefits that our State can reap by developing, and promoting, and investing in historic tourism. And I hope that, and I believe that, by the end of the hearing, we will hear testimony convincing the members that by expanding the variety of vacation or day trip destinations beyond the popular shore and casino, we can increase our overall market share of the travel industry, generate more jobs, and ultimately stimulate tax revenue from several sources.

So for those of you who will testify, I want to thank you in advance. We have four very distinguished panels. And I ask you to be succinct in the interest of-- I see somebody fanning themselves already. We've allotted approximately 20 minutes for each panel.

Please be advised of the Office of Legislative Services recording it. I ask everyone to turn off their cell phones or put them on vibrate. And that's really it.

If anybody has any questions before we start -- or comments -- Senators Gormley or Vitale. (no response)

With that, we're going to call our first panel to the microphones. Virginia Bauer, CEO and Secretary of Commerce, Economic Growth and Tourism Commission; and Jay Watson, Assistant Commissioner for Natural and Historic Resources in the New Jersey Department of Environmental Protection.

Welcome.

VIRGINIA S. BAUER: Good morning.

I guess I'll start, if that's okay.

ASST. COMMISSIONER JOHN S. WATSON JR.:
Go right ahead.

MS. BAUER: Welcome to summer.

Good morning, Chairwoman Buono and members of the Committee.

It's my pleasure to be before you this morning.

As you are all aware, tourism is one of the most important industries to New Jersey's State economy. It's the second largest industry in the state. It accounts for over \$32 billion in economic activity. It

supports about 430,000 jobs, and generates over \$12.3 billion in wages. And, most significantly, in this budget climate, tourism brings in more than \$2 billion worth of tax revenue to the State each year.

So my Commission -- New Jersey Commerce, Economic Growth, and Tourism Commission -- recognizes the importance of tourism to our State economy. So the first thing we did was add the name of tourism to our title. And it wasn't just window dressing. It was a way for us to show how important tourism is to the State. And that was the first step that we made.

We then move forward, by late Winter, early Spring, and started a marketing campaign, which targeted areas to boost early bookings. And I'm happy to say that that was very successful. Most importantly, we also revamped our co-op marketing program. And by the end of this year, we have provided more than \$1.85 million in sponsorship to leverage private sector funds. And most of our grants are very small. They're in the \$10,000 to \$20,000 range. But they make a huge difference to the groups that are involved and are able to get the sponsorship.

And just last week, we approved six major grants so that our six tourism regions can now receive up to \$200,000, which is substantially more than what they were getting. It used to be, before, the State would just give them a check for \$50,000. And what we are encouraging now is for the private sector and local regions to do their part. We just don't want to hand them a check. We really want to be partners. We recognize the State cannot just do this alone. We have to be the leaders. But we need participation. And I think it's really developed a very strong relationship. So that's what I'm pleased about.

But I recognize that we're here, really, to focus on historic preservation. So let me give you some ideas of some of the things that New Jersey Commerce has been able to do, in terms of our sponsorship. We awarded a \$45,000 co-op marketing sponsorship to the Princeton region to promote historic sites in the Princeton-Mercer County area.

Good morning, Senator.

We also approved a \$25,000 sponsorship to the Crossroads of the American Revolution to promote Celebrate New Jersey event, which highlights the state's wealth of natural, recreational, cultural, and historic sites. We've also provided smaller grants, such as \$6,000 to the Celtic Festival, which makes a huge difference to the groups that receive our assistance.

We also continue to publish the New Jersey Lighthouse Guide, which invites visitors to see our rich maritime heritage. We also plan to publish a historic guide, which will be coming out in the future.

We also have put renewed effort into our African-American Visitors Guide, which was recently unveiled at Montclair State University -- I was personally there -- at the Yogi Berra Museum.

So our commitment to New Jersey's tourism, I think, is very strong. But we also have a very, very strong commitment to the historic area. And we recognize how important New Jersey's heritage is. There's things that are unique here that you really cannot find anywhere else in the world.

But I must caution, we cannot ignore our shore or casinos, because they certainly are major jewels to New Jersey's tourism. And we have strong competition from other states and other parts of the world. So

we have to continue our strong emphasis on highlighting those areas. And we feel, in doing that, it will simply just bring more visitors to the state, and it will give them more opportunities to see some of the rich culture we have.

And I think our Commission -- which represents the State, in terms of tourism -- in a relatively short period of time, has made a very, very strong commitment to tourism. And we're looking forward to continuing that. And any advice or assistance we can get from you, we're welcome to hear it.

So, thank you very much.

SENATOR BUONO: Thank you, commissioner. Thank you for helping to expand opportunities in New Jersey for historic tourism.

MS. BAUER: Thank you.

SENATOR BUONO: Mr. Watson.

ASSISTANT COMMISSIONER WATSON: Good morning, Senator Buono, and members of the Senate Wagering, Tourism, and Historic Preservation Committee.

My name is John S. Watson Jr., and I'm happy to be here this morning to represent the Department of Environmental Protection -- the Natural and Historic Resources Group. Commissioner Campbell asked me to extend his regrets for not being able to be here this morning. He certainly wanted to come and talk about this important issue to all of you today.

You asked us today, to this wonderful 18th century mill, to discuss how our Department, in particular, can help out the New Jersey arts community, the cultural community, and the historic preservation

community in preserving, promoting, and publicizing New Jersey's rich history.

The Department's Division of Parks and Forestry administers 58 historic sites in districts, as well as 39 parks and 11 forests. In fact, just last year, the State Park Service celebrated 100 years of stewardship in the State of New Jersey.

We manage places, many of which I personally believe are national treasures: places like Rockingham, our Revolutionary War battlefields, headquarters, and homes; and the home of one of America's most important poets, Walt Whitman.

We're also the stewards of a presidential birthplace; Native American archeological sites; lighthouses; sites critical to an understanding of the industrial revolution, African-American and women's history; the Delaware and Raritan Canal; and seven historic villages throughout New Jersey.

The Division of Parks and Forestry cares for more than 25,000 museum objects and over 68,000 archeological artifacts. And according to a study published last year, these parks and forestry sites create almost 14,000 jobs and create economic benefits totaling about \$1.2 billion in New Jersey.

For many years, we have struggled with a huge backlog of parks' capital projects, even as visitation to our historic sites, parks, and forests have increased. We're excited that Senator Codey recently announced his intention to introduce legislation to appropriate \$75 million to address this backlog. It will enable us to schedule much-needed projects that have been waiting for a very long time.

But proud as we are of the DEP-owned and managed sites, I will be the first to tell you that they are but the tip of the iceberg. That iceberg is a rich New Jersey history that remains too little known to our citizens, as well as those who visit here.

New Jersey is a place where Edison's labs transformed the ideas of genius into works for our modern life; where Einstein worked out formulas and considered and pondered the universe in the Institute Woods in Princeton; where Peter Cooper perfected the manufacture of the I beams, making possible the construction of the first skyscrapers in New York and in Chicago; and where John Roebling designed the Brooklyn Bridge. But while those stories of 19th and 20th centuries have some faint echoes in our daily life, we have virtually forgotten the stories of our nation's founding right here on our soils.

It took an act of Congress back in 2000 to get the National Park Service to survey New Jersey's Revolutionary War history. The Park Service determined that New Jersey was the crossroads of the American Revolution, both because of its location along the primary north-south land route within the colonies, and because it was situated between the British headquarters in New York City and the Continental Congress in Philadelphia.

But the National Park Service also determined -- and told us, in New Jersey -- that from the Battle of Bunker Hill in 1775, until the formal British surrender in 1783, that continuous civil war took place on New Jersey soil, including five major battles -- major campaigns and 291 scrimmages, more than occurred on the soil of any of the 13 colonies.

Indeed, General Washington spent over half of the period of the American Revolution in the State of New Jersey.

The National Register of Historic Places lists more than 250 buildings and sites in the state associated with the period of the American Revolution. But those are just the ones that have been through the nomination process. And we really lack a statewide inventory and a database of all of the historic places and those places that are eligible for the historic register. This is a much-needed tool for us to be able to capture all of the rich history and make sure that we protect it.

Our story must be told in a comprehensive way that enables everyone to understand that New Jersey's campaign was, in fact, the turning point of the American Revolution. The bronze door on Trenton's Battle Monument sums it up by quoting a speech in parliament by one of George III's ministers. And it simply reads, "All our hopes were blasted by that unhappy affair in Trenton."

I believe that New Jersey must bring recognition to these resources for educational and recreational benefit, for the present and future generations of this state, and for the United States. Promoting and publicizing these sites is second in importance only to our ability to preserve them.

To that end, Commissioner Campbell is recommending to Governor Codey that the 14-county area of New Jersey outlined by the National Park Service be named the State Heritage Area, to enhance our ability to receive a national designation.

In asking for a dialogue on preserving, promoting, and publicizing our rich history, this Committee has understood that it would

be difficult to compete on a national level, when we have to present sites in need of paint and repair, when our exhibits are old and tired, and our exhibits aren't engaging enough to our currently media-savvy children and their parents.

In closing, I just wanted to say that New Jersey is rich with history, the importance of which is not confined to the 18th century but spans the centuries. Somehow, though, we failed as a State to deliver the message that New Jersey is about history. We've allowed other states to wrap themselves in stories of both revolutions, the Industrial and the American Revolution, without pressing our own claims, which are significant.

From High Point to Cape May Point, history abounds in New Jersey. And our belief is that our sites are underappreciated, underutilized, and underfunded. So thank you very much for the opportunity. And we look forward to moving ahead.

SENATOR BUONO: Thank you.

And I would just like to ask you to convey to the Commissioner that -- my thanks for working with me.

For those in the room who aren't aware, Acting Governor Codey and I will be the prime sponsors of the bill that you referred to for the one-time infusion of the \$75 million to the maintenance of parks and historic sites. And I was just working last week in the Governor's Office with the Commissioner to ensure that the language in the bill reflects that very clearly and unequivocally -- that historic sites -- that the language is broad enough to include historic sites, as well. (applause)

And you also mentioned that-- It's astounding to me that we don't have a statewide registry yet. That is incredible.

ASSISTANT COMMISSIONER WATSON: We do have a register of historic places -- a State register of historic places. We do not have a comprehensive database, which is very much needed, so that we can have all of the data in one place, and all of the sites that are currently preserved.

SENATOR BUONO: I see. But we have an inventory, just not--

ASSISTANT COMMISSIONER WATSON: We don't have an inventory of all the sites. We have an inventory of all of the sites who have gone through the register process to date.

SENATOR BUONO: I see.

ASSISTANT COMMISSIONER WATSON: And if you would allow, Senator, I'd just like to acknowledge Dot Guzzo, who is the Administrator of the State Historic Preservation Office. (applause)

SENATOR BUONO: I know your name. I've never met you.
Thank you.

