



**CROSSROADS OF THE AMERICAN REVOLUTION**  
NATIONAL HERITAGE AREA  
MANAGEMENT PLAN

**Part II – Implementation Plan**

Crossroads of the American Revolution Association  
Morristown and Trenton, New Jersey

August 2011



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National Heritage Area Management Plan  
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Morristown and Trenton, New Jersey

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August 2011



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**ACKNOWLEDGMENTS**

# *Introduction – Part II*

The management plan for the Crossroads of the American Revolution National Heritage Area is divided into two parts. Part I is entitled *Environmental Assessment* while Part II is the *Implementation Plan*.

Part II provides a blueprint for the organization and implementation of the plan over time. It outlines policies, guidelines, actions, and priorities to be undertaken by the Crossroads Association and partners in fulfilling the purposes for which the heritage area was created. The Implementation Plan for Crossroads is intended to be a guide for the long term as well as a blueprint for immediate action. It describes the concepts and approaches to various realms of activity with which the heritage area might be engaged as envisioned in its enabling legislation. These concepts and approaches are customized to the circumstances existing within the state and its counties and municipalities at the time of this writing. They are broad and flexible enough, however, to provide guidance to changing circumstances as they develop in the future.

Each chapter within the Implementation Plan, therefore, has three purposes. First, it describes the concept and approach to a specific area of activity and summarizes the conditions and reasoning behind it. Second, it provides guidelines for future decision-making in accordance with that concept and approach. Finally, it recommends and prioritizes specific actions that should be undertaken in beginning to create and implement the heritage area program.

Chapter 6 of the Implementation Plan, *Crossroads Concept and Approach*, describes the vision, approach, and programmatic overview for the heritage area as a whole based upon the preferred alternative selected as a result of the planning process. This chapter demonstrates how the various parts of the plan are interrelated and connected under a comprehensive vision and approach. Subsequent chapters concentrate in more detail on various specific areas of activity but rely upon this vision as their touchstone and point of departure.

Chapter 7, *Crossroads Presentation*, presents the heritage area's interpretive program, which is the core of the Crossroads initiative. This provides the basis through which the significance of the heritage area is communicated and on which its actions are grounded. Chapter 7 discusses intended audiences and delineates guidelines and actions for shaping the visitor experience and creating a comprehensive and integrated interpretive presentation.

Chapter 8, *Crossroads Research and Education*, outlines how Crossroads partners will work together to conduct research on topics related to the Revolutionary Era in New Jersey and how that research will be made available to as many organizations and individuals as possible. It also outlines how Crossroads programs might be integrated with state, regional, local, and private educational programming to provide support and to reach out to a wide and diverse audience.

Chapter 9, *Crossroads Preservation*, describes how Crossroads partners will collaborate in identifying, preserving, and supporting stewardship for the broad range of historic and cultural resources associated with the heritage area and its themes.

Chapter 10, *Crossroads Community Engagement*, is about reaching out to communities throughout the heritage area and actively supporting policies, programs, and initiatives that strengthen community character and enhance quality of life. It addresses the key roles of landscape conservation and scenic byways, and support for recreational initiatives and the protection of natural resources. Chapter 10 is central to the ultimate benefit and value of the heritage area initiative. It seeks to relate community heritage and identity through the heritage area concept directly to community revitalization, enhancement, and wellbeing.

Chapter 11 of the Implementation Plan, *Crossroads Management*, describes how the partners involved in the heritage area initiative will organize their activities. It includes a business and staffing plan for the Crossroads of the American Revolution Association, the managing entity for the heritage area. More importantly, however, it emphasizes that the heritage area is a partnership of many organizations throughout the region and that it is through the cooperative local and regional actions of these many partners that the heritage area vision will be fulfilled. Chapter 11 outlines how the Crossroads partnership will be structured and shaped over time to achieve the heritage area's mutually beneficial goals.

With respect to this concept of partnership, as noted in the Introduction to Part 1 of the management plan, the terms *Crossroads*, *Crossroads Heritage Area*, and *heritage area* are used in the management plan explicitly to refer to the Crossroads of the American Revolution National Heritage Area in its entirety. As such, these terms include the cooperative participation of *all* of the various Crossroads partners in their efforts to further the goals of the heritage area and the purposes of the enabling legislation. As noted, the managing entity for the heritage area as designated by Congress is the Crossroads of the American Revolution Association, an independent nonprofit organization. The terms *Crossroads Association* and *Association* are the only terms used to refer to the Crossroads of the American Revolution Association other than use of its full name.

A note with respect to terminology. In this management plan the terms *Crossroads*, *Crossroads Heritage Area*, and *heritage area* are used explicitly to refer to the Crossroads of the American Revolution National Heritage Area in its entirety. As such, these terms include the cooperative participation of *all* of the various Crossroads partners in their efforts to further the goals of the heritage area and the purposes of the enabling legislation. The managing entity for the heritage area as designated by the U.S. Congress is the Crossroads of the American Revolution Association, an independent non-profit organization. The terms *Crossroads Association* and *Association* are the only terms used to refer to the Crossroads of the American Revolution Association other than use of its full name.

# *Chapter 6 – Crossroads Concept and Approach*

During the American Revolution, the New Jersey countryside was a battleground across which the fate of the newly founded United States was contested. From June 1776 through November 1783, the British focused upon the occupation of New York City as their primary logistical base and as a wedge by which northern and southern states might be divided and subdued. The adjacent communities and farmland in northern and central New Jersey became a no man's land occupied successively by troops from both armies. New Jersey's diverse population took sides. Differing circumstances in economic interest, national origin, religious persuasion, geographical proximity, and philosophical perspective resulted in civil strife both between and within communities. The rise of a New Jersey militia in response to the British invasion significantly influenced American strategy and tactics. To a remarkable degree, New Jersey both characterized and shaped the American Revolution. And the American Revolution left an indelible mark upon New Jersey.

The Crossroads of the American Revolution National Heritage Area was **created by Congress to advance understanding of New Jersey's significance to the American Revolution** and to **benefit residents** of the state and the nation through partnerships and programs anchored in that understanding. Crossroads of the American Revolution is now poised to begin a new era of creative engagement with the residents of New Jersey through the development of this management plan and its implementation in association with local, regional, state, and national partners.

Part 1 of the management plan, including Chapters 1 through 5, documents the background and process through which the future direction of the heritage area was charted. Part 2 of the plan documents the course of action. This chapter presents a programmatic overview for the heritage area as a whole and outlines how its various parts are interrelated and connected under a comprehensive vision and approach.

## **6.1 The Crossroads Idea: Opportunities and Challenges**

The creation and implementation of a national heritage area can be an exciting endeavor. There are few collaborative initiatives as broad in scope and positive enough in intent to embrace the entire array of a region's communities and interests. Through the planning process many opportunities and challenges became apparent with respect to the heritage area initiative in New Jersey.

The Crossroads story is rich and engaging. It has roots in every New Jersey community, and every community can tell distinctive stories illustrating heritage area-wide themes in different ways. Every community has physical reminders of the Revolutionary Era, be they landscapes, historic buildings, monuments, markers, or place and street names. Every New Jersey resident has lived among these reminders of our past and been touched by them in daily life. The American Revolution is strong in the public

memory, and the idea that remembrance of the Revolutionary Era can be used to help strengthen the identity and spirit of New Jersey’s communities today is a powerful vision.

Yet New Jersey’s heritage area faces tremendous challenges. The area encompassed by the national heritage area is large, diverse, and complex. It ranges from beautiful rural countryside to some of the most densely populated urban areas in the nation. It includes rapidly changing suburban communities that continue to grow apace. Its urbanized areas face major challenges in terms of economic decline, social dislocation, and aged infrastructure. The pace and complexity of the region can be intimidating to visitors not familiar with it. The constant pressure simply to meet basic needs can be overwhelming, and competing needs can distract leaders’ attention from the needs of the heritage area. There is inconsistency in the strength and direction of regional leadership, and communities sometimes have little experience working together. Recent economic challenges have created new realities for individuals, organizations, and governmental entities alike.

Crossroads can play a **unique and positive role** within this environment. Despite its challenges, New Jersey has a history of innovative, nationally recognized leadership from individuals and organizations promoting conservation, preservation, and stewardship of historic and natural resources. These initiatives have garnered strong support from residents and made a substantial impact upon the state’s character and well-being. The Green Acres Program, New Jersey Historic Trust, and Pinelands preservation are examples of such initiatives at the statewide level. The Crossroads of the American Revolution National Heritage Area will collaborate with and complement such programs. The overriding goal of the Crossroads of the American Revolution National Heritage Area is to become a **strong positive force** within the state of New Jersey in support of the diverse community-building interests of its residents.

A national heritage area is defined as “a place designated by Congress where natural, cultural, historic and scenic resources combine to form a cohesive, nationally distinctive landscape arising from patterns of human activity shaped by geography. These patterns make National Heritage Areas representative of the national experience through the physical features that remain and the traditions that have evolved in them.” (National Heritage Area Feasibility Study Guidelines, 2) Heritage areas expand on traditional approaches to resource stewardship by supporting large-scale, community-centered initiatives that are supported by residents and that connect residents to the preservation and planning process.

Among its purposes, the enabling legislation for Crossroads of the American Revolution states that the heritage area shall assist communities, organizations, and citizens in preserving the special historic identity of the state; foster close working relationships among all levels of government, the private sector, and communities; and provide for the preservation and interpretation of resources for the educational and inspirational benefit of future generations.

In keeping with these purposes, Crossroads of the American Revolution will **establish programs** that organizations and communities can use **to achieve common goals**.

Crossroads programs will forge connections between communities and have tangible community benefits that include preserving historic and natural resources, strengthening community character, supporting local economies, and enhancing local quality of life.

With its legislative purposes in mind, two broad goals were established during the planning process for the heritage area and are presented in Chapter 1 of the management plan:

***Goal 1.A***

Ensure that residents of New Jersey, the American public, and international visitors have ample opportunity to learn about, interpret, recognize, and preserve New Jersey’s sites, landscapes, linkages, and resources related to the State’s history and role in the American Revolution.

***Goal 1.B***

In realizing its mission and goals, Crossroads will foster close working relationships among all levels of government, the private sector, and local communities in the State.

Crossroads will be a **partnership initiative**. It will be implemented, first and foremost, through grassroots interests and initiatives connected through a common vision. This management plan outlines a flexible structure through which individuals, organizations, and communities can realize common goals through cooperative action.

## **6.2 The Crossroads Approach**

During the planning process, the Crossroads Association board, partner organizations, and the interested public explored a range of alternative approaches to the management and implementation of the heritage area. Each considered alternative focused upon a different programmatic emphasis. While there were considerable benefits to each of the alternative approaches, it was ultimately determined that the alternative of ‘telling the stories to residents’ was most appropriate and would be most beneficial in implementing the heritage area concept. Following public discussion, the Association’s board decided this approach would be the best way to initiate the Crossroads program, communicate the Crossroads concept, and encourage community engagement. Through such engagement, the broadest possible range of heritage area goals could be achieved over time.

In its initial stages, the Crossroads Heritage Area will emphasize **presentation of the Revolutionary Era story to residents** of New Jersey in order to raise public awareness. The history of the American Revolution is a key element of the public memory and is memorialized throughout New Jersey communities in place names, road names, monuments, memorials, and preserved sites. However, to a large extent this history is taken for granted, nearly absent in the public consciousness. In telling the story to residents, Crossroads will seek to awaken this consciousness and bring it to the forefront, using it as an active and unifying element for community enrichment and pride.

Through the Crossroads story, the heritage area will develop programming to encourage the preservation and stewardship of historic and natural resources, heritage tourism, community revitalization, and enhancement of local quality of life. The Crossroads Heritage Area will provide a **broad structure of programmatic opportunities** to be implemented through local and regional interest and initiative. **Guidelines** established for each program will ensure that local implementation is consistent with goals and purposes of the heritage area as a whole and are integrated with the initiatives of other communities and partners within a heritage area-wide context. Programs, approaches, and projects will be flexible so that they can be **tailored to the differing interests** and needs of each region, community, and partner organization.

### 6.3 Crossroads Character Areas

The Crossroads of the American Revolution National Heritage Area may be complex, but it is also comprehensible to anyone who takes the trouble to understand its origins and characteristics. It comprises four large-scale landscape character areas that are distinctive in terms of history, geography, and contemporary development trends. These character areas are useful in thinking about visitor experience, programming, and ways regional partners might work together. Only the terrain within the legislatively authorized heritage area boundaries is included in this assessment of landscape character areas, though geographical connections and extensions beyond the boundaries should be kept in mind. Each of the four large-scale character areas comprises sub-areas that warrant consideration in planning for stewardship issues and treatment approaches as well as interpretive presentation.

#### 6.3.1 The Neutral Ground

*The Neutral Ground* is a Crossroads character area defined by the Hackensack River on the east, Watchung Mountains on the west, the northeast extension of the heritage area in the vicinity of New Bridge and Fort Lee, and the Raritan River valley to the south. Both historically and today, this distinctive geographical area is oriented to New York City and it is an integral part of the New York metropolitan region.

Physiographically, this character area encompasses the northeast Piedmont region of the lower Passaic and Hackensack River valleys, with their low, northeast/southwest trending ridges and narrow plains. The Watchung Mountains rise abruptly to the west and overlook the area. To the east, the low-lying marshlands, rivers, and bays create a difficult barrier for land travel but provided opportunities for early settlement with navigable access to the Atlantic Ocean.

This portion of the Crossroads Heritage Area includes the northern half of the critical historic land route connecting New York with Philadelphia. In the eighteenth century, this was a region of neat, prosperous farms with a heavy concentration of English, Anglican, and Dutch Reformed communities. It was among the earliest settled regions in the colony. During the Revolution, its population had strong Loyalist tendencies.

Because of its proximity to British-held New York City and its Loyalist tendencies, this area experienced the most violent level of civil conflict among neighbors within the

state. In part, civil conflict fell along existing philosophical fault lines within religious communities that had been developing in the years prior to the Revolution. These religious fault lines pitted conservatives loyal to church leadership emanating from Europe with progressive radicals promoting individual self-enlightenment and local self-determination. These differences paralleled those related to support for liberty, independence, and revolution. This area was also within New Jersey's portion of Washington's encirclement strategy focusing upon containment of the British in New York. Civil conflict was enflamed by military raids from both sides that frequently turned the area into a no-man's-land.

Today, The Neutral Ground is the most heavily urbanized portion of the heritage area. As indicated on the Context Map included in Chapter 3, it is characterized by high and medium density development that has evolved and intensified over the decades. Because of this development and redevelopment, landscape integrity to the period of the eighteenth century has been significantly altered, and it is difficult to envision the physical character of its agricultural landscape at the time of the Revolution. Nonetheless, strong physical reminders of the Revolutionary Era remain, even in urban areas, in the form of primary natural features such as ridges, rivers, and marshlands; place names; road and street layouts; buildings, monuments and markers; and the integrity of location in terms of the events that occurred here.

This region includes the heavily urbanized cities of Newark, Elizabeth, and Perth Amboy. It includes ports and areas of heavy industry. Its transportation network is extensively developed and includes northern portions of the New Jersey Turnpike, Garden State Parkway, and other major highway and infrastructure connections. Smaller communities and residential areas include a wide variety of types of neighborhoods, from urban concentrations, to working-class neighborhoods, to affluent residential areas. As outlined in the socio-economic discussion in Chapter 3, this area includes extensive diversity among racial, social, and economic groups. Most of New Jersey's minority communities are concentrated here. Portions of the area face tremendous challenges in terms of economic and social revitalization.

### **6.3.2 The High Ground**

*The High Ground* is a character area that has unique geographical and historical significance to Crossroads of the American Revolution. The High Ground encompasses the northwest portion of the heritage area. It is defined by the Watchung Mountains on the southeast, the heritage area's northern and northwestern boundaries, and the South Branch Raritan River valley to the south.

This landscape character area includes the northern portion of the Upper Piedmont and Highlands Provinces within the heritage area. It includes the First and Second Watchung Mountain ranges and the valley between them, the watershed of the Upper Passaic River with its extensive wetlands west of the mountains, and the rugged hills of the Highlands eastern fringe.

Historically, this region was settled later than the plains of New Jersey east and south of the Watchungs. Its settlement was composed primarily of Scotch/Irish ethnic

communities, and it was never as agriculturally prosperous or developed as the areas to the east and south. Its agricultural soils were thinner, rockier, and not as fertile. However, the region included extensive natural resources including woodlands, iron ore, copper, and zinc that were valuable during the eighteenth century. Lumbering and mining were principal occupations, with small communities scattered throughout the area.

During the Revolution, this region became particularly significant as a refuge and defensive enclave for the Continental Army. Following the Battle of Princeton and throughout the remainder of the war, Washington used this area as a place where the Continental Army could safely stay. The winter encampments at Morristown and Middlebrook are particularly significant. The region's natural resources provided the army with critical support. From the heights of the Watchung Mountains, the Continentals could observe British movements in the plains below, and they established a ring of encampments and defensive works from which they conducted frequent raids to harass British expeditions and prevent their occupation of New Jersey. Though several significant efforts were made, the British were never able to penetrate the region nor able to draw the Continental Army from its protective cover.

Today, The High Ground area retains much of its rolling, wooded landscape character. Significant suburban areas have developed in the corridor between Springfield and Morristown as well as between the Watchung ridges. This is an affluent commuter suburb connected to New York City by railroad and highways. In the mid and late nineteenth century, this region became a retreat for wealthy New Yorkers, and large estates were assembled through the acquisition of smaller farms. This estate landscape is reflected today in the region's continued affluence; its small, prosperous historic villages; and a continuing stewardship ethic that has resulted in the preservation of large areas of rural and natural landscape.

### **6.3.3 Central Jersey**

*Central Jersey* is the broad swath of land in the center portion of the state extending from Freehold on the east to the Delaware River to the west. Its northern border follows the Raritan and South Branch Raritan River valleys, and its southern boundary is Crosswicks Creek and its related wetlands separating the Trenton area from Bordentown.

The defining feature of the Central Jersey character area is the northwest/southeast transportation corridor extending from New Brunswick through Princeton to Trenton. To the east of this line is the agriculturally rich Inner Coastal Plain for which the Garden State is well known. To the west are the rolling rural agricultural hills of the Piedmont and the southern tip of the Highlands. A northwest/southeast section through this region, with Princeton at its center, marks a north/south landscape transition, just as the New Brunswick/Trenton transportation route defines an east/west transition. North of this sectional line rivers and streams flow northward to the Raritan River and Lower New York Bay. South of this line they flow to the Delaware River and Delaware Bay. The line dividing historic East Jersey from West Jersey also runs through it, clearly establishing its significant, central, transitional location.

Historically, this area was largely settled by English Quaker, German Lutheran, and Dutch Reform communities. It was an agricultural landscape organized along the southern segment of the critical New York/Philadelphia road corridor. As a transitional zone, however, it was, and continues to be, oriented toward both cities. With a largely different ethnic and religious makeup, however, it had less Loyalist tendencies than the northern portion of the route. Central Jersey saw the most significant and widely known military action of the Revolution in New Jersey. The Battles of Trenton, Princeton, and Monmouth were fought here, and the Forage Wars of the Millstone and Raritan Valleys are also widely known.

Today Central Jersey is a rapidly developing suburban area along the Route 1 corridor that parallels the historic Route 27 roadway between New Brunswick and Trenton. It continues to be a transitional area between the metropolitan regions of New York and Philadelphia. Sub-regions of the character area include the agricultural landscapes of southern Middlesex and Monmouth Counties to the east, urban Trenton to the south, and the affluent rural-suburban hills of Hunterdon County to the northwest. Princeton is located in the approximate center of the character area.

#### **6.3.4 Lower Delaware River Valley**

The *Lower Delaware River Valley* includes the southwest extension of the Crossroads Heritage Area along the Delaware River from Bordentown through Burlington to Camden, Gloucester City, and Red Bank. Mount Holly and Haddonfield lie along the southeastern line of this part of the heritage area. Physiographically, the area is part of New Jersey's Inner Coastal Plain and includes landscapes within the watersheds of numerous small creeks and rivers draining west to the Delaware River from a ridgeline or highpoint just west of the New Jersey Pinelands, which drains in the opposite direction toward the Atlantic Ocean.

Historically, as today, the Lower Delaware River area orients toward Philadelphia and is part of the Philadelphia metropolitan region. Like Pennsylvania, it was composed largely of English Quakers during the eighteenth century, a heritage that is still evident in its historic community centers today. The region played key roles in the defense of Philadelphia and the Delaware River valley as well as roles in the Battle of Trenton and the Monmouth Campaign. Its maritime history associated with the Delaware River creates a strong thematic link between its communities.

The Lower Delaware River region has become extensively suburbanized with a variety of ages and types of residential neighborhoods surrounding historic centers. Trolley lines played a significant role in the region's historic residential development. Six contemporary bridges crossings create strong physical, social, and economic linkages to Pennsylvania. Camden, directly opposite Philadelphia, is a small, completely urbanized area with significant economic and social issues. The New Jersey Turnpike and Interstate 295 create a heavily used transportation route through the region between Wilmington and New York. Significant open space remains within the region, however, in the Burlington/Bordentown area and east of the turnpike corridor.

## 6.4 Primary Audience

The primary audience for heritage area initiatives is **state residents**, a broad group with many diverse elements. These diverse elements are discussed further in subsequent chapters. A secondary but also significant audience will be **heritage tourists**. In discussing the various alternatives, the Crossroads Association’s board felt that creating a high quality interpretive and visitor experience for heritage tourists was an important way of also engaging local residents and providing community benefits. So heritage tourism will be a key component of the Crossroads program.

In considering how to engage New Jersey audiences, it was recognized that a large number of the heritage area’s residents live in its most urbanized communities. These communities include residents who may not identify with the stories or resources associated with the American Revolution, by virtue of differing roots and paths taken toward becoming part of New Jersey’s constituency. It is important to reach out to these residents, so that the heritage area is as inclusive as possible in spreading its benefits. Crossroads will need to create targeted programs in partnership with local organizations to engage these residents and address their interests.

## 6.5 Guiding Principles

The policies, programs, and initiatives outlined in this management plan for the Crossroads of the American Revolution are intended to be flexible and to adapt to conditions, experience, and opportunities over time. Each of the chapters of the plan addresses a separate subject relevant to the heritage area’s purpose and mission and includes recommendations for implementation specific to that subject. These recommendations are flexible and intended to inform decision-making so that future decisions are consistent with the heritage area concept and program as a whole. The guiding principles presented below relate to the broad, overarching program of Crossroads of the American Revolution as a whole.

- 1. Long-term Interests: Crossroads of the American Revolution will work in the best long-term interests of the residents of New Jersey and the physical resources and reminders of the American Revolution** that are a precious national legacy intimately tied to the nation’s founding. Investment, planning, and action must all result in the preservation of those resources, the enhancement of New Jersey’s identity, and overall a better quality of life for all New Jersey residents, now and for generations to come.
- 2. Partnership: Crossroads – both heritage area and Association – will work only through partnerships.** The Crossroads of the American Revolution Association must wield its bully pulpit and resources in the most effective ways to encourage governmental agencies, sites, legacy associations and historical societies, civic groups, land trusts, and other non-profit and for-profit stakeholders and partners to protect the heritage area. Many of these have worked virtually alone in reaching their present level of success, and must be asked to consider how to work with others and how to enhance the entire heritage area through their actions. For the most part, the Crossroads Association as the local coordinating entity will engage

in or support only those projects that include more than one player, and partners should automatically assume that their needs can be met by the heritage area only through coordination with others. “E pluribus unum” (out of many, one) should be a mantra.

3. **Management & Purpose: The federal enabling legislation for the heritage area is the fundamental guide for this plan and all programs and actions deriving from this plan.** The Crossroads of the American Revolution Association, as the local coordinating entity for the heritage area, will provide leadership and guidance for the Crossroads partnership in accordance with the duties and responsibilities outlined in the heritage area’s enabling legislation. Management of the heritage area will work toward fulfillment of the purposes outlined in the heritage area’s enabling legislation.
4. **Planning: Every action supported by Crossroads must be adequately planned.** Such implementation activities as interpretation, site development, or recreational linkages are to be supported only on the basis of a program by applicants that has made a clear statement concerning connection to existing plans for the affected resources, area, site, or town. The heritage area will place a priority on funding such planning as a primary means of supporting partnerships and extending its limited financial resources. Such statements and plans need not be complicated – but they must indicate careful thought, focus, and strategies.
5. **Resource Protection: Conservation and historic preservation initiatives must achieve synergy, not simply overlap.** Crossroads will continue and support the state’s nationally recognized leadership in conservation and historic preservation. State agencies and statewide organizations for either conservation or preservation are accustomed to supporting one another. This approach must also be reflected at the local level, and be regarded as business as usual in the heritage area’s communities. Crossroads will support projects whose planning has accounted for the needs of both historic and natural resources (including scenic and recreational resources as well as land and water resources). **Cultural landscape assessment** – which accounts for both natural and historic resources in a holistic study of the evolution of a given site or area and provides a deeper understanding of all resources beyond simple inventories – is a preferred basis for planning and action.
6. **Communities:** Crossroads will strive to engage and empower communities to help them strengthen community character, identity, and sense of place and to enhance the quality of life of residents.
7. **Property:** Crossroads will respect private property rights.
8. **Authenticity:** Crossroads will support authentic places and experiences significant to New Jersey’s Revolutionary Era history.
9. **Sustainability:** Crossroads of the American Revolution will promote ecological and economic sustainability in its own actions and those of the heritage area’s stakeholders. Heritage tourism is an important component of the principle of sustainability, in adding to the economic diversity of communities and regions in the heritage area and yielding economic benefits that help to build partnerships.

**10. Communication & Transparency:** Crossroads will maintain a policy of openness and frequent communication within its partnership, with other organizations, and with the general public.

**11. Hospitality:** Crossroads will encourage a visitor experience where visitors feel warmly welcomed and guided New Jersey’s Revolutionary history.

## 6.6 Crossroads Programs

The following sections summarize the focus and principles in the chapters that follow.

### 6.6.1 Crossroads Presentation (Chapter 7)

Interpretation of New Jersey in the Revolutionary Era to the state’s residents will be the centerpiece of the Crossroads program as a means of **raising public awareness**, building support, and **providing opportunities** for preservation and community revitalization programs. Crossroads will create and coordinate a multi-level interpretive program focused on reaching the broadest possible audience. Elements of the program will be tailored to the character of each portion of the heritage area and the stories they have to tell.

- Statewide Presentation through Primary Attractions: Primary Revolutionary Era visitor attractions will be featured in presenting the overall story of the American Revolution in New Jersey to visitors and residents. This presentation will be the core of the heritage area’s program promoting **heritage tourism**. It will also establish a level of quality, authenticity, and creative engagement that will be the benchmark for interpretive presentations within the heritage area and the state. In addition, these primary attractions will serve as visitor gateways to regional and local attractions and to interpretation within communities. Together, **visitor gateways and regional attractions** will create an **integrated network** for interpretation and provide the overall statewide context within which the state’s many significant local attractions, legacy communities, and historic landscapes and sites can be appreciated.
- Coordination with State and National Initiatives: Crossroads will coordinate its interpretive presentation with those of **other state and federal initiatives**, including the Washington-Rochambeau Revolutionary Route and National Historic Trail, New Jersey Coastal Heritage Trail, New Jersey Pinelands, Hudson River Valley National Heritage Area, and Schuylkill River Valley National Heritage Area. Collaboration with premier attractions such as the National Constitution Center, American Revolution Center, Independence National Historical Park, Valley Forge National Historical Park, and Pennsylvania’s Washington Crossing State Park shall also be sought.
- Regional Storylines: Particular geographic regions within the heritage area will be identified to present key storylines associated with New Jersey in the American Revolution. These **regional storylines** will feature legacy communities, local attractions, regional attractions, and heritage byways that will work collaboratively on a coordinated presentation. Together, these storylines will fill out the statewide

story with a richness of detail and give visitors and residents **opportunities to explore** stories, sites, and communities at deeper levels. An interpretive plan will be created by participating local and regional partners for each storyline, coordinating interpretive presentations between local and regional sites and attractions.

- **Thematic Presentations:** Sites and attractions that feature interpretation of common themes and stories will have the opportunity to collaborate and be marketed as **linked thematic presentations**. The stories associated with each participating site will be coordinated and presented as aspects of a single subject. Thematic subjects will be based upon the Crossroads themes and sub-themes developed by the National Park Service.
- **Heritage Byways:** Regional touring routes will be identified and developed as **heritage byways** within the Crossroads heritage area. Selected heritage byways will be featured as the primary component of **regional storylines**, discussed above. These historic byways may be marketed to **heritage travelers**. In addition, local heritage byways may be designed as supporting elements within storylines, linking destinations and offering coordinated interpretation presenting a given storyline at publicly accessible sites along the way.
- **Community-based Interpretation:** Communities and sites will be encouraged to **tell their own stories** within the context of the Crossroads interpretive themes. Stories and presentations will be unique from community to community and site to site. Special programs will be encouraged for **‘legacy communities’** that existed during the Revolution, which will be encouraged to become gateways for local and regional interpretation. Every community and every site will have the opportunity to participate in the Crossroads presentation in accordance with heritage area-wide interpretive guidelines.
- **Revolutionary Legacies:** Special programs will be developed for the region’s heavily urbanized areas where historical integrity has been lost and residents may have difficulty relating to stories of the Revolution. These programs will emphasize the **ideas and ideals** of the Revolution over the interpretation of events. Special programs will be created to engage **minority communities**, especially the young, presenting the principles and ideas of the American Revolution and their relationship to contemporary issues and challenges we face in our communities today.

### 6.6.2 Welcoming Visitors (Chapter 7)

Crossroads of the American Revolution will spearhead a **heritage tourism initiative** to present New Jersey’s Revolutionary Era story to visitors, establishing Crossroads as a high quality, national and international visitor destination. Through heritage tourism, Crossroads will promote economic development within the region and support community revitalization. The heritage tourism initiative will establish high quality standards for visitor attractions, visitor service communities, marketing, and communications. It will set standards that local attractions can emulate for regional interpretation throughout the heritage area. As these attractions present the Crossroads story to visitors, local residents would hear it, relate to it, and appreciate it as well.

Crossroads will orchestrate development of a coordinated, **world class visitor experience** that includes interpretation, visitor services, community character, and communications worthy of a premier destination. The heritage area will implement relevant aspects of the recently completed state heritage tourism plan, making Crossroads a **demonstration project** for the initiative. Led by an integrated network of visitor gateways and regional attractions, discussed above, interpretation will be enriched and coordinated. Visitor service communities will be selected based upon **criteria for quality** in providing lodging, dining, shopping, and services, and in exhibiting community character and commitment. Hospitality training programs will be developed and maintained. The entire visitor experience will be marketed to heritage travelers as an **integrated package** with consistent and complementary offerings. The heritage area experience will be **supplemented** by the constellation of smaller house museums, historic sites, storyline presentations, and other historic communities for deeper visitor exploration.

### **6.6.3 Research and Education (Chapter 8)**

Crossroads will convene a **committee of scholars** to identify issues and needs associated with research on the American Revolution in New Jersey. Crossroads partners including universities, historical societies, archeologists, and independent historians will continue to lead the research initiative. This will be an endeavor for the **long term**. Its goals will be to

- Review the status of existing research;
- Identify gaps and key research questions;
- Create a research protocol and context statements to guide researchers and promote consistency;
- Encourage, facilitate and support research initiatives; and
- Work to make research available to as wide an audience as possible.

The possibility of creating an **academic center** for the study of the American Revolution in New Jersey will be explored.

Education is at the core of the Crossroads mission. The heritage area’s comprehensive interpretive program, as discussed elsewhere, will be its primary educational initiative. A more formalized educational program, however, will also be undertaken. New Jersey’s **school students** have been the largest and most important audience at many of the state’s Revolutionary Era attractions. Programs oriented toward school students will be specifically created by the heritage area to reinforce school and student participation. Sites that offer programs for students will be supported through heritage area-wide initiatives to **enrich the offerings** and provide specialized staff assistance. Cooperative **outreach programs** will be developed led by interpreters at key attractions. Programs will be closely aligned with the **statewide school curriculum**.

**Additional educational programming** will be supported through the leadership of historic sites, historical societies, and other organizations. Crossroads will encourage such programming to be initiated primarily at the local level. Crossroads will help coordinate, provide marketing and communications support, and provide programmatic incentives.

At the heritage area-wide level, Crossroads will lead a public information and education initiative that will seek to make educational and interpretive opportunities as widely known, appreciated, and relevant as possible. Crossroads will develop a **comprehensive public communications plan** that will incorporate this goal. Crossroads will encourage, support, and help coordinate a calendar of **public events** led by communities and organizations at the local level and marketed through the heritage area.

#### 6.6.4 Historic Preservation (Chapter 9)

Through its interpretive outreach to residents, Crossroads will help establish a climate that supports public and private historic preservation initiatives. Crossroads will encourage, facilitate, and support **partnerships for the preservation and stewardship** of historic and cultural resources within the heritage area using traditional preservation programs and developing new programs and incentives where possible.

Crossroads will work to **stimulate preservation action at the local and regional levels**, collaborating with statewide preservation organizations, regional organizations, and county governments. To support historic preservation actions, a broad-based **inventory** of Revolutionary Era resources will be organized through the participation of local organizations and municipalities. Crossroads will establish programs designating **legacy communities** and **visitor service communities**, which will be a focus of its community preservation efforts. Crossroads and its partners will provide **incentives and technical assistance** for municipal preservation plans and programs for resource protection in accordance with established guidelines. Under recommendations included in Chapter 7, key attractions – Revolutionary sites owned by public and nonprofit entities – will receive support for site and management planning to identify critical needs and ways to address them.

#### 6.6.5 Landscapes, Natural Resources, and Community Revitalization (Chapter 10)

New Jersey has a strong background in the protection of open space, farmland, and historic preservation through land conservation and grant programs at the statewide level. Crossroads will actively collaborate with and **support existing and future historic and landscape preservation organizations**. Crossroads will integrate its programs with those of these other organizations, allowing them to continue to take the lead in what they have been doing so successfully for years, but strengthening their efforts with **additional incentives and parallel actions**. In these collaborative efforts, Crossroads will emphasize preservation and stewardship of the **physical presence of the Revolutionary Era**, including buildings, landscapes, archeological sites, historic communities, commemorative markers, monuments, and related natural resources.

Underlying all heritage area efforts will be the goal of having a material, positive impact upon the quality of life of residents. Interpretive programming, resource stewardship initiatives, and work to enhance visitor experience will **promote community revitalization** in ways that benefit local residents. To reinforce the impacts of other elements of the Crossroads program, strong community planning at the local municipal level is essential.

As a densely populated and highly developed state, New Jersey is familiar with sophisticated community planning and revitalization techniques. Local municipalities, however, are in need of incentives and technical assistance for effective use of those techniques in supporting the goals of the heritage area. Crossroads will **collaborate** with county, regional, state, and nonprofit planning entities in developing programs to provide such **assistance at the local level**. In its own heritage area programming, Crossroads will reinforce community planning, policies, and procedures by requiring threshold levels of planning and providing support in achieving them.

Crossroads will actively support planning and best practices initiatives at the county and local levels that strengthen community character. Individual communities within the heritage area will be encouraged to develop comprehensive revitalization programs emphasizing historic preservation, open space, and landscape conservation goals. Crossroads will specifically emphasize **using historic preservation** to support economic revitalization, especially in downtown areas.

**Conservation** of natural resources will be promoted as an essential element of community planning and key to issues that our communities face. The conservation, development, and recreational use of community **parks and open space** will be emphasized as a component of strong community character. **Energy conservation** and sustainable systems will be promoted in all Crossroads programming to address community development issues by lowering energy use, managing stormwater, and improving water quality.

Opportunities for **passive recreation** will be featured as an important community amenity using public parks and open space. The development of walking trails and local touring routes binding communities together will be encouraged. Community interpretation of the Revolutionary Era in parks and along trail networks will be encouraged and supported. Family-oriented community activities in public parks will feature community-building themes based on public dialogue and interpretation of community identity. Public events such as marathons and bicycle races will be encouraged and will have a thematic orientation supporting community revitalization.

#### **6.6.6 Crossroads Management (Chapter 11)**

The Crossroads of the American Revolution National Heritage Area will be a **partnership initiative** embracing leadership and participation from a wide variety of organizations with an interest in its concept and programs. Heritage area policies, programs, and projects will be tailored to the interests, needs, and capabilities of committed partners within the context of the entire heritage area. As designated by Congress, the Crossroads of the American Revolution Association, an independent nonprofit organization, will be the “local coordinating entity” for the heritage area, orchestrating the work of its various partners.

At the state and heritage area-wide level, the Crossroads Association, through its board and staff, will **take the lead** in establishing and implementing programs related to heritage area-wide policy, interpretation, preservation of Revolutionary Era resources, development, marketing, and communications. At the state and heritage-area wide level Crossroads will develop **partnerships with other organizations that are already leading** efforts related to land conservation and stewardship, natural resource protection, recreation, community planning, and historic preservation.

At the regional and local levels, the Crossroads Association will partner with **teams of existing regional organizations that will coordinate with local partners** in organizing and implementing local and regional heritage area projects and programs. In the beginning, initiatives will be organized primarily on a project-by-project basis, with project-specific teams formed for implementation and led by partnering regional organizations. Over time, a more formalized structural relationship may be developed.

**Priority projects** will be identified by the Crossroads Association in consultation with its partners. Attention will initially be given to heritage area-wide projects that will help establish the heritage area as a whole. Mutually agreed-upon project descriptions will be the basis for each project undertaken, and each partnership team responsible for implementing a project will be expected to develop a work plan, budget, priorities, schedule, and metrics for evaluation.

Partnership teams undertaking specific projects might stand ready to manage a continuing stream of projects as they develop. **Memorandums of understanding** would be used to outline the responsibilities of managing partners for projects and groups of projects. Similarly, local partners will also enter into memorandums of understanding and agreement to clearly delineate responsibilities and expectations in order to receive the benefits of heritage area programming and support. **Crossroads guidelines** for projects will establish criteria for participation in heritage area programs.

The Crossroads Association will establish and implement a **communications and development program** that will raise funds for heritage area programs from federal, state, foundation, corporate, individual donor, and entrepreneurial sources. **Matching funds** will be required for most heritage area projects in order to leverage project support and commitment. Project benefits will be closely monitored in order to both assure that projects are meaningful and worthwhile and to demonstrate their value to residents and communities.



*Boxwood Hall State Historic Site, Elizabeth. Courtesy Crossroads Image Library, photo by Chase Heilman.*

# Chapter 7 – Crossroads Presentation

As outlined in its enabling legislation, the Crossroads of the American Revolution National Heritage Area was created to assist New Jersey communities, organizations, and citizens to preserve the special historic identity of the state and recognize the significance of the state to the nation's founding. Understanding of New Jersey's critical role in the American Revolution is at the core of the state's historic identity. Chapter 7 focuses upon presenting New Jersey's Revolutionary Era significance to residents and visitors to further such understanding and to provide a foundation for initiatives to strengthen New Jersey communities through recognition of their historical identity.

## 7.1 The Crossroads Experience

The concept of *visitor experience* is fundamental to heritage tourism and interpretation. Visitor experience refers to the totality of an individual's experience when engaging the heritage area. It includes not only engagement with interpretive presentations and programming at historic sites but also the larger experiences of planning a visit, finding one's way, interactions with people, food and lodging, and basic creature comforts.

In Crossroads of the American Revolution, the primary focus is upon residents of the state. Because New Jersey is so large and so heavily populated, many residents have not visited or experienced adjacent regions, communities, and even neighborhoods. The fundamental concept behind the Crossroads visitor experience is to create an engaging and positive experience for New Jerseyans and, if we do, visitors will have inviting and positive experiences as well.

This concept takes a broad view of the task at hand. In New Jersey, visible reminders of the Revolutionary Era are everywhere, often taken for granted by those who see them most. Our job is to bring these reminders to life, to strengthen community identity, and to help communities become better places. Places residents enjoy will be places that attract visitors as well. Presentation of Crossroads of the American Revolution, then, will be comprehensive in scope, will promote community vitality, will happen in as many ways as possible, will infuse communities with a sense of their own identity, and will primarily be undertaken through local initiatives.

In planning for Crossroads, a series of goals were identified based upon the heritage area's enabling legislation. These goals are outlined in Chapter 1 of the plan. One identified goal is related to interpretation of the heritage area and four are related to heritage tourism. These goals provide the basis for the recommendations included in this chapter:

### **Interpretation:**

#### ***Goal 4.A***

Establish, maintain, and promote a broad-based interpretive program that promotes **public awareness** and appreciation of the region’s Revolutionary Era history; relates **authentic** landscapes, communities, and sites to the historic events that occurred there; and supports the **preservation and community enhancement** goals of the heritage area.

Goal 4.A for interpretation has three parts that include public awareness, authenticity, and community enhancement. The ideas within this goal provide the basis for the concept of the Crossroads visitor experience mentioned above.

### **Heritage Tourism**

#### ***Goal 5.A***

Create an **identity** for the Crossroads of the American Revolution National Heritage Area that will reflect the significance of the heritage area, the nature of its Revolutionary Era resources, and the character of its visitor experience.

#### ***Goal 5.B***

Create an **organizational structure** that includes Destination Marketing Organizations, historic sites, museums, and other key regional and state partners to guide implementation of heritage tourism plans and to advocate support for heritage tourism among elected officials and other stakeholders.

#### ***Goal 5.C***

Develop a collaborative **marketing and promotion** program that emphasizes the identity of Crossroads of the American Revolution National Heritage Area and the experiences a visitor will enjoy within the heritage area.

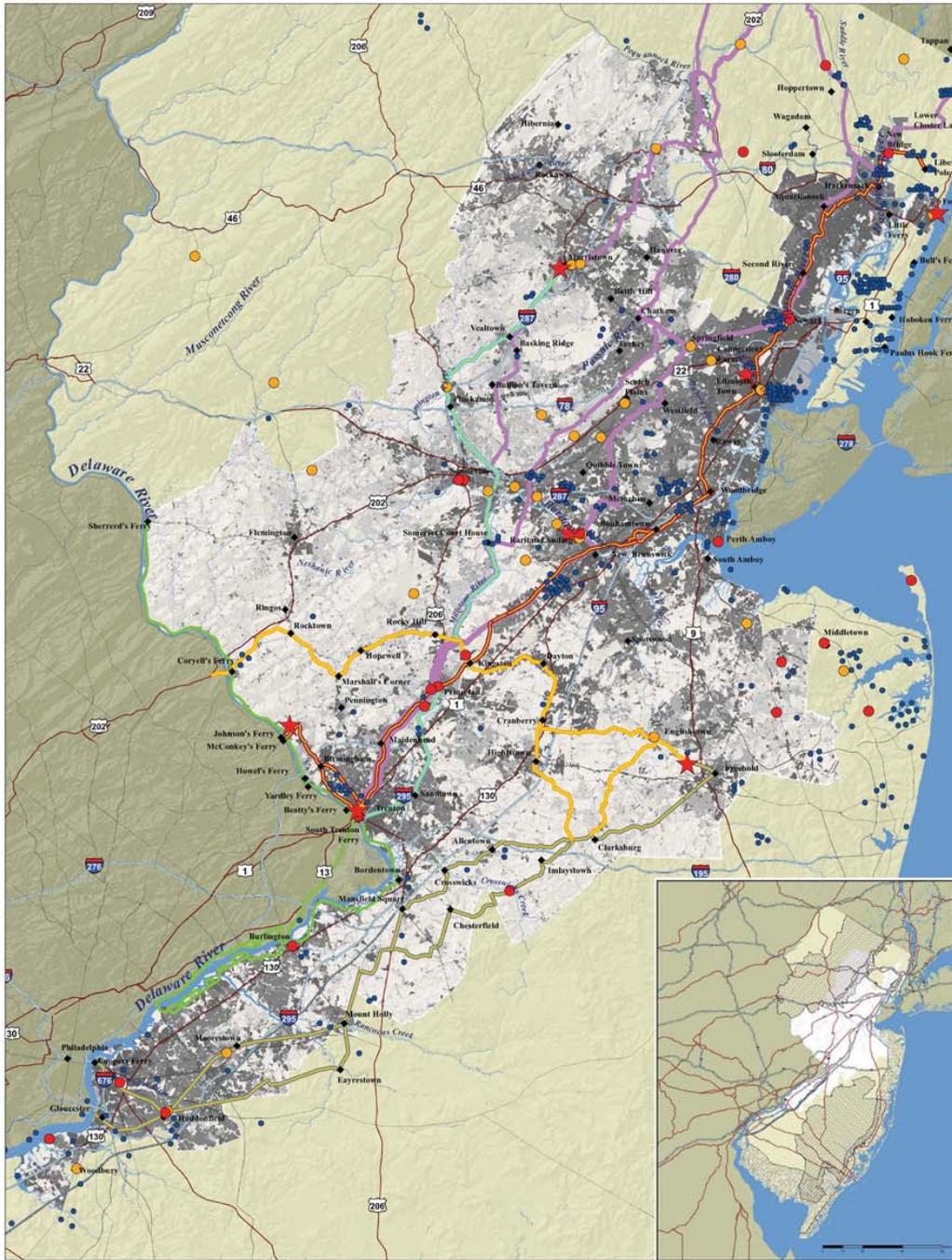
#### ***Goal 5.D***

Develop a positive and rewarding Crossroads **visitor experience** that will attract visitors, convey the state’s Revolutionary Era stories, and contribute to the region’s economy.

The goals for heritage tourism relate to identity, organization, marketing, and visitor experience that support presentation of the region to residents and to visitors.

At least four of the other fifteen goals for the heritage area should be mentioned in conjunction with interpretive presentation. Goal 1.A stressed providing **ample opportunity to learn** about New Jersey’s sites, landscapes, linkages, and resources associated with the American Revolution. Goal 3.C encourages the use of **recreational opportunities** as part of the heritage area’s interpretive strategy. Goal 4.B envisions educational programs that **reach out** to engage residents and **encourage exploration**. Together, these goals encourage a comprehensive and proactive approach to fulfillment of the heritage areas legislative purpose.

Figure 7-1 Crossroads Presentation Map



# Crossroads Presentation

April 2011

## Crossroads of the American Revolution National Heritage Area Management Plan and Environmental Assessment

John Milner Associates, Inc. in association with Watson Heritage Strategies, Lardner/Klein Landscape Architects, P.C., Patricia Ann Quigley, Inc., and the National Trust for Historic Preservation Heritage Tourism Program

GIS data sources: NJDEP, USGS, New Jersey Highlands Council, ESRI

**LEGEND**

<ul style="list-style-type: none"> <li><span style="display: inline-block; width: 15px; height: 10px; border: 1px solid black; margin-right: 5px;"></span> National Heritage Area</li> <li><span style="display: inline-block; width: 15px; border-bottom: 2px solid black; margin-right: 5px;"></span> Interstate Route</li> <li><span style="display: inline-block; width: 15px; border-bottom: 2px dashed black; margin-right: 5px;"></span> U.S. Route</li> <li><span style="display: inline-block; width: 15px; border-bottom: 2px dotted black; margin-right: 5px;"></span> State Route</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: lightblue; margin-right: 5px;"></span> Streams &amp; Waterbodies</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #d3d3d3; margin-right: 5px;"></span> Urban Land Cover</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #808080; margin-right: 5px;"></span> High Density</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #a9a9a9; margin-right: 5px;"></span> Medium Density</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #c0c0c0; margin-right: 5px;"></span> Low Density</li> <li><span style="display: inline-block; width: 15px; height: 10px; background-color: #e0e0e0; margin-right: 5px;"></span> Rural</li> </ul>	<ul style="list-style-type: none"> <li><span style="display: inline-block; width: 15px; border-bottom: 2px solid green; margin-right: 5px;"></span> Delaware River Heritage Trail &amp; Scenic Byway</li> <li><span style="display: inline-block; width: 15px; border-bottom: 2px solid purple; margin-right: 5px;"></span> Washington-Rochambeau Revolutionary Route</li> <li><span style="display: inline-block; width: 15px; border-bottom: 2px solid blue; margin-right: 5px;"></span> Colonial Era Sites &amp; Towns</li> <li><span style="display: inline-block; width: 15px; border-bottom: 2px solid red; margin-right: 5px;"></span> Revolutionary War Battles and Skirmishes</li> <li><span style="display: inline-block; width: 15px; border-bottom: 2px solid orange; margin-right: 5px;"></span> Revolutionary War Military Routes</li> <li><span style="display: inline-block; width: 15px; border-bottom: 2px solid yellow; margin-right: 5px;"></span> 1776 - Retreat across the Jerseys</li> <li><span style="display: inline-block; width: 15px; border-bottom: 2px solid lightgreen; margin-right: 5px;"></span> 1777 - Washington's Road to Morristown</li> <li><span style="display: inline-block; width: 15px; border-bottom: 2px solid gold; margin-right: 5px;"></span> 1778 - Washington's Road to Monmouth</li> <li><span style="display: inline-block; width: 15px; border-bottom: 2px solid brown; margin-right: 5px;"></span> 1778 - British Road to Monmouth</li> </ul>	<ul style="list-style-type: none"> <li><span style="display: inline-block; width: 15px; height: 15px; border: 1px solid black; margin-right: 5px;"></span> Visitor Attractions &amp; Interpretive Sites</li> <li><span style="display: inline-block; width: 15px; height: 15px; border: 1px solid black; margin-right: 5px;"></span> Gateway Interpretive Site</li> <li><span style="display: inline-block; width: 15px; height: 15px; border: 1px solid black; margin-right: 5px;"></span> Local Interpretive Site</li> <li><span style="display: inline-block; width: 15px; height: 15px; border: 1px solid black; margin-right: 5px;"></span> Regional Interpretive Site</li> <li><span style="display: inline-block; width: 15px; height: 15px; border: 1px solid black; margin-right: 5px;"></span> Inset Context Map</li> <li><span style="display: inline-block; width: 15px; height: 15px; border: 1px solid black; margin-right: 5px;"></span> Highlands</li> <li><span style="display: inline-block; width: 15px; height: 15px; border: 1px solid black; margin-right: 5px;"></span> Pinelands</li> <li><span style="display: inline-block; width: 15px; height: 15px; border: 1px solid black; margin-right: 5px;"></span> Coastal Heritage Trail</li> </ul> <p>* Boundary is approximate.</p>
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## 7.2 Guiding Principles for Presentation

Crossroads' strength is the power and significance of its story to the nation's founding and how its many individual local stories convey the realities of the times in ways people can feel and identify with today. It brings the Revolutionary experience alive and helps us appreciate what people went through and how history could so easily have taken a radically different course. It was 'almost a miracle.'

The Crossroads interpretive experience should be comprehensive but personal. It should reach out to different audiences in different ways. It should be everywhere and it should help forge community identity. The following guiding principles should inform decision-making in creating a successful interpretive presentation both locally and heritage area-wide.

- **Clear Communication:** Visitors will be presented with clear, accurate information about the visitor experience available both at individual sites and the heritage area as a whole. They will be provided with what they need to know to have a pleasant experience including directions, information on programming, services available, accessibility, timeframes, and precautions they should take, if any.
- **Authenticity:** Stories will be told in the actual locations where they happened. Authentic communities, buildings, landscapes, and resources will be used to tell the stories.
- **Accuracy:** Stories will be well-researched and accurate. What is actually known and unknown will be clearly conveyed to visitors. Sources will be identified in the development of interpretive content. If stories are based upon legend, lore, or oral tradition, this will be clearly stated. Training programs will be developed to assure that interpretive guides present accurate information.
- **Quality:** Crossroads will be known for the high quality of its interpretation and visitor experience. Partners will work together to establish and maintain guidelines for consistent levels of high quality. Local interpretive sites and communities will be assisted in meeting them.
- **Context:** Individual stories will be connected to the broader historical context using Crossroads themes. Stories will be used to illustrate themes and the bigger picture in ways that make them immediate and understandable. The historical context will be communicated in broad strokes that are accurate but easily grasped.
- **Significance and Meaning:** Interpretation will convey the significance and real meaning of events within the historical context. Why this history is relevant to us today will be made apparent.
- **Connections:** Local stories will be connected to the stories of other sites and communities within the heritage area as part of the communication of context, significance, and meaning. Visitors will be encouraged to visit other places to learn about other aspects of related themes and stories.

- **Experiential:** Interpretation will be experiential to the maximum degree possible. Communication that is visual and tied to authentic landscape features will be emphasized over text. The opportunity to actively do things will be emphasized over the mere providing of information. Visitors will be encouraged to experience Crossroads stories and landscapes through their senses.
- **Shared Human Experience:** Interpretation will be provided in ways that help visitors identify with it and relate it to experiences in their own lives. Using the authentic stories of real people in their own words in the actual places where events occurred will be encouraged wherever possible.
- **The Revolutionary Landscape:** Interpretation will connect stories to the land. Visitors will understand how New Jersey’s location and geography shaped the war. Interpretation will find ways to clearly convey the character and appearance of the Revolutionary Era landscape to visitors so that the authentic context in which events happened can be appreciated and felt. Contrasts with today’s landscape will be made.
- **Different Styles of Learning:** Interpretive media and techniques will be designed to acknowledge different learning styles and generational differences in how information is absorbed.
- **Points of View:** Visitors will be offered stories from multiple perspectives presented in their historical context in order to help them understand how people from diverse groups and political persuasions saw things differently. Visitors will not be told what to think but will be allowed to make their own decisions and draw their own conclusions.
- **Opportunities to Explore:** Visitors will be given opportunities to explore both in a physical sense and in terms of storylines. Visitors will be encouraged to explore heritage area-wide and be provided with the information and tools to do so. Similarly, sites and communities will encourage visitors to physically explore through interpretive opportunities. Themes and storylines will be presented in ways that help visitors make connections and encourage further interpretive exploration and investigation. Revelations and surprises will be incorporated into the experience.
- **Depth of Information:** Interpretation will be succinct, emphasizing key messages, context, and connections. However, visitors will be encouraged to delve into subjects in increasing detail. Information and guidance for exploring subjects in greater detail will be provided allowing those who are interested to explore subjects to whatever level they wish.
- **Variety of Experiences:** A variety of possible experiences will be provided in order to satisfy the interests of different age groups, temperaments, and orientations. Options will offer varying levels of activity, timeframes, and levels of required concentration.

- **Acknowledge the Unpleasant:** Interpretation will be accurate and authentic. Information and perspectives that may be unpleasant or that are at variance with contemporary sensibilities will none-the-less be presented accurately. The horrors and atrocities of war, civil war, slavery, and religious intolerance are examples.
- **Commemoration and Contemplation:** New Jersey has a long tradition of commemoration of the Revolutionary Era. These commemorative traditions and their physical manifestations in monuments, markers, parks, and burial grounds will be honored, respected, and continued. Opportunities for quiet contemplation of the meaning of the Revolution and experiences and sacrifices of individuals during the war will be provided.
- **Impact:** Visitors will leave understanding and able to explain to others the significance of the Revolutionary War and New Jersey’s role in it. They will be able to describe the impact of the war on the people and places within the state. Interpretation will emphasize the importance of protecting and preserving Revolutionary Era landscapes and remaining historic resources.
- **Opportunities to Engage and Support:** Visitors will be made aware of Crossroads’ mission and programs and the opportunities to engage in activities and initiatives at the local and regional levels. The need for financial and political support for the heritage area will be communicated and various ways to provide that support will be offered.

### 7.3 Audiences

A state as diverse and densely populated as New Jersey has many types of potential audiences. As discussed under the heritage tourism portion of this section, visitor research is needed to better understand existing and potential Heritage Tourism Audiences within the heritage area and the state. Through observation and information from historic attractions and tourism organizations within the region, however, several types of audiences have been identified. Audiences are identified to characterize aspects of both visitors and the existing resident population. Six types of Heritage Tourism Audiences are outlined below, and seven types of New Jersey Audiences are outlined. Heritage Tourism Audiences are the primary focus for marketing of the heritage area.

Each type of potential audience has different interests, expectations, and needs with respect to interpretation and visitor services. It is helpful for Crossroads tourism and interpretive partners to consider these varied audience expectations and needs when developing plans for programming and marketing. The most effective interpretive programming is that which is specifically tailored to the characteristics of a particular audience. Crossroads partners are encouraged to identify and design for the audiences whose characteristics that best suit their site resources, stories, and capabilities.

In the absence of comprehensive visitor research, the information outlined below is largely anecdotal. However, with continual refinement and updating by Crossroads tourism and interpretive partners, it should provide conceptual guidance on the kinds of experiences the Crossroads interpretive presentation should provide.



*Old Barracks National Historic Landmark, Trenton, Army “staff ride”:* Heritage tourism audiences for Crossroads will include special interest groups such as military personnel, educators, alumni organizations, social/historical groups, and religious groups.

Crossroads primary audience is residents, a potentially large and complicated group. While some of these residents may be considered heritage tourists, Crossroads educational and interpretive mission includes reaching out to other new and existing audiences, audiences that may not fit the traditional profiles for heritage tourism. Chapter 3 of the management plan includes a review of the socio-economic characteristics of New Jersey’s residents in terms of location, ethnicity, income, education, and other factors. New Jersey’s population is growing and changing. The complexity of the state’s residential audiences calls for comprehensiveness, variety, and flexibility in the ways that interpretative programming is provided. Communities and sites must be able to choose from a menu of possible alternatives in terms of ways to reach audiences, and creativity must be encouraged.

The following is an overview of some potential heritage area audiences.

### **7.3.1 Heritage Tourism Audiences**

Heritage Tourism Audiences are a primary focus for tourism marketing of Crossroads of the American Revolution. These audiences may include residents of New Jersey, but they are primarily thought of as visitors to the state, who will strengthen the tourism economy. Other Middle Atlantic states will probably provide the largest number of visitors to New Jersey, though New England and Southern states with strong Revolutionary War histories may also be targets for marketing the heritage area.

Strong programs for visitors to New Jersey's Revolutionary Era attractions and communities will reach local residents of those and adjacent communities as well and will help highlight and strengthen community identity. Profiles of six potential heritage tourism oriented audiences are presented below in order of general priority:

- Heritage Travelers,
- Rev War Enthusiasts,
- Group Tours,
- Urban Travelers,
- International Travelers, and
- Virtual Visitors.

### **Heritage Travelers**

Heritage travelers are the common demographic group to which heritage areas, historic communities, and many historic sites appeal. Heritage travelers are older, affluent, and well-educated. They tend to travel by automobile in small groups: as couples, pairs of couples, or small groups of family and friends. They do not usually travel with children. Heritage travelers are interested in and engaged with the places they visit. They are looking for a high-quality experience. They are capable of absorbing detailed interpretive information, and they are interested in understanding the broader implications of the information presented. They are interested in more than just the military aspects of the Revolutionary War. Civilian and cultural themes will be of interest as well.

Authenticity is a key attraction to heritage travelers. They want to see, experience, and appreciate the actual places where things happened. Quality-of-life is of particular interest. Heritage travelers are interested in a holistic experience, not just visiting attractions. They want to be in interesting places, and they want to experience the places that local residents frequent. Heritage travelers are interested in the quality of the experience: the driving, the scenery, the lodging, dining, and shopping. Potential destinations must be safe and of sufficient quality. Heritage travelers are willing to spend more money than other types of visitors. They tend to be repeat visitors if they like the place and feel there is more to see and do.

Heritage travelers are the key audience for heritage tourism aspects of the management plan and may be in-state or out-of-state visitors. Guidelines and recommendations for programming and marketing to heritage travelers are included in subsequent portions of this chapter. Criteria for landscapes and communities that will be appealing to traditional heritage travelers must be incorporated into the heritage area management plan. Similarly, criteria for communities that provide the required level of visitor services must also be established. Visitor service communities must not only provide a high quality service experience, they should also reflect the character of New Jersey's Revolutionary Era heritage.

Flexibility is important in planning trips. A range of short, medium, and longer experiences should be available. Discovery of the unexpected while they are here will encourage visitors to adjust their plans as well as visit again. Interpretation should not only be of high quality, but should be intellectually stimulating and enlightening.

### **Rev War Enthusiasts**

Revolutionary War enthusiasts are a core audience for the heritage area and have interest in the heritage area's mission of interpreting the Revolutionary Era and preserving resources. Rev War enthusiasts are knowledgeable about the United State's eighteenth century history. They include local historians, re-enactors, and history buffs. Many are residents of New Jersey and are familiar with its Revolutionary Era history and resources. Many are probably already engaged with history related interests in their communities and can be encouraged and inspired to help support and initiate Crossroads programs where they live. Other Rev War enthusiasts will come from adjacent states where Revolutionary Era history is also strong.

Rev War enthusiasts are likely to come having already studied the battles, campaigns and events, and they are interested in seeing and experiencing the actual places where events occurred. Rev War enthusiasts will likely not only be knowledgeable about war-related subjects but also about Colonial life and the heritage area's broader cultural themes.

Rev War enthusiasts may be primarily male but are likely to be traveling with spouses with similar interests. Like heritage travelers, they tend to travel in small groups of friends and family. Rev War enthusiasts are not necessarily as affluent as heritage travelers and may not be as interested in quality-of-life experiences. They will go places that are off the beaten path, places that traditional heritage travelers will not venture, to see authentic places and understand the region's stories.

Rev War enthusiasts are a target audience for special events at the heritage area's historic sites and communities, such as re-enactments and special tours. With respect to interpretation, depth of information is important to Rev War enthusiasts. Like other visitors, they need to understand the broad context and significance of the Revolutionary Era, but they also need to be given the opportunity to delve more deeply into details and minutia that are not likely to engage most visitors.

Rev War enthusiasts will go directly to battlefields and key historic sites and skip other attractions. They will spend time at historic sites and on battlefields and will want to explore them. They are open to a more athletic and demanding experience. Revolutionary Era landscapes should be made understandable to them. They will be interested in major sites and battlefields, but they will also seek out lesser known and recognized places where interesting events occurred. They will want to know exactly where detailed events took place, what conditions were like, and what exactly occurred. Rev War enthusiasts are an important audience for communities and smaller historic sites. They will spread their satisfaction or dissatisfaction with their Crossroads experience to others by word of mouth and the internet.

### **Group Tours**

Group bus tours organized and conducted by special interest groups and professional tour operators are an important constituency for primary heritage area attractions. Special interest groups currently visiting regional attractions include educators, military personnel, alumni organizations, social/historical groups, and religious groups. Some group tours are self-organized, but many are run by professional tour operators.

Because of their importance, many large attractions and visitor bureaus market only to tour operators and do not market to incidental, leisure travelers at all. Marketing is undertaken through conventions, familiarization tours, and direct marketing. Group tours are lucrative because they combine large volume (and visitation fees) with short time-frames. Bus tours arrive, visit, and leave. A single attraction is usually one stop in a series that are being visited by the tour. Visits are quick, and extensive programming is not required.

The people participating in group tours tend to be older. There is some discussion that with the passing of the World War II generation group touring will tail off, as the baby boomer and subsequent generations tend to prefer independent travel. Attractions that wish to draw group tours must first have the level of quality and interest that appeals to those who participate in them. Tour operators will only go to places that sell, and the competition is stiff. High quality and visitor appeal is essential.

Attractions that wish to host group tours must have the capacity to accommodate buses and large groups easily. Attractions must have sufficient quantity and quality of visitor services, especially rest rooms, and they must be accessible to individuals with limited physical capabilities. Only a handful of Crossroads' existing attractions can currently meet these requirements.

Aside from the current range of group tours to Crossroads' larger attractions, the possibility of organizing specialized thematic bus tours of the heritage area has interesting potential. Small companies currently organize customized themed tours for private groups throughout the country. Providing planning and logistics for group tours could provide an income stream for Crossroads and its attractions in a variety of ways. The possibility of creating themed tours will take coordination and marketing by heritage area staff, attractions, and tourism organizations. Subjects, storylines, and potential stops must be carefully planned and organized. Dining and lodgings along the tour must be of sufficient quality to satisfy travelers.

### **Urban Travelers**

Crossroads of the American Revolution includes extensive urban areas in its northeast region as well as in its Trenton and Camden areas. While they are significant to the Revolutionary Era story, these areas may be difficult to market to traditional heritage travelers because of lack of integrity to the period of the Revolution, and the complex quality of the experience.

However, because of the region's proximity to both the New York and Philadelphia metropolitan areas, and because of the large populations within New Jersey's urban areas, New Jersey's urban experiences are a marketable commodity to a large number of nearby residents who are entirely comfortable with the existing urban environment. The region's extensive public transportation system makes urban areas relatively easy to access. Revolutionary Era touring can be designed around specific use of public transportation as a special type of Crossroads experience.

Urban travelers are likely to come, therefore, from New York, Philadelphia, and urban parts of New Jersey. They will be looking for cultural as well as historically related

experiences, and they will be seeking dining and lodging opportunities similar to those they know from other urban areas. This group may include affluent urban dwellers, adventurous young people, and middle class urban residents. They may tend to be well educated and sophisticated, but they may also be solidly middle class with historical interests. Urban travelers may be drawn by special events and will appreciate a wide variety of cultural amenities. Strategies to attract urban travelers must be closely coordinated with and supportive of local community downtown revitalization and marketing programs.

### **International Travelers**

International travelers currently visit several of the heritage area's primary historical attractions having learned about them through international travel guides. Because of the region's proximity to New York City, they are a significant potential audience. International travelers will not be knowledgeable about United States or Revolutionary Era history. Presenting the era's broad themes and how they play out in cultural development will be important. Crossroads' historic sites and visitor service communities are an opportunity to present our country to foreign visitors.

International travelers are intelligent and sophisticated. They expect a world-class experience, and will quickly perceive shortcomings in the visitor experience. Crossroads' heritage tourism experience should be designed to be compatible with the world-class levels that international visitors will have seen. Authenticity, however, is key. International visitors want to see the true America, places where Americans live and work. In that sense, the inclinations of international travelers and heritage travelers are very similar.

There are differences, however, in the range of experiences that international travelers will be comfortable with. In general, heritage travelers will limit their exploration to scenic communities and landscapes. There are places they will not go. International travelers, however, are more likely to be attracted to urban centers as well as scenic landscapes. Crossroads must be very clear about marketable destinations and visitor experiences that will be of interest to international travelers. Designing successful experiences for international travelers will set a standard applicable to other visitors as well.

### **Virtual Visitors**

Today the internet is a powerful tool for communicating with people throughout the world. With appropriate programming, many people can explore Crossroads without ever actually coming to New Jersey. High quality internet content is essential to the success of the heritage area.

This management plan outlines a comprehensive communications plan that should be an early action to be undertaken by the heritage area. It includes a strong internet component that embraces a highly developed website, social media, and strong connections to the websites of heritage area partners. The plan will foster an understanding of the background and significance of the region's Revolutionary history, allow virtual exploration of authentic places associated with that history, provide information that encourages and supports visitation, and reach out to potential supporters for cooperative programming, community enhancement, fundraising, and development.

### 7.3.2 New Jersey Audiences

As discussed above, a high quality programmatic and interpretive experience designed to attract visitors will also attract existing residents of the state. In this way, the Crossroads heritage tourism initiative has a dual role, to attract visitors and tourism dollars as well as to awaken residents to the heritage of their own community.

Seven types of residential audiences in New Jersey are outlined below. The first four of these audiences represent potential visitors to the heritage area's historical attractions, and therefore should be subject to specific programming at and for historic sites as well as a focus the heritage area's marketing and outreach programs. They are listed in general order of priority:

- Students and Teachers;
- Neighbors;
- Families; and
- Friends of Families.

The last three residential audiences within New Jersey are potential audiences that will not necessarily be expected to visit the heritage area's historical attractions and must be reached in other ways. Recreational Users, for instance, will receive exposure to the region's Revolutionary heritage indirectly as a sidebar while participating in recreational activities, not through direct interpretive programming.

Perhaps the largest and most important audience in this group is the Casual Acquaintances. This audience represents the majority of New Jersey's resident population that is not directly interested or engaged in history and heritage. Reaching them will require a broad and creative public communication and community revitalization strategy. Specific targeted programming will be developed for New Citizens audiences.

Residential audiences within New Jersey not necessarily expected to visit historical attractions include:

- Recreational Users;
- Casual Acquaintances; and
- New Citizens and Immigrants.

#### **Students and Teachers**

Within the Crossroads Heritage Area, student groups make up a large proportion of the yearly visitation to most state-owned historic sites with interpretive programming. New Jersey state curriculum guidelines call for the study of American history and Colonial life in the fourth and fifth grades. Regional school districts take advantage of the professional programming offered at historic sites throughout the state which is specifically tailored to the curriculum guidelines. Teachers are interested in creating meaningful experiences for their students and appreciate the impact that programs at historic sites have on learning. Student related programming and teacher training within the heritage area are discussed more specifically in Chapter 8 of this management plan, *Research and Education*. Student and teacher audiences are mentioned here as well, however, because of their importance to the interpretive programming offered at Crossroads attractions.

Attracting student groups takes significant planning and effort. Visitation by student groups is regional in nature. Only school districts within a reasonable driving distance will be able to visit a particular site, as the entire trip must fit within the time limitations of the school day.

As with group tours, attractions that wish to serve student groups must have the capacity to accommodate buses and groups of thirty to forty students at one time. Sites must be safe, and adequate visitor services must be available, including not only rest rooms but meeting rooms, circulation space, and places to eat lunch.

Engaging programming is the key. Attractions must develop a range of programs in accordance with curriculum guidelines and the interests of teachers, students, parents, curriculum planners, and administrators. Meeting the educational needs of specific courses and subject matter is essential. Educational programming must be engaging and real. It must not only be interesting and fun for students, it must make the work of the teacher easier and more successful.

A number of existing attractions within the heritage area are already experienced in planning for student groups. The range and quality of programming that they currently provide are impressive. Most existing programming is personal in nature and conducted by experienced interpreters in period costume. Some smaller historic sites with talented interpreters currently struggle to serve student groups, however, due to limited staff support and available services. Crossroads programming will assist these sites to help alleviate this situation. In addition to being important in and of itself, successful student programming can lead to increased visitation by parents, families, and friends.

### **Neighbors**

Throughout the planning process for Crossroads of the American Revolution, New Jersey residents commented upon the inward, local focus of many communities. There was a clearly expressed sense that many New Jersey communities tend not to work together or know each other well. A goal of the heritage area is to encourage communities to engage with each other and to work on cooperative endeavors.

When we speak of presenting the Crossroads story to residents, we are in large part encouraging communities to tell their own stories to their neighbors and for residents to explore neighboring communities throughout the heritage area. Interpreting to neighbors is like inviting friends into your home. Improving the character of a community is important in making neighbors feel welcome. The travel experience; the friendliness of downtown restaurants and cafes; parks, open space and recreational opportunities; and the interest of well-presented local historical sites all contribute to the attractiveness of a community to its neighbors.

