

NEW JERSEY'S REVOLUTIONARY WAR SITES: SITE & VISITOR READINESS ASSESSMENT

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Sandy Hook Lighthouse, Gateway National Recreation Area, Highlands, Monmouth County

New Jersey's Revolutionary War Sites: Site & Visitor Readiness Assessment

New Jersey is the site of more Revolutionary War military action than any of the other original colonies, and arguably includes more sites directly related to the American Revolution than any other state. In addition to sheer quantity, some of the War's most important battles were fought in New Jersey, representing key moments in the war for independence. More than 600 battles, clashes, skirmishes and naval engagements, either fought in New Jersey or originating from New Jersey soil, are noted in David C. Munn's "Battles and Skirmishes of the American Revolution in New Jersey."¹

New Jersey's Revolutionary War resources include major battlefields, monuments to key people and events, historic houses, museums, markers, important civic structures, historic churches, graveyards, and many more. For this study, the Crossroads of the American Revolution Association provided the consultant team with a list of 150 sites that were identified as important resources to be assessed in preparation for the nation's 250th Anniversary of the American Revolution. Given these rich historic and cultural resources, New Jersey should be a natural center for activities and tourism relating to the American Revolution and to the nation's 250th Anniversary. However, New Jersey has lagged behind other states, particularly Massachusetts, Pennsylvania and Virginia, in this regard. Tourists and visitors, both national and international, are much more likely to consider these other states when planning visits relating to our nation's founding and early history. And these states are positioning themselves with new facilities and attractions to keep their places at the head of the line. The recently completed Museum of the American Revolution in Philadelphia is a good example of these efforts.

This assessment of site and visitor readiness is one of the first steps in New Jersey's plan to take advantage of the enormous opportunity that the nation's 250th Anniversary represents. While rich in resources, only relatively recently has there been an effort to coordinate the broad story of New Jersey's role in the American Revolution, placing the state's large number of sites in context and creating coherent tours and strategies for visiting these sites. The designation of the Crossroads of the American Revolution National Heritage Area (CARNHA) by Congress in 2006 to support and promote this broad swath of sites across New Jersey has helped to create a sense of the crucial role that New Jersey played in the fight for independence.

The consultant team of Clarke Caton Hintz, an architecture, planning and historic preservation firm based in Trenton, New Jersey; Hargrove International, a destination development, strategic planning

¹ Munn, David C. *Battles and Skirmishes of the American Revolution in New Jersey*, Bureau of Geology and Topography, NJ Department of Environmental Protection, 1976

I. EXECUTIVE SUMMARY



Morven Museum and Garden, Princeton, Mercer County



Maclean House, Princeton, Mercer County

and tourism marketing firm based in Georgia; and Hunter Research, a cultural resources consulting firm also based in Trenton, was selected to work with the Crossroads of the American Revolution Association and their state partner, the New Jersey Historical Commission, to visit and assess the 150 identified sites in terms of site and visitor readiness. This assessment is intended to be a broad, first look, a snapshot if you will, of the physical condition of each site; how the site is interpreted, particularly in relation to the American Revolution; and how visitors are welcomed and engaged. This extensive trove of information has been analyzed to provide preliminary cost information for how much the state, counties, local governments and private partners will need to invest to fully take advantage of the opportunity that the 250th Anniversary represents. In addition to physical improvements, this funding will help identify particularly compelling themes and stories that will attract new visitors to the state, as well as the best ways to provide a key entry to introduce visitors to the American Revolution in New Jersey.

Clarke Caton Hintz (CCH) visited all 150 sites and provided the initial assessment of each from all three points of view (physical condition, status of interpretation, visitor readiness). Hunter Research (HR) completed additional research for each site, collecting studies and reports, as well as more detailed interpretive materials and preliminary information about potential archaeological resources. Hargrove International (HI) followed up with on-line and social media research to gauge how sites are viewed by visitors, and then made thirty “anonymous” visits to representative sites to get a first hand sense of the visitor experience. A wide range of site conditions was noted, brief descriptions provided and each condition ranked, from “good” to “unsatisfactory.” The presence or absence of interpretive materials was also noted. Each site was then ranked in terms of visitor readiness (visitor ready, almost visitor ready, not visitor ready), a designation which indicates the extent to which a site is well-organized, staffed and scheduled to welcome visitors. Visitor readiness is the consistent delivery of an experience at an historic site. Starting with adherence to published hours of operation, “consistency” provides the experience marketed to visitors, and offers a variety of amenities and services to aid in the delivery of the desired experiences. Cleanliness and safety are expected, and quality is assumed at visitor ready sites. All of these factors were considered, as well as significance relating to the American Revolution, in designating each site in one of four ways (see Appendix A, Table 1 for a summary of this assessment for all of the sites):

- i. Attractor:** A significant visitor ready site that offers such a high quality experience and strong interpretation that it becomes a major motivator/reason for leisure travel; four of these sites were identified, with an additional five potential “attractor” sites also identified.

2. **Attraction:** A visitor ready site that is worthy of a tour or detour due to the quality of experience; fourteen of these sites were identified, with an additional twenty-two potential “attraction” sites noted.
3. **Tour While There:** The sites, events and activities worth discovering while traveling to a destination for other reasons or adding to a local itinerary; 48 of these sites were identified, with an additional 41 potential “tour while there” sites identified.
4. **Community Resource:** These are important to the local community but perhaps not as relevant to out-of-town visitors; 84 of these sites were identified.

Finally, preliminary, “order of magnitude” costs related to making these sites visitor ready in time for July 4, 2026 were identified, including estimates for improving the physical condition of the sites, providing additional interpretation related to the American Revolution, and for heritage tourism training. These costs are analyzed in terms of the importance of the site to the story of the Revolution in New Jersey and the urgency of need. This preliminary estimate represent a significant investment on the part of the State of New Jersey, counties, municipalities, and the privately held sites. But this is an investment that will have significant rewards in terms of bringing heritage tourism visitors to New Jersey, exponentially increasing traffic and spending at businesses, including restaurants and hotels, related to these sites and encouraging spin-off asset-based development. Heritage tourism has been proven to be one of the best investments in terms of long-term return.

This Site and Visitor Readiness Assessment has been an enlightening process, allowing the team to visit and explore an extraordinary array of fascinating and engaging sites. The huge opportunity represented by the nation’s 250th Anniversary quickly became apparent. The enormous amount of investment in terms of physical improvements, enhanced interpretation, training and marketing needed to fulfill New Jersey’s heritage tourism potential also became apparent.

Site Conditions:

As might be expected, the 150 sites are in a wide range of conditions, from boarded up with no visiting hours, to excellent condition with clear and well-organized hours and tours. In terms of the physical character of the sites (site and landscape, building exterior, building interior), the conditions run the full gamut, from “5” (good) to “1” (unsatisfactory). Items requiring repair and improvement were also ranked in terms of priority of need, from “A” (immediate) to “C” (long-term). The majority of the items identified were in the “A” (immediate) category. All of the sites need work to some



Van Allen House, Oakland, Bergen County



*Shippen Manor/Oxford Furnace,
Oxford Township, Warren County*

degree or another. 69% of the sites had Priority A work; all 150 sites had at least some Priority B site improvement requirements identified. The total cost of physical improvements needed for the sites for Priority A is in excess of \$250 million, and more than \$125 million for Priority B. The results of this survey indicate that New Jersey needs significant investment in its historic sites if it is going to be ready for visitors in time for the 250th Anniversary.

As these renovation and improvements needs are large, they will need to be prioritized. For example, a number of sites are identified that could and should be “attractors” but because of their physical condition and/or visitor readiness status, they will need additional preparation and training before serving in that capacity. Other sites are currently identified as “tour while there” or “community resource” but could move into a higher category with additional investment in the building, facilities and visitor readiness training.

Site Interpretation:

Data on site interpretation was collected from the 150 evaluated locations, of which approximately 61% currently offer interpretive programs relating to the American Revolution. The remainder offer either limited or minimal interpretation. The types of interpretive programs currently being offered (e.g. guided tours, exhibits, print material, etc.) and the content of those programs (Revolutionary War focus or other focus) were analyzed; the interpretive assessment documented the presence or absence of different types of interpretation, but the quality and accuracy of the programs were not assessed at this stage. As a result of this analysis, certain trends were noted. For example, most sites rely on widely applied types of interpretation with the most common being a regular site tour supplemented by special events, while only about a third of the sites offer interpretation through electronic media or audio-visuals, which are essential formats for attracting and engaging today’s visitors.

A series of funding recommendations is offered in response to the current state of interpretive programming and the goal of increasing visitation for the 250th Anniversary. The recommendations are keyed to the level of interpretation observed at each site (focus on the Revolution/limited focus on the Revolution/minimal interpretation). All programming should be developed with an eye to engaging diverse audiences, many of which will be new to the sites assessed in this study. Increased funding is recommended for but not limited to:

- Enhancing existing programming
- Special events related to the 250th Anniversary

- Special exhibits for the 250th Anniversary
- Programming that serves new and diverse audiences
- Temporary, changing or small exhibits
- Interpretive signage
- Interpretive plans
- Staffing

Archaeology:

Consideration was given to archaeological issues potentially affecting each site, as the presence of archaeological resources may constrain or add to the cost of site capital improvements. Publicly funded construction-related ground disturbance on New Jersey and National Register of Historic Places-listed sites will require project compliance with state and federal historic preservation law which may include archaeological investigations, evaluation and mitigation. These potential requirements should be factored into cost estimates and schedules. Each site was subjected to a brief desktop review and a preliminary assessment in terms of its archaeological potential.

Archaeology is also viewed as an important vehicle for enhancing site interpretation and for engaging the public in the process of investigating and analyzing buried remains and artifacts. Visitors, particularly schoolchildren, often gain a greatly enriched experience at New Jersey’s Revolutionary War sites when they can view or participate in excavations, go on site tours, and attend open days and presentations on archaeological subjects.

Visitor Readiness:

To attract tourists and their spending, sites need to be “visitor ready.” At a minimum, visitor readiness refers to consistent opening hours, including at least one weekend day (when most visitors travel). Some sites are “almost visitor ready,” hosting visitors with seasonal staff or volunteers providing limited access. Other sites are under renovation or need restoration in order to be open to the public, and currently have no experience available to visitors. In order to attract tourists and their spending, sites also need to offer a reason to visit. They need to explain why the experience is worth their time, how it is relevant to today’s issues, and how it can add value to their lives.

Site assessments determined that only 24% of the 150 Revolutionary War historic sites surveyed are



Francis Hopkinson House, Bordentown, Burlington County

visitor ready, and another 12% are almost ready. Almost two thirds (64%) of the historic sites are not visitor ready, with many of these sites requiring extensive restoration, upgraded interpretation, increased staffing and staff training in order to consistently host visitors. It should be noted that a small number of sites are inherently not visitor ready under the traditional tourism industry criteria as they are monuments, markers or active religious facilities which don't require, desire or can't accommodate the full range of visitor services.

To satisfy the basic requirement for hosting visitors, sites must be accessible on a consistent basis year-round. While seasonality may be a factor in some locations, striving for a more year-round operation allows maximum opportunity to host and educate visitors about the Revolutionary War experience in New Jersey.

Market Potential:

New Jersey currently lags behind competitor states and the national average in attracting heritage travelers. Nationally, 13% of all U.S. leisure travelers engage in an historic site activity. Only 7% of travelers to New Jersey engage in this type of activity, while the state's competitors (New York, Pennsylvania, Maryland, Virginia, and North Carolina) attract more than double (16%) our heritage tourism market share.²

Relevant Activities	U.S.	New Jersey	NJ w/out Atlantic City	Competitor States
Historic Sites	13%	7%	10%	16%

New Jersey has a great opportunity to increase heritage visitation during the 250th Anniversary commemoration. More important, perhaps, is how the state can educate residents and visitors about its crucial contributions to our independence: to tell its unique stories and highlight its special places.

To advance heritage tourism and market share of general leisure visitation, both domestic and international, with specific regard to Revolutionary War site experiences, New Jersey must consider how to grow its value proposition and brand promise in the eyes of potential visitors. The markets offering the greatest potential are neighboring states, international inbound visitors with a connection to ancestors (reverse genealogy) and local residents. Local residents impact the decisions of visiting friends and relatives: helping them “choose” New Jersey experiences expands in-state visitor spending and reduces leakage to other states.

Competition, though, is fierce. Some destinations are established and maintain a strong market share of the American Revolution site visitation. Boston and Philadelphia, in particular, are recognized hubs for sites and stories of the American Revolution. New Jersey sites must provide exceptional experiences and accessibility to attract guests. Innovative interpretation will be essential to offer relevant programs for diverse audiences, and capture the attention of both media and tour operators to increase visitor awareness and interest.

² DK Shifflet & Associates, 2017 *New Jersey Visitor Profile*, March 2018

To maximize the impact from heritage tourism, organizers must also seek out ways to help visitors locate other local relevant and desired assets (places to eat, sleep, shop, and other attractions/activities) to extend their stay and increase spending in the state. As itineraries are created, adding interesting culinary opportunities, unique lodging, and cultural and natural attractions may provide the desired critical mass of activities necessary to “linger longer” in New Jersey.

Focusing on the sites that motivate travelers to visit and that offer the greatest value and appeal will be crucial to providing the desired brand awareness and ultimate economic impact from visitation.

Themes:

Many of the themes and interpretations currently promoted in New Jersey focus on military action. However, it is important to recognize that many audiences, including heritage tourists from a range of cultural backgrounds and with a variety of interests in history, will benefit from broader interpretation and connection to relevant issues of today. Some suggested overarching themes for sites to consider in planning for the 250th Anniversary of the American Revolution are:

1. **Why the War Came to New Jersey:** this theme sets the stage for all other themes and stories. It emphasizes the underlying geographical context of the war in the northern colonies and New Jersey’s role both on the front line of conflict and as a “crossroads.”
2. **Diversity:** ethnic, religious, political and class diversity marked New Jersey during the Revolutionary period much as it does today. A quarter millennium ago, the diverse character of New Jersey’s population was already in evidence, since its mix included immigrants and emigrants, enslaved and native peoples, many of them directly influenced by the war.
3. **Mixed Allegiances:** war demands that people pick sides and those who might prefer to “sit on the fence” are faced with difficult, discomfoting choices. New Jersey, as a scene of intense conflict during the early years of the Revolution, saw its population adopt positions ranged across the entire spectrum of allegiance, from committed Patriot to recalcitrant Loyalist and everything in between. Many New Jersey residents were forced to live through the war in reduced circumstances, experiencing fewer or less desirable options in earning a living and maintaining a home. Not every New Jerseyan had the same options or rights, which often would have affected their response to the war.
4. **Everyday Living:** the war wrought havoc on everyday life, and civilian New Jerseyans, free and



Students visiting the Old Barracks Museum, Trenton, Mercer County



Liberty Hall Museum, Union, Union County

enslaved, native and foreign-born, all experienced the chaos in real and tangible ways. Those left at home struggled to maintain farms, businesses and the framework of government; children likely learned less from books and more from the day to day struggle for survival; social linkages dwindled as communication and movement around the countryside and towns were constrained by military activity.