Do you have -- and I know that there's quite a backlog, in terms of projects which have to -- that require maintenance and upgrade in the park system that you manage. Do you have a priority list, or does the Commissioner have a priority list of where the \$75 million will go to, and what priority?

ASSISTANT COMMISSIONER WATSON: Yes, we do, Senator.

We actually have a backlog of about \$225 million in projects that we've been trying to get through, throughout the State Park System. We are in the process, right now, of prioritizing what the \$75 million might represent in the restoration of those parks and sites, and the creation of new facilities.

SENATOR BUONO: Well, once you have that, I would ask that you provide the information to the Committee, through myself, so that we can discuss that.

ASSISTANT COMMISSIONER WATSON: We will absolutely do that.

SENATOR BUONO: Okay, thank you so much.

Any questions?

SENATOR GORMLEY: I have a--

SENATOR BUONO: Yes, Senator Gormley.

SENATOR GORMLEY: Have you worked on any joint ventures with the History Channel?

ASSISTANT COMMISSIONER WATSON: I have not.

SENATOR GORMLEY: I was just curious.

ASSISTANT COMMISSIONER WATSON: I have not. We have had some shows on NJN, I guess, but not with the History Channel that I'm aware of.

SENATOR GORMLEY: I'm just talking about natural partners.

Beyond the money the government puts in, has there been any -- ever-- Is there another state -- or have we ever had any conversations about partnering with corporate sponsors, in terms of -- this is historic New

Jersey? Have we talked to GE? Edison started it all here. Have we ever explored that potential?

ASSISTANT COMMISSIONER WATSON: We have. I've been in this position for a year now, Senator. And I assure you, as we get seed money, we will certainly be reaching out to encouraging matching funding for those corporations that might be inclined to buy into this.

MS. BAUER: And, Senator, excuse me. With our co-op marketing, the funding is matched by private funds. And they have to be nongovernment funds. So, many times, the funds from the corporate--

SENATOR GORMLEY: That model expanded, because this is really going to take a lot of money. And it takes somebody in a board room.

One other question, in terms of immediate visibility this summer. Has anybody contacted David McCullough, on his new book about the ties into New Jersey? Because at least it would provide a lecturer, who is the eminent American historian, having written a book, *1776*. It seems as though, in terms of some immediate potential for what you're trying to do with the Revolution, I think there would be, obviously, some sponsorship -- corporate sponsorship for bringing him in to do something tied to New Jersey's history.

ASSISTANT COMMISSIONER WATSON: That's absolutely a good idea. I don't think we've reached out to him yet. But we have had David Hackett Fischer here as recently as, I guess, this past Fall. The Crossroads of the American Revolution organization did bring David Hackett Fischer, who wrote the book *Washington's Crossing*. So that is a very important thing for us to do.

SENATOR GORMLEY: Absolutely.

I'm just-- I guess what I'm looking at is, this comes down to marketing, and having value, and creating a cache about it. And McCullough's the name, and he's just written the book. I haven't read it myself yet, but I assume if it's *1776* and we're not in it, I'd be in a state of shock. "Would you believe New Jersey's not mentioned once in the book?"

But I think, in terms of what you're trying to do, in terms of a visibility circumstance, or whatever, he raises that level, and he does -- would be a magnet for certain corporate interest.

Thank you.

SENATOR BUONO: Point well taken. Thank you, Senator.

Anyone else? (no response)

Thank you, Commissioner and Assistant Commissioner.

ASSISTANT COMMISSIONER WATSON: Thank you very much for having us.

MS. BAUER: Thank you.

SENATOR BUONO: Next, we have a very interesting panel coming up -- representative of the New Jersey history community, who will describe what heritage tourism is, and what steps need to be taken to better design and promote it in the State of New Jersey.

Barbara Irvine, Executive Director of New Jersey Historic Trust; Marc Mappen, Executive Director of New Jersey Historical Commission; and Michael Zuckerman, Advocates for New Jersey History, Mid-Atlantic Center for the Arts, and South Jersey Cultural Alliance.

Welcome.

BARBARA HANEY IRVINE: Thank you.

SENATOR BUONO: So who would like to go first?

MS. HANEY IRVINE: I think I'll start.

SENATOR BUONO: Okay.

MS. HANEY IRVINE: Good morning, Chairwoman Buono, and to the Committee. We thank you very much for having us here today.

My name is Barbara Irvine. I'm Executive Director of the New Jersey Historic Trust, in the Department of Community Affairs.

Commissioner Susan Bass Levin could not be here today, but I did want to indicate that she has been a tremendous support since my arrival in the Trust last October, and has been a long-time advocate for historic preservation, both when she's -- since she's been in Community Affairs and while she was in Cherry Hill.

I come here today with my colleagues Marc Mappen, Executive Director of the New Jersey Historical Commission, and Michael Zuckerman, Director of the Mid-Atlantic Center for the Arts, to speak with you briefly about heritage tourism.

We want to explore its importance to New Jersey and what can be done to build a heritage tourism program in our state that will convey our rich history, promote our historic sites, and enhance our communities' opportunities for economic development.

We have identified three elements that are essential building blocks for any heritage tourism program: the historic sites around which the program would revolve, the sites stewards' capacity to interpret and make the sites available to the public, and the packaging and marketing of those sites in ways that will appeal to potential visitors.

My remarks will focus on the historic resources themselves. Marc will talk about the organizational capacity and interpretation. And Michael will address the marketing aspects of heritage tourism.

But, first, what is heritage tourism, or cultural heritage tourism? Often, both terms are used interchangeably. The National Trust for Historic Preservation -- one of the leaders in promoting heritage tourism nationwide -- says that it is “traveling to experience the places, artifacts, and activities that authentically represent the stories and people of the past and present. It includes cultural, historic, and natural resources.”

Pennsylvania has defined it as, “a leisure trip with the primary purpose of visiting historic, cultural, natural, recreational, and scenic attractions to learn more about the past in an enjoyable way.”

The Center for Heritage Education and Tourism in New York says that heritage tourism, “knits together diverse sites and experiences to define an identity, which can be experienced in whole or in part by tourists who wish a taste of a community. It marries the tourism industry and the preservation community to raise the importance of history and culture for the residents and visitors of an area.”

There are some common threads in each of these definitions: cultural, historic, and natural resources. But how such a tourism program is created and implemented is unique to the locale in question. New Jersey has the opportunity to create and promote a heritage tourism program that is one-of-a-kind and plays to the strengths of our state’s wealth of historic, cultural, and natural resources. We just need to fully understand the wide range of resources available to us.

Since 1990, the New Jersey Historic Trust has funded 414 projects, investing nearly \$95 million in New Jersey's historic resources and cultural landscapes. During this time, the trust has received requests totaling more than \$274 million for preservation needs. It is our estimation that approximately 236 of these Trust-funded projects are historic structures or landscapes that would be appropriate for inclusion in a heritage tourism initiative. These projects represent over \$51 million in investment by the Trust and the State of New Jersey in potential heritage tourism venues.

Since the inception of the Garden State Preservation Trust Fund in the year 2000, heritage tourism initiatives have been eligible -- have been an eligible activity for which an organization could apply. Organizations may apply for grants of up to \$50,000 for heritage tourism projects for individual or multiple sites.

The Trust staff is well aware that we do, and should continue to, play a major role in the preservation and restoration of structures and landscapes that can be major components of any statewide heritage tourism program.

In 1997, the Trust commissioned the Center for Urban Policy Research at Rutgers University to conduct a comprehensive study entitled "Economic Impacts of Historic Preservation." You will be hearing more details about this study in a later panel. But I believe it is important to mention here simply that the study confirmed, without question, the economic benefits of historic preservation and heritage tourism to the New Jersey economy.

The challenge facing the New Jersey Historic Trust and the historic site community today, is whether the availability of funding will keep pace with the increasing number of historic structures requiring restoration or rehabilitation necessary for public visitation.

In addition, there are dozens of historic sites with wonderful stories to tell, that are in need of basic visitor amenities such as modern bathroom facilities, or on-site visitor centers to provide adequate visitor orientation to the site. Where are the funding sources for this sort of capital investment? Currently, the Garden State Preservation Trust Fund regulations prohibit funding of any new construction except to provide barrier-free access.

While the Trust continues to provide matching grants for both planning and capital projects, we are ever mindful that all funding available through the Garden State Preservation Trust, including all funding for the Trust grant programs, will end in 2009 unless reauthorized by the Legislature. We are beginning our effort to -- for reauthorization now, and would appreciate the opportunity to work with this Committee to ensure an ongoing, stable funding source for historic preservation in New Jersey.

If we are to make use of New Jersey's wealth of historic resources and include them in the statewide heritage tourism program, it seems to me that we must do the following: First, we need to identify the resources, particularly those representing themes not previously interpreted widely, such as African-American history, women's history, immigrant history, and industrial history. We need to determine the capital and visitor amenity needs within the state of these -- from these sites. And we need to provide funding for those needs through a variety of sources,

including the New Jersey Historic Trust, the New Jersey Historical Commission, the New Jersey Economic Development Authority, the Casino Reinvestment Development Authority, as well as corporate and private foundations.

And I just might add here that the Trust was very fortunate, at the end of last year, to receive a phone call out of the blue, one day, from a corporation, Reliant Energy -- in the state -- that said that they had a year-end gift that they wanted to make to the Trust. And it's very apparent to me, having worked in this field, in raising money for preservation in New Jersey for the last number of years, that the corporate community probably could do more than it's doing. And we are most grateful to Reliant Energy for the recognition of the importance of preservation.

And, lastly, I think we need to create a New Jersey task force on heritage tourism that will consider past research and plans in light of today's circumstances, and provide strategic direction for the creation of a comprehensive heritage tourism master plan that includes every county in New Jersey.

I thank each of you for your commitment to heritage tourism and for the opportunity to speak with you today.

SENATOR BUONO: Thank you.

MARC MAPPEN, Ph.D.: Good morning, Senators.

My name is Marc Mappen. I'm the Executive Director of the New Jersey Historical Commission, in the New Jersey Department of State. And I want to thank the Committee for the opportunity to speak about the role of history in the State's tourism industry.

My colleague, Barbara Irvine, has described the importance to tourism of the basic bricks and mortar preservation of historic structures. I want to speak about the interpretation side of the equation, the way history is presented at historic sites and museums. This is what makes a visit memorable to a tourist, educating the mind and touching the heart by bringing the past to life.

The historic community is rightly proud of the work of unpaid volunteers in this activity. But at bottom, successful tourism programs require amounts of money that typically exceed the revenue from admission and gift shops. Historic sites and museums -- I'm talking about the nonprofit historic sites and museums -- supplement this through fundraising -- they approach local corporations -- and also through State grants.