Like heritage travelers, visitors enjoy frequenting places that residents themselves like to be. Interpreting Crossroads to neighbors across the heritage area will require a holistic approach to presentation that combines interpretation with community enhancement and downtown revitalization. Heritage area-wide programming and marketing will provide a context for the initiative, while specialized inward focused marketing will be specifically designed to reach neighboring audiences. Special events in local communities will play an important role.

### **Families**

Families are a primary audience for many visitor attractions. Families are as likely to be local residents as they are to be visitors. Local families are an important constituency and should make up a significant proportion of the visitation to heritage area attractions. If historic sites can draw a substantial number of residents as a visitor base, they are more likely to be successful and to be able to fill out their visitation with travelers from outside of the region. Families are among the most important type of resident groups.

Families as a visitor group implies a mix of ages, from children to grandparents. In order to attract and satisfy families, a mix of activities and options is required — something for everyone. Different interests, abilities, and activity levels need to be engaged and accommodated. Family groups may divide up, do different things, and meet back together.

Families tend to have limited time periods for their visits. They require visitor services, such as rest rooms, places for older people to rest, friendly guides, and snacks, if possible. Families are looking for fun. They are more interested in the experience than in the subject matter. They need quick, easy learning. Learning should be visual and experiential, not text based. Only the high points and the basics need be presented. They are more likely to be interested in cultural themes than in war related themes. They are more likely to be interested in people's lives and experiences than in abstract information.

Residents have the potential to be repeat visitors to an attraction they enjoy. Changing exhibits and special programming and events such as day camps and living history presentations encourage them to visit. Seasonal presentations such as fall harvests, Christmas decor, and spring flowering draw repeat visitation during the year. Crossroads' more experienced attractions are well-versed in establishing themselves as venues for such events.

### **Friends of Families**

Many of Crossroads' historical attractions provide places where residents can take visiting family and friends to have a nice time and to learn about the area. When friends or family come to visit, local residents look for something interesting to do with them. They want to show their guests where they live, take them to the best places to visit, put their community's best foot forward. Historical attractions fill this need in providing something interesting to do with guests. The friends of families are therefore an important extension of the resident base visitation for an attraction.

For visiting friends the experiencing an inviting place and a pleasing time is often more important than in interpretive content. Beautiful landscapes and gardens tend to be more enticing than buildings or museums. Interpretation is incidental to the experience, as an option and an amenity. Presentation needs to be quick, easy-going, and engaging. Cultural themes are more likely to be of interest than war-related subjects. High quality visitor services and friendly guides are a plus.

As a visitor group, therefore, friends of families can be a key constituency helping to reach local residents as well as visitors. A satisfying and high quality experience yields

word-of-mouth communication to potential future visitors of all types, whether the communication comes from residents or from past visitors to the region.

### **Recreational Users**

New Jersey has been proactive in preserving open space and creating community recreational opportunities for many years. With the region's dense population, parks and public open space are heavily used and highly appreciated. Historic sites with trails and open space such as Washington Crossing State Park, Raritan Landing, and Jockey Hollow in Morristown National Historical Park may be more heavily frequented by recreational users than by visitors with historical interests.

Recreational users are therefore an important constituency. The recreational use of historic sites should be encouraged and accommodated. Historically significant landscapes can be preserved in part for their recreational potential. Through recreational use, residents will become aware of the significance of sites within the community even if they do not have strong historical interests.

Interpretive presentation can be designed specifically for appreciation by recreational users. Such presentations should be landscape oriented using placemakers that communicate content and significance visually and quickly. Landscape art is an important means for such communication. Trails can be designed to illuminate stories and themes by the courses they take. Recreational users may be encouraged to stop and partake of more detailed exhibit content, but it should not be required. Community events such as marathons and bicycle races and tours can be used to attract recreational enthusiasts and promote historical themes and places.

### **Casual Acquaintances**

Reminders of New Jersey's Revolutionary identity are found throughout the heritage area in the form of place names, monuments, markers, historic buildings and sites, and other physical resources. The presentation for Crossroads of the American Revolution will reinforce this sense of identity by preserving and highlighting these features, by adding to them, and by forging connections between them. This element of the Crossroads plan will help establish the region's Revolutionary identity even among residents who have no professed interest in history or in exploring historic sites.

Casual acquaintances are residents and visitors within the heritage area who are going about their daily lives not seeking interpretive experiences. They include a wide variety of individuals undertaking a wide variety of activities not directly related to the heritage area. They include the vast majority of heritage area residents. By reinforcing the physical presence of communities' Revolutionary identities, Crossroads will strengthen the public consciousness of these identities. Such public consciousness will establish a foundation for initiatives that appropriately enhance community character based upon shared heritage. It will also help reach out to new audiences and create an awareness that will better enable residents to present their communities to visitors.

Reaching casual acquaintances is among the most important of Crossroads' objectives in fulfilling its goal of promoting public awareness and appreciation of the significance of New Jersey's Revolutionary identity. It requires a comprehensive approach to

integrating community identity into planning processes and community initiatives at the local level. Crossroads can further this goal by helping communities identify and preserve resources at the local level, implementing programs that create new physical reminders of community identity and the Revolutionary Era, sponsoring themed community programs and events, and coordinating marketing to residents heritage area-wide.

### **New Citizens and Immigrants**

Among New Jersey's minority communities are new arrivals to the United States who are seeking citizenship. New citizens are an audience that will receive specialized recognition from Crossroads. New citizens need to be made welcome and encouraged to see how their communities fit into the fabric of American life. Their unique cultural identities must be respected while at the same time integrated into and connected with the larger community. Most important will be creating an understanding and appreciation of the ideas and ideals embodied in the Declaration of Independence and the Constitution. Equally important, however, will be encouraging new citizens to participate in community life, especially the political process. Crossroads has already sponsored programs highlighting the swearing-in of new citizens. Additional programming supporting existing organizations devoted to the support and assimilation of new citizens will be developed.

## **7.4 Crossroads Interpretive Themes**

Interpretive themes are the central concepts or ideas that are important about a place, subject or resource and that give it meaning and significance. Themes help visitors connect individual stories with broader contexts and help them understand what they mean and why they matter.

The Crossroads Heritage Area has developed a framework of interpretive themes that conveys the significance of New Jersey's role in the American Revolution. The Crossroads themes are broad and comprehensive enough to represent the experience of the entire region, yet they are specific enough to provide context, focus, and meaning for a wide variety of individual stories. Every community and site within the heritage area can identify with them. Local stories, subjects, and resources will be used to illustrate the themes. The themes establish a clear, heritage area-wide framework for presentation and will be used to guide and coordinate interpretation at individual sites. They will help link partnering sites together to provide a comprehensive and cohesive experience for visitors.

### **7.4.1 Historic Context and Significance**

The history of the American Revolution in New Jersey has been widely studied, and a great deal has been written about it. New Jersey's strategic location near the center of the American Colonies combined with the opportunities for access, provisioning, and defense provided by its countryside resulted in an inordinate amount of Revolutionary War action being conducted across its landscape. New Jersey's experience of the American Revolution is representative of the trials and conflicts experienced by the newly founded nation as a whole. The Continental army spent nearly half the war

within the state. At first a reluctant participant, New Jersey became an epicenter of the war's action. New Jersey's residents felt the brunt of this deadening force as their farms and communities were raided and occupied by both the Continental and British armies severely impacting their daily lives.

New Jersey's Revolutionary experience is not one of glory and easy triumph. It is an authentic experience represented by a thousand small tragedies and personal stories in communities throughout the state. It is characterized by conflict, contradictions, and complexities; by persistence, endurance, and survival. A fledgling Continental army teetered on the brink of disaster, experienced unspeakable hardship, but emerged intact and more confident. A British powerhouse realized its vulnerabilities and the limits of its capabilities and became timid and defensive. A civilian population experienced civil war and was forced to acquire a new identity. Through endurance and mere survival a nation was born.

Crossroads' interpretation will convey to residents and visitors the broad historic context in which local, regional, and national events occurred and why they are significant. It will connect places and stories to the broad sweep and meaning of Revolutionary Era history. Chapter 1 of this management plan includes a brief statement of significance for the heritage area, summarized above. The Crossroads *Special Resource Study and National Heritage Area Feasibility Study* includes a succinct historical overview of the war within New Jersey. A great deal has been written about the Revolutionary War in New Jersey, from national best-sellers to obscure detailed studies in local journals and papers. A wide variety of material is available to draw upon.

Through the course of planning for the heritage area, it became apparent that every New Jersey community has stories that relate to the Revolutionary Era experience, a point we repeat. It is clear that the details of Revolutionary War history are often best known by local historians who are most familiar with the places; the people; and the letters, diaries, and other materials that tie the residents of those times to the events they experienced. This is the unique feature of the potential interpretive presentation in New Jersey. The state's comprehensive grassroots network of town historians (required by state statutes), county cultural and historical commissions (also required), county and local historical societies, and amateur historians has created a particularly broad and vital foundation for identifying stories and creating connections between them. The heritage area's job is to give this grassroots network a framework and field of action.

Without prejudicing the scope and quality of the wealth of source material available on the Revolutionary War in New Jersey, general readers interested in understanding the historical context of the war might reference the books listed below and the bibliographies they contain. This combination of references is representative of how good secondary sources can be combined to construct a holistic picture of events of the times for the general public, connecting academic inquiries with broad popular histories with detailed local narratives. Together, these books have been particularly helpful in laying the groundwork for preparation of this management plan. Assembling a complete list of references for public and scholarly access will be an implementation project for the heritage area's research and education initiatives and for posting on the Crossroads website.

- *New Jersey in the American Revolution* edited by Barbara Mitnick (Rivergate Books, copyright by The Washington Association of New Jersey, 2005) provides a comprehensive overview of the character and significance of the war in New Jersey as they relate to key subjects such as military events, social and economic conditions, politics, geography, women, minorities, and the arts. By far, this book provides the broadest conceptual understanding of the era that is readily available.
- *Land and People, A Cultural Geography of Pre-Industrial New Jersey: Origins and Settlement Patterns* by Peter O. Wacker (Rutgers University Press, 1975) is the seminal study of New Jersey's cultural geography during the eighteenth century. This book provides valuable background information on the various ethnic, religious, and cultural groups that populated different portions of the state creating New Jersey's distinctive diversity as well as the varying perspectives that fueled civil conflict during the Revolution.
- *Almost a Miracle, The American Victory in the War of Independence* by John Ferling (Oxford University Press, 2007) provides a recent and readable overview of the Revolutionary War as a whole. It not only summarizes events, it also provides background, context, and insightful assessment.
- *Washington's Crossing* by David Hackett Fischer (Oxford University Press, 2004) is part of a series of books on pivotal moments in American history. The book provides a thorough, thoughtful, well researched, and academically rigorous presentation of the critical early stages of the war in New Jersey, from the invasion of New York through the spring and summer following the battles of Trenton and Princeton. From Fischer's descriptions of the impact of the battlefield landscapes on the outcome of events, it is clear that he has walked them personally. *Washington's Crossing* particularly emphasizes the role of the New Jersey militia in shaping the course and conduct of the war.
- *The Battle for New York* by Barnet Schecter (Walker & Company, 2003) presents a history of the Revolution related specifically to the British occupation of New York City and Washington's continued interest in dislodging them. The story of the Revolution in New Jersey is directly related to the British occupation of New York City. Many New Jersey Revolutionary War histories focus upon events that occurred on New Jersey soil without relating it to its larger context. This book provides an overview that enables readers to place New Jersey events in perspective and connects them to events in the city, the Hudson Valley, and the entire southern New York/southern Connecticut/New Jersey theater of war.
- *The Revolutionary War in the Hackensack Valley: The Jersey Dutch and the Neutral Ground 1775-1783* by Adrian Leiby (Rutgers University Press, 1962/1980/1992) is an excellent example of a history of the Revolution told at a regional level. The book describes the background of the Hackensack Valley community and landscape and explains how it was socially, religiously, and politically ripe for the civil conflict sparked by the Revolution. It traces that civil conflict through the course of the war. Similar local and regional histories would help communities relate their specific stories to the larger historical context of the war.

- *Uncertain Revolution: Washington and the Continental Army at Morristown* by John T. Cunningham (Cormorant Publishing, 2007) describes the history of the Continental Armies' winter encampments at Morristown. This history is central to an appreciation of the tenuousness of the army's survival at a critical point in the war upon which the survival of the Revolution depended.
- *Revolutionary War Trail, A Guide to New Jersey's Revolutionary War Trail for Families and History Buffs* by Mark Di Ionno (Rutgers University Press, 2000/2006) is a unique compilation of many of New Jersey's Revolutionary War sites. Organized by county, the book lists the locations and key points associated with over 350 historic sites throughout the state. We all owe a debt of gratitude to Mark Di Ionno, a journalist with the *Newark Star-Ledger*, for the massive amount of work undertaken in preparing this valuable guide. It was the most comprehensive and usable listing of Revolutionary War sites available during the management plan process.

### 7.4.2 Crossroads Themes

The 2002 *Special Resource Study and National Heritage Area Feasibility Study* outlined themes that convey the character and significance of the American Revolution in New Jersey. Three primary themes have been created along with related sub-themes for each. These themes will be used to guide interpretation throughout the Crossroads Heritage Area. The themes are comprehensive and will allow each community and site to find its place within a coordinated, heritage area-wide interpretive presentation. The Crossroads themes are outlined below.

#### Primary Theme 1:

##### *A Revolutionary Landscape*

*The physical and economic geography of New Jersey greatly influenced how the Revolutionary War was conducted in state. Understanding New Jersey's eighteenth century landscape is a vital part of understanding the war. New Jersey's critical location, topography, settlement patterns, and natural and manmade resources influenced the actions of both armies and helped shape the outcome of the American Revolution.*

*A Revolutionary Landscape* encourages exploration of the physical and cultural characteristics of New Jersey's geography and Colonial-era landscape to provide an understanding of how central they were in shaping the conditions, strategies, events, and outcomes of the war in the Mid-Atlantic region. New Jersey's natural landscape shaped settlement patterns, with different ethnic, religious, and cultural groups settling in different areas. This created a remarkable diversity with differing views and allegiances with respect to the Revolution. Central New Jersey provided the primary land route connecting the major cities of New York and Philadelphia, and the bountiful agricultural production of this region was vied for to supply both armies.

Northwest of this central corridor, the Wachung Mountains and the hills and low-lying swamps beyond them provided a natural defensive system for the Continental Army as well as a protected interior route connecting Pennsylvania with New York and the

New England states. The natural resources of this region, such as its iron ore, were vital to the American war effort. New Jersey's rivers and coastal regions, especially the Hudson, Delaware and Raritan Rivers, were the focus of maritime aspects of the war within the state.

A *Revolutionary Landscape* provides opportunities to concentrate interpretively both upon New Jersey's natural landscape and upon the cultural landscape that had developed by the period of the Revolution. Conveying the appearance, character, and significance of the landscape at the time of the war will be a primary emphasis of interpretation throughout the heritage area. Every Crossroads community and resource can contribute to this important theme by describing its landscape and the role it played in the conduct of the war.

#### **Revolutionary Landscape Sub-theme 1-A:**

***Location:** New Jersey's location between New England and the South made it a key communication route for patriots and a prime target for the British. Because of this central location, New Jersey became a key theater of war.*

The landscape sub-theme *Location* relates stories to New Jersey's central position between New England and the Southern states making it a key link for communication and control. By occupying New York City and controlling the Hudson Valley and adjacent New Jersey, the British could divide the New England states from the Mid-Atlantic and South. Control of the important transportation link between the cities of New York and Philadelphia was strategically vital to each side.

#### **Revolutionary Landscape Sub-theme 1-B:**

***Strategy:** New Jersey's natural landscape shaped the strategies of British and American generals in their conduct of the war*

The landscape sub-theme *Strategy* looks at the ways in which the New Jersey landscape affected the goals and planning for the war by both sides, providing offensive opportunities for the British and defensive opportunities for the Americans. The British army sought to control the plains of Central New Jersey, with its key transportation route and bountiful farms, and to force the Continental Army into a decisive battle. American forces used the mountains and swamplands as a defensive shield from which to harass the British and avoid direct confrontation. Washington believed that dislodging the British from their base in New York City was essential to winning the war.

#### **Revolutionary Landscape Sub-theme 1-C:**

***Supply and Logistics:** Both Americans and the British provisioned their armies from New Jersey's productive farms, forests, mills, and mines. New Jersey's abundant resources enabled both armies to maintain their forces in the field longer than otherwise possible.*

The landscape sub-theme *Supply and Logistics* explores how each side used the New Jersey landscape to support and provision their army and how food, forage, natural resources, lines of communication, and movement affected the thinking of leaders and the ability of each army to act. Among the key resources were forage for animals and wood for heat. Foraging parties from both sides preyed upon farm families, especially in Central New Jersey, ravaging the countryside and devastating agricultural communities. These foraging parties were frequent targets for raids and ambushes, resulting in over 700 identified military engagement sites within the state.

## **Primary Theme 2:**

### ***Rendezvous for Rebellion***

*The campaigns and military engagements that occurred in New Jersey greatly influenced the outcome of the American Revolution.*

*Rendezvous for Rebellion* is about the significance of the military actions that took place within New Jersey. The battles of Trenton and Princeton were morale boosters for the new nation in the darkest hours of the conflict and directly altered the strategies and capabilities of both armies. The British realized that they could not hold Central New Jersey and converted dramatically from offensive to defensive operations. The Americans demonstrated that they could inflict decisive wounds to the British powerhouse through quick and targeted action, leading to a new strategy of guerilla-like warfare and of seeking to prolong the war and outlast the British.

The Battle of Monmouth, on the other hand, demonstrated that the training conducted during the long winter at Valley Forge enabled the Continental Army to directly face British regulars in the field. The many smaller raids, engagements, and skirmishes that were conducted over the course of the seven years that armies were present in the state were characteristic of the bitter and tragic nature of the conflict in New Jersey.

*Rendezvous for Rebellion* provides the basis for understanding the military events that occurred in New Jersey during the American Revolution, related sites, the leaders and common soldiers of both sides, and the impact of the conflict on New Jersey's citizens.

### **Rendezvous for Rebellion Sub-theme 2-A:**

***Campaigns and Engagements:*** *Five major campaigns as well as numerous small engagements, skirmishes, raids and naval actions took place in New Jersey over the course of the war. New Jersey saw the transformation of the Continental Army from a disorganized collection of untrained soldiers and militia to an effective fighting force that could stand up to the most powerful nation in the world.*

The military sub-theme *Campaigns and Engagements* traces the military action in New Jersey between 1775 and 1783. The five major campaigns include the American retreat from New York, the Ten Crucial Days of 1776-77, the defense of the Delaware River and capture of Philadelphia, the British retreat from Philadelphia and the Battle of Monmouth, and the last major battle in New Jersey at Springfield.

Many lesser-known battles and encounters occurred throughout the region including Tory and militia raids, strikes by privateers from the protection of rivers and bays, and ambushes from woodlands or mountain hide-a-ways. The New Jersey military experience is rich with stories of both large and small-scale actions that took place in many communities and landscapes across the state.

#### **Rendezvous for Rebellion Sub-theme 2-B:**

*Encampments and Daily Life of Soldiers: While the British encamped in New Jersey's cities, Washington and his troops spent winters in the rural Morristown and Middlebrook areas. It was here that patriot soldiers endured the worst winters of the war, when food, clothing, and money were in short supply.*

Many men chose to stay at home or join the militia rather than face the harsh conditions of army life. Continental soldiers joined enticed by enlistment bonuses and promises of land or simply because they believed strongly in the patriot cause. Many New Jersey citizens joined the British lured by benefits or their allegiance to the Crown. African American slaves participated on both sides hoping their service might lead to freedom at the end of the war.

The daily lives of soldiers, whether British, Hessian, or American, were characterized by hardship, foul weather, the specters of capture or severe wound, and even death on a lonely road or crowded battlefield. For the Americans, who were ill clothed, poorly armed, underfed, and often unpaid, suffering sometimes led to decisions to return home as enlistments expired and even to mutiny.

The military sub-theme *Encampments and Daily Life of Soldiers* looks at the individuals who made up the armies and connects stories related to the harsh conditions of military life at the levels of both the individual soldier and the army as a whole. Perhaps most significant is the story of the Morristown encampments, which tested the Continental Army to the breaking point. The broader context of this theme includes the strategic stationing of troops in a defensive arc around the British center in New York City, including the little-known Middlebrook encampment.

#### **Rendezvous for Rebellion Sub-theme 2-C:**

*Leadership: Important leaders on both sides of the conflict experienced victory and defeat in the corridor lying between New York and Philadelphia. In New Jersey, Washington demonstrated his personal leadership qualities. Many who served with him later became leaders of the new nation.*

The military sub-theme *Leadership* concentrates upon the many individuals who served in a leadership capacity on both sides of the conflict, both military and civilian. In New Jersey Washington demonstrated his extraordinary military skills and leadership abilities both on and off the battlefield. Washington held his fledgling army together, shaped it into a fighting force, and undertook bold action at significant risk. At the battles of Princeton and Monmouth, he personally rallied his troops, turning initial retreats into victories.

Individuals who became famous national figures played prominent roles in the military action in the state, including Alexander Hamilton, James Monroe, and Henry Knox. New Jersey's own revolutionary leaders at both the state and local levels markedly impacted events. The character and quality of leadership was significant to the war's outcome.

### **Rendezvous for Rebellion Sub-theme 2-D:**

***Civilians and the War:** Because of the duration and intensity of war activities in New Jersey, civilians were more involved in, and affected by, the military action than in most other states. Civilians joined both sides; provided aid, resistance, information, resources, and supplies; and saw their communities and homes ravaged. The role of New Jersey's militia was particularly significant to the conduct and outcome of the war.*

The military sub-theme *Civilians and the War* highlights the civilian stories associated with the Revolution in New Jersey. Many civilians repeatedly lost food, livestock, supplies, homes, and in some cases their lives from looting and pillaging American, British, and Hessian forces. Throughout the state, civilians joined the official armies as guides, laborers, and suppliers, while many others were forcibly pressed into duty. Women in the midst of the conflict were forced to adopt traditionally male roles, taking over agricultural and business tasks while men fought. Women were also present in army camps, performing duties such as cooking, foraging, nursing, and sometimes fighting.

Once stirred by British occupation, militias became as important as armies during the campaigns. Washington's bold attack on Trenton and his strategy of encirclement and harassment of the British forces in New York were inspired by New Jersey's unilateral militia action. Though largely unorganized and often deemed untrustworthy by the regular army, militia groups made British travel and foraging painful and encampment untenable in New Jersey. Occasionally, they proved themselves the equals of British regulars on the traditional field of battle.

Literature played a significant role in the attitudes of civilians and soldiers toward the war and contributed to the nation's cultural life.

### **Primary Theme 3:**

#### ***Divided Loyalties***

*New Jersey's cultural diversity and economic circumstances created varying views with respect to revolution. Strong divisions led to civil war within and between communities. These divisions often erupted along religious, ethnic, or economic fault lines and resulted in the widespread disruption of community life, tragic violence, and the forced movement of people.*

The war in New Jersey generated allegiance to the Crown for some and loyalty to the rebellion for others, resulting in a daily civil war between Tories and rebels. Because ideological divisions frequently fell along religious, cultural, or economic lines, New

Jersey's exceptional diversity became a source of strife. The division of loyalties split families, communities, and institutions and generated levels of hostility that would long outlast the period of the American Revolution.

*Divided Loyalties* provides the opportunity to explore and interpret one of the most interesting and important, yet little known, aspects of the American Revolution in New Jersey. It is a theme that every historic community within the heritage area can illustrate through the stories of its peoples, their views, and their circumstances. The theme is most powerful in the areas nearest New York where civil strife was at its most intense.

### **Divided Loyalties Sub-theme 3-A:**

***Political Loyalties:** Politics in New Jersey were highly fragmented at the local level, and the colony lacked a dominant political position to guide it through the war. Both loyalty and patriotism were widespread, while many residents supported neither side. As events unfolded, violence and revenge took hold, resulting in civil war.*

Divided Loyalties sub-theme *Political Loyalties* traces the politics and actions of patriots, loyalists, and those who supported neither side through the course of the war. Towns, congregations, and even families were frequently split in their views and their allegiances. In the central region, where political and cultural groups were more finely intermingled, the civil war was especially violent, and it was dangerous to support the 'wrong' side. As control of the countryside repeatedly shifted from American to British and back again, neighbors perpetrated violence against neighbors with opposing allegiances, creating a cycle of revenge and retribution. After independence, the acrimony of civil war precluded peaceful reconciliation; many loyalists were forced to emigrate and lost their properties.

### **Divided Loyalties Sub-theme 3-A:**

***Religious/Cultural Diversity:** New Jersey's cultural diversity distinguished it from the relatively homogeneous colonies of New England and the South. A multiplicity of religions compounded the fragmented political situation, while sectional and economic differences also created political divisions.*

Divided Loyalties sub-theme *Religious/Cultural Diversity* picks up the cultural makeup of New Jersey at the time of the Revolution, its geographical distribution, and the ideas and circumstances that led to communities, groups, and individuals supporting one side or another. Cultural and political differences were often shaped by the multiplicity of religious groups that were found in the colony, including Quakerism, Presbyterianism, Lutheranism, Anglicanism, Calvinism, Pietism, Roman Catholicism, Dutch Reform, Judaism, and Puritanism.

Additionally, sectional differences often related to economic mobility also determined political divisions. Upwardly mobile citizens such as lawyers, commercial farmers, and merchants were often supporters of the revolution, while wealthy conservatives, Crown appointees, and many in the static lower classes tended to support remaining a

colony of the empire. New Jersey’s diversity is among the most rich and interesting of the state’s stories and has implications in the state today.

### 7.4.3 How Interpretive Themes Will Be Used

The goal of interpretation is to convey meaning, not merely information. The interpretive themes for Crossroads of the American Revolution will guide presentation of the meaning and significance of the Revolutionary Era story in New Jersey. Interpretive programming should go beyond the mere statement of facts. Interpretation is only successful when it uses information to reveal meanings and relationships and make them relevant to today’s audiences. Good interpretation should stir visitors’ emotions and provoke reconsideration of the facts. It should foster critical thinking about the realities, complexities, and meanings of events. It should be engaging rather than didactic, dynamic rather than passive. It should provide visitors with a meaningful experience.

As discussed in the introduction to this section, themes are the big ideas that communicate the meaning and significance of an event, story, or resource. They make a statement and present a point of view; they are not simply a list of topics. Themes convey to visitors the essence of a place. They convey core messages and provide focus for those charged with planning and implementing interpretive programming. Visitors who experience interpretive programming should come away with an understanding of the concepts presented in its related themes. At the conclusion of an interpretive experience, when asked what it was all about, visitors should be able to relate the primary themes of the programming they have experienced.

Crossroads themes should be used for guidance in the development of interpretive exhibits, programs, and supporting materials as outlined in the actions listed later in this chapter. The Crossroads Association and professional interpreters associated with the region’s primary historic sites will provide guidance and assistance in their use by partners. Crossroads’ themes should be used in three primary ways:

- (1) **Establishing a Heritage Area-wide Crossroads Presentation:** Crossroads themes should be used by the *Crossroads Association and leading heritage area partners* to present the story of the American Revolution in New Jersey on a state-wide basis. In publications, on the Crossroads website, at Gateway and Regional Interpretive Sites, through events, and through additional media and means, the themes should be presented to introduce and provide broad historical context for the story of the Revolution in New Jersey.
- (2) **Connecting Local and Regional Stories to the Crossroads Presentation:** Crossroads themes should be used by *regional initiatives and individual interpretive sites* to connect their local and regional stories to the heritage area-wide presentation. Local and regional stories should be used to illustrate heritage area-wide Crossroads themes. The themes should provide context and convey state-wide significance to the stories and their related resources. By presenting stories in the light of the Crossroads themes, visitors should understand the stories as part of a coordinated and larger whole.

- (3) **Connecting Stories among Sites:** Crossroads themes should be used by *individual interpretive sites* to connect their stories to those of other sites, presenting multiple aspects and illustrations of a single theme to enrich and deepen understanding.

The framework of Crossroads interpretive themes is broad and comprehensive enough to embrace all of the Revolutionary Era stories and sites within the heritage area. Each existing interpretive site should identify the themes to which its history and stories relate and which best convey the significance of its resources. Conversely, each site should look at its existing interpretative program and determine how it best relates to the interpretive themes. By comparing potential stories to the Crossroads thematic framework, sites can see how they individually convey New Jersey's special historical identity and how that identity can reinforce, support, and promote the site's programming and mission. Appendix B, Relation of Regional and Local Attractions to Interpretive Themes, suggests how existing attractions and interpretive sites relate to the themes of the heritage area. This list will change and evolve as heritage area initiatives are implemented over time.

**Creating Interpretive Plans:** In implementing the Crossroads program, interpretive plans should be created for regional initiatives and individual interpretive sites to demonstrate how they can integrate their programming with the heritage area-wide Crossroads presentation. Crossroads themes should be used as these interpretive plans and programs are developed. Interpretive plans should identify the Crossroads themes with which a site is associated. How the site's stories and resources relate to the themes should be clearly stated.

Site-specific sub-themes should then be developed in coordination with the heritage area-wide themes to fill the larger themes out in more detail and bind the site's stories and resources closely to them. Those site-specific sub-themes should then be clearly conveyed through the site's interpretive programming.

**Development of Interpretive Programming:** Crossroads themes, in coordination with the site specific sub-themes mentioned above, should provide guidance in the development or adaptation of a site's interpretive programming to coordinate with the heritage area-wide perspective. Every program and exhibit should have a thematic specific point to convey, beyond the mere statement of facts. The Crossroads themes provide a framework for selecting subjects, stories, and interpretive approaches.

In planning interpretive programming, such as a set of interpretive exhibits, a thematic statement should be prepared for each individual part of the exhibit conveying its primary thematic point, idea, or purpose. Exhibit content should then be developed to illustrate that point. Using wording or ideas from Crossroads theme statements or descriptions is one way to help link interpretive content to specific themes. The sequence of ideas between associated exhibits should combine to relate a larger idea or theme. The theme statement for each individual exhibit should clearly relate to the larger themes of the site and to the Crossroads themes as a whole.

For established interpretive sites, such as Visitor Gateway and Regional Interpretive Sites, discussed below, this exercise would likely involve minor coordination of

existing programming and interpretive media to clearly communicate how they fit into and reflect the larger Crossroads presentation. For emerging sites, such as Local Interpretive Sites, regional storyline presentations, and community interpretation, it might involve developing new programming, media, and interpretive content that are specifically tailored to and illustrative of the Crossroads presentation.

**Inter-Relationships among Sites:** Themes should be used to relate sites to each other and coordinate their interpretation across the heritage area. Sites with similar subject matter should identify the themes which they share in common. They should then examine the differing ways in which their stories and resources relate to and can communicate those themes. By working and planning together, sites may use their stories and resources to convey different aspects of the same themes. These relationships should be clearly drawn by the partnering sites and communicated to visitors in ways that will be appreciated and will encourage visitors to visit the partnering sites.

**Coordinated Marketing:** A responsibility of the heritage area should be to market individual sites and interpretive initiatives within and beyond New Jersey, highlighting connections and encouraging coordinated visitation. State-wide themes and stories should be presented and then specifically tied to the presentation of individual sites and regional initiatives that represent them and can be explored in detail. The heritage area should aggressively market the programming offered at individual interpretive sites highlighting how it relates to the Crossroads presentation as a whole and how it relates to other sites and interpretive programming within the heritage area.

## 7.5 Crossroads Interpretive Presentation

Crossroads of the American Revolution will develop a comprehensive interpretive presentation of New Jersey’s Revolutionary Era experience to be implemented over time. The presentation will be a partnership endeavor. This chapter outlines the Crossroads presentation envisioned for the heritage area. The presentation comprises several interrelated approaches ranging from heritage tourism presentations that will be broadly marketed to visitors and the general public to site-specific and community presentations that will be locally based and oriented primarily toward residents. Visitors and residents alike will be encouraged to explore these various presentations in whatever ways they wish and to whatever depth and detail satisfies their interests.

As discussed throughout this plan, Crossroads of the American Revolution is a **partnership endeavor**. The role of the Crossroads Association, managing entity for the heritage area, is to provide guidance and support, promote standards of quality, and assist with coordination and marketing. It is anticipated that experienced regional partners will help coordinate regional and local projects in partnership with the Association and its staff. The Crossroads Association should have primary responsibility for leading and coordinating heritage area-wide aspects of the plan, as described below, including marketing.

**Phased implementation** should focus first on putting heritage area-wide aspects of the plan in place to provide a solid foundation and to gain maximum public exposure. Visitor-ready elements of the plan should be identified, coordinated, and marketed

as soon as feasible. Elements that are close to being visitor-ready should be assisted early in the process. Regional and local aspects of the plan should be implemented in accordance with assessment of which sequence of actions would contribute most to constructive development of the presentation as a whole, the availability of resources, and the energy of partners. Once the heritage area-wide and key regional aspects of the plan are in place, there should be great flexibility for any Revolutionary Era historic site or community to participate in the presentation in accordance with heritage area guidelines.

The recommendations outlined in this chapter are advisory and are intended to provide guidance for a long-term program of interpretation for the heritage area. The recommendations are intended to be flexible and to help inspire new ideas. The Crossroads Association and its partners throughout the heritage area will decide which recommendations to implement, which to hold, which to modify and adapt, and what new ideas and initiatives to add. These decisions will be made in accordance with the conditions, opportunities, capabilities, and available resources as time and circumstances suggest.

### **7.5.1 Identity, Branding and Public Presence**

Crossroads should create a **public presence** throughout the heritage area through its presentation of New Jersey heritage and story during the American Revolution. This public presence should have a recognizable visual identity and should be implemented in many ways. It should communicate quality and authenticity, and it should **create value** for the Crossroads brand.

The Crossroads public presence should be community-friendly. It should be conveyed through local and regional partners; and should support preservation, revitalization, and stewardship initiatives that enhance the quality of life of residents at the local level. The actions and recommendations on presentation outlined below are coordinated with those included in the heritage tourism, communications, development, and management portions of this plan.

Crossroads should develop and implement a **comprehensive communications plan** that anticipates, coordinates, and encompasses all of the heritage area’s various communication needs. Guidelines and details for development of the communications plan are included in Chapter 11 of this document. Specific recommendations for marketing to visitors are presented in the heritage tourism portion of this chapter, below. The overall communications plan should embrace and coordinate interpretive, marketing, and other heritage area communications needs and recommendations. The communications plan should be periodically reviewed and updated and is anticipated to evolve over time.

**ACTION: Develop and implement a comprehensive communications plan that anticipates, coordinates, and encompasses all of the heritage area’s various communication needs.** *This is a high priority early action to be led by the Crossroads Association.*

Crossroads should develop a **visual identity** that is consistently represented throughout the heritage area’s visual medium. Branding, identity, and messaging are discussed further in the heritage tourism portion of this chapter, below, and in the recommendations for development of the comprehensive communications plan for Crossroads in Chapter 11.

In planning for visual identity, branding, and communication, Crossroads should establish **guidelines for use** of its logo, tag line, branding, and visual identity. These guidelines should specifically outline who, when, and how the Crossroads brand and its visual identity may be used. It should also provide specific directions for graphic designers on font, color, resolution, size, and organization of the graphic elements comprising Crossroads visual identity.

**ACTION: Develop a visual identity for consistent use throughout the heritage area. Establish guidelines for use of the program by partners, including logo, tagline, and other branding elements.** *This is a high priority early action to be led by the Crossroads Association.*

### 7.5.2 Crossroads Sign Standards and Guidelines

In conjunction with the guidelines for use of Crossroads visual identity, the heritage area should establish a **program, standards, and guidelines for Crossroads signage**. This program and its guidelines may be phased in over time as elements of the Crossroads interpretive presentation are implemented. Signage needs for the early implementation phases of the Crossroads presentation should be identified as part of the branding and visual identity planning discussed above.

Guidelines for early implementation signage should be established first, and the framework for a complete family of Crossroads signage should be outlined. Subsequently, a complete signage plan should be developed for Crossroads detailing the types, organization, appearance, fabrication, and use of a Crossroads family of signs to be implemented throughout the heritage area.

In general, it is anticipated that Crossroads branding of signage might be expressed in three ways:

- (1) Identification, information and interpretive signage specifically related to the heritage area as a whole should have a visual identity, format, fabrication detailing, and guidelines for use unique to Crossroads as outlined in Crossroads signage standards and guidelines.
- (2) Signage that is part of a partnership program with its own identity (such as the statewide wayfinding program, site-specific signage at individual attractions, or community signage and wayfinding programs) but that is sponsored by and/or associated with Crossroads might incorporate the Crossroads logo and brand into its design.

- (3) Partnering sites who wish to use the Crossroads brand and visual identity to enhance their presence, communicate their quality, and demonstrate their affiliation with the heritage area initiative may use the Crossroads signage standards and guidelines as part of an ‘affiliates program’ that could be developed by Crossroads. In this case, their own logo could be incorporated into the Crossroads design or vice versa in accordance with signage guidelines.

**ACTION: Establish a program, standards, and guidelines for Crossroads signage. Identify signage needs for the early implementation phases of the Crossroads presentation as part of planning for branding and visual identity.** *The phasing of and development of a program, standards, and guidelines for Crossroads signage will be outlined during the development of the visual identity for Crossroads, noted above, and implemented in phases as appropriate.*

### 7.5.3 Heritage Area-wide Publications

A family of Crossroads graphic publications should be developed as part of the comprehensive communications plan mentioned above and detailed in Chapter 11. A **family of heritage area-wide interpretive publications** should be included in the communications plan and in planning for its graphic identity. Publications should be prepared through the Crossroads Association using approved graphic designers in accordance with heritage area guidelines. The following heritage area-wide publications for interpretation are suggested for consideration:

1. A **Crossroads brochure** for mailings, information racks, and handout that (a) provides an overview of the heritage area concept, (b) introduces the three primary themes, (c) provides an overview of visitor opportunities, and (d) directs readers to additional available information. The brochure should include a small Crossroads map. *The Crossroads brochure should be a high priority publication prepared as an early action.*
2. A large **Crossroads map** that folds out from brochure size. One side might feature a large heritage area map showing the locations of attractions by type, historic communities, byways, roads, and background topography. The other side might provide interpretive context on the Revolution in New Jersey. The fold-out map should introduce the heritage area themes, present Crossroads gateway interpretive sites, identify Crossroads regional interpretive sites, and provide visitor information. An inset map might show the locations where Crossroads storylines are presented as they are established and provide information about them. *The Crossroads map should be a high priority publication prepared as an early action.*
3. An updated **Crossroads guide** should be prepared as a detailed companion to the Crossroads map. The guide should be of similar character and quality as the highly successful 2008 guide, but it might be larger, provide additional information, and be organized in accordance with visitor-ready elements from the Crossroads interpretive presentation. The Crossroads guide should have an introduction that summarizes the Crossroads context and themes, including New Jersey’s civilian Revolutionary context. Visitor gateway, regional, and local interpretive sites should be presented.

Presentations of the Crossroads storylines, as they are established, might summarize the primary military campaigns that occurred in the state. An introduction to legacy and visitor service communities should be provided with direction on how to obtain additional information about them. *The updated Crossroads guide should be prepared as a mid-term action once a sufficient amount of the overall Crossroads presentation is in place.*

4. **Crossroads storyline maps** should be prepared for each storyline presentation as it comes online. The storyline maps might be similar to the heritage area-wide map noted above, though smaller, and should fold to brochure size. One side might have a detailed map of the storyline area showing byway and touring routes and the locations of publicly accessible historic sites and communities. The other side might provide a historical overview of the military campaign or series of events, civilian context, and detailed vignettes of places or subjects. Information on individual interpretive attractions and historic communities should be provided, as well as some information on visitor service communities. Historical content should be presented using Crossroads themes. *Storyline maps should be prepared as regional partners organize their storyline presentations and should be made available as individual storyline presentations are introduced.*
5. **Crossroads storyline guides** should be prepared to supplement the storyline maps as desired by local partners. Storyline guides might have a character and size similar to the 2008 Crossroads guide. They would provide more detailed historical presentations of each storyline as well as more detailed context and information on interpretive sites and communities. *Storyline guides should be prepared as an ongoing action as deemed appropriate once storyline presentations are operational.*
6. **Crossroads site brochures** may be prepared for individual historic sites, thematic presentations, and communities upon request. Individual site brochures may vary from simple double-sided rack cards to fold-out brochures as appropriate. Thematic presentations might involve groups of historic sites coordinating presentation of a particular subject or theme. Community brochures may feature walking or driving tours and/or recreational opportunities. *Individual site, thematic, and community brochures should be prepared as an ongoing action upon local request as sites and communities become ready and express interest.*

**ACTION: Develop a family of Crossroads graphic publications as part of a comprehensive communications plan that includes heritage area-wide interpretive publications. Include gateway interpretive sites, regional and local interpretive sites, and legacy communities in appropriate elements. This is an early action to be implemented in a phased manner as suggested above and led by the Crossroads Association.**

#### 7.5.4 Website Interpretation

Crossroads should have a **comprehensive website** that presents information on background, history, visitation, management, community engagement, stewardship, fundraising, technical assistance, and educational resources. Further information on

website development is included in the discussions of heritage tourism in this chapter, research and education in Chapter 8, community engagement in Chapter 10, and management in Chapter 11. The Crossroads website should be consistent with the heritage area’s graphic identity, discussed above, and should provide a full-service site for **virtual visitors** discussed under the types of Crossroads audiences above. With respect to the Crossroads presentation, interpretive information might be provided under two broad headings: Revolutionary Heritage and Visiting Crossroads.

### **Revolutionary Heritage**

The Crossroads website should feature a section on the history and significance of New Jersey in the American Revolution. This section should provide a comprehensive summary of New Jersey’s Revolutionary Era history for virtual visitors and should support educational curriculum portions of the website. Pending development, it is anticipated the historical portion of the website might include elements such as the following:

- **Prelude to Revolution:** the story of New Jersey in relation to national events leading up to the Revolution.
- **New Jersey’s Colonial Landscape:** the physical and cultural landscape of New Jersey based upon Peter Wacker’s *The Cultural Geography of Eighteenth Century New Jersey*.
- **The Revolutionary War in New Jersey:** an overview of the war similar to that provided in the *2002 Special Resource Study and National Heritage Area Feasibility Study*. Strong connections should be made between the occupation of New York and events in the Hudson Valley as well as the Philadelphia Campaign. The overview should include a timeline relating events in New Jersey with other events associated with the war.
- **Crossroads Themes:** introduction of the Crossroads themes and sub-themes building upon the discussion in *2002 Special Resource Study and National Heritage Area Feasibility Study*. The thematic discussion should lay the groundwork for the Crossroads presentation.
- **Crossroads Storylines:** summary overviews of the Crossroads storylines with information and maps from the published brochure maps and guides.
- **Legacy Communities:** overviews of the history and Revolutionary stories of communities that existed within the heritage area at the time of the Revolution. This section might be built over time with assistance from town historians and local historical societies. It should link to community websites.
- **Revolutionary Topics:** miscellaneous writings on topics of the Revolution, including people, places, and events. Write-ups on key leaders of the Revolution in New Jersey should be included. This section should also be built over time with assistance from local historians and historical societies.

- **New Jersey’s Revolutionary Literature:** Literature produced while the Revolution was being waged in New Jersey (such as Thomas Paine’s *The American Crisis*, letters, diaries, and proclamations) became part of the nation’s literary tradition. That and other literature related to the Revolution in New Jersey should be presented in this section.
- **New Jersey’s Revolutionary Art:** New Jersey’s Revolutionary experience inspired a wealth of paintings by prominent American artists over the years, including portraits, depictions of events, and inspirational pieces. This art, its purpose, and its significance should be presented.
- **New Jersey’s Revolutionary Experience:** internet linkage to the twenty-eight pamphlets written as a series on topics of the Revolution in New Jersey for the 1976 Bicentennial and available on the website of the New Jersey Historical Commission.
- **Bibliography:** a bibliography of books, articles, and other materials on the American Revolution in New Jersey.

### Visiting Crossroads

The Crossroads website should feature a section on how the Crossroads presentation can be experienced by visitors. This section is discussed further in the heritage tourism portion of this chapter, below. This section of the website should:

- Outline the presentation structure and visitor experience offered at visitor gateway, regional, and local interpretive sites;
- Provide brief overviews and visitor information on each interpretive site and links to their individual websites;
- Provide information on legacy communities including linkages to community websites;
- Present visitor information on Crossroads storylines and byways similar to that provided in the published storyline maps;
- Provide information on additional suggested itineraries that may be developed;
- Provide additional information on visitor services through partnership with regional destination marketing organizations and visitor service communities;
- Include a detailed interactive map of sites, communities, and attractions; and
- Provide audio tours of storylines and itineraries that can be downloaded for a fee;
- Provide access to smart phone apps with complete Crossroads visitor information that can be downloaded for a fee.

**ACTION: Develop a comprehensive website presentation of Crossroads for potential visitors and virtual visitors using the Crossroads brand and graphic identity.** *The website is a high priority early action to be led by the Crossroads Association as part of its communications plan. Portions of the website will be phased in over time and it should be maintained and updated as an ongoing action.*



*Finley Avenue, Basking Ridge, downtown commercial district: Legacy Communities like Basking Ridge can serve as gateways to Revolutionary heritage and Crossroads interpretation.*

## **7.6 Community Presentation**

Crossroads' unique strength is the way in which its Revolutionary Era heritage is evident throughout its communities and landscapes. This heritage can be seen in place names, historic downtowns, preserved farms, historic roads, natural landscapes, monuments, markers, and many other ways. A large number of historic Revolutionary Era buildings have been preserved through local initiatives and made available to the public.

Crossroads of the American Revolution National Heritage Area will support community preservation and interpretive initiatives as an important means through which residents can be made aware of New Jersey's significance in the American Revolution. The community aspect of Crossroads' interpretive presentation will feature participating legacy communities, local interpretive sites, and a variety of self-guided interpretive and marked sites. Community presentation should coordinate closely with tourism sites, discussed below as 'visitor gateways' and 'regional interpretive sites,' and all should work together in developing collaborative presentations for residents and visitors, also discussed below.

### **7.6.1 Legacy Communities as Gateways to Revolutionary Heritage**

Legacy communities are communities within the boundaries of the Crossroads of the American Revolution National Heritage Area that existed at the time of the Revolution. Legacy communities are encouraged to undertake initiatives to present their Revolutionary Era heritage in ways that help strengthen community character and enhance local quality of life today. Through such presentations, **legacy communities**

can serve as gateways through which residents can be made aware of interpretive opportunities throughout the heritage area. The establishment and/or support of visitor centers in communities and outdoor exhibits presenting the heritage area would be particularly desirable. Legacy communities are particularly encouraged to become Crossroads visitor service communities, places to which visitors can be directed for dining, shopping, lodging, and other services appropriate to the character and high level of quality envisioned for the Crossroads presentation.

A list of the Crossroads legacy communities that have been identified to date using historic Revolutionary period maps is included in Section 3.1.2 of Chapter 3 of this management plan. This list is by no means complete, and additional legacy communities may be added to the list as they are identified.

Three goals with respect to the recognition of Crossroads legacy communities are to (1) help residents become aware of and appreciate the Revolutionary heritage of their communities, (2) help residents and visitors visualize the character and appearance of the landscape that existed at the time of the Revolution, and (3) elicit stories of real people and real places that will bring the Revolutionary story to life. Evoking the authentic character of a community's landscape should be an important component of legacy community programming.

Each legacy community that wishes to participate in the Crossroads presentation should examine its history, character, resources, and capabilities in order to determine how and to what extent it wishes to be involved. Communities are encouraged to develop means through which their Revolutionary heritage can be presented to residents and visitors. Communities may wish to collaborate with nearby interpretive sites and storyline presentations. Participation might range from the installation of Crossroads interpretive exhibits, markers, or public art along streetscapes, in public parks, and at historic sites; to the staging of community events; to publication of brochures, walking tours, guides, or community histories; to other types of initiatives that contribute to the overall Crossroads presentation. Communities that wish to be marketed as Crossroads visitor service communities should meet criteria and follow guidelines to be established by Crossroads. Crossroads legacy community program should be flexible and accommodating.

Crossroads legacy communities should identify and undertake initiatives that present their Revolutionary heritage to residents and visitors as part of the overall Crossroads presentation. Initiatives should be tailored to the history, character, goals, and capabilities of each individual community. Crossroads should provide consultation, guidance, and support for qualified initiatives. In order to receive Crossroads support, initiatives should be of a sufficient quality level, should have demonstrated community support, and should be directly related to Crossroads themes and programming.

**ACTION: Identify and undertake initiatives that present the Revolutionary heritage of Crossroads legacy communities to residents and visitors as part of the overall Crossroads presentation.** *Programs for Crossroads legacy communities should be conceived and developed as an ongoing action by legacy communities with guidance and support from the Crossroads Association and regional partners.*

Participating Crossroads legacy communities should be included in **interpretive maps, brochures, guides** and other publications as described above in this chapter in the discussion of a family of heritage area-wide interpretive publications. The **Crossroads website** should also include information on legacy communities and their interpretive presentations as well as information on community events and visitor services. A list of annual events that occur throughout the heritage area is included in Appendix B, Annual Events, of this document. The websites of each participating community will provide a link to the Crossroads website.

**ACTION: Include participating Crossroads legacy communities in the family of heritage area-wide interpretive publications and website.** *Crossroads publications and website should be an ongoing project of the Crossroads Association and should be periodically updated to include information on legacy communities.*

Crossroads should include legacy communities in heritage area **marketing** materials as appropriate. Legacy communities that meet criteria for designation as Crossroads visitor service communities should be featured to visitors as places where high quality services can be obtained.

**ACTION: Include legacy communities meeting Crossroads visitor services criteria in heritage area marketing materials as places where high quality services can be obtained.** *Marketing of the heritage area should be an ongoing action of the Crossroads Association in partnership with destination marketing organizations.*

Crossroads should develop a **grant program** for legacy communities. The grant program should focus upon initiatives that present and interpret community heritage to residents and visitors in ways that help strengthen community character while directly supporting the overall Crossroads presentation. Grants should be competitive matching grants and should be offered based upon available resources.

**ACTION: Develop a competitive matching grant program for legacy communities.** *The grant program for Crossroads legacy communities should be a mid-term project of the Crossroads Association. The program should be expanded over time with the availability of resources.*

### 7.6.2 Local Interpretive Sites

Local interpretive sites are publicly accessible sites with significant Revolutionary Era stories that are **locally operated and have a local focus**. Many local interpretive sites in New Jersey are owned or managed on a volunteer basis by historical societies or small nonprofit organizations. These sites do not have professional interpreters and often rely upon **self-guided exhibits** or **volunteer docents**. Because they rely upon volunteer support, they are often only open to the public on a limited basis.

Local interpretive sites are **limited service visitor attractions** and **occasional visitor attractions** as outlined in Chapter 3, Section 3.5.8, of the management plan. Local interpretive sites should meet the following criteria:

- (a) Interpret the American Revolution;
- (b) Are open during regularly scheduled hours or by appointment; and
- (c) Have interior interpretive programming.

The strength of New Jersey’s presentation of the Revolutionary Era story is the number of local organizations that have preserved significant Revolutionary Era sites and make those sites accessible to the public. This provides the potential for extraordinary depth for individuals who wish to explore the Revolutionary story region-by-region and community-by-community. Local interpretive sites significantly increase the public presence of Crossroads and the Revolutionary Era story in communities throughout the heritage area. They are vital to the mission of the heritage area in communicating the Crossroads story to residents.

Crossroads’ goal is to **provide support to these local organizations and sites** and to enable them to participate in the broader heritage area-wide presentation. Within the Crossroads presentation, local interpretive sites should be marketed primarily to **Primary New Jersey Audiences**, as discussed earlier in this chapter. However, they also provide **opportunities for in-depth exploration** by Heritage Tourism Audiences through storyline presentations and simply through independent exploration.

Local interpretive sites should be asked to **undertake a self assessment** to determine (a) how their individual site fits into the Crossroads interpretive presentation, (b) ways in which site programming and operations can be coordinated with heritage area presentation, and (c) ways that the heritage area can best promote and support the site’s mission, programming, and operations. The purpose of the self-assessment is help sites decide how they wish to participate in the Crossroads program and how the Crossroads program can best support them.

Guidelines should be established by the Crossroads Association for local interpretive site assessments and might consider:

- Overview of the interpretive site’s history and significance;
- Description of the historic site at the time of the Revolution, including community context, landscape, and site features (include a description of the entire historic site even if present boundaries are limited);
- Description of the present site, including community context, landscape, site features, and historical integrity; describe differences between the historic site noted above and the present site including missing context and features;
- Background on its development as an interpretive site;
- Describe current operations and sources of funding;
- Describe current audiences and programming;
- Identify the Crossroads themes to which the site best relates;
- Identify additional subjects and themes related to the site;
- If available, provide a copy or overview of the site’s existing management plan;
- Identify any planned site development or programming projects;
- Identify the site’s strengths and challenges: how can the site best support the heritage area; how can the heritage area best support the site?

**ACTION: Encourage self assessments of local interpretive sites to determine how their individual site fits into the Crossroads interpretive presentation, ways in which site programming and operations can be coordinated with heritage area presentation, and ways that the heritage area can best promote and support site**

**mission, programming, and operations.** *Local interpretive site assessments should be undertaken by each participating local site as a short or medium term action. The Crossroads Association and regional partners should provide guidance and support.*

Local interpretive sites should enter into **memorandums of agreement** with Crossroads of the American Revolution outlining measures they are able take to coordinate their programming, services, and operations with the Crossroads presentation and with other partnering sites. These measures should be determined by agreement between the site and Crossroads based upon the site assessment noted above.

Local sites should be expected to make their best efforts to work in coordination with the heritage area and its programs. The heritage area should promote, support, and provide services to the local sites. Memorandums of agreement should be required prior to a site's becoming eligible for Crossroads programmatic or financial support. Interim agreements may be appropriate prior to the completion of site assessments.

**ACTION: Create memorandums of agreement with local interpretive sites on measures they are able to take to coordinate their programming, services, and operations with the Crossroads presentation and with other partnering sites.** *Memorandums of agreement between local sites and Crossroads are a mid-term action.*

The Crossroads Association and local interpretive sites should **coordinate websites**. The Crossroads website should include site information on appropriate pages presenting local interpretive sites and provide an internet link to the local site's website. Local interpretive sites should feature a link to the Crossroads website on their home pages and coordinate their website information with that of Crossroads.

**ACTION: Coordinate websites between Crossroads and local interpretive sites.** *Website coordination should be an ongoing action for the Crossroads Association and each individual local interpretive site.*

Crossroads should include local interpretive sites in appropriate elements of the **family of heritage area-wide interpretive publications** discussed earlier in this chapter related to Crossroads identity, branding, and public presence.

**ACTION: Include local interpretive sites in Crossroads interpretive publications.** *The Crossroads Association should prepare heritage area-wide interpretive publications as a phased set of actions as described above.*

Each participating local interpretive site should be asked to host an **exhibit introducing Crossroads** of the American Revolution and linking Crossroads to the site and its interpretive programming. The exhibit could be interior or exterior as most appropriate to the site and should be jointly funded by Crossroads and the site. Exhibits should be designed in accordance with Crossroads signage guidelines.

**ACTION: Install introductory exhibits about Crossroads of the American Revolution at participating local interpretive sites.** *This should be a mid-term action undertaken in partnership by the Crossroads Association and each local site and should be phased in over time as appropriate.*

Local interpretive sites that are not open five to six days a week should be encouraged to install **outdoor information and interpretive exhibits** for visitors who come to the site at times when it is not open. Crossroads should assist and support local sites in undertaking this action. Access to digital media for interpretation might also be provided, if possible. Outdoor exhibits might include:

- Introductory information on the heritage area as a whole;
- A locator map showing the site’s location within the heritage area;
- Information on hours of operation;
- Interpretive summary for the site;
- Information on related regional storylines and other local sites.

**ACTION: Encourage installation of outdoor information and interpretive exhibits at local interpretive sites for visitors who come to the site at times when they are not open.** *This should be a mid-term action undertaken in partnership by the Crossroads Association and each local site and should be phased in over time as appropriate.*

Each local interpretive site should **coordinate its interpretive presentation** and visitor experience with that of Crossroads as a whole and with other regional partners. Crossroads and its partners should support coordination and enhancement of site interpretation and shall market the local site as part of the Crossroads heritage area-wide presentation.

**ACTION: Coordinate interpretive presentation and visitor experience at local interpretive sites with that of Crossroads as a whole and with other regional partners.** *This should be a mid-term action undertaken in partnership by the Crossroads Association, each local interpretive site, and other appropriate partners.*

Local interpretive sites should participate in the development and presentation of **regional storylines** as discussed elsewhere in this section. Local sites should present aspects of each storyline as appropriate to the resources and stories related to their sites. Each local site should work in collaboration with regional interpretive sites, other local interpretive sites, and legacy communities in presenting the storyline.

**ACTION: Encourage local interpretive sites to participate in the development of regional storylines.** *This should be a mid-term to long-term action undertaken by local and regional partners with Crossroads Association support as storylines become developed.*

Crossroads should develop a **grant program** for local interpretive sites, based upon funds available from year to year to the Crossroads Association from federal and other sources. The grant program should focus upon enhancing interpretation and visitor experience. Eligible projects may be programmatic or infrastructure related. Grants should be competitive with matching requirements.

**ACTION: Develop a grant program for the support of local interpretive sites.** *This should be a short and medium term project of the Crossroads Association. The program should be expanded over time with the availability of resources.*

Crossroads should offer **site development and training programs** for local interpretive sites on organizational, fundraising, educational, interpretive, and hospitality topics to assist sites in enhancement of their operations and visitor experience. A yearly program of training sessions might be developed and held at various locales throughout the heritage area. Training sessions should feature professionals from the various fields under discussion and be tailored to the interests and needs of local sites as expressed to Crossroads.

**ACTION: Offer site development and training programs to interested local interpretive sites.** *This should be a mid-term action that can be phased-in based upon expressed needs, priorities, and available resources. The Crossroads Association should lead this initiative with input from local interpretive sites.*

Crossroads **marketing** programs should include opportunities offered by local interpretive sites as part of a coordinated heritage area-wide Crossroads presentation. Marketing might emphasize local sites as part of regional storyline presentations. Marketing of local sites might be oriented especially toward resident audiences.

**ACTION: Include local interpretive sites in the overall marketing program for Crossroads as appropriate.** *This should be a mid-term action undertaken by the Crossroads Associations.*

### 7.6.3 Self-Guided Interpretive Sites

There are many historic sites significant to the Revolutionary Era story that have the potential for self-guided interpretative exhibits. Self-guided interpretive sites are important in creating a **widespread public presence** for Crossroads. They can supplement active interpretation at historic attractions and provide a means through which a large number of **authentic historic sites can be interestingly and creatively interpreted** within communities. Examples of existing self-guided sites with interpretive exhibits include the Baylor Massacre Site in Bergen County, Fort Lee Monument Park in Bergen County, and Washington Rock State Park in Somerset County. There are others, and an inventory of existing self-guided sites heritage area-wide should be undertaken with the assistance of local community organizations.

Self-guided interpretive sites should be:

- (a) Authentic sites related to the American Revolution;
- (b) Publicly accessible; and
- (c) Able to host onsite interpretive exhibits that are self-guided and relate the site to themes, storylines, and the significance of the American Revolution.

Self-guided sites should be created and managed by counties, local communities, schools, non-profit sites, and other places where Revolutionary Era events occurred and exhibits can be placed. Downtown areas might install interpretive exhibits as streetscape enhancements. Recreational areas could feature exhibits along trails and in parks.

Crossroads should undertake an **inventory of existing self-guided interpretive sites** throughout the heritage area. As a starting point, the inventory should make use of

information listed on the internet at [www.hmdb.org](http://www.hmdb.org). Only sites with interpretive exhibits should be included in this survey. Monuments and markers should be inventoried separately.

These self-guided sites should be mapped using the Crossroads GIS database. In the inventory and database the site should be described, historical significance of the location noted, interpretive content recorded, and overall visitor experience outlined. The ownership and maintenance of the site should be listed, and contact will be made to include the site and owners as Crossroads partners.

**ACTION: Undertake an inventory of existing self-guided interpretive sites throughout the heritage area.** *This should be a mid-term action undertaken by the Crossroads Association and maintained over time with information provided by communities and partnering sites.*

As an ongoing activity, Crossroads partners should **identify potential locations** where self-guided interpretive exhibits might be able to be installed. Locations should be authentic sites where Revolutionary Era events occurred, should be publicly accessible, and should contribute to the interpretation and understanding of the heritage area. High priority sites should be those that can directly enhance storyline, community, or other types of multi-site interpretive presentations.

**ACTION: Identify potential locations for self-guided interpretive exhibits.** *This should be an ongoing action of Crossroads partners with coordination by the Crossroads Association.*

Crossroads partners should identify **walking trails and water trails** that might be able to be developed as self-guided interpretive experiences. Communities and parks might take advantage of existing walking and hiking trails to present exhibits and landscape installations interpreting subjects appropriate to their location. Water trails might be developed as recreational opportunities where kayakers and canoeists can experience the region's Revolutionary maritime stories from a waterside vantage.

**ACTION: Identify walking trails and water trails that can be developed as self-guided interpretive experiences.** *This should be an ongoing action of Crossroads partners with assistance and support from the Crossroads Association.*

Existing and new self-guided interpretive sites should be **included in multi-site storyline and community presentations**. Interested owners and managers of self-guided interpretive sites should consider becoming Crossroads partners. Implementation of **new self-guided sites** should be high-priority subjects for potential grant funding through Crossroads storyline and community matching grant programs. Applications for Crossroads support should include conceptual interpretive plans showing proposed layout, thematic relationships, interpretive content, and graphics and should be prepared in accordance with Crossroads guidelines for interpretive plans. Crossroads funded installations should use Crossroads graphic identity and signage systems where possible. Site installation and maintenance agreements should be developed to outline responsibilities for site management and maintenance.

**ACTION: Include existing and new self-guided interpretive sites and self-guided marked sites in multi-site storyline and community interpretive presentations.** *This should be an ongoing action developed over time by local and regional partners with coordination and support from the Crossroads Association.*

Self-guided interpretive sites will be **included in Crossroads interpretive publications**, website, and marketing materials as part of storyline and community presentations as appropriate.

**ACTION: Include self-guided sites in Crossroads interpretive publications.** *This should be an ongoing action of the Crossroads Association.*

#### 7.6.4 Self-Guided Marked Sites

Many historic Revolutionary Era sites throughout the heritage area and the state are marked with monuments, markers, plaques, and signage. The installation of monuments and markers is an important part of **New Jersey’s commemorative tradition**. This important tradition should be continued. The Crossroads interpretive presentation should recognize the state’s existing monuments and markers and promote the installation of new ones in accordance with Crossroads signage guidelines. This network of installations is an important means through which a long-term Crossroads public presence can be established in direct support of the heritage area’s mission of making residents aware of New Jersey’s Revolutionary significance.

Self-guided marked sites should be:

- (a) Authentic sites related to the American Revolution;
- (b) Publicly accessible; and
- (c) Able to host monument, markers, or signage with facts and basic information about the site but without broader interpretive exhibit content or context.

As discussed in Chapter 3, more than 400 marked sites have been identified in New Jersey in the online Historical Marker Database, [www.hmdb.org](http://www.hmdb.org). This database and the information it has compiled should be incorporated into the Crossroads GIS inventory of historic resources. Monuments and markers should be identified as to type, ownership, subject, and condition.

**ACTION: Information from the Historical Marker Database should be incorporated into the Crossroads GIS inventory of historic sites.** *This should be a mid-term action managed by the Crossroads Association and undertaken by university and local community partners.*

Self-guided marked sites should be **included in multi-site storyline and community interpretive presentations**. The nature of self-guided marked sites should be clearly conveyed in interpretive information so that visitors understand that the sites are marked but that no additional on-site interpretation is provided. **Interpretive content** for marked sites should be provided in guidebooks, brochures, maps, websites, audio-presentations, and other interpretive publications and media where possible.

**ACTION: Include self-guided marked sites in multi-site storyline and community interpretive presentations.** *This should be an ongoing action as storyline and community presentations are developed by partners.*

A **program for new monuments and markers** should be created and implemented by Crossroads in accordance with Crossroads signage guidelines. As a component of the programs, standards, and guidelines for Crossroads signage discussed above in conjunction with Crossroads banding and identity, Crossroads should develop a family of site markers. Crossroads site markers should be used by partners to mark authentic Revolutionary Era sites in a similar manner as historic markers. The installation of new site markers as well as potential new monuments should be funded in part by Crossroads through its competitive matching grant programs. Installations should include maintenance agreements as a responsibility of the partners.

Crossroads site markers should be designed of durable, **long-lasting** materials such as the traditional marker materials of granite, bronze, and steel. They should be of high quality. Marker design might recall historic marker forms but should have a distinctive **Crossroads identity**. Traditional markers and wayfinding systems used in urban areas could serve as possible models. In addition to the kind of site information included on traditional markers, new Crossroads markers should **incorporate interpretive content** that relates sites and events to themes, context, meaning, and significance.

**ACTION: Create a program for new monuments and markers in accordance with Crossroads signage guidelines.** *The development of guidelines and forms for Crossroads site markers should be an early action undertaken by the Crossroads Association in conjunction with the development of Crossroads branding and signage guidelines. A program for developing and installing new Crossroads site markers should be an ongoing program implemented by Crossroads partners with Crossroads guidance and support.*

A **program of public art** associated with Crossroads of the American Revolution should be created and implemented in accordance with Crossroads guidelines. The use of public art is a creative means through which interpretive content can be quickly and effectively communicated to **Secondary New Jersey Audiences**. It can also be a striking and memorable community enhancement. Public art projects should be eligible for grant funding through a Crossroads matching grant program for communities.

**ACTION: Create a program of public art associated with Crossroads of the American Revolution in accordance with Crossroads guidelines.** *A program of public art should be an ongoing Crossroads activity promoted and in-part funded by the heritage area but implemented and maintained by local partners.*

## 7.7 Collaborative Interpretation

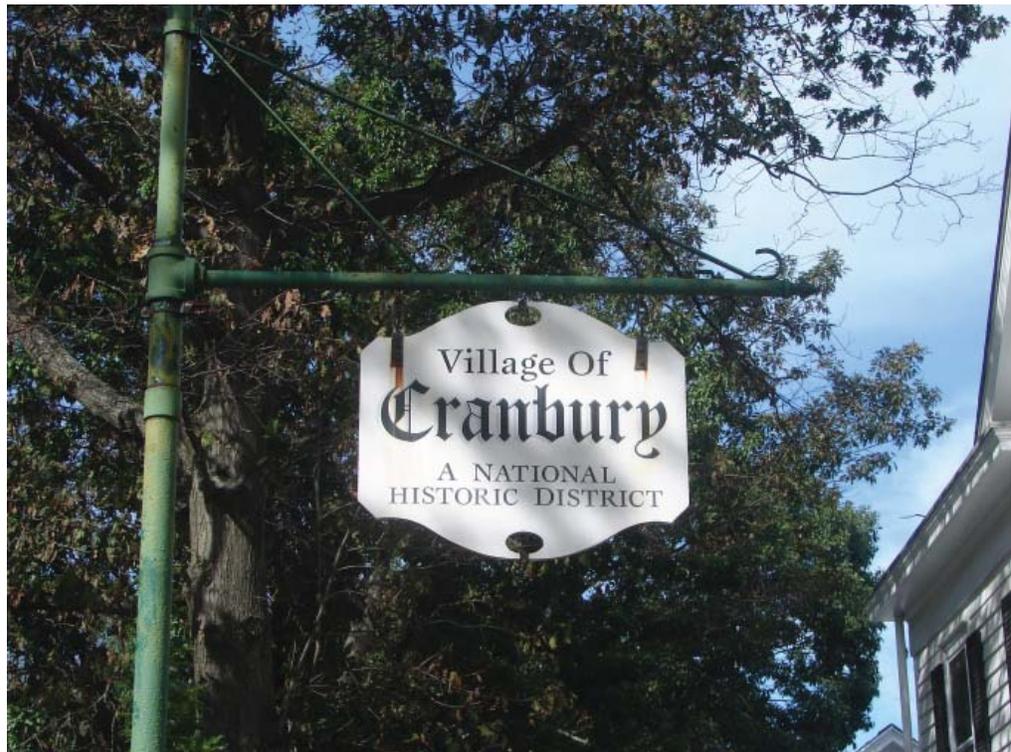
A significant benefit of participation in the heritage area program will be the opportunity for organizations, sites, and communities to collaborate in regional interpretive initiatives. Through such collaboration, individual sites will be promoted, supported, and enhanced by the heritage area and by partnering sites. Four direct programs

of collaborative interpretation are proposed to heritage area partners: storyline presentations, themed presentations, heritage byways, and special programming and events.

### 7.7.1 Storyline Presentations

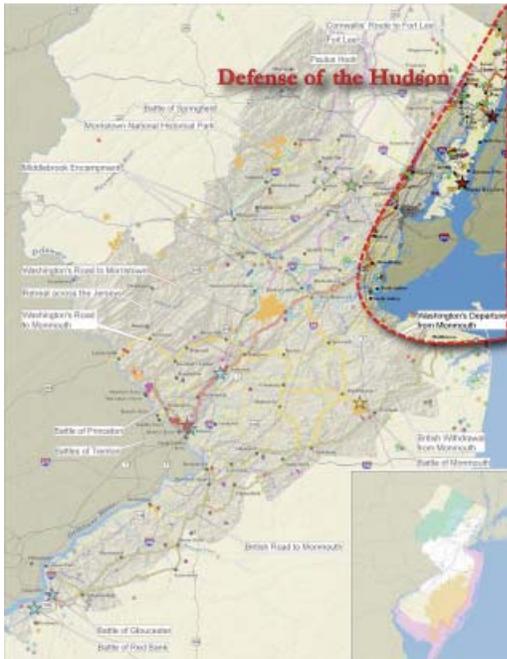
Crossroads of the American Revolution should interpret the Revolutionary War in New Jersey through the **collaborative presentation of key storylines** representative of the war's events and impacts in different geographic regions of the heritage area. Fourteen key storylines have been identified that together cover the entire heritage area. Together, the fourteen storylines combine to substantially represent the overall story of the American Revolution in New Jersey. Additional storylines could be added if deemed appropriate.