5. **Industry and Commerce:** war may bring a range of economic conditions, from hardship through opportunity, to a civilian population in a conflict zone. Hardship befell those whose property, workforce and resources were appropriated by the military (British or American). For others, the military represented a market where fortunes could be made.
6. **Faith in Time of War:** the various religious denominations responded to Revolutionary ideas and the reality of war in different ways. Some churches actively supported the Patriot cause, preaching in support and providing chaplains; others closed their doors and decried the call for independence. Still others, notably Quakers, chose a pacifist position.
7. **Consequences:** the American Revolution had a prolonged and widespread impact on all New Jersey residents. In the years following the conclusion of hostilities, as the new nation was being built, economic recovery was a slow and arduous process. The war had lingering and pervasive effects on family relationships, homes, the land and land ownership, local institutions, jobs and markets; on a broader scale, the American Revolution had a profound influence on politics, policies and power worldwide.

Currently, many sites offer only a single interpretive or educational program. A growing concern over limited interpretation or exclusionist history (often from the white landowner, wealthy merchant, inventor or military leader perspective) has escalated in the past decade, especially at historic sites as travelers question the validity and comprehensiveness of heritage interpretation. The desire to be inclusive, and provide content from a variety of perspectives, is certainly an important goal. Presenting different stories with sensitivity yet not shying away from difficult subjects is a challenging balancing act for historic site managers. Yet if our past is to shape today's conversations and future progress, site guides/managers and marketers must seek out and document fact-based and inclusive content as the integral foundation for all programming and interpretation. And as more visitors lack basic understanding of the events that transpired in the past, providing context surrounding the importance of certain seminal activities to an eventual relevant outcome is imperative. Diversifying the content, presenting history more inclusively, expanding the interpretive offerings and targeting specific audi-

ences will help New Jersey attract both current and new markets to the varied experiences, and bring tourists back for repeat visits.

Visitor Experience Center:

Finally, a major opportunity for positioning New Jersey as the state to experience the American Revolution was identified. While New Jersey has a number of important sites with well-developed visitor centers, there is no central location where visitors can get a full sense of the scope of New Jersey’s role in the nation’s founding. The consultant team is recommending Revolution-specific upgrades to a wide range of key existing visitor centers and access points, including Morristown, Monmouth Battlefield, New Bridge Landing, the Dey Mansion, Fort Lee, East Jersey Old Town Village and Red Bank Battlefield. The team also recommends the design and construction of a major Visitor Experience Center in Trenton that will provide an overview of the Revolution in New Jersey, present the important themes, and guide visitors to the other key sites around the state while fully interpreting the Ten Crucial Days. The upgrade and expansion of the Visitor Center at Washington Crossing in conjunction with this major new Visitor Experience Center in Trenton will be an important part of this planning and development phase leading up to the 250th Anniversary.

While designing and constructing such a center in Trenton faces a range of challenges (funding and urban infrastructure, to name just two), the city’s key role in the first substantive American victories in the Revolution, as an important stop between Philadelphia and New York, as the location of a number of evocative and important Revolutionary War sites, its easy automobile and public transportation access, and its role as the capital of New Jersey make Trenton the right location for this new center for understanding New Jersey in the Revolution.

Cost Estimate:

The costs identified as part of this report are, by necessity, conceptual in nature. This Assessment is intended to be a broad look at all of these sites, giving an unbiased sense of their condition at a particular moment, and providing an “order of magnitude” estimate of the investment required to make them visitor ready. The total costs relating to site and facility improvements, site interpretation improvements, marketing, staff and volunteer training, and the construction of a new Visitor Experience Center in Trenton, approaches \$500 million. This clearly represents a large investment, which should be further vetted and prioritized. All levels of government (federal, state, county and local) will need to be involved, and private partners (foundation, individual and corporate) identified. In ad-



Historic Walnford, Monmouth County



Historic Cold Spring Village, Cape May County

dition, the costs described in this report should be prioritized, and future studies and plans completed to further develop strategies for making the most effective investments, and for completing the work in time for 2026.

Conclusion:

This Site and Visitor Readiness Assessment provides a preliminary snapshot of the 150 identified Revolutionary War sites in the state. The goal is to provide a clear-eyed impression of each site, with recommendations for how each site and the state as a whole can become compelling destinations for the commemoration of the 250th Anniversary of the American Revolution and beyond. New Jersey's unmatched Revolutionary War historic resources provide extensive opportunities to tell the stories of Why the War Came to New Jersey; Diversity; Mixed Allegiances; Everyday Living; Industry & Commerce; Faith in Time of War; and the Consequences of the Revolution. Given the state's unmatched historic resources, the project team believes that New Jersey should be second to none in attracting visitors commemorating the 250th Anniversary.

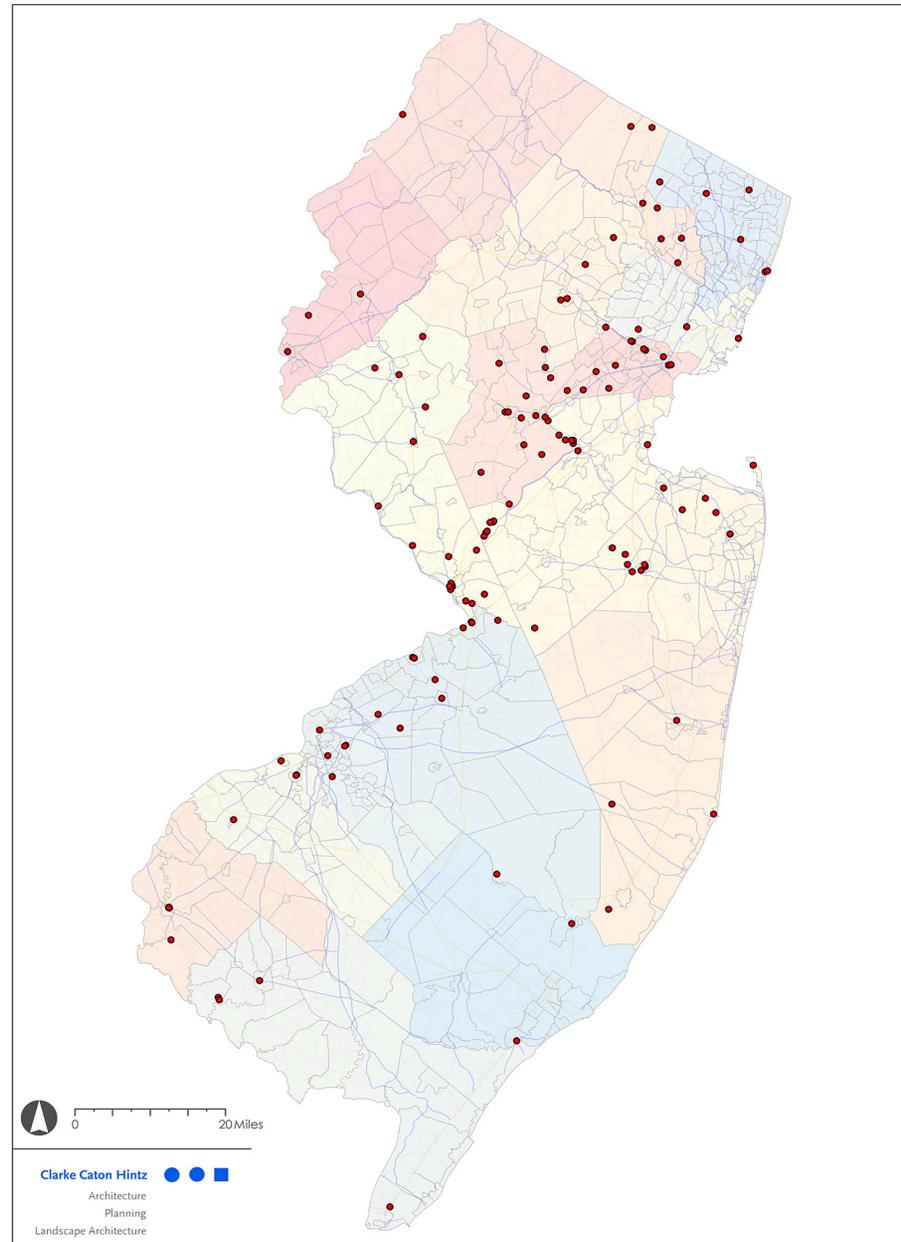
The information contained in this report, including the data collected during the team's site visits along with the team's analyses and observations, is not intended as a judgment of these sites or the state's readiness, but rather as tools to be used to gain funding, to encourage training, to provide suggestions for future studies and to guide the needed work at the sites. The consultant team believes that the nation's 250th Anniversary presents an extraordinary opportunity for New Jersey and hopes that this report will help bring this opportunity to fruition.

The research and analysis for this report began before the COVID-19 crisis. However, the findings and recommendations herein are still valid. Our quest to be "visitor ready" and prominently position New Jersey as the Crossroads of the American Revolution is more important than ever. When people are able to travel and explore our great nation, visitors will seek out messages of hope and resilience. This report can serve as a foundational tool for restarting, rebuilding and growing heritage tourism in New Jersey.



Morven Museum and Garden, Princeton, Mercer County

New Jersey's 150 sites relating to the American Revolution are spread across the entire state, with a concentration along the corridor between Philadelphia and New York. The breadth and range of these sites presents a tremendous opportunity to bring heritage tourists to the state to a wide range of locations, promoting spin-off development and revenues for numerous localities.



Introduction: New Jersey and the American Revolution

As stated by the Crossroads of the American Revolution Association in preparation for this project, “The nation’s upcoming 250th birthday celebration on July 4, 2026 offers New Jersey a unique opportunity to raise awareness of its seminal role in the War for Independence.” Inherent in this statement is the understanding that New Jersey, despite its extraordinary range of historic resources relating to the American Revolution, has lagged behind other states in terms of awareness of its “seminal role,” and in attracting national and international visitors to these sites.

Background:

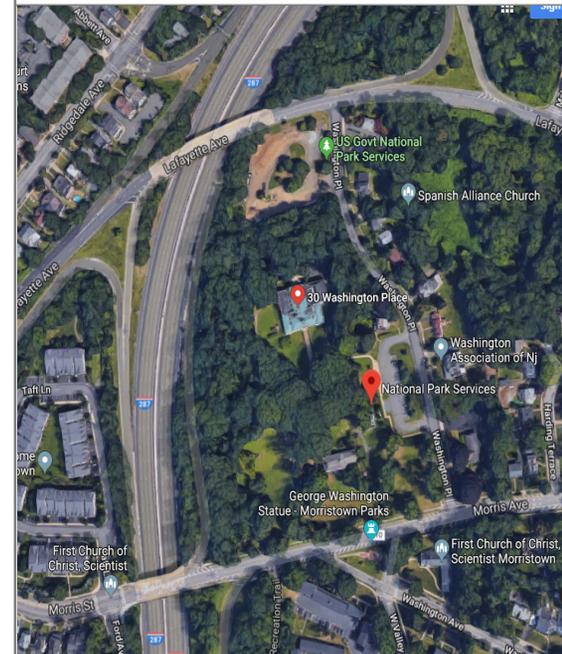
In its introduction to this project, the Crossroads of the American Revolution Association provided this compelling case statement for New Jersey’s unique role in the Revolution:

From the heights of the Palisades at Fort Lee to the shores of the Delaware River at Red Bank Battlefield, New Jersey and the Crossroads of the American Revolution National Heritage Area (CARNHA) offers an unprecedented opportunity to explore the impact of the American Revolution. General George Washington spent more than one-quarter of his time as Commander-in-Chief in New Jersey, establishing dozens of headquarters here during the war...

The overall purpose of CARNHA is to connect the people and places of New Jersey’s rich Revolutionary heritage to inspire community pride, stewardship and civic engagement and to tell the story of the American Revolution. There is an enormous opportunity to capitalize on the state’s complex Revolutionary history to promote heritage tourism, history-based education and local pride...

The Crossroads Association has been designated as the New Jersey Historical Commission’s not-for-profit partner in the public-private partnership to plan the state’s 250th commemoration. The Partnership seeks to prepare the state’s Revolutionary heritage sites for an influx of visitors during the anniversary years of the Revolution in New Jersey, potentially ranging from 2024 to 2033. Interpretation at these sites will tell the stories of battles and skirmishes as well as the impact of the war on the daily lives of average New Jerseyans of all social, economic and racial backgrounds. New Jersey’s Revolutionary heritage sites range from state-managed battlefields to locally-owned and operated structures in various degrees of repair and readiness to receive visitors. Some are fully equipped to welcome visitors daily, while others are seldom open and need major repairs or alterations in order to offer basic services to multiple visitors at one time.

II. INTRODUCTION



Aerial view of the Ford Mansion/Washington Headquarters Museum, Morristown National Historical Park, Morris County



Somers Mansion, Somers Point, Atlantic County

Purpose of this Site & Visitor Readiness Assessment:

The purpose of this report is to provide a clear-eyed assessment of the current condition of 150 sites identified by the Crossroads of the American Revolution Association that relate to the Revolutionary War in New Jersey. The physical condition of the sites was reviewed, the presence and type of interpretive materials was noted, and the extent to which the sites are ready to welcome and accommodate the wide range of anticipated visitors was assessed.

This information can now be analyzed and interpreted to prioritize which sites and which work are most important to complete, and then to give an initial sense of the investment needed to prepare New Jersey for this extraordinary opportunity. As part of this work, the team identified seven potential themes that could be developed to help organize and provide context for tours and visitors, and provided recommendations for improving visitor experiences, presenting consistent information, and constructing a key New Jersey Revolutionary War Visitor Experience Center.

This preliminary assessment is intended to provide a snapshot of what these important sites are like now and what the state needs to do in order to be ready to attract the large number of visitors anticipated for the nation's 250th Anniversary in 2026 and beyond. This report is one of the first steps in a multi-year process; additional, more detailed studies will need to be completed, funding identified and projects designed and implemented if New Jersey is going to take its rightful place as a heritage tourism leader in relation to the American Revolution.

The 150 assessed sites should not be considered an all-inclusive list of historic properties in New Jersey that have both significant Revolutionary War associations and potential for enhanced heritage tourism. The Crossroads of the American Revolution Association recognizes that there are other sites and cultural resources important in the story of the American Revolution, which may merit future acknowledgement and promotion as visitor destinations. These might include the Benjamin Cooper House and Tavern in Camden; the Waln House/Eagle Tavern in Trenton; the Pluckemin Artillery Encampment; the Battle of Dallas Landing on the Maurice River (Bayshore Center at Bivalve); the six encampment locations of the French Army in New Jersey en route from Rhode Island to Yorktown in 1781; and Trenton's historic downtown street pattern, which is essentially the same as at the time of the Ten Crucial Days in December 1776/January 1777.