The latter, State grants, is where my agency, the Historical Commission, comes in. For many years, the New Jersey Historical Commission had limited and narrowly focused grant funds. Essentially, we were just able to support specific projects like exhibits, public programs, research, and publication.

But a survey of historic sites and museums conducted as part of the 1997 Task Force on New Jersey History -- which several people have alluded to today-- A survey revealed that the history community needed something more fundamental. They needed the basic, general operating support to pay expenses such as salaries, postage, telephone, leasing, utilities, mortgages, equipment, insurance, and the thousand and one other expenses it takes to keep an organization afloat. The Legislature responded to this need in 1999, by establishing the General Operating Support Grant program of the New Jersey Historical Commission. And thanks to

legislative appropriation, today we have a grant program that provides both project grants and general operating support grants.

The bulk of these grants go to the nonprofit history organizations that are the backbone of New Jersey heritage tourism. Over the years, Historical Commission grants have been awarded to organizations in every corner of the state, every legislative district. These grants have done much to make historic sites and museums tourism destinations. They have contributed to professionalism of staff and to capability of organizations. They have enabled organizations to engage in strategic and financial planning.

In awarding these grants, let me say, we rely on panels of outside reviewers who use published evaluation standards to select applicant organizations for funding. The final decision is made by our governing board, consisting primarily of public members appointed by the Governor and affirmed by the Senate. We are proud of the integrity of our grant program. We also feel that this is money well spent. And in a moment -- as everybody else here says -- you will hear from a panel that will discuss the positive impact of investment in tourism in our State's economy.

But the road has not always been smooth. One serious problem is that the grant funds of the New Jersey Historical Commission have steadily fallen. This year, our grant fund amounts to \$4 million. This is only 85 percent of what we had at the start of the decade -- a loss of \$700,000, not even factoring in inflation. This is a serious blow to the history organizations that turn to us for funding. The \$4 million we have to award today is a fraction of the unmet need -- the annual unmet need of historical organizations, which is estimated at \$35.6 million annually --

again by a 1997 Task Force report, based on research by the Center for Urban Policy Research at Rutgers. So I urge the State to fully fund the Historical Commission's grant programs. If the missing -- I call it *missing* -- \$700,000 was restored, we would seek to develop a grant program specifically earmarked to build the heritage tourism infrastructure. Again, this is an investment that returns dollars to the State's economy.

But there's more to this issue than funding. From my vantage point, I believe we also need an intellectual change on the part of the history community in New Jersey. The larger organizations in the state are well tied into the tourism industry. They understand the need for marketing. But smaller ones that really constitute the bulk of the nonprofit history organizations -- too many of them have not thought of themselves in that way. They need to see -- they need to picture themselves not only as guardians of our state's heritage, but also as tourism destinations whose doors are open to welcome tourists with the programs and amenities that visitors require. All history organizations need to realize that they -- we are part of an industry network that includes tour bus companies, restaurants, lodging, and other enterprises.

In closing, let me echo what Jay Watson said -- that New Jersey was the crossroads of the American Revolution; a pioneer in the development of industry, transportation, and technology; a vital link in the Underground Railroad; a magnet for immigrants from around the world; a stage for advancements in civil rights. Great men and women made their mark on our state, names such as Woodrow Wilson, Alice Paul, Albert Einstein, Thomas Edison, Paul Robeson, Molly Pitcher, to name a few. Our state has an important story to tell tourists.

Thank you.

And let me now yield the floor to my colleague, Dr. Michael Zuckerman.

SENATOR BUONO: Before you do, I just had one question.

DR. MAPPEN: Yes.

SENATOR BUONO: This panel, as we sit here-- Two of you are from two different cabinet level departments. So maybe this isn't a fair question to ask you.

DR. MAPPEN: No, it is.

SENATOR BUONO: You know what I'm going to ask you.

DR. MAPPEN: Yes.

SENATOR BUONO: Do you think that it would be helpful to have history issues confined to less than five cabinet levels? I think it's five now, right? Or one, specifically.

DR. MAPPEN: In other words, have the agencies put together in a single agency.

SENATOR BUONO: Or a single cabinet level department, rather than have them dispersed.

DR. MAPPEN: Right, a single department. Well, that was the recommendation of the Task Force on New Jersey History.

SENATOR BUONO: Right, but I don't think there's a-- Is there a consensus on that? I don't think that there is.

MS. HANEY IRVINE: I don't think there is a consensus. I think there are folks on both sides of the issue.

I can tell you, in fact, Senator, you and I were talking about this at one point. I can tell you that one of the things, when I was

attending a national preservation conference in Washington-- And people who know a little bit about what's going on in New Jersey commented that they thought that New Jersey was fortunate that the history community was spread out through State agencies, because with ever-tightening budgets, it makes an easy target when everything is in one place. (laughter)

So I just would comment that I think there's a reality there that one needs to at least be aware of -- and recognize that, somehow, if you're all together, you make a very big bulls eye.

SENATOR BUONO: Okay.

Michael, if you would.

B. MICHAEL ZUCKERMAN, Ph.D.: Senator Buono, members of the Committee, my name is Michael Zuckerman, and I very much appreciate the chance to testify today.

My remarks are based on my more than 20 years experience working to promote heritage tourism in New Jersey, operating on the statewide, the South Jersey, and the local levels. And if you could bear with what might sound like a bit of self-promotion--

My statewide activities have included leadership roles in -- starting with the 1986 effort to preserve historic sites and bed-and-breakfast inns from an overly aggressive retrofit fire code; the 1987 Quality of Life Bond issue, which provided the first major funding for the New Jersey Historic Trust and its preservation grants programs; served 10 year's service on the Tourism Advisory Council; the Task Force on New Jersey History in 1996-97; and all culminating in my current service on the Historical Commission board. And I serve as First Vice President of the Advocates for the New Jersey History, the statewide coalition of the New Jersey history

community. And at the risk of heresy, I also wear an arts hat. I am treasurer of ArtPRIDE New Jersey, our statewide arts coalition.

SENATOR BUONO: I think we have-- I think the history folks need -- have a lot to learn from ArtPRIDE. I think that they're a good model to emulate, in terms of advocacy. Do you agree?

DR. ZUCKERMAN: That's what I preach day in and day out.

Regionally, I have chaired the Cultural Tourism Committee of the South Jersey Cultural Alliance, an association of some 130 history and arts organizations in the eight southern counties. Over the past half-dozen years, with major funding from the New Jersey State Council on the Arts, this Committee has pioneered a number of tourism marketing initiatives for our members, including developing itineraries with a receptive tour operator, promoting events in printed calendars and our Web site, and staffing booths at group and consumer trade shows. And I've attached a detailed accounting of our cultural tourism initiatives as part of your testimony.

On the local level, which for me is Cape May, since 1982, I have served as Director of the Mid-Atlantic Center for the Arts. By attracting some 350,000 visitors a year to our growing roster of historic sites, community history tour programs, and year-round calendar of special and performing arts events -- and we were delighted to welcome Senator Gormley as a major contributor to our music festival last week.

SENATOR BUONO: Did he perform? (laughter)

DR. ZUCKERMAN: He did.

SENATOR BUONO: May I ask what he played, or did he sing?

SENATOR VITALE: A kazoo. (laughter)

SENATOR GORMLEY: He donated so that a real symphony could play and kept his mouth shut. When it gets to arts, we zip it. (laughter)

DR. ZUCKERMAN: He took out a magic baton and signed a check. (laughter)

Through all of this activity, we have helped turn Victorian Cape May into a national level heritage and cultural tourism destination.

Based on this varied background, I can personally attest to all that you have heard from Barbara Irvine and Marc Mappen on the physical and operational challenges that our historic sites face in becoming major heritage tourism attractions. However, I wish to focus here on the third side of what I think of as the *iron triangle*, the question of marketing capability.

It is a gross understatement to say that none of our New Jersey historic sites, from the smallest to the largest, have the resources to compete effectively in the regional or national heritage tourism marketplace. In general, we have neither the advertising budget, nor the necessary staff expertise, to counter campaigns such as the current blitz emanating from Colonial Williamsburg. While the road to marketing excellence is obviously going to be long and expensive, I wish to recommend a number of short-term steps that the State could take to improve this situation.

One: Improved highway signage would make an immediate difference in marketing our historic sites. Unlike most neighboring states, New Jersey resolutely refuses to inform the millions of motorists on our highways of the historic attractions adjoining each exit.

SENATOR GORMLEY: We take the challenge away.
(laughter)

DR. ZUCKERMAN: Simple and tasteful signs at each major highway exit, combined as well with continuation signs on the secondary roads, would provide a crucial link between the motoring public and our historic sites.

Also regarding signage, I would urge the establishment of a local historic marker program, which many other states have adopted but which is similarly lacking in New Jersey. Local historic markers are a powerful way to raise consciousness about a state's historical resources and to encourage ordinary citizens to become tourism advocates.

Secondly, the efforts of the Office of Travel and Tourism need to be significantly shifted to focus on heritage tourism, building on the admirable steps that Secretary Bauer mentioned. But we believe that in at least three ways, they could be doing a whole lot more. One, the forging of a statewide heritage tourism master plan -- it is desperately needed -- ideally in partnership with leaders of our New Jersey history community. Secondly, we would like to see the dedication of a meaningful portion of the Cooperative Marketing Grant program -- we think, ideally, about 25 percent of that -- to support heritage initiatives. And, thirdly--

SENATOR BUONO: Why do you feel that it needs to be dedicated?

DR. ZUCKERMAN: Because our experience with other grant programs-- When something is not a priority, and there's not a focus, money tends to dissipate. And I think that -- my hunch is that that's been the case with all the dollars they put out so far. I don't -- have never heard

any indication that there is a master plan that these dollars are furthering. And I took the number 25 percent -- although it's a bit infamous in the New Jersey arts community -- but thanks to the Legislature, there's a 25 percent set-aside for arts funding in the eight South Jersey counties. And because of that set-aside, the Arts Council has significantly expanded its outreach in South Jersey. And I think there's been a true flourishing that has very much been a benefit of that kind of focus.

Thirdly, we favor the implementing of Assembly Bill 4055, the New Jersey Tourism Restructuring Act, which gives our history community a seat on a greatly empowered tourism policy council -- a far cry from the relatively meaningless Tourism Advisory Council that I spun wheels driving up to Trenton to sit in on all those years.

SENATOR BUONO: Senator Asselta and I have discussed it, and we will be working together, collaboratively, to promote that and have its passage through the Senate, as well.

DR. ZUCKERMAN: You've made my day. (laughter)

SENATOR BUONO: That was easy, huh?