Storyline presentations should interpret events related to their subject, convey their significance and meaning to visitors, and tie their story to the larger story of the war in New Jersey. Storyline presentations should be oriented toward **Heritage Tourism Audiences**, providing opportunities for detailed exploration, as well as **Primary New Jersey Audiences**, relating the events and significance of the Revolution to the specific communities and places that residents know.

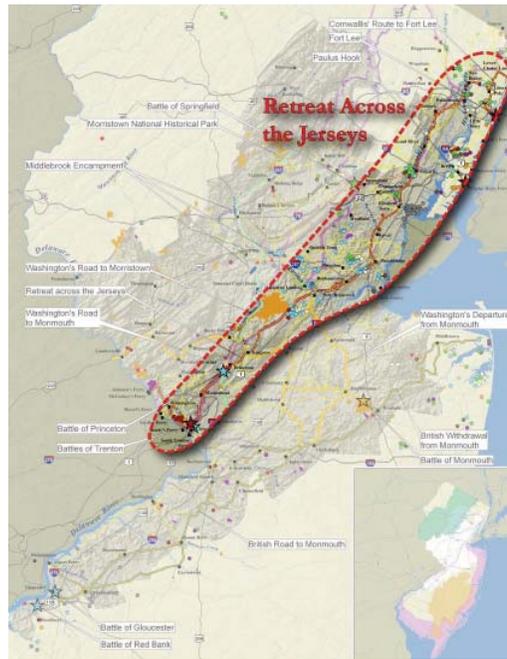


*Village of Cranbury, historic district sign.*

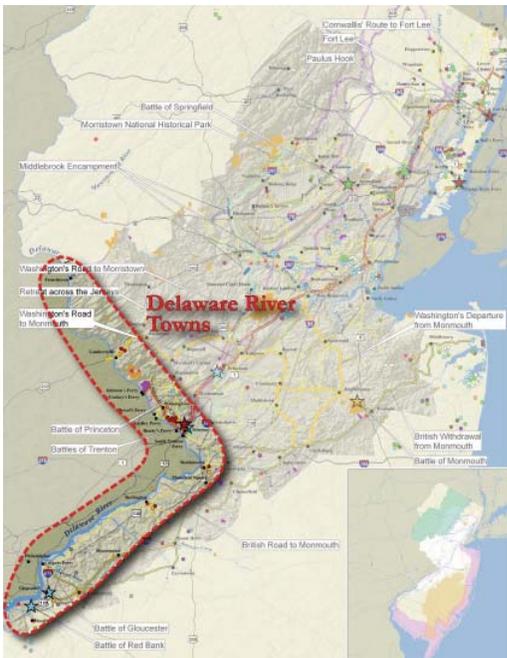
**Figure 7-2 Defense of the Hudson**



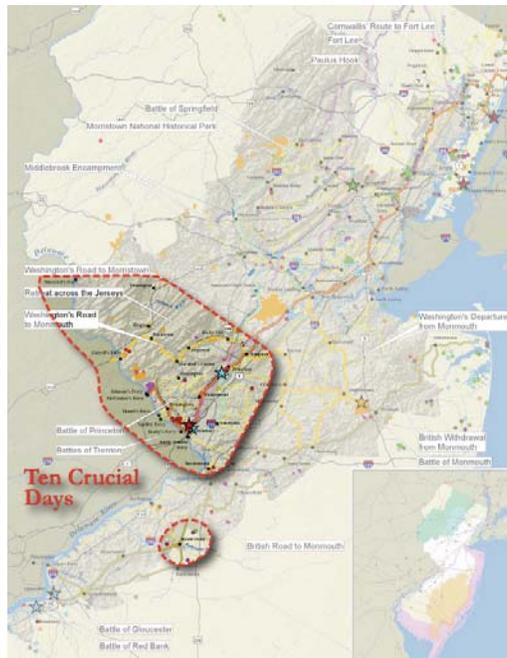
**Figure 7-3 Retreat Across the Jerseys**



**Figure 7-4 Delaware River Towns**



**Figure 7-5 Ten Crucial Days**



Conveying a clear sense of the New Jersey landscape at the time of the Revolution, of the people who lived there, and of the actual events they experienced in daily life as a result of the war should be a primary focus of storyline presentations. **Authenticity** should be stressed. Interpretation should be **place-based**, relating stories in vivid detail in the actual locations where they occurred.

Each storyline should be presented through the **collaborative efforts** of interpretive sites, organizations, and communities within the geographic area representing the storyline. Regional leaders should coordinate the development of interpretive plans for each storyline outlining how it will be presented and the role of each participating partner. Each partnering interpretive site and community should use the resources and stories associated with their site to **illustrate aspects** of the storyline presentation. The full range of interpretive sites should collaborate in each presentation, including legacy communities, visitor gateways, regional interpretive sites, local interpretive sites, self-guided interpretive sites, self-guided marked sites, and heritage byways.

Brief descriptions of each proposed Crossroads storyline presentation are outlined below. In rough chronological order, the fourteen Crossroads storyline presentations include:

- Defense of the Hudson;
- Retreat across the Jerseys;
- Delaware River Towns;
- Ten Crucial Days;
- Road to Morristown;
- Greater Morristown – Patriot Enclave;
- The Forage Wars;
- Maritime Wars;
- Philadelphia Campaign;
- Road to Monmouth;
- Middlebrook and the Defense of New Jersey;
- Battle of Springfield;
- Divided Loyalties; and
- Washington-Rochambeau Revolutionary Route.

Geographically, the Crossroads storylines are represented within the following Crossroads character areas (outlined in Chapter 6):

***The Neutral Ground Character Area***

- Defense of the Hudson;
- Retreat across the Jerseys;
- Maritime Wars;
- Battle of Springfield;
- Divided Loyalties; and
- Washington-Rochambeau Revolutionary Route.

***The High Country Character Area***

- Road to Morristown;
- Greater Morristown – Patriot Enclave;
- Middlebrook and the Defense of New Jersey; and
- Washington-Rochambeau Revolutionary Route.

***Central Jersey Character Area***

- Retreat across the Jerseys
- Delaware River Towns;

- Ten Crucial Days;
- Road to Morristown;
- The Forage Wars;
- Maritime Wars;
- Road to Monmouth; and
- Washington-Rochambeau Revolutionary Route.

#### ***Lower Delaware River Character Area***

- Delaware River Towns;
- Maritime Wars;
- Philadelphia Campaign; and
- Road to Monmouth.

Interested participating partners associated with each individual Crossroads storyline should collaborate in preparing an interpretive plan describing how that storyline will be presented. Interpretive plans should be prepared with assistance and support from the Crossroads Association in accordance with Crossroads guidelines.

Pending development of interpretive plan guidelines, each **storyline interpretive plan** should be expected to provide an:

- Overview of the story and its significance;
- Crossroad themes to which the storyline relates;
- Description of the Revolutionary Era landscape context;
- Identification of the locations of key storyline events;
- Description of today's landscape and its integrity to the period of the Revolution;
- Opportunities and challenges in conveying the storyline to visitors;
- How the storyline will be presented by partnering sites;
- Linkages – how visitors will move between interpretive sites; and
- Plans for implementation, including costs and phasing.

Interpretive plans should be prepared by committees representing the various participating interpretive sites and communities within the area of the storyline and led by regional partners as appropriate to each individual storyline. Heritage area-wide, it is anticipated that storyline presentations will be **phased in** over time as planning is completed and resources for implementation are available. Priority should be given to those storyline teams that are most interested and able to complete required planning work and that are able to obtain commitments for cooperative implementation. Implementation of individual storylines may be phased in over time, with short, medium, and long-term implementation steps.

**ACTION: Encourage partners to prepare interpretive plans associated with each individual Crossroads storyline.** *This will be a mid-to long-term action undertaken by partners associated with each storyline with guidance and support from the Crossroads Association.*

Crossroads should develop a **grant program** for the planning and implementation of storyline presentations. During initial stages, the grant program should focus upon planning activities. As storyline interpretive plans become completed and approved,

implementation grants should focus upon storyline-wide actions, such as maps, brochures, guides, website enhancement, wayfinding, and other linking and coordinating implementation steps. Crossroads grant programs for regional interpretive sites, local interpretive sites, and communities should be used for site-specific implementation actions. Grants should be competitive matching grants and should be offered based upon the availability of resources.

**ACTION: Develop a competitive matching grant program for planning and implementation of storyline presentations.** *This should be a short and mid-term action of the Crossroads Association. The program should be expanded over time with the availability of resources as an ongoing action.*

Partnering sites, organizations, and communities participating in the implementation of a storyline presentation should enter into a **memorandum of agreement** outlining their commitment to the implementation and ongoing management of the storyline presentation as described in the storyline interpretive plan.

**ACTION: Create memorandums of agreement on implementation of storyline presentations.** *Memorandums of agreement should be prepared as a final step in the completion of storyline interpretive plans prior to implementation.*

**Storyline maps and guides** should be prepared presenting each storyline as described above in this chapter in the discussion of a family of heritage area-wide interpretive publications. The **Crossroads website** should feature presentation of each storyline as well as related visitor information. The websites of each participating site should provide a link to the storyline page on the Crossroads website.

**ACTION: Prepare storyline maps and guides presenting each storyline and include storylines on Crossroads and partner websites.** *This should be an ongoing action of the Crossroads Association and storyline partners as appropriate.*

Crossroads should work with partners to develop a **series of annual public events** for storylines to occur throughout the calendar year, with events for each particular storyline scheduled for the time of year most appropriate to its Revolutionary War action. Communities and sites associated with each individual storyline should be encouraged to collaborate on the organization and presentation of events and activities associated with their storyline. In some cases, such as the Patriot's Week in Trenton, storyline events should be coordinated with and support currently existing events.

**ACTION: Develop a series of annual public events around storylines.** *This will be an ongoing activity to be phased in as storylines come online and partners are interested in planning and implementing them with assistance and support from the Crossroads Associations.*

Crossroads should **market** storyline presentations to appropriate **Heritage Tourism Audiences** and **Primary New Jersey Audiences** as part of a coordinated marketing plan for the heritage area.

**ACTION: Include storylines in the overall marketing program for Crossroads.**  
*This should be an ongoing action of the Crossroads Association in partnership with destination marketing organizations.*

### **Defense of the Hudson**

British strategy for defeating the rebellious colonies centered upon occupying New York City and taking control of the Hudson River Valley, dividing the northern and southern colonies. Even after the British defeat at Saratoga in September 1777 thwarted their plans for controlling the river valley, New York City and the Lower Hudson River Valley remained at the heart of British action and strategy throughout the war. General Washington was persistent in his focus upon the British occupation of New York and the goal of driving them out of the city. The Continental Army's defensive positions encircling the city and the frequent clashes that ensued were a primary component of the war in the Mid-Atlantic.

The Crossroads storyline *Defense of the Hudson* examines the conflict directly related to the British occupation of New York and control of the river. Excellent exhibits on the early defense of the Hudson and the British assault on New Jersey are located in the visitor center at the Fort Lee Historic Park. Comprehensive presentation of this storyline should be undertaken through collaboration with the Hudson River National Heritage Area and their interpretation of the Revolutionary War in the Lower Hudson. *Defense of the Hudson* is directly related to the Crossroads theme *Revolutionary Landscape* and sub-theme *Strategy*.

### **Retreat across the Jerseys**

Following the abandonment of Fort Lee in November 1776, Washington's army undertook a measured withdraw across New Jersey followed by Cornwallis' British army. His route followed the primary roads of the day connecting New Bridge, Hackensack, Newark, Elizabeth, Woodbridge, New Brunswick, Princeton, and Trenton. Conditions for the Continental Army looked bleak, and the British swept the landscape before them, convincing many that the Crown would prevail and the war would be short.

The storyline *Retreat across the Jerseys* follows the route of Washington's retreat and incorporates the legacy communities that were key refuges along the way. This storyline is a potential heritage byway for Crossroads. Wayfinding signage could be installed to mark the historic Colonial roadways, interpretive stops could be installed at the locations of historic buildings, sites, and events, and the historic legacy communities could design interpretative presentations describing local conditions and events associated with the withdraw. This heritage byway is a key potential means through which the heritage area and its resources could be physically and interpretively linked together. *Retreat across the Jerseys* is associated primarily with the theme *Rendezvous for Rebellion* and the sub-theme *Campaigns and Engagements*. Other Crossroads themes will apply to specific sites and events.

### **Delaware River Towns**

Along the Delaware River, a series of river-oriented communities developed with a common heritage and commercial ties. As the Continental Army reached Trenton and crossed into Pennsylvania, these communities became the focus of military uncertainty. From Gloucester to Frenchtown, citizens felt the impact of war for the first time. On the Lower Delaware, preparations for naval action were made. On the Upper Delaware, ferries became critically strategic points of conflict and control.

Then as now, these river communities are connected by a common sense of character. The river is the common thread and roads bordering it tie the landscape and its communities together. The network of river roads from Gloucester to Frenchtown includes two scenic routes, including the Delaware River Heritage Trail and Delaware River National Scenic Byway. These routes can be incorporated into a Crossroads heritage byway paralleling the river and connecting the legacy communities and historic sites along its route. Each legacy community can tell its unique stories of their Revolutionary experience. The storyline *Delaware River Towns* is most closely associated with the Crossroads theme *A Revolutionary Landscape*.

### **Ten Crucial Days**

On Christmas Day, 1776, Washington's army crossed the Delaware River in a blizzard and made a bold strike upon the Hessian garrison in Trenton, altering the course of the war. The First Battle of Trenton was quickly followed by a second battle from which the Continental Army made a quiet nighttime withdraw and surprise attack on Princeton. Boats along the Delaware River shore in New Jersey were commandeered by Hunterdon County men, preventing the British from pursuing the Continental Army into Pennsylvania. This action made it possible for the army to cross the Delaware River in a blizzard on Christmas Night 1776 and make a bold strike upon the Hessian garrison in Trenton, altering the course of the war. The First Battle of Trenton was followed on January 2 by a second battle from which the Continental Army made a quiet nighttime withdraw and surprise attack on Princeton.

### **Road to Morristown**

The Crossroads storyline *Road to Morristown* follows Washington's withdraw from the Battle of Princeton. The route follows the Millstone National Scenic Byway north to the vicinity of Somerville and then historic Route 202 and other roads further north through Pluckemin and Vealtown (Bernardsville) to Morristown, where the army spent the winter. In the early twentieth century this route was marked with a series of small granite monuments by the Daughters of the American Revolution.

*Road to Morristown* is a Crossroads heritage byway that is ready to go. The route is easy, scenic, pleasing to drive, and passes many significant historic sites. Towns along the way provide levels of service that will be attractive to heritage tourists. This storyline too relates to the Crossroads themes *Rendezvous for Rebellion* and sub-theme *Campaigns and Engagements* as well as the theme *A Revolutionary Landscape*.

Figure 7-6 Road to Morristown

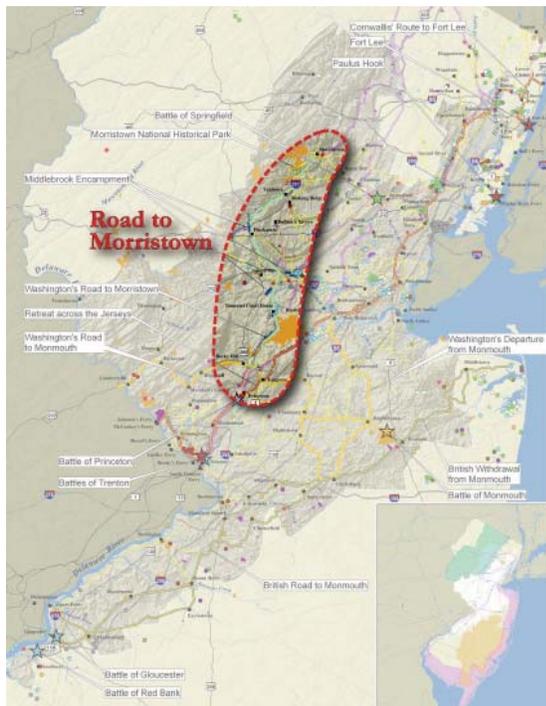
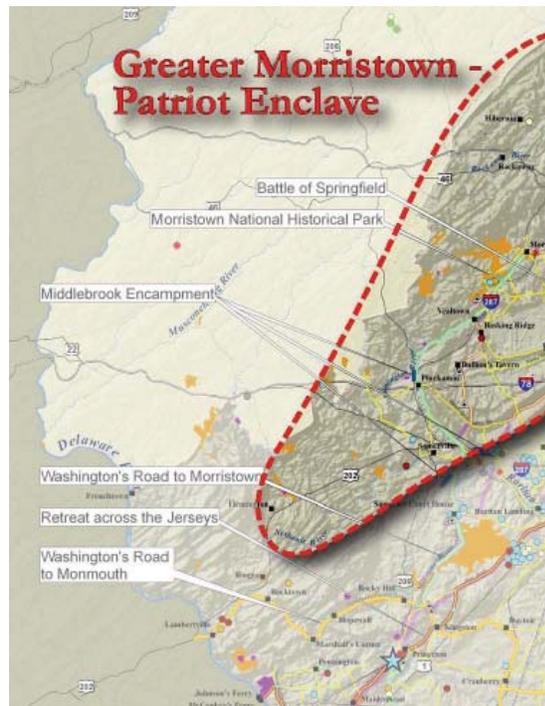


Figure 7-7 Greater Morristown – Patriot Enclave



### Greater Morristown – Patriot Enclave

The Continental Army spent two winters encamped in the vicinity of Morristown, the winter of 1777 following the Ten Crucial Days and the winter of 1779-1780. The latter winter was particularly severe, and the very existence of the army was threatened by the harsh conditions. Morris County was an enclave of patriot enthusiasm. Protected strategically by the Great Swamp and Watchung Mountains, the Continental Army could safely encamp here, close to the British Army in New York, and could move quickly north or south in response to British threats. Rich natural resources in the region, especially wood and iron, supplied the army's logistical needs.

Morristown National Historic Park preserves and interprets the 1779-1780 sites where Washington's army encamped. The region is scenic and has preserved much of its historic landscape. The storyline *Greater Morristown – Patriot Enclave* is associated with the theme *A Revolutionary Landscape* and sub-themes *Strategy* and *Supply and Logistics* as well as the theme *Rendezvous for Rebellion* and sub-theme *Encampments and Daily Life of Soldiers*.

### The Forage Wars

The term *The Forage Wars* was coined by David Hackett Fischer in his book *Washington's Crossing* to title the chapter describing the aftermath of the Ten Crucial Days. In the winter and spring of 1777, the British withdrew to a forward base in New Brunswick, which was central to the 'colony' and could be supplied from New York via the Raritan River. From this base, British troops traversed the countryside seeking forage for their horses. The Continental Army, encamped at Morristown, harried the

British foraging parties, and there were frequent skirmishes and small engagements throughout the months, until the growth of new grass of spring ended the need for competition. Eventually, the British abandoned New Brunswick and never again exerted dominating control upon the New Jersey countryside.

The Raritan Valley north and west of New Brunswick to the Millstone River was the scene of most of the conflicts during this period. Much of the landscape within this region retains its historic character. The two river valleys provide a threat of context, and there are numerous preserved historic buildings and sites associated with the Revolutionary period. This storyline is related to the theme *A Revolutionary Landscape* and sub-theme *Supply and Logistics* as well as the theme *Rendezvous for Rebellion*.

**Figure 7-8 The Forage Wars**



**Figure 7-9 Maritime Wars**



**Maritime Wars**

The naval action associated with the conflict in New Jersey during the Revolution is the big untold story within Crossroads of the American Revolution. The Hudson River and the Delaware River were both scenes of significant naval encounters and strategic planning. Ports at Perth Amboy and New Brunswick were vital to British logistics. The Raritan River experienced piracy and naval conflict and is rich with story potential. British and French fleets, merchant vessels, and privateers plying the Atlantic Ocean off New York and New Jersey were a constant source of concern, anxiety, and conflict.

The storyline *Maritime Wars* can be interpreted at a variety of locations associated with the rich cache of stories ready to be told. Organizations, attractions, and communities ready to take on these stories should be coordinated heritage area-wide. This storyline is most closely associated with the theme *Rendezvous for Rebellion*.

Figure 7-10 Philadelphia Campaign

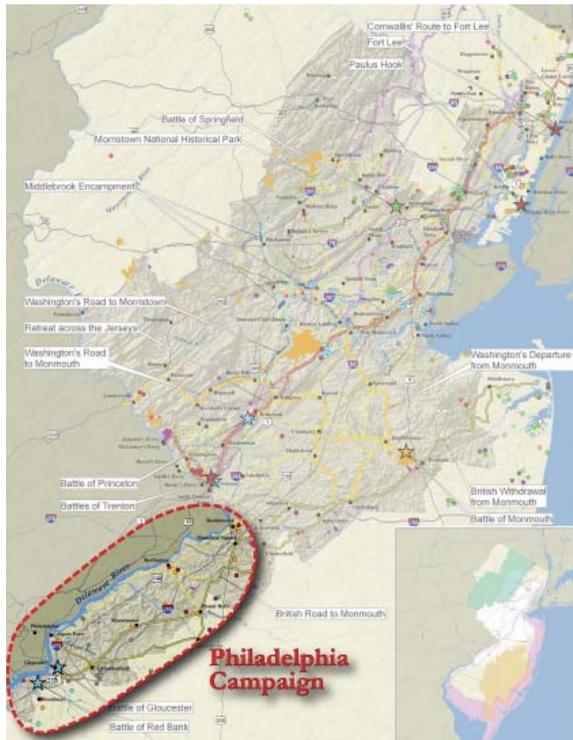
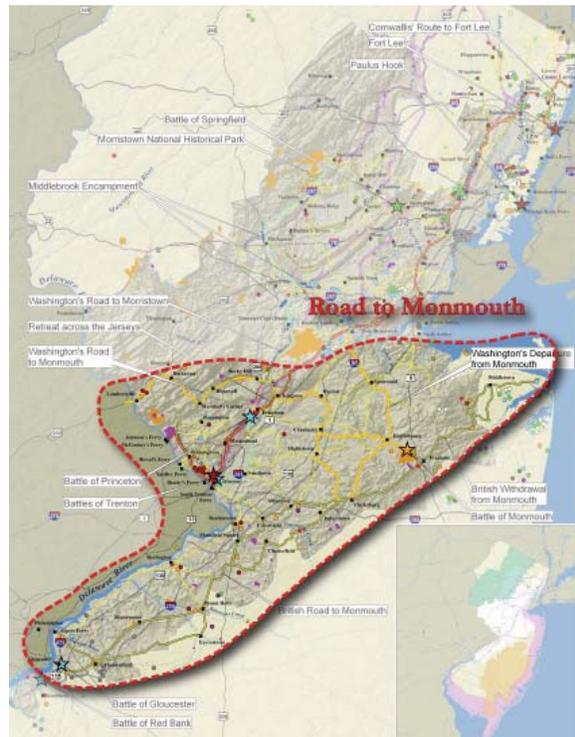


Figure 7-11 Road to Monmouth



### Philadelphia Campaign

In the late summer of 1777, General Howe had his army loaded on transports and moved by sea to the Chesapeake Bay, where they landed with the intent of taking the American capital of Philadelphia from the south. Washington rushed his troops south to defend the invasion, and the focus of major conflict shifted from the vicinity of New York to the vicinity of Philadelphia. In New Jersey, this shift played out in the concentration of military action to the Lower Delaware River, from Gloucester to Bordentown. Below Philadelphia, American action focused upon preventing the British from controlling the approach to Philadelphia up the Delaware, through which they could supply their army once they took the capital. The Battle of Red Bank ensued, and the British carried the day.

The *Philadelphia Campaign* was a vital part of the war, and New Jersey played a significant role in events as they unfolded. Interpretation of this storyline should be coordinated throughout the Lower Delaware River region as well as with Revolutionary War sites and initiatives in Pennsylvania, especially Fort Mifflin. The storyline is associated with the theme *Rendezvous for Rebellion* and sub-theme *Campaigns and Engagements*.

### Road to Monmouth

In June of 1778, the British under new leadership left Philadelphia by crossing the Delaware River at Gloucester City and Cooper's Ferry and marched north across New Jersey toward New York. The army followed a route through Haddonfield, Mount Holly, Columbus, Mansfield, Crosswicks, Allentown, and other villages to

Freehold. Washington's army paralleled the British movement, crossing the Delaware at Lambertville and passing through Rockville, Hopewell, Kingston, and Cranbury toward Englishtown. The two armies met at the Battle of Monmouth, just west of Freehold.

The Battle of Monmouth was significant for the American cause. The newly disciplined army, trained over the winter at Valley Forge, fought the British to a standstill and held the ground when the British withdrew toward Sandy Hook. The battle marked a turning point in the war and demonstrated that the Americans could match the British on their own terms.

Today, the two routes of march pass through beautiful countryside and charming historic legacy communities. Here there is a significant opportunity to create parallel heritage byways that interpret the marches of the two armies and culminate in interpretation of the battle at Monmouth Battlefield Park. The storyline *Road to Monmouth* has the potential to become one of the most engaging and complete interpretive experiences of the Crossroads heritage area. The storyline is associated with the theme *Rendezvous for Rebellion* and sub-theme *Campaigns and Engagements*.

#### **Middlebrook and the Defense of New Jersey**

The Watchung Mountains provided a significant strategic position for the Continental Army in the defense of New Jersey. Paralleling the primary, settled agricultural area of the state, the mountains allowed Washington's army to keep a watchful eye on British activities whenever they crossed the Hudson. From the heights of the mountains, the Continentals could watch British movements in the plains below and harass British foraging parties before withdrawing to the safety of the unassailable ridge-tops. The mountains were a crucial element in a defensive ring that the American army created around the British base in New York City.

Middlebrook was the headquarters for of this defensive ring at key points during the war. Washington first moved his army to the Middlebrook encampment in the vicinity of Somerville in the spring of 1777, following the winter in Morristown. The army returned to spend the winter in Middlebrook during the winter of 1778-1779. Encamped from the vicinities of Bound Brook and Somerville northward to Pluckemin, the army exerted control over New Jersey's agricultural countryside yet was unassailable because of the mountain defenses.

The storyline *Middlebrook and the Defense of New Jersey* is the opportunity to tell the story of the New Jersey's strategic defense and the particular role that the Middlebrook encampments played. The story should be coordinated with interpretation at sites in New York north of Manhattan that completed the encirclement of the British. At Middlebrook, preserved sites at the Wallace, Staats, Van Horne, Van Veghten, and Vanderveer Houses provide centers from which a coordinated interpretation of the Middlebrook encampment can be told. The storyline is closely associated with the theme *A Revolutionary Landscape* and sub-theme *Strategy* as well as the theme *Rendezvous for Rebellion* and sub-theme *Encampments and the Daily Life of Soldiers*.

**Figure 7-12 Middlebrook and the Defense of New Jersey**



**Figure 7-13 Battle of Springfield**



### **Battle of Springfield**

In June of 1780, the Hessian General Wilhelm von Knyphausen, commanding the British garrison in New York, determined to break through the Watchung Mountain defenses to attack Washington's army at Morristown, which was reported to be particularly vulnerable due to desertion and disease. The focus of attack was Hobart Gap near present day Springfield which, if penetrated, would provide a direct line of march toward Washington's Morristown encampment eleven miles to the west.

First on June 7<sup>th</sup> and then again on June 23<sup>rd</sup>, the British moved on the Americans from Staten Island and the vicinity of Elizabethtown resulting in the Battle of Connecticut Farms and the Battle of Springfield. Both attempts failed, as the Americans put up stiff resistance and New Jersey militia swarmed to the scene, helping to stall the British advance.

The Battles of Connecticut Farms and Springfield were among the last large-scale battles of the war. Their stories are not well known, and there is a significant opportunity for interpretation of the battles along a line linking the city of Elizabeth to Connecticut Farms and Springfield. The storyline is associated with the theme *Rendezvous for Rebellion* and sub-theme *Campaigns and Engagements*.

### **Divided Loyalties**

*Divided Loyalties* is a primary theme of the Crossroads of the American Revolution National Heritage Area telling the stories of New Jersey's cultural diversity and the circumstances that created a virtual civil war around varied interests related to the

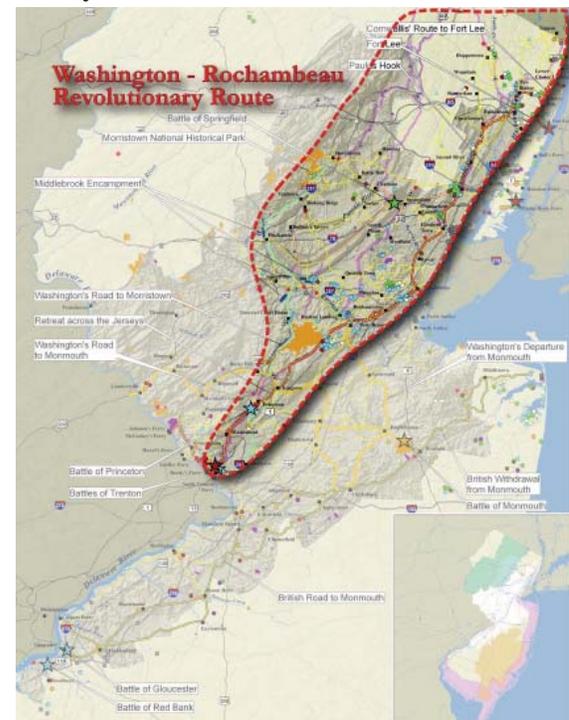
war. This theme is particularly strong in the area just east of the Watchung Mountains stretching from the vicinity of New Bridge and Hackensack south to Woodbridge. In this affluent agricultural region, ethnic, religious, and economic differences contributed to opposing perspectives and allegiances and led to civil conflict inflicted neighbor upon neighbor.

A rich story that is central to the New Jersey experience of the war, the storyline *Divided Loyalties* is an opportunity to focus in detail upon the people, places and events associated with the civilian experience in some of the state’s most significant legacy communities.

**Figure 7-14 Divided Loyalties**



**Figure 7-15 Washington-Rochambeau Revolutionary Route**



**Washington-Rochambeau Revolutionary Route**

The Washington-Rochambeau Revolutionary Route is a series of strategic roadways extending from Newport, Rhode Island to Yorktown, Virginia along which American and French troops marched in the summer of 1781 toward Cornwallis’ encircled British army at Yorktown. With the French fleet in the Chesapeake Bay blocking British reinforcement or escape, the American and French armies joined Lafayette’s army in late September for a three-week siege of Yorktown that resulted in a British surrender.

In New Jersey, the ‘W3R’ route follows a series of strategic roadways from the New York border south to Trenton. These roadways were the subject of an extensive study that documented the march of the various military units through New Jersey and identified routes, camp sites, communities, and ‘witness’ sites with remaining historic

resources that were present at the time. In March of 2009, the Washington-Rochambeau Revolutionary Route was officially designated as a National Historic Trail by the President’s signing of the Omnibus Public Lands Management Act. The National Park Service is in the process of organizing planning for the National Historic Trail, which will include preparation of a comprehensive management plan. State organizations have been created for each of the state’s through which the W3R route passes. In New Jersey, the W3R initiative is led by the W3R-NJ Association, a non-profit organization with a website at [www.w3r-nj.com](http://www.w3r-nj.com).

The Crossroads of the American Revolution National Heritage Area should work closely with the W3R-NJ Association, National Park Service, other W3R state organizations, and local partners in planning and implementing a W3R initiative through the National Historic Trail. The form of Crossroads’ participation is recommended to be as the storyline *Washington-Rochambeau Revolutionary Route*. This proposed format provides complete flexibility in how the initiative might be organized and presented within the heritage area and associated areas of New Jersey. The Crossroads Association, W3R-NJ Association, National Park Service and other partners should meet to begin planning how the initiative might move forward.

### 7.7.2 Themed Presentations

Crossroads gateway, regional, and local interpretive sites should be encouraged to organize coordinated presentations of themes and subjects to which their sites relate. Presentations should illustrate aspects of the Crossroads themes and sub-themes using resources and stories of their respective sites. Examples of **themed presentations** include ‘The Five Generals Tour of Somerset County,’ which features historic houses used by five of Washington’s generals during the Middlebrook encampment of 1778-1779, and a possible presentation of the Crossroads sub-theme ‘Leadership’ by sites such as the Ford Mansion, Rockingham, Morven, Liberty Hall, and Proprietary House.

Themed presentations should be initiated and implemented by small groups of interpretive sites working collaboratively. A plan outlining how the presentation will be organized and how each individual site will present its story and relate its presentation to the larger theme and to the other partnering sites should be prepared by the partnering sites. Presentations should represent key themes and subjects of the heritage area within the overall Crossroads presentation.

Crossroads should provide encouragement and support for the development and implementation of themed presentations. A primary benefit for the partnering sites would be the special interpretive publications, website, and marketing that Crossroads would help produce in support of their initiative. By working together, the site would reach a larger audience and increase visitation.

**ACTION: Encourage groups of Crossroads interpretive sites to organize coordinated presentations of themes and subjects to which their sites mutually relate.** *This should be an ongoing action undertaken by self-organized groups of interpretive sites with guidance and support from the Crossroads Association.*

### 7.7.3 Heritage Byways

Crossroads heritage byways are historic routes that contribute to the presentation and interpretation of the heritage area and are specifically designated by Crossroads to receive interpretive treatment, management as a scenic byway, and marketing as a Crossroads attraction.

Five potential Crossroads **heritage byways** have been identified during the planning for this management plan and are shown on the Crossroads Presentation Map. Each of these five potential heritage byways is a primary component of a Crossroads storyline presentation, described earlier in this chapter. The byways are intended to link interpretive sites and communities participating in those storylines. Implementation of these proposed heritage byways will depend upon the more detailed planning and phasing of the storyline initiatives of which they are a part.

The five potential Crossroads heritage byways currently identified include:

- Retreat across the Jerseys;
- Road to Morristown;
- Delaware River Towns;
- Road to Monmouth; and
- Washington-Rochambeau Revolutionary Route.

Two of these potential heritage byways, Road to Morristown and Delaware River Towns, include recognized national scenic byways within their routes. It is possible that their entire routes, as well as other proposed heritage byways, could also become national scenic byways. Such action should be considered and encouraged. A decision to apply for national scenic byway designation for any Crossroads heritage byway would depend upon the interests and initiatives of local and regional partners in concert with the Crossroads Association.

Additional heritage byways may be proposed, especially within other storyline presentations and linking potential themed presentations. It is recommended that Crossroads develop management guidelines for heritage byways that are developed within the heritage area. The guidelines could be similar to corridor management plans that are created for national scenic byways. Crossroads and its partners should work to protect the historic character of these roads and the historic landscapes they traverse. Historic sites along the byways should be identified. Scenic landscapes associated with Crossroads heritage byways should be considered for land conservation attention, a subject that is discussed in Chapter 10 of this plan.

**ACTION: Encourage development of heritage byways as touring routes linking communities and interpretive sites within storyline and themed presentations. Develop guidelines for management of the byways and work to preserve historic and scenic landscapes along them.** *This should be an ongoing action undertaken as part of the planning and implementation of storyline and themed presentations by regional partners with support for the Crossroads Association.*



*Princeton Battlefield State Park, Princeton: Regional interpretive sites like Princeton Battlefield will be critical elements of a comprehensive interpretive network for Crossroads visitors. Courtesy Crossroads Image Library, photo by Chase Heilman.*

## 7.8 Core Interpretive Network for Visitors

Crossroads of the American Revolution has a significant number of historical attractions that provide a high level of professional interpretation and are **currently visitor ready**. These sites can be marketed today. As one of its earliest action, the Crossroads Association should encourage these sites to work together to create a coordinated interpretive network that can be marketing to visitors.

With such a core network in place, Crossroads can begin to aggressively promote the heritage area visitor experience and thereby begin to **create the public presence** that will be essential for achieving its mission. With the core interpretive network in place and being promoted, Crossroads partners can work together across the heritage area to broaden, deepen, and enhance the Crossroads experience through the phased implementation of community presentation, storyline presentation, and other initiatives.

Two types of existing historical attractions are present within the heritage area to form this early core interpretive network for visitors. ‘Visitor gateway sites’ are the region’s existing full service interpretive sites that are visitor ready and have strong existing

interpretive programs. ‘Regional interpretive sites’ are other historical attractions that offer professional programming. Together, these sites provide a readily marketable network of attractions that can provide a strong core experience that can be expanded and enriched over time.

### 7.8.1 Visitor Gateway Interpretive Sites

Visitor gateway sites are interpretive attractions capable of providing visitors with a **world class experience**, establishing the level of quality and authenticity that should be the hallmark of the Crossroads presentation. These are the first sites that heritage tourists are likely to encounter. Visitor gateway sites should work collaboratively to **present a comprehensive overview** of the New Jersey Revolutionary story to visitors. They should demonstrate how their individual sites represent that story, and they should introduce visitors to other interpretive opportunities available throughout the heritage area.

Attractions to be marketed as visitor gateway sites should be visitor ready and have a high level of visitor services. They should serve as ambassadors for the heritage area, serving as a portal through which a wide range of additional Crossroads interpretive experiences can be offered. Crossroads themes should be clearly introduced at visitor gateway sites both to support onsite interpretation and to provide context for interpretation at other sites within the heritage area. These sites are already highly marketed by regional visitor bureaus and by the sites themselves. Crossroads heritage tourism marketing to in-state and out-of-state visitors should feature these visitor gateway sites and be a **primary marketing focus** for the heritage area. By drawing visitors to these sites and impressing them with the significance of the story and the quality of the experience, the Crossroads brand will be established for the benefit of the entire region.

Crossroads visitor gateway sites should be drawn from the list of current **full service visitor attractions** outlined in Chapter 3, Section 3.5.8, of the management plan. These sites are visitor ready and can be marketed in the short-term. In order to provide the needed level of visitor experience, visitor gateway sites should meet the following criteria:

- (a) Are located within the heritage area boundaries;
- (b) Have interpretation of the American Revolution as a primary component of their mission;
- (c) Are open year-round, five to six days per week;
- (d) Have onsite professional staff, interior interpretive programming, and interior programming space large enough to accommodate groups;
- (e) Have onsite parking and rest rooms; and
- (f) Are largely ADA accessible.

Seven interpretive attractions within the heritage area currently meet these criteria and should be considered to serve as visitor gateway sites. More may be added over time as attractions are interested and able to meet the necessary criteria and as it is determined to be strategically beneficial to the presentation of the heritage area. Potential visitor gateway sites currently include:

- |  |                  |
|--|------------------|
| 1. Fort Lee Historic Park              | Bergen County    |
| 2. Old Barracks Museum                 | Mercer County    |
| 3. Washington Crossing State Park      | Mercer County    |
| 4. East Jersey Olde Towne Village      | Middlesex County |
| 5. Monmouth Battlefield State Park     | Monmouth County  |
| 6. Morristown National Historical Park | Morris County    |
| 7. Liberty Hall Museum                 | Union County     |

Recommended actions for visitor gateway sites are outlined below. A brief overview of each potential visitor gateway site is also presented along with preliminary observations.

The Crossroads Association should work with potential gateway interpretive sites to develop a **collaborative plan for gateway interpretation** of New Jersey's Revolutionary War experience through the sites. The plan should outline how visitors to each individual site would be presented with a comprehensive overview of New Jersey's Revolutionary story using Crossroads themes and providing context for heritage area-wide presentation.

The collaborative interpretive plan should outline how interpretive programming at individual visitor gateway sites illustrates Crossroads themes. Through the plan, gateway sites should coordinate their programs, strengthen areas where programs are complementary, and identify gaps that need to be addressed. The plan should define what comprises a **world class experience** for the heritage area and how the gateway sites might establish such an experience both individually and together over time. The plan should outline how visitor gateway sites can cross-market each other through interpretation and through onsite information available to visitors. Similarly, the plan should outline how gateway sites can coordinate with and provide information on visitor opportunities at regional interpretive sites, through storyline presentations, and through other heritage area interpretive programs.

**ACTION: Form a working group of Crossroads interpretive sites to develop a collaborative plan for visitor gateway interpretation of New Jersey's Revolutionary War experience through their sites.** *Preparation of a collaborative interpretive plan for visitor gateway sites should be a priority early action led by the Crossroads Association and include potential visitor gateway sites, destination marketing organizations, and representatives of regional interpretive sites.*

Crossroads visitor gateway sites should be requested to develop **individual plans** for Crossroads interpretation with potential short, medium, and long-term actions to implement the collaborative plan for visitor interpretation at their respective sites. These actions can be expected to be different from site to site and should be fully coordinated with the interests, mission, and goals of each site. The implementation of short term actions at individual sites as necessary for a marketable 'phase one' interpretive experience of the desired quality level should be a high priority of the heritage area and should be completed before marketing is begun.

**ACTION: Develop individual development plans for each visitor gateway site with short, medium, and long-term actions to implement the collaborative plan for visitor interpretation at their respective sites.** *This should be a short-term action that identifies ‘phase one’ actions that can be implemented quickly. The action should be undertaken by each individual site with assistance and support from the Crossroads Association and the other sites.*

Visitor gateway sites should enter into a collective memorandum of agreement with the Crossroads Association and each other on implementation of the collaborative gateway interpretive plan. The memorandum should outline roles and responsibilities for coordination between gateway sites and for implementation of individual development plans for their specific sites. Gateway sites should make their best efforts to work in coordination with the heritage area and its programs. The heritage area should promote, support, and assist the initiatives of the visitor gateway sites.

**ACTION: Create a memorandum of agreement between gateway interpretive sites for implementation of (1) the collaborative gateway interpretive plan and (2) individual development plans for their specific sites.** *A memorandum of agreement between gateway sites and the Crossroads Association are a high priority early action.*

Proposed gateway interpretive sites are distributed fairly evenly throughout the heritage area. A noticeable gap, however, occurs in the Lower Delaware River region, where no existing interpretive site presently meets the gateway criteria. A potential visitor gateway site should be identified **for the Lower Delaware River** portion of the Crossroads Heritage Area. This gateway site should be designed to receive visitors from the Philadelphia region as well as those entering the heritage area from the south. The City of Burlington Visitors Center is a potential site that could be developed into a visitor gateway site meeting most of the designated requirements. A phased action plan should be developed for the selected site allowing for initial steps that may be implemented leading up to full designation as a gateway site.

**ACTION: Identify a gateway interpretive site for the Lower Delaware River portion of the Crossroads Heritage Area.** *This should be an early action led by the Crossroads Association in association with partners from the Lower Delaware River area, visitor gateway sites, and others as appropriate.*

As an element of the collaborative plan for visitor gateway sites, outdoor **gateway interpretive kiosks** should be considered for installation in prominent entry locations at each visitor gateway site. Details related to the kiosks will be developed in the plan. These gateway interpretive kiosks are intended to provide introductory information on the Crossroads presentation as a whole, such as:

- A Crossroads map showing interpretive sites and byways;
- Brief overview of the Revolution in New Jersey;
- Introduction of Crossroads themes;
- Information on each gateway interpretive site;
- Information on regional storylines; and
- Information on selected regional interpretive sites in the vicinity of the gateway site where the kiosk is located.

Kiosks should be designed in accordance with the signage standards and guidelines developed for Crossroads, discussed earlier in this chapter.

**ACTION: Install outdoor gateway interpretive kiosks in prominent entry locations at each visitor gateway site.** *This should be a mid-term action undertaken by the visitor gateway sites in collaboration with the Crossroads Association.*

Individual **websites for visitor gateway attractions** should feature information on the heritage area and a link to the Crossroads website on their home pages. Interpretive pages should be added to, or linked with, the gateway websites providing content related to the Revolutionary experience in New Jersey consistent with Crossroads presentations, Crossroads themes, and how the gateway sites relate to the themes and the New Jersey story as a whole.

**ACTION: Improve individual websites for visitor gateway sites with information about the heritage area and links to the Crossroads website.** *This should be an early action that can be then phased in with addition detail. Visitor gateways should undertake this action with support from the Crossroads Association.*

Crossroads should include visitor gateway sites in appropriate elements of the **family of heritage area-wide interpretive publications** and on the **Crossroads website** discussed earlier in this chapter on the Crossroads identity, branding, and public presence.

**ACTION: Include visitor gateway sites in Crossroads interpretive publications and on the Crossroads website.** *This should be an ongoing action undertaken by the Crossroads Association in collaboration with partners.*

Crossroads **marketing** to visitors should feature visitor gateway sites as the heritage area’s primary set of visitor attractions and entry points for exploring the Crossroads presentation heritage area-wide. See the heritage tourism section of this chapter, below.

**ACTION: Feature visitor gateway sites as part of Crossroads marketing to visitors.** *This should be an ongoing action led by the Crossroads Association in partnership with destination marketing organizations and other partners.*

### **Morristown National Historical Park**

Morristown National Historical Park is the only National Park Service site located within the Crossroads Heritage Area. Morristown NHP is specifically cited in the heritage area enabling legislation and tasked with playing a special role within Crossroads. The heritage area is to strengthen the value of Morristown as an asset to the state by featuring its story and resources, and by making use of the professional expertise, technical support, and other assistance that it can provide. The park is specifically directed by the National Park Service to reach out and engage communities within the state.

As the site of the Continental Army’s winter encampments of 1777 and 1779/80, Morristown NHS is directly associated with the Crossroads sub-theme *Encampments and Daily Life of Soldiers*. The significance of Morristown to the story of the Revolution in New Jersey and nationally goes well beyond that sub-theme, however. Morristown uniquely represents the struggle of the Continental Army and the nation during the darkest and most difficult seasons of the war.

The collaborative gateway interpretive plan should outline how Morristown NHP might enhance its interpretive presentation to coordinate with and feature heritage area-wide interpretation. A new exhibit in the park’s Washington’s Headquarters Museum, Military Gallery currently interprets New Jersey’s role in the American Revolution. The collaborative gateway interpretive plan should examine how **additional content** on Crossroads themes, other gateway sites, selected regional interpretive sites, and regional storylines might be implemented.

An exhibit providing an overview of the heritage area and interpretive context on the Revolution in New Jersey also should be considered for installation at the Park’s **Jockey Hollow Visitor Center**. The exhibit should illustrate how the Morristown encampments fit within that history. If sufficient space is not available within the visitor center, an introductory Revolutionary war exhibit could be considered for an outdoor location. Crossroads **gateway kiosks** should be placed at both Washington’s Headquarters and Jockey Hollow.

At Jockey Hollow and the New Jersey Brigade Encampment Area, it is recommended that an extensive **network of interpretive exhibits** be considered to help bring the park landscape alive. The exhibits could use appropriate technology such as wayside panels and downloadable iPod and cell phone tours. Consideration should be given to landscape exhibits that:

- Depict the colonial landscape at the time of the encampments,
- Interpret the civilians who lived there including both their backgrounds in the context of New Jersey’s cultural heritage, daily lives before the Revolution, and experiences as a result of the war and the encampments specifically,
- Visually delineate the layout and structure of the encampments in the landscape so visitors can imagine the scope and character of the encampments,
- Tell relevant stories of soldiers and units at the places where their units camped, touching on a variety of potential Crossroads themes,
- Make connections to other Crossroads interpretive sites and storylines.

Such outdoor exhibits could be largely self-guided, though they could also be used as a basis for guided tours and special programs. Exhibits could be accessible by automobile and bicycle using the park road system, but others could also be specifically related to walking and hiking trails throughout the park.

Morristown NHP should continue to work with other organization in developing and supporting **special programming**, such as the spring “Revolutionary Times” weekend that is featured as part of its community engagement strategy. Morristown NHP should be a leader in providing **technical assistance** to regional and local interpretive sites in collaboration with other gateway sites as a mentoring, hospitality, and quality control program of the heritage area.

### **Fort Lee Historic Park**

Fort Lee is significant for the redoubt and batteries constructed there by American forces to control the Hudson River and for the fort's capture by the British in November 1776, beginning Washington's retreat across the Jerseys. Fort Lee's visitor center has excellent exhibits interpreting the fort's role in the American Revolution, the defense of the Hudson River, and the fall of New York to the British. Its exterior exhibits of reconstructed batteries with their spectacular views of the river clearly convey the strategic significance of the site. A blockhouse, soldiers' hut, and other exhibits are used in their popular living history programs on life as a soldier and Colonial life in general.

**Additional exhibits** might strengthen visitor appreciation of the site and role of the fort's central redoubt, which was located on an adjacent ridge. Interpretation could also depict the Colonial agricultural landscape in the vicinity at the time of the Revolution and the experiences of civilians in the Hudson and Hackensack River valleys.

### **Old Barracks Museum**

The Old Barracks Museum interprets its construction related to the French and Indian War as well as the events of the American Revolution. Interpretation is undertaken primarily (and effectively) by costumed interpreters both inside the building and in the Barracks courtyard. The site is visited by approximately 20,000 students a year for curriculum-supportive programming focusing upon Colonial life and the American Revolution. The museum offers a variety of special educational and interpretive programs.

The Barracks is a primary location from which interpretation of the Battle of Trenton can be presented. It is therefore associated with the primary theme *Rendezvous for Rebellion* and sub-theme *Campaigns and Engagements*. Consideration should be given to enhancing **interior exhibits**, presenting both the battle and an overview of the Revolution in New Jersey. Guided **walking tours** of the downtown area could be provided on a regular basis. Guided walking tours are currently provided privately by special arrangement and during special events, a program that could be formalized and increased. The potential for **streetscape exhibits** interpreting the Battle of Trenton should be examined. The Old Barracks Museum is among the best known and most highly visited historic sites in New Jersey.

### **Washington's Crossing State Park**

Washington's Crossing State Park is the site where Washington's army crossed the Delaware River on December 25, 1776 to attack the Hessians in Trenton. It is a significant site associated with the Crossroads theme *Rendezvous for Rebellion* and the story of the Ten Crucial Days. The park is 1,400 acres in size and features a visitor center with historic artifacts and displays, the historic Johnson Ferry House, picnic areas, an open air theater, a nature center, and 15 miles of hiking and biking trails. The existing visitor center is undersized, and its exhibit (though the artifacts are interesting) does not adequately interpret events associated with Washington's crossing. The park is highly valued by residents as a recreational area.

Washington Crossing State Park should work collaboratively with its **companion park** on the Pennsylvania side of the river, which has a strong focus on living history related to Colonial life. Washington's Crossing could be the site for major investment in a **new visitor's center** that could serve as a gateway for presentation of the Ten Crucial Days storyline. New exhibits should present New Jersey's Revolutionary story as well as the story of the crossing and the Ten Crucial Days. At present, a new visitor's center is planned for the Pennsylvania park which is to include an exhibit on the Ten Crucial Days. The two parks should collaborate to develop a single, coordinated presentation with differentiated but significant roles for each side of the river. Creation of a single Friends group for the two parks should also be considered.

New Jersey's park should concentrate interpretation upon the soldiers' logistics and experience following the crossing, the march on Trenton, and New Jersey militia. **Landscape exhibits** could be installed throughout the park providing coordinated self-guided interpretation of the crossing and march. Landscape exhibits could depict the landscape at the time of the crossing and could coordinate with and enhance recreational use of the park for walking, biking, and jogging.

#### **East Jersey Olde Towne Village**

East Jersey Olde Towne's collection of original, replica, and reconstructed eighteenth and nineteenth century structures represent the vernacular architecture of central New Jersey and interpret Colonial life at the time of the Revolution. The site's interpretive focus is eighteenth and nineteenth century life in the Raritan Valley, with potential relationships to Crossroads themes *A Revolutionary Landscape*, *Civilians and the War*, and *Divided Loyalties*.

East Jersey's location within the 473-acre Johnson Park along the Raritan River near Raritan Landing provides an outstanding opportunity to **extend interpretation** beyond the village throughout the park. The village, Raritan Landing, Cornelius Lowe House (a regional interpretive site), and the nearby site of the Continental Army's encampment could be combined into a comprehensive interpretive presentation. An extensive **network of landscape exhibits** could tie the site together using existing recreational trails. Exhibits presenting Crossroads and providing an overview of the Revolution in New Jersey and its ties to the Raritan Valley could be installed as either an interior or landscape exhibit. East Jersey will also be a primary site for presentation of the Foraging Wars storyline.

#### **Monmouth Battlefield State Park**

Monmouth Battlefield State Park is the site of the Battle of Monmouth, fought in June 1778, one of the largest and most significant battles of the American Revolution. The park is associated with the Crossroads theme *Rendezvous for Rebellion* and sub-theme *Campaigns and Engagements*. Two heritage byways connect to Monmouth from the Delaware River and Pennsylvania, one following the British withdraw from Philadelphia and the other Washington's pursuit. These heritage byways should be components of a storyline presentation culminating in interpretation of the battle at the park.

Monmouth is in the process of designing a **new visitor center** with new exhibits. Crossroads partners should ensure that these exhibits include an overview of New

Jersey's Revolutionary story, introduction to the heritage area and Crossroads themes, and linkages to gateway and other sites. With its new visitor center and existing walking trails, wayside exhibits, eighteenth century Craig Farm, and interpretive programming, Monmouth will be a primary visitor attraction within the heritage area.

### **Liberty Hall Museum**

Constructed in 1772, Liberty Hall was the home of New Jersey's first elected governor and signer of the Constitution, William Livingston, and served as the Livingston/Kean family country house for two centuries. Today the house and grounds are an interpretive site owned and operated by Kean University, which is adjacent. Liberty Hall interprets New Jersey and American history through the story of the Livingston/Kean families. Its Revolutionary Era presentation features the story of William Livingston. Liberty Hall is most closely associated with the Crossroads sub-theme *Leadership*.

Liberty Hall features a visitor center, historic house and gardens, carriage house with changing exhibits and event space, and firehouse museum. Its student program is titled *From Crown to Country*, presenting New Jersey's transition from a colony to a state. Liberty Hall can serve as a mentor to smaller sites in developing student programming, presenting multiple stories, conducting events, and managing group tours. It is recommended that a **comprehensive permanent exhibit** on Crossroads, the Revolutionary War in New Jersey, and William Livingston be installed at an appropriate location, perhaps within the existing carriage house. The exhibit could feature interpretive opportunities at regional and local interpretive sites within the area.

### **7.8.2 Regional Interpretive Sites**

Regional interpretive sites are **interpretive attractions with professional programming** that, along with visitor gateway sites, are visitor ready and can be directly marketed to heritage tourists. Like visitor gateway sites, regional interpretive sites provide a high level of visitor experience. While they may not have the full level of programming, facilities, and visitor services that are available at gateway sites, they are an important component of a core interpretive network. Together, gateway and regional interpretive sites provide a comprehensive Crossroads visitor experience that should be **marketed to Heritage Tourism Audiences**.

Regional interpretive sites are **regular service visitor attractions** and **seasonal visitor attractions** as outlined in Chapter 3, Section 3.5.8, of the management plan. Regional interpretive sites should meet the following criteria:

- (a) Interpret the American Revolution;
- (b) Are open at minimum spring through fall, five to six days a week; and
- (c) Have onsite professional staff and interior interpretive programming.

Many Crossroads regional sites are State Historic Sites managed by professional interpreters. Others are managed by county Cultural and Heritage Commissions or nonprofit organizations. Some are full service sites that are located outside of the heritage area boundaries but interpret Revolutionary Era themes and subjects. They all provide a high level of interpretive experience. Planning should be undertaken to

develop increased levels of visitor services at those regional interpretive sites that may wish to become visitor gateway sites.

Visitor gateway and regional interpretive sites establish a solid foundation for the Crossroads interpretive presentation. Any visitor to the heritage area will be favorably impressed by the experiences they provide. As full service attractions, gateway sites provide the highest level of interpretive experience and services, appropriate to audiences that are experiencing Crossroads for the first time or who only seek limited exposure. Regional interpretive sites provide opportunities for a deeper level of exploration to places that are highly significant to New Jersey's Revolutionary Era story and that also provide a professional level of interpretation.

Regional interpretive sites should coordinate their interpretive presentations among each other. They should coordinate most closely with other sites within their geographic regions and with regional sites representing common themes. Regional sites should promote each other, providing information, hospitality, and encouragement to visitors. They should also serve as portals to additional interpretive opportunities within their regions, coordinating with and providing information on legacy communities, storyline presentations, local interpretive sites, and self-guided sites.

Regional interpretive sites should be encouraged to **undertake a self assessment** to determine (a) how their individual site fits into the Crossroads interpretive presentation, (b) ways in which site programming and operations can be coordinated with heritage area presentation, and (c) ways that the heritage area can best promote and support the site's programming and operations. The Crossroads Association and visitor gateway sites should assist regional sites in the self-assessment process. Guidelines for site assessments shall be outlined and should consider:

- Overview of the interpretive site's history and significance;
- Description of the historic site at the time of the Revolution, including community context, landscape, and site features (include a description of the entire historic site even if present boundaries are limited);
- Description of the present site, including community context, landscape, site features, and historical integrity; describe differences between the historic site noted above and the present site including missing context and features;
- Background on its development as an interpretive site;
- Current staffing, operations, and sources of funding;
- Current audiences and programming;
- Crossroads themes to which the site best relates;
- Additional subjects and themes related to the site;
- A copy or overview of the site's existing management plan, if available;
- Any existing planned site development or programming projects;
- The site's strengths and challenges: how the site can best support the heritage area; how the heritage area can best support the site

**ACTION: Encourage self assessments of regional interpretive sites as a planning tool for coordinating regional site interpretive presentation and visitor experience with that of Crossroads as a whole and with other regional partners.** *The preparation of self-assessments by regional interpretive sites should be initiated as an*

*early action with assistance and support from the Crossroads Association and visitor gateway sites.*

Regional interpretive sites should enter into **memorandums of agreement** with the Crossroads Association on measures they are able to undertake to coordinate their programming, services, and operations with the heritage area-wide presentation and with those of other partnering sites. Such measures should be identified based on information learned through the recommended self-assessments noted above. Regional sites should make their best efforts to work in coordination with the heritage area and its programs. The heritage area should promote, support, and provide services to the regional sites.

**ACTION: Create memorandums of agreement with regional interpretive sites on measures they are able to take to coordinate their programming, services, and operations with heritage area-wide presentation and with other partnering sites.** *This should be a mid-term action between regional interpretive sites and the Crossroads Association based upon planning developed through site self-assessments.*

The Crossroads Association and regional interpretive sites should **coordinate websites**. The Crossroads website should include site information on regional interpretive sites and should provide an internet link to each regional site's website. Regional sites should feature a link to the Crossroads website on their home pages and coordinate their website information with Crossroads.

**ACTION: Coordinate Crossroads Association and regional interpretive site websites.** *Website coordination should be an ongoing action for the Crossroads Association and each individual regional interpretive site.*

Crossroads should include regional interpretive sites in appropriate elements of the **family of heritage area-wide interpretive publications** discussed earlier in this chapter on the Crossroads identity, branding, and public presence.

**ACTION: Include regional interpretive sites in Crossroads interpretive publications.** *This should be an ongoing action of the Crossroads Association.*

Each regional interpretive site should host an **exhibit introducing Crossroads** of the American Revolution and linking Crossroads to the site and its interpretive programming. The exhibit could be interior or exterior as most appropriate to the site. Exhibits should be consistent with Crossroads signage guidelines.

**ACTION: Install context-setting exhibits at regional interpretive sites introducing Crossroads of the American Revolution and linking Crossroads to the site and its interpretive programming.** *This should be a mid-term action undertaken in partnership by regional interpretive sites and the Crossroads Association.*

Each regional site should **coordinate its interpretive presentation** and visitor experience with that of Crossroads as a whole and with other regional partners as outlined through development of the self-assessment noted above. Crossroads and its

partners should support coordination and enhancement of site interpretation and should market the regional site as part of the Crossroads heritage area-wide presentation.

**ACTION: Include regional interpretive sites as part of a coordinated heritage area-wide Crossroads presentation.** *This should be an ongoing action undertaken in partnership by regional interpretive sites and the Crossroads Association.*

Regional interpretive sites should be encouraged to participate and take leadership roles in the development of regional **storyline presentations** as discussed elsewhere in this chapter. Regional sites should be featured sites within each storyline working in collaboration with other regional interpretive sites, local interpretive sites, and legacy communities.

**ACTION: Encourage regional interpretive sites to participate in the development of regional storylines.** *This should be a mid-term to long-term action undertaken by local and regional partners with Crossroads Association support as storylines become developed.*

Crossroads **marketing** to visitors should feature gateway interpretive sites and regional interpretive sites as a coordinated heritage area-wide Crossroads presentation. See the heritage tourism section of this chapter, below.

**ACTION: Feature regional interpretive sites as part of Crossroads marketing to visitors.** *This should be an ongoing action led by the Crossroads Association in partnership with destination marketing organizations and other partners.*

Crossroads should coordinate **information-sharing and training programs** for regional interpretive sites on educational, interpretive, and hospitality topics to assist sites in enhancement of their operations and visitor experience. Information-sharing programs should enable regional interpretive sites to meet together to discuss ideas and trade information on techniques that have worked for them in various areas of activity. A yearly program of training sessions should be developed for regional and local interpretive sites and held at various locales throughout the heritage area. Professionals from regional sites should participate in the training sessions sometimes as teachers and sometimes as students.

**ACTION: Coordinate information-sharing and training programs for regional interpretive sites.** *This should be a mid-term action led by the Crossroads Association in partnership with regional interpretive sites.*

Crossroads should develop a **program of support** for regional interpretive sites. The nature and extent of the program should be determined upon review of the site assessments prepared by the regional sites. During planning for the heritage area, some sites expressed the need for additional staff support in order to provide an adequate level of programming for students and group tours. (This specific need is addressed as a recommended educational action in Chapter 8, Research and Education.) A range of similar types of support for site programming could be developed based upon needs

expressed by the regional sites, priorities with respect to those needs, and available resources. The provision of program support for regional sites should be a specific subject for Crossroads fundraising.

**ACTION: Develop a program of support for regional interpretive sites based upon the site assessments prepared by the regional sites.** *This should be a mid-term action of the Crossroads Association that is expanded over time with the availability of resources.*

Crossroads should develop a **grant program** for regional interpretive sites focused upon enhancing interpretation and visitor experience. Eligible projects could be programmatic or infrastructure related based upon assessments of site needs. The grant program should be a competitive matching program offered based upon the availability of resources.

**ACTION: Develop a grant program for regional interpretive sites.** *This should be a short-term project of the Crossroads Association that is expanded over time with the availability of resources.*



*Morris County Visitor Center, Morristown: Partners for Crossroads heritage tourism initiatives can be expected to include tourism offices and destination marketing organizations along with historic site managers.*

Table 7-1 Summary of Recommended Actions for the Core Interpretive Network for Visitors.

Interpretive Resource/(Definition)/ •Proposed Criteria	Crossroads website	Crossroads publications	Crossroads grant program (planning, implementation)	Crossroads marketing	Crossroads marketing - EARLY ACTION	Self-assessment	Crossroads introductory exhibits	Outdoor introductory exhibits	Crossroads training programs	Inventory existing & potential self-guided sites	Identify potential walking trails	Identify potential water trails	Add Historical Marker Database to the Crossroads GIS inventory	Program for monuments & markers	Interpretive plan (partners agree on roles & responsibilities)	Annual public events & programming	Collaborative, phased plan for Gateway interpretation
<p><b>Legacy Communities (Historic communities that existed at the time of the American Revolution; potential visitor service centers)</b></p> <p><b>Local Interpretive Sites (Publicly accessible sites; locally operated and have a local focus; primarily self-guided or volunteer docents; open on a limited basis)</b></p> <ul style="list-style-type: none"> <li>• Interpret the American Revolution</li> <li>• Open during regularly scheduled hours or by appointment</li> <li>• Interior interpretive programming</li> </ul>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<p><b>Self-guided Interpretive Sites</b></p> <ul style="list-style-type: none"> <li>• Authentic sites related to the American Revolution</li> <li>• Publicly accessible</li> <li>• Have onsite interpretive exhibits</li> </ul>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<p><b>Self-guided Marked Sites</b></p> <ul style="list-style-type: none"> <li>• Authentic sites related to the American Revolution</li> <li>• Publicly accessible</li> <li>• Have onsite markers or monuments</li> </ul>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<p><b>Storyline Presentations</b></p> <ul style="list-style-type: none"> <li>• Currently visitor-ready – can be marketed as an early action</li> <li>• Able to present a comprehensive overview of the Rev War story in New Jersey</li> <li>• Able to provide a world-class visitor experience</li> <li>• Able to promote regional and local sites</li> </ul>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<p><b>Gateway Interpretive Sites (Currently visitor-ready—can be marketed as an early action; able to present a comprehensive overview of the Rev War story in New Jersey; able to provide a world-class visitor experience; able to promote regional and local sites)</b></p> <ul style="list-style-type: none"> <li>• Located within boundaries</li> <li>• Interpret the American Revolution as a primary component of their mission</li> <li>• Open year-round, five to six days per week</li> <li>• Onsite professional staff; interior interpretive programming; interior programming space</li> <li>• Onsite parking (buses) and rest rooms</li> <li>• Largely ADA accessible</li> </ul>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<p><b>Regional Interpretive Sites (Currently visitor-ready—can be marketed as an early action; able to provide a high quality visitor experience; able to promote regional and local sites)</b></p> <ul style="list-style-type: none"> <li>• Interpret the American Revolution as a primary component of their mission</li> <li>• Open at minimum spring through fall, five to six days a week</li> <li>• Onsite professional staff; interior interpretive programming</li> </ul>	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

## 7.9 Heritage Tourism

Implementation of strategies designed to accomplish the four goals identified for heritage tourism – create an identity, create an organizational structure, develop collaborative marketing and promotions, and develop a rewarding visitor experience – will build on interpretive presentation strategies for Crossroads and provide the means to manage an ongoing heritage tourism program and to measure its success.

As noted in Chapter 3, Section 3.5.5, in 2010 the state of New Jersey completed the *New Jersey Heritage Tourism Master Plan*. The plan outlines strategies and action steps to achieve a statewide vision and mission of heritage tourism through building partnerships, preserving and interpreting historic resources, attracting visitors, and generating economic impact. Some of the master plan’s strategies have been identified as appropriate for development by Crossroads and are incorporated in this section. Adopting these strategies will position the national heritage area as a demonstration model for statewide implementation of the master plan. This section will note strategies that have been selected from the state master heritage tourism plan. (The complete *New Jersey Heritage Tourism Master Plan* may be viewed at [www.hmdb.org](http://www.hmdb.org).)

### 7.9.1 Guiding Principles for Heritage Tourism

The study of national cultural heritage travel trends, *The Cultural and Heritage Traveler, 2009 Edition*, found that those who are most likely to take a cultural/heritage trip say they are looking for two key factors:

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

Crossroads interpretive presentation and heritage tourism marketing will appeal to cultural heritage travelers through presentation of a unique, authentic, and educational travel experience. Adoption and adherence to a set of principles for heritage tourism development supports this goal. The following guiding principles were developed by the National Trust for Historic Preservation’s Heritage Tourism Program and are also included in the *New Jersey Heritage Tourism Master Plan* as principles for statewide heritage tourism development. Adoption of these principles by the Crossroads Association and its partners will set a standard not only for the heritage area’s development but will serve as an example for successful heritage tourism development statewide. All are consistent with the principles for Crossroads interpretive presentation described above in Section 7.2:

#### **Collaborate**

By its very nature, heritage tourism requires effective partnerships. Crossroads has identified partners that are essential to managing a heritage tourism program effectively, promoting the region to in-state residents and out-of-state visitors, and ensuring an outstanding experience for all visitors.

### **Find the Fit between the Community and Tourism**

One of the main benefits of a successful heritage tourism program is that it makes communities better places to live as well as visit. By engaging Crossroads communities in planning and implementing the management plan, Crossroads will build a strong foundation for support and will encourage residents to want to explore their own communities and to visit other communities and heritage attractions throughout the region. [Planning encouraged in Chapter 10 addresses strategies for “finding the fit.”]

### **Make Sites and Programs Come Alive**

The principles for interpretation presentation outlined above in Section 7.2 stress creating opportunities for visitors to be engaged as they visit heritage attractions. Those that especially relate to the principle of making sites and programs come alive include *experiential, different styles of learning, points of view, opportunities to explore, variety of experiences, and commemoration and contemplation.*

### **Focus on Quality and Authenticity**

Adherence to this principle will establish Crossroads as a premier heritage destination known for offering an unparalleled visitor experience.

### **Preserve and Protect Resources**

Advocating for the protection and preservation of Revolutionary Era sites, landscapes, and collections is a key role for Crossroads and its partners to ensure that there are places to tell the stories of the Revolutionary War. Out-of-state visitors and in-state residents should be able to understand how people lived, learn about important events, and gain a thorough understanding of the time period. Chapter 9 of the management plan addresses strategies for preservation and protection of Revolutionary era resources.

**ACTION: Adopt a statement affirming the five principles of heritage tourism articulated by the National Trust for Historic Preservation’s Heritage Tourism Program, tailored to the needs of Crossroads.** *Public adoption of these principles is a high-priority early action for the Crossroads Association.*

**ACTION: Build explicit acknowledgement of these principles into relationships and documentation supporting Crossroads heritage tourism.** *This should be an ongoing action of the Crossroads Association.*

### **7.9.2 Reaching Out-of-State Visitors and Reaching Residents**

Responses from a 2009 survey of Crossroads historic sites and historic organizations (conducted as part of the management planning process and discussed in Chapter 3, Section 3.5.6) identified as top priorities for stakeholders:

- Increasing New Jersey residents’ awareness of New Jersey’s Revolutionary War heritage (55 percent of all respondents); and
- Increasing out-of-state visitors’ awareness of New Jersey’s Revolutionary War heritage (52 percent).

Through exploration of the alternatives explained in Chapter 2, the Crossroads board have agreed with this set of priorities. As noted in the second of the guiding principles

for heritage tourism above, a key benefit of heritage tourism is the engagement of residents in making decisions about the preservation, development, interpretation, and presentation of their community to visitors. This principle differs significantly from traditional approaches to tourism development when outside investors come to a region, purchase land or buildings, and develop attractions ranging from theme parks to resort hotels without any input from the community. The principle of community engagement should be emphasized repeatedly by all Crossroads stakeholders throughout the development, implementation, and management of heritage tourism programs.

It is also important to recognize that approximately one-third of New Jersey's tourism market is made up of residents traveling within their own state, presenting an opportunity for Crossroads to capitalize on this interest and attract residents to travel in the national heritage area.

Attracting out-of-state visitors was also identified as a goal by the Crossroads Association board. Out-of-state heritage travelers are more likely to stay overnight and to plan a longer trip than other kinds of travelers. National travel data bears this out: *The Cultural and Heritage Traveler, 2009 Edition*, found that heritage travelers spend an average of \$994 per trip compared to only \$611 for other travelers. They also are likely to engage in a number of different activities ranging from touring historic sites and museums to dining, shopping for locally made arts and crafts and visiting national or state parks. Marketing to attract targeted audiences from out of state has the potential to generate significant economic impact for Crossroads.