A Note About COVID-19:

While the research and analysis for this report began before the COVID-19 crisis, as the document was being completed we recognized how serious the situation will be for all of us. COVID-19 is a global health crisis impacting colleagues, friends, neighbors and loved ones. Although we don't know when, we know there will come a day when people will again be able to travel and explore our great nation; Americans and the travel industry are resilient and will recover from this pandemic. Sites that share messages of overcoming barriers and seeking better ideals can provide hope for current and future generations. We can learn from the past; in fact, heritage tourism is one of the key ways that affords us this opportunity. Being ready to offer experiences that connect us to our roots and provide examples of how Americans overcame adversity, as was often the case with the Revolutionary War in New Jersey, are perhaps now more relevant than ever before. Ensuring our collection of Revolutionary War sites are open and offering important, inspirational experiences to all persons continues to be an important goal, even during this dark time of crisis. This report, and the recommendations therein, can serve as a foundational road map to preparing for the 250th Anniversary of the Revolution and jump starting heritage tourism's growth in our state.



White Hill Mansion, Fieldsboro, Burlington County



Batsto Village, Hammonton, Burlington County

What Is “Visitor Readiness” and Why Is It Important?

“Visitor readiness” is the consistent delivery of an experience at an historic site, event, or activity. Starting with adherence to published hours of operation, “consistency” provides the experience marketed to visitors at the published price of admission (if applicable), and offers a variety of amenities and services (gift shop, tour guides, on-site literature, etc.) to aid in the delivery of the desired experiences. Cleanliness and safety are expected, and quality is assumed at visitor ready sites. The designation of visitor readiness affirms the promise and responsibility of the host: providing open and accessible sites ready to welcome visitors. Lancaster County, Pennsylvania, one of the first destinations to create a designation program for heritage sites, describes visitor readiness as “being prepared to welcome the public, having the ability to meet their expectations, and exhibiting high standards of appearance and operation.”¹

“We take stock of a city like we take stock of a man. The clothes and appearance are the externals by which we judge. We next take stock of the mind, the intellect. These are the internals. The sum of both is the man or the city.”

- Mark Twain, *New York Times*, December 7, 1900²

Criteria for Visitor Readiness:

All historic sites interested in hosting visitors should meet several overarching criteria. The list below describes these basic criteria for any attraction open to the public. They were applied to the 150 Revolutionary War sites, and the findings are summarized for each site in Table 1 Appendix A at the end of this report:

i. Basic Operation

- Having a business license, permits and insurance in order to operate legally
- Set schedule of operating hours
- Contact telephone number and/or email (at minimum, for emergencies and when open)
- Prominent on-site signage

¹ Standish, S. Program Manual for Heritage Partners (nd) pp 9, Lancaster Planning Commission, <http://www.lancastercountypartners.org/DocumentCenter/Home/View/136>

² Mark Twain presentation at the Banquet of the St. Nicholas Society, as reported in the *New York Times* (December 1900)

III. VISITOR READINESS



Visitors at Morven Museum and Garden, Princeton, Mercer County



Old Barracks Museum (Gift Shop), Trenton, Mercer County

- Sufficient lighting for safety
- Well-maintained paths or roads for access

2. Open to the Public

- Schedule of hours/days open when the public may visit, usually at least one weekend day and three days a week. (Note: some tourism bureaus use criteria for set hours/days of operation to determine inclusion in marketing materials.) “By appointment only” is not recommended, unless someone really is on the end of the phone number listed to contact and is ready to be available at the time/day desired by the customer.
- Access provided to all people, meeting ADA compliance and other requirements for public use.

3. Staffing

- While volunteers are recognized as an important, and often vital, resource for sites to offer programs or tours more frequently, the availability of an official staff person is important for a number of reasons. First, in case of emergency it is important to have a representative from the organization available to handle the crisis or serve in an official capacity during hours of operation. Second, if volunteers are unexpectedly unavailable, official personnel can step in as docents to ensure the site is open as scheduled and programs can be delivered with consistency and quality.

These are the minimum criteria for visitor readiness at an historic site interested in hosting visitors. Certainly, the availability of a stellar gift shop, temporary exhibits and café can enhance the time spent at a site or attract locals on a more frequent basis.

However, visitor readiness should include more than just opening the doors, qualities beyond the basic criteria listed above. Here are a few more areas to consider in determining visitor readiness, especially for historic sites:

4. Exhibitions

At the heart of many historic sites and museums is the interpretation of a place, story, or collection. Ensuring that proper policies and procedures are evident and adhered to is an important part of visitor readiness.

- Is there a schedule for rotating exhibits to refresh content and encourage repeat visitation?
- Are exhibitions designed to a high quality standard – well signed, attractive, with engaging content?
- Is historical content research-based and information sourced appropriately?
- Is a collections policy in place and utilized to further the institution's mission?
- Are curatorial practices used to protect and preserve artifacts?

5. Programs

With a market-centric shift in programming, historic site managers/organizations must create relevant and compelling activities for current and potential customers (members and visitors). Therefore, reviewing the type, quantity, quality and availability of programs is growing in importance for visitor readiness.

- Are multiple programs offered or is the tour program the same for all visitors?
- How frequently is the main program updated? Will a visitor returning in a year or five years have the same tour experience, or are there different programs to enhance their repeat visits?
- Does the schedule of programs reflect times and days when the visitors want to attend/participate?
- Is there a special or separate program for children and/or school groups?
- If a gift shop is available, does the merchandise reflect the site/program themes and/or offer locally made items?

6. Tour Guides/Docents

The tipping point for many museum and historic site experiences begins with and relies on tour guides, paid or volunteer. Knowledgeable and hospitable greeters and guides are often the difference between a disappointing and an exceptional experience. Investing in the training and recognition of guides pays huge dividends in customer satisfaction and retention.

As front-line personnel, tour guides and staff influence visitor behavior based on their level of engagement with these customers. Visitor readiness is certainly dependent on informed personnel.

- Is there a program to recruit and reward docents from the community?
- Do docents/guides receive training at least annually? Is it mandatory? Does it include information sharing as well as honing presentation skills?
- Are tour guides encouraged to learn more about the community (e.g., participate in local familiarization tours to other attractions, restaurants, etc.) to pass along this knowledge to visitors in the form of suggested places to eat, shop, tour, stay?



Smith-Cadbury Mansion, Moorestown, Burlington County

- Are materials and tours translated into different languages for international visitors, available in Braille and for the hearing impaired?
- Do guides have a staff or board member to contact in case of emergency, conflict or area of concern?

7. Marketing to Capacity

Understanding the optimum number of visitors to host, and best audience(s) for the site experience is vital to planning, marketing, and hosting. Some sites, because of their size or configuration (two-story homes, for example), may not be suitable for large groups. Other outdoor sites (such as battlefields) may not have alternatives for inclement weather.

- How many visitors can be hosted at one time without compromising the integrity of the site or the experience?
- Are school groups scheduled on certain days of the week, with families and adult groups encouraged to visit on other days?
- Can tours be rotated to different parts of the site to help reduce impact, or restrict access to certain areas during peak times of the year?
- Are timed or ticketed admissions an option for peak visitation periods?
- How does the current infrastructure (parking, road access, entrance, restrooms, other visitor services) impact capacity?

Being “visitor ready” requires managers to understand and plan for site limitations or restrictions while also identifying the best way(s) to present the site experience to visitors. Scheduling tour times so groups don’t overlap, limiting size of groups to avoid congestion, and keeping grounds open for extended hours are ways to offer quality experiences, even for sites with limited capacity.

The following table summarizes the criteria for classifying sites as “visitor ready,” “almost visitor ready” and “not visitor ready.”

Local Asset	Visitor Ready	Almost Visitor Ready	Not Visitor Ready
Historic Sites	1. Open a minimum of three days a week including one weekend day	1. Seasonal or more limited but regular hours/days of operation	1. Do not have regular operating hours or only open by appointment.
	2. Staffed	2. Staffed solely by volunteers	2. Self-guided only; no on-site personnel (staff or volunteer)
	3. Programming, guided tours scheduled at least once a month	3. Limited programming or events	3. No programming or events
	4. Information available on site for visitors (exhibits, brochures, interpretive signs)	4. Limited on-site information	4. No on-site information available for visitors
	5. Visible signage, lighting and well marked entrance/access	5. Limited signage, lighting and access	5. No signage, lighting. Access at personal risk.
	6. ADA Compliant	6. Limited accessibility	6. No accommodation for persons with disabilities
	7. Public parking, restrooms available	7. Facilities and services may be limited	7. Limited or non-existent facilities
<i>Bonus to Visitor Readiness: Authenticity (real, not fabricated or manufactured); uniqueness to destination. Reproductions and facsimiles must be described as such to retain integrity of the historical experience.</i>			
<i>Note: Some monuments are sited at places of historic significance but do not have additional or traditional visitor services due to location or access. Therefore, they are currently not held to the rigorous “visitor readiness” criteria of other historic sites. While the lack of services does limit their ability to attract visitors and provide in-depth interpretation, there are opportunities at most locations to improve interpretation to make a visit more worthwhile.</i>			

The Importance of Visitor Readiness:

If time is the new currency for visitors, and competition is the quality standard for historic sites and destinations seeking tourists, visitor readiness is foundational to delivering valued experiences. All of the marketing in the world cannot overcome disappointing – or worse yet, underwhelming – experiences or not meeting expectations set forth in brochures, advertisements and websites. With a collection of historic sites based around a theme or subject (such as the Revolutionary War), if visitor ready sites are coupled with non-ready sites, the integrity of the entire collection can be at risk. **A bad experience at one location will potentially negate the desire to visit other sites.**



Roseberry House, Phillipsburg, Warren County

The bottom line is that visitors do not care who owns or operates a historic site; they only care about a great experience that is worth their time and money. The responsibility of ensuring that the experience is worth a detour lies with the historic site management, not the visitor. Ongoing investment to host visitors is required to compete with other attractions. Continuous training and education, adequate staffing (or volunteers) to operate on a consistent schedule of open days/times, appropriate facility maintenance and stewardship of historic structures and grounds, and relevant programming (exhibits, tours, activities, events) are necessary to attract savvy travelers and result in a positive impact. If visitor readiness is not assured, the site is better to seek revenue generation from other sources until such time it can meet the host responsibilities, and visitor expectations, to deliver a quality and valued experience.

Recommendations:

Sustainable tourism is based on providing access and offering exceptional experiences on a consistent basis. Without this foundation of “visitor readiness” the tourism marketer is at risk of promising an activity that cannot be delivered. This assessment process has afforded a candid perspective of sites related to the Revolutionary War and determination of the sites that are most ready to host visitors or can be ready to contribute to the experience of the 250th Anniversary of the American Revolution.

Site assessments determined that **only 24% of the 150 Revolutionary War historic sites surveyed are visitor ready**, and another 12% are almost visitor ready. Almost two thirds (64%) of the historic sites are not visitor ready, with many of these sites requiring extensive restoration, interpretation, staffing and staff training in order to consistently host visitors. It should be noted that a small number of sites are inherently not visitor ready under the traditional tourism industry criteria as they are monuments, markers or active religious facilities which don't require, desire or can't accommodate the full range of visitor services. A summary of this assessment is included in Table 1 in the Appendix at the end of this report.

Of the ten attractor and potential attractor sites, nine are visitor ready, and one is considered to be not visitor ready. While this 90% visitor readiness rating for the ten most important sites is encouraging, the overall statistic where almost two thirds of sites are not visitor ready is cause for concern. This underscores the need for taking direct action to prepare for the 250th Anniversary.

Even visitor ready sites (and host organizations) can benefit from hospitality training. Those sites offering guided tours should receive orientation/tips for delivering great tours. Sites seeking to

expand their volunteer base may want to reach out to local college and university theatre departments, or contact actors from community theatre who may have the interpersonal and presentation skills to enhance tour delivery. Libraries and archives are good sources for identifying potential storylines and fact-checking content accuracy. Historians and history departments, along with topical webinars offered by the American Association for State and Local History (AASLH) and National Park Service may also be good sources for interpretation and program development. Crossroads of the American Revolution Association has excellent resources related to the Revolutionary War in the “Research and Classroom” section available on their website. The AASLH also has a vast wealth of resources available on their website, including *The Inclusive Historian’s Handbook*. Informing all the sites of these existing resources, and helping them apply the instructions and recommendations, are key steps in building visitor ready experiences.

Ongoing investment to host visitors is required to compete with other attractions and with competitor states. Continuous training and education, adequate staffing (including volunteers) to operate on a consistent schedule of open days/times, appropriate facilities maintenance and stewardship of historic structures and grounds, and relevant programming (exhibits, tours, activities, events) are necessary, even a requirement, to attract savvy travelers and result in a positive impact.

Recommendations	
Visitor Ready Sites	<ul style="list-style-type: none"> • Hospitality training • Guide education & presentation skills training • Varied programming related to the 250th Anniversary themes
Almost Ready Sites	<ul style="list-style-type: none"> • Exhibit, interpretation refresh • Varied and inclusive programming related to diverse Revolutionary War themes • Recruitment strategies to attract, retain new volunteers, docents, guides • Hospitality training • Exterior informational signage to recognize the site’s importance to the Revolutionary War
Not Visitor Ready Sites	<ul style="list-style-type: none"> • Alternative strategies for funding mission, operations • Exterior informational signage to recognize the site’s importance or contribution to the Revolutionary War



Long Beach Island Massacre, Barnegat Light, Ocean County



Cedar Bridge Tavern, Barnegat, Ocean County

Site Condition Evaluation of New Jersey's Revolutionary War Sites

Site Readiness is an important part of the overall visitor readiness experience. It relates specifically to a site's facilities, and includes the assessment of three overall areas:

1. Site and landscape features
2. Building exterior
3. Building interior

The condition of a site is important to the overall experience of visitor readiness because the physical condition is typically the first impression that a visitor gets, and provides the context and setting for the overall experience. At a basic level, a site must be safe and accessible. Once this basic level is achieved, the impression of a building's and site's condition, as well as its level of comfort and accessibility, will greatly impact visitor satisfaction. To put it in extreme terms, the most engaging tour guides and inspiring and informative exhibits are for naught if the condition of the building is so poor that it is a distraction.

The project team visited 150 sites across New Jersey relating to the American Revolution. These ranged from battlefields with multiple structures, to single houses, to markers and monuments. Visits were arranged in advance, but the site managers were asked not to make special preparations. The goal was to get an accurate view of what a typical visitor might experience in terms of the site's and building's physical conditions. While it is a natural response to want to put one's best foot forward when an "assessment" is being made, in this case that would have been counterproductive. For this Site and Visitor Readiness Assessment to be most accurate and useful, the team needed to see what is typically present.