DR. ZUCKERMAN: And then, thirdly, the kind of marketing initiatives spearheaded by our South Jersey Cultural Tourism Committee should be extended to historic sites in Central and North Jersey. For an appropriation that we estimate at about \$500,000 a year, regional committees could help historical attractions of all sizes work collaboratively to reach out to new audiences.

These measures to boost the marketing capabilities of our historic sites are, of course, only one piece of the puzzle needed to forge a strong heritage tourism industry in New Jersey. I conclude, then, by

seconding my colleagues' request that a task force be created to explore, in depth, all aspects of the challenge ahead, ideally a cultural and heritage tourism task force that would also include our colleagues in the arts community.

Thank you for your attention.

SENATOR BUONO: Okay. Thank you.

Any questions from any of the Senators, so far? (no response)

Okay. Thank you very much.

I think we're going to-- There's been a lot of mentioning of the economics of this, so I think we're going to switch panels. And I think people are eager to hear about that. So now I would like to--

Actually, it's Barbara Mitnick. One of the other individuals from Rutgers, who was involved in this report, had a family matter he had to attend to. So he sends his regrets.

Barbara Mitnick, President of the Washington Association of New Jersey, and also the former chair of the Task Force on New Jersey History.

Welcome.

BARBARA J. MITNICK, Ph.D.: Good morning.

I want to thank Senator Buono and the Senate Committee on Wagering, Tourism, and Historic Preservation for inviting me to testify at this very important hearing. I'm presently the President of the -- as you mentioned -- the Washington Association of New Jersey, which is the statutory partner of Morristown National Historical Park. It's not a State site, but a Federal site. We deal with George Washington and his history there. I'm the Vice President, along with Michael Zuckerman, of the

Advocates for New Jersey History. And I served for three years as chair of the New Jersey Historic Trust.

But I'm appearing here, this morning, primarily as the former chair of the Task Force on New Jersey History, which was -- and for those who don't remember this -- it was quite a while ago -- a 27-member commission established by former governor Christine Todd Whitman, to evaluate history services in New Jersey with regard to historic sites and artifacts, scholarly research and publication, education, the structure and history within State government, and the subject of today's hearing, heritage tourism.

Heritage tourism, as it is influenced by and at the same time influences the work and welfare of these and literally hundreds of organizations in New Jersey, has been a constant concern, as you've been hearing, of the history community. Therefore, in 1996, when Harriett Hawkins, then executive director of the New Jersey Historic Trust, and David Listokin, principal investigator for the Center for Urban Policy Research at Rutgers University's Bloustein School, offered the Task Force an opportunity to fund a heritage tourism component that would be combined with a study of the general economic impacts of historic preservation, we quickly agreed to sign on. The support and efforts of the Task Force were ultimately more than rewarded when Dr. Listokin, working with Michael Lahr -- and I'm very sorry that they weren't able to be here today -- produced the most comprehensive statewide analysis of the subject ever completed in New Jersey, a study still identified by those familiar with it as a model for other states. This (indicating) is Volume III of the Task

Force, which I did supply to Senator Buono. So you can just imagine how thorough this really is.

Along with heritage tourism, the study evaluated the economic impacts of historic rehabilitation, operations of historic sites and organizations, and property values and property tax payments, which are a very big issue this year. Despite the length of time that has evolved since the completion of the report in 1997, its conclusions, I believe, have stood the test of time.

For submission with the Task Force report in 1997, the study based its heritage tourism findings on documentation from the 1993-95 period, when an estimated 9.1 million adult trips were found to have been made annually in New Jersey over that period of time -- that's about five million day trips, and 4.1 million overnight trips -- within a \$400 billion national travel industry, one of America's fastest growing business segments -- which was then accounting for about 6 percent of the nation's gross domestic product. I would estimate that this is even higher today.

SENATOR BUONO: I was just going to say that was based on '93 to '95.

DR. MITNIK: Ninety-three to ninety-five. And that's the information you have in the study.

As the Center for Urban Policy Research report states -- and I'm quoting from it -- "Heritage tourism can offset the costs of maintaining historic sites, help stimulate preservation efforts, and perpetuate the" what they call, "the 'sense of place' that lends communities their unique character and identity. At the same time, heritage tourism can realize important

economic gains with respect to jobs, income, and tax revenues.” And, of course, you’ve been hearing this morning about the sites that we have.

Those heritage visitors from 1993-95 -- the 9.1 million -- spent about \$432 million in each of those years. At the same time, they represented about 5.4 percent of all ’93-’95 adult travel trips in New Jersey during that same period. When the study evaluated the total economic impacts from the \$432 million in spending by these heritage tourists, the calculated result, when figured on a national basis, was 15,530 jobs, over \$383 million in income, more than \$559 million in gross domestic product, and \$216 million in taxes. New Jersey received roughly half of those gains and realized in-state wealth creation of about \$230 million, an impressive figure, I think you’d have to agree. And I did include, in my testimony, the chart that we -- that is in the economic impact study and also in Volume I of the report.

SENATOR BUONO: So it’s-- Based on your figures, heritage tourism represents 5.4 percent of the adult travel market.

DR. MITNIK: During that period, right. But a lot more money.

SENATOR BUONO: Well, it seems like we should be able to increase that.

DR. MITNIK: Yes. It’s probably a lot higher now.

Why does the history community argue for this issue? And you’ve heard quite a bit of argument today -- very effective argument. And I’m wondering why, for so many years, have we -- really, in conference after conference, and meeting after meeting -- one that I chaired at a tourism conference -- a governor’s tourism conference some years ago-- Why have

we been trying to tell officials in New Jersey that it makes perfect sense to take advantage of its history to create a major tourism industry?

As you've heard this morning, we have--

SENATOR BUONO: Is that a rhetorical question, or are you asking me? (laughter)

DR. MITNIK: Yes, you weren't doing this at the time.

SENATOR BUONO: Well, I knew I wasn't there. So I can say, in general, I think that politicians tend to be very shortsighted. And that -- what you described there -- necessitates having a vision over the long-term.

DR. MITNIK: We try to give them the figures, but somehow it hasn't. Maybe now.

SENATOR BUONO: Well, maybe now it will.

DR. MITNIK: We're so excited about your Committee.

Just to repeat, very briefly, we had more Revolutionary War battles fought in New Jersey than anywhere else. Pennsylvania can boast of only one Winter when George Washington's troops encamped at Valley Forge. Did you know that New Jersey had three encampments? Two at Morristown -- which I have to mention to you, this is my job.

SENATOR BUONO: That's where you live. I know.

DR. MITNIK: Right, where I run an--

And one at Middlebrook.

We have hundreds, as you know, of important historic sites and battlefields. New Jersey was, as has also been mentioned, the home of individuals who have made a huge difference in the history of not only our

state, but also the nation, as Marc Mappen told you -- who was, by the way, the vice chair of the Task Force on New Jersey History.

Properly marketed then, as Michael told you, this information and associated destinations can lure visitors from throughout the nation and, I believe, from abroad as well. If organized carefully, and with proper State government support, it's clear that a heritage tourism industry can have an enormous impact on the State's economy. In short, we have the stock in trade, so why are we not using it to our own advantage?

The Task Force study also reported that, traditionally, visitors come to New Jersey either to visit friends or relatives, the Atlantic City casinos, or the Jersey Shore. Before the submission of the Task Force report, Longwoods International -- the monitor of the New Jersey travel industry for the State Division of Travel and Tourism -- began to understand, and then report, that the New Jersey travel market could be vastly improved by emphasizing what they call the *touring vacation*.

They were really on to something, for their conclusion was clearly borne out in the 1997 Center for Urban Policy Research study, which reported that visitors who travel mainly to visit historic sites tend to stay longer and travel in larger groups than other overnight tourists. And as they stay longer, they eat in our restaurants, they sleep in our hotels, and our bed-and-breakfasts, and our inns -- Cape May as well, which we know -- they buy souvenirs and crafts, they fill their cars with the gasoline that's sold in the state, and they tend to become repeat visitors. They give their trip experiences a higher overall positive rating than do non-heritage visitors. It's something like 65 percent to 43 percent.

So I believe the case has now been made for heritage tourism to be considered a boon to the State's economy. This morning you've heard about our major historic infrastructure and the economic benefits of heritage tourism. And now we all have an important and historic opportunity.

Thank you very much.

SENATOR BUONO: Thank you.

And I apologize. I see people are getting warm. We'll try and move it along.

But I did have a question.

DR. MITNIK: Sure.

SENATOR BUONO: And did anyone else have a question first? (no response)

All of your information is based on -- by necessity -- the 1997 report. So I guess this is really just an -- it would be based on anecdotal evidence or what you hear, or what you're aware of. Do you think that the public interest in heritage tourism, since that report was done, has increased or changed? Do you have any sense of that?

DR. MITNIK: I think, if anything, it's increased. Maybe I'm too much involved in it myself, but I do believe that.

And also, the book-- When I just came in before, you mentioned David McCullough's book. There are a number of books that have recently come out on the Revolution -- in fact, one sponsored by the Washington Association itself, called, *New Jersey and the American Revolution*, which will be out later this month. There's an enormous amount of interest in that. And that, to me, translates to heritage tourism.

And, also, I have no reason to doubt-- I have two points to make. I have no reason to doubt that this study is outdated. The figures were so carefully done. And if the State really wants to help out, the Historic Trust did want-- When I was chair of that organization, we did want to commission David Listokin and the Center for Urban Policy Research to do an updated economic impact study, which I think would be worthwhile. Although, looking back at the study-- In preparation for today's meeting, I took another hard look at it. And I do believe, as I mentioned, it has stood the test of time, even though the figures themselves may be slightly different.

SENATOR BUONO: All right. Well, thank you so much.

DR. MITNIK: Thank you.

SENATOR BUONO: We have some people in our next panel, which I think--

Is this the panel -- Judi London, President of South Jersey Tourism Corporation -- that's going to talk about Philadelphia and your Philadelphia experience. Maybe it's another panel.

Andi Coyle, private consultant from tourism marketing, product development, and communications; and Robert Barth, past president of the Canal Society of New Jersey.

Welcome.

And you're all welcome to take your jackets off if you'd like. And there's water in the back of the room.

JUDI LONDON: I'll begin.

Good morning, Chairwoman Buono and the Committee.

I appreciate the opportunity to be here today.

My name is Judi London, and I'm the President of the South Jersey Tourism Corporation. I was asked to talk about a heritage tourism inventory that we did, which is a great example of, kind of, everything that's been spoken about today. But I want to tell you a little bit about what South Jersey Tourism Corporation is.

We are what's called a DMO, a destination marketing organization. We are, basically, a tourism marketing agency -- and *marketing*, I think is the key word -- with a mission of economic development through tourism. So we're all about increasing expenditures and expanding the tourism economy and industry.