The results of marketing to both audiences – residents and out-of-state visitors – will yield substantial benefits for Crossroads through improved quality of life and community engagement, increased economic impact, support for preservation of historic sites, and presentation of Revolutionary War stories.

The following section discusses methods for identifying audiences among residents and out-of-state visitors, plus strategies for marketing to attract both audiences and providing visitor services to ensure an excellent visitor experience. The section concludes with an examination of the organizational structure that will be needed to manage the Crossroads heritage tourism program.

### **7.9.3 Visitor Research**

Although Section 7.3 discusses potential audiences for Crossroads – Heritage Tourism Audiences, Primary New Jersey Audiences, and Secondary New Jersey Audiences – the descriptions of these visitor groups and their potential as travelers in the Crossroads region are based on anecdotal information gathered from interviews with destination marketing organizations (DMOs) and heritage attraction representatives, plus review of statewide travel information supplied by the New Jersey Division of Travel and Tourism. As noted in Chapter 3, Section 3.5.6, DMOs do not conduct visitor research due to budget constraints. Heritage attractions also do not have budgets that allow for visitor research. While the New Jersey Division of Travel and Tourism's research provides statewide demographic data, it does not look specifically at the Crossroads region and the motivations that cause visitors to select Crossroads as their travel destination.

In the 2009 survey of historic sites and historic organizations described above, 87 percent of survey respondents identified marketing and advertising as their top challenge and the areas where assistance is most needed. In addition to financial resources needed to promote heritage attractions, knowing which visitor audiences to target is essential.

The previous sections of this chapter discuss a wide range of interpretive strategies and actions that will present the Revolutionary story to residents and out-of-state visitors. Prior to investing substantial resources of time and funding to implement these strategies, it is essential that Crossroads take the lead in conducting in-depth visitor research. Visitor research should be conducted both for residents and out-of-state visitors. Questions to be answered through analysis of research data include:

### **Demographics**

- What are the most likely visitor groups to visit Crossroads – among residents and out-of-state visitors – and why?
- What percentage are repeat visitors?
- What is the primary reason for travel to New Jersey and to Crossroads?
- What is the average length of stay?
- How much do visitors spend?
- What types of lodging are used?

### **Visitor Awareness of Crossroads**

- Is the Crossroads brand recognized?
- What is the perception of the Crossroads brand among the various target visitor groups?
- Are visitors familiar with historic sites in Crossroads?
- What do visitors and prospective visitors really think of Crossroads as a destination for visiting heritage attractions and experiencing Revolutionary War history?
- How can perceptions associated with the destination could be improved or enhanced?
- What are the primary ways that visitors gather information about a destination they are interested in visiting?

### **The Visitor Experience in Crossroads**

- What types of experiences are most important to Crossroads visitor groups?
- How satisfied are visitors with their trip to Crossroads?
- Are visitors aware of and engaged in visiting sites related to various themes and storylines associated with Crossroads?
- What do travelers who have visited Crossroads really think of available visitor services including visitor centers, signage, lodging, dining, shopping?
- Do visitors perceive a Crossroads trip as being a good value for the money?
- If they have not traveled to Crossroads, why not? What would be an incentive to plan a trip?

### **Developing a Visitor Research Program**

Crossroads and its partners should work together to design and implement an ongoing visitor research program and to use the analysis of findings to inform interpretive presentations and marketing plans. Here are the necessary steps:

- Select a **professional research firm** with expertise in tourism to design and conduct research and prepare analysis reports.
- Require that analysis reports include the context of overall visitation to New Jersey as well as current national travel trends.
- Working with the research firm, explore options for types of visitor research and select those most appropriate for gathering the needed data. Options include **online surveys, focus groups, and intercept surveys**.
- Conduct online surveys to collect region-wide data. Survey samples should include both residents and out-of-state visitors and potential visitors.
- Place particular emphasis on **gateway interpretive sites** and **regional interpretive sites**. Conduct focus groups and on-site intercept surveys to provide a foundation for understanding the current visitor experience and to test interest in new interpretive presentations.
- In addition to gathering information on heritage sites, seek insights about **visitor services**. Include questions about where visitors stayed, dined, shopped, and found information to help plan their trip. Questions should also focus on assessment of the region’s hospitality in welcoming visitors.
- Develop an **annual schedule** for all types of surveys that includes a multi-phase approach described in Table 7-2. Research should be timed so that reports are available to coincide with the development of interpretation and marketing plans. The schedule should also include surveys to assess the success of implementation of these plans (i.e., did the new tours increase visitation? Did more visitors come to Crossroads as a result of new advertising placements?).

A resource for Crossroads in conducting visitor research is “Visitors Count,” a program managed by the American Association of State and Local History (AASLH). Visitors Count offers a visitor survey and data analysis and helps historic sites identify what they must do to create a positive visitor experience. Sites are also able to compare their performance against other historic sites. Visitors Count is particularly effective for multiple properties that share common links and want to track information. Share results with partners and such as Crossroads. .

**ACTION: Develop a comprehensive program of visitor research to support planning for interpretive presentations and marketing.** *Development and implementation of a visitor research program is a high priority early action to be led by the Crossroads Association.*

**ACTION: Explore the opportunity to participate in “Visitors Count,” a program managed by the American Association of State and Local History (AASLH).** *Exploration of using the Visitors Count program is a high priority early action to be led by the Crossroads Association.*

#### 7.9.4 Performance Measures

The Crossroads of the American Revolution National Heritage Area management plan includes numerous strategies and action steps to be implemented in the coming years.

The introductory sections detail a baseline for measurement by defining a vision for the national heritage area and an analysis of current conditions for cultural, heritage, natural, recreational, and landscape resources; an overview of current population demographics; a summary of tourism in the region, state, and nation; and descriptions of the current visitor experience. In addition to the management plan, data collected and analyzed through the Crossroads visitor research program discussed in the previous section will provide a further baseline for measuring the success of management plan implementation.

### **What Should Be Measured?**

Objective performance indicators that can be considered for heritage tourism measurement include:



*Mill Race Village, Mount Holly: Mill Race Village, a commercial shopping district, is part of a large restoration and neighborhood preservation project in historic downtown Mount Holly.*

**Table 7-2 Visitor Research Plan and Its Application to the Region and Interpretive Sites**

Phase	Crossroads NHA – Region-wide	Gateway Interpretive Sites	Regional Interpretive Sites	Local Interpretive Sites
<b>Phase One – Basic Data Collection; Perceptions of Crossroads</b>				
Online survey – out-of-state visitors and residents	✓			
Focus groups – in-state residents		✓	✓	
Focus groups – tour operators and receptive operators	✓			
Intercept surveys – site visitors – out-of-state visitors and residents		✓	✓	
<b>Phase Two – Test Interpretive and Marketing Plans</b>				
Focus groups – in-state residents – test interpretive plans		✓	✓	✓
Focus groups – out-of-state visitors – test interpretive plans		✓	✓	
Focus groups – tour operators and receptive operators – test new thematic itineraries	✓			
Focus groups – out-of-state visitors and residents – test collaborative marketing plans, brand identity, and website	✓			
Online survey – out-of-state visitors and residents – test Crossroads website and brand identity	✓			
<b>Phase Three – Measure Results</b>				
Online survey – out-of-state visitors and residents measure visit satisfaction, response to marketing	✓			
Intercept surveys – site visitors – out-of-state visitors and residents – measure satisfaction with visit		✓	✓	✓

### **Economic Impact**

- Annual admissions and revenues at Gateway, Regional Interpretive and Local Interpretive Sites
- Development of new heritage attractions such as museums or interpretive centers
- Development of new visitor information centers
- Increase in hotel/motel occupancy tax revenues for counties where designated Gateway and Regional Interpretive Sites are located
- Increase in restaurant revenues and retail sales to out-of-town visitors for counties where designated Gateway and Regional Interpretive Sites are located
- Sale of heritage-themed travel packages by DMOs
- Employment due to increased programming, events, or exhibits
- Number of new tourism-related businesses created
- Increase in tourism-related jobs
- Increased funding for heritage tourism products and programs, i.e., leverage of state and federal funds to attract investments from the private sector, foundations, and other sources

### **Visitation and the Visitor Experience**

- Increase in the average length of stay (by days in the region or hours at specific sites)
- Increase in visitation at Revolutionary War heritage attractions
- Increase in attendance at special events at Revolutionary War heritage attractions
- Positive comments on visitor surveys about Crossroads
- Improved rankings on visitor surveys regarding satisfaction with a visit to Crossroads
- Increase in repeat visitation

### **Increased Inquiries or Responses**

- Increased requests for visitor information
- Increase in number of hits and length of visit to websites
- Increased interaction through social media
- Increased visitation to visitor centers
- Increased use of coupons or other trackable promotions
- Increased conversion of inquiries to actual visits

### **Recognition**

- Local/regional/national media coverage
- Local/regional/national tourism-related awards and designations

### **Quality of Life**

In addition to tangible or easily measurable indicators, it will be important for Crossroads to establish systems to measure residents' attitudes toward the national heritage area and their feelings about the improvements the national heritage area and the impact of those improvements on their quality of life. Measures can include:

- Increase in volunteer hours at historic sites or activities
- Increase in involvement by community youth in Revolutionary War heritage attraction activities and programs (through schools or extra-curricular organizations)

- Increase in community support and advocacy for the preservation of historic resources
- Increased community pride due to availability of heritage assets, activities and awareness
- Increase in membership to heritage organizations including Crossroads Association
- Increase in local contributions to heritage organizations
- Increase in visitation to Revolutionary War heritage attractions in their community and throughout the national heritage area
- Increase in taking visiting friends and relatives to visit Revolutionary War heritage attractions in their community and throughout the national heritage area

While it may not be necessary to undertake every one of the measurements suggested here, a clear program of measurement to gauge progress should be established that is consistently used over years. National Heritage Areas are now in the process of developing a number of programs for measurement and evaluation, including routine reporting in association with federal grants to national heritage areas. Once a final system is in place, Crossroads should adopt a measurement program that will enable cross-heritage area comparisons, support evaluations of the heritage area's overall performance, and support evaluations of progress in individual program areas. An additional goal should be keeping the process as simple as possible, and as universally applicable as possible to all necessary reports. Baseline information will be documented at the beginning of the process, and implementation of the system will begin as soon as interpretive presentation and marketing strategies begin to be implemented.

A resource for developing such a system are the guidelines in the state's 2010 *New Jersey Heritage Tourism Master Plan*, which can serve as a starting point for deciding on performance indicators:

- Define and prioritize performance measures that are appropriate, relevant and important for documenting heritage tourism impact.
- Document baseline information for comparison in future measurement.
- Designate a source for data collection and analysis, such as a state university/college.
- Adopt a proven methodology and accepted metrics – (definition of tourist, historic site, heritage destination) to track performance and evaluate information.
- Use existing state research and annual data collection cycles to collect qualitative and quantitative information.
- Construct evaluation levels to quantify both the inputs (processes and programs) and outputs (increased visitation, revenues) to measure the short- and long-term benefits for residents, resources, visitors, the Crossroads National Heritage Area and the state.
- Establish a calendar for collecting, analyzing and reporting data to target audiences.

**ACTION: Develop a comprehensive program for measuring progress consistently in heritage tourism over time, congruent with an overall plan for evaluation that**

**addresses the needs of both Crossroads and its partners, as well as the special needs of National Heritage Areas.** *Development of a performance measurement system is a high priority early action to be led by the Crossroads Association.*

### **7.9.5 Image: Branding and Messaging for Tourism**

The success of heritage tourism marketing for the Crossroads National Heritage Area depends upon messages that create a unified regional identity, communicate the authentic experience a visitor can enjoy, generate a desire to see the region’s heritage attractions, and result in a visit to the destination. There are many definitions for branding. One that effectively conveys both the purpose and the outcome of branding is: **A brand is a collection of perceptions in the mind of the consumer.** This definition emphasizes key points:

- A brand is *intangible*.
- A brand reflects *loyalty*.
- A brand is built not only through effective communications or logos but through the *total experience* that it offers.

Establishing the Crossroads National Heritage Area as a destination requires creating a strong image in the minds of travelers through the Crossroads brand and communication of messages that compel travelers to want to visit.

One of the most widely understood steps in the development of a brand identity is the creation of a uniquely recognizable logo. The Crossroads Association currently uses a logo drawn from the 1851 oil painting representing George Washington and his troops crossing the Delaware River by the German American artist Emanuel Gottlieb Leutze. The words “Crossroads of the American Revolution” are inscribed under the artwork. The logo is used by the association on the organization’s website and on such collateral materials as the regional guidebook. At present the logo is not used to any extent by DMOs or heritage attractions. In the summer of 2010, the association’s Board of Directors approved a contest to explore changing the logo, to be completed after the completion of this plan; the contest winner’s image need not be the final solution, and all offerings may be helpful in considering whether and how to change the current logo, in the context of an overall program to develop a brand identity.

The following steps support development of a branding and messaging package:

- Determine a final logo, and protect it by obtaining either a **trademark (™) or registered trademark (®)** as recommended by a legal advisor for the appropriate level of legal protection.
- Develop a **tag line and accompanying marketing messages** for use with the logo. Development should include consideration of target audiences (existing and potential), the unique selling points of the national heritage area, and adaption of interpretive themes into marketing messages; and how the messages will highlight the destination, where the logo, tag line and messages may be used (websites, collateral materials, etc.). Most important will be consideration of how to incorporate the logo, tag lines, and/or messages into existing marketing messages used in Crossroads (see Table 3-26).

- **Create guidelines** to direct how the logo, tag line, and messages should be maintained when used, including font, color, resolution, size, and placement of all graphic elements. The guidelines should also include examples showing how the images can be used.
- A consortium or collaboration among partners such as a national heritage area usually creates must also develop a **set of guidelines for use of the branding and messaging package by others**. Consider who will be allowed to use these images and if a cost will be associated with their use. For example, DMOs, heritage attractions and other nonprofit partners may be allowed to use the images at no cost, but would be required to maintain membership in the Crossroads Association. For-profit entities, such as hotels, restaurants or retail stores may be required to pay a user’s fee with funds going to support the work of the Crossroads Association.
- Work with DMOs and heritage attractions on policies to **encourage incorporation of the logo and marketing messages** into their promotions, including websites, collateral materials, etc. Use of the branding package may be addressed in memorandums of agreement between Crossroads and heritage attractions (discussed below). Additionally, as the Crossroads Association implements grant programs, at a minimum grant recipients should be required to use the branding package in all materials acknowledging the grant.

**ACTION: Develop a branding and messaging package to be adopted and used widely by all partners.** *This is a high priority early action to be led by the Crossroads Association working with its tourism partners. The package will be developed after the first phase of visitor research is completed (section 7.9.3).*

### 7.9.6 Marketing

Successful marketing of the Crossroads National Heritage Area will result from strong partnerships and ongoing cross promotions to encourage tourists and residents to tour not only one community or heritage attraction but to explore throughout the region. As noted in section 7.5.3, gateway interpretive sites will be the primary focus of marketing to residents and out-of-state visitors. As defined earlier in this chapter, these heritage attractions are full service visitor attractions that are open year-round and have interpretive programming with a primary focus on the Revolutionary Era. These fully accessible visitor-ready historic sites can be the foundation of marketing. Crossroads will be able to extend the network of marketing efforts to include regional interpretive sites and local interpretive sites for specific promotions.

A comprehensive marketing plan for Crossroads should incorporate selected strategies from the *New Jersey Heritage Tourism Master Plan* and include:

- Destination profile – a description of heritage attractions and interpretive presentations
- Situation analysis – a description of existing marketing efforts by all partners
- Brand and messages
- Marketing goals
- Visitor research – target audiences for residents and out-of-state; desired visitor experience

- Identified marketing opportunities:
  - Special events, festivals, and programs
  - New interpretive presentations
  - New tour opportunities – scenic byways, heritage trails, etc.
- Marketing strategies and action steps
  - Promotions
  - Public relations
  - Advertising
  - Travel trade sales
  - Promotional publications (Note: description of a family of interpretive publications including promotional brochures and maps is found in Section 7.5.1.)
- Budget Timeline and responsibilities

**ACTION: Develop a comprehensive marketing plan to facilitate travel within the national heritage area by residents and out-of-state visitors.** *This will be a short to mid-term activity led by Crossroads Association.*

As noted earlier, the *New Jersey Heritage Tourism Master Plan* is a resource for developing heritage tourism in the heritage area. It includes marketing strategies to market to residents and to out-of-state visitors. The plan describes strategies for two kinds of marketing networks:

- **Internal** – activities designed to encourage New Jersey residents to discover and take pride in their own communities and to travel within the state; and
- **External** – reaching out to attract visitors from other states, which is especially cost-effective when heritage sites and attractions work together.

The following strategies are selected and adapted from the *New Jersey Heritage Tourism Plan* and are followed by actions for Crossroads:

### **Marketing Strategies for Residents**

#### **1. “Staycation” campaigns**

Traveling close to home may not really be a new phenomenon, but with an economic recession in full swing by late 2008, the buzzword for travel quickly became “Staycation.” Matt Wixon, author of *The Great American Staycation*, defines a Staycation as “a vacation in which the vacationer stays at home, or near home, while creating the environment of a traditional vacation.” Near home usually refers to destinations or activities within a 100-mile range. Staying with friends and family (even if further away) shares similar characteristics with Staycations. A 2009 study showed that 65.9 percent of travelers listed “visiting friends and relatives” as their primary reason for travel (Destination Analysts, *State of the American Traveler Survey*, January 2009). Rising gas prices, overall economic concerns, and lack of time (41 percent of Americans say they experience “time poverty” according to the YPartnership 2008 *Travel Monitor* and Expedia survey) are all frequently cited reasons for not traveling. The good news is that studies show people still want to travel and are finding ways to

compensate: 28 percent say they will take at least one Staycation a year (Destination Analysts, *State of the American Traveler Survey*, December 2008).

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

**ACTION: Encourage communities to design and promote Staycation campaigns that educate residents about the Revolutionary Era in their hometowns and help them become ambassadors when they host guests or make travel recommendations to friends and family.** *This will be a short to mid-term activity of the Crossroads Association and tourism partners and will be designed as an ongoing activity.*

## 2. A heritage-area-wide “Doors Open” program

A “Doors Open” event is similar to a Staycation because it encourages residents to explore the area where they live. But while Staycation promotions may extend year-round, Doors Open usually occurs in a particular timeframe – such as a weekend – on an annual schedule. Doors Open began in France in 1984 to encourage residents to have a greater appreciation of French heritage. The annual event offers free admission, behind-the-scenes tours, and special programs – all targeted to local residents. The concept has spread to 48 European countries (). Heritage Canada also offers organizational assistance to communities. ()

Typical activities for establishing a Doors Open program include:

- Researching other U.S.-based Doors Open programs, including having Crossroads leaders speak directly with those involved in successful programs;
- Creating a resource guide on how to plan an event to take part in the program
- Designing a special logo for communities to identify events (incorporating the Crossroads logo);
- Encouraging communities to participate in a region-wide Doors Open event annually; and
- Creating a directory of volunteer opportunities to recruit residents to participate in organizing and hosting Doors Open activities in their communities.

**ACTION: Explore development of a Doors Open program.** *Development of a Doors Open program will be a mid-to-long-term activity and will be designed as an ongoing activity (see section 7.6.7). Visitor gateway sites could provide leadership to help such an event begin earlier than feasible for Crossroads Association staff.*

## 3. Community heritage tourism toolkit

A toolkit to promote community-based heritage tourism can give ideas on programs and activities that communities and heritage sites can adapt for their own needs. The toolkit can be placed on a website. It should include:

- **An Introduction to Heritage Tourism in New Jersey** – An overview of heritage tourism plans in New Jersey and a link to the master plan and the Crossroads NHA management plan.

- **Getting Started** – Guidance for creating a local heritage tourism partnership and plan.
- **Increase Local Engagement and Build Community Pride** – Examples of successful Staycation and Doors Open campaigns; examples for building local awareness campaigns; ways to cultivate the support of elected officials for heritage tourism.
- **Funding Resources** – Where to find funding for heritage tourism projects.
- **Organizational Resources** – A list of state agencies as well as other organizations and agencies that can provide heritage tourism assistance (technical, materials, and/or grants).
- **Ideas for Activities** – See the next strategy.

**ACTION: Develop a Community Heritage Tourism Toolkit to help communities organize to participate in the national heritage area’s heritage tourism promotions and activities.** *Development of the toolkit will be a short-term priority of the Crossroads Association and destination marketing organizations.*

#### **4. Tourism activities for communities and heritage sites to engage residents**

Engaging residents beyond a Doors Open event can involve many activities, including:

- Free or discount admissions and information
  - Offer discount or free admissions upon presentation of a local driver’s license.
  - Provide a free “Learn Your New Local History” packet to new residents.
- Engage local businesses and civic organizations
  - Add links from local business websites to sites about local attractions.
  - Ask the local utility company to sponsor the electric bill for an event at a historic site. (Georgia Power did this for all museums in Georgia for one year).
  - Historic site managers can host Chamber of Commerce meetings or “business after hours” events, or provide the facility for local meetings of other civic groups.
- Get residents involved
  - Hold public meetings to gain resident input and participation in tourism plans.
  - Create a database of volunteer opportunities. Post on a website or in the local newspaper.
  - Host volunteer days so residents can help save their historic and cultural resources.
  - Offer participation in local festivals through re-enactments, crafts, and other creative activities.
  - Encourage local civic clubs to host at least one meeting a year at a historic site.

Collect oral histories from long-time residents to use in audio tours, museum exhibits, or radio advertisements.

**ACTION: Develop a slate of community engagement activities designed to stimulate residents’ involvement in tourism development as well as residents’ travel in the national heritage area. Activity descriptions can be included in the Community Heritage Tourism Toolkit.** *Development of the activity list should be a short-term priority of the Crossroads Association and destination marketing organizations developed in conjunction with the Community Heritage Tourism Toolkit.*

### **Marketing Strategies for Out-of-state Visitors**

Marketing to out-of-state visitors involves carefully selecting the right promotional tools to reach potential visitors and help them decide to visit the state’s historic sites and heritage destinations. Additionally, marketing should continue once visitors have arrived to encourage them to explore and stay longer, resulting in increased spending. Advertising, public relations, promotions, targeted messaging, and branded graphic collateral materials are key ways to reach desired heritage travelers. Marketing strategies can utilize traditional media (newspaper, radio, TV) as well as the internet (Google Earth and travel sites that rate experiences) and new social media (blogs, community networks, Twitter) to cultivate visitation to New Jersey’s heritage sites and destinations.

#### **1. New Jersey Division of Travel and Tourism promotions**

Combining heritage area and site promotional activities with those of the New Jersey Division of Travel and Tourism magnifies the impact of both sides of the equation. Here are possibilities:

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

**ACTION: Coordinate promotions supporting the heritage area and Revolutionary era sites with the New Jersey Division of Travel and Tourism.** *This will be a mid-term activity and will be an ongoing activity of the Crossroads Association, destination marketing organizations, and partners.*

#### **2. Collaborative marketing strategies**

- A comprehensive media kit – with photos and story ideas – for distribution to travel editors and freelance journalists. The kit will be added to the state tourism office’s media information.
- A group tour planner for tour operators including step-on guide information.
- A web presence including links from historic sites to other destination activities (shopping, dining and lodging).
- A cooperative print advertorial (advertising that combines images with content resembling magazine articles) for insertion into a major market newspapers or magazines (*Preservation, American Heritage, National Geographic Traveler, Smithsonian*).
- On-line banner advertising.

**ACTION: Develop specific action steps and timelines for collaborative marketing strategies to be included in the marketing plan.** *This will be a mid-term activity of the Crossroads Association and destination marketing organizations.*

### **3. Key partnerships**

Engaging New Jersey’s destination marketing organizations (DMOs), lodging establishments, restaurants, retailers, and other businesses that rely on tourism spending is crucial to the future of heritage tourism. Engaging the travel industry can take place on many levels:

#### **Destination Marketing Organizations**

- A twice-yearly meeting of DMOs, historic site managers, and related agencies can be conducted to look for ways to partner in promoting each region’s history.
- Historic site managers can seek out regional cooperative marketing programs offered by DMOs at a non-profit rate.

#### **Lodging Industry**

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

#### **Restaurant Industry**

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

#### **New Jersey Travel Industry Association**

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

#### **Cultural Community**

Local artists creating items for sale at historic site gift shops help to enhance authentic experiences.

#### **Conservation Community**

Providing historical information to nature-based guides and operators helps them to enhance local experiences.

Historical content in nature-based interpretive panels and signs in areas such as bike routes and river walks.

Enhance the history-based content at state parks and recreation areas.

#### **New Jersey Universities and Colleges**

College classes, students, or interns can research new stories, catalog data and maintain inventories, and evaluate the impact of heritage tourism.

**ACTION: Develop specific action steps and timelines for partnership strategies to be included in the marketing plan.** *This will be a mid-term to long-term activity of the Crossroads Association and partners and will include ongoing activities.*

### 7.9.7 Public Relations Tools

One of the most effective tourism marketing tools for all visitor groups is public relations. As Crossroads moves forward to develop a comprehensive marketing plan, a public relations section of the plan will lay out specific strategies. Public relations strategies are coordinated with other elements of a marketing plan, including advertising and travel trade sales, to ensure the greatest impact in reaching potential visitors as well as travel industry gatekeepers. Properly designed public relations activities also reinforce marketing messages and interpretive themes by promoting specific sites and events that reflect these messages and themes. Additionally, public relations outreach can be targeted to key markets identified through visitor research to directly reach the audiences most likely to visit Crossroads.

Cultivating ongoing media coverage will position Crossroads as a tourism destination for both out-of-state visitors and New Jersey residents. In addition to traditional media – newspapers, magazines, television and radio – Crossroads will also reach potential visitors through the internet and social media – websites, Facebook, etc. – to engage in an interactive dialogue and to encourage Crossroads’ visitors and residents to become ambassadors who recommend the national heritage area to others as a travel destination. This section describes the public relations tools to be created by Crossroads Association and its partners as the basis of a public relations and communications plan. (Also see Chapter 11 with respect to recommendations for a heritage area communications plan.)

A rich array of activities is generally included in the public relations segment of a marketing plan:

- A website **media section**, monitored and updated regularly to ensure that current information is available to the media at all times.
- The content of the website is a suite of **public relations materials**, prominently featuring logo, tagline, and marketing messages, including:
  - **Press kit** – An introduction, a fact sheet with key information on the region, feature-style articles on attractions, story ideas, a list of major annual events, and contact information.
  - **Image file** – A high quality digital library with password-protected access that includes a wide selection of images depicting attractions and events. Such images can also be used for partner websites, tourism guides, tourism sales presentations and advertising. Development of a digital library has been an early action undertaken during management planning.
  - **Story ideas** – A selection of ideas focusing on interpretive sites, with contact information.
  - **Media releases** – An archive of media releases and a schedule of upcoming releases. Media releases are actually distributed to targeted media – both in-state and out-of-state – via email, but distribution can also be automated through the website through RSS feeds. (Use of media announcements should be tracked through Google Alerts or other tracking systems as part of the performance measurement program.)
  - **Press visit guidelines** – Information for the media on how to request assistance in planning a trip and guidelines for hosting the media developed through the

participation of sites and attractions, addressing both group and customized media tours. Guidelines should address media credentials, actual assignments, ability to provide examples of previously published work, publication of work in Crossroads targeted media outlets, membership in professional travel writers' associations, and approval by the New Jersey Division of Travel and Tourism.

- **Media contacts** – Designated media contacts for the Crossroads Association and participating sites, trained in how to respond to the media.
- **Development of a media database**, with the help of New Jersey Division of Travel and Tourism and DMOs, with sections on 1) out-of-state travel writers, including print and broadcast in targeted states as well as travel industry writers and writers for selected special interest publications, and 2) in-state media including print, broadcast, and internet outlets. Such a database should be continually updated.
- **Press trips** inviting the media to experience the national heritage area first-hand. Itineraries highlight particular sites, themes, and storylines and may also be planned to showcase upcoming events or programs.
- **Training for heritage sites on how to work with the media**, presented by experts specializing in working with travel media, offered at least once a year and scheduled in advance of press trips. This includes instruction on how to respond to individual media requests, understanding the needs of local media vs. travel writers, how to solicit media coverage, and how to host press trips.
- **Internet and social media outreach**, to generate ongoing interactive dialogue:
  - **A Facebook site** to build an audience for ongoing interaction through promotion of upcoming events, new itineraries, and publications. Other Facebook pages can be explored to gather ideas for the Crossroads site. Adding elements such as weekly “history bits,” questions to invite discussion, ticket giveaways, links to the Crossroads newsletter and press releases, soliciting memberships, etc., will provide reasons for regular visits to the site. The site should be monitored regularly in order to respond to any negative posts immediately.
  - **A section on the Crossroads website** for visitors to post reviews, ideas for itineraries, and photos from their visit to the national heritage area. This section should be monitored so that posts are approved before going live on the website.
  - **Other internet tools** such as Twitter and YouTube can also be explored and considered for use in direct promotions as appropriate.

As noted previously, gateway interpretive attractions should be the focus of early marketing efforts including public relations. Over time, public relations activities can expand to include regional interpretive sites and local interpretive sites where appropriate. Successful public relations activities will drive visits to the Crossroads website, encourage requests for collateral materials, and enable prospective visitors to select or design an itinerary and ultimately visit heritage area.

**ACTION: Develop a public relations and communications plan.** *This should be a short-term activity of the Crossroads Association with ongoing implementation. (Also see Chapter II.)*

### 7.9.8 Programming and Itineraries

The three primary Crossroads themes described above in Section 7.4.1 were developed as part of the 2002 feasibility study process, “A Revolutionary Landscape,” “Rendezvous for Rebellion,” and “Divided Loyalties.” These are amplified with sub-themes that address such specific topics as campaigns and engagements, the daily lives of soldiers, leadership, civilians and war, and religious and cultural diversity. These themes and sub-themes will be the basis for a wide array of program development. Section 7.4.3 describes how the themes will be used to develop an interpretive presentation, which includes creating interpretive plans for regional initiatives and individual sites.

The program development process outlined in this chapter – thematic development, interpretive planning, program implementation, and promotion and marketing – is designed to achieve several goals for heritage tourism:

- **Make it easy for visitors to plan a trip** – Providing clear and compelling information on many experiences will enable visitors to make choices based on their own interests.
- **Address multiple audiences** – Heritage tourism visitors encompass a wide variety of target markets as addressed in section 7.3.1 – heritage travelers, Rev War enthusiasts, group tours, urban travelers, international travelers and virtual visitors. Each of these visitor groups has specific interests which will be further identified through the visitor research process. Connecting these interests to Crossroads themes and interpretive programming will allow Crossroads to tailor programs and itineraries to attract all targeted audiences.
- **Encourage explorations** – Potential visitors may begin planning a trip with one destination or site as the impetus for travel. By presenting visitors with a wider range of sites and experiences thematically connected to their primary destination or site, visitors will be encouraged to explore other sites, resulting in longer stays and greater economic impact.
- **Keep the Crossroads product fresh and marketable** – Continual development of programs and itineraries will give Crossroads ongoing opportunities to plan announcement and unveiling events, to promote the new products to the travel writers and group tour operators and to post new information on websites and social media.

#### Programming Visitor Gateway Interpretive Sites

Visitor gateway sites could join together to host a “Crossroads Doors Open” event as described above in Section 7.9.6 as a first step in programming. Planning and preparation can include selecting a variety of activities to be offered at the sites. Possibilities include special behind-the-scenes tours, unveiling new exhibits, presenting re-enactments, offering lectures or classes connected to the themes, and hosting photo contests.

In addition to placing information about the event on the Crossroads website, information can also be made available to visitors on their cell phones. In such a

program, visitors are able to immediately access information about specific tours and other programs, allowing them the flexibility of making changes to their travel plans to add new activities once they are in the region.

This activity would serve several purposes:

- Provide an opportunity for Crossroads to begin on a small scale with the goal of eventually building a region-wide Doors Open event.
- Provide an opportunity to bring the gateway sites together around planning as a group using one of their core competencies, event planning.
- Provide an event that can be evaluated and refined as it grows.
- Begin using new technologies available for “smart” phones to increase the reach to visitors and to allow for continual updates on event information.
- Target in-state residents to increase awareness of the national heritage area and the individual sites.
- Target out-of-state visitors to increase attendance at the sites and to generate economic impact.
- Provide a mechanism to link the sites’ themes in the mind of the visitor.

**ACTION: Implement a Doors Open event, beginning with but not necessarily limited to gateway sites.** *This will be a mid-to-long term activity of the Crossroads Association and visitor gateway sites.*

#### **Itineraries for Visitor Gateway Sites**

Itineraries highlight selected aspects of the themes and sub-themes. They include information on featured sites and also give suggestions for other historic sites that can expand the visitor experience. In addition, information on Visitor Services Communities and lodging and restaurants helps visitors plan their trip. Gateway interpretive sites are the logical place to begin itinerary development, and a good way to bring regional and local interpretive sites near each gateway into the mix, depending on the distances designed into each separate itinerary.

To bring the itineraries to life, audio tours can be developed for downloading from the Crossroads website, allowing visitors to print maps and directions and choose the tours that interest them. Audio tours offer many benefits to travelers:

- In-depth information about the sites they visit – particularly those where tours are self-guided;
- Entertaining/educational listening as they travel from one site to the next;
- Directions to help visitors find their way from site to site; and
- Suggestions on other sites they may want to visit.

**ACTION: Develop thematic itineraries relating visitor gateway sites to one another and to regional and local interpretive sites as appropriate to theme and distance.** *Development of itineraries will be a short-term activity led by visitor gateway sites and regional interpretive sites with support from the Crossroads Association.*

**ACTION: Develop audio tours to support itineraries, based on the foundation laid by the planning and experience of itineraries.** *Development of audio tours will be a mid-to-long-term activity. Crossroads will coordinate with interpretive partners on these activities.*

### 7.9.9 Visitor Services

Visitor services are defined as all of the support needed to ensure a positive experience for the visitor. This includes operation of a visitor information center, conducting hospitality training, maintaining wayfinding signage, addressing overall community appearance, and having a variety of types of lodging, restaurants, and retail establishments. The welcome that is extended from hospitality industry workers at every encounter with visitors is highly important. During the management planning process, Crossroads board determined that designating “Visitor Service Communities” will assist visitors in knowing where to find these resources.

Table 3-2 includes a preliminary list of 27 potential Visitor Service Communities that offer visitor services and also have an appealing historic character. Of these, 21 are also Legacy Communities – communities that existed during the time of the American Revolution. Key steps for developing a “Crossroads Visitor Service Community” program are:

- **Working Group** – Form a working group to oversee development of the program, drawn from the Heritage Tourism Management Committee (described below), which includes representatives from DMOs and tourism bureaus.
- **Visitor Research** – Establish a Crossroads visitor research program that includes gathering insights on visitors’ impressions of the region’s services, as described above in Section 7.9.3. The research should include such questions as: Were visitors able to easily find a welcome center? Did they feel there were adequate choices for lodging? Where did they dine? Did they make any purchases while in the region? Were they able to follow signage and easily find their way? Data from the answers will inform the priorities for focus in developing or improving visitor services.
- **Inventory of Visitor Services** – An inventory of visitor services is useful in identifying potential Visitor Services Communities. Some of this information may already be available through DMOs and tourism bureaus; therefore it is important to engage these agencies in the inventory process to save time and to ensure that partners are referencing the same data.
- **Establish Criteria** – Once the visitor research and inventory data is analyzed, criteria for recognizing Visitor Service Communities can be set. Criteria should focus in these primary areas:
  - **Information** – Is there a visitor center? What hours is it open? Is it staffed? What information is available?
  - **Community Appearance** – Does the community appear well cared for – clean and welcoming – with signage clearly marking visitor destinations? Do visitors feel safe as they travel through the community by car or bike, or on foot?
  - **Hospitality** – Do visitors say they felt welcome in the community? Were they able to find information they needed to plan their visit?
  - **Lodging** – How many total rooms are available? What is the average room rate? What types of lodging are available (hotels, motels, B&Bs, etc.)? Is there a variety of accommodations from high-end to budget?
  - **Dining** – What types of restaurants are available? Is local cuisine available? Is there a wide range of pricing? What days/hours are restaurants open?

- **Retail** – Are retail stores available for basic visitor needs (i.e. toiletries, equipment such as cell phone batteries)? Are there retail stores offering locally made products?
- **Review and Selection Process** – The process conducted by the working group should seek to identify those communities with the most extensive visitor services and also to identify communities that could be designated with assistance in developing additional services. It may be desirable to limit the number of communities selected each year depending on staff and partner capacity to support the chosen communities’ entry into the program. The process should include:
  - **Community Tour** – A tour of potential Visitor Service Communities allows the working group to assess visitor services in comparison to established criteria, using templates and checklists to assist in evaluating the community’s resources.
  - **Review of visitor research and inventory data** – Information gathered from the community tour should be compared to data collected through visitor research and the inventory process.
  - **Selection** – At the completion of the review process, the working group designates selected communities. Partner organizations (i.e. heritage attractions, Main Street Programs, chambers of commerce and others) will be notified of the designation.
- **Publicize Designations** – The working group will develop a system to publicize “Crossroads Visitor Service Communities” to visitors – both in-state and out-of-state. This could include developing an emblem to accompany the Crossroads logo which signifies visitor services are available. The emblem can be used in all collateral materials (especially on maps) as well as websites and signage.
- **Wayfinding Signage** – Wayfinding for heritage area attractions should be coordinated with existing state and local wayfinding systems and could also be developed as part of the Crossroads signage standards and guidelines.
- **Hospitality Training** – Hospitality training is part of the “infrastructure” necessary to host visitors. Training ensures that visitors not only feel welcomed, but that travel industry front-line employees are able to answer questions and offer information that helps visitors plan and enjoy their trip. A typical program for a large regional consortium should include:
  - **Research** – research hospitality training programs in other national heritage areas and communities to determine the elements that are needed to create a customized program.
  - **“Train-the-trainer”** – this method trains a core leadership group to provide training to front-line employees in visitor centers, historic sites, hotels, restaurants, retail businesses, and other businesses where employees interact with visitors. Planners may reference *Welcoming Visitors to Your Community: Training Tour Guides and Other Hospitality Ambassadors*, a booklet in the National Trust for Historic Preservation’s Information series. The publication includes instructions and examples of successful programs.
  - **Marketing to tourism businesses and sites** – getting the word out to the special audience for this program should be planned carefully.

- **Retaining Designation** – A schedule for cyclical review of designated communities, between one to three years. The review confirms that communities continue to offer high-quality, critical visitor services.
- **Continued Development** – The inventory of visitor services can be compared to data gathered in visitor research to identify gaps in visitor services that need to be addressed. With this information, Crossroads will be able to effectively advocate for new services such as visitor centers, hotels, or signage.

**ACTION: Develop a “Crossroads Visitor Services Community” program identifying communities offering a high level of quality in visitor information centers, wayfinding signage, availability of lodging, restaurant, and retail services, and travel industry hospitality training. Include methods for publicizing the program to Crossroads communities, selecting communities for designation and publicizing these communities to visitors.** *This will be a short to mid-term action of the Crossroads Association, destination marketing organizations, and participating visitor service communities with ongoing development over the long-term.*

#### 7.9.10 Organization, Management, and Partnerships

The connections made by the Crossroads Association during the management planning process position the organization to take a leadership role in heritage tourism development and interpreting and marketing the region’s Revolutionary War experience. Creation of a formal network structure will enable achievement of the objectives outlined in this chapter. Interpretive activities to be addressed by this structure are noted in earlier sections of this chapter. Marketing activities should include conducting visitor research, developing a strong and recognizable Crossroads brand, increasing visitation through effective marketing, and public relations and advocating for outstanding visitor services.

The Crossroads Association should establish a Heritage Tourism Management Committee to include representatives of DMOS and tourism bureaus, visitor gateway sites, regional interpretive sites, local interpretive sites, and others with a role in tourism. The role of this committee (and subcommittees) is to develop and implement specific heritage tourism plans stemming from the ideas presented in this management plan. Include Crossroads Association board members on the committee to assist with planning and serve as a liaison committee to the Association’s board. The Crossroads Association should devote the resources necessary to this action to achieve a high degree of leadership in heritage tourism and in building and maintaining critical partnerships, including dedicated staff time, the employment of contractors where appropriate, and top-level attention from the Board of Directors.

**ACTION: Establish a Heritage Tourism Management Committee.** *This should be a priority early action led by the Crossroads Association, destination marketing organizations, and partners. Initial promotional activities may be implemented in the short-term, but full-scale marketing will not begin until visitor research is conducted and a comprehensive marketing plan is developed.*

**ACTION: Establish a Visitor Gateway Sites subcommittee or working group to address interpretation and marketing planning and implementation, coordinating with the Heritage Tourism Management Committee on marketing.**

**ACTION: Establish a Marketing subcommittee or working group to address needs for visitor research and plans for marketing.**

**ACTION: Establish a Visitor Services Communities subcommittee or working group to design and implement a program recognizing and aiding communities determined to be especially visitor-ready.**

**ACTION: Establish an Evaluation Committee to design and implement a program to measure progress and improve programs and results.**

### **7.9.11 Recommendations for Implementation: Roles and Partnerships**

Organizing and managing heritage tourism planning, implementation, and development needs strong partnerships. Following is a discussion of key partners and suggested roles and activities for each.

- **Crossroads Association** – A high degree of leadership in heritage tourism is needed from the local coordinating entity of a national heritage area in order to build and maintain partnerships and coordinate the implementation of heritage tourism plans. Specifically, the association should address the following strategies and tasks as already identified in actions set forth above:
  - **Marketing Plan** – develop a comprehensive marketing plan with specific tasks and timelines to address the strategies described in this chapter. The Association can then take a leadership role in elements of the plan and organize partnerships to undertake such activities as promoting Staycations, organizing and promoting Doors Open, hosting press trips, coordinating cross promotions, and developing new travel itineraries.
  - **Coordination of Heritage Tourism Management Committee and Working Group Subcommittees** – Identify contacts at each partner organization and establish the network structure.
  - **Communication** – Maintain regular communication with partners through meetings and email to inform them of progress and to confirm partners’ involvement in activity development, completion, and measurement. While the day to day leadership is provided by the Association with the participation of the Heritage Tourism Management Committee, all partners should feel intimately involved in the process.
  - **Visitor Research** – Take the lead in developing the visitor research program including selecting a research company and coordinating visitor research with partners.
  - **Project Research** – Serve as a clearinghouse for research necessary to develop components of the heritage tourism plan. For example, association staff can research Facebook pages used by other organizations to gather ideas for improving the Crossroads Facebook page.
  - **Advocacy** – Advocate with other organizations, community leaders, and the residents to build public and policy-level support for heritage tourism.

- **Grant Program** – Develop a grant program to provide heritage tourism marketing grants to partners. Fund activities specifically related to the marketing plan, such as cooperative advertising, development of websites, hosting press trips, or creating media kits. Grant criteria should be designed to encourage joint ventures among partners.
- **Visitor Gateway Sites Working Group** – Visitor gateway sites are to be the primary focus for heritage tourism marketing, particularly in the early stages of marketing development. In addition to the working group for a collaborative plan for gateway interpretation, as described elsewhere in this chapter, these sites should establish a working group for marketing. Activities should include:
  - **Marketing Plan** – Share current marketing plans so that they can be acknowledged or incorporated into the Crossroads marketing plan, and assist in implementation of the marketing plan and measurement of results.
  - **Visitor Research** – Participate in developing visitor survey instruments, serving as primary locations for visitor intercept surveys and focus groups, and reviewing findings.
  - **Cross Promotion** – Work closely to identify and undertake cross promotion opportunities. In particular, travel itineraries should link the sites and extend to other regional interpretive sites as appropriate to themes and storylines. Other ways to engage in cross promotions include hospitality training, joint press releases, website links, and cooperative advertising.
  - **Memorandum of Agreement** – Establishment of a marketing network and partnering for the development and implementation of a marketing plan requires partners to rely on one another. To confirm and document their commitment, the working group should establish one or more memorandums of agreement with the Crossroads Association and with each other.
- **Regional Interpretive Sites** – These sites should work together to coordinate their interpretive presentations with other sites (regional, gateway, local) and participate in planning for marketing. The Heritage Tourism Management Committee is expected to include representatives of regional interpretive sites. Regional interpretive sites should expect to follow the **same activities listed for gateway interpretive sites**, including establishing a **memorandum of agreement** and participating in activities selected as appropriate for this group of sites (keeping mind the seasonal nature of many of the sites).
- **Local Interpretive Sites** – These sites will be marketed primarily to residential audiences but can also be used in promotions to out-of-state visitors to supplement visits to gateway and regional interpretive sites, especially through itineraries and audio tours. Activities include:
  - **Marketing** – Local interpretive sites should participate in creating the Crossroads marketing plan in sections that focus on promotion to New Jersey residents.
  - **Staycations and Doors Open** – Local interpretive sites will benefit from both of these promotional programs and can serve as leaders to help Crossroads organize and host these activities, spreading them well beyond gateway and regional interpretive sites.
  - **Cross Promotion** – Local interpretive sites should work together to identify such opportunities for cross promotion as website links, creation of collateral

materials to promote local sites, and compiling contact lists of in-state organizations for promotional purposes.

- **Memorandum of Agreement** – In addition to establishing an agreement to coordinate programming, services, and operations with the Crossroads interpretive presentation, these sites should establish an agreement to work with Crossroads to promote their sites to New Jersey residents. Sites can also agree to participate in promotions targeting out-of-state visitors as appropriate.
- **Destination Marketing Organizations (DMOs) and Tourism Bureaus** – DMOs and tourism bureaus in the Crossroads region include Morris County Tourism Bureau, Somerset County Business Partnership, Trenton Downtown Association, Central New Jersey Convention and Visitors Bureau, Middlesex Chamber and CVB, Monmouth County Tourism Department, Princeton Regional Convention and Visitors Bureau and South Jersey Tourism Corporation. Section 3.5.6 describes the many types of activities undertaken by these tourism promotion agencies and provides an overview of the current marketing messages being communicated to potential visitors. Tourism agencies promote the region’s Revolutionary War history to varying degrees. Crossroads Association has the opportunity to play a leadership role in organizing the DMOs and tourism bureaus to develop a Crossroads marketing plan that provides many ways to participate in joint heritage tourism development and marketing efforts. Activities for DMOs and tourism bureaus include:
  - **Visitor Research** – The Heritage Tourism Management Committee’s marketing working group should include a substantial number of representatives from DMOs and tourism bureau, since surveys can be designed to provide in-depth information on visitors and the visitor experience to help tourism agencies in their overall marketing efforts. They should participate in developing visitor survey instruments, helping coordinate visitor intercept surveys and focus groups, and reviewing findings.
  - **Marketing Plan** – Participate heavily in the Crossroads marketing planning. DMOs and tourism bureaus already have marketing plans, which they should share so that key elements can be included in the Crossroads marketing plan. Likewise, participating tourism agencies should work to incorporate their own plans the marketing activities developed specifically for Crossroads to promote Revolutionary War history and heritage sites.
  - **Visitor Services Communities** – Provide leadership in developing and managing the Visitor Services Communities program.
  - **Performance Measures** – Provide leadership in developing evaluation procedures and performance measures, and monitoring the results.
  - **Memorandum of Agreement** – Establish a form of agreement that will document those activities to which tourism agencies can commit in supporting the Crossroads Association’s heritage tourism programs.

**Other Partner Organizations** – There are many organizations in the Crossroads region that market their communities, sites or programs. Crossroads Association should identify these organizations and recruit their involvement in various aspects of marketing. Potential partners are listed in the *New Jersey Heritage Tourism Plan*. [External Marketing, #3: “Expand and leverage resources for New Jersey’s Heritage Tourism Program through key partnerships”]

# Chapter 8 – Crossroads Research and Education

The mission of the Crossroads of the American Revolution National Heritage Area is to foster the conservation, preservation, and interpretation of New Jersey's Revolutionary Era resources in a way that enhances public understanding about New Jersey's role in the American Revolution. The focus of Chapter 8 is to address this idea of public understanding through education and to help expand the collective body of knowledge and scholarship relating to American Revolution in New Jersey as its foundation. This will be accomplished through establishment of a long-term program of research and an engaging educational outreach program that will benefit a broad range of constituents throughout the heritage area.

## 8.1 Approach to Research and Education

In 1997, the state of New Jersey's Task Force on New Jersey History identified a profound lack of knowledge among residents about the state's history, generally, and about the state's involvement in the American Revolution, specifically. [*A Heritage Reclaimed: Report of the Task Force on New Jersey History*. Trenton, NJ: Task Force on New Jersey History, 1997.] In 2001, New Jersey's 225<sup>th</sup> Anniversary of the Revolution Celebration Commission decided to take up this issue. Although the Commission made progress in providing the public with new sources of information about the American Revolution in New Jersey, much more work needs to be done in research and education. To be successful over the long term, Crossroads must invest in research and education programs as significant components of its strategy.

Implied in the findings of the Task Force on New Jersey History and the 225<sup>th</sup> Commission, is the idea that residents of New Jersey should be the primary audience for research and education on the state's role in the American Revolution. Crossroads will approach research and education with a primary focus on residents and a secondary focus on visitors. The intent of Crossroads of the American Revolution is to establish a presence and create an experience that is engaging and positive for residents of the state. This will result in citizens who know and care about the history of their state and thus into a positive experience for visitors

The potential for establishing a sound public understanding of the significance of the Crossroads story rests in part in the ability of the heritage area to offer engaging long-term programs of research and education. The success of the programming outlined in this chapter will depend upon its ability to reach and engage as many audiences as possible, in ways that appeal to the variety and diversity of New Jersey's population.

As discussed in Chapter 7, there are three types of audiences identified for Crossroads: Heritage Tourism Audiences, Primary New Jersey Audience composed of residents who visit historic sites, and a Secondary New Jersey Audience composed of residents without strong interest in history. The primary focus for marketing of the interpretive program outlined in Chapter 7 are Heritage Tourism Audiences and Primary New

Jersey Audiences. For programs of research and education, the primary focus is on both Primary and Secondary New Jersey Audiences.

Primary New Jersey Audiences are characterized as students, neighbors, families, and friends of families. These groups readily engage with the stories, historic sites, and/or programs of Crossroads and are potential visitors to the heritage area's historical attractions. Student groups, an important component of Primary New Jersey Audiences, make up a large portion of the yearly visitation to most state-owned historic sites with interpretive programming.

Secondary New Jersey Audiences are characterized as recreational users, casual acquaintances, minority communities, new citizens and recent immigrants. These groups are potential audiences for Crossroads, but they may not have a direct interest in history and heritage. Secondary New Jersey Audiences are not expected to visit the heritage area's historical attractions on their own initiative and therefore must be reached in other ways. This audience represents the segment of New Jersey's resident population that is likely unaware of the state's Revolutionary heritage and is therefore an important audience to engage in trying to fulfill the Crossroads mission. Reaching them will require a broad and creative public communications strategy that includes educational programming.

Programs for research and education should strengthen and expand existing educational initiatives already being presented to Primary New Jersey Audiences. They should also provide new and interesting opportunities to engage Secondary New Jersey Audiences who have yet to hear and appreciate the Crossroads story.

Aside from the types of audiences discussed above, certain specific groups of New Jersey residents can play key roles in Crossroads research and educational programming. These include teachers, professors, civic leaders, scholars, interpreters, and history buffs throughout the state. Crossroads programming should be designed to spark the interest and involvement of these groups. It should facilitate communication and networking among them, unleash their energy, and provide them with opportunities and incentives for creating and implementing educational programming.

As discussed throughout this plan, Crossroads of the American Revolution is a partnership endeavor. Individual partners and teams of partners should take responsibility for implementation of most of the recommended actions outlined in this chapter. The role of the Crossroads Association, coordinating entity for the heritage area, is to provide guidance and support, assure standards of quality, and assist with coordination and facilitation of recommended actions. It is anticipated that regional and local partners will lead most of the projects outlined here in partnership with the Association and its staff.

### **8.1.1 Goals for Research and Education**

During the planning process for Crossroads, a series of goals was identified based upon the heritage area's enabling legislation (see Chapter 1). Two goals provide the basis for the recommendations laid out in this chapter:

**Research:***Goal 4.C:*

Establish a continuing **program of research** that will add to knowledge and understanding of the Revolutionary War in New Jersey and will support the preservation and interpretation of Revolutionary War resources and artifacts.

Implied in Goal 4.C is the idea that a program of research should be comprehensive. The program should be broad and flexible enough to encourage many areas and topics of research, yet specific enough to define a standard methodology for all to use. The research program can be expected to build upon existing knowledge of the Revolutionary Era in New Jersey, promote further exploration, and facilitate accessibility by scholars, students, and the general public.

**Education:***Goal 4.B:*

Develop and maintain an **educational program** that reaches out to engage residents, encourages exploration and participation in programs and events, and broadens public understanding of and appreciation for Revolutionary War history, landscapes, and resources within the heritage area.

While Goals 4.C and 4.B specifically address research and education programs, two other Crossroads goals generally relate to public awareness and education within the heritage area. Goal 1.A highlights the importance of providing **ample opportunity to learn** about New Jersey's role in the American Revolution, and Goal 4.A emphasizes the importance of a broad-based **interpretive program** that promotes public awareness and appreciation for the heritage area's Revolutionary War history. Together, these four goals encourage a comprehensive approach to fulfillment of the heritage area's legislative purposes relating to research and education.

**8.1.2 Guiding Principles for Research and Education**

Most of the programs and actions outlined in this chapter are dependent upon the initiatives of organizations and individuals working as partners within the heritage area. It is expected that Crossroads partners will create and implement research and educational initiatives in accordance with their interests while working within a broad heritage area-wide framework. The following principles should guide the development of research and educational initiatives including both those related to the programs outlined below and future programs that may be identified.

- **Enlightenment:** Programs should inform and enlighten Crossroads' varied audiences. Programming should provide knowledge and understanding appropriate to the audiences to help make subjects and resources relevant and convey their significance and value.
- **Engagement:** Actively engage researchers and educators as well as their varied audiences. This engagement should be facilitated by making research and

educational materials as broadly accessible as possible. Programs should encourage individual initiative and engage in ways that are creative and inspiring.

- **Connectedness:** Programming should be designed to create synergies that reinforce initiatives and spark new areas of interest. Facilitate communication among researchers and educators and connections among research topics and programs.
- **Exploration:** Encourage exploration of new subjects, ideas, and approaches to research and education, especially at the local level. Help communities and organizations make connections to broader overall Crossroads themes where appropriate.
- **Flexibility:** Encourage organizations and individuals to undertake research and educational programming on a broad range of topics of their interest and choosing.
- **Accuracy:** The content of papers, studies, symposia, publications, and programs supported through Crossroads should be well-researched and accurate. Processes and standards of accuracy for research and educational materials should be accessible, understandable, and usable.
- **Quality:** Crossroads should be known for the high quality of its research and educational programs. Programs, should clearly convey anticipated levels of quality to partners and should help facilitate their achievement.



*Washington's Headquarters Museum, Morristown: The primary source documents and artifacts housed at Washington's Headquarters Museum are among the many significant Revolutionary Era collections in the heritage area.*

## 8.2 Current Research within the Heritage Area

The Crossroads of the American Revolution National Heritage Area seeks to support continuing and comprehensive programs of research on the American Revolution in New Jersey. As noted in Chapter 7, the history of the American Revolution in New Jersey has been widely studied, and a great deal has been written about it, ranging from national best-sellers to studies in local journals and papers. Despite this large amount of research and the many forms in which it has been published, there is still much research to be undertaken and other ways in which learning can be disseminated to the public..

The broad theme of the American Revolution in New Jersey offers unlimited opportunities for research. This is true in part because of the complexity of the subject and the range of research methods that are relevant to the subject. The American Revolution in New Jersey involves historical contexts and national, regional, and local events, often surrounded by a high level of contradiction and complexity. As methods of research evolve, more topics of study are opened. Research should be based upon this recognition and should build upon the status of current knowledge and research initiatives.

### 8.2.1 Existing Publications and Forums for Research

Formal, book-length publications are the most readily accessible and comprehensive forums for the presentation of research on the American Revolution in New Jersey. These publications range from anthologies of scholarly work, such as *The American Revolution in New Jersey* edited by Barbara J. Mitnick (Rivergate Books, The Washington Association of New Jersey, 2005), to detailed histories of particular events associated with the war, such as David Hackett Fischer's Pulitzer Prize-winning *Washington's Crossing* (Oxford University Press, 2004), to popular guides for history buffs, such as Mark DiIunno's *Revolutionary War Trail, A Guide to New Jersey's Revolutionary War Trail for Families and History Buffs* (Rutgers University Press, 2000, 2006). Research projects of this type often take tremendous time and resources from conceptualization to publication.

While those formal, book-length publications are excellent resources that contribute immensely to collective knowledge about New Jersey in the American Revolution, smaller and more localized projects also contribute significant research. For example, New Jersey has many local historical societies, genealogical societies, and other organizations that have taken the lead in researching and preserving New Jersey's colonial history over many years. Visiting the numerous historical societies and county cultural and heritage commissions, and their web sites, provides evidence of ongoing efforts to research various aspects of the Revolutionary Era in New Jersey. The valuable work of these organizations is often not widely publicized.

One specific type of research that is often carried out at the local level is the documentation of Revolutionary War sites. Inventories of Revolutionary Era resources at the statewide level are heavily weighted toward buildings eligible for the National Register and fail to include other types of sites and resources, such as engagement

sites, campsites, roads, landscapes, and commemorative markers. These Revolutionary War sites identified at the local level need to be more widely recognized, but given the number of municipalities and organizations within the state, such documentation is difficult to compile. The scope and quality of inventory and documentation vary from county to county and organization to organization, which adds to the difficulty.

In many cases, detailed information on historical events and sites is known only to local enthusiasts who have immersed themselves in local research. Throughout the planning process, the Crossroads planning team encountered many individuals at stakeholder and public meetings who have conducted independent research for their own personal knowledge. Almost invariably, they relished the opportunity to convey what they have learned to an interested audience. Their work is invaluable. Crossroads should not only encourage such research but provide ways for the public to benefit from and assess its accuracy.

### **8.2.2 Existing Content and Topics of Research**

The current body of research on New Jersey in the American Revolution is extensive in relation to some topics while other areas of interest appear to be less well developed. Events associated with the major battles in New Jersey have been well researched and, for the most part, are fairly well understood. The significance of New Jersey's Revolutionary Era story, however, also lies in the many minor skirmishes and events that occurred throughout the state. Local events associated with the American Revolution do not appear to have been as well-researched, or at least the information about them is not widely recognized or available. Examples of significant military research topics that appear not to be widely researched or disseminated include:

- Organization and actions of the militia
- Specific locations and events associated with smaller engagements and skirmishes
- Naval actions
- Military encampments
- Supply and logistics
- Fortifications

Topics that are not directly related to military events are also significant to the history of the American Revolution in New Jersey. Examples include:

- The organization, appearance, and use of the cultural landscape of the period, including farms, communities, transportation routes, and natural resources
- The significance of commercial and industrial sites and resources, including taverns, mills, tanneries, blacksmiths, etc.
- Cultural, religious, and ethnic diversity
- The daily lives of residents during the Revolutionary period

These are only a few of the topics about which a great deal more can be learned and which can lead to a deeper understanding and appreciation of the Revolutionary Era. A task of Crossroads going forward will be to assist in the identification of gaps in the current body of research related to the American Revolution in New Jersey and to encourage new research to help fill those gaps.

### 8.2.3 University Programs and Academic Support for Research

New Jersey has a strong university program that could provide leadership and academic support for research programs to be undertaken through the heritage area. An excellent example of ways in which the academic community can support research is the Munn Inventory and Rutgers Geospatial Project led by Professor David Tulloch in the School of Environmental and Biological Sciences at Rutgers University. In 2007, students in Professor Tulloch's Advanced Environmental Geomatics class used a 1976 map created by David C. Munn and based on John D. Alden's 1945 map to develop a geospatial dataset of 599 engagement and related sites associated with the American Revolution in New Jersey. While the specific locations for the engagement sites shown in the Rutgers GIS mapping project are general and will require further study, the information, which is available online, provides a strong foundation for understanding the range and physical distribution of military events associated with the Revolutionary War in New Jersey.

Projects such as this are excellent models for the way in which research on the American Revolution in New Jersey can be carried out through academic institutions and made widely available to the public. The interdisciplinary nature of this research project should also be noted. While the end result contributes to knowledge of the American Revolution in New Jersey, the project involved research relating to history, landscape history, geography, and geospatial technology.

According to the State of New Jersey Commission on Higher Education, New Jersey has twelve public institutions of higher education (including three research universities and nine state colleges and universities) and fourteen independent institutions that are four-year colleges or universities. Each of these twenty-six institutions could be potential Crossroads partners in research. Several of the institutions stand out as having programs relevant to Crossroads.

#### *Rutgers, the State University of New Jersey*

Rutgers is a research university with campuses in Camden, Newark, and New Brunswick. The New Brunswick main campus of Rutgers offers B.A. degrees in American Studies, Landscape Architecture, and Historic Preservation. Rutgers has B.A. and M.A. programs in Cultural Heritage & Historic Preservation and Public Policy, Urban Planning, and Urban Studies. B.A., M.A., and Ph.D. levels of study are offered in Art History, Curatorial Studies, Geography, and History.

#### *Kean University*

Kean University is a four-year state college located in Union. The university has a significant role in training teachers but is also a comprehensive institute offering a wide variety of graduate and undergraduate majors. Kean offers B.A. degrees in History and Art History. Kean University owns and operates Liberty Hall, a primary historic visitor attraction related to the Revolution in New Jersey.

#### *The Richard Stockton College of New Jersey*

Richard Stockton College is located in Pomona, in New Jersey's Pinelands Natural Reserve. Stockton offers B.A. level courses in Historical Studies and Hospitality &

Tourism Management Studies. Stockton also offers a certificate program in Geographic Information Systems (GIS).

*Drew University*

Drew University is located in Madison and is a private four-year university. Drew offers B.A. level courses in History, American Studies, Arts Administration, and Environmental Studies and Sustainability. Drew also offers M.A. and Ph.D. level programs in History & Culture.

*Fairleigh Dickinson University*

Fairleigh Dickinson University is the largest private university in New Jersey. The university has two campuses: The College at Florham, located near historic Morristown, and the Metropolitan Campus, located near Teaneck and Hackensack with more than one-third of its student population classed as minority or international students. The College at Florham offers a B.A. in History. The Metropolitan Campus offers a B.A. and M.A. in History with an American History Concentration. Both campuses offer a B.A./B.S. in Teacher Education.

### **8.2.4 Repositories and Collections**

One important aspect of research is the preservation and management of primary source documents and artifacts. As discussed in Chapter 3, Section 3.1.8, Collections, several repositories and libraries have significant collections of documents and artifacts relating to the American Revolution. Below is a summary of the repositories outlined in Chapter 3.

*David Library in Washington Crossing, Pennsylvania*

David Library is the foremost source of material relating to the American Revolution. The collection has three categories of documentary material: New Jersey during the era of the Revolutionary War, Crossing and the Battle of Trenton, and the Battle of Monmouth. A highlight of the collection includes 60 personal accounts, diaries, and journals, outlining soldiers' and officers' experiences during the war

*New Jersey Historical Society in Newark, New Jersey*

The collection of the New Jersey Historical Society includes the personal papers of several New Jerseyans with important roles in the American Revolution, as well as guides to the record books of several units of the New Jersey state troops and militia brigades.

*Archibald S. Alexander Library at Rutgers University in New Brunswick, New Jersey*

Special Collections at the Alexander Library contains a variety of primary documents including orderly books, personal papers, letters, and eye-witness accounts related to the American Revolution in New Jersey.

*New Jersey State Archives in Trenton, New Jersey*

The New Jersey State Archives holds several important primary documents, including *Inventory of Damages by the British and Americans in New Jersey, 1776-1782*; the *New Jersey Council of Safety Records, 1776-1781*; and a copy of the preliminary Treaty of Paris.

*Morristown National Historical Park in Morristown, New Jersey*

The collections at Morristown National Historical Park focus on the American Revolution period, but also have significant documents, objects, and artifacts from beyond that time. American Revolution collections include 10,000 excavated artifacts relating to military and civilian life during the encampment of 1779-1780.

Various other agencies and institutions serve as repositories for archeological collections as well. These include the Monmouth Battlefield State Park, Monmouth Historical Society, Red Bank National Park, Princeton Battlefield State Park, Middlesex County Cultural and Heritage Commission, New Jersey State Museum, Old Barracks Museum, Jacobus Vanderveer House and Museum, and several private collections throughout the state. While each of these repositories and collections has significant resources and materials, it is difficult to discern what is in many collections from off-site. Inventories of these collections, as well as any other significant collections would help facilitate research.



*Nassau Hall, Princeton University: Scholars, students, and amateur historians can all share in the task of advancing and undertaking Crossroads research initiatives. Courtesy Crossroads Image Library, photo by Chase Heilman.*

### **8.3 Crossroads Research Initiatives**

Crossroads partners, including universities, historical societies, archeologists, and independent historians can benefit from working together to conduct research on topics related to the Revolutionary Era in New Jersey. Research findings need to be made available to as many organizations and individuals as possible.

### 8.3.1 Research Specialists

Specific groups of specialists within New Jersey have experience in undertaking research related to the American Revolution and should be engaged to organize and lead research efforts within the heritage area. Crossroads partners should rely upon their knowledge and expertise. These specialists include:

- Scholars – Scholars both within New Jersey’s educational system and those outside it are important contributors to Crossroads research.
- Professionals – Professionals in the fields of archeology, history, art and architectural history, cultural resources, preservation, and historical geography have experience researching the history of the American Revolution in New Jersey and have contributed to the body of research through the projects they have undertaken.
- Local Historians – Local historians are an important resource for detailed local information. They include town historians, staff and directors at various county cultural and heritage commissions, individuals associated with local historical societies, and other amateur historians with specialized interests and knowledge of the history of a particular place.
- Students – Students, especially those in advanced secondary, college and university settings, can undertake research projects in various subjects and disciplines.

### 8.3.2 Inventories, Collections and Research Materials

The basis for developing a successful and long-term program of research for Crossroads is a clear understanding of already completed research on the American Revolution in New Jersey. Based on a preliminary assessment, three areas stand out as an essential foundation for conducting future research: (1) existing archival and artifact collections and repositories, (2) local and municipal inventories of Revolutionary Era resources (buildings, sites, etc.), and (3) bibliographies and listings of existing references. Crossroads can contribute to future research efforts by helping to make these resources more widely available.

The Crossroads heritage area comprises 14 counties, 213 municipalities, and a wide range of historical interests. Except for buildings identified as eligible for the National Register, at the state level, the extent to which local entities have identified and inventoried Revolutionary Era resources is not clear. Crossroads partners should initiate a **review of existing county and municipal inventories** of historic resources associated with the Revolutionary Era to determine the extent to which resources have been identified at the local level and insure their inclusion in statewide databases. This action would make use of existing Crossroads partnerships and would also provide an opportunity to create new partnerships with municipalities and organizations throughout the heritage area that have yet to engage with Crossroads. Steps would include identifying which counties, municipalities, and/or organizations have undertaken local inventories; determining the criteria and formats in which information has been collected; and assessing how that information can be compiled and made available to wider audiences at a state-wide level.

**ACTION: Undertake a cooperative assessment of existing historic resource inventories at the local level that identify local resources associated with the American Revolution.** *This action should be an ongoing, long-term initiative undertaken by such Crossroads partners as the New Jersey Historic Preservation Office, Preservation New Jersey, county cultural and heritage commissions, local historical societies, and university programs.*

Similarly, Crossroads should initiate a program to compile and publicize **inventories of existing collections and repositories** throughout the state that have significant American Revolution content and make these materials more widely accessible. The collections inventory should begin with the more well-known collections listed earlier in this chapter and include smaller collections as more information becomes available.

Crossroads recognizes that the stewards of many collections have internal inventories and that in some cases inventory lists and/or actual research materials have been made available online. This action proposes that these stewards work together with Crossroads to establish a centralized, accessible system through which a comprehensive inventory of American Revolution artifacts, documents, and resources in New Jersey can be accessed and that over time an increased number of actual documents be made accessible electronically.

**ACTION: Work with the stewards of existing collections of artifacts, documents, and other primary research materials to make inventories of these materials accessible to researchers and the general public and to make an increasing number of primary documents accessible online over time.** *This is a long-term action to be organized and led by the stewards of existing repositories in collaboration with scholars and the Crossroads Association.*

A **comprehensive annotated bibliography** of publications and reference materials should be compiled relating to the American Revolution in New Jersey. It should include both primary and secondary source materials. Obscure studies by local historians and historical societies that have not received wide exposure would be of particular interest. Crossroads partners, especially scholars who have extensive knowledge of available sources, should contribute to this bibliography, add to it, and maintain it over time. The bibliography should be available online and made fully accessible to researchers and the public. How materials may be accessed should be made clear in the system. Where possible, materials should be scanned and made available electronically. (See the recommendation for establishing a digital library in Section 8.3.5 below.)

**ACTION: Work with academic partners, historical societies, and others to compile a comprehensive bibliography of publications and reference materials to be made accessible to researchers and the general public. Where appropriate, initiate a program of scanning and making publications available online.** *This should be a long-term action best organized and implemented by university and historical society partners.*

### 8.3.3 Communication and Engagement

Crossroads should help to facilitate communication among scholars and groups actively participating in research on the American Revolution in New Jersey. It is clear from an evaluation of current research initiatives in the heritage area that the subject of New Jersey in the American Revolution is an interesting and important topic that is currently being studied by many individuals, agencies, and organizations. It also seems clear, however, that there is no apparent means through which those undertaking research can communicate with, support, and inspire each other. A great deal of the interesting research being undertaken is carried out by volunteers at the local level. Unfortunately, much of this work then stays local. Crossroads can be a catalyst through which the research endeavors of a wide range of individuals can be stimulated and shared.

Crossroads should convene a **Council of Scholars** to advise the Crossroads Association and its partners on issues and topics related to research on New Jersey in the American Revolution. This Council of Scholars should include historians from within New Jersey's university system, independent scholars, professionals, local historians, students, and interested individuals from outside New Jersey. The Council of Scholars should be representative of the various disciplines of history, archeology, art and architectural history, cultural resources, geography, and other disciplines deemed appropriate. The Council should also be as broadly representative as possible.

The primary role of the Council of Scholars should be to advise Crossroads and the Crossroads Association regarding a program of research. Specific tasks undertaken by the Council should include an evaluation of current research and gaps in current research, the development of context statements to support and guide research, creation of a research protocol, and advice on other research related activities as outlined herein.