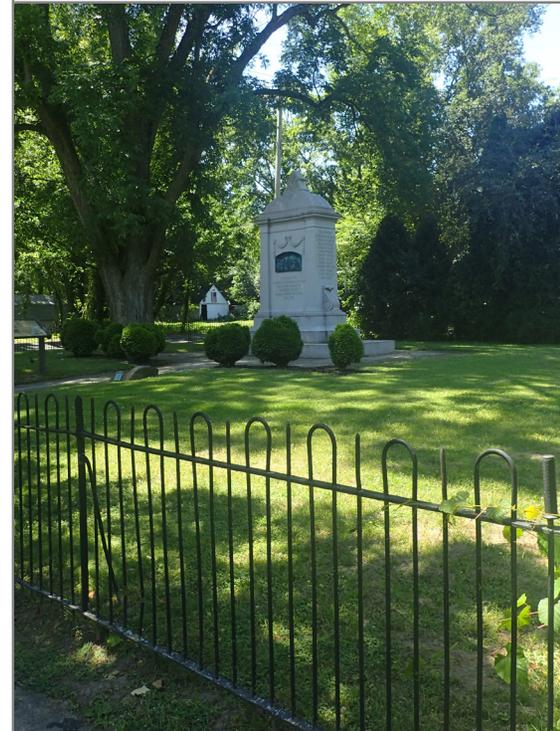
Features That Were Assessed:

The consultant team inspected and assessed three overall aspects of each site: site condition and site access; exterior building conditions; and interior building conditions. Following are some of the features that were reviewed in each of these categories:

Site features, landscape and site access:

- Overall impression of condition
- Parking: amount and location

IV. SITE CONDITIONS



*Tea Burning Monument, Greenwich,
Cumberland County*



Red Bank Battlefield, Gloucester County

- Paving
- Walkways
- Plantings
- Handicapped Access

Exterior building conditions:

- Overall impression of condition
- Roof
- Foundations
- Masonry
- Clapboard
- Trim
- Windows and shutters
- Porch/ stoop/ entry stairs
- Front door and other exterior doors
- Handicapped access

Interior building conditions:

- Overall impression of condition
- Handicapped access
- Walls
- Floors
- Ceilings
- Main Stair
- Lighting
- Restrooms
- Furnishings
- Structural Issues
- HVAC systems
- Life safety systems

Assessment Criteria:

Each building and site feature was then assigned a “rating” from 5 (good) to 1 (unsatisfactory):

5 (Good): suitable for continued use with normal maintenance. Conditions are ready for visitors,

zero to minimal degradation and repair of building elements and materials present. (The approximate rehabilitation cost is less than 5% of the replacement value).

4 (Satisfactory): suitable for continued use. Requires minor restoration beyond normal maintenance to present acceptable conditions for visitors. Minor repair of building elements required. (The approximate rehabilitation cost is 5% to 15% of the replacement value).

3 (Fair): suitable for continued use. Requires updating or restoration beyond normal maintenance to present acceptable conditions for visitors. The physical conditions may have an effect on building operations and visitor experience. (The approximate rehabilitation cost is 15% to 30% of the replacement value).

2 (Poor): may not be suitable for continued use. Requires significant updating or restoration to provide acceptable conditions for visitors. The physical conditions adversely affect building operations and visitor experience. (The approximate rehabilitation cost is 30% to 50% of the replacement value).

1 (Unsatisfactory): unsuitable for continued use. Requires major restoration with possible need for stabilization and overhaul of building systems. The physical conditions adversely affect building operations and have a major impact on visitor experience. (The approximate rehabilitation cost is greater than 50% of the replacement value).

These ratings are intended to give an indication of the level of effort and cost required to make each feature “visitor ready.”

Prioritizing the Work:

Each feature was also assigned a “priority.” This priority reflects both the condition of the feature and its importance to the overall visitor readiness of the site.

Priority A: urgent work should be performed immediately to address visitor readiness and/or safety. Life safety and/or historic integrity have been impacted. Examples include water infiltration, failing windows (e.g., deteriorated and/or missing panes of glass), tripping hazards, etc. Typically relates to items receiving a building assessment rating of 1 or 2.



Peachfield, Westampton, Burlington County



Historic New Bridge Landing, Bergen County

Priority B: routine work is necessary to be performed to insure continued visitor readiness. Work should be addressed within five years of observation of the defect. Examples include peeling paint, cracked plaster, spalling masonry, etc. Typically relates to items receiving a building assessment rating of 3.

Priority C: discretionary (generally cosmetic) work is recommended for the long term maintenance and viability of the facility. Site is visitor ready as is. Typically relates to items receiving a building assessment rating of 4 or 5.

Costs:

Once the site visits and assessments were completed, the team developed preliminary cost estimates to reflect the work needed to complete the identified improvements. Given the broad nature of this report, the cost estimates are necessarily “order of magnitude,” providing a general overview of what needs to be completed at these sites. The intention is to give a sense of the level of investment needed from all levels of government (federal, state, county and local) as well as private partners to prepare New Jersey for the potential influx of national and international visitors. This influx will begin with the nation’s 250th Anniversary on July 4, 2026, and potentially continue through the subsequent years of events leading to the inauguration of George Washington as our first President in 1789. With proper investment, the heritage tourism industry in New Jersey will be transformed, adding depth and breadth to its offerings and encouraging spin-off development, investment and new revenues. The specific costs are discussed in greater detail in Chapter 5e.

Analysis:

The conditions, priorities and costs for all of the sites can be grouped and analyzed to give clear information about the most pressing needs. In addition, the sites can be grouped and analyzed by market potential, as well as many other criteria. For instance, all of the Priority A costs for the “Attractor” sites can be identified and totaled. Similarly, all of the Priority A and Priority B costs for sites that, with improvements, can become “Attractors” or “Attractions” can be identified. This level of analysis will allow the different levels of government, as well as private sources, to focus their energies on what is most important, and what is of interest to their constituencies.



Red Bank Battlefield/Whitall House, Gloucester County



Dey Mansion, Wayne, Passaic County

New Jersey's Revolutionary War Sites

New Jersey has an extraordinary array of sites relating to the American Revolution, ranging from monuments and plaques to highly interpreted major battlefields. The physical condition and level of interpretation of these sites varies greatly, with some in excellent overall condition while others are neglected and require major work. In this section, an overview of the building and site conditions, the presence of Revolutionary War site interpretation, potential archaeological issues, the market potential, the visitor readiness, and the scale of costs related to making necessary and/or desirable improvements to these various sites will be discussed.

This assessment is not intended as a judgment of the level or quality of effort that has gone into preserving, interpreting and presenting these important sites. The team is well aware of the extraordinary effort required to preserve, interpret and open historic sites for visitors. Rather, it is intended to point out the issues facing all of these sites, including the competition from other states and other kinds of sites; to underscore the enormous need for work that is required at many of these sites; and to emphasize the extraordinary potential for increased economic activity that will occur when appropriate investments in these sites are made. This section will focus on the physical, interpretive, staff training and marketing needs at the sites, including order of magnitude costs needed to prepare the state for the potential increase in heritage tourism associated with the 250th Anniversary.

CCH visited 150 sites across New Jersey relating to the American Revolution. While a majority of these sites is contained within the federally designated Crossroads of the American Revolution National Heritage Area (CARNHA), the team assessed sites in every county in the state. Hunter Research (HR) completed research on all of the sites, collecting readily available interpretive and archaeological information and following up with a survey regarding the interpretation of each site. Cheryl Hargrove of Hargrove International (HI) completed extensive research into the market perception and market potential of all of the sites. She then followed up with “anonymous” visits to thirty representative sites in order to gain additional insight into the visitor readiness and market potential of New Jersey's Revolutionary War sites.

The goal of this research and these site visits is to gain a clear understanding of where we stand today, and what needs to be done over the next six years. A major aspect of this is financial: What will it cost to bring these sites up to visitor readiness standards, and what are the economic, and other, opportunities, that making this investment provides?

V. THE SITES



Military Park, Newark, Essex County



Trinity Church, Swedesboro, Gloucester County

Physical Conditions of New Jersey's Revolutionary War Sites

CCH visited 150 sites across New Jersey relating to the American Revolution. While concentrated in the Crossroads of the American Revolution Heritage Area, the team visited sites in every county in New Jersey.

For these visits, the project team developed a checklist assessing the most important aspects of each site's conditions, including site and landscape features, exterior conditions of the buildings, and the interior conditions of the buildings. For multi-building sites with long histories, the team focused on the buildings and facilities directly related to the American Revolution. The conditions at non-Revolutionary War structures were noted as they impacted Site and Visitor Readiness, but the costs of those improvements were typically not included in the assessment.

Some of the sites were not buildings at all, but were markers or monuments. In these cases, only relevant features were assessed, including site, landscape and access conditions, and the exterior conditions of the feature.

Early in the assessment process it became very clear how broad, rich and deep New Jersey's Revolutionary War assets are. In addition, it also became clear what a broad range of conditions is present. Some sites, whether national and international attractors or more geared for local interest, are in excellent condition. Other sites that are of potentially great interest to large numbers of visitors need significant physical work to make them ready to consistently host this influx.

As noted above, site and facility conditions were given a 5 (good) to 1 (unsatisfactory) rating:

5 (good): Suitable for continued use with normal maintenance.

4 (satisfactory): suitable for continued use. Requires minor restoration beyond normal maintenance.

3 (fair): suitable for continued use. Requires updating or restoration beyond normal maintenance to present acceptable conditions for visitors.

2 (poor): may not be suitable for continued use. Requires significant updating or restoration.

1 (unsatisfactory): unsuitable for continued use.

A. PHYSICAL CONDITIONS



Indian King Tavern State Historic Site, Haddonfield, Camden County



Trinity Church, Swedesboro, Gloucester County

In terms of the entire state and all 150 sites, the following average conditions were noted:

Site, landscape and site access: 2.94 (fair). Individual site ratings ranged from 1.0 (Unsatisfactory) to 5.0 (Good)

Exterior building conditions: 3.04 (fair). Individual site ratings ranged from 1.08 to 5.0

Interior building conditions: 3.05 (fair). Individual site ratings ranged from 1.0 to 5.0.

That being said, even the sites that received 5.0 ratings for some or all of their features have renovation needs, particularly if you ask knowledgeable staff. However, when these conditions didn't impact the visitor experience in a direct way, they were not identified for this report.

While there were some sites in excellent overall condition, the overall "fair" rating for all of the sites points to the widespread need for investment in the state's Revolutionary War historic sites. **It is clear that New Jersey will not be able to attract the level of visitation it deserves if most of its historic facilities are only in "fair" condition.**

Of the sites that were assessed, 104 of 150 (69%) had at least some Priority A site improvement requirements identified; all 150 sites had at least some Priority B site improvement requirements identified; and a number sites did not have Priority C items identified, mostly because the deficient items were already characterized as either Priority A or Priority B. In particular, most of the "Attractor" and the potential "Attractor" sites had significant Priority A needs. These sites will play a key role in bringing tourists into New Jersey, and then sending them to additional locations around the state. **Investment in these key sites will be crucial for the success of this overall effort.**

The following tables provide the overall physical condition assessments for all of the sites sorted by Market Potential category (Note: not all sites have features in every category):

Physical Condition Assessment: Landscape and Access					
By Category:	5: Good	4: Satisfactory	3: Fair	2: Poor	1: Unsatisfactory
Attractors	1	3	0	0	0
Attractions	3	6	4	1	0
Tour While There	1	14	20	12	1
Community Resource	3	15	29	26	8
Total	8	38	53	39	9

Physical Condition Assessment: Building Exterior					
By Category:	5: Good	4: Satisfactory	3: Fair	2: Poor	1: Unsatisfactory
Attractors	1	1	2	0	0
Attractions	2	3	4	3	0
Tour While There	6	6	16	14	1
Community Resource	3	10	37	18	2
Total	12	20	59	35	3

Physical Condition Assessment: Building Interior					
By Category:	5: Good	4: Satisfactory	3: Fair	2: Poor	1: Unsatisfactory
Attractors	0	3	1	0	0
Attractions	1	6	5	0	0
Tour While There	5	6	22	6	1
Community Resource	3	9	35	19	2
Total	9	24	63	25	3



Schuyler-Colfax House Museum, Wayne, Passaic County



The Hermitage, Ho-Ho-Kus, Bergen County

The Site Interpretation of New Jersey’s Revolutionary War Sites

What is Interpretation?

Interpretation is the term that historic sites and museums use to describe the process of developing and presenting intellectual themes and information to the public.

Freeman Tilden, one of the founders of professional museum practice in the United States and regarded as the father of the National Park Service’s approach to visitor engagement, published *Interpreting Our Heritage: Principles and Practices for Visitors Services in Parks, Museums, and Historic Places* in 1957. Since then, interpreters in the field have noted that “not one but several revolutions in the way people teach, study, and interpret history” have occurred.¹ While Tilden’s work served as a foundational document for decades, the needs and wants of interpreters and audiences at natural and cultural heritage sites have evolved. As such, definitions of interpretation and interpretive techniques at historic sites have evolved to reflect those changes.

The National Association for Interpretation (NAI), a professional organization for interpreters, defines interpretation as “a mission-based communication process that forges emotional and intellectual connections between the interests of the audience and the meanings inherent in the resource.”² Additionally, the NAI explains the importance of inclusion and diversity of interpreters and interpretation, stating that “[i]nterpreters are the keepers, tellers, and facilitators of stories for our natural and cultural resources. As such, interpreters hold tremendous responsibility to really understand the stories that are told and to richly represent all people, all backgrounds, and all perspectives.”³ The organization has outlined standards of interpretation, updated in 2018, that provide the foundation of knowledge, techniques, support, media, management, planning and training for interpreters working with natural and cultural resources.⁴ These standards serve to guide interpreters of history toward developing a knowledgeable, inclusive and immersive experience for visitors.

¹ Allison Horrocks, “Reinterpreting Freeman Tilden’s *Interpreting Our Heritage*,” *History@Work* (blog), National Council on Public History, September 19, 2019, accessed March 2020, <https://ncph.org/history-at-work/reinterpreting-freeman-tilden/>.

² National Association for Interpretation, “Mission, Vision, and Core Values,” n.d., accessed March 2020, https://www.interpnet.com/NAI/interp/About/About_NAI/What_We_Believe/nai/_About/Mission_Vision_and_Core_Values.aspx?hkey=ef5896dc-53e4-4dbb-929e-96d45bdb1cc1.

³ Ibid.

⁴ National Association for Interpretation, “Interpretation Standards: A Pathway Towards Excellence,” 2018, accessed March 2020, <https://interpretationstandards.files.wordpress.com/2019/04/standards-2019.pdf>.

B. SITE INTERPRETATION



Old Salem County Courthouse, Salem County

New Jersey's Revolutionary War sites tell the story of a colony caught between the British base in New York and the Patriot seat of independence in Philadelphia. Hundreds of skirmishes and battles were fought on New Jersey soil and in its waters. The colony was home to Patriots, Loyalists, pacifists, and people whose loyalties were fluid and shifted depending on circumstances. British and Continental armies marched up and down New Jersey's roads, into its towns and villages and through its farm fields and woods. Each of New Jersey's Revolutionary War sites has a unique story to tell of its role during the war; and compelling interpretation is the key to connecting with visitors and drawing them into the story of New Jersey's Revolutionary War history.