The region we represent, which is the Delaware River region of New Jersey -- which is the river counties of Mercer, Burlington, Camden, Gloucester, and Salem. And according to Ginny Bauer of New Jersey Commerce, and the Office of Travel and Tourism, as well, South Jersey Tourism Corp. has been, I guess, a quality model for tourism marketing in the state. We're fairly new.

In 2003, when we started, we discovered a few things: First of all, we have no beach and we have no ocean. Sadly, we don't have that, but we do have a lot of other things, including arts and culture, attractions, sports, ecotourism, agritourism, and a wealth of heritage sites that attracted our immediate attention.

Obviously, from what you've heard today, heritage tourism has the potential to play a key role in building the Delaware River region's tourism industry. In focusing on heritage tourism -- which we think is really the smartest form of Smart Growth there is -- our objectives are to push for including heritage and cultural sites in the region's economic development

planning, in identifying the people and groups who are or who could be working to improve the region's cultural and heritage assets, encouraging the packaging and marketing of heritage sites and tourist-friendly itineraries, and in making historic preservation a priority in South Jersey.

To meet these objectives, we determined that we needed to identify those assets that could be leveraged to expand the tourism economy in the region. And as we began to identify them, we recognized that quantifying them and qualifying them was as necessary as identifying them. And so we engaged in an asset inventory initiative, which involved visiting and contacting the historic sites, towns, and just, kind of, investigating the overall history of the region.

The report, which each of you have, is entitled, "History on the Brink: An Inventory of Historic Sites and Towns in South Jersey." The completed document covers 80 sites and towns. And its second version is currently under production.

But for us, an inventory wasn't sufficient. The study also had to let us know the state of affairs of each asset. It's visitor readiness, if you will, because if the visitors can't come, and if they can't hear the stories, it's almost irrelevant. It's all about the visitor. Did they have regular hours of operation? Was there staff on site to lead tours and tell the stories? How about a Web site, a brochure, someplace to get information? Was there a place for buses to drop off and pick up? Were there nearby restaurants and hotels? Was there parking? And most importantly, were there bathrooms?

One of my favorite stories is the Whitall House, which is at the Red Bank Battlefield National Park. And they have a sign on the door, and it says they're open three days a week from 10:00 to 12:00 and from 2:00

to 4:00. And it says, “Saturday and Sunday, open if volunteer available.” Well, how do you know? So you can’t plan to bring your family to that site, because you can’t call in advance, because nobody’s there to answer the phone either.

SENATOR BUONO: But even more than that, even if you can count on the volunteers-- I’ve been to-- I was just in Philadelphia at the -- and we visited Congress Hall. And the individual that conducted the tour was like no other tour guide I’ve ever had. I was shocked. He was employed by the Federal Park Service. He just was amazing. He brought it alive. He didn’t just-- And you really need someone who has that sort of-- And that will keep bringing people back.

MS. LONDON: Absolutely.

SENATOR BUONO: I wanted to hear more.

MS. LONDON: That’s what people remember. They remember the little tidbit about Betsy Ross.

SENATOR BUONO: Do we have any of that in New Jersey? I mean, I never-- (laughter)

MS. LONDON: We do have that in New Jersey.

SENATOR BUONO: Okay.

MS. LONDON: And that’s actually an excellent example. Volunteers are wonderful, and many of our historic sites rely on volunteers. But, certainly, it’s not enough to tell the stories and to bring the sites alive. It can open the door-- They can open the doors, which is helpful in some cases.

In identifying which heritage sites are market-ready, and which require more investments before they can fully link to a region-wide tourism

industry, South Jersey Tourism Corporation intends to package and market the sites and nearby attractions, hotels, restaurants, and shopping areas for both the general consumer audience and the group tour industry, which is key to the state and our region.

We learned a lot about the heritage sites and the potential heritage tourism -- of heritage tourism in South Jersey. Several key historic themes became evident through "History on the Brink." The colonization of New Jersey along the Delaware River, starting in 1630-- And I remind my friends in Philadelphia continually that many of the towns in New Jersey were colonized before Philadelphia. The American Revolution, which Jay Watson spoke so eloquently about -- and I always say that, remember that Betsy Ross -- she may have lived in Philadelphia while she was married, but she's a Jersey Girl. (laughter)

SENATOR BUONO: I didn't know that.

MS. LONDON: The Underground Railroad, and the history of the Society of Friends, which are intertwined; maritime history, women's history, and Kings Highway, which winds its way through South Jersey's most historic towns including Salem, Swedesboro, Haddonfield, and Morristown.

We discovered some other themes, too, that are not so encouraging. There have been no coordinated information systems for visitors to visit the region. How would they get information? Well, there is now, for our region-- It's our Web site, which is *visitsouthjersey.com*. It is very aggressively marketed, and we are continually working on it to get it out there and link it as much as possible. And we also now have, for the first time, visitor guides that are available in our region's hotels and public

places like New Jersey State welcome centers, and the Independence Visitor Center in Philadelphia, and a host of other places throughout the Northeast.

Again, there's little to no signage promoting historic sites and towns. I thought today was pretty good, actually.

SENATOR BUONO: They just put them up yesterday.
(laughter)

MS. LONDON: Did they? Well, let's keep them up.

Many sites are open on a limited basis. They lack sufficient funding, as you spoke about, to meet the high standards set by places like the Liberty Bell in historic Philadelphia. My friend Andi Coyle works with us, thank goodness. And so she's bringing a little bit of that to us.

The poor condition of so many sites, and the lack of cooperation among sites and with the businesses that would benefit from heritage tourism--

In the end, "History on the Brink" could be a frightening tale of neglect, insufficient resources, limited access, and a lack of information. At the same time, however, another story can be told, using some shining examples of what can be done with the right plan, expertise, funding, but most importantly, passion.

"History on the Brink" has also unearthed for us some of the region's most impressive treasures, many of which we were already promoting as great places to visit, like the Alice Paul House, in Mount Laurel; the Indian King Tavern, in Haddonfield; the Peter Mott House, in Lawnside; the Walt Whitman House, in Camden; Whitesbog and Batsto, in the Pinelands; and many of the historic towns in the region.

“History on the Brink” also represents the first time a comprehensive overview of South Jersey’s heritage sites -- and South Jersey by the Delaware River region, I mean -- is available to lawmakers, policy makers, planners, partners in the tourism industry, and residents of the region. What we do with that plan, whether we make our past a priority for the future, will be up to all of us.

Let me end by saying that “History on the Brink” is as much a question as it is a title. On the brink of what? And I think that is the question that I’ll leave you with today.

Thank you very much.

SENATOR BUONO: Thank you.

I don’t know who wants to go next.

A N D I C O Y L E: Senator Buono, panel, thank you for inviting me here today.

My name is Andi Coyle, and I come to you with 20 years of experience in various facets of the tourism industry, including marketing and communications, visitor services, and product development.

Before becoming a consultant in tourism communications and marketing, I was executive director of Historic Philadelphia Incorporated, a nonprofit organization that produced historic entertainment and street theater in the city’s historic district. As a consultant, I have worked with the Greater Philadelphia Tourism Marketing Corporation; the South Jersey Tourism Corporation; and the Tri-State Coalition of Historic Places on their StoryTours project, an innovative heritage tourism program that replaced traditional tour guides with storytellers, and performing arts, and--

SENATOR BUONO: You have people that are in period costumes, and--

MS. COYLE: Immersive activities, hands-on participatory activities. And it wove together various different stories, and it collaborated with various different sites that, at first glance, were seemingly -- had a seemingly very disparate stories to tell.

SENATOR BUONO: I mean, it's true. History is a funny thing. It can be very boring if it's-- It could be very dry if it is not told the right way. But it is fascinating if it's--

MS. COYLE: History is *People* magazine. (laughter)

SENATOR BUONO: You're right.

MS. COYLE: It's the story of people.

SENATOR BUONO: That's true.

MS. COYLE: And quality heritage tourism programs can really benefit a strategic tourism and marketing economic plan. A research study conducted by the Travel Industry Association of America, TIAA, for *Smithsonian Magazine* showed that 81 percent of adults who traveled more than 50 miles included a cultural, arts, or historic event/activity in their trip. Sixty percent of that audience has a college education and one-third of them earn \$75,000 or more. So it's an affluent audience.

So what makes a heritage tourism program successful? Three key components include research, a site's capacity to executive a program, and the quality of the program itself.

We'll start with research. The foundation of any heritage tourism project is research to determine which topics interest individual visitors and the group tour operators, which have the potential to deliver a

big revenue stream for you. Research will also help you develop a strategic marketing plan that makes the most effective use of your budget, because marketing dollars are traditionally very tight.

Once research is complete, the next issues are site capacity and the creation of the program itself. Now, they often run on simultaneous and intersecting tracks, but I will address them individually. This is only a partial list, and there's more involved.

We'll start under capacity with access. The sites must be open when people travel. That means weekends, holidays, and other peak travel times. And it must be open during posted hours. If a visitor finds a site is closed when it is supposed to be open, chances are they will not return.

Visitor readiness: Heritage visitors are sophisticated, and they expect a certain level of service and polish. Sites need to be equipped with phones, fax, E-mail, and have a user-friendly Web site. The staff needs to be well-trained in both content and visitor services. If they can't accommodate tour groups or handle inquiries and reservations promptly and professionally, a potential customer will move on to the next site on their list.

Signage, signage, signage: If they can't find you, they cannot show up. Directional and highway signage not only helps visitors find you, it's another way of advertising the site. Entry signage -- it must be big enough for people to find from the highway. On-site signage must make it easy for visitors to find their way around to the gift shop, the restroom, the eating facilities, etc.

The appearance and maintenance of the site: Visitor amenities and good maintenance inside and out are essential. This includes, but is

not limited to, the condition of the parking lot, the lighting, the restrooms, the seating areas, eating facilities, and air conditioning. (laughter) That was a last minute addition, by the way.

The operational capacity: Most historic site staffs are already stretched way too thin. But a staff must have the resources to handle the increased volume of research, adjust and revamp their interpretation, handle increased phone and E-mail traffic, accounts payable/receivable, contracts, reservations, scheduling, training, program coordination, administrative, marketing, and site preparation details, cleaning, and be an on-site presence during any heritage tourism program.

On average, a dissatisfied customer tells 20 people of their experiences. A satisfied--

SENATOR BUONO: Tells no one, probably. Right?

MS. COYLE: Between five and eight.

SENATOR BUONO: Really?

MS. COYLE: Yes.

SENATOR BUONO: Interesting.

MS. COYLE: And it costs five times more to win back a dissatisfied customer than it does to recruit them in the first place. So the cost efficiencies of doing it right in the first place are clear.