**ACTION: Convene a Council of Scholars to advise Crossroads on research related activities and provide leadership and guidance that promotes and facilitates research on the American Revolution.** *This is mid-term action best led by universities within the heritage area.*

Crossroads should organize a heritage area-wide **American Revolution Round Table** that meets on a regular basis to discuss, debate, and explore issues and topics related to the American Revolution. The Round Table should be based on the example of the North Jersey American Revolution Round Table and the New York American Revolution Round Table. Activities of the Round Table may include lectures, symposiums, trips to historic sites and area attractions, and book reviews. The Round Table will be an excellent place for experienced scholars and amateur historians alike to share their interests and latest research with a growing public audience.

**ACTION: Promote organization of an American Revolution Round Table that meets regularly to share interests and information.** *This mid-term action should be undertaken by local and regional historical organizations and supported by the Crossroads Association and county cultural and heritage commissions.*

### 8.3.4 Coordinating Research

Coordination among the various entities, organizations, and individuals undertaking research on Revolutionary Era topics in New Jersey is a challenge due to the large geographic area, number of active organizations and individuals, and overall complexity of the region. Helping to coordinate and facilitate research should be an important role for Crossroads. Actions that increase the availability of research materials and facilitate communications like those noted above will help and Crossroads can also assist by promoting common methodologies and setting guidelines.

Crossroads' role should be to encourage individuals and existing organizations to participate in coordinated heritage area-wide research programs. It should be clear that in doing so they will have the flexibility to explore topics that they feel are most relevant to their interests. The Council of Scholars discussed above in Section 8.3.3 could perform this function.

Crossroads should oversee the development of **historic context statements** on the American Revolution in New Jersey. These context statements will help ground our knowledge of the era and serve as a basis for shaping future research needs. The Bicentennial pamphlets published by the New Jersey Historical Commission as *New Jersey's Revolutionary Experience* could provide the basis for the context statements, taking advantage of the wealth of knowledge and creativity of Crossroads partners to further develop and refine understanding of these topics, guided by the Council of Scholars.

**ACTION: Develop historic context statements on New Jersey during the American Revolution to help guide and coordinate research.** *This is a mid-term action best led by Crossroads' Council of Scholars in coordination with universities, historical societies, and other research organizations.*

As a corollary of the development of context statements, Crossroads should identify and clearly state potential **research topics** that are missing from the current canon or body of research relating to New Jersey in the American Revolution. Crossroads should encourage researchers to explore these topics in their work.

**ACTION: Identify potential research topics that will help fill gaps in our knowledge and encourage new avenues of inquiry and thought.** *This is a mid-term action to be led by Crossroads' Council of Scholars in coordination with universities, historical societies, and other research organizations.*

To help coordinate research and facilitate its use, Crossroads should develop a **research protocol** that can be used by scholars and avocational researchers to promote standards of quality and common formats. The research protocol should include guidelines for methods of research, use of references and sources, and other practices related to high quality research and the study of history. Guidelines for the use of electronic programs that will aid in the sharing, use, and storage of data will be of particular importance.

Input from those already involved in scholarly research, including educators, professionals and avocational historians should be used to develop this research protocol. It should be user-friendly and accessible to students and the general public. When complete, the research protocol should be shared widely to encourage its use.

**ACTION: Develop a user-friendly research protocol that promotes standards of quality, coordinates research products, and helps make research more widely accessible.** *This is a mid-term action best led by Crossroads' Council of Scholars in coordination with universities, historical societies, and other interested parties.*

### **8.3.5 Promoting and Facilitating Research**

In addition to helping to coordinate research topics and methodology, Crossroads programs should directly promote and facilitate research itself. As noted above, many individuals and organizations are involved in research and writing about New Jersey's Revolutionary history. The state has a long tradition of such interest as evidenced by the quality of historical organizations at the state and regional levels and the number of local historical societies, town historians, and avocational historians at the local level and a broad array of published work.

Crossroads can facilitate research and help increase public awareness and understanding of New Jersey in the American Revolution by **encouraging availability of research materials** to as wide an audience as possible. At present, universities and statewide historical organizations are leaders in making research information available over the internet. Crossroads should undertake a review of available information and work with these partners to steadily increase the amount of material available over time.

**ACTION: Undertake a review of research information currently available online and through other venues. Encourage universities, libraries, and historical organizations to increase the amount of material they make available online and develop a system through which researchers and the general public can be aware of their availability.** *This is a mid-term action to be undertaken over time led by Crossroads' Council of Scholars in partnership with universities, libraries, and historical organizations.*

To supplement the materials made available by other organizations and to increase and balance the range of materials available, Crossroads should develop an **online digital library** of research materials and resources relating to the heritage area and New Jersey in the American Revolution. At present, Crossroads has created a digital library of images related to the American Revolution in the state, which is an excellent beginning. Over time, the Crossroads' digital library could be expanded to include selected primary and secondary source materials and links to the online libraries of other organizations, discussed above.

**ACTION: Create a Crossroads digital library to network with and supplement other online research libraries with access to primary and secondary research materials for researchers and the general public.** *This is a long-term action item to be undertaken following review of materials currently available and completion of a*

*comprehensive bibliography of resources as outlined Section 8.3.3. The action is best coordinated through the Council of Scholars in partnership with universities, libraries, and other historical organizations.*

Crossroads should **promote publication** of research related to the heritage area. Publications could take the form of popular books; scholarly books; journals; articles in journals; and articles in magazines, newspapers, and other formats. Crossroads partners will benefit from a yearly plan that outlines and coordinates publications. It should include a compilation of publications to be produced by Crossroads partners through their own initiatives and should seek to expand the range of publications and fill gaps that are not being addressed. Crossroads grant programs should be used to support publication in a variety of forms. Crossroads should also address how publications will be marketed and distributed. Increasing the number and quality of publications on Revolutionary history will raise public awareness and encourage scholarly research.

**ACTION: Create a coordinated program of publications on Revolutionary history and research in a variety of formats. Develop a yearly plan that coordinates publications of partners and initiates new publications supported through grants and marketing.** *This a mid-term action to be coordinated by the Crossroads Association in collaboration with other state and regional organizations that publish books, journals, and other types of publications on history and research.*

Crossroads should establish a **grant program** to support research within the heritage area. The grant program should directly fund research projects and could also be used to fund historical and research publications, as mentioned above. Clear criteria for eligible projects and proposals should be established for Crossroads research grants under the guidance of the Council of Scholars. Graduate student and doctoral research should be a particular focus of the program. Different categories should be created for different types of applicants and types of projects as deemed appropriate. Consideration should be given to providing matching grants to organizations, while student research might be fully funded. Grants would be offered based upon the availability of financial resources.

**ACTION: Establish a grant program to fund research projects and publications within the heritage area.** *The grant program for research should be a medium to long-term project of the Crossroads Association led by the Council of Scholars and should be expanded over time depending on the availability of resources.*

During planning for the development of this management plan, information was gathered from a variety of sources on mapped Revolutionary Era historic resources. GIS mapping was available for topographic and natural resources, National Register buildings and districts, and the Munn inventory of engagement sites (produced by students at Rutgers University). Information on Colonial era communities was mapped using period maps, while some roads were mapped based upon limited information available from county historical societies. The maps produced for this management plan indicate the range and quality of maps that could be produced for the heritage area, but work needs to be done to document and record the information accurately.

Crossroads should coordinate the comprehensive **mapping of Revolutionary Era resources** throughout the heritage area using Geographic Information Systems (GIS). Connecting Revolutionary Era resources and events to the landscape is an important way of understanding and communicating the Crossroads story. The mapping program and data should be made available online for exploration and use by Crossroads partners and the general public. Mapping should include a wide range of resources and information. It should include topography and natural landscape features, Colonial era communities, historic roads, known buildings, battlefields, engagement and skirmish sites, troop movements, encampments, and cultural landscape features and land use patterns. Mapping can begin with known information, can be verified, and can be layered into the GIS system over time. GIS mapping for the heritage area should be coordinated by university partners, such as the Rutgers cultural geography department, and a great deal of the work could be undertaken by students. University partners should establish mapping and data formats and criteria and be responsible for building and maintaining the system.

**ACTION: Develop comprehensive mapping of New Jersey’s Revolutionary Era landscape using GIS. Add data to the system over time and make the maps widely available to partners and the public over the internet.** *This is a mid-term action that could be initiated in the short term by university partners and developed over time with input from a variety of partners.*

The importance of archeological investigations to the body of research and our resultant understanding of Revolutionary Era life-ways, events, and resources cannot be overstated. Both the documentary research and in-ground investigations associated with archeological projects have radically altered what we know about Revolutionary sites specifically and the Revolutionary Era more broadly. Today, every remaining Revolutionary site is important to preserve from destruction if at all possible. If a site cannot be preserved, it is important that information from the site be documented and collected before it is lost. In general, development projects using state and federal funds require such investigations, and archeological work associated with federal and state construction projects have contributed significantly to our present body of knowledge.

At the local level, however, the requirement that known sites be documented before they are destroyed is rare, and a great deal of information has been lost. Crossroads partners should work together to advocate for and support community planning processes that recognize the importance of gathering **archeological information** before sites are lost and provide for some means through which that information can be gathered.

**ACTION: Advocate for and support community planning processes that require the investigation of archeological sites threatened by development.** *This should be an ongoing action of the Crossroads Association and its partners working collaboratively.*

Over the long term, Crossroads should explore the possibility of creating an **academic center** devoted to the study of the American Revolution in New Jersey. There are many high quality examples of this type of academic center that could serve as models.

An excellent example nearby is the Hudson River Valley Institute, which has many programs similar to those outlined in this chapter.

The Hudson River Valley Institute is located at Marist College and serves as the academic arm of the Hudson River Valley National Heritage Area. Its mission is to study and to promote the Hudson River Valley and to provide educational resources for heritage tourists, scholars, elementary school educators, environmental organizations, the business community, and the general public. Its many projects include the publication of the Hudson River Valley Review and the management of a dynamic digital library and leading regional web portal.

An academic center for Crossroads of the American Revolution could take many forms but would be likely to include a partnership of several of the state’s leading university programs. The center could be housed in a single location or it could be a ‘virtual’ relationship housed online. The purpose of establishing an academic center would be to engage scholars and university programs in a structured manner to lead research and educational programming on behalf of the heritage area.

**ACTION: Create an academic center involving a partnership of university programs to lead initiatives on research and education within the heritage area.** *This is a long-term action to be considered by the Crossroads Associations and its partners.*



*Indian Queen Tavern, East Jersey Olde Towne Village, student tour: Some historic sites and attractions offer programs that address New Jersey’s Core Curriculum Content Standards.*

## **8.4 New Jersey Education and the American Revolution**

In order to fulfill its mission of promoting public understanding of New Jersey's significance during the Revolutionary War, the Crossroads of the American Revolution National Heritage Area should create and facilitate implementation of a comprehensive educational program. Students and teachers are a primary audience for this programming. Young students constitute the largest single audience visiting the state's Revolutionary interpretive sites. Interpreters have tailored their presentations to school curriculum requirements, and they find that their presentations can be 'life-altering' for young student audiences. Many students return to these sites with their parents. Reaching students and instilling an interest and appreciation of history are among the most important objectives that Crossroads can achieve.

This portion of Chapter 8 reviews existing programs and educational audiences in New Jersey and outlines recommendations through which heritage area partners can engage them. It reviews programs related to primary and secondary education, higher education, and other forums for public education. With respect to the general population, a particular focus should be placed upon reaching New Jersey's diverse minority residents, many of whom are concentrated in and around the state's urban centers.

### **8.4.1 Primary and Secondary Education**

New Jersey's school students have been the largest and most important audience at many of the state's Revolutionary Era attractions. However, visitation by students to historic sites related to the American Revolution does not fall evenly among the grade levels. Fourth and fifth grade students make up a majority of the visitation to Revolutionary Era sites.

One reason for this fourth and fifth grade level concentration is the New Jersey Department of Education's Core Curriculum Content Standards (CCCS). The CCCS is a framework for improving student achievement by clearly defining what students should know and be able to do at the end of thirteen years of public education. The standards were first adopted in 1996 but are reviewed and updated every five years. The most recent edition of the CCCS was adopted in 2009.

The 2009 standards include nine content areas: Visual and Performing Arts, Comprehensive Health and Physical Education, Language Arts Literacy, Mathematics, Science, Social Studies, World Languages, Technology, and 21<sup>st</sup>-Century Life and Careers.

Social Studies is the content area that most closely relates to the themes and purpose of Crossroads. The Social Studies content standards are intended to advance students' understanding and appreciation of their world and American heritage. According to CCCS and the New Jersey Department of Education, the mission of a social studies education is to "provide learners with the knowledge, skills, and perspectives needed to become active, informed citizens and contributing members of local, state, national,

and global communities in the digital age.” Listed below are the three Social Studies standards defined by the New Jersey Department of Education.<sup>1</sup>

- Standard 6.1 U.S. History: America in the World. *All students will acquire the knowledge and skills to think analytically about how past and present interactions of people, cultures, and the environment shape the American heritage. Such knowledge and skills enable students to make informed decisions that reflect fundamental rights and core democratic values as productive citizens in local, national, and global communities.*
- Standard 6.2 World History/Global Studies. *All students will acquire the knowledge and skills to think analytically and systematically about how past interactions of people, cultures, and the environment affect issues across time and cultures. Such knowledge and skills enable students to make informed decisions as socially and ethnically responsible world citizens in the 21<sup>st</sup> century.*
- Standard 6.3 Active Citizenship in the 21<sup>st</sup> Century. *All students will acquire the skills needed to be active, informed citizens who value diversity and promote cultural understanding by working collaboratively to address challenges that are inherent in living in an interconnected world.*

These three standards provide an overview of what social studies education and curriculum is supposed to accomplish overall. The CCCS further define social studies curriculum and a path to achieve these three standards by identifying four strands,” or content areas, that should be studied in relation to each of the three standards. The four strands are: Civics, Government and Human Rights; Geography, People, and the Environment; Economics, Innovation, and Technology; and History, Culture, and Perspectives. Each of the four strands also has associated “essential questions” that frame content within each of the three standards and strands. The essential questions associated with each strand are listed below.<sup>2</sup>

#### A. Civics, Government, and Human Rights

- How do citizens, civic ideals, and government institutions interact to balance the needs of individuals and the common good?
- How have economic, political, and cultural decisions promoted or prevented the growth of personal freedom, individual responsibility, equality, and respect for human dignity?

#### B. Geography, People, and the Environment

- How do physical geography, human geography, and the human environment interact to influence or determine the development of cultures, societies, and nations?

1 <http://www.njcccs.org/ContentAreaTabularView.aspx?code=6&Desc=Social%20Studies>

2 <http://www.njcccs.org/ContentAreaTabularView.aspx?code=6&Desc=Social%20Studies>

C. Economics, Innovation, and Technology

- How can individuals, groups, and societies apply economic reasoning to make difficult choices about scarce resources? What are the possible consequences of these decisions for individuals, groups, and societies?
- How have scientific and technological developments over the course of history changed the way people live and economies and governments function?

D. History, Culture, and Perspectives

- How do our interpretations of past events inform our understanding of cause and effect, and continuity and change, and how do they influence our beliefs and decisions about current public policy issues?
- How can the study of multiple perspectives, beliefs systems, and cultures provide a context for understanding and challenging public actions and decisions in a diverse and interdependent world?

The key questions for each of the four strands are intended to be re-visited throughout the study of history during students' education in New Jersey. This returning to essential questions should lead to a deeper understanding of the big ideas and themes throughout the social studies curriculum. Over time, this will help students more effectively connect the past to the present.

In addition, the idea of revisiting key questions and periods of history is exhibited in the CCCS Social Studies Time Frame Table (Table 8-1). The New Jersey Department of Education developed this to convey the temporal organizational scheme of the social studies standards. The Time Frame Table emphasizes the interrelationship among government/civics, economics, and geography during each time period throughout history, and it includes periods that relate to the American Revolution (highlighted in Table 8-1) in both grade level categories.

Table 8-1 Social Studies Time Frame Table.

SOCIAL STUDIES TIME FRAME TABLE	
Standard 6.1—U.S. History: America in the World	
Grades 5-8 Three Worlds Meet (Beginnings to 1620) <b>1. Three Worlds Meet</b>	Grades 9-12 Colonization and Settlement (1585-1763) <b>1. Colonization and Settlement</b>
Colonization and Settlement (1585-1763) <b>2. Colonization and Settlement</b>	<b>Revolution and the New Nation (1754-1820s)</b> <b>2. Revolution and the New Nation</b>
<b>Revolution and the New Nation (1754-1820s)</b> <b>3. Revolution and the New Nation</b>	Expansion and Reform (1801-1861) <b>3. Expansion and Reform</b>
Expansion and Reform (1801-1861) <b>4. Expansion and Reform</b>	Civil War and Reconstruction (1850-1877) <b>4. Civil War and Reconstruction</b>
Civil War and Reconstruction (1850-1877) <b>5. Civil War and Reconstruction</b>	The Development of the Industrial United States (1870-1900) <b>5. The Development of the Industrial United States</b>
	The Emergence of Modern America (1890-1930) <b>6. Progressive Reforms</b> <b>7. World War I</b> <b>8. Roaring Twenties</b>
	The Great Depression and World War II (1929-1945) <b>9. The Great Depression</b> <b>10. New Deal</b> <b>11. World War II</b>
	Postwar United States (1945 to early 1970s) <b>12. Cold War</b> <b>13. Civil Rights and Social Change</b>
	Contemporary United States (1970-Today) <b>14. Domestic Policies</b> <b>15. International Policies</b> <b>16. Interconnected Global Society</b>

**Table 8-1 Social Studies Time Frame Table. (continued)**

Standard 6.2—World History/ Global Studies	
Grade 5-8	Grade 9-12
The Beginnings of Human Society <b>1. Paleolithic and Neolithic Ages</b>	The Emergence of the First Global Age (1350-1770) <b>1. Global Interactions and Colonialism</b>
Early Civilizations and the Emergence of Pastoral Peoples (4000-1000 BCE) <b>2. Ancient River Valley Civilizations</b>	Renaissance, Reformation, Scientific Revolution, and Enlightenment (1350-1700) <b>2. Renaissance, Reformation, Scientific Revolution, and Enlightenment</b>
The Classical Civilizations of the Mediterranean World, India, and China (1000 BCE-600 CE) <b>3. The Classical Civilizations of the Mediterranean World, India, and China</b>	Age of Revolutions (1750-1914) <b>3. Political and Industrial Revolutions, Imperialism, Reform, and Global Impact</b>
Expanding Exchanges and Encounters (500 CE-1450 CE) <b>4. Expanding Exchanges and Encounters</b>	A Half-Century of Crisis and Achievement (1900-1945) <b>4. The Era of the Great Wars</b>
	The 20th Century Since 1945 (1945-Today) <b>5. Challenges for the Modern World</b>
	Contemporary Issues <b>6. Contemporary Issues</b>

Source: New Jersey Department of Education. <http://www.njcccs.org/ContentAreaTabularView.aspx?code=6&Desc=Social%20Studies>

According to the Social Studies Time Frame Table, the American Revolution should be studied as part of Standard 6.1, U.S. History: America and the World, in grades 5-8 and 9-12, and as part of Standard 6.2, World History/Global Studies, in grades 9-12. This recurring emphasis on the topic and themes of the American Revolution provides an opportunity for Crossroads. Through programming and partnership with historic sites and organizations, Crossroads partners can provide opportunities for enhanced learning and knowledge about New Jersey during the American Revolution. By providing educational opportunities for New Jersey’s students, Crossroads attractions could receive the benefit of increased visitation. But most importantly, attractions and other partners have the opportunity to make a significant contribution to the education of the state’s youth.

The CCCS also provides a series of Content Statements and Cumulative Progress Indicators (CPI) for each standard and strand. The Content Statements and CPI’s are specific to each grade level cluster. The CPI is a code that includes the **standard** (6.1, 6.2, or 6.3), **grade level cluster** (“P” for preschool, “4” for by the end of grade 4, “8” for by the end of grade 8, or “12” for by the end of grade 12), **strand** (A, B, C, or D), and CPI number (beginning with 1 and continuing for however many CPI’s there are in that content area).

Many of the CPI’s for social studies relate to Crossroads themes and purpose. While a full analysis of all the CPI’s that relate to Crossroads is needed, some examples of CCCS Content Statements and CPI’s that relate to Crossroads are listed in Tables 8-2 and 8-3.

**Table 8-2 Social Studies Cumulative Progress Indicators**

Standard 6.1—U.S. History: America and the World	
Strand D: History, Culture, and Perspectives	
Content Statement: Key historical events, documents, and individuals led to the development of our nation.	
Cumulative Progress Indicator #	Cumulative Progress Indicator
6.1.4.D.4	Explain how key events led to the creation of the United States and the state of New Jersey.
6.1.4.D.5	Relate key historical documents (i.e., the Mayflower Compact, the Declaration of Independence, the United States Constitution, and the Bill of Rights) to present day government and citizenship.
6.1.4.D.6	Describe the civic leadership qualities and historical contributions of George Washington, Thomas Jefferson, and Benjamin Franklin toward the development of the United States government.
6.1.4.D.7	Explain the role Governor William Livingston played in the development of New Jersey government.
6.1.4.D.8	Determine the significance of New Jersey’s role in the American Revolution.
6.1.4.D.9	Explain the impact of trans-Atlantic slavery on New Jersey, the nation, and individuals.

Source: New Jersey Department of Education. <http://www.njcccs.org/ContentAreaTabularView.aspx?code=6&Desc=Social%20Studies>

The first of the two tables includes CPI’s that relate to a specific strand, Strand D, which should be accomplished by the end of grade four. The second of the two tables shows how CPI’s can be organized around a specific period in history, taken from the Social Studies Time Frame Table, and how they may vary among the strands within a period of history. Both tables show the range of curriculum content and standards that relate to specific Crossroads themes and the Crossroads story.

A full analysis of the social studies standards and Cumulative Progress Indicators is needed to assess the full range of educational opportunities and collaboration among Crossroads partners.

**Table 8-3 Social Studies Cumulative Progress Indicators**

Standard 6.1—U.S. History: America and the World	
Era: Revolution and the New Nation (1754-1820s)	
Content Statement: Disputes over political authority and economic issues contributed to a movement for independence in the colonies. The fundamental principles of the United States Constitution serve as the foundation of the United States government today.	
Cumulative Progress Indicator #	Cumulative Progress Indicator
6.1.8.A.3.a	Examine the ideals found in the Declaration of Independence, and assess the extent to which they were fulfilled for women, African Americans, and Native Americans during this time period.
6.1.8.A.3.b	Evaluate the effectiveness of the fundamental principles of the Constitution (i.e., consent of the governed, rule of law, federalism, limited government, separation of powers, checks and balances, and individual rights) in establishing a federal government that allows for growth and change over time.
6.1.8.B.3.c	Use maps and other geographic tools to evaluate the impact of geography on the execution and outcome of the American Revolutionary War.
6.1.8.B.3.d	Explain why New Jersey’s location played an integral role in the American Revolution.
6.1.8.C.3.a	Explain how taxes and government regulation can affect economic opportunities, and assess the impact of these on relations between Britain and its North American colonies.
6.1.8.D.3.a	Explain how the consequences of the Seven Years War, changes in British policies toward American colonies, and responses by various groups and individuals in the North American colonies led to the American Revolution.
6.1.8.D.3.b	Explain why the Declaration of Independence was written and how its key principles evolved to become unifying ideas of American democracy.
6.1.8.D.3.c	Analyze the impact of George Washington as general of the American revolutionary forces and as the first president of the United States.
6.1.8.D.3.d	Analyze how prominent individuals and other nations contributed to the causes, execution, and outcomes of the American Revolution.
6.1.8.D.3.e	Examine the roles and perspectives of various socioeconomic groups (e.g., rural farmers, urban craftsmen, northern merchants, and southern planters), African Americans, Native Americans, and women during the American Revolution, and determine how these groups were impacted by the war.

Source: New Jersey Department of Education.

<http://www.njcccs.org/ContentAreaTabularView.aspx?code=6&Desc=Social+Studies>

### 8.4.2 Higher Education

In addition to curriculum relating to New Jersey in the American Revolution taught in the state’s primary and secondary schools, many of New Jersey’s institutions of higher education also provide a forum for students to learn about the Revolutionary Era. New Jersey has a strong university program that can provide opportunities and academic

support to educational outreach efforts and programs for Crossroads. Section 8.2.3 of this chapter outlines a number of the college and university programs that relate to Crossroads themes and that may be able to provide academic support to Crossroads initiatives related to research. Many of the institutions and programs listed in that section may also be able to provide support to Crossroads educational initiatives.

In addition, several colleges and universities within the state and heritage area have programs that provide training for teachers and degrees in education. These programs include aspects of education such as curriculum development and integration of technology into teaching and learning methods. The following institutions offer teacher training and could potentially partner with Crossroads in developing educational programs and outreach both within the New Jersey school system and at the many Crossroads attractions and historic sites throughout the heritage area.

#### *Rutgers, the State University of New Jersey*

The education program at Rutgers is one of the most highly regarded in the nation. The Graduate School of Education at Rutgers offers courses toward Master of Education (Ed.M.), Doctor of Education (Ed.D.), and Doctor of Philosophy (Ph.D.) degrees. For undergraduate students, Rutgers offers a five-year degree in education and a minor in education. Rutgers also offers specialized education programs for Social Studies, Social Studies (K-12) and a Certificate Program in Social Studies Education.

#### *Kean University*

The Kean University College of Education is a leading educator of teachers in the state and nation. The College of Education offers programs at both the undergraduate and graduate levels that lead to New Jersey State certification. The College of Education has a Department of Primary and Bilingual Education, as well as a Department of Middle and Secondary Education.

#### *Drew University*

Drew University offers a Master of Arts in Teaching program that leads to an M.A.T. degree and provisional teaching certification in one of nine curriculum areas, including social studies. This program is designed for students who have already earned a bachelor's degree and who want to teach in the middle or high school setting.

#### *Fairleigh Dickinson University*

Both the Metropolitan Campus and The College at Florham offer the QUEST Teacher Preparation Program. This is a five-year program that allows students the opportunity to pursue professional studies for teacher preparation which leads to state teacher licensure, while earning a bachelor's degree in a liberal arts or science major and a Master's of Arts in Teaching (M.A.T.) degree. Both campuses also offer a Master of Arts in education for certified teachers (M.A.C.T.).

Partnerships with institutions of higher education in New Jersey could offer opportunities for curriculum and educational program development relating to Crossroads themes and the Crossroads story.

### 8.4.3 Other Educational Forums and Programs

State, regional, local, and private educational programming currently in existence offers many opportunities to study the American Revolution in New Jersey. While primary and secondary schools remain an important part of learning about New Jersey in the American Revolution, much of the educational programming currently in existence occurs outside of primary and secondary schools or institutions of higher education.

During the planning process, educational programs in a wide range of forums were encountered across the state and region. Although every example of an educational program and forum cannot be included in this plan, this section lists a variety of educational programs and forums in order to provide a baseline explanation of the educational outreach that currently exists in the heritage area. These eight types of educational forums are intended to provide a sampling and overview, rather than exclusive listing, of the types of organizations currently ongoing and also suggest the range of audiences and variety of programming that occur among the different organizations within the heritage area. Many more examples of organizations and educational programs can be found in Appendix A, Part 1, Attractions Database, of this document.

#### State Historical Society

New Jersey Historical Society offers **curriculum materials for seven lessons that have links to New Jersey Core Curriculum Content Standards**. The lessons use unique resources from the Historical Society’s collections and give students perspective on a larger theme or topic in history. The New Jersey Historical Society also offers the services of **trained Museum Educators** that can adapt any of the society’s programs to the age and developmental needs of New Jersey classes according to grade level and area of study.

#### County Historical Societies

Burlington County Historical Society (Bard-How House)

The Burlington County Historical Society offers “Burlington County at Home: 1750’s House”, a **1.5- to 3-hour living history demonstration, workshop, scavenger hunt, and walking tour**. In this program, students and teachers are welcomed to the 1750’s by meeting a merchant and occupant of the historic Bard-How House and learning what life was like in the 18<sup>th</sup> century. Burlington County Historical Society also offers **BCHS “Trunk” Programs, which are in-class educational programs**. During the “Trunk” Programs, a society staff member visits classrooms with an exciting presentation on various social studies topics, including the Lenape, Benjamin Franklin, Colonial Days, Revolutionary War, Civil War, and the Industrial Revolution. Programs last one hour and are designed to coordinate with the New Jersey Core Curriculum Content Standards.

## Local Historical Societies

### Historical Society of Princeton (Bainbridge House)

The Bainbridge House, which served as accommodations for members of the Continental Congress in 1783, is home to the Historical Society of Princeton. The Historical Society offers **educational programming for both adults and children**. Many of the society’s programs for children in grades K-12 have **specific New Jersey Core Curriculum Content Standards associated** with them. For example, the society’s program “From Revolution to Relativity: Princeton as Global Village,” which explores how Princeton was transformed from a colonial village to a 21<sup>st</sup> century global community, is designed for grades 9-12 and meets NJCCC stands 5.2, 6.1.4.C.12, 6.1.4.D.4, and 6.1.4.D.8.

## County Cultural and Heritage Commissions

### Middlesex County Cultural and Heritage Commission

Middlesex County Cultural and Heritage Commission offers educational programming both in relation to a historic site that it operates and independently of that historic site. Independently of county-operated historic sites, the **commission sponsors a monthly podcast** called “UnCommon History,” which tells the story of unusual and little known facts about the people, places and events in Middlesex County history. Several of these podcasts relate to the American Revolution. The commission also sponsors Omnibus, the Traveling Museum: Outreach Projects for Schools and Community Groups. **Omnibus is a collection of portable exhibits, media programs, extension workshops, and public talks** available through Middlesex County Cultural and Heritage Commission and its two historic sites for lending to school and community groups. Exhibits consist of mounted images and text, historical artifacts, photographs, posters and drawings packaged in easy to carry kits or displayed on light-weight kiosks. Omnibus addresses Core Curriculum Content Standards, and programs and materials can be either borrowed from Omnibus or presented to classrooms and groups by an Omnibus representative. Omnibus programs related to the American Revolution include “Time of Turmoil: the African American Presence in the Revolutionary War,” “Time of Turmoil: Colonel John Neilson, A Soldier’s Story,” and “Raritan Landing Archeology: The Dig Re-Examined.” The commission also offers an **“e-Classroom”** with online resources for students, teachers, and community groups.

## Museums

### Newark Museum

The Newark Museum issues an **annual “School and Teacher Programs Catalogue”** that provides an overview of events and programs that are available to New Jersey school teachers and students. The catalogue includes information about programs for students, resources for teachers, and other outreach programs. The Museum is also a New Jersey Department of Education registered provider of professional development.

### Liberty Hall Museum at Kean University

Liberty Hall Museum at Kean University offers programs throughout the year for both school groups and families. An example of a program for school groups is “From Crown to Country”, which explores New Jersey’s transition from a colony to a state

through **period documents, first hand accounts of the Revolutionary struggle, and living history demonstrations.**

### **Regional Historic Sites**

#### Fort Lee Historic Park

From September through December and March through June, New Jersey schoolchildren studying the American Revolution are invited to Fort Lee to experience a **five-hour living history educational program.** During the program, students experience life as recruits in an eighteenth-century army. Educational elements of the program include discussion, demonstration, and student participation.

#### Old Barracks Museum

The Old Barracks Museum offers **outreach programs to meet in-classroom curriculum needs.** The programs explore six topics related to the Revolutionary Era in New Jersey. Each program lasts approximately 30 minutes and is available from September through February. Topics explored in the program are the roles and activities undertaken by women during the American Revolution and a black soldier's experience of fighting for personal and national freedom during the American Revolution.

### **Local Historic Sites**

#### William Trent House

The mission of educational programming at the William Trent House is to “provide students with a basic understanding of the differences between everyday life in the early eighteenth century and the lifestyles children are familiar with in today's world”. The focus audience for educational programming at the Trent House is New Jersey students in grades 2 through 8. The site also offers additional programs: the Colonial Kids Program for mixed-age after-school groups, and Sandbox Archaeology Program for elementary school children. The Trent House also offers **online lesson plans for teachers,** as well as **information about other partner sites and resources in the area** that relate to the American Revolution.

### **Community Public Events**

#### Trenton's Patriots' Week

Patriots' Week is a week-long series of events held annually between Christmas and New Years celebrating Trenton's unique and pivotal role in the American Revolution. Patriots' Week is managed by the Trenton Downtown Association as an economic development initiative and attracts thousands of visitors each year to enjoy **art, music, literature, battlefield re-enactments, and living history events.** Patriots' Week is the most comprehensive effort ever undertaken to promote cultural tourism in Trenton and is the cornerstone of Trenton Downtown Association's heritage tourism initiative. Patriots' Week 2006 received an Award of Recognition from the New Jersey Historical Commission.

Educational outreach programs that seem most successful offer a range of options for different types of audiences. Organizations that offer both on-site and more mobile

educational programs are able to effectively accommodate the diverse needs of different types of groups and audiences. Programs that offer online teacher curriculum and clearly stated correlations to the Core Curriculum Content Standards (CCCS) also are also popular among educators.

While much of the educational programming currently in existence within the heritage area caters to students, as illustrated in the examples above, events with educational missions that occur in the heritage area throughout the year tend to draw a wider cross-section of New Jersey residents.

Many of the individual sites and organizations throughout the heritage area provide listings of educational events related to the American Revolution in New Jersey. The Crossroads website provides a comprehensive listing of events on its “News and Events” page. This resource lists events from nearly all of the types of organizations with educational programming listed in this section. A representative list of annual events relating to the American Revolution in New Jersey at the time this plan was developed can be found in Appendix D, Annual Events Relating to the American Revolution in New Jersey, of this document.

### **8.5 Crossroads Educational Initiatives**

This section outlines a partnership approach toward educational outreach that Crossroads can undertake to help broaden and deepen public understanding of the history and significance of the Crossroads story and New Jersey during the American Revolution. The Crossroads of the American Revolution National Heritage Area’s comprehensive interpretive program, discussed in Chapter 7, will be a primary educational initiative of the heritage area. A more formalized educational program tailored to students, teachers, and other specific audiences, however, should also be undertaken. As outlined above, a wide range of creative and interesting programs already exists within the heritage area through the initiatives of many different local and regional organizations. The role of Crossroads should be to nurture, facilitate, and support this programming in as many ways as possible.

Educational programs oriented toward school students should be a particular focus for Crossroads. The existing range of programs should be coordinated, strengthened, and enhanced to increase school and student interactions with Crossroads sites and to clearly delineate beneficial outcomes. Creative and engaging programming is the key to successful outreach to primary and secondary school students. Attractions must continue to develop their range of programs in accordance with curriculum guidelines and the interests of teachers, students, parents, curriculum planners, and administrators. Meeting the educational needs of specific courses and subject matter is essential. Programs must not only be fun for students, they must make the work of the teacher easier and more successful.

The strength of the Crossroads heritage area is its many existing partner organizations and the diversity of their programming initiatives. These programs vary in scale, content, and effectiveness. Crossroads can assist organizations in strengthening their programming in a variety of ways. Because of the numerous existing organizations and

the diversity of their programming, the heritage area could benefit from a comprehensive **inventory and assessment of educational programs** currently being offered. It could be developed in partnership with university programs in public history and organized so it becomes a useful research tool to analyze and document program reach and effectiveness. It would provide the foundation for developing a strategic approach to educational initiatives within the heritage area and be useful for determining the effectiveness of heritage area initiatives over time.

**ACTION: Undertake a comprehensive survey and assessment of educational programming currently being offered within the heritage area. Maintain the inventory over time as a means through which change can be recorded and the achievement of goals and benchmarks for educational programming can be documented.** *This is an action that should be initiated in the mid-term and further developed and maintained as an ongoing activity. It should be led by the Crossroads Association in partnership with university programs in public history and county cultural and heritage commissions.*

Crossroads should convene a **Council of Educators** to advise the heritage area on issues related to primary and secondary education within New Jersey and to provide guidance in developing and implementing a strategic plan for education. A balance of experience with the state-wide curriculum, hands-on classroom experience, and creative programming should be sought. The Council of Educators might include teachers representing different geographic areas of the state and all grade levels, the Social Studies content coordinator for the Department of Education's Core Curriculum Content Standards, education directors at historic sites and organizations, historic site interpreters, and university professors in public education.

This Council of Educators should participate in developing the inventory noted above and in an assessment of its findings. Based upon these findings, their input would be valuable in developing a strategic plan for education within the heritage area. On an ongoing basis, they should be brought together to advise Crossroads on issues related to education and to assess program effectiveness and provide guidance for development and change.

**ACTION: Convene a broadly representative Council of Educators to advise the heritage area on issues and programming related to education.** *This should be initiated in the mid-term and continued as an ongoing activity led by the Crossroads Association in partnership with university programs in public history and county cultural and heritage commissions.*

Over the long term Crossroads Council of Educators should lead development of a comprehensive **strategic plan** for educational programming on the American Revolution in New Jersey, building upon the work of the CCCS, New Jersey Historical Society, New Jersey Historical Commission, and others. The plan should outline a vision for education related to the American Revolution, its role in a broader educational framework, practical benefits of such education for residents and society, and how such benefits might be measured and assessed.

As a starting point for the plan, the existing framework should be identified with a view to developing a coordinated and mutually supporting network that would include public and private schools, community colleges, four-year colleges and universities, historical societies, museums, historic sites, cultural and historical commissions, legacy organizations, state agencies, and others.

**ACTION: Develop a long-term strategic plan for educational programming within the heritage area.** *This should be a long-range action led by Crossroads Council of Educators with input from the New Jersey Historical Society, New Jersey Historical Commission, university programs in public history, county cultural and heritage commissions, and museums and attractions within the state.*

The New Jersey Core Curriculum Content Standards for Social Studies (CCCS) provide a thoughtful and effective framework for helping students become proficient in the areas of history, culture, geography, economics, civics, and government. However, to organizations and individuals who are not familiar with the CCCS, the standards can seem confusing and inaccessible. Crossroads can serve as a facilitator among its partners to help ensure that the educational programming undertaken by partners is in accordance with these important standards.

Crossroads should undertake to identify which standards, content areas, and Cumulative Progress Indicators from the 2009 CCCS may serve as opportunities for Crossroads partners to engage with New Jersey’s school students. This assessment should be organized by grade level clusters as they are defined in the CCCS and should be made available online for the benefit of educators and Crossroads partners.

**ACTION: Develop a Crossroads curriculum assessment and guide that identifies and explains the New Jersey Core Curriculum Content Standards which relate to programs offered by Crossroads partners. The guide should be a practical tool advising partners how to craft their programs so they are of direct benefit to students and teachers.** *This is a mid-term action to be updated and ongoing over time. . It should be led by the Crossroads Association in partnership with the Council of Educators, university programs in public history, and county cultural and heritage commissions.*

As noted previously, many Crossroads organizations and attractions have effective educational programs which engage students in creative and fun ways. A number of the region’s larger attractions have also developed lesson plans and teaching materials in support of their programs for use both inside and outside of the classroom. These resources should be made available to as wide an audience as possible.

In addition, Crossroads partners experienced in developing effective lesson plans could be enlisted to help other museums and historic sites to program effectively. An online digital database of lesson plans that address the Crossroads story in the context of statewide curriculum standards should be made available. Guidelines for preparing site-specific lesson plans could be developed for use by Crossroads partners. In partnership with the New Jersey Historical Society and New Jersey Historical Commission.

**ACTION: Review and assess the range of lesson plans currently being offered by museums and attractions within New Jersey. Assemble a digital database of existing lesson plans, and provide guidelines for developing site-specific lesson plans for use by Crossroads partners. Develop and/or adapt a comprehensive set of lesson plans related to Crossroads themes and subjects.** *This is a mid-to-long-range action to be led by Crossroads partners such as the New Jersey Historical Society and New Jersey Historical Commission in partnership with the Council of Educators and regional attractions.*

In partnership with a nationally known organization, Crossroads recently co-sponsored training programs for teachers on subjects related to the American Revolution. The level of participation and the positive response suggests this may be an important area for future development.

Crossroads should explore developing long-term relationships with organizations which have an interest in **teacher training** related to American history such as associations of history teachers, the National Constitution Center, and the American Revolution Center. Crossroads partners could help identify courses and areas of training that can become available over time. Crossroads should be prepared to recommend individuals with different specialties to serve as instructors for training programs. Programs at sites and attractions can serve as incubators for ideas and laboratories for experimentation in effective teaching.

**ACTION: Foster a teacher training program related to teaching the history of the American Revolution.** *This is a mid-term action that can be developed over time and led by the Crossroads Association in collaboration with historic sites and university programs in public history.*

Chapter 7, *Crossroads Presentation*, included recommendations for information-sharing and training programs for regional and local interpretive sites through which they could exchange ideas and trade information on techniques and programs that work. These recommendations are relevant to this chapter on education as well.

Interpreters working at New Jersey heritage area attractions expressed concern about the ability of sites to conduct programming for student groups given low staffing levels. More assistance is needed so that visiting classes can be divided into smaller groups appropriate for personalized instruction, living history interaction, and hands-on activities.

Crossroads should develop a flexible program to assist at the heritage area's historic attractions. Qualified staff members, 'circuit riders,' could travel among various sites when student visits are scheduled to assist site interpreters in managing and conducting programs. This staff assistance could be organized in a variety of ways as appropriate, including as a collaborative program between sites, living history groups and re-enactors, qualified volunteers, small for-profit business, non-profit service, or other forms. Such a program could be combined with related initiatives such as trunk visits and outreach programs conducted in school settings. It could also be related to the teacher training program noted above.

**ACTION: Develop a program of assistance to historic sites that provides additional qualified staff and other services to help manage student groups and enhance educational programming.** *This is a mid-term action that should be initiated and developed over time. The action should be led by the Crossroads Association in collaboration with living history groups and appropriate partners.*

Interpreters at historic sites have noted that younger students are a pleasure to teach and that effective presentations can be ‘life transforming’ for them. Conducting programs for high school students can be more challenging. One technique is to create an **honors program** for high school students through which they can participate in special projects or in programming at historic sites. In association with teachers and schools, special projects could be created in which interpreters from historic sites participate and support teachers. Conversely, students could become interns and work at historic sites under the direction of sites interpreters and educators, assisting in programming, undertaking projects, or simply providing needed work.

**ACTION: Create an honors program for high school students in which students are associated with historic sites as interns or conduct special projects under the guidance of teachers.** *This is a long-term action to be undertaken through a collaboration of Crossroads historic sites with support from the Crossroads Association.*

Special programs should be developed for **minority communities and students** in minority communities in particular. In collaboration with minority organizations and urban entities such as the Newark Museum, Crossroads should develop an outreach program with multiple components designed to engage minority residents, including recent immigrants, who may know little of the history and stories of the American Revolution. The purpose of this program should be to make a connection between them and the American Revolution and to support the social and educational goals expressed in the state’s Core Curriculum Content Standards as outlined earlier in this chapter.

The parameters of such a program have yet to be developed, but several points seem clear: a) the program should engage residents where they live, b) it should offer new experiences, c) it should be relevant to their lives, d) it should instill a sense of community, e) it should offer opportunities to affect change, and f) it should encourage participation in community life and elective government.

An important component of such a program should probably involve community events and activities through which ideas and experiences can be presented and interests sparked. Historically oriented programming should probably focus on the ideas and ideals of the American Revolution, when possible illustrated by historical events. In exploring possibilities, Crossroads should consult with individuals and organizations experienced in urban education and programming. National organizations like the National Constitution Center and American Revolution Center might be interested in partnering in such an initiative.

**ACTION: Develop partnership initiatives to engage minority and immigrant communities and students in programs related to Crossroads and the American Revolution.** *This should begin as a mid-term action with exploratory programs and develop into a major initiative over the long term. It should be undertaken by the Crossroads Association in partnership with organizations experienced in urban education and programming, such as the Newark Museum, and with minority community organizations themselves.*

Crossroads should establish a matching **grant program** for educational programming and events. Small amounts of grant funding distributed throughout the heritage area can assist many small organizations and communities with educational programs and events that will support the Crossroads mission. Crossroads has begun to assist communities and organizations in this way. The program needs to be formalized and expanded over time.

**ACTION: Implement a matching grant program that supports educational programming and events conducted by organizations, communities, and sites in concert with the Crossroads mission.** *This should be an early action of the Crossroads Association.*

Crossroads should undertake its own **events** on a selective basis throughout the heritage area. Placing of searchlights at the locations of Continental beacon fires on the November date marking the withdrawal of the British army from New York has been one such experimental event. Such events should continue. In Chapter 7, it is recommended that a calendar of annual public events be created to align with the historical events of the American Revolution to be presented by partners through regionally based storyline presentations. These could form the structure for Crossroads' program of heritage area-wide events.

**ACTION: Develop events throughout the heritage area to supplement those initiated by Crossroads partners.** *This should be an ongoing activity of the Crossroads Association conducted as deemed appropriate.*

A primary benefit that Crossroads offers its partners is in the area of **marketing and publicity**. Crossroads should aggressively market the wide range of educational programming and events offered by partners. The Crossroads website should be developed so partners can post their events on a calendar. In addition, the comprehensive marketing program described in Chapter 7 should make sure that educational programs and events are publicized as widely as possible.

**ACTION: Implement a comprehensive marketing program for educational programs and events.** *This should be an ongoing activity of the Crossroads Association.*

# *Chapter 9 – Crossroads Preservation*

The Crossroads of the American Revolution National Heritage Area includes many of New Jersey’s most populated areas within its boundaries. Extending from Fort Lee in the northeast to Gloucester City in the southwest, the heritage area includes all or part of 14 counties and 213 municipalities. Communities in the northeast are part of the New York metropolitan area and are heavily oriented toward New York City while communities in the southwest are part of the Philadelphia metropolitan area and are oriented toward that city. Within the heritage area boundaries there is a great diversity of communities ranging from heavily urbanized cities such as Newark, Elizabeth, and Trenton to suburban communities such as those surrounding Princeton, Morristown, Haddonfield, and Mt Holly to rural areas such as those in western Hunterdon and southeastern Monmouth Counties.

With this degree of development and range of diversity, New Jersey communities are familiar with a wide range of fairly sophisticated community planning and growth management techniques, unlike many more rural parts of the country. Communities in New Jersey have been at the forefront in developing growth management techniques, including techniques related to historic preservation.

Chapter 9 outlines a program through which heritage area partners can support preservation of historic resources associated with the American Revolution in the Crossroads of the American Revolution National Heritage Area. It relies upon strengthening existing historic preservation programs at the state, county, and local levels and encouraging local and grassroots action in identifying and preserving resources. This chapter focuses upon the more traditional means through which historic resources are preserved in our community planning processes. Preservation techniques associated with more wide-ranging programs such as land conservation and community revitalization are discussed in Chapter 10 of this management plan on community planning and revitalization.

## **9.1 Preservation Context**

With the degree of population growth, development, and redevelopment that has occurred over the decades in the state within the shadows of two of the nation’s oldest and largest cities, New Jersey has faced significant historic preservation challenges. Despite the magnitude of the changes to the state’s physical environment, many historic resources significant to the state’s history have survived, including many resources associated with the Revolutionary Era.

In the face of growth management challenges, New Jersey has taken significant and ground-breaking steps over the past five decades to create a statewide framework for historic preservation and promote the preservation of historic resources. Statewide actions include:

- 1961 – Creation of the **Green Acres Program** to acquire and preserve open space and historic resources across the state. State voters have approved thirteen bond issues since 1961 to fund Green Acres programming;
- 1967 – Creation of the **New Jersey Historical Commission** within the Department of State to advance public knowledge and preservation of New Jersey history;
- 1967 – Creation of the **New Jersey Historic Trust**, a state-created nonprofit organization affiliated with the Department of Community Affairs to provide support and protection for historic resources owned by public agencies and nonprofit organizations;
- 1970 – Passage of the **New Jersey Register of Historic Places Act** creating the New Jersey Historic Register, New Jersey Historic Preservation Office, and an array of core federal and state historic preservation programs;
- 1978 – Establishment of **Preservation New Jersey**, an independent statewide nonprofit organization promoting historic preservation;
- 1979 – Creation of the **Pinelands Commission** responsible for the protection and management of the New Jersey Pinelands;
- 1985 – Development of the first **New Jersey State Development and Redevelopment Plan** to promote statewide and regional planning, updated in 1992, 2001, and 2009;
- 1985 – Passage of the **Municipal Land Use Law** requiring municipalities to identify historic resources in their master plans and empowering them to adopt and enforce historic preservation ordinances, updated in 1991;
- 1989 – Creation of the **Main Street New Jersey Program** within the Department of Community Affairs to promote downtown revitalization;
- 1999 – Passage of the **Garden State Preservation Act** to provide a stable source of funding for acquiring and preserving open space, farmland, and historic sites;
- 2000 – Commitment of \$4 million in yearly funding to provide **general operating support** for museums, historical societies, preservation organizations, historic sites, libraries, and similar organizations through a grant program managed by the New Jersey Historic Trust;
- 2000- Development of **New Jersey Partners for Preservation: A Blueprint for Building Preservation into New Jersey’s Future 2000-2007**, a five-year statewide preservation plan led by the Historic Preservation Office.

## 9.2 Crossroads Preservation Partners

Chapter 3 of this management plan, *Affected Environment*, provides an overview of the organizations, programs, and planning processes related to historic preservation in New Jersey. In summary, New Jersey’s preservation structure comprises of three levels: (1) statewide organizations and programs; (2) county organizations and programs; and (3) local municipal and grassroots organizations and programs. Because land use

regulatory powers are concentrated at the local municipal level in New Jersey, growth management and historic preservation actions at the local level are most significant in terms of identifying and preserving historic resources. County and state levels, however, play a very significant role in providing regional vision, leadership, coordination, and incentives to encourage and support local action. This will also be a primary role for the Crossroads of the American Revolution National Heritage Area.



*Van Veghten House, Bridgewater, restoration: The ongoing preservation and restoration of the Van Veghten House is made possible through grants from Somerset County as well as some private donations.*

### 9.2.1 State-level Preservation Partners

As a partnership organization affecting a significant portion of New Jersey, Crossroads effectively can provide an additional state-level framework for coordinating, supporting, and enhancing the work of its statewide and county partners in fostering preservation action at the local municipal and grassroots level. Primary statewide Crossroads partners for historic preservation include:

- New Jersey Historic Preservation Office;
- Preservation New Jersey;
- New Jersey Historic Trust;
- New Jersey Historical Commission;
- Green Acres Program; and
- Main Street New Jersey.

Historic preservation actions in Crossroads should be conducted substantially in coordination with and through the programs and actions of these statewide partners.

Because of the New Jersey Historical Commission’s research and educational focus, heritage area actions in partnership with the Commission should primarily be those outlined in Chapter 8 of this management plan, *Crossroads Research and Education*. Heritage area actions in partnership with the Green Acres Program and Main Street New Jersey are outlined primarily in Chapter 10.

### 9.2.2 County-level Preservation Partners

Crossroads partners for historic preservation at the county level include the **cultural and heritage commissions** and **planning boards** in most counties within the heritage area. Counties that are entirely within the heritage area include Union, Somerset, Middlesex, and Mercer Counties. Counties that are partially within the heritage area include Bergen, Passaic, Essex, Hudson, Morris, Hunterdon, Monmouth, Burlington, Camden, and Gloucester Counties. Most of these counties have a cultural and heritage commission and a planning board.

These commissions and boards are essential as Crossroads partners capable of interacting with local municipal and grassroots actors in a variety of ways. The organization, strength, focus, and capabilities of these commissions vary, however, county to county. The role of the Association and Crossroads partners should be to help strengthen county cultural and historical commissions and planning commissions so they, in turn, can work directly with municipalities on heritage area-related historic preservation interests.

### 9.2.3 Local Preservation Partners

Primary Crossroads partners for historic preservation at the local level include municipalities, municipal planning commissions, municipal historical commissions, and grassroots advocates involved in historic preservation. Land use regulatory powers are exercised by local municipalities in New Jersey. **Municipalities are therefore the critical bodies** with respect to growth management policy and implementation, including historic preservation.

The strength of this system of localized control of land use policy and regulation is the in-depth knowledge and strong commitment that local residents have with respect to their communities. This localized system tends to encourage wide citizen participation in local government. Local residents understand their communities and their issues and are more likely to affect action in circumstances where they can have real impact. The weakness of the system of local control is that municipalities tend to limit their view of affairs to the areas within their borders, and a lack of cooperation with neighboring communities can result. Forces of change are often too large to be managed successfully without regional vision and coordination.

As mentioned in the introduction to this chapter, there are 214 individual municipalities within the Crossroads of the American Revolution National Heritage Area. Each of these municipalities has a planning commission, but only some have historical commissions. Many municipalities in New Jersey are led by unpaid volunteers both in elective office and on local commissions and boards. There is a wide range in both

the composition and capabilities of local governmental entities within the state. The **leadership of county agencies** can therefore be an important force in providing needed regional and professional vision, organization, incentives, and technical assistance to local municipalities.

New Jersey's Municipal Land Use Law (Laws of 1985, Chapter 516, amended 1991) empowers municipalities to adopt and enforce **historic preservation ordinances** as a component of local zoning ordinances and establishes guidelines for what those ordinances should include. Municipalities may create local historical commissions responsible for implementation of local historic preservation ordinances or such responsibilities may be performed by the local planning commission. Of New Jersey's 566 municipalities statewide, only 160 had historical commissions and 166 had some type of historic preservation ordinance in 2000 as cited in the state preservation plan, discussed below. At present, it is not clear how many of the 213 municipalities within the heritage area boundaries have historic preservation ordinances and/or historical commissions.

The Municipal Land Use Law also requires that municipalities identify historic resources within their required municipal master plans. Municipalities may choose to follow this required action by preparing historic preservation elements as part of their **municipal master plans**, but not all do. Preservation New Jersey has been actively promoting the preparation of historic preservation elements by municipalities and has prepared sample plans representing best practices for such elements. Both Preservation New Jersey and the New Jersey Historic Preservation Office are available to provide technical assistance to municipalities in developing historic preservation plan elements and ordinances. Many county planning commissions also provide such technical services to municipalities.

The **Certified Local Government Program** managed by the New Jersey Historic Preservation Office with federal funding is an enhanced historic preservation ordinance program that enables municipalities to qualify for additional grants and technical assistance. Of the 45 municipalities participating in New Jersey's Certified Local Government Program, 21 are located within the boundaries of the heritage area. Similarly, of the 26 municipalities participating in the **Main Street New Jersey Program** offered through the New Jersey Department of Community Affairs, only 9 are within the heritage area. While these two important programs are not appropriate for all municipalities, it appears that they are not being used by as many municipalities as could benefit from them.

Aside from official municipal entities, **grassroots advocates** for historic preservation exist in many forms and vary widely community-by-community. They range from local organizations with specific areas of knowledge and interest to engaged citizens who become active in response to a particular issue. Grassroots action is often the precursor to formal municipal action related to historic preservation. Through grassroots action individuals become engaged in community affairs and often then become part of the municipal government. In crafting a historic preservation program for the heritage area, Crossroads partners should focus upon energizing this grassroots base.



*Crosswicks, historic neighborhood: Crossroads will broaden the traditional preservation focus on buildings and districts to also include a focus on landscape contexts and community character.*

### **9.3 New Jersey's Historic Preservation Plan**

In the late 1990s, the New Jersey Historic Preservation office led a cooperative planning effort that resulted in the creation of a comprehensive preservation plan for the state. Entitled *New Jersey Partners for Preservation: A Blueprint for Building Preservation into New Jersey's Future 2000-2007*, this statewide preservation plan provided an overview of historic preservation within New Jersey and identified goals and actions to strengthen preservation for the future. While intended as a five-year plan, the plan was extended to serve through 2010. As this Crossroads Heritage Area management plan is being prepared, the New Jersey historic preservation plan is in the process of being updated. Similar to the 2000 plan, the 2011 update is entitled *Preserving New Jersey's Heritage: A Statewide Plan*. Its goals and actions are broad and all-encompassing and are a guide for coordinated statewide action.

The Crossroads of the American Revolution National Heritage Area, as a partnership organization, has the capability to be an additional framework through which the goals and recommended actions of the state preservation plan can be realized, particularly with respect to Revolutionary Era resources. *Preserving New Jersey's Heritage* should serve as a foundation and guide for the strategies and actions outlined in this heritage area management plan.

The state preservation plan has five overall goals with a series of recommended actions for each. These goals and actions are fully consistent with those of the preferred alternative selected for the Crossroads of the American Revolution National Heritage Area.

*Goal 1: Identify and protect authentic places that tell the stories of New Jerseyans.*

- Expand **resource identification** and collection, and ensure that it is complete and accessible.
- **Digitize** all New Jersey and National Register nominations, including a GIS component.
- Support New Jersey’s hidden resources, such as **archaeological and industrial sites**.
- **Document historic landscapes**, farms, open spaces, gardens, and urban parks and ensure that the resulting information is accessible.
- Encourage the **State to be a role model** regarding publicly owned historic resources.
- Develop a funding component for **historic building maintenance** or other stewardship solutions for historic buildings in State land acquisitions.
- Explore alternative methods of stewardship for **state-owned historic resources**.
- Establish a way for **towns without regulatory preservation commissions** to protect their historic resources.
- Expand awareness of cultural and agricultural landscapes.

*Goal 2: Expand understanding and appreciation of history and historic preservation among New Jersey citizens, elected officials, students, and organizations across the State.*

- Provide **web-based educational opportunities** to expand knowledge and appreciation of history, archaeology and architecture.
- Ensure that **preservation-related training and information** is made available to as wide an audience as possible, including the general public, elected officials, and commissions.
- Expand the **visibility of historic preservation and its benefits** to historic resources and our communities by publishing success stories and increasing involvement in preservation related activities.
- **Encourage developers** to take historic resources into consideration during project development, and provide them with appropriate educational materials that explain the benefits of preservation and that can be used during their planning process.
- Provide educational opportunities that focus on **basic historic building repairs**.
- Cultivate stewardship by **teaching history, archaeology, and historic preservation** in grades K-12 and by working with the Department of Education, coordinating with advocacy groups, and encouraging locals to keep preservation and history in schools.

*Goal 3: Build a stronger, more cohesive and diverse preservation community.*

- Increase the level of **coordination, communication, and cooperation** between the different levels in the preservation community to maximize effectiveness.
- **Encourage interrelationships** between preservation entities in different levels of government.
- **Facilitate meetings and/or events** that encourage the preservation community to work more closely with the environmental and agricultural communities.
- Further nurture the development of **future preservation professionals** and institutions with preservation coursework.
- Expand support for preservation **planning and technical assistance** at the local level.

- Establish opportunities to **assist local preservation commissions** in their efforts to take the next step to the Certified Local Government program.

*Goal 4: Demonstrate that authentic historic places have economic value and establish revitalization incentives to stimulate job creation and sustainable economic activity.*

- Evaluate and use new methods to promote **state-level financial incentives** to promote the rehabilitation of privately owned commercial and residential historic properties.
- Provide materials that demonstrate the **economic value** of historic preservation.
- Market the message that **financial incentives equals revitalization.**
- Further explore options regarding **revolving funds** for the rehabilitation/restoration of historic properties.
- Create more **opportunities for economic improvement** through historic preservation
- Work with public agencies and non-profits to **create financial incentives**, geared toward residents in **low-income historic neighborhoods**, for assistance with maintenance, restoration or rehabilitation.

*Goal 5 Use historic preservation as a tool to strengthen and revitalize New Jersey's state and local economies in a sustainable manner.*

- Work to **align the preservation and environmental communities** in New Jersey to emphasize that preservation is about sustainability.
- Encourage relationships between the **historic preservation and environmental communities.**
- Coordinate the State Historic Preservation Plan and the **State Comprehensive Outdoor Recreation Plan.**
- Promote education that stresses preservation as the **ultimate in sustainability.**
- **Publicize examples** and success stories resulting from the combined efforts of the preservation and green communities.
- **Reach out to organizations**, such as Sustainable Jersey, to encourage the integration of preservation as part of their goals and education process.

Crossroads of the American Revolution National Heritage Area can have a direct impact on a number of the recommended actions identified in the state preservation plan. Under **Goal 1**, Crossroads should encourage and facilitate completion of **historic resource surveys** (discussed in this chapter and in Chapter 8, Research and Education) with a particular focus on Revolutionary Era resources. Resource surveys should be digitized using GIS databases. Crossroads should closely tie historic preservation programming and stewardship to the **quality of life** in New Jersey communities. The heritage area should focus its activities on legacy communities (communities that existed at the time of the Revolution) and potential visitor service (communities that can support heritage tourism initiatives). Crossroads will take a **cultural landscape approach** to preservation initiatives, stressing the importance of landscape context and community character. The heritage area should actively promote the **Certified Local Government Program** and similar concepts to its partnering legacy and visitor service communities, and it should help support **regional planning** initiatives as appropriate to its mission.

Under **Goal 2**, Crossroads has a major role to play in **raising the awareness** of New Jersey residents about the state’s Revolutionary Era history and significance, the central theme of the heritage area’s mission and purpose as outlined in Chapter 1 of this plan. Chapter 7, Crossroads Presentation, outlines specific actions intended to create a **Crossroads Presence** throughout the heritage area. These actions, including an aggressive communications plan, comprehensive interpretive program, and marketing and promotion to residents and visitors, will **increase the visibility** of historic resources, **increase and coordinate interpretive activities**, and build a heritage area and state-wide **non-profit network** associated with Revolutionary Era interests and resources. Recommended actions identified in Chapters 7 and 8 of this plan include supporting and providing **conferences, workshops, and training** to heritage area partners. Chapter 8, Crossroads Research and Education, specifically outlines actions to coordinate programming at historic sites with **state curriculum content standards**.

Under **Goal 3**, Crossroads will work to **strengthen the states preservation network** through its actions. As outlined in Chapter 9, Crossroads will **engage with public and private preservation organizations** and will rely upon these partners to implement many of its preservation interests. As a national heritage area, Crossroads will be involved with historic preservation and heritage area programs and organizations at the **national level** and will be actively partnering in shaping public policy both through advocacy and by example. Within New Jersey, Crossroads will take an active role as a forum and framework for the strengthening and support of **county and local preservation organizations**.

Under **Goal 4**, the heritage area has a central role to play in using **heritage tourism** to help strengthen the state and local economies. Historic sites, legacy communities, and visitor service communities should be particular beneficiaries of the heritage area’s active interpretive program outlined in Chapter 7 of this management plan, Crossroads Presentation. The heritage area should directly encourage legacy and visitor service communities to participate in the **Main Street New Jersey Program**, and it should support **urban revitalization** reinforcing historic character particularly in its partnering legacy and visitor service communities.

Under **Goal 5**, Crossroads must become an active player in **developing financial resources and incentives** to promote historic preservation and support community revitalization. Coordination with the **environmental community** and natural resource conservation and be supported by identifying and preserving natural landscapes associated with the Revolutionary War and through the use of **byways, trails, and recreational** opportunities for interpretation.

In terms of funding and programmatic sustainability, Crossroads will bring a certain amount of matching funds directly from the federal government related to the National Park Service’s heritage area program. More importantly, however, the heritage area and its partners must raise and **leverage additional public and private dollars** to accomplish community-based goals outlined in the heritage area’s enabling legislation. Chapter 11, Crossroads Management & Implementation, outlines necessary fundraising and financial development actions and includes a business plan for heritage area implementation.

## 9.4 Resources for Preservation

New Jersey has many significant historic resources from the Revolutionary Era that are still existing today in both public and private ownership. Many of these resources have been the focus of preservation and commemorative initiatives of individuals and organizations for over a hundred years. The Crossroads of the American Revolution National Heritage Area provides a new forum through which preservation activities related to these resources can be created, coordinated, and channeled. Chapter 3 of this management plan provides an inventory and overview of the range and condition of various types of Revolutionary Era historic and cultural resources. A summary of existing conditions and a brief discussion of appropriate preservation techniques for each resource type is presented below.



*Whitall House, element of Red Bank Battlefield, National Park. Photo by David Homer.*

Traditionally, historic preservation activities have focused primarily upon the preservation of historic buildings. While extremely important, the heritage area concept seeks to broaden the range of recognized historic resources significant to the state’s Revolutionary Era history to include landscape context. Heritage areas are

viewed as ‘**living landscapes**’ in which historic landscape and community character is recognized, valued, and managed in ways that promote quality of life for current and future residents. The Crossroads of the American Revolution National Heritage Area provides a comprehensive vision and approach to the identification, preservation, and management of Revolutionary Era resources. The heritage area seeks to identify resources or elements of today’s landscape that remain from the historic and cultural landscape that existed at the time of the Revolution. It then crafts an approach toward recognition and appropriate management of those resources.

#### **9.4.1 Historic Buildings and Districts**

The *Crossroads of the American Revolution in New Jersey National Heritage Area Feasibility Study* prepared by the National Park Service in 2002 identified 255 historic sites associated with the American Revolution in New Jersey. All but a few of these sites are listed on the National Register of Historic Places (the New Jersey Historic Register GIS database lists 244 sites). Of these, 180 are individual historic buildings, 66 are historic districts in communities associated with the Revolutionary Era, and 9 are structures or archeological sites.

Except for the few added, this list does not include buildings, structures, or sites that have been identified and are deemed *eligible for listing* on the National Register but have not actually been listed. It also does not include buildings and structures from the Revolutionary Era that are *not eligible for listing* on the National Register due to a lack of integrity, lack of individual significance, or other reason but still exist nonetheless as witness structures of that era. The list is heavily weighted toward buildings and weak on non-building sites and landscapes.

As this assessment indicates, there is a clear need to create a more comprehensive inventory of sites related to the Revolutionary Era in New Jersey. With respect to buildings, it appears that the list could be expanded to more fully represent the range of historic buildings and districts from the Revolutionary Era that actually still exist within the heritage area. To be more complete, the list should be expanded to include (a) National Register sites, (b) sites eligible for listing on the National Register, and (c) sites that are not eligible for listing.

A first step in creating a more complete list would be to review existing county and municipal historic resource surveys that have been prepared within the heritage area and identify buildings and sites that have not yet been included on the statewide databases. A next step would be to conduct additional inventories where they have not yet been undertaken and/or where the inventory methods or criteria may have missed buildings or resources. Such a comprehensive inventory may be compiled and refined over time and should be part of a Crossroads GIS database that is separate from but compatible with the GIS database maintained by the New Jersey Historic Preservation Office, which is focused upon National Register listed sites.

Traditional historic preservation programs, techniques, and planning tools are most appropriate for and tailored to the preservation of historic buildings. Programs of the New Jersey Historic Preservation Office, Preservation New Jersey, Main Street New Jersey, and the Municipal Land Use Law should be used to continue and expand the

identification and preservation of historic buildings associated with the Revolutionary Era in New Jersey. These programs are the primary focus of this chapter of the heritage area management plan.

#### **9.4.2 Historic Communities**

The term **‘legacy communities’** is used by the Crossroads of the American Revolution National Heritage Area to identify communities within the heritage area that existed at the time of the American Revolution. Based upon an examination of period maps, 73 legacy communities have been identified to date and are listed in Chapter 3 of this plan. More can certainly be identified by local and regional historians. The Crossroads heritage area invites legacy communities to participate as partners in the heritage area program, particularly with regard to interpretation of their Revolutionary Era stories as outlined in Chapter 7. Legacy communities are envisioned as potential gateways for local and regional interpretation of New Jersey’s American Revolution history.

Historic communities meeting criteria to be developed by Crossroads may also qualify to be marketed as **‘visitor service communities.’** Visitor service communities are communities within or close to the heritage area that have appealing historic character and can be marketed to heritage tourists based upon the services available, such as dining, lodging, shopping, etc. Legacy communities may be designated and marketed as visitor service communities, but so may historic communities from later periods of New Jersey’s history. The key is the quality of the experience offered to visitors (and residents), experiences that can be marketed widely and result in a positive visitor impression both in terms of character and quality of services.

To date, 27 potential visitor service communities have been identified through a cursory exploration of the region and are listed in Chapter 3. The heritage area should establish criteria for visitor service communities and create an application and review process for designation and participation in heritage area programs. Once designated, visitor service communities may be identified and promoted in heritage area marketing programs for heritage tourism.

Many legacy and potential visitor service communities recognize their historical significance and have qualified for listing as National Register and New Jersey Register historic districts. Traditional historic preservation programs, techniques, and planning tools are appropriate for and tailored for use by historic communities, as mentioned above with respect to the discussion of historic buildings and districts. At present, 21 communities within the Crossroads heritage area participate in the Certified Local Government Program managed by the New Jersey Historic Preservation Office. Nine communities participate in the Main Street New Jersey Program. The heritage area should seek to increase this participation in accordance with the goals of the state preservation plan and should work to reinforce them with additional incentives and assistance.

#### **9.4.3 Military Sites**

Military sites of historical significance to the American Revolution in New Jersey include battlefields and engagement sites, sites of naval action, encampment sites,

fortifications, historic roads, sites important for supply and logistical reasons, and others. As discussed in Chapter 3 of this management plan, the American Battlefield Protection Program’s *Report to Congress on the Historic Preservation of Revolutionary War and War of 1812 Sites in the United States* (2007) identified 18 battles in New Jersey with a national level of significance. Seven of these were listed as priority sites for preservation and interpretation. Ten sites were listed as having lost integrity but still capable of providing commemorative opportunities. Three sites were recommended for further study.

David C. Munn’s *Battles and Skirmishes of the American Revolution in New Jersey* (1976) as mapped by students at Rutgers University identifies 4 major battlefields, 11 minor battlefields, 525 skirmish sites, and 61 landmarks associated with the war. The Munn study provides only approximate locations for these engagement sites and, though it provides sources, does not provide detailed information on the engagements.

As outlined in Chapter 3, some historic military routes have been identified by historians as have some encampment and other types of sites. The 2006 study *The Washington – Rochambeau Revolutionary Route in the State of New Jersey, 1781 – 1783, An Historical and Architectural Survey* prepared by Robert A. Selig, Ph. D. is exemplary in not only identifying historic routes associated with the march of American and French army units through New Jersey, but also identifying encampment sites and witness structures that still remain along the routes. Similar research has been conducted by local historians and historical societies with respect to local Revolutionary Era events.

Clearly from the available information there are a great number of military sites associated with the American Revolution in New Jersey and within the boundaries of the Crossroads of the American Revolution National Heritage Area. These sites have been documented, studied, and preserved to various levels and degrees. While many of the most significant military sites are well known, a recent study of the Battle of Princeton demonstrates that **research continues to reveal new insights and information** about battles, landscapes, and resources associated with military events. Many of the smaller engagement sites and events of the war are best known by local historians and historical societies and have not been collected into larger bodies of research. Chapter 8 of this management plan, *Crossroads Research and Education*, outlines recommendations for supporting, strengthening, facilitating, and coordinating research throughout the heritage area.