Based on Tilden's principles, great interpretation is not merely about the facts of what happened 250 years ago, it is about engaging visitors to participate and think about how what happened relates to their lives and interests now. Interpretation will vary from site to site, and can range from reflections on big ideas, like what it means to be free or make sacrifices for one's country, to areas of specific interest, like the history of clothing and uniforms and the ways this reflects social status or rank then and today. There are hundreds, even thousands, of such interpretive opportunities with the main criteria being that any chosen interpretation should have a proven relationship with the factual history and mission of each site.

Ways to Interpret:

There are many ways to interpret a site, and certain types of interpretation are suited for some sites but not others (see Table 2 in Appendix C in Volume 2 of this report). The types of interpretation that can be undertaken by a site will be determined by that site's available resources, including its location, collections, buildings and available funding. The skills and interests of staff and volunteers will also impact the type of interpretation undertaken at a given site, as well as the needs and interests of the intended audience. For example, an interactive exhibit designed to engage the interests of children might not be suitable for the more dedicated history buff.

When developing interpretive approaches for a particular site it is important to engage all the senses, address the needs of the audience and to utilize techniques that acknowledge the different ways people learn. An exhibit would appeal to a visual learner, but an auditory learner might prefer to watch a short video, or listen to a narrator describing an exhibit. Brochures and booklets might appeal to visitors who learn primarily through reading and writing.

Data Collected:

Site Visits: Two team members from CCH visited each of the 150 evaluated sites and gathered information on the interpretation currently undertaken by each site. The evaluation team interviewed staff members, photographed exhibits and signage, and gathered brochures, maps and other handouts available on site. Whether or not a site actively interpreted the American Revolution was indicated, and the presence of different types of interpretation were noted, with explanatory comments provided as needed. (These data are summarized in Tables 3, 4 and 5 in Volume 2, Appendix C.)

Email Survey: A two-page survey was emailed to contacts at each of the evaluated sites. The goal of the survey was to gain input from the staff and volunteers on their current interpretive activities (what kinds of interpretation they offer and if such interpretation relates directly to the American Revolution), what plans they have to commemorate the 250th Anniversary of the American Revolution, and what programs they would like to offer if funding were available. Forty-two sites responded to the survey.

Analysis and Recommendations:

Each site was assessed on a presence/absence basis for current activities and techniques; the quality, accuracy and overall appeal of the programs were not assessed. It is important to note that these assessments document a somewhat cursory snapshot of each site at a particular moment in time. No consideration was given, for example, as to whether a site may have imminent plans to upgrade its interpretive programming or exhibits. Locations were separated into three categories:

1. Those that offer active⁵ interpretive programs about the American Revolution (91 sites);
2. Those that offer active programs but do not interpret the American Revolution as a primary topic; i.e., the American Revolution is a secondary topic or is not interpreted at all (28 sites);
3. Those that do not offer active interpretive programs (31 sites).

Locations with no active programs were counted as non-active. Outdoor interpretive signs, roadside markers and monuments were counted as non-active passive interpretation. One hundred-nineteen (119) of 150 sites (79%) were classified as locations with active interpretation.

Sites with Active Revolutionary War Interpretation:

Ninety-one (91) of 150 sites (61%) currently have active interpretation related to the American Revolution. These include some or all of the following common interpretive approaches: tours (guided and self-guided); interpretive signage and exhibits; audio-visual presentations; and special events and programming, such as reenactments, craft demonstrations and archaeological excavations. The 250th Anniversary is an opportunity for sites with current Revolutionary War interpretation to expand or update exhibits and signage, plan special events, or develop entirely new programming related to the Revolutionary War.

⁵ “Active” was defined as offering regularly scheduled hours, programs and events.



Gibbon House, Greenwich, Cumberland County



East Jersey Old Town Village at Johnson Park, Piscataway, Middlesex County

The data collected reveal that the sites with active Revolutionary War interpretation offer the following top ten interpretive techniques: special events (92%); guided tours (87%); formal reception/greeters (86%); site maps, guide sheets and brochures (82%); interior furnishings/displays (period rooms) (82%); interior galleries/exhibit spaces (81%); static exhibits (79%); school group tours (79%); radio, television and print media (78%); and programs/lectures at gatherings (69%).

The least-used interpretive techniques are personal audio (1%), live-ins (camping and living on site (5%), public archaeology (5%), entrance exhibits before paying admission (6%), story-telling and drama (13%), first-person interpretation (20%), electronic interpretive media (21%), orientation exhibits (21%), roadside interpretive markers (34%) and audio-visual presentations (37%). Less than half of the sites make use of interpretive techniques that promote active visitor engagement (e.g., participatory exhibits, role-playing, etc.).

New Jersey's Revolutionary War sites, taken as a whole, rely mostly on older, what might be termed "traditional", techniques of interpretation with the most common combination being a regular site tour supplemented by special events designed to attract larger audiences one or more times per year. Only about half of the sites offer regular programs designed to engage audiences in active styles of learning by doing, feeling and experiencing. Only about a third of the sites offer interpretation through electronic interpretive media or audio-visuals, which are essential formats for attracting and then engaging modern audiences.

The site survey conducted by CCH did not specifically ask whether sites offer programs in languages other than English; however, it was observed that most major New Jersey Revolutionary War sites do not offer options for non-English speakers.

Recommendations:

Interpretive Planning: Additional grant funding should be provided for sites to develop comprehensive interpretive plans and recommendations for their sites if they do not currently have a plan or have one that is outdated. These plans can be required to improve existing Revolutionary War interpretation, consider special 250th Anniversary programming and address sites' needs for offering a more inclusive history. Sites have varying levels of resources and expertise, from larger staffs with professional training to all-volunteer operations with enthusiasm and dedication. Every site should work within its capabilities and strive to improve and prepare for the 250th Anniversary, but site-specific programming is going to be as varied as the sites themselves and one size will not fit all. A well-thought-out and prepared interpretive plan can offer a vision, recommendations, and practical

steps for improving, supporting and expanding interpretive programming for any given site. Since an interpretive plan should be developed and be in place before exhibits and programs are designed and implemented, this funding should be put in place as soon as possible. Although interpretive plans are seen as a critical tool useful in guiding the enhancement of a site’s interpretive offerings, funding for 250th Anniversary exhibits, special events and programming should not be contingent upon a site having an interpretive plan.

Selected Interpretive Techniques Offered by Sites that Actively Interpret the American Revolution				
	Tours	Exhibits	Story Telling	Public Archaeology
Attractor (4 sites)	3	3	1	0
Attraction (15 sites)	11	12	1	1
Tour While There (28 sites)	24	22	2	2
Community Resource (44 sites)	41	34	8	2

All new programs and installations developed by sites in preparation for the commemoration of the 250th Anniversary need to be inclusive and serve new and diverse audiences. Inclusive programming should aim beyond standard political and military interpretive frameworks to address social and economic issues, and stress the stories of groups that have often been overlooked, such as Native Americans, African Americans, immigrants, women and children.

The definition of “new and diverse” will vary from site to site and from community to community. For many smaller sites, attracting a new audience might be defined as residents within a 10-mile radius, 90% of whom may never have visited the site or have visited once and not felt that another tour was necessary. For some larger and more prominent sites, reaching a more diverse audience might be accomplished by attracting visitors from New York City or Philadelphia, or developing programs or installations in Spanish or another foreign language to better serve nearby populations or international visitors.

Programming: Additional grant funding should be made available to help sites improve or expand upon existing programming and exhibits in accordance with the goals of interpretive plans, where such plans exist or are being developed. In order to attract more diverse audiences, sites need to develop more inclusive content and incorporate that content in all programming,

regardless of the specific type of programming. Participatory programs such as public archaeology, for example, can provide a hands-on educational experience and expand public engagement. Grant funding should be made available to develop new and innovative programs, particularly around the proposed themes for greater inclusivity and outreach to multicultural audiences. The development of electronic media and audio-visual presentations may be a means to reach out to younger audiences. Outreach programs, such as civic and community engagement programs or programs focused on schools and students, should also be considered as part of the activities and events commemorating the 250th Anniversary.

Commemorative Events and Installations: Funding should be put in place to assist sites with special events and installations to commemorate and celebrate the 250th Anniversary. Most sites have experience putting on special events each year, so the 250th Anniversary is an opportunity to put on “once in a generation” events. This means the sites will be looking for additional resources and special programs, exhibits and activities. Many sites do not currently greet visitors with an orientation or entrance exhibit. Small exhibits, which could vary from table-top exhibits to panels in lobbies or entrances, should be developed for installation at participating sites. These exhibits would promote the 250th Anniversary, interpret its main themes and encourage visitation to other sites.

General Operating Funds: Increased funding should be made available for General Operating Support Grants administered by the New Jersey Historical Commission. With general operating support funding, sites can increase staff levels and hours of operation over the course of the 250th Anniversary in accordance with the goals of interpretive plans, where such plans exist.

The 250th Anniversary is only six years away; in order to adequately meet the needs of Revolutionary War sites it is recommended that, in addition to increased funding, the current three-year funding cycle for General Operating Support Grants should be temporarily reduced to one year, with additional staff provided to administer an annual program.

Sites that Currently Do Not Actively Interpret the Revolutionary War:

Twenty-eight (28) of 150 sites (18%) with active interpretive programs do not currently or only minimally interpret the American Revolution. The programming presented at these sites reflects other aspects of their history or the needs and interests of their managing organizations. The churches and Quaker meeting houses interpret their own religious histories and in some cases have exhibits on prominent members of their congregations. Many of the houses operate as house museums, addressing local history through period rooms. Some sites focus on their post-Revolutionary War history, or serve as libraries, art galleries or other exhibit space. While these sites may have historical associations with the American Revolution, they are usually considered secondary themes or topics.

Recommendation:

Additional funds should be made available to provide support for temporary exhibits, permanent interpretive signage or small

exhibits, or special events aimed primarily at those sites that do not currently have a large focus on the American Revolution. These sites can be encouraged to participate in the 250th Anniversary commemoration without having to change the primary focus of their own interpretive programming.

Sites with Minimal Interpretation:

Thirty-one (31) of 150 sites (22%) were classed as having minimal interpretation. These include monuments, privately owned homes and buildings, churches and burial sites. Also included in this category are properties that could potentially offer interpretive programming, but have been closed to the public while needed renovations are being undertaken (such as the Burrowes Mansion in Monmouth County and the Frazee House in Union County).

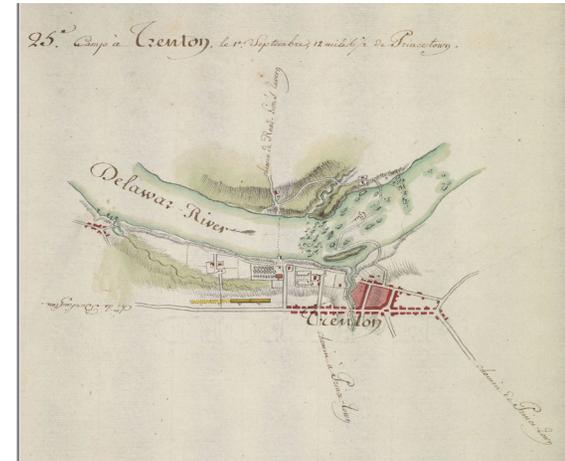
Recommendations:

Signage: Funding should be made available for the owners/caretakers of these minimally interpreted sites to install a small sign or plaque following the sign design guidelines developed by the Crossroads of the American Revolution Association. The sign would identify the location as an important Revolutionary War site. Detailed information about the site's role during the Revolution can be made available on a website or app, thereby preserving the privacy of the building's owners while providing historical information to interested visitors. The signs should include ways to obtain this additional information.

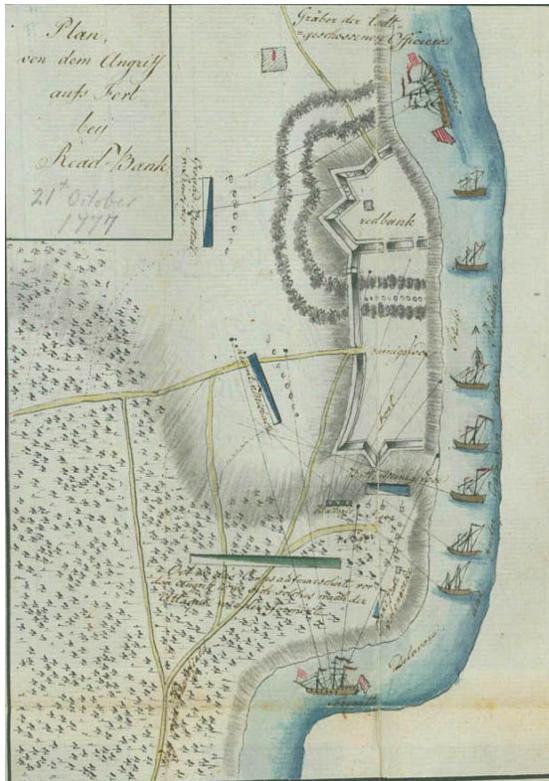
Funding for Renovations: Grant funding should be made available to sites closed for renovation to assist with renovation costs so that projects can be completed in time for the 250th Anniversary. Sites that will be open to the public for the 250th can apply for separate funding for interpretive programs (see below).

Survey Results:

The consultant received forty-two responses to the email survey. Most of the responding sites currently provide some programming related to the American Revolution, although a few do not. The most popular type of programming currently planned for the 250th Anniversary is exhibits (permanent and temporary), followed by reenactments and commemorations; living history programs and demonstrations; lectures and interactive activities; food events or partnerships; tours; and school programs. Only the Camden County Historical Society (Pomona Hall) currently plans on increasing its site hours or staffing levels.