When it comes to creating your program, a successful heritage tourism program has to be able to lure away a visitor's discretionary spending from its competition, which is not another historic site -- the competition of videos, films, the Internet, video games, the Mouse, high-entertainment activities, and in the case of New Jersey, the shore and the casinos.

SENATOR BUONO: Just as-- We timed that for you, Senator Gormley.

SENATOR GORMLEY: Thank you so much. (laughter)

MS. COYLE: The TIAA study indicates that 69 percent of heritage travelers want to experience something new. But few historic sites have the resources to deliver that kind of new experience and compete against the competition on their own. Collaboration with other sites is key.

In outlining the elements of a successful heritage program, I'll cite examples from the Tri-State's StoryTours programs, which I just mentioned.

Start with research: Quality historic research is essential to identifying themes, unifying the key messages, and framing the content around which entertaining elements can then be added. Research for a StoryTour that focused on people who risked everything to stand up for their beliefs uncovered thematic connections between a historic Quaker Meeting House; the Rosenbach Museum and Library, which had a reputation as an esoteric site for bookworms; and the Paul Robeson House.

Collaboration: Collaboration can help sites reduce their individual workloads. It can maximize their resources, and uncover unexpected interpretive themes, open the door to nontraditional partnerships, satisfy the visitor's desire for something new, and ultimately channel visitor dollars deeper into the community.

You have to incorporate entertainment elements. Unlike the old point-and-shoot tour, heritage tourism can be fun, entertaining, relevant, and content-rich. Playing off the popular TV show, Tri-State's Sex and the Colonial City tour was led by a costumed first-person storyteller.

Along the way, visitors met Ben Franklin's daughter, they learned 18th century dances, and they enjoyed an afternoon tea. These entertainment elements served as an entrée to exploring 18th century social mores, family structure, and women's rights.

SENATOR BUONO: And there's really a lot to draw from. I mean, Ben Franklin-- They were prolific writers.

MS. COYLE: And we-- It helped-- This particular one helped demystify them. It made these people real, people that you, and I, and everybody else could relate to.

And everything that we did in this tour -- from the colonial costumes, to the historic homes furnishings and architecture, to the fans that we gave out to give them lessons in 18th century courtship -- had historic reference.

Training and rehearsal is essential. The sophisticated heritage tourism audience expects a level of professionalism and polish, so rehearsal of all participants -- and that includes sites' staff, guides, their docents, their re-enactors, their bus companies, everyone -- is essential. Also, as interpretive themes -- as the interpretive trends shift from the decorative arts point-and-shoot to a more social history approach, retraining -- guides and docents who have spent years conducting traditional tours need to be retrained.

SENATOR BUONO: Excuse me.

Is that what's happening in Philly? You were involved in Philly -- you are involved in Philadelphia. It's really a discernible change -- the tour that I was on.

MS. COYLE: Yes. Well, generally, the trend is shifting away from, "This object was built in 1806." And the object becomes a jumping-off point to really talk about the lives and history. People react on an emotional level, and that's what they remember -- is how they felt. The names and the dates don't mean all that much. It's how they felt that's going to elicit the reaction.

SENATOR BUONO: You can mention the names and the dates, but that shouldn't be the focal point.

MS. COYLE: Absolutely, but that is not the focal point.

SENATOR BUONO: Otherwise, people aren't going to be riveted to what you're saying.

MS. COYLE: Oh, and marketing-- Just because you build it, doesn't mean that they're going to come. And media is becoming more fractured, and more disparate, and more niche oriented. And so a strategic marketing plan that knows how to reach those audiences is essential. And research -- when you do your initial research -- can help you find out.

And then evaluation: If you don't know it's broke, you can't fix it. So an evaluation process is essential. And you need audience from your feedback (*sic*) and your participants to find out how to make it work better.

Now, we know that by incorporating these elements, heritage tourism can be successful and it can have an even farther reaching impact. Of the 197 people that Tri-State surveyed, 167 said that they would be very or somewhat likely to visit another historic site on their own, beyond the tour. And their comments about why they liked tours showed that the up-front investment paid off. They said things like, "The actress was phenomenal. She made the tour worthwhile." They said, "Well planned,

friendly, helpful, well-researched. Very good,” and, “The stories connected the houses to the battle and each other. It brought a new dimension to a house tour.” So it’s a whole different way of looking at it.

An excellent heritage tourism program requires an investment. And unlike the performing arts, where most of the cost of a performance is supported by the sometimes very high ticket price, people are not accustomed to spending the same kind of money on history. To keep the ticket price within the visitor’s comfort zone, sites have to bear the financial burdens themselves, but most do not have that level of funding.

So look at it this way -- TIAA indicates that heritage travelers have a higher average of trips that are seven nights or longer, and typically they stay in hotels. Non-heritage travelers spend an average of \$457 per trip -- that’s not including the transportation -- while heritage travelers spent an average of \$623 per trip. And of those, 25 percent spent more than \$750 per trip.

SENATOR BUONO: How did you collect your data exactly?

MS. COYLE: TIAA published a study.

SENATOR BUONO: From TIAA. Okay.

MS. COYLE: So, as you can see, investment in heritage tourism is necessary, but it will pay off.

Thank you.

SENATOR BUONO: Would you know how much, for example, the city of Philadelphia has dedicated in funding to heritage tourism for, say, the last five years?

MS. COYLE: No.

SENATOR BUONO: Do you have any--

MS. COYLE: I know that the Once Upon a Nation Program that is going on right now, with the storytellers on the benches, and the nighttime programs that they're doing-- That is somewhere around \$3 to \$5 million.

SENATOR BUONO: Annually.

MS. COYLE: Just for this year. And they're going to be doing some capital investments next year.

If you look at Lights of Liberty, that was a 15 -- between \$13 and \$15 million project. Historic Philadelphia, when we ran it, had anywhere between a \$1.2 and a \$2.1 million budget, depending upon how we did with fundraising that year. And that's just those three. It's not to mention what Greater Philadelphia Tourism Marketing Corporation is investing in marketing.

SENATOR BUONO: It's interesting, what you said, that there is a shift in how tours are conducted. I just read something-- It made me think about something I read in the *New York Times* recently. There was, of all things, a Coco Chanel exhibit at one of the museums in the city. And it was criticized, because there was nothing about the history, nothing about the designer. It was just the clothing. And people didn't want to go and see it. It was just, kind of, interesting. So I wonder if that is representative -- reflects the trend in--

MS. COYLE: It's moving away from, as I said, the point-and-shoot tours. One of the best tours I ever had was at Grant (phonetic spelling) Park, which is a site in Montgomery County, that is an empty building. It has no furniture in it. But they have done research, and they have found the stories. It's these wonderful stories about these heartbroken

romances, no good men, scoundrels, betrayal, lost fortune, refound fortune. And without a stick of furniture in that house--

SENATOR BUONO: How is that historically significant, though? (laughter)

MS. COYLE: Because it all related to Ben Franklin's son.

SENATOR BUONO: Okay.

SENATOR GORMLEY: What a guy he must have been.

MS. COYLE: He was quite the rogue and scoundrel.

SENATOR BUONO: Now, how does-- In Portsmouth, New Hampshire-- How does the Strawberry Banks -- isn't that what it's called? How would that fit in here? I brought my kids, and I thought they would be really bored. This was years ago. It's just a little house here, and a lot of open space. You went into one -- it was a general store. And there was a woman in the colonial dress. And she stayed in character. My kids tried their darndest to get her to come out of character, and she wouldn't, and they were fascinated by that.

MS. COYLE: Staying in character is one of the hardest things for a street -- for any performer to do. And when we were -- when I was at HPI, we spent a lot of time trying to train the actors on how to react and respond to the visitors, serve-- I mean, you can't have a visitor saying, "Where's the restroom?" And you're going--

SENATOR BUONO: Right.

MS. COYLE: You have to find ways of satisfying their needs -- their 21st century needs, but keep it within the magic bubble. Because they may try and make you come out of character, but deep down inside, they

don't want you to come out of character. They would be very disappointed if you do.

SENATOR BUONO: Thank you. It was fascinating testimony.

Any questions? (no response)

Yes, sir.

ROBERT H. BARTH: Senator Buono, and Committee, thank you very much for allowing me to speak to you for a few minutes.

My name is Robert Barth.

May I hand out these books to the rest of you all? (affirmative response)

SENATOR BUONO: Sure.

MR. BARTH: I think I took a wrong turn coming here.

I'm a volunteer. I've been working in the State Park system as an officially recognized Friends Organization.

As the past president of the Canal Society of New Jersey -- and I bet most of you haven't heard of the Canal Society.

SENATOR BUONO: I have. I run on it.

MR. BARTH: Right.

SENATOR BUONO: I run the tow path, right along the Delaware/Raritan.

MR. BARTH: That's correct.

And I'm also here, via a conference we had last week on the Delaware and Raritan Canal. And my wife and I have just started a small tourism company called Canal Tours and More, because we've traveled all over the world, literally -- mostly in England, and Europe, and a lot in

Canada -- exploring canals over there. And we feel that we have, here, a terrific opportunity, in our great State of New Jersey, to capitalize not only just on our canals, but use them as connectors to get to our history in the crossroads of the Revolution. So I coined, kind of, the connection phrase, saying, "Greenways and history to economic growth and tourism."

We have far-flung ideas to mimic what's already happened, specifically in Scotland, as far as reopening canals there. We would like to see boats back on the Delaware and Raritan Canal; reopen the inland waterway that connects the Atlantic Ocean with the Delaware River, and bring people and money through central New Jersey. Connect that with the Delaware River Greenway -- which we've spoken about earlier today. Follow the Greenway up the Delaware River to Phillipsburg, where the Morris Canal Greenway is a project going on with the State Park System, as we speak -- working with the abandoned Morris Canal -- going across the state to our second most visited state park -- yes, our second most is Liberty State Park. Come down through New York Harbor, Raritan Bay, into the Delaware and Raritan Canal -- our third most visited state park. And that all encircles the crossroads of the American Revolution, as well as the Industrial Revolution.

In your packet I gave you, if you look to your left, you'll see "Canal, Path to Profit." Did you know, in Europe -- in the canals they have in Europe that are used as tourist attractions and as -- they're also used commercially, some of them, but mainly as tourism -- it's a \$4.6 billion industry. They have approximately 4,000 miles of canals over there.

SENATOR BUONO: You're not talking-- Where, what countries?

MR. BARTH: I'm talking England, I'm talking France, Germany, Scotland, Ireland.