**The more we know, the more we can preserve.** Continued research can help us identify and document military sites associated with the Revolutionary War. Sites can then be assessed for their significance and integrity and for the need and potential for preservation. Because of the high degree of growth and development in New Jersey over the past two hundred years, particularly within the area of most active military action, only a limited number of military sites have been adequately preserved. Most military sites are landscapes and few retain integrity to the period of the Revolution except in suburban and rural areas. Nonetheless, documentation and recognition of these sites is very important, and creative ways of commemorating, interpreting, and preserving sites must be found.

The most appropriate techniques for the preservation of military landscapes are purchase, use of conservation easements, and growth management techniques that preserve open space and landscape character. New Jersey's Green Acres Program will be important in helping to preserve remaining militarily significant landscapes and sites. Other creative tools and resources must also be found. The use of creative landscape conservation techniques for the preservation of Revolutionary Era landscapes is discussed further in Chapter 10 of this plan.

#### **9.4.4 Monuments, Parks, and Commemorative Sites**

New Jersey has a long tradition of commemoration of Revolutionary Era events through the erection of monuments and markers and the creation of parks. This tradition is most evident through the work of the Daughters of the American Revolution and Sons of the American Revolution in the early twentieth century. This work has been continued and expanded over the years by local historical societies, county and municipal heritage organizations, and governments. The tradition has become historically significant in its own right, and the monuments and markers that have been erected are significant historic resources that should be recognized, documented, and preserved.

The most comprehensive survey of commemorative markers and monuments to date is the 2008 survey of more than 400 American Revolution sites in New Jersey completed by Bill Coughlin of North Arlington, New Jersey and published in the online Historical Marker Database [www.hmdb.org](http://www.hmdb.org). (The full website address for the Revolutionary War Era markers is <http://www.hmdb.org/Results.asp?CategoryID=16&StartAt=501>.)

This work should be incorporated into the proposed heritage-area-wide GIS database of Revolutionary Era sites for Crossroads of the American Revolution discussed in Chapter 8, *Crossroads Research and Education*. It is important that the older markers and monuments in particular be accurately inventoried and assessed. Many are located along roadways or at other sites that are subject to change. Responsibility for monitoring and maintaining the markers and monuments is not clear. Responsible organizations need to be identified and, if necessary, assisted. The preservation and conservation needs of these significant commemorative resources should be assessed and addressed. These will be important tasks for the heritage area program and partners to undertake.

#### **9.4.5 Revolutionary Era Archeological Sites**

Experience has shown that archeological sites bring the past to life. This is particularly true while the archeological investigations are in progress. Many known sites associated with the Revolutionary War have yet to receive serious archeological attention and there are probably at least an equal number that have not even been identified. Because archeological investigations tend to attract attention, the exploration and interpretation of more Revolutionary War sites in New Jersey would add immeasurably to making this important period in the state's history better known and understood.

At least five different types of archeological resources directly relating to the Revolutionary War in New Jersey deserve archeological attention. They include encampments (both short and long term), battlefields and engagement sites, military headquarters, fortifications, and evidence of naval activity including shipwrecks. These

types of archeological resources are discussed further in Chapter 3 of this management plan.

Farmsteads, domestic sites, taverns, mills, tanneries, blacksmiths, and other types of eighteenth century sites were all important in the Revolution, but it is difficult to separate archeological remains associated with the war from remains associated with eighteenth-century activities before and after the war on the same sites. Nonetheless, these sites provide us with important information about the population, culture, and life-ways of New Jersey residents during the period. Information on civilian life during the Revolutionary Era is as important as information on military events in providing an understanding of New Jersey's eighteenth century significance.

The identification, documentation, and preservation of potential eighteenth century archeological sites should be an important activity of heritage area partners. Much of this work involves research efforts and is intertwined with the recommendations included in Chapter 8 of this plan. Since most archeological sites are landscapes, the preservation of archeological sites is most closely associated with the discussion of landscape preservation and conservation related to military sites above and in Chapter 10. The preservation of eighteenth century civilian sites should also be addressed. Where disturbance of potential archeological sites cannot be avoided, regulatory and other programs requiring and/or encouraging and facilitating physical investigation of archeological sites should be a part of heritage area interests and are discussed further below.

## 9.5 Preservation Opportunities and Challenges

As conveyed in preceding discussions, the Crossroads of the American Revolution National Heritage Area is a large and complex area. New Jersey 2000 state preservation plan identified three primary threats to historic preservation within the state: (1) limited information about the nature and location of heritage resources, (2) lack of state-level financial incentives to encourage private investment in preservation, and (3) limited understanding about the civic, economic, and cultural values of heritage resources.

Through the scoping process undertaken for this management plan, a range of opportunities and challenges related to historic preservation were identified. Many are incorporated into the discussions of preservation planning, partners, and resources presented above. A summary of the opportunities and challenges highlighted during scoping for the management plan relative to historic preservation and community planning is included below.

### Historic and Cultural Resources

#### *Opportunities:*

- A. New Jersey has **many historic and cultural resources** associated with Revolutionary War history, including buildings, sites, landscapes, and archeological sites.
- B. Many historic **buildings and sites have been preserved** by local historical societies and other organizations.

- C. **Commemoration has been important** since the 1876 centennial and revived during the bicentennial. There are many statues, monuments, and commemorative markers throughout the heritage area that are historic in and of themselves.
- D. The locations of many small-scale engagements, campgrounds, and other **sites have been identified** by local historical societies and enthusiasts who know their stories well.
- E. New Jersey has had a strong state-financed capital **funding program for the preservation** of historic properties over the past several decades.

*Challenges:*

- A. The **inventory and documentation** of American Revolution Era sites is **limited** and is heavily weighted toward National Register eligible buildings. Other types of sites and resources, including engagement sites, campsites, roads, landscapes, and commemorative markers are less well documented and preserved.
- B. Many preserved historic buildings are in **urbanized areas** that have **suffered much loss of their historic landscape context** to the period of the Revolution and are therefore more difficult to interpret and appreciate.
- C. Documentation of engagement sites undertaken in 1976 **lacks specifics** on locations and source references.
- D. The **scope and quality** of community inventories of historic resources vary and are not documented in statewide databases.
- E. Many historic buildings have been altered with a **loss of integrity** and do not appear to have been recognized or inventoried.

**Communities and Community Planning**

*Opportunities:*

- A. The heritage area has numerous historic **communities with appealing character** and visitor services.
- B. Portions of the heritage area are affluent and have **conserved large areas** of their landscape.
- C. The heritage area includes large areas of **productive farmland** for which New Jersey is historically recognized.
- D. Because of their level of development, New Jersey communities are **familiar with growth management** techniques.
- E. Many older communities' centers have been **revitalized** in recent years with streetscape improvements that have enhanced their character.
- F. Local regulatory control of growth management has encouraged strong local and **grassroots involvement** in community development and growth management issues.
- G. Large portions of the heritage area in the northwest and southeast are undeveloped and **retain their historic landscape character**.
- H. Many **roadways within these landscapes** are rural in character and appealing to drive.

*Challenges:*

- A. New Jersey's **economic challenges** create economic difficulties for communities across the state and may alter the social, political, and organizational landscape.
- B. Significant portions of the heritage area are **heavily urbanized**, have lost their

- historic eighteenth century character, and are difficult for some to appreciate.
- C. Heavy **growth pressure and suburban sprawl continue** to negatively impact communities.
  - D. Local regulatory control of growth management has **discouraged regional planning** and pitted small, largely volunteer governmental entities against more powerful and well financed developers.
  - E. **County leadership** and effectiveness in providing regional planning vision, incentives, and professional assistance to local municipalities has been **mixed**.
  - F. Local municipal control has led to **parochial attitudes** in which local leaders and residents do not know or coordinate well with their neighboring communities.
  - G. Some urban communities within the heritage area are poor and have been **declining economically** for decades.
  - H. The local **political climate** in some urban areas has not been positive or responsive to community needs.
  - I. A substantial number of **minority communities** within the region of various ethnic and racial backgrounds do not know about, relate to, or have interest in the Crossroads story.
  - J. The heritage area has **213 municipalities** and 14 counties; it will be challenging to reach out to and engage so many.

## 9.6 Goals for Preservation

The federal legislation establishing the Crossroads of the American Revolution National Heritage Area repeatedly refers to the importance of resource protection. Among the stated purposes of the legislation are “to assist communities, organizations, and citizens in the State of New Jersey in preserving...the special historic identity of the State” and “to provide for the management, preservation, protection, and interpretation of the cultural, historic, and natural resources of the State for the educational and inspirational benefit of future generations.”

The duties of the ‘local coordinating entity’ (the Crossroads of the American Revolution Association) are to:

- Assist units of local government, regional planning organizations, and nonprofit organizations in implementing the approved management plan by...carrying out programs and projects that recognize, protect, and enhance important resource values in the heritage area;
- Increase public awareness of and appreciation for cultural, historic, and natural resources of the heritage area; and
- Protect and restore historic sites and buildings that are (i) located in the heritage area; and (ii) related to the themes of the heritage area.

Among the criteria set forth for review and approval of the management plan for the heritage area is whether “the resource protection and interpretation strategies in the management plan would adequately protect the cultural, historic, and natural resources of the Heritage Area.”

Based upon the requirements of the enabling legislation, the following goal related to historic and cultural resources was established for the management plan and included in Chapter 1 of the plan:

**Goal 2.A:** Advocate for and facilitate the management, preservation, enhancement, protection, and interpretation of **historic and cultural resources** associated with the American Revolution in New Jersey for the educational and inspirational benefit of future generations.

The New Jersey state preservation plan, *New Jersey Partners for Preservation*, should be a guiding document in the in the development and implementation of a historic preservation program within the Crossroads of the American Revolution National Heritage Area. Partners identified in the state preservation plan will be central to implementation of the heritage area’s management plan with respect to preservation. The goals and recommended actions of the state preservation plan are listed earlier in this chapter along with an overview of ways in which this management plan will help implement them. Implementation measures are not limited to the actions listed in this chapter but also include actions and recommendations included in Chapters 7, 8, and 10 related to interpretation, research, education, land conservation, and community revitalization.

### **9.7 Crossroads Preservation Approach**

The Crossroads of the American Revolution National Heritage Area is a partnership of local, regional, and statewide governmental, nonprofit, and private entities. A heritage area program for historic preservation must create a climate that encourages preservation and directly addresses the nature, interests, and capabilities of the partners who will be needed to implement it.

The Crossroads historic preservation program should be undertaken in coalition with state-wide partners and concert with the goals and actions identified in the statewide preservation plan. Both traditional and non-traditional preservation and planning techniques should be used. To be successful, the preservation program must energize and empower preservation interests, organizations, and actions at the local level. To do this, information, tools, and incentives must be provided and be broadly available. An organizational structure that closely links local, regional, and statewide entities into an effective statewide system must be created, reinforced, and nurtured.

As the coordinating entity for the heritage area, the role of the Crossroads of the American Revolution Association should be to (1) help coordinate and facilitate the work of statewide and regional heritage area partners, (2) raise public awareness through programming, communications, and marketing, and (3) organize, support, and fund the tools and incentives necessary for success. The Crossroads of the American Revolution National Heritage Area will be a major new forum through which historic preservation action will be fostered.

In implementing its preservation program, the Crossroads heritage area will be guided by the following points:

**1. New Jersey’s preservation structure has three levels: statewide, county, and local.** Heritage area partners should work together to strengthen the existing structure and make it as effective as possible. National organizations and programs create a fourth level upon which many state initiatives depend.

**2. Preservation happens most effectively at the local level.** Local individuals, organizations, and governmental entities know their resources and issues. They are alert to threats and are on the scene to undertake advocacy when needed. In New Jersey land use and growth management powers are held at the municipal level. Municipal government is where preservation programs should reside, a fact recognized by most state-led preservation programs. Heritage area partners should work to engage, energize, and facilitate local preservation initiatives.

**3. State-level programming, incentives, and technical assistance are necessary to encourage and support preservation at the local level.** The Crossroads heritage area is effectively such a state-level program. Crossroads initiatives should be implemented through such statewide heritage area partners such as the New Jersey Historic Preservation Office, Preservation New Jersey, and others. Crossroads should provide additional resources and support for these partners.

**4. County level agencies and organizations are essential partners in working with local municipalities and organizations within their jurisdictions.** There are too many local municipalities within the heritage area for state-level partners to effectively engage. The heritage area should coordinate, empower, and support county-level entities such as cultural and historic commissions and planning commissions to work with local municipalities on preservation and growth management.

**5. Crossroads focus is the preservation of Revolutionary Era resources, but to be effective the entire state preservation structure must be strengthened.** The state-level partners whose programs will be supported by the heritage area are concerned with New Jersey’s entire history, not just the Revolution, and local preservation entities must also address resources from all historical periods. Crossroads-specific initiatives should focus on Revolutionary Era resources with the idea that these initiatives will help strengthen the entire system.

**6. A primary role for Crossroads is to raise public awareness.** Through interpretation, communications, marketing, and heritage tourism, Crossroads should create a **Crossroads Presence** as outlined in Chapter 7. This will be an effective way to raise public awareness with respect to New Jersey’s Revolutionary Era history and history in general. It will directly support a central goal of the state preservation plan.

**7. Crossroads preservation efforts should help broaden the concept of preservation by focusing upon landscape context.** For many years, historic preservation was focused primarily upon historic buildings. Due to intense development pressure, the landscape context of many of these buildings has been lost. Now is the time to focus upon preserving historic landscapes where they still retain integrity. This is especially appropriate with respect to military sites, many of which are landscape and archeological in nature. Preserving open space and landscapes has broad public support and helps enhance community character and quality of life.

**8. Research and documentation is necessary to support preservation.** Chapter 8 of this management plan outlines recommendations for a heritage area research program to be implemented by interested partners. Understanding events and the places where

events occurred provides necessary information to guide preservation actions and decision-making with respect to land use and resource protection.

**9. Crossroads partners must be focused and strategic in making the major difference expected from national recognition and investment.** What resources are in greatest need of protection? What are the best programs to establish and actions to take? How can other elements of this plan – such as research, interpretation, and heritage tourism – create synergies and establish programs that will also result in preservation?

**10. The Crossroads of the American Revolution National Heritage Area should be a strong advocate for preservation.** Most preservation battles are fought at the local level, but Crossroads has a strong role to play in advocating for preservation at the state and national levels as well as weighing in on local issues when it can be effective.

### **9.8 Crossroads Preservation Initiatives**

The Crossroads of the American Revolution National Heritage Area provides a major new forum through which historic preservation can be strengthened in New Jersey. Crossroads preservation initiative should strengthen and support existing preservation programs, better coordinate the state’s network of preservation organizations, provide a forum for new ideas, and bring new resources to support preservation organizations and actions at all levels.



*Military Park, Newark, Wars of America monument by Gutzon Borglum: An inventory of New Jersey’s Revolutionary Era historic resources will include a full range of resources such as military sites, monuments, and markers.*

### 9.8.1 Crossroads Preservation Committee

Crossroads preservation initiatives will be implemented primarily by heritage area partners at the state, county, and local levels. Staff of the Crossroads Association should provide coordination and support. The Association should establish a Preservation Committee comprising state-level and county-level partners to coordinate the heritage area’s preservation initiatives. It is recommended that the committee **meet at least twice a year** to establish a yearly work plan and monitor its progress.

The Preservation Committee should meet at the beginning of each year to (a) review the status of existing programs and initiatives being undertaken by each partnering organization, (b) assess how they relate to Crossroads mission and goals, (c) assess synergies between programs and how programs may be coordinated and mutually supportive, and (d) determine what resources and actions the heritage area needs to develop to support partnership efforts and further preservation initiatives.

This meeting should result in preparation of a **work plan** for the year, coordinated by Crossroads Association staff, for submission to the Crossroads of the American Revolution Association board for review and approval. The work plan should outline the actions to be undertaken by Crossroads partners within their respective programs, delineate timeframes, and identify benchmarks and anticipated results. While it is anticipated that partners will continue to communicate closely throughout the year, with coordination by Crossroads Association staff, it is recommended that at least one additional meeting be held at mid-year to assess progress and make adjustments.

**ACTION: Establish a Preservation Committee composed of state-level and county-level partners to coordinate the heritage area’s preservation initiatives.**

*This should be an ongoing action undertaken by Crossroads partners involved in preservation and coordinated by Crossroads Association staff.*

### 9.8.2 Crossroads Advocacy Committee

Crossroads should create an Advocacy Committee comprising partners involved in preservation advocacy at the national, state, and local levels. Led by Crossroads Association board members and staff, the Advocacy Committee should include nonprofit preservation advocacy organizations at the state, county, and local levels. Preservation New Jersey should be a primary partner. A concerted effort should be made to include land conservation and environmental advocacy organizations on the committee in order to coordinate preservation and environmental advocacy initiatives. State and county agencies may be involved in certain advocacy initiatives as appropriate, particularly initiatives supporting state sanctioned interests at the national level. The Advocacy Committee should meet on a regular basis to be determined by its members.

The Advocacy Committee should focus its activities in three primary areas: (a) national policy and programs that support preservation within the state; (b) state policies and programs related to preservation, education, heritage tourism, and other heritage area initiatives that impact preservation; and (c) local preservation advocacy issues that arise over time. The role of the Advocacy Committee is to assess and prioritize

potential actions on advocacy within the purview of the heritage area and its mission and coordinate the actions of partners with respect to specific advocacy initiatives. Advocacy Committee plans, recommendations, and assessments should be submitted to the Crossroads Association board for review and approval on a regular basis. A yearly work plan should be prepared for Crossroads staff with respect to advocacy.

The Advocacy Committee should maintain a running assessment of the status of preservation issues of concern throughout the heritage area. The assessment could be prepared in a database format and should be updated on a regular basis by Crossroads Association staff. The Advocacy Committee should outline options and make recommendations to the board on official positions and potential actions of the heritage area with respect to specific issues. **Decisions on actions, however, should be made by the board.** The committee should make recommendations as to which issues are appropriate for direct heritage area involvement and the nature and extent of direct action that should be undertaken. The committee should also recommend the kinds of heritage area support of local advocacy efforts on specific issues might be most appropriate and effective.

**ACTION: Create an Advocacy Committee comprising partners involved in preservation advocacy at the national, state, and local levels.** *This should be an ongoing action of heritage area partners involved in advocacy led by the Crossroads Association board and staff.*

### 9.8.3 Empowering Preservation Partners

As discussed earlier in this chapter, New Jersey’s preservation network has three-levels and comprises (a) state-level organizations, (b) county and regional level organizations, and (c) local organizations. The state-level organizations generally provide vision, programming, incentives, and technical assistance. They are also engaged in federal and state preservation regulatory compliance processes. The county-level organizations provide a similar role and are the entities best suited to be closely engaged with the many municipalities within their jurisdictions. Most traditional preservation activities, however, are undertaken at the local municipal level where land use and growth management regulatory powers reside and where many critical preservation issues arise.

The Crossroads of the American Revolution National Heritage Area is essentially a state-level organization. It should work closely with other governmental and nonprofit state-level preservation organizations to coordinate and empower county-level and local-level action. The ways in which state-level and county-level preservation partners will work together under the Crossroads initiative should be defined through the work plan to be developed by the Preservation Committee, discussed above. Because of limited staff capabilities of all of the state-level partnering organizations, tasks outlined in the work plan should be shared and must obviously conform to the mission, capabilities, and authorized work of each partnering organization. The New Jersey Historic Preservation Office, Preservation New Jersey, and Main Street New Jersey are anticipated to be Crossroads primary state-level preservation partners.

The Crossroads Association staff should be able to coordinate with and supplement the work of the staffs of the Historic Preservation Office, Preservation New Jersey, and other potential **state-level partners** in undertaking preservation initiatives within the heritage area, keeping in mind that Crossroads interests are related to only a segment of the historic resources of interest to the other partners. However, Crossroads preservation initiatives should also anticipate that Historic Preservation Office, Preservation New Jersey, and other possible state-level partners will be recruited to undertake Crossroads-specific projects, supplementing and extending the capabilities of the Crossroads Association staff. To accomplish this, the Crossroads Association must be capable of bringing financial resources to the table to help fund the staff work of its partners in relationship to Crossroads-specific projects.

**Crossroads advocacy** with federal and state legislators and agencies should play a role in helping to bring additional resources to the table, even given continuing unfavorable federal and state budget climates. In addition, however, the Crossroads Association must develop a robust **development and fund-raising** capability in order to fund its planned programming. Preservation programs should be a subject used for fund-raising appeals.

**ACTION: Use the staffs of statewide preservation partners to help implement Crossroads preservation initiatives and provide staff funding to these partners through Crossroads development efforts. Use preservation programming that benefits New Jersey communities as a case for development and fundraising appeals. Development and fundraising will be an ongoing initiative of the Crossroads Association board and staff.**

The Crossroads Association and its state-level partners should recruit **county cultural and heritage commissions and planning boards** to be the front-line partners in coordinating and working with preservation partners at the local municipal level. The interests and capabilities of existing county commissions vary. Crossroads should meet with representatives of each county to assess their interests, capabilities, and existing programs with respect to preservation and growth management to determine how Crossroads can best support them.

Crossroads should begin by working with strong county commissions and boards that are already engaged in preservation and growth management initiatives. Crossroads and its state-level partners should customize their preservation initiatives to support appropriate individual county-level preservation programs. Counties should be expected to provide staff time, financial resources, and incentives for local municipalities in their preservation programs. The heritage area's goal should be to coordinate, strengthen, and empower county-level commissions and boards in their work with local municipalities, helping to create a strong three-tiered preservation network.

**ACTION: Collaborate with county cultural and heritage commissions and planning boards as front-line partners in working with preservation partners at the local municipal level. This should be an ongoing activity of the Crossroads Association staff and other state-level preservation partners.**

As discussed above, many preservation issues arise at the local level, and the most effective way to strengthen historic preservation heritage-area-wide and statewide is to nurture strong preservation initiatives at **the local grassroots level**. This includes both municipal entities such as supervisors, planning commissions, and historic commissions and well as grassroots advocacy through nonprofits and volunteer action. As noted above and as recognized in the state preservation plan, state-level and county-level action should provide regional vision, programming, incentives, and technical assistance to preservation initiatives at the local level.

**ACTION: Support and promote existing preservation programs that encourage and enable preservation initiatives and action at the local municipal level. Work with partners to create new programs and incentives where possible.** *This should be an ongoing activity of Crossroads state-level and county-level preservation partners.*

#### **9.8.4 Comprehensive Inventory of Revolutionary Era Resources**

Crossroads should oversee the development of a comprehensive inventory of Revolutionary Era historic resources of all types, including buildings, structures, military sites, landscapes and landscape features, monuments and markers, and archeological sites. The inventory should be established as a GIS database with supporting information as appropriate. It is recommended that the inventory be coordinated, developed, and maintained by the heritage area's university partners but that it be compatible with and accessible to GIS mapping managed by the New Jersey Historic Preservation Office. The status of existing inventories of Revolutionary Era resources is discussed earlier in the chapter and also in Chapter 3. These existing inventories should be used as a starting point for the comprehensive Crossroads inventory.

Chapter 8 of this management plan, *Crossroads Research & Education*, recommends the comprehensive mapping of the Revolutionary Era landscape. Essentially the two inventory recommendations of Chapter 8 and 9 are the same. They are included in both chapters, however, because of their two-fold purpose in supporting both research and preservation needs. In developing the inventory and mapping, Crossroads partners should consider how information may be used for each purpose and design the database and mapping system to accommodate both. The mapping program and data should be made available online for exploration and use by Crossroads partners and the general public.

**ACTION: Develop a comprehensive inventory of New Jersey's Revolutionary Era historic resources using GIS. Add data to the system over time and make the maps widely available to partners and the public over the internet. This recommendation should be coordinated with the recommendation for mapping of the Revolutionary Era landscape included in Chapter 8.** *This is a mid-term action that could be initiated in the short term by university partners and developed over time with input from a variety of partners.*

Chapter 8 also outlines recommended actions for a review of existing county and municipal inventories of historic resources associated with the Revolutionary Era to determine the extent to which resources have been identified at the local level and

insure their inclusion in statewide databases. As discussed earlier in this chapter, existing county and municipal inventories should be reviewed for Revolutionary Era resources that have not been included in the Historic Preservation Office’s current GIS database, which focuses upon National Register listed sites.

Based upon the results of this review, Crossroads partners should develop a program for identifying and inventorying additional Revolutionary Era resources municipality by municipality. It is anticipated that these inventories would be conducted over time by local municipal partners with support from Crossroads county and statewide partners. Crossroads should develop guidelines to coordinate and facilitate the inventories and to make sure that the information collected can be easily entered into the heritage area’s GIS inventory database, recommended above. Local Crossroads inventories should include the full range of resource types discussed earlier in this chapter. Information collected should include a general assessment of integrity, condition, and threat.

It is expected that county partners such as cultural and historical commissions and planning commissions would play an important role in encouraging, supporting, and guiding inventories at the municipal level. While Crossroads interest is specifically related to Revolutionary Era resources, county and statewide partners are likely to be interested in resources from all periods of a municipality’s history. It is possible that Crossroads interests could be folded into a broader survey program, however focus should not be lost on the full range of types and conditions of resources Crossroads wishes to document.

**ACTION: Develop a program for identifying and inventorying Revolutionary Era resources municipality by municipality. Include the full range of resource types, including buildings, structures, military sites, landscapes and landscape features, monuments and markers, and archeological sites.** *This will be an ongoing, long-term action conducted by local partners with support and guidance from Crossroads county and statewide partners.*

### 9.8.5 Research and Documentation

Chapter 8 outlines a broad heritage area program for the coordination and support of research related to the Revolutionary Era in New Jersey. The recommendations in Chapter 8 are specifically intended to encourage and facilitate research by local historians, both those affiliated with local historical societies and individuals following their own personal interests. The great strengths of Crossroads are the range and number of Revolutionary Era events that occurred throughout the heritage area and the number of places and remaining historic resources that are related to these events. Every community has a story to tell. As learned recently through a new study of the Princeton Battlefield, even well-known resources and events can be illuminated through continuing research. Crossroads preservation initiatives should be driven by new research into local Revolutionary Era places and events.

Crossroads partners should support research into local Revolutionary Era history as a preservation activity. In some cases, research should be designed specifically to support preservation interests and activities, such as was the case with the Princeton Battlefield

study. Research should seek to illuminate events, tie events to places, and identify man-made and natural resources associated with events. Research should be used to initiate and support new avenues of preservation interest and action.

**ACTION: Use research as a preservation activity to help identify and understand historic resources and to support new avenues of preservation interest.** *This should be an ongoing activity of preservation partners at all levels.*

### 9.8.6 Preserving Historic Landscapes

Many significant historic Revolutionary Era sites are landscapes without buildings or other man-made structures. Even where historically significant buildings and structures exist and have been preserved, little attention has been given to preserving their historic landscape contexts over the years. As a result, many historic buildings within the heritage area have been preserved as isolated artifacts while the areas around them have been developed and their contexts have been lost.

In the research and documentation of historic Revolutionary Era events, researchers should identify the landscapes and resources that were significant to those events. In undertaking inventories of historic resources, Crossroads preservation partners should document historically significant landscapes, assess their integrity, identify potential threats, identify appropriate preservation techniques, and prioritize the need for action. Techniques related to the identification, assessment, and treatment of **cultural landscapes** should be used in these endeavors. The National Park Service has been a national leader in the study and protection of cultural landscapes and provides information that can be used by heritage area partners. Preservation of some significant cultural landscapes can be supported through designation as National Register historic districts.

Crossroads partners should focus upon the identification, management, and protection of historically significant landscapes. Both traditional and non-traditional techniques should be considered in the preservation of historic landscapes. Chapter 10 of this management plan addresses landscape conservation and stewardship and such important programs as New Jersey’s scenic byway program and Green Acres Program, through which open space and farmland have been preserved statewide. Crossroads preservation initiatives should partner with these landscape conservation programs, using historical significance to help identify and prioritize landscapes to be preserved and providing resources and expertise to support them.

**ACTION: Focus preservation activities on the identification, documentation, and protection of historically significant landscapes and landscape contexts using cultural landscape techniques.** *This should be an ongoing activity of Crossroads preservation partners at all levels.*

### 9.8.7 Local Preservation Plans and Ordinances

Undertaking municipal level inventories of Revolutionary Era historic resources has been discussed above and could be undertaken as part of broader municipal historic

resource inventory initiatives. In addition to undertaking local inventories, an emphasis of the New Jersey state preservation plan is providing encouragement, support, and assistance to municipalities in preparing preservation plan elements as part of their required municipal master plans and the development and use of preservation ordinances as components of local zoning codes. The development of preservation plans and local preservation ordinances is appropriate for all municipalities within the heritage area. This should also be a focus for the Crossroads preservation program.

Crossroads programming should facilitate and support the work of state and county level partners in encouraging municipalities to prepare preservation plans and local preservation ordinances. In particular, Crossroads should support Preservation New Jersey and county commissions in these efforts through advocacy, programmatic, financial, and staff assistance. Crossroads should help organize and support programs that provide incentives to local municipalities for preservation planning and local ordinances. County commissions should provide leadership in identifying and prioritizing needs within their jurisdictions. The Crossroads Preservation Committee should include support for preservation planning and local ordinances in their annual work plan and outline the roles that the various preservation partners will play.

**ACTION: Encourage, support, and provide incentives and assistance to local municipalities preparing preservation plans and local preservation ordinances as outlined in the state preservation plan.** *This should be an ongoing activity of Crossroads preservation partners supported as appropriate by Crossroads Association staff and programming.*

### 9.8.8 Legacy and Visitor Service Community Designation

The concepts of legacy communities and visitor service communities are discussed in Chapter 7 and are mentioned earlier in this chapter. Legacy communities are communities that existed within the heritage area at the time of the Revolution. Visitor service communities are communities within or close to the heritage area that have appealing historic character and are capable of providing high quality services to heritage tourists. Chapter 7 suggests several recommendations and actions intended to encourage communities to participate in the heritage area as legacy and/or visitor service communities. Heritage area programs for the designation and recognition of communities as legacy and/or visitor service communities are included in this chapter, however, because the concept is intended to be a primary means through which the heritage area can promote historic preservation at the local level.

Legacy communities should be encouraged to participate in the heritage area primarily through interpretation of their Revolutionary Era stories, including both civilian and military history and significance. Chapter 7 outlines how legacy communities might participate in interpretation and be marketed as gateways for residents and visitors in exploring surrounding regions. These recommendations are intended to have three purposes: (a) to engage communities and encourage them to explore and understand their history, (b) to promote history and the historic character of communities to local residents, and (c) to support local economic development. Their underlying purpose is to promote historic preservation.

Crossroads should establish a process through which heritage area communities can be recognized as legacy communities. Criteria should be established for documentation confirming that communities existed at the time of the Revolution. Legacy communities should be asked to enter into and complete the designation process to be sure they are interested and committed and to be sure they are willing to put effort into the initiative. Benefits of the designation and recognition should be made clear and would include the potential for grant funding, promotion, and technical assistance. Once designated, legacy communities should be asked to participate in heritage area programming. Interpretation; signage; marketing; programming, planning, and design guidance; hospitality training; and other forms of assistance are among the benefits that could be developed to support them.

Participating legacy communities should also be expected to establish and meet basic historic preservation goals, guidelines, and requirements with respect to inventorying and preservation of their Revolutionary Era resources. A full program for benefits and incentives for participating legacy communities should be developed to further the mission and goals of the heritage area at the local level.

**ACTION: Develop a comprehensive program for the designation and recognition of Crossroads legacy communities including a process and criteria for designation, guidelines and standards for participation, and benefits and incentives.** *This should be a medium-term and ongoing activity led by the Crossroads Association in partnership with state and county partners.*

A similar program should be developed for visitor service communities. Visitor service communities are important to the heritage area as places where heritage tourists can find the high quality services they seek. Dining, lodging, shopping, and cultural services are needed. If a goal over time is to market Crossroads to heritage tourists as a world-class set of attractions, a high quality visitor experience will be essential. Various service levels could be created ranging from informal deli or café experiences to fine dining and related experiences. The variety of service levels available in communities would be made clear to visitors in marketing and promotional materials in order to set visitor expectations and provide choices for differing audiences. Families would have different needs and expectations from international travelers, for instance.

Legacy communities with appropriate levels of visitor services may qualify for designation as Crossroads visitor service communities. Other communities with appealing historic character and appropriate levels of service could also qualify. Communities could be either within or close to the heritage area.

Crossroads should establish a program for the designation and ongoing participation of visitor service communities. The primary benefit of designation would be marketing and promotion of downtown areas and businesses. Visitor service communities might also benefit from other Crossroads programs promoting downtown economic development, planning assistance, and training. Visitor service communities should be expected to meet criteria and standards to be established through the Crossroads program, including guidelines related to historic preservation and community character.

**ACTION: Develop a program for the designation of Crossroads visitor service communities including a process and criteria for designation, guidelines and standards for participation, and benefits and incentives.** *This should be a mid-term and ongoing activity led by the Crossroads Association in partnership with state and county partners.*

### **9.8.9 Certified Local Government, Main Street, Preserve America, and Related Programming**

Crossroads should encourage and support participation in national and state historic preservation programs as outlined in the state historic preservation plan. These programs are particularly appropriate for use by Crossroads legacy and visitor service communities. The heritage area should actively encourage communities to participate and could provide additional incentives for participation as appropriate.

As a part of its legacy community and visitor service community programs, Crossroads partners should consult with participating communities to find out where they stand in their planning and revitalization efforts, what kinds of programs would be helpful to them, and what role the heritage area might play. This chapter focuses primarily upon traditional historic preservation programming. The heritage area and its partners might also be able to support or even create other types of programs that would advance local community interests as well as heritage area goals.

**ACTION: Consult with legacy communities and visitor service communities to find out what kinds of programming would be helpful toward their revitalization and what roles the heritage area might play.** *This is a mid-term action of the Crossroads Association and its state and county partners that should become ongoing.*

The Certified Local Government Program provides opportunities for local communities with historic preservation programs meeting certain standards to enjoy enhanced participation in national preservation programs. They are eligible to receive grant funding for historic preservation, planning, and revitalization projects as well as technical assistance. The program is administered by the New Jersey Historic Preservation Office and is federally funded.

**ACTION: Actively encourage historic communities within the heritage area to participate in the Certified Local Government Program administered by the New Jersey Historic Preservation Office.** *This will be an ongoing activity of the Crossroads Association in association with statewide and county partners.*

Main Street New Jersey is a comprehensive downtown revitalization program promoting historic and economic development of traditional commercial districts at the centers of our older, historic communities. Communities participating in the program receive technical support and training to assist in restoring and revitalizing main street areas as centers of economic activity making creative use of their historic character. The Main Street New Jersey Program is particularly appropriate for use by Crossroads visitor service communities. Crossroads should actively encourage communities to participate in the Main Street program in cases where it might contribute to their revitalization and to historic preservation.

Should communities not have the capacity to participate on their own, Crossroads might consider developing a ‘circuit rider’ Main Street program where Main Street staff and programming is shared between communities. Such an approach should be considered after consultations with communities as recommended above.

**ACTION: Actively encourage historic communities within the heritage area to participate in the Main Street New Jersey Program administered by the Department of Community Affairs.** *This will be an ongoing activity of the Crossroads Association in association with statewide and county partners.*

Preserve America is a federal initiative administered through the Advisory Council on Historic Preservation and the Department of the Interior that designates and recognizes communities that protect and celebrate their heritage, use their historic assets for economic development and community revitalization, and encourage people to experience and appreciate local historic resources through education and heritage tourism programs. Benefits of designation include national recognition; eligibility to apply for Preserve America grants; authorization to use the Preserve America logo on signs, flags, banners, and promotional materials; listing in a Web-based Preserve America Community directory; inclusion in national and regional press releases; official notification of designation to state tourism offices and visitors bureaus; and enhanced community visibility and pride. Preserve America Communities are also featured in National Register Travel Itineraries and in “Teaching with Historic Places” curricular material created by the National Park Service.

Preserve America grants are available for tourism planning, economic development, and preservation projects. The program is particularly suitable to Crossroads legacy and visitor service communities.

**ACTION: Actively encourage historic communities within the heritage area to participate in the Preserve America Program administered through the US Department of the Interior.** *This will be an ongoing activity of the Crossroads Association in association with national, statewide, and county partners.*

#### **9.8.10 Federal and State Recognition and Compliance Programs**

The National Register of Historic Places and the New Jersey Register of Historic Places were created by the federal and state governments to identify historic resources significant to our nation’s history. In addition to providing criteria and a process for the identification and recognition of significant historic resources, the programs provide the foundation for federal and state compliance processes in the assessment of potential impacts of federal and state actions on eligible historic resources. In New Jersey, the National Register and New Jersey Register programs are administered through the New Jersey Historic Preservation Office.

In coordination with the state preservation plan, Crossroads should encourage organizations, individuals, and municipalities to nominate Revolutionary Era historic resources and historic districts to the National and New Jersey Registers. Listing on the registers is an honor and provides a measure of protection, particularly with respect to potential federal and state actions.

**ACTION: Encourage the nomination of Revolutionary Era historic resources to the National Register of Historic Places and New Jersey Register of Historic Places.** *This should be an ongoing activity of the Crossroads Association and statewide and county partners. Nominations should be primarily prepared by local organizations, individuals, and municipalities.*

Section 106 of the National Historic Preservation Act of 1968 requires federal agencies having direct or indirect jurisdiction over a proposed federally funded, licensed, or permitted undertaking to take into account the effect of the undertaking on properties listed on or eligible for the National Register. This legislation helps identify, avoid, limit, and/or mitigate the adverse impacts of federal projects on historic resources within the state. The New Jersey Historic Preservation Office is the primary state agency involved in the review of Section 106 compliance, though other state and federal agencies have significant involvement as well. Crossroads should monitor and support the Section 106 process for projects within the heritage area related to Revolutionary Era resources and should become involved as an interested partner in the processes as appropriate.

**ACTION: Monitor Section 106 compliance processes for projects being undertaken within the heritage area with potential impacts upon Revolutionary Era historic resources. Become involved in the processes as an interested party when appropriate.** *This should be an ongoing activity of the Crossroads Association in coordination with state, county, and local partners.*

The New Jersey Register of Historic Places Act of 1970 created the New Jersey Register and is the state-level companion to the National Register and Section 106 of the National Historic Preservation Act of 1968. The act requires that state, county, and municipal undertakings be assessed for their potential effects on properties listed on the New Jersey Register. If there is an effect, project information is to be provided to the New Jersey Historic Preservation Office for review and authorization. Crossroads should monitor and support the state compliance process for projects within the heritage area related to Revolutionary Era resources and should become involved as an interested partner in the processes as appropriate.

**ACTION: Monitor New Jersey Register of Historic Places Act compliance processes for projects being undertaken by state, county, or municipal governments within the heritage area with potential impacts upon Revolutionary Era historic resources. Become involved in the processes as an interested party when appropriate.** *This should be an ongoing activity of the Crossroads Association in coordination with state, county, and local partners.*

Archeological resources are among those reviewed for compliance under the federal and state compliance processes noted above. The state-level process, however, requires that sites already be listed on the New Jersey Register. This accounts for archeological sites associated with already listed resources, but not many purely archeological sites are individually listed, therefore so few archeological sites appear to be protected under the state system. Archeological sites that might be adversely affected by private projects are not protected at all.

Archeological sites are an important source of research information. In Chapter 8, *Crossroads Research & Education*, the management plan recommends that Crossroads partners work together to advocate for and support local community planning processes that recognize the importance of gathering archeological information before sites are lost and provide for some means through which that information can be gathered. This recommendation is reiterated here with respect to preservation and community planning.

**ACTION: Advocate for and support community planning processes that require the investigation of Revolutionary Era archeological sites threatened by development.** *This should be an ongoing action of the Crossroads Association and its partners working collaboratively.*

### **9.9.11 Crossroads Preservation Awards**

As part of heritage area recognition and communications, Crossroads should establish an awards program for historic preservation and other activities that could be awarded to organizations, municipalities, and individuals involved in the preservation of Revolutionary Era resources. A range of awards could be created, including awards for research, interpretation, advocacy, and other worthy activities. It is recommended that awards be presented at New Jersey’s annual statewide preservation conference.

**ACTION: Create an annual Crossroads awards program for preservation and other activities for organizations, municipalities, and individuals.** *This should be an ongoing activity of the Crossroads Association.*

### **9.8.12 Conferences and Training Workshops**

The New Jersey Historic Preservation Office, the New Jersey Historic Trust, Preservation New Jersey, the Association of New Jersey Environmental Commissions, the New Jersey Land Conservation organizations and others present conferences, workshops, and training sessions in the field of historic preservation, land conservation, heritage tourism, and other subjects. In Chapters 7 and 8 of this management plan, recommendations are provided to provide training sessions and workshops related to operations, management, and interpretation at historic interpretive sites. The range of conferences and workshops provided by New Jersey preservation partners for various purposes should be coordinated and made mutually supportive. Gaps should be identified and partners should work together to make sure that needs are filled. The Crossroads Association should fully support its partners in the creation, funding, and management of conferences and workshops, as it has in the past. The Association should determine which programs are appropriate for it to specifically manage.

**ACTION: Work with partners to create a full program of conferences and workshops to support preservation, research, interpretation, management, and needs. Design conferences and workshops to be mutually supportive.** *This should be an ongoing activity of the Crossroads Association and its partners.*

# Chapter 10 – Community Planning and Revitalization

## 10.1 Introduction

This chapter is about reaching out to communities throughout the heritage area and actively supporting policies, programs, and initiatives that strengthen community character and enhance quality of life. It addresses the key roles of landscape conservation and scenic byways, support for recreational initiatives, and protection of natural resources. Work described here is central to the ultimate benefit and value of the heritage area initiative, as it relates community heritage and identity directly to community well-being.

In Chapter 9, *Crossroads Preservation*, there is in-depth review of historic preservation issues to be addressed by the heritage area. It emphasizes preservation and stewardship of the physical presence of the Revolutionary Era, including buildings, historic communities, archeological sites, and commemorative markers and monuments. This chapter identifies other resource protection activities to add to that focus, especially the preservation of landscapes and natural resources.

The federal legislation establishing Crossroads of the American Revolution National Heritage Area repeatedly refers to resource protection. It affirms what the feasibility study preceding the legislation demonstrates: the existence of “a sufficient assemblage of nationally distinctive cultural, historic, and natural resources necessary to establish the Crossroads of the American Revolution National Heritage Area.” Among criteria set forth for the Secretary of the Interior’s approval of the plan is this statement: “the resource protection and interpretation strategies in the management plan would adequately protect the cultural, historic, and natural resources of the Heritage Area.”

The legislation anticipates that the heritage area will result in “programs and projects that recognize, protect, and enhance important resource values” and sets forth numerous standards for this, including a requirement that the plan address “comprehensive policies, strategies, and recommendations for conservation, funding, management, and development of the heritage area,” “take into consideration existing state, county, and local plans,” and list “recommendations of policies and strategies for resource management that result in application of appropriate land and water management techniques.”

## 10.2 Goals

Goals and strategies developed for this plan that relate specifically to this chapter are:

### **Goal 2.A**

Advocate for and facilitate the management, preservation, enhancement, protection, and interpretation of historic and cultural resources associated with the American Revolution in New Jersey for the educational and inspirational benefit of future generations.

**Goal 3.A**

Work with municipal governments to guide land use and promote compatible forms of economic development in a manner that is sensitive to the heritage area’s natural, recreational, and scenic resources and sensitive to nationally significant Revolutionary War era historic resources and landscapes.

**Goal 3.B**

Advocate for and facilitate the conservation, enhancement, and appropriate management of natural resources within the heritage area in order to support interpretation and appreciation of the history of the American Revolution in New Jersey, enhance quality of life for residents, and ensure a high-quality visitor experience.

**Goal 3.C**

Support the development and use of recreational opportunities within the heritage area consistent with heritage area educational and interpretive strategies.

**Goal 3.D**

Support the preservation and enhancement of scenic landscapes, communities, and resources within the heritage area in order to support interpretation and appreciation of the history of the American Revolution in New Jersey and ensure a high-quality visitor experience.

**10.3 Approach**

As detailed further below, New Jersey has excellent planning programs, excellent plans, and considerable funding for the protection of special resources. This is true even in at a time of serious cutbacks at the state government level. The thrust of actions in this chapter relating to resource protection is to encourage further inventorying and study to identify historic landscapes, the surroundings of historic sites, and critical linkages, and then to cement their identification as important for protection through recognition and local planning.

Attention to economic enhancement (including historic preservation as detailed in Chapter 9, *Crossroads Preservation*) must go hand in hand with interpretation. Strategically, this management plan recognizes that interpretation activities are the way to achieve visibility, visitation increases, and popular support as swiftly as possible (see Chapter 7, *Crossroads Presentation*, and Chapter 11, *Management and Implementation*). While there is a certain advantage to focusing on interpretation, however, there is a certain danger as well – delay will likely mean that more sites will be lost to neglect, lack of funding, or worse, and the visitor experience in many communities will not improve.

The alternative chosen for this management plan is “interpreting Revolutionary War resources for residents.” Accordingly, the expansion of interpretation and attention to visibility and presentation are expected to drive implementation. That said, however, the issues addressed in this chapter have been the concern of New Jersey residents for many years. Voters have always strongly supported funding for major state investments in natural and historic resource protection that have improved New Jersey’s quality of life. Crossroads can and should build on this investment and goodwill by ensuring that its programs address multiple benefits.

**ACTION:** In designing the “Partner Development” program described in Chapter 11, reinforce the protection and enhancement of natural resources, opportunities for outdoor recreation, and community revitalization by encouraging partners to develop multi-faceted projects that meet the needs of the heritage area and the sustainability of New Jersey’s quality of life.

#### 10.4 Protecting the Special Qualities of New Jersey’s Landscapes

New Jersey has strongly protected open space, farmland, and historic sites through land conservation and grant programs at the statewide level. Chapter 3, *Affected Environment*, describes the resources in the heritage area that should be protected and the programs that are possible not only for protection, but enhancement. Important resources for protection include:

- Landscape areas that retain overall integrity to the period of the American Revolution within the heritage area.
- Natural areas, sites, and resources that are particularly significant to the story of the American Revolution and that have the potential to support interpretation in association with other interpretive sites and attractions.
- Scenic and historic road linkages that can convey heritage area themes and storylines and connect historic attractions, sites, and communities.



*Allentown Pond (Conines Mill Pond), Allentown, scenic view: Allentown Pond is part of the 31-mile Upper Freehold Historic Farmland Byway which highlights unique agricultural, historical, environmental and cultural traditions of the area.*

Chapter 9, *Crossroads Preservation*, encourages in-depth inventorying for Revolutionary Era historic resources as a part of a comprehensive approach to protecting these resources. As inventorying proceeds, and as local comprehensive and open space plans are routinely updated, planners should be encouraged to search for and fully evaluate Revolutionary Era resources. The natural areas, sites, and resources that support the stories and themes of that era are sometimes not known or completely understood. This includes the surroundings of known historic sites, which are often evaluated simply up to their property lines, with a focus on structures rather than landscape context. The GIS data-sharing system described in Chapter 9 should include information about existing protected lands and the intrinsic qualities of landscapes and contexts of historic structures for use in local development review and future state and federal review of state and federally funded projects.

#### 10.4.1 Recognition

“Recognition” as used here means official designations to participate in programs that extend benefits to the recognized resource. It is a word generally used interchangeably with “designation,” but there is an important, though subtle difference. Recognition programs specifically promise to promote a resource, or, like the National Register for Historic Places or Important Bird Area, is so widely understood to be an honor that the resource gains promotion simply by being listed. Designation programs may be more local and regulatory in nature – as in the designation of a local historic district under New Jersey’s historic preservation law, discussed in Chapter 9, *Crossroads Preservation*.

The benefit of recognition is that in order to achieve it, jurisdictions or owners will take on tasks to apply or meet qualifying criteria that they might not otherwise tackle. National Register nominations are hard work, for example, requiring historical research. Designation as a “Tree City USA” requires a jurisdiction (of any size) to have a tree board or department, a tree care ordinance, a community forestry program with an annual budget of at least \$2 per capita, and an Arbor Day observance with official proclamation.

Sometimes recognition is the first rung on a ladder to benefits. The Preserve America program described in Chapter 9, *Crossroads Preservation*, requires substantial upfront preservation achievements before a community may apply. Once the community has achieved this recognition, it is permitted to apply for federal matching grants.

Although not all programs discussed here protect Revolutionary War resources *per se*, they enhance quality of life and community pride, and can help in the overall Crossroads goal of improving the visitor experience. In addition to the National Register, Certified Local Government, and Preserve America programs described in Chapter 9, programs for communities and conservation groups to consider include:

- Important Bird Area recognition, promoted in the U.S. by the National Audubon Society, is part of a global effort to identify and conserve areas that are vital to birds and other biodiversity (<http://web4.audubon.org/bird/iba/>)
- The Tree City USA® program, sponsored by the Arbor Day Foundation in cooperation with the USDA Forest Service and the National Association of State Foresters, provides direction, technical assistance, public attention, and national recognition

for urban and community forestry programs in thousands of American towns and cities (<http://www.arboday.org/programs/treeCityUSA/about.cfm>)

- The National Wildlife Federation’s Certified Wildlife Habitat™ encourages and recognizes private and public sites that are “gardening for wildlife” (<http://www.nwf.org/Get-Outside/Outdoor-Activities/Garden-for-Wildlife.aspx>)

The Crossroads Association should also create recognition programs for “legacy communities” and “visitor services communities” as described later in Chapter 9.

**ACTION: Encourage community and private-owner pursuit of recognition programs for special resources by publicizing the availability of such programs.**

#### 10.4.2 Planning in New Jersey

New Jersey’s support for community planning is considerable, although the level of public participation and quality of the result can vary from locality to locality. Chapter 9, *Crossroads Preservation*, addresses the need to incorporate Crossroads interests in municipal historic preservation planning and ordinances, following the statewide historic preservation plan. Crossroads interests should also be addressed in two other critical local planning activities:

- Comprehensive planning, a requirement for all communities within a framework supplied by New Jersey’s State Development and Redevelopment Plan, under either New Jersey’s Municipal Land Use Law or the County and Regional Planning Act, N.J.S.A. 40:27-2 et seq.
- Open space planning, a requirement local jurisdictions must meet to collect and spend local funds for open space and receive state funding. All jurisdictions in the heritage area have such plans, both county and municipal.

New Jersey’s requirements for comprehensive planning (also called master planning) includes elements that address needs of communities that seek to support the goals of the Crossroads of the American Revolution National Heritage Area, including land use, circulation, community facilities, recreation, conservation of natural resources, economic development planning, and historic preservation. The required historic preservation plan element must indicate the location and significance of historic sites and historic districts; identify the standards used to assess worthiness for historic site or district identification; and analyze the impact of each component and element of the master plan on the preservation of historic sites and districts. The plan must also indicate the relationship of the master plan’s proposed development of the municipality to the master plans of contiguous municipalities, the county, and the State Development and Redevelopment Plan.

**ACTION: Support the establishment and use of land development concepts, processes, and design forms as identified in the statewide land use plan to preserve open space, prevent sprawl, and preserve and enhance the scenic qualities of the landscape.**

**ACTION: Work with New Jersey’s Department of State, the Association of New Jersey Environmental Commissions, and other land use advocacy organizations on model language and case examples municipal and county master plans can use to address the Crossroads of the American Revolution National Heritage Area.**

**ACTION: Recognize parks, trails, sites, and resources in each municipality’s comprehensive plan that are relevant to the Crossroads of the American Revolution National Heritage Area to demonstrate significant public benefit and establish a conservation purpose for the scenic and historic qualities of these open space lands and historic resources.**

**ACTION: Support county and local governmental policies, regulations, programs, and initiatives that preserve and encourage appropriate management of natural and cultural resources.**

**ACTION: To encourage heritage area programming, set threshold levels of planning and provide support in achieving excellent planning.**

In addition to state guidance and support for master planning and historic preservation, there are opportunities for communities to tie their planning into specific state-supported programs for open space, farmland protection, wildlife, and water resources. All of these can be adapted to support Crossroads goals for landscape and natural resource conservation along with the preservation of historic sites, and protection of all of these kinds of special resources can be implemented with state, and sometimes federal, funding.

### **10.4.3 Garden State Preservation Trust Programs**

The Garden State Preservation Trust (GSPT) is the financing authority that provides state funds to preserve forests and meadows, watersheds and wildlife habitats, parks and sports fields, working farms, agricultural landscapes, and historic structures. In more than 40 years, no statewide public referendum for farmland or open space preservation has been defeated. Most recently, New Jersey voters authorized \$24 million for the Garden State Preservation Trust under the Green Acres, Water Supply and Floodplain Protection, and Farmland and Historic Preservation Bond Act of 2009. This funding can be leveraged into many more dollars for preservation and conservation through projects sponsored by counties, municipalities, and nonprofit conservation groups, who bring additional funds to the table. The funding from the GSPT flows through several state sources, including the New Jersey Historic Trust as described in Chapter 9, and Green Acres and the State Agricultural Development Committee described here.

#### **Green Acres**

Green Acres, New Jersey’s nationally renowned funding program for the acquisition of open space and historic sites, has protected nearly 640,000 acres since its founding in 1961. Today, its stated mission is to “to achieve, in partnership with others, a system of interconnected open spaces whose protection will preserve and enhance New Jersey’s natural environment and its historic, scenic, and recreational resources for public use and enjoyment.” The program is guided by the *New Jersey State Comprehensive Outdoor Recreation Plan (SCORP)* ([http://72.41.119.75/Library/SCORPs/NJ\\_SCORP\\_2008.pdf](http://72.41.119.75/Library/SCORPs/NJ_SCORP_2008.pdf)). The completion of this SCORP allows the state to tap funding available to states

through the federal Land and Water Conservation Fund, among others. It documents that the state already has more than 1.2 million acres of protected land (26% of the state's land area), with a need to protect 700,000 acres more.

The Green Acres program supports both state and local land protection projects. At the state level, the State Acquisition Project Areas (<http://www.nj.gov/dep/greenacres/currentstate.html>) includes a Crossroads of the American Revolution land acquisition project area. The description of the focus on historic properties (generally speaking, land, not buildings) includes this statement (emphasis added): “By protecting and linking sites of historic significance and by *preserving swaths of adjoining buffer lands*, the history and *even the historic landscapes* of New Jersey can be preserved.”

At the local level, Green Acres provides matching funds based on county and municipal governments' Open Space and Recreation Plans (OSRP). In order to be eligible for these matching funds under the Green Acres Planning Incentive Program, which funds land acquisition for recreation and conservation purposes, counties and municipalities must collect an open space tax and have a Green Acres approved OSRP, passed as part of their master plans. (*Open Space and Recreation Plan Guidelines, 2010*, available at [http://www.nj.gov/dep/greenacres/pdf/osrpg\\_2010.pdf](http://www.nj.gov/dep/greenacres/pdf/osrpg_2010.pdf))

Once an OSRP has been approved by the Green Acres Program, a local government can acquire lands identified in its OSRP without making multiple individual, site-specific applications for Green Acres funding to acquire those lands. As of April 2010, all 21 counties and 236 municipalities in New Jersey had passed an open space tax by voter referendum, many by large pluralities.

The taxes collected locally may be used following purposes, or any combination of these purposes, as determined by the local government:

- (a) Acquisition of lands for recreation and conservation purposes,
- (b) Development of lands acquired for recreation and conservation purposes,
- (c) Maintenance of lands acquired for recreation and conservation purposes,
- (d) Acquisition of farmland for farmland preservation purposes,
- (e) Preservation of historic properties, including the acquisition of such properties for historic preservation purposes, or
- (f) Payment of debt service on indebtedness issued or incurred by a local government for any of the purposes stated in (a), (b), (d) or (e).

Because spending of state matching funds is limited to (a) in the list above, “acquisition of lands for recreation and conservation purposes,” land identified for local acquisition that supports the protection of Revolutionary Era landscapes and sites should also be identified with recreation and conservation purposes in mind whenever possible. Local funds without state matching funds are not so limited; many communities have named their local programs after the full title of the state enabling legislation. Bergen County, for example, calls its program the “Open Space, Recreation, Farmland and Historic Preservation Trust Fund.” Counties, in fact, typically make their funds available to match municipal funds raised in the same way as the state Green Acres program, but for most if not all purposes under the law enabling open space taxation.

**ACTION: Working with NJDEP, NJDCA, ANJEC, and others, identify examples where local open space funding has supported the acquisition and/or public access to lands related to historic resources from the Revolutionary Era.**

**ACTION: Working with NJDEP, NJDCA, ANJEC, and others, encourage counties and municipalities to amend their Open Space and Recreation Plans to enable protection of and public access to lands related to historic resources from the Revolutionary Era.**

### **Farmland Preservation**

New Jersey's Farmland Preservation Program is administered by the State Agriculture Development Committee (SADC), which coordinates with County Agriculture Development Boards, municipal governments, nonprofit organizations and landowners. In addition to the 700,000 acres cited above as desirable for protection for open space and recreation, the SADC has called for an additional 400,000 acres of farmland to be preserved in order to reach its target of 600,000 acres required to sustain agriculture as a viable industry in New Jersey. (SCORP, 67). By preserving farmlands, we are also ensuring that New Jersey's centuries-old agrarian traditions continue.

Since 2009, the SADC has required county and municipal Farmland Preservation Plans to obtain Garden State Preservation Trust funds administered by the SADC for farmland preservation. The SADC also runs a variety of specific programs including incentive grants to counties, municipalities, and nonprofit organizations. Farmland owners can sell development rights or entire farms, which are then restricted and resold, or make temporary, eight-year commitments to preservation, which gains them access to other farm management benefits offered by the SADC. The SADC also accesses federal programs for land protection and soil and water conservation.

**ACTION: Promote and support public and private land stewardship programs and initiatives with respect to conservation easements and other mechanisms that will help public and private owners preserve agricultural lands, strengthen the economic viability of agricultural uses, and promote best management practices on agricultural lands, focusing organizational energies on achieving greater protection for high-priority landscape areas.**

**ACTION: The identification of historic landscapes that are also worthy of protection as important farmland should be a high priority as landscapes in general are inventoried and studied. Opportunities should be explored for planning and funding the protection of these "double duty" areas as a high priority for action by government and nonprofit heritage-area partners.**

**ACTION: Working with the NJ Department of Agriculture, the State Agriculture Development Committee, and others, identify examples where farmland funding has supported the acquisition and/or public access to lands related to historic agrarian resources from the Revolutionary Era.**

**ACTION: Working with NJDEP, NJDCA, ANJEC, and others, encourage counties and municipalities to undertake or amend Farmland Protection Plans, so protection**

**of lands related to historic resources from the Revolutionary Era becomes an element to be considered in such planning.**

**ACTION: Collaborate with New Jersey’s two regional Resource Conservation & Development Councils (described in Chapter 3, *Existing Conditions*) to identify farmland protection and agri-tourism projects compatible with Crossroads goals.**

#### **10.4.4 Planning for Protecting Wildlife Habitat and Biodiversity**

According to New Jersey’s SCORP, the state “is ecologically unique. Very different northern and southern plant and wildlife communities call the state home, making New Jersey’s ecosystems among the most complex and diverse in the nation. This biodiversity includes 2,134 known native plant species and close to 900 wildlife species. Approximately 1 million shorebirds and as many as 80,000 raptors make migratory stopovers here each year.”

Wildlife habitat protection is guided by New Jersey’s Wildlife Action Plan for Wildlife of Greatest Conservation Need (2008; [http://www.state.nj.us/dep/fgw/ensp/wap/pdf/wap\\_draft.pdf](http://www.state.nj.us/dep/fgw/ensp/wap/pdf/wap_draft.pdf)). A critical action called for in the plan is to integrate wildlife management with other management plans. It also calls for improving study and designation of Important Bird Areas, in part to address the needs of migratory birds in the Atlantic Flyway, in collaboration with the National Audubon Society.

In 1994, the New Jersey Division of Fish and Wildlife’s (DFW) Endangered and Nongame Species Program (ENSP) adopted a unique landscape-level approach to imperiled species conservation by developing the Landscape Project. The goal of this project is to protect New Jersey’s biological diversity by maintaining and enhancing imperiled wildlife populations within healthy, functioning ecosystems. Although this program does not offer funding, it does offer valuable information as the basis for local planning.

As described in *New Jersey’s Landscape Project Version 2.1*, the Landscape Project focuses on the big picture, and not just on individual locations of imperiled species as those areas become threatened. The Landscape Project identifies critical wildlife areas to be preserved in order to ensure the conservation and recovery of New Jersey’s imperiled wildlife for future generations through geographic information system (GIS) technology. The Landscape Project’s information is readily accessible and can be integrated with the planning, protection and land management programs at every level of government — federal, state, county and municipal – and is available for use by non-governmental organizations and private landowners.

Landscape maps and overlays provide a basis for such local planning as the development of local habitat protection ordinances, zoning to protect critical wildlife areas, management guidelines for imperiled species conservation on public and private lands, and land acquisition projects. Most importantly, the critical area information provided by the Landscape Project can be used for planning purposes before such actions as proposed development, resource extraction (eg. timber harvests) or conservation measures occur. As the program’s description states, “Such planning with accurate, and legally and

scientifically sound information will result in less conflict. Less time will be wasted, and less money spent, attempting to resolve after-the-fact endangered and threatened species issues.”

**ACTION: The overlap of historic landscapes with wildlife habitat should be assumed in dealing with historic landscapes. As historic landscapes are identified and studied, opportunities should be explored for planning and funding the protection of these “double duty” areas as a high priority for action by government and nonprofit heritage-area partners.**

**ACTION: Support state and regional planning and programs for the preservation and enhancement of natural resources.**

#### 10.4.5 Water Resources

“The State has long recognized the importance of protecting rivers, streams, lakes, reservoirs, wetlands and associated buffers, and coastal waters. These lands protect ecological resources and water quality, provide water based recreational opportunities, and serve as linear open space linkages....While the protection of water resources through land preservation has been a goal of the Green Acres Program since its inception, new legislation further focuses Green Acres preservation efforts on lands that protect important water resources,” says New Jersey’s SCORP (31).

The SCORP also explains that as a result of Public Law 2002, Chapter 76, the Green Acres State Land Acquisition Program “has revised the ranking system used to evaluate state land projects based on water resource features, biodiversity, and other natural resources. The new ranking system assigns three times the weight for water resource lands and two times the weight for flood prone areas as compared to other priority criteria.” (31)

In addition to Garden State Trust funds, there are other possible funding sources. There is special funding through the Environmental Infrastructure Funding Program, which is administered by the NJDEP, as explained in Chapter 3, *Existing Conditions*. “Headwaters, stream corridors, wetlands, watershed protection, and aquifer recharge areas are among the types of land that would qualify. While lands purchased through the EIFP cannot be developed, they may be used for passive recreational activities such as hiking, fishing, and horseback riding. A conservation easement on funded parcels assures that the water quality benefits are preserved.” (SCORP, 32) The New Jersey Water Supply Authority also partners with local governments and nonprofit conservation organizations in protecting the watersheds that the Authority relies upon for its water supply, in the basins of the Raritan and Manasquan rivers, and the Delaware & Raritan Canal and its tributaries.

**ACTION: The identification of historic landscapes related to water resources should be a high priority as landscapes in general are inventoried and studied. Opportunities should be explored for planning and funding the protection of these “double duty” areas as a high priority for action by government and nonprofit heritage-area partners.**

**ACTION: Support federal, state, and local programs and initiatives that will improve and maintain water quality within the region’s wetlands, lakes, streams, rivers, and bays.**

#### 10.4.6 Empowering and Coordinating with Partners

As described in detail in Chapter 9, *Crossroads Preservation*, collaboration with local, county, regional, and state partners is a critical element in pursuing resource planning and protection in the heritage area. Important state level partners are those discussed in the preceding section; they are also identified in Chapter 3, *Existing Conditions*, along with regional and statewide nonprofit organizations focusing on landscape conservation issues and supporting outdoor recreational access.

**ACTION: Hold annual consultations with county and municipal planning officials and conservation and recreation groups to coordinate and prioritize efforts for inventorying and protecting important land and water resources with important relationships to Revolutionary Era sites and events.**

**ACTION: Collaborate with non-profit organizations, friends groups, and advocacy groups to promote the preservation, enhancement, and appropriate management of natural resources and landscapes within the heritage area.**

**ACTION: Collaborate with agencies at the federal, state, and local levels managing publicly owned properties with significant natural resources areas within the heritage area to promote landscape connectivity, healthy ecosystems, best management practices, appropriate recreation, and interpretation.**



*South Bound Brook, interpretive signage and trail: Crossroads will encourage communities to expand trails focusing on historic landscape areas and connecting legacy communities with nearby sites where Revolutionary era events are interpreted.*

## 10.5 Linkages and Recreation

Opportunities for outdoor recreation are important community amenities and support visitors' positive experiences. These can include trail networks and local touring routes linking communities. Outdoor recreational development should also include interpretation of the Revolutionary Era in parks and along trails and through family-oriented community activities in public parks and elsewhere supporting public dialogue and appreciation of community identity. Public events such as marathons and bicycle races based on Crossroads themes are examples of public education through recreational activity. Such events not only entertain visitors and residents, but also can support community revitalization.

**ACTION: Recognize the use of alternative modes of transportation in the conceptualization and implementation of heritage area programs.**

### 10.5.1 Trails

Within New Jersey, as of 2008 there were more than 2,000 miles of marked or mapped trails on public lands and waterways suitable for canoeing and kayaking, according to New Jersey's Green Acres program (see SCORP, p. 27). Trails are a key element of New Jersey's outdoor recreation planning, led by a *New Jersey Trails Plan* (updated 2009; [http://www.state.nj.us/dep/parksandforests/natural/trail\\_plan.htm](http://www.state.nj.us/dep/parksandforests/natural/trail_plan.htm)).

New Jersey already had an extensive network of trails and a rich history of trail planning and development before the 2009 plan called for expanding trail development potential through unused rail and utility rights of way, publicly preserved open space, private lands, and water trails. It also calls for the inclusion of trails in plans for development/redevelopment, transit, and farmland preservation. A critical concept is focus on continuity, meaning efforts to connect neighborhoods and communities and to connect residential areas with community destinations (parks, trails, and schools – the latter through the use of funding from the state's Safe Routes to School Program). The plan also calls for development of funding incentives for multi-jurisdictional trails; increasing the share of New Jersey's federal Transportation Enhancement Program funding that can be devoted to trail development; and ensuring that trails are eligible for funding through corporate business taxes approved for recreation facility development, among other options for enhancing funds available for trail planning and development. Finally, the plan recommends establishing an Interagency Trails Council to coordinate regulatory review of trail policies and to advise the legislature; and revitalizing the State Trails System as the centerpiece of the New Jersey Trails Program, including an increase in the number of designated trails.

**ACTION: Participate in state leadership efforts to improve funding, policies, interagency coordination, and promotion of trails. Reach out to the New Jersey Trails Council as a key partner in this endeavor.**

**ACTION: Encourage communities and conservation groups to expand trails and trail access points, focusing organizational energies (1) on achieving greater protection and development of trails through historic landscape areas, and (2)**

**connecting legacy communities with nearby sites where Revolutionary Era events are (or could be) interpreted.**

**ACTION: Collaborate with community groups in the process of developing trails and greenways to identify and pursue funding opportunities for trail and greenway facilities where they overlap with heritage area interpretive opportunities.**

**ACTION: Identify opportunities for bicycle, pedestrian, equestrian, and boaters to tour the heritage area and learn about New Jersey’s Revolutionary War heritage.**

**ACTION: Support the development of multi-use and water trails to enrich linkages among Revolutionary Era sites.**

### **10.5.2 Byways and Touring Routes**

Byways and touring routes are key elements of the interpretive plan in Chapter 7, *Crossroads Presentation*. That plan recommends development of touring routes linking communities and interpretive sites within storyline and themed presentations, and developing guidelines for management of the routes and the historic and scenic landscapes to be seen along the way.

Byways and routes, existing and proposed, are shown on the Existing and Planned Touring Routes map, Figure 3-4. Scenic byways and birding and wildlife trails are existing vehicular touring routes that take visitors through some of the most scenic and naturally rich parts of the state. In addition, several significant routes used by both armies and the battles in which they confronted one another, shown in the Revolutionary War Landscape map, Figure 3-1, offer potential touring routes, and trails planned across the state can add to the touring experience with alternatives to driving. The Washington-Rochambeau Revolutionary Route (W3R) is already designated as a National Historic Trail and should be coordinated with Crossroads presentation.

#### **New Jersey’s Scenic Byways**

New Jersey has an official scenic byway program that seeks to “highlight transportation corridors that have outstanding scenic, natural, recreational, cultural, historic or archaeological significance. They represent the uniqueness and diversity of the state and together the byways tell stories about New Jersey’s history, heritage, recreational opportunities, and beauty.” (<http://www.state.nj.us/transportation/community/scenic/>)

To be a scenic byway, a state road must be a transportation corridor that is regionally significant and “should represent the uniqueness and diversity of the state with a unifying theme that tells a story about New Jersey’s heritage, recreational opportunities, history and beauty. Roads that have a variety of scenic or interesting features with no relationship to each other do not create an overall sense of the road’s character, history, or culture and therefore should not be considered for the scenic byway designation.”

The heritage area encompasses both of New Jersey’s National Scenic Byways, the Millstone Valley Byway and the Delaware River Scenic Byway, and two other New

Jersey state-designated byways. All are described in Chapter 3, *Existing Conditions*, as follows:

- **Delaware River National Scenic Byway** runs 33 miles along the Delaware River from Trenton north to Frenchtown. The byway offers “a firsthand experience of the Delaware River’s formative power, which shaped the cliffs and lowlands of the valley, influenced the settlement patterns of our historic river towns, and even played a critical role in America’s Revolutionary War, as memorialized at Washington Crossing State Park.”<sup>1</sup>
- **Millstone Valley National Scenic Byway** is located in the narrow Millstone River valley of north central New Jersey. The route forms a loop drive along the west side of the Millstone River and the east side of the D&R Canal. Travel along the Byway offers a glimpse into the past where major troop movements and military campaigns greatly influenced the outcome of the American Revolution.
- **Palisades Interstate Parkway Scenic Byway** is a State Scenic Byway located in the northeast corner of the Crossroads Heritage Area. The Parkway offers a scenic 42-mile tour from the New Jersey side of the George Washington Bridge from Fort Lee north to Bear Mountain State Park in New York with breathtaking views of the Palisades, the Hudson River and the New York City skyline along the way.
- **Upper Freehold Historic Farmland Byway** is a State Scenic Byway in Monmouth County that exposes visitors to the area’s unique agricultural, historical, environmental and cultural traditions. The route passes through historic Allentown founded in 1706, across the old iron bridge at Crosswicks Creek, and past several sites involved in the Revolutionary War.