Louis-Alexandre Berthier, French Army Encampment at Trenton, September 1, 1781



Johann von Ewald, *Plan of Attack on Fort Red Bank, 1777*

Conclusion:

The 250th Anniversary of the American Revolution provides an opportunity to develop interpretive themes applicable to multiple sites, encouraging sites to tell their own stories within those themes while using the interpretive techniques best suited to their individual situation. Crossroads of the American Revolution Association, in partnership with the New Jersey Historical Commission and other public and private organizations, is in a position to propose overarching themes, establish branding guidelines and provide publicity that associated sites in New Jersey can use to assist with their own interpretation of the American Revolution and events to mark the 250th Anniversary. Crossroads of the American Revolution Association can take the lead on 250th Anniversary preparation and provide guidance and assistance by:

- Encouraging sites participating in 250th activities to install a sign, plaque or banner that identifies the site as an important Revolutionary War location;
- Working with sites to determine appropriate sign types and installation locations to maximize impact and visibility;
- Developing an app to include maps, itineraries and tours that link sites and attractions by locations and themes;
- Producing a short video that can be made available to all sites;
- Encouraging sites to develop partnerships with other sites for developing special events and complementary interpretation and programming;
- Working with the State of New Jersey, the New Jersey Historical Commission and the New Jersey Historic Trust to expand funding for current grant programs to support initiatives specifically tied into the 250th Anniversary. These grants could fund:
 1. Interpretive and signage plans
 2. Exhibits and tours with an emphasis on programming that draws diverse audiences through visitor engagement and participatory activities
 3. Special events (lectures, reenactments, concerts, dances, etc.)
 4. Videos and podcasts

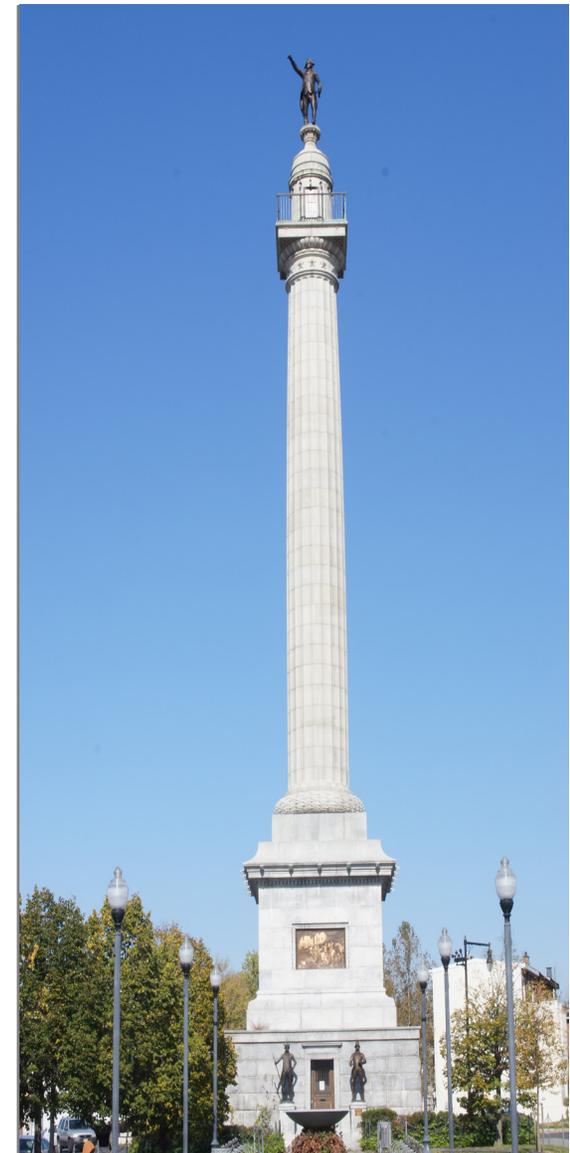
5. Websites, apps and other digital programs
6. Signage (kiosks, interpretive panels, banners, door plaques and wayfinding signs)
7. Brochures, booklets, maps, posters and other print materials
8. Additional historical and archaeological research on New Jersey's Revolutionary War sites.

In addition to funding, the New Jersey Historical Commission currently offers grant writing workshops to help organizations with the grant writing process. Crossroads of the American Revolution Association can assist by promoting both the grant opportunities and workshops to New Jersey's Revolutionary War sites.

Additional technical support should be made available to sites as they prepare interpretation for the 250th Anniversary commemoration. This can take the form of:

- “Best practices workshops” that provide information on current trends in exhibit design, print media, and interpretive sign design and content; presenting inclusive history; and how to plan and execute successful special events
- Hospitality training for staff and volunteers, possibly in partnership with the New Jersey Division of Travel and Tourism

By implementing these recommendations, New Jersey's Revolutionary War sites will become more consistent, inspirational and visitor ready.



Trenton Battle Monument, Trenton, Mercer County



Petty's Run Archaeological Site, Trenton, Mercer County; ruins on display between the Old Barracks Museum and the New Jersey State House

Archaeology at New Jersey's Revolutionary War Sites

Many of the 150 sites assessed for visitor readiness are known or suspected to contain archaeological resources. Such resources might include: traces of military posts or encampments occupied at the time of the American Revolution; artifacts left behind on the field of battle; graves containing burials of the war dead; or the remains of buildings or industrial facilities associated with the war effort. In a few cases, documented archaeological resources have actually been found and investigated at some of these sites, as for example at the Princeton and Monmouth Battlefields; in others, the presence of buried remains is merely predicted from the historical record or from surface evidence. Table 7 in Volume 2, Appendix C offers a preliminary assessment of the archaeological potential of the 150 evaluated sites.

Archaeology is an important consideration for capital improvement and interpretive enhancement projects being planned for the 250th Anniversary. Most sites have some formal historic designation, typically being listed on or certified as eligible for the New Jersey and National Registers of Historic Places, which will require them to be in compliance with the New Jersey Register of Historic Places Act and other state-level historic preservation laws and regulations. This, in turn, will require 250th Anniversary projects to consider effects on archaeological resources. Archaeological considerations may substantially impact project costs and schedules where unavoidable actions will have an adverse effect on significant buried remains. Where archaeological investigations or mitigations are necessary, it may be appropriate to build public archaeology programming around the compliance requirements as a means of offsetting project costs.

Archaeology also offers a unique and tangible window into the past and archaeological discoveries can frequently enhance the interpretation of an historic site. Allowing visitors at New Jersey's Revolutionary War-era historic sites to view and sometimes participate in the process of hands-on exploration of buried remains can be a rewarding and uplifting educational experience. Schoolchildren, in particular, enjoy learning about and taking part in the controlled discovery of archaeological data and artifacts. Archaeology programming, implemented intelligently and appropriately, can deepen the visitor experience and expand public engagement at New Jersey's Revolutionary War sites.

C. ARCHAEOLOGY



Archaeology at the Metlar-Bodine House Museum, Piscataway, Middlesex County



Boxwood Hall, Elizabeth, Union County

The Market Potential and Visitor Readiness of New Jersey's Revolutionary War Sites

Introduction:

Market Potential is the entire size of a market and its growth potential on possible sales. For tourism, market potential is based on customer profiles that are motivated by or interested in the available product – in this case, Revolutionary War sites and experiences in New Jersey. A comprehensive report on the market potential for New Jersey relative to the 250th anniversary of the Revolutionary War was prepared in October 2019. This section provides excerpts from the report for reference. For more detailed information, see Appendix B at the end of this report.

Market potential for tourism is ultimately measured in three ways:

1. Sales of “product” (in this case, Revolutionary War historic sites) to visitors to New Jersey resulting in increased visitation via tour operator packages and online travel agencies
2. Sales of product to increase the economic impact from visitor spending at New Jersey's Revolutionary War sites and in surrounding communities (hotels, B&Bs, restaurants and other attractions)
3. Increase in market recognition of New Jersey as an important leisure travel destination, in this case due to its heritage assets, especially from the Revolutionary War period (positive publicity, increase in accolades, etc.)

Market potential can be defined by actual volume or “share” of the market size (percentage of total sales that a destination can receive from the market).

There are several factors that impact market potential:

- Market Size
- Market Growth
- Competition
- Barriers
- Available Product

D. MARKET POTENTIAL



Morristown National Historical Park, Washington Headquarters Museum, Morristown, Morris County

All these factors must be considered when determining market potential, identifying the target markets that will yield the optimum results/ROI, and ultimately measuring the sales of product (heritage assets related to the Revolutionary War).

Market Size:

The state hosted almost 100 million visitors in 2017, an increase of 2.3% over 2016; 43.7 million visitors stayed overnight. These visitors contributed \$21.5 billion to the state's economy in 2017, an increase of 2.4% over the previous year. This baseline allows planners and marketers to understand both the potential to attract visitors as well as the opportunity for a positive economic impact from tourism.

Understanding the profile of the current leisure visitor also helps inform the population radius to target. Visitors typically travel by car, an average of 274 miles one way (distance to Boston, Pittsburgh or Newport News) yet shorter than the distance to other U.S. destinations by about 174 miles, and 95 miles less than to the state's competitive set (Pennsylvania, New York, Maryland, Virginia and North Carolina). The shorter distance of travel affirms the key geographic market profile as "visitors flying into or originating in the Northeast/Mid-Atlantic corridor."

Pennsylvania is the top origin market for visitors to New Jersey, with almost a quarter (24.9%) of overnight leisure person stays coming from the Commonwealth, mostly for holidays at New Jersey's beaches. New Jersey residents are the second largest market for overnight leisure stays (23.7%), again typically to visit the coastal region. This demonstrates the importance of educating local residents on what else New Jersey has to offer, both in their own community and in other regions, as a way to increase and/or maintain market share of in-state visitation and reduce leakage of local residents traveling to other states. New York represents the third most important origin state, with 17.2% of its residents travelling to New Jersey. Maryland, Massachusetts and Florida round out the other top origin markets, in order of single-digit percentage of impact.

Top motivations for leisure travel to New Jersey include "visiting friends or relatives" and "getaway weekends." However, activity participation is perhaps a better indicator of opportunity for Revolutionary War sites and surrounding communities. DK Shifflet & Associates catalog participation in the following activities:

Of these 44 activities, the cultural sector best represents the context as well as a growth opportunity for this Rev 250 project. One in four visitors (27%) engaged in a "Culture" activity in New Jersey in 2017, including historic sites and touring/sightseeing.

When the relevant activities of current leisure travelers to New Jersey are compared to national averages or its competitive set, the state falls behind in historic site visitation.

Even more telling is the comparison of the number of people versus the revenue generated by the visitors engaging in a particular activity. The visitors engaging in these four activities stayed longer and generated a greater economic impact.¹

¹ DK Shifflet & Associates, 2017 *New Jersey Visitor Profile*, March 2018

New Jersey Activity Participation

ACTIVITY PARTICIPATION

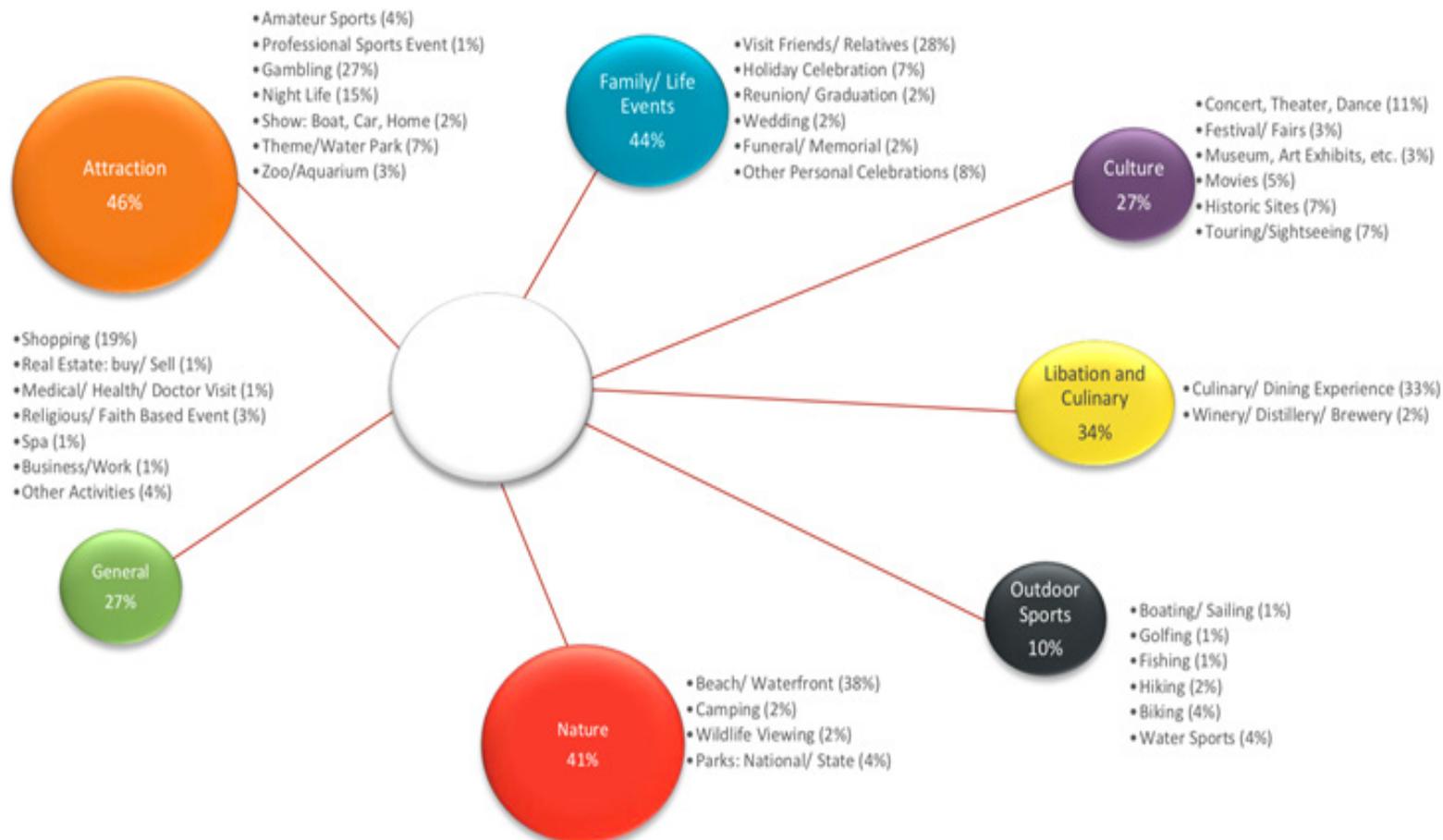


Chart 50 • Segment: 2017 Overnight Leisure Person-Stays (%) • New Jersey n = 964 household count

This chart showing New Jersey tourist activity participation is from the “2017 New Jersey Visitor Profile” (March 2018), DK Shiflett and Associates.

Relevant Activities	U.S.	New Jersey	NJ w/out Atlantic City	Competitor States
Visit Historic Sites	13%	7%	10%	16%
National or State Parks	15%	4%	5%	15%
Touring/Sightseeing	16%	7%	8%	15%
Festivals/Fairs	5%	3%	3%	5%

New Jersey	Person-Stays Based	Dollars-Stay Based
Visit Historic Site	7%	9%
National or State Parks	4%	8%
Touring/Sightseeing	7%	11%
Festival/Fairs	3%	7%

New Jersey can advance its market potential from heritage tourism with increased promotion, valued experiences, and itineraries/packages that couple historic sites with popular culinary activities (such as distinctive dining and the Ale Trail) and outdoor recreation. Additionally, educating New Jersey residents about Revolutionary War sites and experiences can help enhance local knowledge when referencing activities available to “visiting friends and relatives.”

Market Growth:

While heritage travelers are typically older, more affluent, better educated and more frequent travelers than general leisure travelers, there are other audiences that can also be cultivated as leisure travelers to historic sites.

Growth in Educational Tours and Student/Youth Travel will demand tailored itineraries and custom packages for small groups seeking unique learning opportunities. However, the potential for advance booking allows historic sites to plan for hosting these special interest markets. Refer to the full Market Potential report (Appendix B) for additional information on how to tap these audiences via conferences and associations.