If you go to your second page there, it gives you a description of the economic value of tourism and the canals that are in Europe. And it comes to a 6. -- \$4.6 billion industry, including over 40,000 employees. And where that comes in is, boaters-- We have 17 million boaters in the United States. And I would say a good percentage of them are in New Jersey. But right now, they're stuck on the coast, come down the inland waterway, down through Atlantic City. They have to go around. If they could cut through New Jersey, and connect New York Harbor with Philadelphia, as they did when the D&R was open, it would open up a whole new way. They would come back around through the coast when the weather was right the other way. But I'm talking about a terrific economic boom -- jobs, restaurants, marinas, all kinds of ancillary things that come around boating and with canals.

You say, "How does it relate to the rest of our history?" The history of New Jersey is second to none. And I would challenge anybody in this room, or anywhere else, to say they have more history. In fact, I want to correct one thing. At Middlebrook encampment, there were two, so we had four encampments in New Jersey.

An interesting thing about New Jersey is that most of us, including myself, know very little about our history. I just moved to Somerset County seven years ago. I just got involved with an organization that now -- cultural and heritage -- that now wants to do, like, a house tour on a weekend. They have over 50 historic, on-register sites in Somerset County. I had no idea. I mean, I knew about the Wallace House, I knew

about a few of them. I knew about a few of them on the D&R Canal. Union County already does that. And this is a way of getting people to understand their own history. It's also a way of bringing people in.

I don't need to speak to you about how valuable tourism in New Jersey is. What I need to speak to you about is a vision that will bring people to New Jersey, that whole encompassing vision that will -- they'll say, "What's happening in New Jersey? I want to find out about it. How can we do that?"

I've coined another term, and I call it a *sleeping giant*. We really are a sleeping giant.

As I pointed out with the economic history in Europe, if we brought tourism into our historic neighborhoods, using the canal as a guide, we'd have tremendous returns.

I guess the main purpose of this conference is, how can the State help do this? And I really don't know. To be honest with you, we need to know-- We have inventories. I think the best thing that the State could do, as an organization, maybe as your Committee, is to coordinate. We need coordination. We've heard today, many, many times, the State organizations, town organizations, county organizations-- We just aren't meshing. They're just not getting it together. We need an overall-- I heard *master plan*.

SENATOR BUONO: Master plan.

MR. BARTH: I heard that. I don't know if that's going to work. But we need to have everybody working for the same goal. And the same goal is to expound our history, let people know about it, bring them

together, and let them have an opportunity to spend their money and enjoy it.

In my packet -- I also wanted to point out -- I've added some things. My wife is a writer. And on the back of one of these articles -- in the Skylands -- we envisioned what it would be like on the D&R Canal in 2013 if the canal was open to boating, and what an economic boom it would be. And I invite you all to read that.

I have some background information in here for you, and a little bit about a tour we're doing on the Canal. And just one sad note: We've run, for a year-and-a-half now, tours along the Delaware and Raritan Canal -- the main feeder -- the feeder and the main canal. And, unfortunately, when we take people up the feeder -- runs basically from Trenton up to Bulls Island -- we have to go to Pennsylvania to have lunch, because there's no place to put a bus. And I find that very sad. And I think there has to be some promotion in New Jersey to make the facilities available so that we don't have to take our historic dollars out of the state.

Thank you for the opportunity to speak.

SENATOR BUONO: Well, thank you.

Thank you, all.

Thank you for your very unique perspective.

And if there are no other questions, we'll move on to the last panel.

Last, but not least, Marguerite Chandler, President of Crossroads of the American Revolution Association and organizer of the Celebrate New Jersey Festival; and Linda McTeague, Merchants and

Drovers Tavern Museum, in Rahway; and Linda Waller, Peter Mott House, in Lawnside.

Welcome.

Are you melting? Take your jackets off, really. And there's water. Don't faint on me, here.

MARGUERITE CHANDLER: I'll go last.

SENATOR BUONO: Okay.

LINDA B. McTEAGUE: All right, I'll be willing to go first.

My name is Linda McTeague, and I'm the Executive Director of the Merchants and Drovers Tavern Museum, in Rahway.

I thank you, Senator Buono and your Committee, for the opportunity to speak with you today, to provide testimony regarding the challenges and concerns of historic sites and history museums in New Jersey.

I've been invited here as a representative of the Merchants and Drovers Tavern Museum, but it is a privilege and great responsibility to not only represent the interests of our particular museum, but to try to represent the interest of other museums that may be similar to -- in origins and goals.

The Merchants and Drovers Tavern Museum is relatively new, but its origins are similar to those origins of other sites, here in New Jersey. So I'd like to tell you a very familiar story, at least a story that will be familiar to those who have historic sites.

Picture the year 1969. Local landmarks threatened with demolition or construction of a gas station. Outraged citizens unite to save beloved building most certainly visited by George Washington. Building

purchased by newly formed local historical society. Well-meaning townspeople donate an odd assortment of unrelated and, more often than not, damaged old furnishings and artifacts. Enthusiastic volunteers dress in period costume one Sunday afternoon each month, and give tours relating questionable historical information to unsuspecting visitors, usually residents of the immediate area. (laughter) Income from annual fundraising events insufficient to address the needs of a rapidly deteriorating 25-room building that has seen no substantial maintenance since 1935.

SENATOR BUONO: And it's still standing, huh?

MS. McTEAGUE: Yes.

The same site -- fast forward to 2005. The Merchants and Drivers Tavern Museum, headed by a paid Executive Director, assisted by a staff of one permanent employee and several seasonal employees, is open to the public four days per week. The restored and rehabilitated, structurally sound building, built circa 1795, enlarged about 1820, and most likely never even seen by George Washington, contains 13 authentically furnished rooms, based on the study of more than 60 New Jersey tavern inventories. A professionally designed and constructed, \$300,000 permanent exhibit on New Jersey tavern life and stagecoach transportation, based on extensive, continuing documentary and archeological research occupies the tavern long room.

Professional staff and consultants, assisted by enthusiastic volunteers, conduct tours, educational programs, and special events that are attended by visitors from throughout New Jersey, New York, and more than a dozen states, not to mention a few foreign countries. A multiphase master plan, based on a historic landscape report and archeological research

conducted through an ongoing partnership with Monmouth University, is guiding restoration and interpretation of the tavern life that once contained a general store, a carriage barn, a two-story house, outbuildings, and other features, the remains of which just lie beneath the surface.

And I might add that every summer, our annual day camp program includes an archeological camp for children, who work in conjunction with this ongoing archeological program; and that the camp is sold out within a week of our advertising registration.

Now, does it matter that George Washington never slept there, ate there, or even passed by? Not in the least, because the Merchants and Drovers has a fascinating story to tell. It tells the story of the early national period when taverns served as meeting places for the local governments of New Jersey's cities and townships, and as polling places for national, State, and local elections. It tells the story of commercial, political, and cultural development at a time when taverns provided the venue for sheriff sales, business transactions, and professional services; when they served as news centers for their communities, and cultural centers, where dancing and singing masters dispersed refinement and culture, where portrait artists painted likenesses before the advent of the camera, and entertainers presented scientific lectures, circuses, and other diversions, while foreign travelers exchanged ideas and opinions with local men in the tap room.

Today's visitors are enthralled to hear of the actual stories not of famous men, but of their own counterparts from a different place in time at this hands-on, try-out-the-beds, eat-at-the-tables, and feel-as-if-you're-a-traveler-yourself museum.

It is not possible, in the time allotted here, nor is it necessary, to recount all that went into the creation of this new museum which, after 25 years of monthly Sundays, was conceived and planned in 1994 and opened to the public just seven years later, in 2001.

In short, the site was saved a second time, not because it is a local landmark, but because it is an important historic resource that helps tell New Jersey's story. And there is a wonderful period -- and I'm very supportive of the Crossroads of the Revolution and our state's history -- related to the Revolution. But there is an important period between the wars. And this is what we interpret.

Many share the credit for this. A wonderful board and dedicated volunteers who had a dream of what the site could be; the local bank that funded the planner; the planner, who guided the organization; the New Jersey Historical Commission -- Marc Mappen's organization -- whose grants funded the extensive research and the projects, and which now contribute to operating costs; Union County Community Development -- handicapped access is necessary, as well as planning documents; the New Jersey Historic Trust. Without the Trust, we would still have a live load capacity of seven pounds per square foot in this four-story building. Also, the Department of Transportation, who also funded restoration and exhibits; and Merck, whose grants funded planning reports, building restoration, archeological research, exhibit design, and more; consultants who conducted studies and prepared reports; individuals who gave their dollars; volunteers who staffed fundraising events; and more.

Now, you'd think that after all of that, we would be done. And, in fact, at an annual meeting, a member asked, "Well, now that all of this is

done, does that mean we don't have to worry about money any more?" (laughter) And I just laughed and said, "We will always be worried about money."

Although our tours, and programs, and first-hand travelers' accounts, and interpretation have drawn people from afar and nearby -- and you may consider that as a result, this museum's story is a success story -- all is not well at the Merchants and Drovers Tavern Museum. The building restoration and museum development depleted this small organization's meager financial reserves. The board struggles to meet the cost of operating expenses: staffing, heating costs, utilities, insurance -- which rises constantly -- building maintenance, marketing, and more.

And as Marc Mappen mentioned, the Historical Commission's budget has been cut back. It's 85 percent of what it used to be. And so when we do get our general support grants, we also get with it a nice letter that says, "Due to the tremendous demand and the limitation of funds, you may have to do with less this year," as more sites are developed. We used to have to provide a two-to-one match for Historical Commission grants. Now we have to provide a three-to-one match. And it is very, very difficult.

Although we know that paid advertising brings increased visitation, and with it more income, and although we have a wonderful location on a busy corner where we have constant signage, we lack adequate funding for marketing. We found that a paid ad is worth much more than a dozen news releases and free museum listing. But advertising is expensive, and therefore unaffordable on a regular basis.

As Director, most of my time is occupied by planning, directing projects, applying for major grants; leaving little time to devote to

marketing, and public relations, and to cultivate new sources of funding. We need additional staff that we can't afford at this point, but we need it desperately.

Out-of-area visitors want a total package when they visit historic sites. We have the potential to offer much more. Our long-range plan covers additional exhibits based on tavern yard archeology. And we also own another earlier tavern, currently used to house the museum shop, but connected to the American Revolution and the Battle of Spanktown, which was fought on the road that passes our museum and, therefore, represents undeveloped potential.

Although we already utilize the adjacent historic cemetery to enrich the museum experience for our visitors -- and, in fact, the cemetery alone draws 500 visitors on the weekend that we do our Ghosts of the Past cemetery tours, and these are visitors from throughout the state and New York, and sometimes Pennsylvania -- it will be years before we can visit the tavern yard -- or can finish the tavern yard project and acquire nearby property for a visitors center to house visitor amenities and house additional exhibits. And I believe Barbara Irvine, if I'm not mistaken, stressed in her testimony the need for sites to be able to provide visitors centers. If we had the money to acquire a wonderful adjacent building, this is a project that we could embark on. Parking -- and it would also help us with our parking problem at a very busy corner.