The benefits of New Jersey scenic byway designation include both recognition and better access to funding. Scenic byways are marketed through the NJDOT byway website ([http://www.state.nj.us/transportation/community/scenic/byway\\_s.shtm](http://www.state.nj.us/transportation/community/scenic/byway_s.shtm)), and have access to the National Scenic Byway Program web site if they choose to participate, regardless of whether or not they are a nationally designated byway. Any state-designated scenic byway qualifies that route for access to federal funding through the National Scenic Byway Program. Initial funds through the program can be utilized to prepare a corridor management plan, which is required for potential designation of the route as a National Scenic Byway (or All-American Road, a higher designation that recognizes byways that have nationally significant qualities and are considered “destinations unto themselves”). Federal funds from the program may also be used for resource protection, the development of visitor facilities, byway related safety improvements, access to byway-related recreational opportunities, and byway-related interpretive information, as well as marketing for the byway. Currently, with the exception of preparing corridor management plans, nationally designated byways are more likely to be funded through this program than state-designated byways (although this is not a hard and fast rule). A

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<sup>1</sup> Federal Highway Administration, America’s Byways Program. Accessed online January 13, 2010, at <http://www.byways.org/explore/byways/2463/index.html>

well-managed, nationally designated byway will help its communities manage and if desired, increase visitation, lengthen visitor stays, and increase economic activities for heritage-tourism related businesses.

**ACTION: Recognize scenic routes and byways within the heritage area, and for roads believed to qualify, pursue designation as state or national scenic byways as part of FHWA’s America’s Byways program.**

### Other Potential Driving Routes

For the Crossroads of the American Revolution National Heritage Area, roads that may not qualify for byway status but which link a variety of Revolutionary Era communities, sites, and other places where stories of the American Revolution can be told could be recognized, mapped, and promoted as “touring routes” under a program established specifically for the heritage area. Such roadways provide the canvas for themed itineraries to support the interpretive experience (itineraries are defined as plans for journeys listing and mapping different places in the order in which it is recommended that they be visited).

Although not currently designated as official touring routes, several Revolutionary War routes and Colonial-era routes, shown on [Figure 3-1] are also potential routes for touring the heritage area by car, connecting many of the key Revolutionary War sites critical to telling the Crossroads stories. These include the various routes of the Washington-Rochambeau Revolutionary Route, designated as a National Historic Trail and now in an early planning phase. There are also other historic military routes associated with major Revolutionary War events, documented by local historians and Revolutionary War enthusiasts. Routes others have identified are associated with:

- The retreat across the Jerseys from Fort Lee to Trenton;
- Washington’s march from the Delaware crossing to Trenton;
- Washington’s march from Trenton to Princeton;
- Washington’s march from Princeton to Morristown; and
- British and American routes to and from the Battle of Monmouth.

Research discussed in Chapter 3, *Existing Conditions*, Chapter 8, *Research and Education*, and Chapter 9, *Crossroads Preservation*, should lead to a Crossroads inventory of Revolutionary Era resources, documented with local partners’ participation. Such inventorying can do double duty in supporting identification of potential touring routes, which then must be evaluated for use as routes promoted to visitors.

The 300-mile New Jersey Coastal Heritage Trail, designated by Congress in 1988, interprets New Jersey’s maritime history, coastal habitats and wildlife migrations and is operated as “an affiliated area” of the National Park System. The coastal trail includes a number of important Revolutionary Era sites that are not within the heritage area. Although the Coastal Heritage Trail and Crossroads Heritage Area overlap only in Perth Amboy, they do share a mission to promote heritage tourism and resource protection within New Jersey. A partnership between the two organizations would provide a link for continuous heritage tourism routes and visitor services throughout New Jersey’s rich landscape of cultural and natural heritage.

New Jersey also has a Birding & Wildlife Trails program developed by the Audubon Society to expose a broader audience to the abundant wildlife in the small state (see <http://www.njwildlifetrails.org/>). The program includes two sets of published trail networks (driving tours) that include several named segments in the heritage area, the Meadowlands Trails and the Skylands Trails. Skylands Trails meander through Hunterdon County, including the *Hunterdon's Highlands*, *Discover Diversity*, *Reservoir of Riches*, *Delaware River*, and *Amwell Valley Trails*. The *Family*, *Independent Naturalist*, and *Meet Me in the Meadowlands Trails* in the Meadowlands Trails network pass through the heritage area in Bergen and Hudson Counties. These touring routes may offer possible routes along roadways of interest to the American Revolution and should be carefully analyzed for the potential benefits of overlap.

### **Incorporating Trails into a Touring System**

In addition to vehicular routes, [Map xx – Existing Conditions] shows several multi-use trails for walkers, hikers, and bicyclists that can add to non-driving options to the touring experience. Although trails are fairly well-distributed throughout the heritage area, many are still in the development stage or lack connections to other existing trails. Others that are complete and readily accessible are more suitable for recreation and local linkages instead of incorporation into a larger, touring system. Completing the potential trails and establishing connections between existing trails, as described in a section above, would provide greater access to the heritage area for multi-use trail users and encourage greater visitation overall. The longer and more prominent trails in the heritage area (or portions as they are completed) are well suited for incorporation into a touring system:

- **The Delaware & Raritan Canal State Park**, a 70-mile corridor straddling the D&R Canal and a popular recreation destination for canoeing, jogging, hiking, bicycling, fishing and horseback riding.
- **The East Coast Greenway**, a multi-use recreational trail linking 25 major cities from Florida to Maine and covering 94 miles in New Jersey. Extending from Hoboken southwest through Newark, New Brunswick, and Princeton to Trenton, the Greenway travels through the heart of the heritage area, following the Delaware & Raritan Canal from New Brunswick southward. Currently, 53 percent of the route in New Jersey is on automobile-free paths, and of the remaining route, about 16 percent is in development to become off-road over the next few years<sup>2</sup>;
- **The Delaware River Heritage Trail**, under development by the Delaware River Greenway Partnership, as a 60-mile, land-based walking and bicycle trail that will link river communities and state lands. Interpretive displays along the way will convey the natural and cultural history of the region. Once completed, the trail will extend from the Tacony-Palmyra Bridge at Philadelphia in the south to Trenton and Morrisville, PA to the north; and

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<sup>2</sup> New Jersey Department of Transportation. New Jersey East Coast Greenway Multi-Use Trail Guide. Accessed online on March 23, 2010, at <http://www.greenway.org/nj.php>

- **The Delaware River Water Trail**, planned to extend 200 miles starting from the headwaters of the Delaware River in Hancock, NY. The heritage area's share of this water trail includes the river's lower segment starting well below the Delaware Water Gap National Recreation Area, the most populated section, extending to the tidal waters near Trenton. Most of the shoreline along this stretch is private; however, forested islands and rocky bluffs form scenic vistas from the water. On land, numerous historic towns and small cities create a rich cultural landscape.<sup>3</sup>

**ACTION: Support the development of multi-use and water trails to enrich linkages among Revolutionary Era sites.**

### 10.5.3 Establishing and Managing Touring Routes

As noted above, a touring route that is well-managed will have a greater chance of increasing visitation (both the number and diversity of visitors), lengthening visitor stays, and increasing heritage-tourism-related economic activity for the communities through which it passes (primarily food, lodging and related retail activities).

A well-managed touring route is one in which the communities through which it passes have collaborated to:

- Establish a distinct identity and a clear and compelling reason to visit.
- Preserve and enhance the qualities of the points of interest and visitor attractions.
- Ensure that the experience of getting from one place to the next is just as interesting and enjoyable as being at each of the places along the route.

In addition, through collaborating on the marketing, preservation, and enhancement of the route, communities can share resources and gain leverage through greater efficiencies. Such cost savings could make it easier for collaborating communities to identify and contribute the matching funds needed to implement management actions.

Collaboration does not necessarily require that a new organization is needed to manage that route, just that the responsibilities are clearly assigned and understood. For example the responsibility for creating and establishing a distinct identity will be a prime responsibility of the Crossroads Association; a given touring route can simply adapt the Association's guidance to the specific needs of the route. The responsibility for collaboration on preservation and enhancement of the points of interest (including coordination of interpretation) might be done through an ad hoc group of site managers and volunteers who meet periodically to agree on a coordinated program for preservation and enhancement. Responsibility for the route might be accomplished by the local or state transportation offices as long as there is an agreed-upon plan for them to follow. A corridor management plan can serve as the basis for all such collaborative activities, outlining a blueprint for partners' actions.

The types of enhancements that might be necessary will obviously vary by route, but at a minimum, each route should plan for:

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<sup>3</sup> Delaware River Greenway Partnership. Accessed online March 23, 2010, at <http://www.delrivgreenway.org/content/Welcome%21/Welcome%21%20Index.html>

- Enhancements that make the route more of an identifiable tourism product, giving those visitors that need it some reassurance that they will have a pleasant, educational, and enjoyable experience. This might include such things as directional signage, visitor information kiosks, and signs to identify sites, all coordinated with a distinct visual and graphic identity.
- Enhancements needed for the sites themselves, to ensure that they are friendly and accessible to visitors – including actions that may help to reduce or mitigate any visual intrusions that detract from the visitor experience.
- A coordinated and fresh interpretive presentation, needed to achieve any economic (or educational) goals associated with a touring route.
- Enhancements to the route itself – finding ways to gradually improve the visual quality of the route over time (such as streetscape projects, beautification, and tree planting) and to add such safety-related measures as traffic calming and installations to protect pedestrians.

The degree to which the touring route should be managed can help a group determine if that route should pursue designation as a scenic byway or to focus their limited efforts on establishing a heritage touring route. While a heritage touring route with less aggressive management may not generate as much economic activity, it will generate awareness and interest in the preservation and interpretation of the heritage touring resources.

There are three distinct phases of developing a managed touring route: an establishment phase, a development phase, and a sustaining phase. Let's look at each.

### **Creating a Touring Route: Establishment Phase**

The first task is to determine an appropriate route and establish the chosen route's identity. Here are basic steps:

1. Inventory the intrinsic qualities of the general area to determine what opportunities are available for telling a compelling story about the area's Revolutionary War history. Chapter 7, *Crossroads Presentation*, identifies the primary themes and storylines, and sites that are currently available to tell those stories.
2. Next consider how best to link those sites so that the travel experience is just as enjoyable as the experience of visiting the sites themselves. Care should be taken to define a primary corridor, or spine, from which routes to the various sites can be signed (if needed). The route should be linear with anchoring sites at each end have a full range of services and amenities for visitors to access along the way.
3. Itineraries should then be developed for the route. These should include experiences that range from a couple of hours to an entire weekend.
4. Once a route is established with destinations and an itinerary, then an initial transportation study should be developed. This should be done by a qualified transportation planner or traffic engineer who can identify any highway safety issues associated with introducing a more casual driver into the mix of commuting and

local traffic that already takes place along that route. In some instances, the results of that analysis may suggest a refinement of the route to avoid highly congested areas, complex turning movements, or areas with high crash rates. In addition, the touring route should be examined for how it can be utilized by pedestrians and bicyclists, or how mass transit or trails might be incorporated. A multi-modal touring route will reach a greater audience and offer an opportunity to link the touring route with the overall livability of the community.

5. An analysis of the route should then be undertaken to determine if there are any planned or programmed projects underway that may have an impact on the travel experience such as major, multi-year roadway construction projects or large-scale development projects that may alter the quality of the travel experience. No one wants to travel through a construction zone as part of a leisure travel experience. The route should be refined to avoid these areas (at least on an interim basis during a construction period).
6. Long-term comprehensive plans should also be reviewed to determine future land use along the route to make sure that the resources being featured along the travel route will not be adversely affected by changes in land use. Heritage visitors will not return to an area or will not recommend the area to friends and colleagues if the experience is not authentic or if the experience is somehow compromised by incompatible land uses. The route should be refined to avoid these areas.
7. Once the route has been identified, itineraries established, traffic and safety issues addressed, and threats and vulnerabilities understood, then the route is ready to be marketed and promoted.

### **Managing a Touring Route: Development Phase**

Once established, a touring route will need to be managed. The primary management needs for a touring route include:

- A corridor plan that clearly spells out the actions needed to manage the route over time. If State Scenic Byway or National Scenic Byway designation is desired, this corridor management plan should meet requirements for these designations, for the New Jersey Department of Transportation and the Federal Highway Administration (FHWA).
- Endorsements and recognition for the touring route to establish and maintain its credibility as a great place to visit, including making application to the New Jersey and/or Federal Highway Administration for State or National Scenic Byway designation, if desired,
- Asking property owners, utility companies, highway departments, and others with management responsibility for the travel route to consider the goals of the touring route and work to proactively conserve and enhance the qualities of that route as part of their daily management and stewardship activities. Such partners should be brought into the planning and decision-making on designation.

- Coordinating conservation and preservation actions among local and regional organizations and agencies to ensure that the touring route retains its qualities over time. Such partners should also be brought into corridor management planning.
- Pursuit of outside funding to implement the plan recommendations, focusing on the high priority recommendations.
- Organizing events and activities associated with the touring route and working with other groups to coordinate events and activities taking place along the touring route. Crossroads as a whole will be encouraging more events, and will be a helpful source of ideas and connections.
- Promotion of the touring route as a heritage- or nature-based tourism destination as part of the Crossroads local, regional and national marketing and promotion efforts, as appropriate to the capacity of the touring route.
- Identifying the primary point of contact for information about the touring route.
- Working with municipal and non-profit organizations to promote volunteer opportunities along the touring route, especially for maintenance and upkeep of the right-of-way and any roadside pull-offs or outdoor interpretive exhibits as identified in the corridor management plan.

### **Managing a Touring Route: Sustaining Phase**

In advance of the plan being fully implemented, a new phase needs to be considered by the collaborating parties: that of how to sustain the route over time. This may include:

- Finding ways to make the touring route more interesting and exciting by developing a plan to refresh interpretive exhibits and developing associated programming and events along the touring route.
- Finding ways to link potential enhancements to the touring route with existing enhancement plans in the community for mutual benefit of all.
- Finding ways to finance ambitious interpretation, programming, and enhancements over time.

**ACTION: Develop a special program to recognize and manage “touring routes” – including both driving routes and trails – that provide important physical linkages for interpreting storylines and selected topics relating to Crossroads interpretive themes.**

### **10.6 Wayfinding**

Efforts to establish a coordinated wayfinding system for the State of New Jersey have been spearheaded through Celebrate NJ!, a non-profit organization, which recognized this need to organize and promote the assets of New Jersey, and began championing a seamless, systematic statewide wayfinding system. Although the the New Jersey Wayfinding Plan developed by Celebrate NJ! is not state policy, it outlines a set of key principles for wayfinding in the state consistent with best practices (see sidebar). Its emphasis is on signage; in implementing this plan, wayfinding strategies should address

all ways that travelers gain information to help them move around the heritage area, both before and during their trips.

For Crossroads, primary wayfinding strategies should focus on the following important needs:

- Using the wayfinding system to establish a physical presence as part of its overall visual and graphic identity; and
- Establishing a means of directing visitors from the interstate system to primary destinations;
- Providing visitors with the appropriate levels of information that allows them to navigate from one site to the next or along a specified heritage route.

Visitors usually come in two flavors. One group includes those who want to explore on their own without the interference of physical signs pointing them in the preferred direction. This group usually wants to know “what is near me now that I might be interested in” and their navigational needs are usually met by mobile technology and applications (GPS devices, smart phones, and web-based services). The second consists of visitors who need reassurance that they are headed in the right direction and that someone is helping them get to the place they want to go, and to find the best places along the way. They will often follow itineraries directly and will want to know how long it will take to get there.

The following describes the recommended structure for a wayfinding system that is designed to help visitors first to understand that they are located in an area that is part of the Crossroads of the American Revolution National Heritage Area; and, second to ensure they can find those primary gateway sites and other destinations that will give them more information about how to explore the area in more detail.

### **10.6.1 Getting to the Heritage Area**

The first goal of wayfinding for the Heritage Area is to utilize the wayfinding system to help establish a distinct visual and graphic identity. One of the first opportunities to do that is to announce to the visitor that they are in the heritage area and that they should get off at the next exit. This is consistent with the New Jersey Wayfinding Plan’s Level 1 wayfinding system – associated with the interstate highways. The FHWA’s Manual of Uniform Traffic Control Devices (MUTCD) provides little guidance on what is allowed on interstates with this regard and it is primarily related to smaller signs associated with crossing a river.

According to MUTCD, section 2M.09:

Destination guide signs with a white legend and border on a brown background may be posted at the first point where an access or crossroad intersects a highway where recreational or cultural interest areas are a significant destination along conventional roads, expressways, or freeways. Supplemental guide signs with a white legend and border on a brown background may be used along conventional roads, expressways, or freeways to direct road users to recreational or cultural interest areas. Where

access or crossroads lead exclusively to the recreational or cultural interest area, the advance guide sign and the exit direction sign may have a white legend and border on a brown background.

### **10.6.2 Finding Gateways and Primary Destinations**

The second level of hierarchy is to link the heritage area visitor from the expressways and primary routes noted above to the gateway sites (and any visitor centers as appropriate) associated with each tourism area or corridor. The goal would be to establish primary visitor points of contact where local visitor information and itineraries can be obtained. A complete wayfinding system (including both directional route marking and confirmational signs) associated with primary visitor points of contact would guide visitors and reassure them that they are heading to the right location. This primary wayfinding system should utilize standard MUTCD guidance and incorporate a unique logo identifying the heritage area that is suitable for highway use at expressway speeds. (Note: the logo is a part of an overall branding effort described in Chapter 7, *Crossroads Presentation*.)

### **10.6.3 Itinerary-based Touring Routes**

The third level of hierarchy involves the itinerary-based touring routes themselves. These routes would not be signed unless designated as a state or national scenic byway. Instead, visitors would find their way along these routes with tear-off maps received at the gateway sites and other locations, or via web-, mobile phone-, and/or gps-based navigation systems.

### **10.6.4 Finding Other Interpretive Sites**

Ultimately, all Crossroads interpretive sites should have signs that mark their sites and confirm to the visitor that these sites are part of the intended Crossroads presentation. Such signs should be visible from the road; while it is expected that each will be unique, over time as signs are installed or replaced, Crossroads branding should be incorporated. Visitors arriving at the site should be able to access site information, including opening hours and/or a telephone number if the site is closed but could be opened on request (short notice or not). For sites that cannot be open on a regular basis, see Chapter 7 for advice on installing outdoor interpretive exhibits to enhance the visitor experience. For touring routes in particular, planning for such outdoor interpretive experiences can be incorporated into the corridor management plan.

**ACTION: Design and implement a wayfinding system, partnering with New Jersey transportation and tourism agencies and other organizations to initiate the program and carry it out over time.**

## **10.7 Community Revitalization**

Underlying all heritage area efforts is the goal of having a material, positive impact on residents' quality of life. Community revitalization can stem from interpretive programming, historic preservation and other resource stewardship initiatives, and

work to enhance the visitor experience. To reinforce Crossroads program’s impacts and strengthen community character, excellent community planning and best practices at the local municipal level are essential.

Crossroads should collaborate with county, regional, state, and nonprofit planning entities to provide incentives and technical assistance at the local level. Individual communities within the heritage area should be encouraged to develop comprehensive revitalization programs emphasizing historic preservation, open space and landscape conservation, community parks and access to outdoor recreation opportunities (especially trails), and energy conservation and sustainable systems (lowering energy use, managing stormwater, and improving water quality).

Chapter 9, Section 9.4.2, defines “legacy communities” as communities that existed within the heritage area at the time of the Revolution. “Visitor service communities” are those communities within or close to the heritage area that have appealing historic character and are capable of providing high quality services to heritage travelers. That chapter also lays out a program for recognizing these communities in order for the Association and partners to collaborate in providing targeted services (Section 9.8.7), including enhanced interpretation for legacy communities willing to act as “gateways” to interpretation in their regions. The chapter also covers Main Street, a key approach developed by the National Trust for Historic Preservation in revitalizing small downtown business districts.



*North Main Street, Cranbury, village commercial district: Community planning and best practices at the local municipal level are essential for strengthening community character throughout the heritage area.*

These approaches constitute the primary means by which the Association and heritage area partners can support community revitalization efforts. In addition, support for the arts, including public art and commemorations, and public festivals and events can inject liveliness into small communities and should be encouraged.

**ACTION: Support economic revitalization strategies and infrastructure improvements within urban and developed areas that strengthen downtown cores, stabilize neighborhoods, and enhance streetscape and community character.**

**ACTION: Recognize energy conservation and sustainability within heritage area communities and demonstrate commitment to these principles through the actions undertaken and supported by the heritage area.**

**ACTION: Support the arts, including public art and commemorations, in legacy and visitor service communities.**

**ACTION: Support public festivals and events in legacy and visitor service communities.**



*Hackensack War Memorial (Charles Henry Niehaus) and First Dutch Reformed Church, Hackensack Green, Hackensack: In 2005, Hackensack received state and federal grants to renovate the town green which served as Washington's headquarters in November 1776.*

## Creating a Wayfinding System for New Jersey

Celebrate NJ! is a nonprofit organization founded in 2006 that “seeks to promote the best of New Jersey,” and has tackled the challenge of creating a unique wayfinding system for the nation’s most densely populated state. Here is how CNJ! explains the proposal. For more information, see <http://www.celebratenj.org/community-initiatives/nj-wayfinding-initiative/>.

### What is Wayfinding?

When signage works, it helps us move with confidence in unfamiliar locations. Because state, county and local authorities do not coordinate signage in New Jersey, it’s often easy to lose the trail when trying to find a particular point of interest. The exception may be hospitals—the big, blue “H” is universally understood as the Wayfinding symbol for a hospital, and in most cases these signs lead you right to the Emergency Room door.

A successful Wayfinding program has the potential for making all our important points of interest as easy to find as a hospital without creating unnecessary and confusing sign clutter.

### Why is Wayfinding important?

A good Wayfinding program not only reduces the frustration of traveling in unfamiliar neighborhoods, it also enhances pride in our sense of place by reminding us of the sites which give character to our surroundings. It makes business sense too. Tourism is a \$35 billion industry in New Jersey. Neighboring states have already begun to enhance Wayfinding to support their own tourism. New Jersey needs to keep pace and be competitive.

### New Jersey Deserves the Best

A first-class Wayfinding program creates signage that:

1. Enhances safety and reduces sign proliferation
2. Has symbols that are language independent
3. Reflects the environment the icons must function in
4. Accurately interprets the message
5. Is recognizable from a distance without reading words
6. Encapsulates the power of obvious symbols
7. Creates a unifying element and amplifies a sense of place
8. Uses symbols that are timeless
9. Interfaces easily with GPS in cars and cell phones

### Why not just adopt a program from some other state?

New Jersey has some unique challenges. Many of New Jersey’s recreational areas, cultural sites, historic venues, and other attractions (e.g., farmer’s markets, zoos, botanical gardens and parks, marinas, resorts, ski areas, wineries) are not directly accessible from major highways. The current state directional signage program is a template used in 17 other states. Since Colonial times, New Jersey has been the most densely populated and culturally diverse state in the nation with a tradition of Home Rule. A successful Wayfinding program in New Jersey would involve not just sites within a short distance of state highway crossroads, but “tiered” signage that directs a person from federal, state, county or local roads to a destination.



*High Street, Historic Downtown Commercial District, Burlington*

# Chapter 11 – Management and Implementation

## 11.1 Approach to Management and Implementation

Crossroads of the American Revolution National Heritage Area is enormous, making management a major challenge. Besides a large population, land area, and number of jurisdictions, perhaps even more significant is the multiplicity of interpretive and historic sites and stories. Decisions about how to manage the heritage area's programs and development over time will affect many parties – principally, the board and staff of the Crossroads Association, partners (sites, attractions, nonprofit and governmental resource stewards, etc.), and visitors.

The specialties in which heritage areas practice are demanding and complex – especially because a heritage area does not have a limiting focus as do such related programs as parks and recreation departments or historic preservation offices. Programming that addresses resource protection, access, and visitor experience in general requires many skills and strategies: advocacy, grants, technical assistance, planning, direct action (purchasing/managing land or buildings or other real-estate-related interventions), public outreach/education/events, and more. Good staff trained in these areas and sensitive to context can be endlessly inventive and helpful – the hard part is to maintain focus so that their efforts move the heritage area toward its goals.

Successful management of a heritage area begins with a clear vision and goals (see Part 1, Chapter 1) and a strong plan (Part 2). Together these will enable the Crossroads Association to maintain focus on priorities as various ideas for projects and funding opportunities arise.

As important as individual programs are to the success of a heritage area, equally important is effective management of a heritage area as a whole. This chapter is designed to help the Crossroads Association and its partners evolve an effective program of communicating with and supporting one another, developing resources, and making decisions. It divides into three parts:

- Structuring the heritage area's management;
- Business planning for the management entity, the Crossroads Association; and
- Strategies for implementing this management plan.

A structure for the heritage area's management is needed to provide a framework that will be effective in stimulating partnerships among the heritage area's many stakeholders, in order to serve the entire heritage area and implement the plan.

Business planning for the Crossroads Association includes marketing and communications (first addressed in Chapter 7, *Crossroads Presentation*, the section on heritage tourism and marketing); staffing; costs and fundraising; and organizational development (board membership/diversity, committees, etc.).

Implementation involves the setting of priorities, right-sizing the list of priorities in view of available labor and funding, and phasing.

Naturally enough these three topics are intertwined – stimulating partnerships is labor-intensive and focused around a variety of programs, for example, so knowing what is most important to accomplish helps to determine staff size for business planning. And without business planning, it is difficult to have a valid prediction or set of assumptions about the resources available to fund implementation.

## **11.2 Management Structure**

### **11.2.1 The Role and Values of the Crossroads Association**

As the management entity designated in the heritage area’s federal legislation, the Crossroads Association is the focal point in the structure for managing the heritage area – although by no means alone. The Association has two primary management concerns: keeping its own house in order, and providing leadership and performing tasks essential to building the capacity of partners. This section addresses the management of the Association itself in becoming the vehicle for managing all aspects of a heritage area.

#### **Role**

According to the authors of a study of the first 13 years of Cane River National Heritage Area of Louisiana, “Working successfully in multidimensional partnership environments requires a special kind of organizational culture and leadership philosophy.”(Cane River, 48) Therefore, as the Association develops and grows its capacity, it is important for its staff and board to consider its roles and values and to be conscious of the special nature of a “management entity.” (See sidebar, “What Makes Heritage Area Management Distinctive?”) As the “partner-in-chief” for the heritage area, the Association provides coordination, consistency, and continuity for partners sharing the mission of developing the National Heritage Area. As it does so, the Association must develop and maintain many roles:

- “Keeper of the vision” and shared mission
- “Critical friend” providing outside expertise and perspective
- Steward and advocate
- Network manager
- Brand manager
- Investment and portfolio manager

#### **Values**

In pursuing these roles, the Association must consider the values by which it will operate. It may be useful to develop a specific statement of values as time proceeds and the board and staff gain experience. The Cane River study suggests several key values for a heritage-area coordinating organization, stating that it must:

- Represent in a balanced way the diversity of key interests associated with the heritage area (i.e., cultural, geographic, economic, organizational, governmental)...;
- Transcend organizational and political interests;

- Inspire respect in its dealings with heritage area partners, the general public, and those who make up its authorizing environment;
- Be perceived as having credibility and clout...; (Cane River, 55)
- [Operate] in a transparent, flexible, and adaptive manner; and
- [Interact] with partners in ways that help them develop a sense of common purpose and ownership of the heritage area initiative. (Cane River, 57)

A similar study of the Delaware & Lehigh Canal National Heritage Corridor offers an additional perspective: “A number of *key leadership characteristics are also necessary*, including creativity and “outside the box” thinking, entrepreneurialism and a willingness to take risks, patience, mentoring skills, integrity, and collaborative leadership skills.” (D&L, 59, emphasis in the original)

**ACTION: Define and affirm the values of the Crossroads Association in tandem with implementing the first phase of the management plan, possibly as the first full strategic plan is put in place.**

### 11.2.2 Board of Directors

#### Functions

The critical functions for a heritage area’s board are (1) to guide staff in selecting programs and activities that can be justified on the basis of the expected outcomes in the management plan, and (2) to ensure that the organization has the resources to pursue them. It must also manage staff, finances, and such governance issues as organizational policies and succession. Finally, it must advocate for the continued support of the heritage area, principally by the Congress and the National Park Service, but also by other federal agencies, and key state agencies.

#### Tools

Tools for the planning and oversight needed in program development include multi-year strategic plans and annual work plans (both discussed in a section further below). The board will gain information and experience over time about partners’ and communities’ needs, informal feedback about progress in building the heritage area, and formal evaluation (also discussed below). Building “resources” includes fundraising. Other valuable resources include clearly defined policies, public support, staffing, and relationships with partners. Along with a fundraising or development plan, a good communications plan is critical to building organizational resources and support (both are also discussed below).

#### Fairness

In seeking to implement and direct the heritage area, the board must work to be evenhanded, assuring that resources are spread across the heritage area as equally yet as strategically as possible. Variations will occur according to the enthusiasm, funding, and success of regional and local initiatives, but the board should keep an eye on the Association’s impacts across the heritage area and make sure that the management plan is reflected in its decisions over the long term.

## What Makes Heritage Area Management Distinctive?

### What Makes Heritage Area Management Distinctive?

Like land trusts, heritage area “management entities” (sometimes called “local coordinating entities”) are organizations that are evolving a special identity within the world of nongovernmental organizations (or quasi-governmental, in some cases). While in many respects they operate as do many nonprofit organizations, here are some of the distinctive features of these highly specialized organizations:

- **Board structure** generally reflects the diversity of a heritage area both geographically and demographically. Many heritage areas also establish specific ex officio “seats,” some with voting rights, for particular institutions (academic, governmental, interpretive, etc.).
- **Staffing usually includes a direct relationship with the National Park Service**, which either provides staff (less common) or makes sure that one or more National Park System units provide support of various kinds. This can be everything from providing guided tours through the heritage area outside the park (Fort McHenry does this for Baltimore) to overseeing contracts.
- **A management plan provides a baseline** for developing work plans, budgets, evaluation protocols, and annual reports or “report cards” on management plan progress. Although similar to any nonprofit organization’s strategic plan, these plans are generally much more detailed about programs and responsibilities and provide guidance for periodic strategic planning.
- **The expectation of partnering.** Being an “institution serving institutions” calls for a different approach to many functions, from fundraising and sharing credit to involvement of partners on a regular basis in organizational programs. The expectation is that heritage area’s management plan is a plan for all parties, not simply the heritage area management entity. Therefore, it is incumbent on the organization to be a skillful manager of relationships with a wide variety of partners (and stakeholders), from all-volunteer interpretive sites to powerful state agencies.
- **Financial management can be crucial**; as with many nonprofits, grants management is a key skill. However, many **heritage areas pass a portion of their funds on to their partners** in the form of grants or cooperative agreements. This calls for an even higher order of administrative capacity in a specialized area.
- Management entity incorporation and/or bylaw documents according to state law need to reflect **certain specific powers** concerning:
  - Property ownership (land, buildings, easements);
  - Revolving property trust (buying buildings/land and re-selling to conservation owners);
  - Revolving loan funds; and
  - The ability to re-grant funds to others.
- Depending on the specific federal legislation applying to each National Heritage Area, the organization may also have one specific, quasi-governmental power, that of being a **consulting party or reviewer with power to affect or comment on federal actions that affect the heritage area** as identified in the management plan. This is designed to encourage federal actions to be congruent with a heritage area’s plan. This can be the basis for intervention in controversial cases and can demand much staff time and board attention.

(Credit: A. Elizabeth Watson, AICP, Heritage Strategies, LLC; adapted from an article produced for the Erie Canalway National Heritage Corridor’s 2010 strategic planning project)

### **Board Make-up**

The size of the board in heritage areas can be an issue, because of the need to represent a diversity of interests and be well-distributed geographically. In general, smaller boards (fewer than 20) are more functional than larger ones – quorums are more easily maintained, relationships are more easily built, “air time” in meetings is more available to each individual. Board size need not be used to provide “coverage” where staff and good communications can ensure that the organization will be seen as developing in the direction intended in the management plan. More important is ensuring that the board has critical relationships with or appreciation of key partners and that there are critical skills among its directors, including business management, fundraising, human resources, and finance as well as programmatic experience in interpretation, tourism, recreation, land conservation, historic preservation, etc.

Achieving diversity – listed among values in the preceding section – gains much for the organization. Diversity for this heritage area means not only ethnic diversity but also representatives of diverse population areas, especially the region’s highly urbanized places. Critical to successful diversity is ensuring that new board members see people like themselves already on the board, or joining along with them. Tokenism is not acceptable. (For a sample of a simple strategic plan for enhancing diversity undertaken by the Newark Museum, see sidebar “Embracing Diversity – Why and How.”)

Board members should have the organization as their first passion. It is difficult enough navigating the shoals of organizational development and partnership – especially the perennial problem of competing for funds for “another mouth to feed” among partners. Leadership, attention, time, and expertise devoted to the organization by its directors must be wholehearted. A common pitfall among heritage areas is to seek directors among partners’ executive directors – naturally enough, since those are among the first to understand the heritage area’s importance and be able and willing to devote significant time to its development. While some of the most talented board members in the national heritage area community as a whole are indeed executive directors, there is an inherent conflict of interest in having board members whose first allegiance is their own organization. Board members of those same organizations may be better targets.

**ACTION: Undertake an evaluation of current representation on the board of directors and develop plans for expanding diversity and skill sets to support management plan implementation and fundraising.**

### **Board Culture**

As the board emerges from the management planning phase, there are many immediate needs for its collective attention. Even so, directors should work at understanding where training, educational opportunities, retreats, and other group activities might benefit the development of strong corporate culture and decision-making. Such issues as board-staff relations, strategic planning, fundraising, financial management for nonprofits, and organizational leadership deserve time on the annual calendar and occasional meeting agendas. In addition, while the board may keep the implementation plan in mind and make strategic decisions to support the plan at every meeting, it is important on an annual basis to reserve special time for focus on the management plan and the organization’s activities relative to the annual budget and work plan, evaluation, the communications plan, and the fundraising plan.

**ACTION: Undertake annual board training focusing on important issues where education and discussion will benefit the development of a sound corporate culture.**

**ACTION: Reserve at least one round of committee and board meetings each year to focus on the plan and its relationship to the strategic plan, annual budget and work plan, evaluation, the communications plan, and the fundraising plan.**

## Embracing Diversity - Why and How

### WHY:

- To fully develop the organization's response to the needs of its community as articulated in its mission and affirmed in its institutional plan.
- To identify creative opportunities for competitive positioning in a dynamic world with ever increasing community implication.
- To reach out, cultivate and develop a broader audience for continued relevancy and long-term sustainability.

### HOW:

- Organizational Planning
- Affirm institutional mission and clarify the current vision.
- Who are your stakeholders, communities, or persons of interest?
- Articulate institutional priorities and plans.
- Do you have a strategic plan?
- Has the institutional plan been broadly communicated both internally and externally?
- Governance and Leadership
- What is the existing governance and institutional leadership structure?
- Is the board properly aligned with the mission and vision of the organization?
- Are there gaps between the organizational plans and the governance and leadership talents, skills and resources needed for implementation?
- Have you developed a plan of action to fill these gaps? Diversity Plan?
- Have you developed a communication strategy for this diversity plan?
- Have you developed a diversity management plan for ongoing monitoring your efforts and progress?
- Programs
- Is there staff awareness of institutional mission, vision, and commitment to your communities?
- Are programming objectives consistent with organizational plans and priorities?
- What are the challenges to accomplishing the stated programming objectives?
- Does the program development and/or implementation plan involve the community or end users in any way?
- Is there a mechanism for continuous program assessment?

CREDIT: Mrs. Meme Omogbai, Assistant Treasurer and Chief Operating Officer, Newark Museum; presented May 12, 2009, at the New Jersey Historic Preservation Annual Conference, Glassboro, NJ.

### 11.2.3 Board Committees

Board oversight of projects should be top level, ongoing and focused on how well each project supports strategic direction and uses resources. Committees should do the time-consuming work of program planning, staff interaction and evaluation, and exploring possibilities with free-ranging discussion. By using well-organized committees to get basic work done, the board is able to concentrate on policy and progress.

#### Action Committees

As the heritage area emerges from the management planning phase, action committees will be useful in enlisting the individual expertise of directors. Action committees based on the programmatic, partnership development, and grantmaking functions outlined above can help the board keep the myriad responsibilities of a heritage area straight and provide a forum for detailed discussions leading to innovation and leverage of ideas and resources. They can be devoted to specific, short-term projects, or on-going programs. They may include non-board members depending on the board's need for added input and expertise from partner representatives or others.

The keys to successful action committees are to provide focus, avoid overloading any one committee with too many programs and projects, keep them small enough to work together effectively, and bring together individuals of like expertise and interests. There is no need to define these in the organization's bylaws. Rather than locking them in, the organization should be working to gain experience with "adaptive management," that is, changes to management structure based on the evolution of programs and the board's experience in oversight.

An alternative to the division of responsibilities into three or four committees would be to create flexible teams (call them "blue" and "red") that divide responsibilities roughly between interpretation/tourism and historic preservation/research/education/community planning. Grantmaking and partnership development must also be included. The strategic combination of activities divided between just two committees might be less taxing for the staff to support, but this ambition should be balanced with a realistic sense of the workload distribution, the benefits of focus, and the benefits of smaller, more autonomous groups.

One committee topic that does not fit clearly within the programming ordinarily associated with heritage areas, but which may be very important from time to time, is a committee to address advocacy or policy in the political arena. This may appropriately be retained within the executive committee (discussed below). The organization's board should participate at least through executive committee representation in decisions to communicate important policy and funding requests to state and federal officials. The entire board should understand where this responsibility lies, since on occasion it may be necessary for the organization to move quickly in response to changing governmental circumstances.

With a clear list of activities for both short-term and long-term pursuit (especially short-term), it should be possible to develop details of the likely activities that committees should address. This information can then provide the basis for discussion among the board to shape the final board committee structure.

**ACTION: Form action committees to support implementation of the management plan.**

**Organizational Committees**

Currently, the Association’s board of directors operates with a slim portfolio of committees focused on governance – an executive committee (officers only [?]), a budget committee, an audit committee, and a nominations committee. This organizational committee structure should be reviewed and overhauled as needed to support implementation of the management plan and organizational growth. Two needed committees are:

**Executive Committee:** The composition and powers of this committee are typically spelled out in an organization’s bylaws. Generally, this committee approves agendas, minutes, finance reports, and other documentation for all-board meetings and provides a forum for discussion of administrative issues between such meetings. It may also perform a strategic planning function in screening proposals for new programs or activities arising through the programmatic committees and shaping the necessary discussion by the entire board. Depending on bylaws and practice, this group may be the place where hiring decisions are made (in the case of the executive director) or aired (in the case of the executive director’s hiring of the remainder of the staff). It may also provide a “kitchen cabinet” function to the president in helping with decisions on appointing directors to existing or *ad hoc* committees, including the annual *ad hoc* audit committee (comprising non-finance committee board members to work with the auditor). It may also provide a forum for approving contracts to be signed by the president and/or executive director.

**Budget Committee:** The budget or finance committee – typically headed by the treasurer in most nonprofits – works on annual budgets; provides oversight on spending, income, and reserves; and approves financial reports to be provided to the executive committee and board. Joint meetings of the executive committee and finance committee can help to minimize extra meetings, but there may be times when the finance committee must buckle down to dealing with a level of detail to which others are not so dedicated.

Additional board committees to support the organization should include committees as described below, or at least committees addressing these functions but tailored to specific needs of the board:

**Fundraising and Development:** This is a critical function discussed in a separate section of this chapter. This committee provides leadership in involving the entire board in fundraising activities of all kinds, by creating and implementing a fundraising plan as described below. *Ad hoc* subcommittees might take on particular activities, such as an annual fundraising event. Membership of this committee sometimes includes non-board members if appropriate.

**Advocacy:** The function of this committee is described in detail in Chapter 9, Crossroads Preservation, as it is anticipated that the Association will pursue advocacy most intensively on behalf of preservation – especially but not exclusively with regard to interpretive attractions as well as Revolutionary Era historic sites and communities. It is also possible that the Association would wish to deploy its advocacy “bully pulpit”

powers on behalf of landscape-related issues described in Chapter 10, and to address issues stemming from educational and research goals discussed in Chapter 8. Such a committee would usefully include a range of partners' representatives with expertise to advise the Association. Aside from decisions on specific advocacy issues and how to approach them, however, direct board involvement is needed because the time required for advocacy will compete for valuable staff hours.

**Governance, Board Development, and Strategic Planning:** In essence, this committee takes the pulse of the organization and sees to board succession and development. Well beyond being simply a nominating committee – itself a critical function – this committee oversees board training and communications. It could also take on strategic planning instead of or as a supplement to the executive committee – monitoring progress on the management plan and effectiveness of action committees, and providing a first screen for adding new programs or activities arising through the programmatic committees.

**Personnel and Administration:** this committee works on personnel and bylaws and other organizational policies (e.g., insurance, offices, contracts for organizational services, etc.). As the organization begins to add staff, this committee can provide critical support to the executive director.

**ACTION: Form a fundraising/development committee. This is a critical improvement to the board of directors needed immediately as an early action.**

**ACTION: Revise and improve the existing organizational committee structure to support implementation of the management plan and organizational growth.**

**ACTION: Study existing bylaws and ensure that they support the revised organizational committee structure as appropriate.**

### 11.3 Developing Effective Partnerships

#### 11.3.1 Defining Partnership (and Other Useful Terms)

The use of partnerships is addressed or implied throughout this management plan. The very definition of a heritage area assumes a network of **partners**: a system comprising parts seeking to become a greater whole.

A true partnership is a relationship among equals seeking to satisfy mutual goals and needs and working collaboratively to support one another. Planning and decision-making are shared. Responsibilities are divided by mutual agreement. Communication is frequent and clear. Inequalities and dominant roles are recognized and addressed by mutual agreement. Such relationships may or may not be carried out by written agreement or some kind of general resolution on the part of the partners, but they represent obligations to one another that should be clearly understood and accounted for in each partner's work planning.

Potential partners in the Crossroads of the American Revolution National Heritage Area are:

- Private and public owners and managers and friends of **Revolutionary War historic sites**, who are interested in preserving their sites and interpreting them to wider audiences;
- Public and private environmental organizations and land preservation groups interested in preserving historic spaces and viewscapes;
- **Corporations** concerned about quality of life for their employees and their communities;
- **Educational institutions** interested in telling New Jersey’s history; **and**
- Destination marketing organization involved in promoting heritage tourism.

Other words used repeatedly in this chapter also deserve some explanation. **Stakeholders** are those groups that could be full partners but for whatever reason are not actively participating in a project (perhaps not yet). They nevertheless have a stake in the outcome. They may or may not know about a project (although it is incumbent on teams during their projects to find and inform stakeholders), but they will be affected by it. **Supporters** are like stakeholders except that they participate in a project at a lesser level than partners. **“Collaborators”** refers to a team of partners and supporters, and is interchangeable with **“working group.”**

**Constituents** are found in a broad category of participants in the heritage area – interested parties, researchers, donors, community leaders, and others who have some reason for keeping track of what is going on. They are simply self-selected individuals or representatives of organizations who have either donated to the organization, or, at a lower threshold, have visited the web site and are interested enough to have registered. They represent a pool of potential resources and it is worthwhile for the Association to communicate with them on a regular basis. They are an audience that is already receptive to messages from Crossroads and will help keep down “snail mailings” costs because they constitute a limited and accurate list. Constituents can also be the target of marketing, events, and other outreach that helps to develop a strong sense of “internal” identity for the heritage area.

**Audience** is the broadest possible category. It includes both visitors and residents, and comprises the end users of the heritage area – the target of most “external” marketing, and thus broadly speaking the heritage area’s “market.” Internal and external audiences are generally demographically categorize-able groups existing at home (internal) and away (external, that is, potential visitors), as discussed in Chapter 7. In New Jersey, however, and in this heritage area, a sizeable portion of the audience, or market, has been determined to be New Jersey residents.

### 11.3.2 Structuring the Crossroads Partnership System

#### **The Association and its Partners**

The vision for the Crossroads Association as the heritage area’s management entity is that it largely provides context, ideas, leadership, incentives, technical assistance, and financial support, but does not undertake “day to day” activities that support the heritage area. These are carried out by the heritage area’s partners, individually and collectively. Local partners undertake local activities, regional and state partners undertake regional and state activities, working groups tackle special projects, etc. The

Association's role is to foster programs that stimulate partners to undertake projects and build the heritage area, independently, in collaboration with one another, or with the Association's participation and leadership.

Critical partners in structuring the partnership system are the National Park Service and state agencies, especially those New Jersey agencies owning historic sites that can be enhanced, interpreted, and marketed as gateway and regional sites.

### **The Role of the National Park Service**

The role of the National Park Service is highly important to developing the stability and sustainability of the Crossroads partnership system. Federal recognition provides credibility and reinforces the long-term importance of the heritage area for partners and communities. The inclusion of Crossroads in federal marketing of the National Park System, affiliates, and heritage areas – including brochures, web sites, and the NPS's highly popular passport program – gives a head start to Crossroads marketing (and should propel product development by the Association and partners, to avoid disappointing visitors attracted in this way). Federal funding is seed funding that reduces the necessity of the Association's competing with partners for funding, and distinguishes the Association from other nonprofits without this advantage. The federal funding allocation allows the Association to present the heritage area as a unique way of leveraging state, local, and private funds.

The National Park Service offers three specific sources of assistance: Morristown National Park, the Northeast Regional Office of the National Park Service; and the national office of the National Park Service supporting heritage areas.

### **Morristown National Historical Park**

Morristown National Historical Park is a major resource to the Crossroads of the American Revolution National Heritage Area, offering multiple benefits through a relationship defined in the federal legislation establishing the heritage area. The legislation directly states that one purpose of the heritage area is to strengthen the Park "as an asset to the State" and implicitly recognizes the worth of weaving the park into the fabric of an overall experience of the American Revolution across the heritage area by "(A) establishing a network of related historic resources, protected landscapes, educational opportunities, and events depicting the landscape of the State of New Jersey during the American Revolution; and "(B) establishing partnerships between Morristown National Historical Park and other public and privately owned resources in the Heritage Area that represent the strategic fulcrum of the American Revolution." (Public Law 109–338, 120 Stat. 1843, Sec. 297A(b)(4)) The legislation also specifically requires the managing entity to "maintain headquarters for the local coordinating entity at Morristown National Historical Park and in Mercer County." (297E(b)(6))

The Park's ability to provide leadership and expertise, especially in interpretation, directly or by enlisting help from other parts of the National Park Service, should be enlisted early, as the partnership system begins. The specific statutory language reads as follows: "Subject to the availability of appropriations, the Superintendent of Morristown National Historical Park may, on request, provide to public and private organizations

in the Heritage Area, including the local coordinating entity, any operational assistance that is appropriate for the purpose of supporting the implementation of the management plan.” (Section 297F(a)(3))

### **Additional National Park Service Support**

The Northeast Regional Office is the other “guide” to National Park Service resources that is available to Crossroads. That office maintains a coordinator to work with heritage areas and provide liaison with the national office. The Northeast Regional Office, working with the national office as appropriate, specifically could offer:

- Regular meetings (at least annually) between Crossroads and NPS regional leaders;
- A sustained annual commitment by the regional office to provide technical assistance to specified Crossroads projects through relevant NPS programs (e.g., the Rivers, Trails, and Conservation Assistance Program and the Preservation Assistance Program). This could be accomplished through a collaboratively developed annual work plan that would specify the nature and extent of the regional office’s support;
- Staff exchanges to help foster mutual understanding of each other’s needs, skills, and opportunities;
- Establishment of a dedicated NPS “circuit rider,” a relatively senior regional staff position assigned specifically to help the management entity and partners navigate the NPS system and access federal funding, specific expertise, and other support; and
- Collaborative exploration of opportunities to draw on the experience of heritage area participants in addressing challenges that are increasingly important for the NPS (such as working successfully through partnerships, achieving meaningful conservation in lived-in landscapes, and developing effective landscape-scale interpretive programs). (credit: D&L Corridor, p. 64, all points listed)

A unique contribution to Crossroads of the American Revolution National Heritage Area is recognition of the Washington-Rochambeau Revolutionary Route as a National Historic Trail. This program is also served by the NPS Northeast Region in the form of a superintendent working with all states possessing trail segments. The prospective development of a management plan for this newly recognized National Historic Trail is a major opportunity to gain additional resources plus insight into interpretive and preservation possibilities.

Similarly, the existence of National Heritage Areas and National Park Service sites and affiliates in eastern Pennsylvania and near New Jersey’s border with New York (see Chapter 3 for a list) offers ways for the National Park Service to contribute to Crossroads, through collaborative interpretation and events and possibly also special marketing initiatives.

**ACTION: Build a strong relationship with Morristown National Historical Park.**

**ACTION: Define the nature of the implied collaboration between Morristown National Historical Park and the Crossroads Association in fulfilling the intent of**

**the legislation to provide operational assistance to public and private organizations seeking to implement the management plan “on request.”**

**ACTION: Seek a strong, consistent relationship with the NPS Northeast Region.**

**ACTION: Pursue NPS interpretive and other support by request to Morristown National Historical Park according to statute, working with the Northeast Regional Office as appropriate.**

**ACTION: Participate in the planning for the Washington-Rochambeau Revolutionary Route National Historic Trail.**

**ACTION: Seek ways to collaborate with National Park Service sites just outside New Jersey’s borders.**

**ACTION: Use available tools broadly to convey the NPS affiliation and brand.**

#### **Other Federal Support**

Other federal agencies can play important roles in project support and implementation. Federal transportation funding can be especially compatible with initiatives in heritage areas, through the Transportation Enhancement Program and scenic byway assistance. Other federal funds supporting recreational access, land protection, and brownfield cleanup are fairly commonly used in heritage areas. Less common sources are CDBG, HUD, EDI, and housing funds.

**ACTION: Explore federal grants programs outside the National Park Service to support specific projects.**

#### **Partnerships with Related National and Regional Entities**

In addition to the Washington-Rochambeau Revolutionary Route and nearby heritage areas, Crossroads has an opportunity to collaborate with nationally recognized Revolutionary War sites – such as Valley Forge – and organizations, such as the Mount Vernon Ladies Association (operator of George Washington’s Mount Vernon), which has already worked with the Association and Morristown NHP to offer teacher training.

**ACTION: Explore the development of lasting relationships and collaborative programs among Revolutionary War sites and interested organizations wherever they may exist, focusing on New York, New Jersey, and Pennsylvania.**

#### **State Support**

State agencies in other states prior to the 2008 financial crash have poured critical funding into heritage areas. Pennsylvania has gone so far as to create a parallel state heritage-area program, which for many years has provided funds to the Schuylkill River National Heritage Area (which includes Philadelphia and the many American Revolutionary sites in that region) and the Delaware & Leigh Canal National Heritage Corridor (Washington’s Crossing State Park, PA), among others in the state system.

Unfortunately, the dire financial straits in which state and local governments now find themselves as a consequence of the 2008 downturn makes such direct financial support for Crossroads impossible in New Jersey, at least during the next several years. The most the Association can hope for is to compete for grants from existing programs, and that funding has been reduced considerably.

In fact, a white paper developed for New Jersey Governor Christie in 2010 has suggested the possibility of privatizing state parks. While few details are provided in this white paper, clearly such an idea presents both threat and opportunity for Crossroads. It is a threat because of the overwhelming nature of such change, which could distract state-owned sites from participating in the heritage area for a considerable time.

On the other hand, privatization of these important state-owned sites representing the American Revolution may be an opportunity for Crossroads to take the lead in finding new ways to support them. Perhaps a collaborative management structure could be created similar to that employed by the New York Historic House Trust. In that program, public agencies continue to own sites and be responsible for major maintenance but they contract with individual nonprofit “friends” groups devoted to individual sites to provide interpretation, curatorship, docents, and day-to-day management, maintenance, and public access. The Trust itself is an umbrella group that provides 22 sites across the five boroughs of New York City with services best developed in common, such as marketing, collections management, training, ties to the educational system, etc. For Crossroads, while federal funding cannot be expected to replace the funding the state would no longer be providing to such sites, that funding could be dedicated to enabling the Association to support another nonprofit created for this purpose. Or the Association itself could play a role similar to the Historic House Trust, or undertake even closer supervision of selected sites, perhaps contracting with concessionaire for-profit providers of some services. Positive intervention by the Crossroads Association in privatization schemes for state sites requires special study.

**ACTION: Monitor trends and continue to explore opportunities for collaboration with the State of New Jersey and individual state agencies owning Revolutionary era interpretive sites.**

**ACTION: Be ready to respond to proposals for significant alterations in state ownership and management of critical Revolutionary era interpretive sites with a positive action program based on careful study.**

### **11.3.3 Guiding the Local Partnership System**

Mechanisms to guide the development of Crossroads partnerships and a common “heritage area culture” include the vision and goals described in Part 1 of this plan, and the entirety of Part 2, and more generally, the shared mission and sense of heritage derived from a compelling, nationally significant story.

A key insight in the heritage-area concept is that by working with one another, sites can exceed what they are able to accomplish on an individual basis. Even the most successful single site in the Crossroads of the American Revolution National Heritage

Area would have a hard time telling the larger “blockbuster” story of the Revolution in New Jersey alone. Just as museums rarely mount “blockbuster” exhibitions alone – they borrow from one another’s collections and arrange to share through traveling the exhibition – so do heritage areas require collaboration for their ultimate success.

Systematic cultivation of partnerships and a collaborative culture are key functions of the Crossroads Association. Ultimately, the quality of partnerships and strength of networks should be regarded as significant measures of its success. The stories and physical linkages certainly offer opportunities to bind the heritage area into a cohesive whole. Only through collaboration, however, can partners realize the potential of their National Heritage Area – by working together to *tell* the story, and *make* the linkages, and protect the common resources that make this entire heritage area so significant.

### What Stimulates Successful Collaboration?

The authors of a study of the first 17 years of the Delaware & Lehigh Canal National Heritage Corridor in Pennsylvania have this to say about factors that have enhanced partnerships there: “It is essential to establish collaborative processes that enhance...the partnership system. Such processes include:

- Meaningful community engagement on an ongoing basis;
- Continually **telling the story** and **promoting the vision** in ways that connect people and communities across the Corridor;
- Responsiveness to local needs and priorities;
- Operating with an **open, inclusive, collaborative approach**... [that] involves effective listening and communication; sincerity, honesty, respect, patience, and trust; shared responsibility and transparent and flexible operations; and a willingness to try new approaches....
- Partner organizations [that] redefine their goals and ways of working to **align with the Corridor goals and vision**; finally,
- A **commitment to learning and to implementing the learning** helps to hone the dynamic partnership system as it evolves and matures.

(D&L Corridor, p. 59; emphasis in the original, punctuation altered to create as a list.)

## Management Principles for Partnerships

It is not possible for board and staff to know with any appreciable degree of certainty all places and projects likely to demand attention, and when. Following are principles and guidance for the development of the partnership system.

### Principles for Board & Staff

**PRINCIPLE #1:** The heritage area’s response to the needs of places and projects should be systematic and predictable, be seen as transparent and fair, and support strategies and priorities.

**GUIDANCE:** This suggests a system of categorizing participants/partners – especially sites – so that it is possible to know immediately where to start in responding to individual requests for aid.

**PRINCIPLE #2:** The Crossroads Association’s board and staff cannot be expected to respond to the breadth of the need directly, for given the heritage area’s size, the staff required makes “high touch” response not feasible.

**GUIDANCE:** This suggests the need for a means of enlisting partners – providing them with enough incentives and technical assistance to wish to do so – in planning for their regions and providing for mutual support, long-term. It also suggests the need for strong communications and information management systems.

**PRINCIPLE #3:** The heritage area should be seen as a clearly cohesive whole, and in no way should it contribute to fragmentation or competition among jurisdictions and/or various partners.

**GUIDANCE:** The first phase of organization of the heritage area should not pursue regional segmentation. Sites and partners should understand the “big picture” and the need to knit the heritage area together. They should be ready to experiment with multi-jurisdictional collaboration through developing selected projects as identified elsewhere in this plan. They should also understand that affinity groupings are expected to evolve, perhaps unevenly as partners and sites settle in for the long haul.

### Principles for Sites & Other Partners

**PRINCIPLE #4:** Stakeholders need to have a clear sense that they are welcome to participate in Crossroads programs. They determine their own role within the heritage area. It is important for them to understand where they can expect to fit in the general scheme set out in the management plan and how they can advance their interests through the heritage area.

**GUIDANCE:** Allowing stakeholders to help set priorities or create work plans over time are possible activities to build into the management entity’s expected relationships with its stakeholders and partners.

**PRINCIPLE #5:** Sites and other partners should know what is expected of them, and be provided the earliest possible opportunity to make meaningful commitments to support the heritage area.

**GUIDANCE:** Expectations and general understandings should be arrived at as much as possible as the plan is finalized or soon after. Not all details must be laid out in this plan. In fact, the long-term growth of collaborative work on the heritage area will rely on partners taking charge of more detailed planning. Longer term, all partners possible – sites especially – should be given an opportunity to “join” the heritage area by achieving some level of threshold requirements.

**PRINCIPLE #6:** Partners should have peers and supporters to turn to beyond the Crossroads Association.

**GUIDANCE:** Organizing partners on a “multi-lateral” basis to plan for their surroundings and provide for mutual support over the long term not only makes sense for the Crossroads Association in achieving coverage (Principle #2), but this approach also will support partners and build “sibling” relationships.

## Management Principles for Partnerships, continued

**PRINCIPLE #7:** A system supporting sites and partners should not ask for more than they are able to give – not too many meetings or projects, for example. The growth of their responsibilities over time in this new arrangement should reflect existing patterns and inclinations.

**GUIDANCE:** Follow existing pathways for collaboration insofar as possible, using incentives and programming to shape this approach. Precisely what the appropriate strategies might be should become apparent through conversations with counties and target groups and early experimentation as projects and working groups are established. Arrangements may vary from place to place but they should adhere to principles laid out here.

### 11.3.4 Considerations in Formalizing Partnerships

An important consideration is whether or not, over the long term, the Crossroads Association should put into place a formal process for identifying partners. Why identify partners? Foremost, self-selection indicates interest and that the partner perceives a benefit in participating. The process carves out a more select audience with which to interact more intensively. Examples of partner programs among heritage areas are found in Iowa’s Silos and Smokestacks National Heritage Area, a long-standing effort, and New York’s Erie Canalway National Heritage Corridor, which modeled its program on the Silos and Smokestacks program in starting up in 2010.

Partners could obtain a range of benefits from participation in the National Heritage Area. At one end of the spectrum, simple access to a partners’ section of the Crossroads web site is one possibility (minutes, bylaws, other organization deliberations, or the ability to submit information directly to the web site).

The word “partner” implies a two-way street, and a certain kind of equality. In cultivating partner relationships and commitments, the Crossroads Association may choose to ask partners to participate in advisory bodies

The Association should also set standards or criteria for selecting partners, holding out some benefits for those partners that go to extra length to support the heritage area. Partners should be asked to apply formally by demonstrating (in an application) that they have met standards and are willing to make commitments. Any fear of unnecessarily excluding potential partners can be relieved by establishing a set of categories that can encompass all comers. Partners can then see that ultimately they may progress to the level allowing greatest participation, yet can gain a sense of teamwork and direction by being added to “preliminary” levels if they do not qualify for the full complement of partner benefits.

Management entities evolve their own answers to many questions inherent in partnering. Considerations include:

- How formal a relationship to build and how to recognize it;
- What to provide to partners (grants; training; technical assistance; marketing visibility – all depending on a given level of partner capability);

- What partner type to include – simply sites and attractions, versus a wider range of institutions, programs, or supporters that the Association would be able to serve and relate to (corporate partners, educational institutions, organizations closely aligned to the Revolutionary War as a theme but which do not own sites, etc.) – and how to tailor the program to each partner type;
- How to support partners in non-financial ways (with advocacy, intervention, collaboration, policy development, etc.);
- How to work collaboratively on such items as web site, community calendar, contests, or programs like “place matters” or “open doors”;
- What to expect from partners (commitments to self-improvement; commitments to project leadership; advocacy for the heritage area’s annual federal funding; fees?);
- How to maintain communications and monitor partners’ needs; and
- How much to encourage partners to build “sibling” relationships without the “parent” management entity.

For a grants program administered by the Association, a two-step process of self-selection may have several advantages. Step one would be for the partner to join the Crossroads Association, indicating a long-term interest in grants whether or not the partner is applying in a given round. Step two would be the application process, with only partners allowed to apply. Advantages:

- The audience for grants is identified up front – an element of identifying needs in the heritage area that can help to shape messages to funders and design the grant programs themselves;
- The first step allows Crossroads to gather some of the “up front” information about potential grantees, streamlining the process (certification of federal nonprofit status or “in good standing” assurances from the state, for example); and
- Crossroads can further limit some of its training and technical assistance for grant applications to the more selectively defined “partner audience.”

**ACTION: Develop a formal program of recognition and inclusion for partners.**

### **11.3.5 Structuring Local Partnerships in the Crossroads of the American Revolution National Heritage Area**

A highly important reason for the Association to pursue partnerships is they can amplify the staff’s capability. Partnership projects can share such leadership tasks as organizing and communicating among a group and allow groups of multiple organizations to benefit from Association services such as technical assistance and training. Setting up multi-party projects through a partnership structure also should help to build stronger networks and collaborative “sibling” relationships among partners – who might gain support in many ways from nearby peers with or without the Association’s direct involvement.

#### **Opportunities in Organizing Geographically**

One issue somewhat unique to large heritage areas such as Crossroads is whether and how to organize geographically. In this heritage area, this is an especially touchy issue. New Jersey has had woeful lack of collaboration among jurisdictions (municipalities, townships, and counties), which harbor an especially deep distrust of efforts to

“regionalize.” This long-time tendency to pursue separate ends is a force that works in opposition to the concept of a heritage area. Existing experience in cross-boundary governmental efforts in New Jersey is minimal outside such special-resource regions as the Crossroads area, the Highlands, and the Pinelands. Fortunately these home-rule attitudes are less prevalent among the citizen initiatives, non-profit organizations and the business community that are also important to the success of a heritage area.

Geographic areas make for a readily understood system for identifying partners, attractions, and other elements of a heritage area. They help participating parties understand where they fit and help the management entity evaluate requests for aid to help promote fair distribution of the heritage area’s resources. A certain amount of geographic grouping would also help the management entity to simplify face to face communication by serving as a guide to locations for meetings with partners, stakeholders, and constituents. The description of “character areas” in Chapter 7 suggests one way to create such a system, if it is found to be desirable to do so.

As the heritage area begins to implement this management plan, it is best simply to set a general direction for the evolution of partnerships and partner groups. Feedback during development of this plan clearly showed that dictating arrangements up front, prior to solidifying more relationships, is not appropriate in this heritage area. The Association, partners, and stakeholders are expected to work during their first years to gain experience, engage in dialogue, and build trust in order to evolve a workable system.<sup>1</sup>

Boundaries are not strictly necessary. It is better in New Jersey to think of groups within the heritage area as generating their own gravity, ultimately coalescing into planetary systems, so to speak, as collaborators and stakeholders become used to working together. Organizing help from one or more central or stronger parties might move this process along. An example of this approach is the “clusters” that have evolved in Virginia’s Shenandoah Valley Battlefields National Historic District. The expectation in the Shenandoah Valley is that everyone participates; consortiums of partners conduct their own meetings and the management entity is a voting member. Over time the clusters have taken on unique characteristics with considerable variation.

A further advantage of this approach is that it tolerates very well the idea that some partners and stakeholders might find themselves drawn to multiple working groups, sequentially or at the same time, depending on project. This may be especially helpful in addressing the geographic overlaps found in the Crossroads interpretive themes.

### **Direction for Evolving a Management Structure to Support the Development of Local Partnerships**

In order to make the idea of “partner groups” ultimately viable with some predictability, certain things are needed. The Association should identify and empower strong partners and match them to good projects. It should identify and support projects which are most likely to help to build partnerships, and devote staff time and resources not only to these projects, but to actively cultivating partners.

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<sup>1</sup> The board of directors determined this approach at a special meeting on July 22, 2010 in addressing the topic of management and how the heritage area and the Association should be structured.

Measures of success should be the number of partners supporting the heritage area, applying for assistance, and adopting its programs and standards. Performance evaluation, for example, might be based on how many organizations exist in various categories (sites, communities, business organizations in legacy communities, etc.) and what percentage of those have chosen to join or support the Association in a meaningful way.

**ACTION: During the heritage area’s early years, choose activities and projects that will cultivate the greatest experiences of partnership, dialogue, and trust-building.**

**ACTION: Dedicate staff time directly to partnership development.**

### **11.3.6 Providing Assistance to Partners – “Partner Development”**

Partner development is so important – so fundamental to the heritage-area concept – that it is one of the most important pursuits the Association can undertake. Like “development” as defined in a following section with regard to fundraising, “development” is a key word. Both uses imply the development of long-lasting relationships – such relationships are built through the various activities pursued by the heritage area. Relationships should be considered valuable results in their own right – the strength of such relationships long-term is highly likely to be an indicator of the heritage area’s success.

The range of activities that make up the concept of “partner development” is considerable, ranging from identifying partners and providing resources and services to them, to devising specific grant programs to achieve desired outcomes. The list ultimately should be well articulated and defined so that funders and partners understand the full universe of the heritage area’s and the Association’s assistance. Here are possibilities:

- Grantmaking (described below);
- Use of the heritage area logo and other branding elements (discussed in Chapter 7, Crossroads Presentation);
- Ways the web site and communications strategy (discussed in the section below on communications) can reinforce partners’ programs, including recognition and awards;
- Forming marketing partnerships to share enterprise revenue (discussed below);
- Sponsorship of a partner’s event (e.g., purchase of advertising, provision of honorarium, staff assistance);
- Technical assistance for many kinds of projects – although the range is considerable, as suggested by Chapters 7 through 10, some examples might be exhibit enhancements, construction of trails, and byway or itinerary identification and planning;
- Technical assistance in fundraising and grant-writing;
- Grant reference letters;
- Technical assistance on administration, public outreach and communications, and project planning;
- Workshops, training, and conferences;
- Provision of Board and staff speakers for partners’ events.

In rounding out this concept of programming for partner development, The Association's Board and staff ultimately should describe:

- Specific kinds of projects the Association expects to help;
- Threshold requirements, such as the requirement that interpretive sites undertake their own needs assessment prior to receiving heritage-area assistance (beyond technical and/or funding assistance provided by the Association to stimulate such needs assessment);
- The kinds and levels of aid to be made available;
- The application/decision-making process for soliciting requests for aid and/or deciding how to provide aid (at what level);
- When aid is to be provided to non-partners, and when it is to be provided only to partners;
- How to cultivate relationships with partners even when partners are not actively seeking or receiving assistance;
- Technical needs (e.g., specific changes to the web site to streamline the application process for staff or applicants, requirements for archival or promotional activities); and
- Ways to collect data readily as staff members proceed through their daily work, so that the program's inputs and impacts can be monitored and the burden of reporting to funders is minimized.

**ACTION: Describe how the Association intends to build and operate programs for partners as a defined “partner development” function shared by all staff, considering a wide range of elements of its work— all the ways that the Association's staff can expect to boost the work of partners. This is a high-priority cross-cutting activity to be deployed especially in support of the six first-phase strategies described at the end of this chapter.**

### **Formal Partner Identification**

An important consideration is whether or not, over the long term, the Association will want to put into place a process for identifying an official group or groupings of “partners” from among its stakeholders (defined earlier in this chapter, section 11.3.1).

Partners should expect to contribute to the work of the heritage area. For the most part, their pursuit of their own agenda can be assumed to contribute to the heritage area's development, especially once well-aligned to the heritage area's goals and strategies. But there are other ways that partners might provide much-needed leadership. For example, the Association may ask partners' representatives to participate in advisory bodies or committees, or may organize partners in a special way for the task of educating New Jersey's Congressional delegation about the heritage area's activities and its needs for annual federal appropriations.

Why would Crossroads wish to identify partners? First, it is convenient for much the same reason that it is common practice to have visitors register on a web site – self-selection indicates interest and that the partner perceives a benefit in participating. The Association may set goals for such participation by counting selected kinds of constituents and over the long term demonstrate how those goals are met. A measure

of performance evaluation, for example, might be how many organizations exist that meet certain criteria (operator of an American Revolution interpretive attraction, say) and what percentage of those have chosen to join or support the organization in a meaningful way.

To help the Association determine how to allocate significant assistance and support among the many partners of the heritage area, a two-step process of self-selection may have several advantages. Step one would be for the partner to join the Crossroads Association, indicating a long-term interest in assistance and support whether or not the partner is applying in a given round, and step two would be the application process used for certain benefits, with only partners allowed to apply. Advantages:

The target audience is identified up front – an element of identifying need that can help to shape messages to funders and potential applicants;

The first step allows the Association to gather some standard information about potential grantees for its records, streamlining the later process of applying for help (certification of nonprofit status or “in good standing” assurances from the state, for example); and The Association can tailor some of its offerings to more selectively defined groups of partners based on the in-depth knowledge of needs gathered through the partner identification process.

Other national heritage areas have made considerable use of this process, especially the Silos and Smokestacks National Heritage Area of northeastern Iowa, which has operated a partner program for well over a decade. The Erie Canalway National Heritage Corridor of upstate New York instituted a program modeled after the Iowa program in 2010. Both programs have specifically targeted interpretive partners, but Erie expects to expand the program to municipalities.

For Crossroads, potential groups to be identified in such a process are:

- Interpretive attractions (Chapter 7, *Crossroads Presentation*, suggests a procedure for self-assessment and self-identification for participation in the Crossroads interpretive system); and
- Communities, especially Legacy Communities and Visitor Service Communities (described in Chapter 7 and Chapter 9, *Crossroads Preservation*).