African American, Asian and Hispanic travelers have very specific interests and desired types of activities. According to PGAV Destinations 2019 *Voice of the Visitor*, minority groups accounted for 21% of attraction visitation in 2018, a number sure to increase in the coming years. Factors influencing their decision to visit include relevant programming, a place that is welcoming and safe, and whether the organization/staff proportionally represent the diverse cultures of the United States.

Research studies help site managers and markets better understand the relevant interpretation and programming most attractive for these audiences. In their second study on African American travelers, Mandala Research found that this audience spends an average of \$1,345 per trip; African American travelers engaging in cultural activities (including historic sites) spend

even more: \$2,078 per trip. Laura Mandala, president of the research firm, adds:

We've been able to confirm through our many studies among domestic and international travelers that the African American story in America is one that resonates with cultural travelers of all types -- the general market traveler, the international visitor -- because the story of African Americans is the story of America. African Americans have contributed to the evolution of almost every facet of our culture – music, food, dance, art, literature, academics and social change movements. The success of attractions such as the Civil Rights Trail, Mississippi Blues trail, historic Overtown in Miami, and tours of Harlem gospel choirs, all of which are attended heavily by Germans, Japanese as well as American travelers, is testament to the universal draw of the African American experience.²

For New Jersey to attract this lucrative market and also share local African American stories, sites must create experiences that convey historically accurate content with an appropriate perspective and relevance. A concern over limited interpretation or exclusionist history (often from the white landowner, wealthy merchant, inventor or military leader perspective) has escalated in the past decade, especially at historic sites as travelers question validity and comprehensiveness of heritage interpretation. The desire to be inclusive, and provide content from a variety of perspectives, is certainly an important goal. Presenting different stories with sensitivity yet not shying away from difficult subjects is a challenging balancing act for historic site managers. Yet if our past is to shape today's conversations and future progress, site guides/managers and marketers must seek out and document fact-based and inclusive content as the integral foundation for all programming and interpretation. As more visitors lack basic understanding of the events that transpired in the past, providing context surrounding the importance of certain seminal activities to an eventual relevant outcome is imperative.

Extensive research has also been conducted regarding generational differences and values relative to tourism experiences. Each generation often prefers specific types of activities when traveling: Boomers visit historic sites and want scenic drives; Gen X and Y are more into night life; and all age groups want to experience the local cuisine. As these generations move through different life chapters, their preferences change, and so do travel expectations or needs.

In six years:

- Gen X travelers will be age 46-61 with older children (teens) at home or empty nesters. Vacations and multigenerational travel are very important to this segment of the population; family-focused or group options should be available to attract this audience.
- Millennials, the largest market in the U.S. now representing 24% of the population, have an appetite for learning experiences, and prefer to spend money on travel rather than lots of “things.” More racially and ethnically diverse, this audience, turning 29-45 in 2026, values stewardship and social consciousness.

² “African American Travel Represents \$63 Billion Opportunity” (December 2018) Globe Newswire reporting on new research study available from Mandala Research, <https://www.globenewswire.com/news-release/2018/12/20/1670310/0/en/African-American-Travel-Represents-63-Billion-Opportunity.html>



Ringwood Manor, Ringwood, Passaic County

Anticipating changing demographics, consumer trends and impacts is critical to determining market potential and growth. For instance, the Future 100: 2020 report on “consumer trends to watch” identified “Legacy Preservation” as one of six trends for the travel and hospitality industry. Citing the rise in “overtourism,” the report states:

Travelers and brands can no longer ignore the cultural and environmental impact that traveling has on heritage destinations and local culture—and the importance of this heritage to locals and travelers alike. These initiatives are taking proactive steps to preserve heritage and aim to bring a sense of altruism to the tourism trail, and some experiences dovetail with young consumers’ desire to do good while seeing more of the world. Expect more travel experiences that take a 360-degree view of how they impact a destination.³

Monitoring consumer trends and changing travel behavior of various generations is important to understanding market growth potential.

Competition

The National Park Service has identified 55 sites associated with the Revolutionary War, spanning from Maine to Florida, and as far west as Arkansas. New Jersey sites include Morristown National Historical Park and the Gateway National Recreation Area (Brooklyn, Queens and Staten Island with Monmouth County). Visitation to the National Park Service Revolutionary War sites varies, from 2,077 visitors in 2018 at the Thaddeus Kosciuszko National Memorial in Philadelphia to 9,243,305 visitors at the Gateway National Recreation Area, also in 2018. A complete listing of comparable sites is available in Appendix B at the end of this report.

Public and private museums also represent competition for the traveler seeking Revolutionary War experiences. As focus on America’s independence increases, helped in part by the blockbuster Broadway play, *Hamilton*, two relatively new museums tell the birthplace story from different perspectives. Philadelphia’s \$120 million Museum of the American Revolution (opened in April 2017) features lanterns hanging from a Liberty Tree, plus images and personal narratives of the Revolutionary War generation. The American Revolution Museum at Yorktown in Virginia sits adjacent to the battlefield where most historians agree the war ended. The interactive museum, formerly the Yorktown Victory Center operated by the Jamestown-Yorktown Foundation, includes artillery demonstrations and military drills. For example, children use sandbags to shore up the camps and take home musket cartridges as souvenirs. The complex also has a “living history farm.”

³ “Legacy Stewardship” Future 100: 2020 (January 2020) Consumer Trends to Watch, JW Intelligence, <https://www.jwtintelligence.com/trend-reports/the-future-100-2020/>

Historic trails are considered an established route for travelers to link related sites and activities together. Perhaps the best known heritage trail is Boston's Freedom Trail connecting 16 historic sites along a three-mile route.

A 2019 report from the American Association of State and Local History (AASLH) outlines how each state is preparing for the 250th. New Jersey's competition has big plans for this commemoration:

- 56 organizations have joined "Revolution 250" in Massachusetts, with major events already held in 2015 and 2018. The state is currently planning for the 250th anniversary of the Boston Massacre for March, 2020. Legislation is pending to create a state commission. Eighth grade curriculum changes "include a civics module focusing on the connection between the protests leading to the American Revolution and the Bill of Rights."
- Pennsylvania plans to commemorate the anniversary in all counties of the Commonwealth. Another goal is to "educate all citizens about the state and nation's history up to the present, and to offer educational grant opportunities for young people."

All of the 13 original colonies are in planning mode for this upcoming milestone. New Jersey has the opportunity to partner with neighboring states for regional or thematic itineraries that can be marketed to international visitors (who often spend more and stay longer, typically up to two weeks, in the U.S.) and other special interest groups seeking unique experiences.

Barriers:

There are a number of market barriers that impact New Jersey's ability to compete with other states focusing on the 250th Anniversary of the American Revolution as a way to attract new or repeat visitors. These include:

- Awareness
- Access
- Funding
- Workforce/Capacity
- Inclusivity

Awareness: Visitors have choices for their leisure time, and often compare the historic site experience to other attractions (not just historic and cultural, but also theme parks and entertainment



Tavern Museum at the Allen House, Shrewsbury, Monmouth County

TripAdvisor® Ratings of Revolutionary War Sites in New Jersey	
Rating Number	Sites with this Rating
5	7
4.5	26
4	19
3	4
No Rating	94

complexes such as the new American Dream Mall) when making travel decisions. Potential travelers consult a variety of sources when deciding how to spend leisure time: Recommendations from friends and family, social media, and online review sites such as TripAdvisor®. With social media now available to visitors 24/7, real time evaluations or accolades are posted to record actual experiences: the good, the bad, and the ugly. TripAdvisor® represents the largest travel community in the world, with 390 million unique monthly visitors and more than 730 million user reviews and opinions covering eight million listings of accommodations, restaurants and attractions.

Of the 150 sites identified as having an association with the Revolutionary War in New Jersey, only 56 had actual TripAdvisor® ratings.

Lack of inclusion on this important consumer portal hinders awareness of the historic sites and creates a hurdle for recognition with these potential visitors.

Consider also how Instagram, Twitter, Snapchat and Facebook now record movements, images and selfies of travelers around the world. Destinations often source “User Generated Content” (UGC) in their own branded advertising, social media posts and digital marketing to show how actual visitors are engaging in their tourism product. Without reviews, social media postings and peer recommendations, visitors have less access to learn and verify information about historic sites and experiences. This awareness is particularly important for sites and experiences that may offer distinctive programming or address sensitive subjects, that focus on a particular theme, or are of particular interest to a special audience. The quality of inclusive history needs to be championed as a hallmark of New Jersey’s 250th Anniversary of the Revolution experiences.

Access: Not all of New Jersey’s Revolutionary War sites are located in urban centers or populated areas, or near highways and other modes of transportation. Some are, indeed, “off the beaten path.” Others have limited or no dedicated parking, making it difficult to visit. The absence of directional signage also hinders on-site awareness and navigation. And unfortunately, a number of the sites have limited hours of operation or are generally not open to the public. Persons with disabilities may also find several sites challenging; as restoration and programming is planned, consideration of how all persons may experience the site is important.

Funding: The average U.S. state tourism budget for fiscal year 2018 was \$19.6 million. New York’s tourism budget is \$37 million; Maryland is \$12 million; New Jersey’s budget is \$9 million and Pennsylvania’s is \$6 million (with \$2 million dedicated to statewide marketing). However, many major cities often have larger budgets than their state destination marketing organization. The difference is

that many states invest in tourism product development as well as marketing.

To find parity in product as well as promotion, funding is required to help elevate the quality and availability of tourism assets (the historic sites that offer the experience) and the distribution channels (marketing, visitor centers, sales teams) to connect the consumer to these travel experiences. Without adequate, ongoing funding for both physical improvements (preservation, restoration, maintenance), capacity building (to ensure sites can be visitor ready) and marketing (to promote the significant Revolutionary War stories and sites), New Jersey may not realize its full potential and visitation/economic impact goals for this commemoration.

Workforce and Capacity: Limited hours of operation, especially at state parks, are often the result of staffing shortages. Local volunteer-based organizations or non-profit institutions with limited capacity have difficulty keeping sites open on a consistent schedule for visitors. Fostering opportunities to grow volunteer or intern programs can help enhance site capacity. Helping staff become comfortable and knowledgeable with visitor services through hospitality training is also important to providing exceptional experiences. These issues must be addressed in order to become truly visitor ready.

Inclusivity: Changing demographics and new visitor audiences mean that travel experiences must include more diverse perspectives and programming that embraces all peoples. Therefore, diverse representation in staffing and boards is an increasing priority, to ensure the experiences are reflective of, and relevant to, the different audiences visiting historic sites and attractions. One of the key questions PGAV Destinations asked in their annual 2019 *Voice of the Visitor Survey* is how attractions can remain relevant. The questions to ask include: Do the faces of board, staff, part-time staff and volunteers proportionately represent the cultures of America? Inclusivity also serves as the basis for a key tenet of hospitality: Is my attraction welcoming and safe for everyone?⁴ Inclusivity further becomes a priority for historical societies and non-profit organizations in the quest to ensure fact-based content is presented sensitively and respectfully to all visitors. Programming, exhibits and signage that represent and embrace all nationalities, races, ages, genders, religions and ethnicities is vital to experience integrity and sustainability. However, to overcome bias and stereotypical content, complex subjects require input and analysis from multiple viewpoints so that all voices are heard and shared with appropriate historical context. The goal for valued heritage experiences today is to inform rather than offend, encourage dialogue around difficult subjects rather than to polarize conversations, and

⁴ "2019 Voice of the Visitor: Annual Outlook on the Attractions Industry" PGAV Destinations, (February 2019) <https://content.yudu.com/web/2r8b9/0A2rlk8/VoiceVisitor2019/html/index.html?page=6&origin=reader>

"Attractor" Sites:

- > Batsto Village, *Burlington*
- > Morven, Museum & Gardens, *Mercer*
- > Old Barracks Museum/Petty's Run Archaeological Site, *Mercer*
- > Morristown National Historical Park, Ford Mansion/Washington's Headquarters Museum, *Morris*

"Attraction" Sites with "Attractor" Site Potential:

- > The Hermitage, *Bergen*
- > Red Bank Battlefield/Whitall House, *Gloucester*
- > Washington Crossing State Park, *Mercer*
- > Monmouth Battlefield State Park, *Monmouth*
- > Sandy Hook Lighthouse, *Monmouth*

Other "Attraction" Sites:

- > Indian King Tavern State Historic Site, *Camden*
- > Historic Walnford, *Monmouth*
- > Morristown National Historical Park, Fort Nonsense, *Morris*
- > Morristown National Historical Park, Jockey Hollow, *Morris*
- > Morristown National Historical Park, New Jersey Brigade Area/Cross Estate, *Morris*
- > Dey Mansion, *Passaic*
- > Ringwood Manor, *Passaic*
- > Rockingham State Historic Park, *Somerset*
- > Liberty Hall Museum, *Union*

"Tour While There" Sites with "Attraction" Site Potential:

- > Fort Lee Historic Park, *Bergen*
- > Historic New Bridge Landing, *Bergen*
- > White Hill Mansion, *Burlington*
- > Greenwich Historic District, *Cumberland*
- > The 1759 Vought House, *Hunterdon*
- > Bainbridge House, *Mercer*
- > Douglass House, *Mercer*
- > Maclean House, *Mercer*
- > Nassau Hall, *Mercer*

- > Princeton Battlefield/Thomas Clarke House, *Mercer*
- > Trenton Battle Monument, *Mercer*
- > The 1719 William Trent House Museum, *Mercer*
- > East Jersey Old Town Village at Johnson Park, *Middlesex*
- > Proprietary House, *Middlesex*
- > Covenhoven House, *Monmouth*
- > Tavern Museum at the Allen House, *Monmouth*
- > Schuyler-Hamilton House, *Morris*
- > Long Pond Ironworks, *Passaic*
- > Jacobus Vanderveer House & Museum, *Somerset*
- > Wallace House State Historic Site, *Somerset*
- > Boxwood Hall, *Union*
- > Shippen Manor/Oxford Furnace, *Warren*

Other “Tour While There” Sites:

- > Baylor Massacre Burial Site, *Bergen*
- > Monument Park, *Bergen*
- > Bard How House, *Burlington*
- > Captain James Lawrence House, *Burlington*
- > James Fenimore Cooper House, *Burlington*.
- > Thomas Paine Monument, *Burlington*
- > Pomona Hall, *Camden*
- > Historic Cold Spring Village, *Cape May*
- > Gibbon House, *Cumberland*
- > Washington Rock, *Essex*
- > The 1761 Brearley House, *Mercer*
- > First Presbyterian Church of Trenton, *Mercer*
- > St. Michael’s Episcopal Church, *Mercer*
- > Trenton Friends Meeting House, *Mercer*
- > Updike Farmstead, *Mercer*
- > Buccleuch Mansion, *Middlesex*
- > Cornelius Low House Museum, *Middlesex*
- > Craig House, *Monmouth*
- > Holmes-Hendrickson House, *Monmouth*
- > Monmouth Battle Monument, *Monmouth*
- > Cedar Bridge Tavern, *Ocean*
- > Joshua Huddy Park, *Ocean*
- > Hancock House State Historic Site, *Salem*

demonstrate the relevance of historical events to contemporary issues and events.