So what do we need? A café for refreshments is another service that we need to supply. In the meantime, our isolated urban setting -- and that seems like an oxymoron, but it's true -- on a busy corner is not conducive to on-your-own visitor exploration. Our museum could benefit

by joint marketing with at least one other related historic site and an appropriate restaurant, both within reasonable traveling distance, thus creating a package that would provide a full-day excursion for visitors.

The state contains countless other historic sites which, like ours, have fascinating, important stories to tell that can eventually help make New Jersey a desirable tourism destination, but which are still in the one-Sunday-per-month stage. In fact, the county of Union annually conducts a Four Centuries in a Weekend tour program of free tours. And many of the sites throughout Union County could also benefit from this kind of development that we've experienced. Because, right now, even if we wanted to market with them, they don't have the capacity. They're not yet at the stage that we are.

SENATOR BUONO: Are you just-- In deference to the other people-- I can see that they're kind of--

MS. McTEAGUE: Tired.

SENATOR BUONO: I promised everybody we'd be out by noon.

MS. McTEAGUE: Okay.

SENATOR BUONO: So we want to give the others an opportunity to testify.

MS. McTEAGUE: Well, we are indeed grateful for the support we have received from the State. And I thank you again for letting me present my testimony.

And I thank you for your patience, Linda and Marguerite.

SENATOR BUONO: Well, Linda, you'll have to wait no longer.

Linda Waller, you're up next -- Peter Mott House, in Lawnside.

L I N D A W A L L E R: I'll just give you these brochures.

SENATOR BUONO: Thank you very much.

MS. WALLER: Thank you very much for inviting me to participate. I am here from the Peter Mott House, which is an Underground Railroad museum in Lawnside, New Jersey, the only incorporated African-American municipality in the northern United States. It was incorporated in 1926. We work towards our history in elementary school, and we're very proud of it. The Peter Mott House existed as a private residence. We knew that--

SENATOR BUONO: This is in Wayne Bryant's hometown.

MS. WALLER: This is Wayne Bryant's hometown.

SENATOR BUONO: Senator Bryant.

MS. WALLER: We knew that, but we didn't do anything about it, as it was occupied. And then when it was threatened by destruction because of a housing development moving into the area, we sprung into crisis mode, created a historical society specifically to save the house.

With Senator Bryant's assistance, and with the help of other knowledgeable people, we were able to get grants from the Department of Community Affairs, the New Jersey Historic Trust, which was the bulk of our funding to restore the house. And then after seven or eight years of restoration work, we were confronted with the need to have a program actually in the house once people came to visit.

So the New Jersey Historical Commission was instrumental in helping us develop interpretive plans and operating support. I also need to

mention that the New Jersey Council for Humanities has been helpful in Humanities Festival grants that have helped us put on exhibits and other programs.

One of the things that I thought I should do was look at some aspects of African-American heritage tourism. I was glad to hear the Commissioner say that another guide has been printed. I would like to see the guide and get copies of that distributed to the African-American sites around the state.

Also, I think it's important that African-American heritage tourism sites be integrated into any guides that are published throughout the state, because it is important that everybody get exposure to that, and not those people who have a specific knowledge or specific interest in that area. Some things are more easily caught than taught. And folks might just pass through something and find out information that would be really helpful to that.

Getting back to the Historical Commission, one of the things that was done some years ago was an Underground Railroad heritage guide, publishing the locations of various sites around the state. It was informative for us. It helped those of us who are trying to manage sites get to know each other and where we could be found.

One of the things that some of my colleagues -- specifically Helena Robinson (phonetic spelling) at Jacob's Chapel, in Mount Laurel, which is an African Methodist Episcopal Church and Underground Railroad station; and Elaine Edwards, of the Mount Zion A.M.E. church in Swedesboro -- have said that there needs to be a trail or path, an Underground Railroad path. And many years ago, some of you may

remember that Senator Cossmeyer (phonetic spelling) of Pennsylvania proposed such a program for the entire nation, however without funding. And so we don't have that. And that would be the case, probably, in New Jersey, if we don't have funding for it.

There are so many different and significant routes. Harriet Tubman, certainly, was here in Cape May and came, interestingly enough, from Snow Hill, Maryland. And up until the early 20th century, Lawnside was known as Snow Hill because so many of the people who escaped from that area settled in our area, as well.

One of the things that we need help with is, of course, funding and publicity. One of our neighbors said if they had been an escaped slave looking for the Peter Mott House, they would have been captured, (laughter) because there are no signs. And as amusing and sad as that might be, we're fortunate in that the South Jersey Tourism Corporation is trying to help us get signage, not only on the highways -- and local streets as well. So we're thankful for that. We're also looking at trying to draw the sites together so that there's a center where people can come and travel from. And, once again, the Tourism Corporation is pivotal in helping us get that dream realized.

One of the things that the people at Jacob's Chapel were also interested in was helping to establish research centers. The Peter Mott House does have a Web site. The other sites, to my knowledge, do not, with the exception of the Croft Farm, in Cherry Hill, which is owned by the municipality. And we have found that people come on the Internet and then want to get research materials from us, which we don't have because we're not a research center. They want to visit our local cemetery. I sit on

the site's review board for the State Historic Preservation Office. And one of the things we are looking to do is to encourage people to recommend sites for State and National Register designation. That requires additional research, which we don't have the resources to do. We hope to be able to get funding from the Historical Commission for that, but we understand that their funding is limited.

One of the things we were also asked to think about is information and workshops for those small organizations who are not professionally staffed -- most of us are all volunteer all the time -- to apply for grants to get the funding for publicity, say, in the Tourism Sponsorship program and that kind of thing. So there's a lot of need for additional help with expertise and additional funding. This can only carry us forward.

And, also, in getting the message out to our colleagues on the municipal level -- that heritage tourism is a good thing for the economy. And compared to a big-box retail center, it might be the thing that sustains us, moving forward. So whatever can be done--

SENATOR BUONO: Wouldn't that be nice? Eliminate all the Wal-Mart's.

MS. WALLER: Yes.

Whatever can be done to promote that, we would appreciate it.

Thank you for the opportunity to speak.

SENATOR BUONO: Well, thank you very much.

And last, but certainly not least, Marguerite Chandler.

And I have the news (indiscernible). You sent them to my office. I think you wrote nearly every article except--

You wrote some of them, I know.

They were very, very interesting.

MS. CHANDLER: Garden State bears, passports, and the testimony, and the buttons. (referring to hand-outs)

SENATOR BUONO: For anyone who doesn't know, this is Celebrate New Jersey month.

MS. CHANDLER: Here's the rest of it for the rest of the Committee.

SENATOR BUONO: Thank you.

MS. CHANDLER: Being the last is, sometimes, an undesirable position, but I think I can wrap up pretty quickly.

First, I'd like to say I'm Marguerite Chandler. I'm the President of the Crossroads of the American Revolution Association. And there's four points I'd like to make.

One is that we'd ask your support to create a statewide cultural heritage tourism plan, with New Jersey's pivotal role in the American Revolution as the base. We observe that the abundance of Revolutionary War sites in New Jersey provides significant opportunities for increased synergies with other cultural heritage tourism attractions around the state. We request the State invest in the capital needs of our State parks, half of which are based on their Revolutionary contributions, to make them visitor-ready. And you're already, thankfully, beginning to address that.

And, of course, June is Celebrate New Jersey month, an important opportunity to encourage statewide cultural heritage tourism, an event that will build enthusiasm for all of New Jersey's cultural riches year after year.

I'm not going to spend a lot of time talking about the Revolutionary history, because everyone before me has done such a good job.

SENATOR BUONO: Thank you. (laughter)

MS. CHANDLER: And I know that you'll appreciate that. But it's in my testimony, so you have it on record.

I would like to say that the history and arts communities need each other. History provides the stories. Without the stories, nothing comes alive. But the arts provide the vehicles to tell the stories. And I think the Celebrate New Jersey campaign -- which is -- this, of course, is the first year of that -- provides a vision for a statewide cultural heritage tourism initiative.

I, too, would like to thank the New Jersey Historic Commission, and the New Jersey Travel and Tourism grants that we have received that have allowed us to participate in this process and to assist in creating the Web site, which I hope you'll visit; the poster that you have in front of you, the Gannett insert, which was one of the products of these; and the artifacts. We have so few New Jersey artifacts in our travel plazas going up and down the Garden State Parkway and the New Jersey Turnpike. And so these little bears were a very exciting find, because they just started to appear in the gift shops, and I hope it's the sign of the future.

In closing, as they like to say, New Jersey-- It's Celebrate New Jersey month. It's a state heritage initiative of the Crossroads of the American Revolution. New Jersey has lived in the shadow of Philadelphia and Manhattan since colonial times, when Benjamin Franklin described New Jersey as a barrel tapped at both ends. It's time we claimed our

rightful place as the powerful, resourceful, innovative, culturally diverse place that we are.

Celebrate New Jersey gives every citizen more than 300 good reasons to become an ambassador of the state. New Jersey, as many people before me have already said, is second to none. Celebrate New Jersey, it's a matter of pride.

Thank you. (applause)

SENATOR BUONO: Thank you, all.

MS. CHANDLER: And if I could just say one thing.

Everyone who is here -- if you would take with you posters, and these inserts, and postcards, we would love to have you help us get the word out.

Thank you.

SENATOR BUONO: Thank you.

And I just want to, again, thank all of the panelists, all of you for coming, OLS for coming and recording this.

And, Linda Schwimmer, I thanked you. You weren't here yet. You got lost. (laughter)

Gina Winters, for making the several trips here to scout out this wonderful place.

And, of course, Sarah Bent for offering this wonderful historic site for the hearing.

I just want to say that this has been extreme-- I hope it's been as constructive for you as it has for the panel. I mean, I think that this is -- has really just confirmed my belief that New Jersey history has untapped

potential. And we need to invest more in history in order to become a leading national venue for heritage tourism.

I think that we've made some steps in that direction. We've already referred to this -- Senator Codey -- Senator/Acting Governor Codey's bill and my bill to infuse at least a one-time \$75 million toward this end -- and also the tourism bill which will, hopefully, improve matters. But we have a long way to go. And we have had-- Obviously, we need a unified plan. I think that was one of the themes that came out. And we need a stable source of funding and adequate funding.

As I said, this is a first step. And I'm sure that, after we've had time to reflect and digest all this very valuable information, that we will go the next step along the way toward our ultimate goal.

Thank you, all. (applause)

(HEARING CONCLUDED)