**ACTION: Describe how the Association intends to identify and build relationships with partners, determining whether and how to create a self-identification process for interpretive sites and communities. *This is a high-priority cross-cutting activity to be deployed especially in support of the six first-phase strategies described at the end of this chapter.***

### **Grantmaking**

Once all of the above considerations are separated from grantmaking, considerations for grantmaking alone are relatively straightforward; however, the process can be demanding, needing both board and staff involvement. The process includes:

- Setting deadlines;
- Devising applications and criteria;
- Advertising for applicants;

- Selecting recipients and continuing relationships with those who are not selected;
- Approving grant agreements;
- Monitoring progress and closeouts; and
- Evaluating and reporting on results and any need for program adjustments.

In terms of those who are not selected, it is worth noting that organizations that offer grant programs often see even unsuccessful applicants grow in terms of capacity, self-knowledge, and ability to raise funds from other sources. The process of applying for funds imposes a certain organizational discipline and awareness that is a long-term benefit in the partner's development of its abilities and programs.

All other national heritage areas employ grants, utilizing federal heritage-area funding and other sources; their experience offers a trove of ideas available through the National Park Service's national office supporting heritage areas.

**ACTION: Establish a program of matching grants to support partners' high-priority activities, projects, and programs as generally described in this plan. *This is a critical action for the first phase of program development; the program should be expected to change and evolve with time and available funding.***

### **Creating Marketing Partnerships**

The logic of the definition of partnership as “shared risk, mutual interests” leads to the idea of creating marketing partnerships, between the Association and another partner, or among a group of partners that includes the Association, depending on the project.

The Association can bring to the table the heritage area's national visibility, national and regional audiences, and a recognized brand (once established) associated with a compelling story and a perceived level of quality. Its web site can maintain a level of sophistication and reach that are difficult to reach for smaller nonprofits. Moreover, the Association's federal status as the heritage area's local coordinating entity elevates it above many nonprofit organizations within the region in the minds of the public and funders, including potential investors. The Association may thus be able to raise investment funds for the right projects. Critically, the Association could sponsor the necessary research that is the foundation of successful marketing – research that might be developed parallel to the marketing research planned to support the interpretive program.

Partners can bring their own compelling stories and needs to potential marketing partnerships, in-depth local audiences and supporters, a range of skills to add to those of the Association's board and staff, and often a cadre of eager, well-organized volunteers whose labor can help to “underwrite” activities requiring intensive organizational time. Participating in a marketing partnership is a major way to advance the capabilities of a given organization and may lead it to participate in other kinds of collaboration that also help to build the heritage area overall.

The Association could develop and/or lead marketing partnerships to address a range of possibilities, from enterprise activities (sales of goods and services as discussed in a sidebar in the development section below) to fundraising activities – major events or festivals, for example. Development of products that help to extend the visibility and

branding needed by the heritage area, and which can be sold by partners as well as the Association, should be a high priority.

**ACTION: Consider developing a specific program to research and invest in marketing partnerships that meet two criteria: they offer high-value opportunities for raising unrestricted funding, and they build the capacity of all organizations involved to support the overall development of the heritage area. *Mid-term; steps toward this program can be built into the first-phase strategy to conduct marketing research.***

## **11.4 Toward a Strategic Crossroads Communications Plan**

An organization’s vision is only as good as the organization’s ability and commitment to communicate it to those who need to know and understand it. Any organization should have a single, strong voice that is “on message” and engaged with the telling the public about its vision and goals. Good communications also express an organization’s core beliefs and values. The development and implementation of a complete strategic communications plan with a wide range of techniques will build a presence for the Crossroads National Heritage Area among its target audiences at the local, regional, state, and federal levels.

A strategic communications plan aims to ensure that every contact an organization makes with its audiences is an opportunity taken to communicate – to establish a strong, unified sense of its brand, as explained in Chapter 7. While most people unfamiliar with branding believe branding simply means a logo, a logo is only the tip of the iceberg in terms of an organization’s overall visual identity as conveyed through all communications. That identity development is best done through creation of a marketing plan.

A complete communications plan approaches every activity of the organization with communications in mind, holistically. A communications plan ensures that brochures, websites, press releases, invitations, and other communications efforts work in a synchronized way to help the organization meet its business goals and build its brand.

Various kinds of communications implement and support a range of activities identified in marketing and interpretive plans discussed in Chapter 7 and development planning discussed immediately below. The overall communications plan should embrace and coordinate these multiple communications needs and recommendations. This section will address communications with the New Jersey audiences described in Chapter 7 – and not marketing with the intent of attracting visitors beyond the state to the heritage area and its events. It is meant to support outreach to the heritage area’s partners, stakeholders, and other New Jersey audiences, including the public in general. While the purposes of these communications may vary, they can all have the effect of building the Association’s and the heritage area’s visibility.

### **11.4.1 Organizing for Good Communications**

An effective communications plan is created with the help of an active board of directors. The ongoing demands of an effective communications program are such that a board

is best served by a committee of board members focused intently on communications planning, implementation, and evaluation. Such a committee should meet regularly in order to ensure that the plan is being implemented and adjusted as needed.

In addition to ongoing board oversight and board committee involvement, staff (including volunteers acting as staff) generally meets day-to-day responsibilities for an organization’s communications effort. Here is the ideal structure for an organization’s entire “communications team,” generally speaking (some roles can be taken on by a single person, and consultants are also possible where the regular staff and volunteers need help for special efforts):

**Spokesperson:** is well versed in the Association and the heritage area, its goals and mission, as well as its development effort; is the “official” voice of the Association for media.

**Media Relations Manager:** researches and maintains media contacts; drafts press releases for approval; sends final press releases, posts press releases to the website; monitors and reports on media coverage.

**Communications Manager:** oversees development, design, production, and dissemination of all print and electronic communications; maintains and implements communications plan; meets with the board’s development committee to assess and meet their communications needs (see Section 11.5 below); approves all outgoing communications.

In addition, the Association should understand that one organizational activity in particular may be critical to maintaining communications among stakeholders and communicating specific messages to various audiences: the establishment of committees.

**ACTION (combines specific actions in previous chapters): Establish committees with outside advisors to tend to and communicate key heritage-area interests. Plan for and implement the development of advisory bodies: a Heritage Tourism Management Committee and subcommittees on visitor gateways, marketing, visitor services, and evaluation (chapter/section 7.9.10); a Council of Scholars to advise on research (8.3.3); a Council of Educators to advise on issues related to primary and secondary education (8.5); a Preservation Committee to coordinate preservation initiatives (9.8.1); and an Advocacy Committee (9.8.2).**

**ACTION: Establish other committees that enable the Association to reach out to key stakeholders, especially those not associated with specific sites, such as re-enactors and legacy organizations.**

#### 11.4.2 Creating a Communications Plan

The creation of a written document endorsed and shared by the entire organization makes for an informed board, an accountable communications team, and an efficient, effective program. Unless good ideas are organized and written down with agreement

on priorities, there is no real plan. A completed document serves as a foundation and ongoing reference for all communications implemented by the Association.

Creating such a plan first involves inventorying upcoming communications opportunities; identifying target audiences and messages; assessing ways for measuring success; gathering other background information. A “SWOT Analysis” (Strengths, Weaknesses, Opportunities, and Threats) is a well-established planning exercise and can be an effective tool to elucidate information and ideas that provide a basis for the plan. It is an exercise that can help make sense of widely varied information and capture important perceptions. Those participating in the planning process gather information and discuss their understandings of:

**Strengths:** how are the Association and the heritage area unique? What is its unique offering? What is its “brand DNA” (what is fundamental to how the Association should be perceived)?

**Weaknesses:** This may include lack of awareness of the Crossroads brand, a diverse region and/or a complex story that is hard to tell in small sound bites.

**Opportunities:** These may include events, milestones and anniversaries, facility openings, large donations (a chance to let others know and be inspired). What message or messages are ways to reinforce the Association in such settings?

**Threats:** This may include an analysis of other non-profits working to reach the same audience, staffing and resource issues, impending legislation that may negatively impact the Association, or localized issues that may impede the Association’s ability to positively engage the public.

With such background information, the next step is to identify goals, objectives, strategies, and tactics. This important step establishes a shared vision for the communications plan among board and staff and leads to consensus on programs and priorities.

### **Setting Goals**

Higher organizational goals (those found in this management plan in Chapter 1) should guide all goals in the communications plan and for individual projects identified in the plan. Clearly articulated goals (that is, expected general outcomes) allow those who implement the plan to design the details of programs called for in the plan that are tailored to the Association’s needs.

### **Defining Objectives**

Objectives are measurable. They are typically expressed as targets: to increase event participation; to increase donor participation; to establish a new function or program, and so on. These, too, aid in program design, first in enlarging on the goals, and second in providing guidance for how to evaluate a program’s impact.

### **Identifying Strategies**

Strategies determine the shape and form of an organization’s communications effort. Strategies should focus on the overarching actions needed for success. They might specify particular audiences or focus on particular topics (or both). Here are examples often found in communications plans:

- Educate and encourage individual or corporate donors.
- Educate local, state, and federal leaders about the importance and role of the organization within their communities.
- Inform educators and schools of programs and capabilities
- Establish partnerships and opportunities for collaboration
- Educate residents of the Heritage Area and its story
- Attract tourists and cultural travelers of the Area and its story
- Increase awareness of the Association and its important work among all target audiences.

### **Designing Tactics**

Tactics include the working list of tasks or programs that support the strategies. This is the “how” of the plan. Tactics for a communications plan may include:

- Press releases
- Brochures
- Annual report
- Signage or displays
- All material to support the development plan (see next section)
- Newsletters
- Event promotional material
- Advertising
- Development material
- Social media

At the tactical level the plan should include specific action items that can be assigned to staff and volunteers to implement. All action items should aim to connect the Association with its target audiences.

### **11.4.3 Audiences and Messages**

Few organizations have the budget to do extensive advertising to reach the general public. To save time and money, it is more effective to determine how to reach ideal audiences more directly. Capture email addresses at events, partner with similar non-profits, be creative with outreach to entice additional media coverage.

In addition to the audiences enumerated in Chapter 7, consider specific groups in the Association’s orbit that are critical to its success. These may include event participants, volunteers, residents of a particular community, or businesses lined up behind a favorite project. Legislators, grantors, donors, and partner organizations are highly important audiences to consider in any communications plan, along with the most “internal audiences” of all, the Board of Directors and other volunteers.

Many people, when thinking about the communications an organization must undertake, think first of media. The media should be regarded not as a true audience, however, but rather as a mechanism to *reach* audiences. Thus, maintaining relationships and educating reporters is a critical communications function.

Clarity in exactly what message to get out to each audience is critical. Unless, for example, the messages communicated to the press are defined very well, the news coverage that results may not support the organization’s goals for its communications.

While there is certainly a need for unified messaging across the platform of the organization’s entire communications effort, certain audiences need to hear different messages and information, varied from any standardized messaging to address their particular concerns or needs. For example, participants in regional events may need to hear a different message than corporate donors. Legislators may need to understand the impact on the heritage area’s communities. Donors may need to see the organization as a striving, effective organization. This should be a part of the organization’s analysis in the communications plan and whenever a communications activity is planned. A sample of audience and message planning may look like the chart found in Table 11-1.

**Table 11-1 Planning Messages for Specific Audiences**

<b>Audience</b>	<b>Messages</b>
Residents	The story of the heritage area; positive impact on community and way of life; educational value
Local reporters and editors (all media)	All of the above plus: information about events; specific large donations (if appropriate); overarching organizational goals. Establish the Association as a credible, reliable source for important information in the area.
Donors	All of the above plus: sincere thanks; the positive impact of donations; the ongoing need for support.
Tourists	The value and features of the heritage area, the story of the Area; the benefits of membership
Board	Details of the development effort; the on-going need for their support; information about the progress of specific projects.

Make sure what is communicated through the Association’s website and newsletter are of use to the expected audiences. Include helpful and useful information such as event and tourism information. Become a resource for these audiences rather than simply report on the Association’s progress and interests. Allow for them to want to connect with the Association and to identify with it. Are they obtaining the tools they need to speak about the Association and the heritage area in a positive manner? Development communications should play a large part in the communications plan. Define which funder/donor audiences need to hear from the Association and when. Create communications specifically to help them understand where donor dollars go and include information about what inspires them to give.

**11.4.4 Measurement**

Public perceptions and the success of communications can be difficult to measure on a limited budget. Forms of measurement can include:

- Increases in visits to the website (unique and repeat);

- Increases of memberships and donations;
- Increases in newsletter readership;
- Use of social media;
- Participation at events; and
- Media coverage.

Organizations typically keep a “press book” year to year in order to record information about media exposure, including copies of any printed or web-based information. This can be helpful in looking back over several years and repeating the communications planning for a multi-year approach.

**ACTION: Create a communications plan. This is an important early action and would be most effectively pursued in coordination with communications associated with interpretation, and heritage tourism (branding, marketing), and fundraising.**

### 11.5 Funding and Development

Other critical structural ingredients [for the Delaware & Lehigh National Heritage Corridor] include secure, stable funding from diverse sources and the ability to leverage funds, resources, and ideas. It is important to note that the ability to leverage derives primarily from the funding and participation of the two anchoring state and federal [partners]. (D&L Report, p. 59, emphasis in the original)

The design and implementation of a good development plan is essential to the success of any non-profit organization that depends on donations and grants for its fiscal stability.

A word about language: “Development” has become the preferred word among fundraising professionals because it implies the large role in *organizational development* that fundraising plays, since it affects nearly every aspect of operations and operational planning. (Heritage areas sometimes engage in activities related development that in this sector of the nonprofit world is generally understood to mean *real estate development*. Therefore, Association leaders should make clear which they mean when they are talking about one or the other. In this section, of course, the word development is used interchangeably with fundraising. Readers should bear in mind the broader meaning of “development” here and begin to consider the specific implications for the Association.

A solid development plan is an extension of a larger branding effort in which leadership works to build and nurture a relationship between the organization and its supporters. Those who know, understand, and relate to the Crossroads brand will be willing to put their hard-earned dollars behind it. They will feel a certain amount of ownership and involvement in the Association and the heritage area, which will inspire them to continue to support the organization financially and encourage friends and family to do the same. A development plan will allow opportunities for a donor to align with the brand’s core beliefs and values, thereby inspiring the generous contributions that are critical to success.

“Donors” may be individuals who make cash contributions small and large, present or future (through “planned giving” – bequests, etc.). Good branding, however, can also influence the perception of the organization by corporations, foundations, and governmental agencies. These are all sources to consider in creating a development plan.

### 11.5.1 Organizing for Development

Reaching generous donors and grantors who will align with the Association’s core values is the outcome of a solid development plan. Step one toward such a plan is creating a solid organization oriented to development that understands and communicates its core values and vision internally. Board members who internalize the Association’s values and vision become passionate advocates for the organization. They also share their enthusiasm with each other and the staff – who need the appreciation and the sense of teamwork.

The responsibility for creating a solid development plan lies with an active board and its development committee. The development committee is responsible for defining all elements of a fundraising effort, including goals, financial and other objectives, strategies, and priorities. In turn, the full board reviews the development plan and endorses it. The execution of the plan through specific tactics depends on board leadership and good staff work. Committee and board members can support the plan by actively seeking and recruiting donors and attending or hosting fundraising events.

The make-up of the board is a critical factor in fundraising success. Recruitment for the development committee in particular needs careful thought. In the spirit of collaboration, many heritage areas enlist leadership from other organizations who may have overlapping or mutual interests to serve on the board. This often occurs from the pattern laid down in the organizing of the heritage area – an effort typically led by leaders of other organizations. They come together to seek recognition of the area, so that their organizations will benefit along with creating a collaborative approach that will enable their organizations to achieve broader aims. Once an organization to manage the heritage area is created, however, this inherent, understandable conflict of interest has the potential to weaken the development effort. While partners may be critical to the success of the heritage area, always, representatives of competing nonprofit organizations, if they must serve on the board, should not serve on a development committee. That committee should consist of those who are able to put the Association first.

All members of the board should be made aware at the time of their recruitment that 100 percent participation in giving is expected. No one will want to give to an organization if those closest to its management do not also support it.

In addition to the development committee itself, the ideal development team consists of the following:

The **board president**, who serves on the development committee, attends all development committee meetings, and takes an active role in identifying and soliciting

major donors. The board president also serves as spokesperson for the development effort, attends high-level development functions, and participates, with other board members and the executive director, in legislative/municipal outreach.

The **executive director**, whose role mirrors that of the board president. In addition, the executive director engages the membership (if any) and volunteers working on the fundraising effort, conducts community outreach, and plans and manages financial stewardship.

The **director of development**, who also shares roles with the board president and effectively staffs the committee, working closely with the committee chair. In addition, the director of development manages grant applications and other forms of funding requests, supports the executive director in planning and managing financial stewardship, fulfills all mandatory paperwork and communications (letters, phone calls, receipts, etc.). The director of development must also be well-informed of and able to speak about forms of donations (tax implications, wills, etc.).

### 11.5.2 Creating a Development Plan

A development plan contains goals, objectives, strategies, and tactics and serves as the foundation for a long-term effort. The Association’s board, volunteers working to support the Association’s programs, and staff should work together as a group. They must ensure that all key participants understand, support, and rally around the development plan and its goals and understand their roles and expectations.

#### Setting Goals

A goal for the development plan is a simple expression of where the organization wants to go in its fundraising over time, such as “grow the organization’s capacity to reach New Jersey-based corporations.” Goals articulated in the development plan may also include higher organizational goals that support development, typically having to do with visibility and achievement, such as “establish the organization as a strong and important presence in heritage-area communities.

#### Defining Objectives

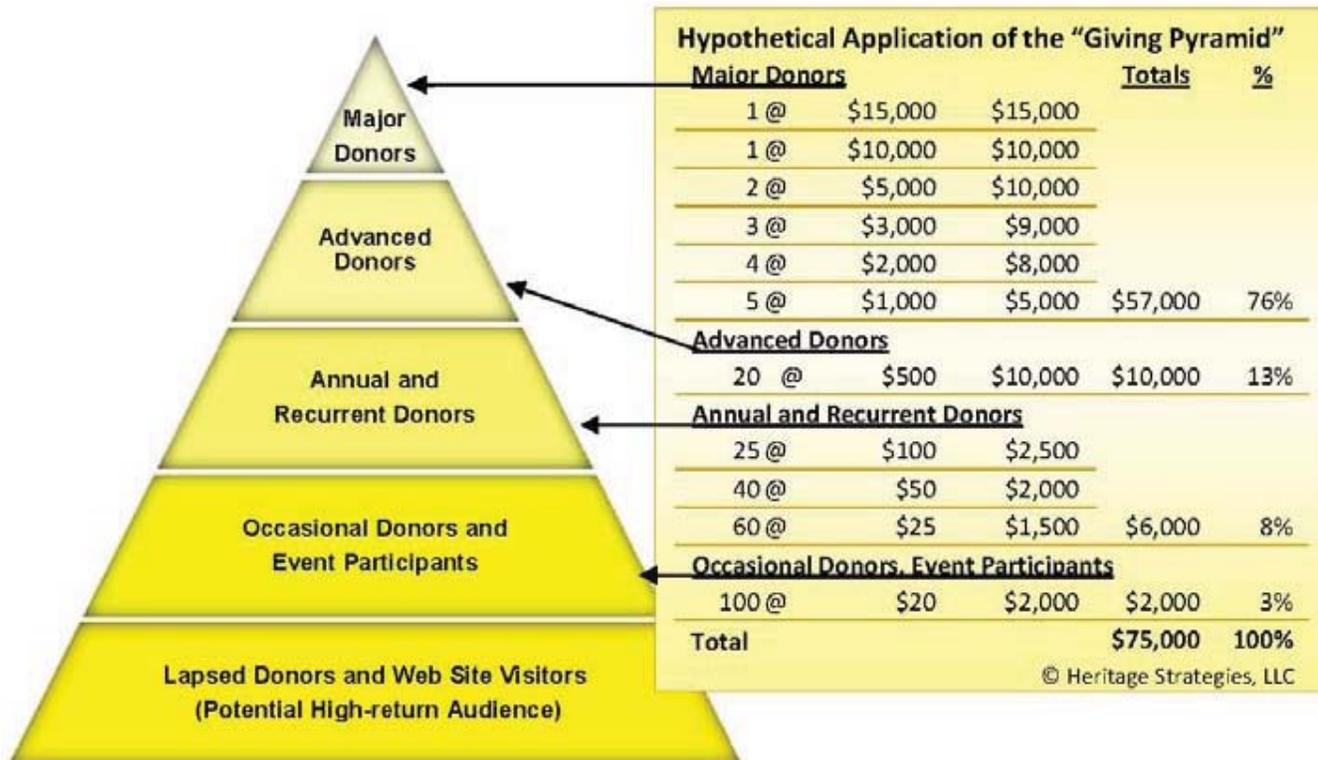
Objectives are financial. They should be reasonable, achievable, and based on a solid understanding of the potential for corporate and individual support within the region. Figure 11-1 illustrates how one small organization might target its fundraising within several general categories of supporters. Objectives may also provide targets for staff time to be devoted to various categories, in essence also financial since this commits resources for which the organization must pay.

With a new brand and a new fundraising effort, the number of participants or members is as important as the amount raised. Donors will not likely donate large funds until they have developed a relationship with the Association. It is easier to keep or increase participation from a donor from year to year than it is to find new donors.

Figure 11-1 also shows a hypothetical case that illustrates a key concept, which is that raising funds roughly follows Pareto’s Rule, 80 percent of the funds raised come from

20 percent of the organization’s total base of support. This illustration of the “giving pyramid” is a hoary but tried-and-true concept in fundraising, generally applied to raising funds from individuals and family foundations. It can also apply, however, to corporate and foundation support. Logically, from this illustration, it is apparent that spending much time pursuing major gifts and grants offers a larger payoff. However, the 20 percent often emerge from the 80 percent, which is why a communications strategy is so important in helping to bring potential givers within reach of additional messages (and why the reader still probably receives direct mail appeals despite the rise of the internet).

Figure 11-1 The Giving Pyramid



Pictured: The “giving pyramid” is the traditional illustration of the concept that a few funders often provide the preponderance of support for a charity’s budget. It is accompanied here with hypothetical numbers, objectives showing specific fundraising targets in relation to each kind of donor. Notice how the numbers in the left column increase, reflecting the pyramid – and how the targeted gift amount declines from top to bottom. In this hypothetical case, just 36 sources are assumed for 89% of the funds to be raised.

## Raising Funds through Enterprise Activities

The concept of the “giving pyramid” touches only on the charitable-giving portion of an organization’s fundraising strategy (donations, grants, sponsorships). There is a wide range of possibilities for the Association to engage in “enterprise activities,” the generation of income through sales of goods and services. This idea goes hand in hand with the concept of “marketing partnerships,” discussed in a preceding section.

As an illustration of “goods,” the Association already has raised funds through sales of its guidebook. As an illustration of services, the Association might maintain an educational staff position through gaining compensation for that individual’s time when supplementing sites’ docent staffing for large groups (students, bus tours) difficult for under-staffed or non-staffed sites to handle. This individual could also act as a “step on guide” for bus tours, joining them for particular parts of their route in New Jersey. (In fact, content developed for such tours can be copyrighted and sold in much the same way musicians are paid whenever their songs are aired on the radio.)

While nonprofit organizations must be careful about using their tax status appropriately, nonprofit status is not a bar to generating income from many kinds of activities. A sound development plan should aim for a substantial percentage that grows over time. Enterprise activities can often take some time to develop a steady income stream, but every dollar raised in this way is unrestricted – the most difficult funding to raise.

Many heritage areas have engaged in enterprise activities, from collaborating with corporations to provide their employees with long-term programs providing wellness/recreation and volunteer opportunities to sales of branded products. There is even one heritage area selling electricity generated through hydropower (from a water-powered mill it stepped in to purchase in order to save jobs), and another planning to drill for oil (the Oil Region National Heritage Area, which developed a partnership with a property owner who learned of the heritage area when it made a film about small oil-well operators; and the heritage area will be able to incorporate this particular enterprise activity directly into its interpretive programs).

### Identifying Strategies

Strategies will determine the shape and form of the development effort. Strategies should focus on the overarching actions needed for success. They are founded on a strong understanding of the multiple audiences who can support the organization, what will motivate them to take action, and how to reach them. These audiences, described further in Table 11-2, include:

- Individual donors, large and small;
- Corporate donors, grants and sponsorships;
- Foundations, large and small;
- Local, state, and federal governmental leaders, grants, goodwill, and visibility; and
- Community leaders and residents in general, for goodwill and visibility.

Strategies provide general direction for how to reach these audiences, and how much to emphasize each. For example, after experiencing several years of receiving gifts from interested individuals, it may be time for the Association to carefully organize its approach to these donors to encourage them to increase their gifts (bearing in mind that it may take several years of increasing their gifts for many interested donors to reach their highest potential for giving). A strategy expressing this might be worded simply

as “Focus on increasing gifts from major donors.” Or, it may *not* be time, until this strategy is fulfilled: “Build a larger donor base.”

As another example, to take the idea of enterprise activities described under the section on objectives, a strategy might be “Establish one income-generating activity per year.” Or the Association may determine a particular strategy related to kinds of giving – “Emphasize corporate sponsorships and donations,” for example.

Development of an endowment is another strategy. Interest income from the investment of endowment funds provides lasting, predictable income for the organization and is an important element of very long-range fundraising. The Association must be prepared to determine whether, when, and how to establish an endowment. Psychologically, it may be beneficial for the organization to begin a modest endowment fund even though demands for year-to-year funding are quite pressing for a startup heritage-area managing entity. The presence of an endowment on the balance sheet keeps it in front of the board of directors, and is immediately available if a major donor decides he or she wishes to donate to the endowment to help stabilize the organization’s long-term income stream. Typically, however, an organization undertakes a specific campaign to raise capital for its endowment, once the organization is well-established and following several years of research and planning.

The board may also establish restricted “special funds” to support critical elements of the Association’s programs (with naming rights given an appropriate size of donation). Restricted funding is not available for year-to-year operational needs and must be spent according to a donor’s wishes or promises made by the Association. Restricted funds on a nonprofit’s balance sheet usually apply to specific grants made to the Association by foundations and government agencies (who expect achievement of a promised program in return). The Association itself, however, can also establish one or more special funds. Like endowment funding, this strategy reduces flexibility in spending funds for operations, but could be used in special circumstances. Perhaps an individual makes a large gift or some kind of unexpected funding arrives on the Association’s doorstep. Perhaps restricted funds were raised in a consortium with partners. Partners might be more motivated to share in a fundraising effort if ultimately they might benefit from the program for which the restricted fund is set up.

**Table 11-2 Typical Funding Sources and Advantages/Disadvantages of Each**

<b>Source</b>	<b>Advantages</b>	<b>Disadvantages</b>
Individuals	<ul style="list-style-type: none"> <li>· Largest source of giving</li> <li>· Ongoing source one can build</li> <li>· Once a giver, also an advocate</li> <li>· Volunteers are a good source of money</li> </ul>	<ul style="list-style-type: none"> <li>· Costly to develop, small return per individual unit</li> <li>· Hard to generate unless broad-based direct service appeal</li> <li>· Risky for the inexperienced</li> <li>· Need significant assistance from the organization's board and volunteers</li> </ul>
Large Family Foundations	<ul style="list-style-type: none"> <li>· Source of large sums of money</li> <li>· Accessible, professional staff</li> <li>· Clear guidelines, process</li> <li>· Most likely to research your request</li> <li>· Board volunteers can help, not always key</li> </ul>	<ul style="list-style-type: none"> <li>· Start-up funds only</li> <li>· Lengthy process</li> <li>· More difficult to access through personal influence</li> <li>· Proposals may be more lengthy</li> </ul>
Community Foundations	<ul style="list-style-type: none"> <li>· Much like large-family foundations</li> <li>· Staff may be sufficient</li> </ul>	<ul style="list-style-type: none"> <li>· Host of foundations within foundations</li> <li>· Most money is earmarked, special funds</li> </ul>
Small Family Foundations	<ul style="list-style-type: none"> <li>· May fund ongoing operating expenses</li> <li>· Personal influence with board members helps</li> <li>· Guidelines often broad</li> <li>· Not very fussy about grant format</li> </ul>	<ul style="list-style-type: none"> <li>· Hard to access, no professional staff</li> <li>· Often not large sums of money</li> <li>· Without personal influence, may not be possible</li> </ul>
Large Corporations / Corporate Foundations	<ul style="list-style-type: none"> <li>· Can be source of large sums of money</li> <li>· Smaller amounts of money may be ongoing</li> <li>· Often accessible, professional staff</li> <li>· May be tied to volunteer involvement</li> <li>· Business strategy may be clear</li> <li>· Source of cause-related marketing</li> </ul>	<ul style="list-style-type: none"> <li>· Large sums of money aren't ongoing</li> <li>· Hard to get around staff</li> <li>· Must be within their guidelines</li> <li>· Not likely to contribute if not headquartered locally or have a public consumer base</li> <li>· Often want board representation</li> </ul>
Small Corporations	<ul style="list-style-type: none"> <li>· Very informal approach</li> <li>· Money may be ongoing</li> <li>· Personal connections will suffice</li> <li>· Neighborhood focus will help</li> </ul>	<ul style="list-style-type: none"> <li>· Small amounts of money</li> <li>· Narrow range of interest</li> <li>· Personal contacts are key</li> </ul>
Federated Funds (United Ways, United Arts, Combined Health Appeal)	<ul style="list-style-type: none"> <li>· Steady source of relatively large sums of money</li> <li>· Clear process</li> <li>· Professional staff, can be agency staff driven</li> </ul>	<ul style="list-style-type: none"> <li>· Generally can't be a start-up organization</li> <li>· Must be social service and fit priority focus</li> <li>· Very lengthy entry process</li> <li>· Very time consuming as must be part of yearly fund raising process, with periodic in-depth review</li> </ul>
Government	<ul style="list-style-type: none"> <li>· Large sums of money possible</li> <li>· Process is set, clear</li> <li>· Political clout helps</li> <li>· May be source of ongoing money</li> </ul>	<ul style="list-style-type: none"> <li>· Application procedures may be long, tedious</li> <li>· May only pay by unit of service, fluctuates</li> <li>· Unspent monies may be returned</li> <li>· Difficult record keeping</li> </ul>

Credit: Ellen M. Hatfield of the Twin Cities in Minnesota; cited in Crossroads Association's Business Plan prepared by Rutgers

Table 11-2 provides a simple checklist for the topics that strategies are likely to address, with notes about key features or issues. The development committee should tailor strategies to the Association’s opportunities, considering a five-year timeframe and covering the level of effort and priority to be given to each:

- Grant applications and requests for funding to foundations;
- Grant applications and requests for funding to government agencies;
- Grant applications and requests for funding and sponsorships to corporations;
- Membership programs – outreach to individuals understood to result in a lasting relationship between the organization and the donor, who perceives “benefits” in return, both real or altruistic in nature; in the Association’s case, this refers to an informal, nonvoting relationship, but one that is nevertheless perceived as real in the member’s mind;
- Annual solicitation for an “annual fund” – understood by donors to be unrestricted dollars to support the organization in general and not to be confused with the end-of-year campaign; board members typically donate to the annual fund;
- Annual solicitation for an “end-of-year gift” campaign;
- A program to solicit major donors;
- Events and other fundraising opportunities at the community level (sometimes called “grassroots” fundraising; consider gatherings, festivals, commemorative displays such as the Association’s current Beacon Lighting, and much, much more);
- Endowment or other restricted funding;
- Fundraising activities shared with partners; and
- Enterprise activities.

### **Designing Tactics**

Tactics are the critical ideas that appear on the working list of tasks that will support the strategies. Ultimately, every strategy and tactic in the development plan aims to connect Crossroads with its audience of supporters. Tactics tend to change on an annual basis, in part because of experience and in part because of the need for variety and growth in the fundraising program overall.

Research, research, research is a critical element of many tactics. Who is already giving to whom? The Foundation Center (<http://foundationcenter.org>) and many other web-based services make much research possible. Giving often comes through personal contact – whom does a board member know on a corporate board, foundation, or agency advisory body? What can those people suggest as best approach?

A critical tactic discussed further below is the creation of a case statement. Another important step overall is to create and maintain an organizational calendar where the variety of fundraising activities are coordinated and key deadlines are noted.

Each of the tactics developed to support the strategies should include a list of specific action items that can be assigned to volunteers and staff to implement. (In this heritage area management plan for Crossroads, “actions” blend the concept of strategies and tactics.) Table 11-2 offers a simple checklist for the kinds of tactics the development plan may identify and guide.

### 11.5.3 Taking Action

#### Developing a Case Statement

A case statement is the cornerstone of the development plan and will serve as a foundation for the development effort. This is the organization’s “pitch” – articulating the reasons the organization deserves support and motivating donors. It provides a simple, motivational picture of the organization. The organization’s statements – mission, vision, values, and documented achievements – offer source material, but may not be reproduced depending on use. Typically, organizations maintain the basics of their case statement over time, carefully tailoring it according to need, audience, and presentation. A successful case statement will communicate to the board, staff, donors, and other key audiences the justification for supporting Crossroads.

The case statement should include:

- A clearly expressed need within the heritage area, partnering organizations, and/or communities;
- A summary of how the Association is positioned to meet that need;
- Dramatic summary of the Association’s impact in meeting the need (or the impact it will have when funded);
- Detailed information on how to donate;
- Inspirational messaging; and
- Call to action and an appeal to donate.

#### Creating a Campaign

Successful fundraising is a year-round effort with many elements, and the specifics of the practice of fundraising can vary greatly from organization to organization. It is often more efficient to pursue specific strategies in combination (e.g., a gala fundraising event to kick off a campaign for a specific program), as a campaign. The shape of the campaign will depend on the organization’s needs and goals, its specific brand and programs, and the resources available. Many details must be coordinated, and the possibilities are endless. See the sidebar “Conducting a Campaign for the Annual Fund” for one of the most typical campaigns that nonprofit organizations can be expected to run.

## Conducting a Campaign for the Annual Fund

The campaign strategy chosen for illustration here is the annual fund, but many comments apply to other campaigns centering on events or membership.

An annual fund campaign has a yearly theme or project for which the organization is raising money. It has a yearly goal and begins and ends in synch with the organization's fiscal year. Typically, an annual fund campaign entails three solicitations, including the end of calendar year. It also should include a number of fundraising events over the course of the year, active stewardship (donor outreach) based on an annual effort, and an annual report that summarizes the campaign and thanks donors.

Programs for community engagement are generally a part of the campaign. This could be a high-profile concept that is promoted to individuals and businesses to support a campaign. Many community-based organizations find low-cost and creative ways to raise awareness of their organization, such as unified downtown decoration efforts or theme-inspired events and promotions. While this approach requires planning and volunteer coordination, it can also work to earn media attention and increase local pride and a sense of connection with the organization.

A creative theme and a clearly delineated course toward the goal of sustainability will maximize ideas and help staff and volunteers stay focused and effective. Keeping a campaign alive over the course of a year requires keeping the theme and excitement up.

Fundraising depends a great deal on relationships. What fundraisers call "stewardship" is critical. (This is different from resource stewardship although the same basic idea of caretaking pertains.) The development plan and supporting communications plan should include specific tasks that speak directly to donors at various levels. Simple membership means a consistent newsletter. Larger donors should have opportunities to be seen, at private and public events. It is amazing how many non-profits fail to say "thank you" in a sincere way. A phone call can make all the difference. Board members can be especially helpful in this task.

The campaign should also be designed to take advantage of rhythms and motivations over the year. For example, many individual donors are thinking about their charitable giving record for the year in December. As another example, some donors like to be white knights, and come in at the last minute to save the day – to help the organization meet its stated objective for funds to be raised. A well-designed campaign that includes active stewardship to reach out to major donors can provide those individuals that opportunity while at the same time encouraging many others to remain involved during the course of the campaign.

Once you have designed your campaign, you can begin to outline the materials and outreach you need to make it successful. Content for the material should be based on the messaging defined in the case statement. Among the materials to consider are:

- Brochures
- Cover letters
- E-solicitations
- Website updates
- Print solicitations
- Annual report (thanking donors)
- Newsletters (print or electronic)

### Conducting a Campaign for the Annual Fund (continued)

A sample annual fund campaign calendar and tactics (based on a fiscal year corresponding with calendar year) looks like this:

#### August/September: The Preliminaries

- Design the campaign, identify key milestones (key question: two solicitations, or three? In this example, two are shown)
- Adjust organizational commitments to fit campaign obligations
- Adjust the case statement, design presentation materials for printing or web publication
- Refine the organization's communications plan to support the campaign (see Communications Planning section)
- Identify grant opportunities associated with the campaign theme or project (this may have happened as long ago as a year earlier, timed so grants can be announced during the campaign)

#### September/October: The Start

- Recruit and educate volunteers and board members
- Name and promote a Chairperson (volunteer) or Regional Chairpersons
- Launch campaign – reveal its theme and purpose at a volunteer rally
- An initial solicitation (with content based on the case statement)

#### November: Action

- Year-end solicitation (on message)
- Year-end membership drive

#### January/February/March: Quiet Phase

- Events with donors, members, and prospective supporters
- Meetings with corporations (presentation of the case statement by a member of development committee and a staff person)

#### April/May/June: Action

- Spring solicitation (on message, with new information)
- Membership drive/ donor solicitation at programs

#### July/August/September: Winding Up

- End of campaign solicitation
- End of campaign celebration with results (opportunity to thank and recognize volunteers)
- Internal evaluation
- Begin planning for next annual fund campaign or next stage of a longer-term campaign
- Prepare for annual report

### 11.5.4 Measurement

At its core, the success of a fundraising effort – whether plan, activity, or campaign – is measured by the amount of money raised. However, other factors can be used to determine whether a campaign was successful or measure progress:

- Participation in events, or increases in recurring events;

- The number of donors who increased their donations from one year to another;
- Increases in the donor base (the number of actual donors);
- Media coverage; and
- Increased traffic to the website.

While this section appears at the end of discussion of fundraising and development, in order of tasks pursued in raising funds, a good long-range development plan and the design of individual activities or campaigns should build specific measurements into expectations for execution. Ask, how will we know we met the goal or objective? How will we know one strategy is more successful than another? If these questions are met and measurements stated up front and communicated well to board, staff, and volunteers, those involved will “work to the test” – that is, look for opportunities to improve the stated measurements – and gather helpful information as the activity progresses.

**ACTION: Create a fundraising plan. This is an important early action, especially urgent because the Association must have a sizeable amount of matching funds available to take full advantage of expected federal funding.**

### **11.6 Staffing a Heritage-area Managing Entity**

The operational side of running the Association is a large challenge, equal to the large challenge of having a heritage area at all in such a complicated historic and modern New Jersey landscape with many communities and rich and overlapping stories. Since the goal of all heritage areas, simply stated, is to increase the capacities of and connections among stakeholders, it is assumed that the Association will grow in ways that best accomplish this goal.

In general, it is possible to combine the activities, projects, and programs to be pursued by the Association and described in the preceding chapters into the following four categories:

- **Heritage Product Development:** Management of attractions, interpretation, and heritage product development, including events (Chapter 7);
- **Marketing, Communications, and Business Outreach:** Management of heritage tourism marketing, development and implementation of the communications plan as described later in this chapter, and specifically managing business outreach (Chapter 7 and Chapter 11);
- **Historic Preservation, Education, and Research:** As suggested by the two chapters devoted specifically to these topics (Chapters 8 and 9), these are critical activities in this particular heritage area, where this may be the last generation able to identify and save 18th century historic sites that remain. Education and research can support historic preservation in particular, and will also play out in heritage product development.
- **Community Planning:** This includes the entire range of community planning activities outside historic preservation, including recreation, open space planning and land conservation, and byway planning (see Chapter 10), plus community planning to support activities related to legacy and visitor service communities

as described in Chapter 9. An alternative is to combine this activity with historic preservation, education, and research.

The vision for the Crossroads Association as the heritage area’s management entity is that it largely provides context, ideas, leadership, assistance, and incentives for partners, but does not undertake “day to day” activities that support the heritage area – the activities that are the warp and woof of the heritage area are the responsibility of the partners, as discussed previously. That said, there are two important aspects of day-to-day action to be considered by the Association.

First, the roles of “critical friend” and “network manager” can often be expected to place the organization front and center in project development as “lead collaborator.” For example, the organization’s energy, ideas, and time are likely to be critical ingredients in the formulation and execution of a plan for the gateway sites’ product development and marketing – one of the first activities expected under this plan. In fact, it is unlikely such planning and many other projects would be successful without the participation of the Association as “partner in chief,” especially in the beginning when partners themselves are just getting the hang of what a heritage area can be and how they can participate and contribute. Such close collaboration will allow the Association’s staff and board many “high touch” learning opportunities by “getting close to the customer.” It will be important to pay close attention to such factors as learning curve, partner needs, and innovations that could be spread to other partners.

Second, the organization need not always take a behind-the-scenes role, standing behind the partners. This is particularly true in communications – the organization should expect to operate its own web site, for example, which would be in service of partners and the partnership system, to be sure, but largely if not completely independent of partner involvement in its operation. Partners might contribute information and links, but the Association is in charge of design and function. Fundraising is another area where autonomous action should be expected.

Staffing is the most critical element among the budgetary needs of the Crossroads Association, and will be an ongoing responsibility of the organization; its ability to raise the necessary funds will determine staff growth and phasing (and allocation of funding to support programs run by staff and partners). Currently, the Association employs a full-time executive director whose work is supplemented by occasional contractors and interns, and who is assisted by a contractual bookkeeper. Implementation of this management plan will require more staff, who can provide hours and expertise needed to implement the fundraising and communications plans and provide technical assistance to support partners’ projects and help them develop greater capacity. Such technical assistance might include “circuit rider” experts (staff or contractual) encouraging networks among partners. It might also include training workshops, circulation of such information as best practices, and maintenance of on-line “clearinghouse” collections of useful information.

The recommended minimum level of staffing for this national heritage area after three years follows. This assumes temporary use of consulting services, even for some of the positions described, and phased-in hiring and staff growth through hiring first part-time and then expanding the position to full-time:

- **A full-time executive director**, responsible for reporting to the board and staffing organizational committees; working with the board to provide leadership in fundraising and being responsive to major funders; partner outreach; supervising fulfillment of the Association’s all-critical financial, communications, and fundraising functions; and hiring and supervising staff and contractors.
- **A part- or full-time administrator** devoted to the organization’s finances (including bookkeeping or oversight thereof and registration of donations), management of and reporting on incoming grants, and communications support (including the web site and management of contacts). Whether this position is part- or full-time could depend in part on to what extent this individual can also run the Association’s grantmaking (from technical assistance to processing of applications and funds, to supervising grant project completions), thus freeing the full-time program manager for the rest of the process of building the heritage area.
- **A full-time development and marketing director**, responsible for development of both the long-range fundraising plan and the communications plan (as discussed above, each supports the other), and their implementation, including grant-writing, development of corporate support, oversight of enterprise activities, generating visibility for the Association and Crossroads, and more.
- **A full-time program manager** devoted to partner development, grantmaking, programs, support for board action committees, and working with contractors as appropriate, focusing on supporting interpretation and a wide range of community planning (with emphasis on the former and reliance for the latter on experienced partners); and
- **Contractual assistance** on an initial, temporary or ongoing basis to cover such needs as bookkeeping, development and implementation of the communications plan (including graphic design and web site development), development and implementation of the fundraising plan, training programs for board and partners, and provision of special assistance to build partners’ programs and capacity. Contractual staffing makes limited, targeted, flexible use of individuals with a higher level of skill and experience without burdening the organization’s payroll.

**ACTION: Develop a staffing plan and hire staff to support implementation of the management plan, phasing staff growth consistent with available funds and cash flow as discussed below. This is a critical, immediate need to be addressed by early action.**

### **11.7 Strategic Planning and Implementation**

This management plan is designed to provide guidance to the Crossroads Association and heritage-area partners for a minimum of ten years. Like this management plan, a strategic plan is designed to meet the heritage area’s goals, although strategic focus at a given time may dictate that some goals receive more attention. Approximately every three years, the organization should engage in strategic planning – key elements of the plan on which it is most important to focus at that time linked to general statements of strategy. Strategic plans are designed for adaptability – exact time frame, level of

organizational focus and staffing, and details of actions to carry out strategies are left for staff planning.

This section provides strategic guidance for approximately the first 18 months to two years of implementation – up to mid-2013 – and provides the foundation for creating a strategic plan within that timeframe. The details of implementing actions in this plan, or strategies over time, are accomplished through annual work plans; the process of crafting and using work plans is also described below.

While maintaining focus on first-phase strategies and “big ideas,” the Association’s board and staff should also pursue many small steps toward a “visibility and service strategy” – achieving visibility and providing service to partners. Modest actions taken together can create “critical mass,” building interest on the part of partners, communities, and constituents that provides positive feedback in the process of building visibility and long-lasting relationships.

A word of caution: a heritage area and this management plan provide a broad canvas on which to “paint” many activities. There will be many demands on staff and Board time, attention, and funds that are not predicted here, yet easily could be justified by virtue of the broad goals and activities this plan describes. Use of strategic planning and work plans, and the careful establishment of criteria for partner development activities (technical and financial support, described in section 11.3.6) and for advocacy (described in section 11.2.3), are important ways to guard against being drawn into activities that take organizational resources away from programs that will achieve greatest impact (the greatest good for the greatest number of partners) and success over the long term.

### 11.7.1 Strategic Planning

There are six basic activities for the Association to pursue in startup: identity and branding; core interpretive activities; heritage tourism marketing; constituency communications and support; fundraising, development, and sustainability; and organizational strength. Each supports the other. For example, fundraising strengthens the organization (and vice versa); identity and branding are critical to marketing the heritage tourism experiences. Communications planning supports not only outreach to heritage-area constituents, but also fundraising, branding, and interpretation. Interpretation can benefit from such branding activities as consistent signage design – and so on.

Not only are these activities mutually self-supporting, but the order in which they are described here is somewhat arbitrary. Without a clear identity and well-designed interpretive experiences, marketing is not worth pursuing and fundraising will be difficult, nor will communications and outreach build needed visibility. Yet unless the organization raises funds and enhances its organizational capabilities (or rather, raises funds *so that* it can grow adequately), these other activities cannot be accomplished.

The order in which these strategies are presented, therefore, begins with two activities that are unique to the heritage-area concept, critical to the Crossroads mission, and

critical for gaining public and funding support: region-wide identity and branding, and collaborative interpretation.

### **Strategy 1: Focus on Identity and Branding**

Consistent visual identity and messaging comprise a “brand” that makes the Crossroads of the American Revolution National Heritage Area a known quantity – a “household word,” understood to possess qualities important to residents and visitors. These are critical steps affecting decisions about all manner of communications needed now – including public outreach and fundraising – and which later will guide development of a signage system called for in the next phase of the heritage area’s development:

- Develop a visual identity for consistent use throughout the heritage area.
- Develop a branding and messaging package to be adopted and used widely by all partners.

### **Strategy 2: Focus on Core Interpretive Activities**

Story-telling through historic attractions and experiences, developed by virtue of many kinds of partnership, is the most critical activity of the heritage area as the public will experience it. Interpretation highlights the importance of historic resources, educates many audiences (including students), creates linkages that support community revitalization, and stirs community pride and interest. The National Park Service, which is authorized under the heritage area’s federal legislation to provide support upon request, has been asked to provide interpretive support as a first priority. The most urgent and strategic activities to undertake in the first phase are these:

- With support from the Association and the National Park Service, form a working group of Crossroads interpretive sites to develop a collaborative plan for world class interpretation of New Jersey’s Revolutionary War experience through their sites. This plan is called the “collaborative gateway interpretive plan,” referring to primary participants, which are attractions that qualify as most-visitor ready (called “gateway interpretive sites”) and which are either identified in Chapter 3 or are to be developed. Sites that are already identified should begin immediately; others can be added to this collaboration as they come on line. It is assumed that individual site development planning is a part of this effort. It is also assumed that the gateway interpretive sites will reach out to legacy communities and regional and local sites regardless of visitor readiness in order to build opportunities for deep exploration of regional stories.
- Be ready to respond to proposals for significant alterations in state ownership and management of critical Revolutionary era interpretive sites with a positive action program based on careful study.
- Identify a gateway interpretive site for the Lower Delaware River portion of the Crossroads Heritage Area.
- Improve individual websites for visitor gateway sites with information about the heritage area and links to the Crossroads website. (Also supports the heritage tourism marketing strategy below.)
- Create a memorandum of agreement between gateway interpretive sites for implementation of (1) the collaborative gateway interpretive plan and (2) individual development plans for their specific sites.

- Encourage self assessments of regional and local interpretive sites to determine how their individual site fits into the Crossroads interpretive presentation, ways in which site programming and operations can be coordinated with heritage area presentation, and ways that the heritage area can best promote and support site mission, programming, and operations. Self assessments of regional interpretive sites will also support planning for coordinating regional site interpretive presentation and visitor experience with that of Crossroads as a whole and with other regional partners.
- Establish a program of competitive matching grants to support partners' high priority activities, projects, and programs as generally described in this plan, including support of local interpretive sites and planning and implementation of storyline presentations.

### **Strategy 3: Prepare for Heritage Tourism Marketing**

Until the “tourism product” envisioned under the interpretation strategy and the Crossroads brand/identity are further developed, Crossroads has little to market intensively to potential visitors beyond heritage area residents, who can be reached through the communications and outreach described next. During the first phase of implementation, while interpretive sites work toward the goal of creating a world class visitor experience, partners should take steps that will position them well for later development of a marketing plan and its implementation:

- Adopt a statement affirming the five principles of heritage tourism articulated by the National Trust for Historic Preservation’s Heritage Tourism Program, tailored to the needs of Crossroads.
- Establish a Heritage Tourism Management Committee.
- Develop a comprehensive program of visitor research to support planning for interpretive presentations and marketing; design this program to include possibilities for marketing partnerships as described in section 11.3.6.
- Explore the opportunity to participate in “Visitors Count,” a program managed by the American Association of State and Local History (AASLH).

### **Strategy 4: Build the Association’s Communications and Outreach Capabilities; Build the Heritage Area’s Presence through Visibility**

Good communication is the companion to branding and excellent interpretation in the first phase of building a complete “Crossroads Presence.” (Marketing, in the next phase, will reinforce these.) The Association, as the coordinating entity, must have a single, strong voice that is “on message” and engaged with the telling the public about its vision and goals:

- Develop and implement a comprehensive communications plan that anticipates, coordinates, and encompasses all of the heritage area’s various communication needs. The development and implementation of a complete strategic communications plan with a wide range of techniques will build a presence for the Crossroads National Heritage Area among its target audiences at the local, regional, state, and federal levels.
- Establish committees with outside advisors to tend to key heritage-area interests. Plan for and implement the development of advisory bodies: a Heritage Tourism Management Committee and subcommittees on visitor gateways, marketing, visitor services, and evaluation (chapter/section 7.9.10); a Council of Scholars to

advise on research (8.3.3); a Council of Educators to advise on issues related to primary and secondary education (8.5); a Preservation Committee to coordinate preservation initiatives (9.8.1); and an Advocacy Committee (9.8.2). Establish other committees that enable the Association to reach out to key stakeholders, especially those not associated with specific sites, such as re-enactors and legacy organizations.

- Through sponsorship and staff time, support highly visible partner activities related to the interpretation and commemoration of the American Revolution and its times, maintaining focus on the objective of building partnerships among multiple partners. In the first year, generate visibility in this way on a monthly basis, in combination with the Association’s own activities.

### **Strategy 5: Build the Association’s Sustainability through Fundraising and Development**

The Association must raise the match for any federal support offered through the heritage area’s authorizing legislation, and aims to leverage this base support with many times more that funding in investment made by partners or raised directly for the Association’s use in furthering the development of the heritage area. “Development” is about building relationships, showing supporters year after year how the Association and heritage area can meet *supporters’* goals and deliver on their own:

- Form a fundraising/development committee.
- Create and implement a long-range development and fundraising plan. Establish and implement a development program to raise funds from federal, state, foundation, corporate, individual donor, and entrepreneurial sources. Pursue cooperative revenue-generating ventures with partners (“marketing partnerships”).

### **Strategy 6: Build Organizational Strength to Lead Heritage Area Partners**

Simply put, the Association’s board and staff must grow to implement the management plan, in order to leverage the maximum advantage from the participation of many willing partners. From one full-time executive director and occasional contract assistance, as is the case now, the Association should grow its capabilities during the first phase to a point that it can provide the leadership implied in all preceding strategies, using the following steps:

- Undertake an evaluation of current representation on the board of directors and develop plans for expanding diversity and skill sets to support management plan implementation and fundraising.
- Revise and improve the existing organizational committee structure to support implementation of the management plan and organizational growth.
- Develop a staffing plan and hire staff to support implementation of the management plan, phasing staff growth to recognize available funds and cash flow.

## **11.7.2 Implementation**

Implementation of the organization’s selected programs requires yearly planning, based on the strategic plan, which is in turn based on the management plan. This section describes the tools and process for planning the organization’s work.

### **Work Plan Elements**

A short document (one to two pages) should be produced for each project or program as it is being planned. Such a document is a communications tool that enables discussion and decision-making as the project is created, and provides for all involved a baseline understanding of the project as it moves forward, to support later evaluation. The following list comprises elements of analysis needed in establishing specific programs.

- Project short title;
- Project description;
- Board committee responsible for oversight;
- Partner(s) and roles;
- Cost;
- Staff hours;
- Specific objective(s);
- How this project supports management plan goals and activities;
- Project steps and timeframe;
- Performance measures;
- Primary mission activity/ies;
- Supported mission activity/ies; and
- Related management plan goal(s).

An example of a convenient project-development form organizing these points appears in Figure 11-2.

### **Critical Questions for Executive Review**

The following list provides critical questions that would be asked by the board of directors as a project is conceived and undertaken. (If a board committee for strategic planning is formed, that committee could provide preliminary review and lead discussion.)

- Is the project clearly defined and related to the core mission, vision, goals, and plan?
- Does the project fit with the core competencies of staff?
- Do the resources exist to support the project at the level it requires?
- Will the project effectively and efficiently achieve the goals and vision, and carry out the mission and the plan? (Project design.)
- Will the project advance or mesh well with other projects?
- Can a partner or other agency/organization do this project better?
- Is success well defined?
- What are the opportunity costs? (What are we not doing or what will we choose not to do because we are undertaking this project?)

### **Critical Questions for Committee Review**

- For those board committees responsible for project approval and review, here are questions:
- Is the project well designed? (That is, are objectives, partners, partners' roles, steps, and performance measures clearly and effectively defined?)
- What level of board involvement and reporting to the board by the committee is required?

- What level of staff reporting to the committee is required?
- Can any board members undertake specific roles in support of this project?
- Can the committee support and lead discussion of this project before the board? (And before a committee responsible for strategic planning if so desired.)

### **Staff Involvement and Reporting**

In general, staff designs a project and carries it out. This enables a committee and the board to review the project and be involved at agreed-upon levels. Staff should fully explain project development in seeking approval and be ready with answers to committee and board questions concerning

- Implementation and goals; and
- The project's relation to the strategic plan.

Staff are to be the administrators and executors. Within the confines of generally understood lines of authority (specifically negotiated project by project where needed), staff should be given free range to accomplish their work. Ordinary reporting should be confined to committee discussions and distributed in writing (digitally) to limit the amount of discussion time required in committee and board meetings. Board meetings can then focus on progress on the overall mission, vision, and goals.

### **11.7.3 Evaluation**

As a recipient of public funding, the Crossroads Association must meet a high standard of public trust. A part of this responsibility is to explain not only how funds were spent, but the results of that spending. Careful evaluation is the standard. Evaluation is defined as “systematic determination of merit, worth, and significance of something or someone using criteria against a set of standards.” It is a process familiar to many employees as a part of their “annual review” conducted by their supervisors. The key is not simply the review, but also the standards by which that review is conducted. The capability and standards for evaluation should be built into the Association's staffing and program design.

Annual reporting is required for heritage areas (see sidebar). The more rigorous concept of evaluation, however, is an evolving practice for coordinating entities. It is expected that periodic evaluation will become a routine part of heritage area managing entities' reporting, and indeed, 14 heritage areas designated or whose legislation was amended in 2009 had an evaluation requirement built into their legislation (see sidebar). Federal legislation establishing this evaluation requirement focuses on two standards in assessing progress, the purposes of the authorizing legislation, and the goals and objectives of the management plan. It asks for analysis of investment by various sources and the impact of that investment, and a review of the “management structure, partnership relationships, and funding” in order to identify “the critical components for sustainability of the Heritage Area.” (“Sustainability,” it should be noted, is not defined anywhere in the 2009 law, for heritage areas or any other entities affected by that law.)

From current National Park Service practice (detailed more below), it is clear that the Association should prepare for evaluation by setting measurable objectives for its programs, monitoring progress in meeting those objectives, and periodically assembling documentation of program results. A general evaluation process established by the National Park Service can be expected to ask whether the heritage area and its managing entity have met the goals in this management plan (which in the case of this plan, are also correlated to the purposes in the legislation). Strategic planning, work planning, and performance evaluation should be keyed to this plan to ease the process of comparing intentions to results. The evaluation process for this heritage area should be applied using readily-understood performance standards and should be based on data that is simple to collect, using a monitoring process that does not add an undue burden to a small staff.

### Annual Reporting Required of National Heritage Areas and Crossroads

The typical language for the duties of the “local coordinating entity” for a national heritage area named in 2009 included the following description of an annual report:

- (B) submit an annual report to the Secretary for each fiscal year for which the local coordinating entity receives Federal funds under this section, specifying—
  - (i) the specific performance goals and accomplishments of the local coordinating entity;
  - (ii) the expenses and income of the local coordinating entity;
  - (iii) the amounts and sources of matching funds;
  - (iv) the amounts leveraged with Federal funds and sources of the leveraged funds; and
  - (v) grants made to any other entities during the fiscal year.

(From the Omnibus Public Land Management Act of 2009, Title VIII, affecting 14 of the 49 nationally designated heritage areas)

This language is more likely to be the general standard set by the National Park Service’s national office serving national heritage areas than the language found in the 2006 law establishing the Crossroads of the American Revolution National Heritage Area (PL 109–338, 297E(b)), which should be considered the most basic requirement for Crossroads and reads as follows:

- (4) for any fiscal year for which Federal funds are received under this subtitle—
  - (A) submit to the Secretary a report that describes for the year—
    - (i) the accomplishments of the local coordinating entity;
    - (ii) the expenses and income of the local coordinating entity; and
    - (iii) each entity to which a grant was made.

## Typical Evaluation Language for a Heritage Area in 2009 Federal Legislation

### Typical Evaluation Language for a Heritage Area in 2009 Federal Legislation

(d) EVALUATION; REPORT.—

- (1) IN GENERAL.—Not later than 3 years before the date on which authority for Federal funding terminates for the Heritage Area under this section, the Secretary shall—
  - (A) conduct an evaluation of the accomplishments of the Heritage Area; and
  - (B) prepare a report in accordance with paragraph (3).
- (2) EVALUATION.—An evaluation conducted under paragraph (1)(A) shall—
  - (A) assess the progress of the local coordinating entity with respect to—
    - (i) accomplishing the purposes of the authorizing legislation for the Heritage Area; and
    - (ii) achieving the goals and objectives of the approved management plan for the Heritage Area;
  - (B) analyze the Federal, State, tribal, local, and private investments in the Heritage Area to determine the impact of the investments; and
  - (C) review the management structure, partnership relationships, and funding of the Heritage Area for purposes of identifying the critical components for sustainability of the Heritage Area.
- (3) REPORT.—Based on the evaluation conducted under paragraph (1)(A), the Secretary shall submit to the Committee on Energy and Natural Resources of the Senate and the Committee on Natural Resources of the House of Representatives a report that includes recommendations for the future role of the National Park Service, if any, with respect to the Heritage Area.

(From the Omnibus Public Land Management Act of 2009, Title VIII, affecting 14 of the 49 nationally designated heritage areas)

### The National Park Service Demonstration Evaluations

In recent years, the National Park Service has begun developing an evaluation procedure applicable to heritage areas, as the result of a request of the Congress for evaluation of nine national heritage areas reauthorized in 2008. As of this writing, the park service has not yet published the results of three demonstration evaluations of the Essex National Heritage Area (MA), the Augusta Canal National Heritage Area (GA), and the Silos & Smokestacks National Heritage Area (IA). It has, however, released basic information about evaluation approach and design.

The National Park Service’s demonstration evaluations were designed to answer the following questions:

- Based on its authorizing legislation and general management plan, has the Heritage Area achieved its proposed accomplishments?
- What have been the impacts of investments made by Federal, State, Tribal and local government and private entities?
- How do the Heritage Areas management structure partnership relationships and current funding contribute to its sustainability?

The design for the demonstration evaluations relied on interviews (individual and group) with “key informants from the coordinating/management entity and partner organizations, and community stakeholders”; and in-depth data collection with comparisons to multiple sources (“triangulated”). The approach used a case study

design, examining each heritage area individually to “ensure that it is relevant to all and is grounded in the local knowledge of the site as well as designed to meet legislative requirements.” The evaluator was not hired by the heritage area, but by the National Park Service, in order to avoid any appearance of bias, but “perspectives of CPM, the NPS Working Group, the NPS Expert Panel, the NPS Comptroller, the NPS liaison with each heritage area, and NHA leadership and community partners” are all valued as part of the evaluation.

The evaluation design also used a “logic model,” a visual representation of the:

- Overarching goal for a National Heritage Area (NHA);
- Resources and key partnerships available to help an NHA accomplish its goals;
- Activities and strategies that are being implemented to accomplish the NHA goal;
- Intended short and long -term outcomes; and
- The linkages among the activities, strategies, and outcomes.

If this evaluation procedure is applied in the future to other heritage areas, each heritage area will see a summary of these points organized into a chart.

Finally, the evaluation design called for an intensive analysis of sources to guide the gathering of information to answer the three basic evaluation questions, in the form of a matrix. The left-hand side of the matrix lists the key domains (topics) and measures, cross-walked with the potential data sources listed across the top (see Figure 11-2). The sources for data collection include: existing NHA documentation, including foundational and financial documents; interviews with NHA staff and key partners; and input from citizens in the NHA community. Review of “foundational” documents includes a review of:

- Legislation – all federal, state and/or local legislation that provides the legal framework for the NHA;
- Plans – all planning documents, including updates, developed by the coordinating entity and/or partners that are intended to deliver the legal mandates defined by Congress and/or other legislative bodies; and
- Legal documents – documents signed by the coordinating entity that allow it to conduct/produce routine NHA business.

Other documents that may provide information are:

- Guides – documents designed to define how NHA business operates;
- Annual financial statements and reports – includes audits, tax returns, budget activities and performance program reports;
- Annual reports - includes reports to Congress, to partners and to the NPS and others
- Organizational structure and operations – how the coordinating entity, board(s) and committees do NHA work, their roles and functions; and
- Key milestones – a timeline of major events that document the evolution of the NHA to include outside influences affecting your planning and implementation process.

(Source for this section: Westat (NPS contract evaluator), Augusta Canal and Silos and Smokestacks National Heritage Area Evaluation Methodology, distributed to national heritage areas in July of 2010.)

Figure 11-2 Domain and Source Crosswalk

Domain and Source Crosswalk

Research Question, Domains, Measures	NHA Management Interviews	Partner Network Interviews	Community Input	Plans, Legal Documents	NHA Guides, Brochures, Websites, Other Documents	Financial Data Forms
<b>Evaluation Q.1: Has the NHA coordinating entity accomplished the purposes of the authorizing legislation and achieved the goals and objectives of the management plan?</b>						
<b>Heritage Programming, Interpretation and Education – Activities and programs that foster public support and appreciation for the NHA site and tell the story of its natural, historical and cultural significance to our nation</b>						
<b>Nature of NHA activities</b>						
Description of programming, interpretation and education activities	x	x		x	x	
Description of activities that were initially not intended	x	x		x	x	
<b>Implementation of each activity</b>						
Role of the coordinating entity	x	x		x	x	
Role of NHA administrative staff	x	x		x	x	
Role of the partnership network	x	x		x	x	
Role of the local community	x	x	x	x	x	
<b>Impact of activities</b>						
Engagement of residents and visitors (# served/involved/affected)	x	x	x			
Increased understanding, awareness and appreciation of NHA resources and stories		x	x			

**Baseline**

Measuring impacts of a heritage area is a challenging process. While several procedures exist that may be helpful, none have proven completely satisfactory. It is difficult to separate the impacts of the heritage area from other influences in the region, economic or otherwise, and in general it is more difficult to measure multi-site regions than single sites. Data collection can also be challenging. As work plans are put in place with measures for progress, it would be helpful for Association staff to study the most recent of such “impact models” to see what data collection has proven useful and how it was done, especially those applied by heritage areas (both national and state) and scenic byways.<sup>2</sup> It may be possible to collect some data (probably not all) on an ongoing basis, rather than the more expensive way, hiring consultants to perform specific studies.

<sup>2</sup> The Alliance of National Heritage Areas and the National Park Service national office can assist in reviewing the most current models and the most recent experience in their application. A recent model offered by the National Scenic Byway program may be a helpful guide drawn from outside the NHA “family,” done in cooperation with the Minnesota Tourism Center, *Paul Bunyan Scenic Byway: Awareness, Impact on Quality of Life & Economy* ([http://www.tourism.umn.edu/prod/groups/cfans/@pub/@cfans/@tourism/documents/asset/cfans\\_asset\\_290645.pdf](http://www.tourism.umn.edu/prod/groups/cfans/@pub/@cfans/@tourism/documents/asset/cfans_asset_290645.pdf))

In any case, it is helpful to start with baseline information – information about the status of conditions prior to the institution of the national heritage area. Two surveys specific to the heritage area exist. During management planning, the Crossroads of the American Revolution National Heritage Area conducted an in-depth survey of the needs and concerns of its interpretive attractions, using a computerized process developed, implemented, and analyzed by the Monmouth University Polling Institute. The institute later conducted a statewide survey of New Jersey residents' awareness of the American Revolution. Both of these surveys should provide helpful baseline data, and may also provide model questions to be repeated over time.

**ACTION: Build the capability and standards for evaluation into the Association's program design and work planning, closely following evolving national standards for standards, measures, and data collection.**

**ACTION: Use the Crossroads work planning and annual report cycle as an opportunity to compile data and documentation on a routine basis.**

**ACTION: Use evaluation processes to monitor progress on and improve individual programs.**

## Time as a Critical Ingredient for Sustained Success in a National Heritage Area

### Time as a Critical Ingredient for Sustained Success in a National Heritage Area

“Passage of time influences the [John H. Chafee Blackstone River Valley National Heritage Corridor] system in several ways. First, it takes time to build a complex partnership system over a large, diverse region. It also takes time to create a strong, sustainable system because partner capacities vary and partner relationships rely upon trust and effective communication to carry out joint projects successfully. Second, in a partnership system such as the Blackstone National Heritage Corridor, there is a strategic sequencing to the projects, with early projects setting the stage for later work. Necessary first steps are education and raising awareness as well as building the “identity infrastructure” of signs and interpretive exhibitry, community visioning workshops, and special events and tours. Third, time is required to build partner capacity and secure the needed funding that will lead to sustainability. In such a system where time plays a critical role, patience and flexibility are also key to sustaining success.

“All of these are part of a maturation process in the partnership network—a growing sophistication and complexity that evolves over time. As accomplishments are achieved and the relationships in the system become more robust, the threshold for what is possible is raised and more challenging, complex efforts can be undertaken. A maturing partnership system, such as that of the Corridor, brings with it a need for increasing specialization, technical expertise, and capacity building in order to sustain the momentum and the partner energy. Maturation may also change the nature of the Commission-partner relationship, with partners taking on greater leadership over time. This can open the door to further learning and strengthening of the network.

“Thinking about the Corridor as a partnership system operating within the realities of a living landscape begins to redefine the Corridor effort—not as a set of projects, but as a frame of mind and a way of living and working that revolves around the nationally significant resources of the Blackstone Valley and the opportunities those resources present. This means that management concerns such as providing ongoing vision, leadership, and capacity building are critical to sustaining success in the Corridor. Thus, the sustainability of the Corridor’s partnership system in part requires a management entity that works in a process-oriented way, which is an important consideration for the management structure that will take the Corridor into the future.” (Blackstone, p. 61)

Credit: Jacquelyn L. Tuxill and Nora J. Mitchell, eds. *Reflecting on the Past, Looking to the Future: Sustainability Study Report for the John H. Chafee Blackstone River Valley National Heritage Corridor*. A Technical Assistance Report from the NPS Conservation Study Institute to the Blackstone River Valley National Heritage Corridor Commission. Woodstock, Vermont: Conservation Study Institute, 2005.

**FIGURE 11-3 Crossroads Association Project Planning Sheet** [Note: this form is intended for conversion to a computerized Microsoft Word form to be filled out in Word 2007; ideally, this is a two-page document printed front-and-back; use of a computerized form will make the length indeterminate, and possibly shorter]

**FIGURE 11-3 Sample Protocol for Data Collection for NPS Evaluation of National Heritage Areas**

Project short title:	Project description:	
Board committee responsible for oversight:	Staff hours (circle one: per year/per project):	Cost (circle one: per year/per project):
Specific objective(s):		
How this project supports management plan goals and activities:		
Partner(s) and roles:		
Project steps and timeframe:	Performance measures:	Monitoring/progress notes:

FIGURE 11-3 Sample Protocol for Data Collection for NPS Evaluation of National Heritage Areas

Page ___ of ___ Project short title:		Project description:	
Primary mission activity/ies: [dropdown list – user will check]	Supported mission activity/ies: [dropdown list – user will check]	Related management plan goal(s): [dropdown list – user will check]	Notes

**FIGURE 11-3 Sample Protocol for Data Collection for NPS Evaluation of National Heritage Areas**

Continuation Sheet, page ___ of ___  Project short title:	Project description:
Project steps & timeframe:	Notes

Source: Westat (NPS contract evaluator), Augusta Canal and Silos and Smokestacks National Heritage Area Evaluation Methodology, July 2010.

*Caption: The "Domain and Source Crosswalk" (matrix) organizes an evaluation procedure applied to three national heritage areas by research question (dark blue, left column) and domain, or topic. The most general topic appears in the light blue row, with more specific topics and measures (where applicable) shown in the white portion of the left column. Sources of information to be gathered are shown in the dark blue row across the top. X's indicate the expectation that the source will be able to provide data for the topics or measures.*



# Acknowledgments

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**Funders**

**National Park Service**

**Foundations**

The Bunbury Company  
 The Geraldine R. Dodge Foundation  
 PSEG Foundation  
 The Fund for New Jersey  
 The J. Seward Johnson, Sr. 1963 Charitable Trust

**State of New Jersey**

New Jersey Cultural Trust  
 New Jersey Historical Commission  
 New Jersey Historic Trust  
 New Jersey Council for the Humanities  
 New Jersey Division of Travel and Tourism

## Acknowledgments



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