Available Product:

The assessment process identified varied physical and tour conditions at the 150 Revolutionary War sites in New Jersey. The significance of some sites to the Revolutionary War is recognized and interpreted, while other sites do not showcase or promote their contribution to this important period of history. As sites are deemed visitor ready, the qualifiers of this designation must then be assessed on their level of significance in motivating travelers to visit. Determining the importance of “what happened here” translates to the potential motivational draw for visitors and helps assign one of four categories of product.

Not all sites are created equal, in importance or in current condition and visitor experience. The National Trust for Historic Preservation established four categories of product during its heritage tourism initiative (1989-1993) to help destinations assess their assets by significance:

1. **Attractor:** A significant visitor ready site that offers such a high quality experience and strong interpretation that it becomes a major motivator/reason for leisure travel. World Heritage Sites, some National Park Service sites, All American Roads, and iconic sites and landscapes fit into this category as they tell a unique or authentic story important to the destination, country or world. These are the “must-see’s” for a destination or themed tour.

Some sites have the potential to offer more motivating experiences than currently offered. With compelling interpretation, new or enhanced visitor services, greater connectivity to New Jersey’s Revolutionary War stories, and/or the completion of needed renovations, these sites can become an intentional reason to visit the state during the 250th Anniversary: an “attractor” to New Jersey.

2. **Attraction:** Visitor ready site that is worthy of a tour or detour, due to the quality of experience. These sites are popular or noteworthy for their distinctive experience that is included on an itinerary to the destination because it adds to the story of place. These are the sites and activities that fill out a destination itinerary, to add local information or special interest.

Similarly, some sites can enhance their potential to increase tourism through more consistent hours/days of operation, enhanced programming or tour services by offering visitors specific reasons to tour - to become a true attraction enhancing a New Jersey itinerary - based on their importance to the Revolutionary War story and delivering superior visitor experiences.

3. **Tour While There:** These are the sites, events, and activities discovered while traveling to a destination for other reasons or added to a local itinerary because of an on-site recommendation (from visitor center staff or resident referral). These are the extra places to visit if time permits.
4. **Community Resource:** These are sites that are important to the local community and contribute to the local heritage or culture, but are perhaps not as relevant or of interest to out-of-town visitors.

Accurately recognizing and assigning categories to visitor ready sites is not an easy task. However, the integrity of a heritage site collection is based on its significance and quality. This categorization helps focus resources on those sites that will most likely attract visitors, assist with elevating those sites worthy of increased visitation or recognition (due to importance to story) and manage expectations of visitation to other sites. A complete listing of the 150 sites along with their Visitor Readiness and Market Potential Category assessments are included in Appendix A, Table 1.

It should be noted that this an assessment of the significance of each site only as it relates to the American Revolution. There are clearly sites that have significance for other reasons besides the Revolutionary War. They may be “attractors” or “attractions” for those reasons, but perhaps not for the purposes of the commemoration of the 250th Anniversary of the American Revolution. In any case, these other important stories and quality experiences enhance a heritage traveler’s visit to New Jersey. Beyond historic sites, monuments and battlefields, there are significant archaeological sites and landscapes that are not specifically included in this assessment list. These important sites can enhance the visitor experience by adding context to the New Jersey Revolutionary War story. Ensuring there is ample education and cross-marketing among heritage sites will be important to extending the stay (and increasing the spending) of visitors in the state.

New Jersey has the critical mass of sites and stories to forge ahead as a major destination of focus for the 250th Anniversary of the Revolutionary War. The market size and potential is defined. Now the state must set a course for developing desired travel experiences that compete with other destinations and attractions, and providing the excellent service and programming to attract visitors and their spending.

Recommendations:

For the New Jersey Division of Travel and Tourism or other local and regional destination marketing organizations (DMOs) to confidently promote Revolutionary War sites to potential visitors, these

- > Abraham Staats House, *Somerset*
- > Old Dutch Parsonage State Historic Site, *Somerset*
- > First Presbyterian Church of Elizabeth, *Union*
- > First Presbyterian Church of Springfield, *Union*

“Community Resource” Sites with “Tour While There” Site Potential:

- > Chestnut Neck Memorial Park, *Atlantic*
- > Van Allen House, *Bergen*
- > Francis Hopkinson House, *Burlington*
- > Peachfield, *Burlington*
- > Gabreil Daveis Tavern, *Camden*
- > Glover Fulling Mill Park, *Camden*
- > Greenfield Hall, *Camden*
- > Potter’s Tavern, *Cumberland*
- > Tea Burning Monument, *Cumberland*
- > Military Park, *Essex*
- > Hunter-Lawrence-Jessup House, *Gloucester*
- > Paulus Hook Park, *Hudson*
- > Solitude House, *Hunterdon*
- > Isaac Pearson House, *Mercer*
- > Isaac Watson House, *Mercer*
- > The Metlar-Bodine House Museum, *Middlesex*
- > Burrowes Mansion Museum, *Monmouth*
- > Murray Farmhouse, *Monmouth*
- > Old Tennent Presbyterian Church, *Monmouth*
- > Henry Doremus House, *Morris*
- > Jacob Morrell House, *Morris*
- > Shepard Kollock Newspaper Site, *Morris*
- > Long Beach Island Massacre, *Ocean*
- > Pulaski Monument, *Ocean*
- > Hamilton House Museum, *Passaic*
- > Paterson Great Falls National Historical Park, *Passaic*
- > Alexander Grant House, *Salem*
- > Old Salem County Courthouse, *Salem*
- > Kennedy Martin Stelle Farmstead, *Somerset*
- > Lord Stirling Manor Site, *Somerset*
- > Old Stone Arch Bridge, *Somerset*

- > Revolutionary War Redoubts 1777 and 1778/79, *Somerset*
- > Van Horne House, *Somerset*
- > Van Veghten House, *Somerset*
- > Washington Rock State Park, *Somerset*
- > Caldwell Parsonage, *Union*
- > Connecticut Farms Presbyterian Church, *Union*
- > Drake House Museum, *Union*
- > Historic Cannon Ball House, *Union*
- > Osborn Cannonball House, *Union*
- > Roseberry House, *Warren*

Other “Community Resource” Sites:

- > Somers Mansion, *Atlantic*
- > Bordentown Friends Meeting House, *Burlington*
- > Crosswicks Friends Meeting House, *Burlington*
- > Evesham Friends Meeting House, *Burlington*
- > Mount Holly Friends Meeting House, *Burlington*
- > Old St. Mary’s Episcopal Church, *Burlington*
- > Smith-Cadbury Mansion, *Burlington*
- > Trinity Church, *Swedesboro, Gloucester*
- > Woodbury Friends Meeting House, *Gloucester*
- > The Bouman-Stickney Farmstead, *Hunterdon*
- > The Eversole Hall House, *Hunterdon*
- > Fleming House Museum & Gardens, *Hunterdon*
- > Holcombe-Jimison Farmstead Museum, *Hunterdon*
- > The 1760 Joseph Turner House, *Hunterdon*
- > Benjamin Temple House, *Mercer*
- > John Abbott II House, *Mercer*
- > Stony Brook Friends Meeting House, *Mercer*
- > The 1760 Henry Guest House, *Middlesex*
- > Christ Church, *Shrewsbury, Monmouth*
- > Marlpit Hall, *Monmouth*
- > Oakley Farm Museum, *Monmouth*
- > St. Peter’s Church, *Freehold, Monmouth*
- > Taylor-Butler House, *Monmouth*
- > The Village Inn, *Monmouth*
- > Livingston-Benedict House, *Morris*

entities need confidence in the delivery of valued programs and experiences. As discussed in earlier sections, assessing visitor readiness is a key strategy to provide this assurance. However, not all visitors desire the same experiences (based on level of knowledge, interest, time available and motivations for travel). Assessing these factors is an important step in designing and delivering relevant programs, activities, and experiences for specific ages or demographic profiles of visitors. From this baseline of information, DMOs can determine where and how these desired audiences obtain information, and then create the appropriate materials (itineraries, promotions, incentives) to inform them of the Revolutionary War experiences available across New Jersey and to encourage visitation. Following are recommendations for various entities:

Visitor Ready Sites:

- Research theme-related content to develop new programming and exhibits for target markets
- Host on-site familiarization tours (for media, tour operators)
- Offer wholesale admission and program rates for tour operators, especially for groups and international visitors
- Provide (or post) information, including images, stories, available tours and programming/exhibits, pricing, attraction profile, to DMOs (and the Crossroads of the American Revolution Association) for inclusion in travel guides, website, media pitches and social media posts
- Link website to DMOs and other Revolutionary War sites and organizations (including the Crossroads of the American Revolution Association)
- Obtain instruction on how to increase positive TripAdvisor® ratings and social media coverage

DMOs:

- Provide market research on target audiences (international inbound, including UK, Canada, France; domestic groups, families, etc.)
- Include 250th Anniversary of the American Revolution content and images on homepage or as microsite
- Create itineraries for the 250th Anniversary to include visitor ready sites, other heritage attractions/activities/dining/lodging
- Identify strategies to increase multi-site visitation (promotions, incentives, passports, etc.)

- Prominently recognize and promote the 250th Anniversary at local, regional and state visitor centers

General:

- Include 250th Anniversary of the American Revolution product development and marketing sessions at annual conferences
- Identify collective strategy to track and measure impact attributed to the 250th Anniversary (visitor attendance and spending, positive coverage, new product, etc.)

The timeline for attracting new audiences is often three to five years. Therefore, “visitor ready” sites need to begin planning with local and state tourism marketing organizations to create and launch a proactive and effective promotional campaign for key audiences by 2021. And sites that are not yet visitor ready need to plan and begin work so that they are fully ready by 2021. This preparation can be coordinated in tandem with new or enhanced product and program development to ensure deadlines for tour brochures and catalogs are met. Dedicated multi-year funding for these initiatives is suggested to guarantee sufficient resources to compete with New Jersey’s neighboring states and other high profile destinations and attractions in awareness-building and targeted marketing for 250th Anniversary commemorative activities.

- > Mead-Van Duyne House, *Passaic*
- > Schuyler-Colfax Historic House Museum, *Passaic*
- > Van Riper-Hopper House Museum, *Passaic*
- > Salem Friends Meeting House, *Salem*
- > St. John’s Episcopal Church, *Salem*
- > Dirck Gulick House, *Somerset*
- > Franklin Inn/Ann Van Liew Homestead, *Somerset*
- > General John Frelinghuysen Homestead, *Somerset*
- > Mount Bethel Baptist Meeting House, *Somerset*
- > Van Wickle House, *Somerset*
- > Wyckoff-Garretson House, *Somerset*
- > Van Campen Inn, *Sussex*
- > Belcher-Ogden Mansion, *Union*
- > Bonnell House, *Union*
- > The Frazee House, *Union*
- > Miller-Cory House Museum, *Union*
- > Van Nest-Hoff-Vannatta Homestead, *Warren*



Jacobus Vanderveer House and Museum, Bedminster, Somerset County



The 1759 Vought House, Clinton, Hunterdon County

A Preliminary Cost Estimate for Preparing New Jersey's Revolutionary War Sites

The costs associated with Site and Visitor Readiness for New Jersey's Revolutionary War Sites falls into four categories:

1. Improving the physical aspects of the site, landscape, and the exterior and interior of buildings.
2. Interpreting aspects of the site associated with the American Revolution, including the development of interpretive plans, and the installation of interpretive signage, interpretive media and exhibits.
3. Preparing staff and volunteers for visitors, including training regarding the interpretation of the sites and hospitality training.
4. Marketing New Jersey and its historic sites as a Revolutionary War destination.

Given enough time and enough study, all of these costs can be accurately defined. For this assessment, which is broad and preliminary in scope, costs are provided as "order of magnitude" estimates, the purpose of which are to give a sense of the financial investment necessary over the next six years to make New Jersey visitor ready so that it can take advantage of the potential influx of visitors. If key aspects of these investments are made, New Jersey will take its place, alongside Massachusetts, Pennsylvania and Virginia, as a premier destination for experiencing and understanding the American Revolution. If these investments do not occur, New Jersey will continue its role as a second tier destination and will miss out on these heritage visitors, increased revenue and associated long-term heritage tourism investment.

Methodology:

The methodology for identifying costs in each of these areas is, by necessity, quite different.

Site Conditions: Costs were identified by:

- Site inspections and collection of general information about the site (size, configuration, etc.)
- Rating of site, landscape, access, building and system conditions (5. Good to 1. Unsatisfactory)
- Assignment of priorities (A. Immediate to C. Long-term)

E. COST ESTIMATE



Interior of The 1759 Vought House with elaborate plaster ceiling, Clinton, Hunterdon County

- Preliminary identification of costs for key facility features

This information was entered on spreadsheets that can then be tallied for each site, by priority, by county, by type of site, by market potential of the site, by “visitor readiness,” etc.

Site Interpretation: For this report, several methods of site interpretation were identified, along with a range of costs for each. Each site was assessed for current activities and techniques, and was reviewed in terms of the presence or absence of interpretive approaches. Sites were assigned to one of three categories:

1. Sites that actively interpret the American Revolution (91 sites);
2. Sites that offer active interpretation but do not focus on the American Revolution (28 sites);
3. Sites that offer minimal or no interpretation (31 sites).

Cost estimates are provided for each of the following interpretive areas, based on the recommendations offered for interpretive improvement:

- Enhancing existing programming
- Special events related to the 250th Anniversary
- Special exhibits for the 250th Anniversary
- Programming that serves diverse audiences
- Temporary or small exhibits
- Interpretive signage
- Interpretive plans
- Staffing

A cost estimate range was developed for each recommendation, which was then multiplied by the number of sites for which the recommendation applied.

Visitor Readiness: The site assessments and analysis identified three activities to upgrade facilities and enhance current experiences into more competitive, compelling contributors to New Jersey’s Revolutionary War story. While visitor readiness is essen-

tial to ensure sites are open and accessible to the public, an experience of hospitality and knowledgeable hosts are also critical to a quality visitor experience. To provide these key aspects, training is needed and takes on two forms:

1. Hospitality training for staff and volunteers ensures everyone feels welcome. Visitors make decisions to spend precious time and money at sites; poor customer service can result in disappointing experiences. Worse, poor service can result in bad reviews on TripAdvisor® or other rating sites. As Peter Tarlow, President of Tourism and More says, “Poor customer service is free marketing for the competition.”¹ Improving the consistency and quality of the visitor experience, especially staff interaction and hospitality with guests, is essential to receiving positive impressions.
2. Training of staff and volunteers regarding the interpretation of their sites, particularly in relation to the American Revolution, is also needed. As more relevant themes are recommended to attract diverse audiences and repeat visitors, staff knowledge and training on these themes will be important. Helping staff and volunteers understand where and how they fit into the broader theme, in context with other sites and storylines, is vital to ensuring confident and informed hosts.

Marketing is the third activity important to the Revolutionary War commemoration, and must be integrated, coordinated and funded at a level competitive with other states and destinations. While the state tourism office will activate its own marketing of the 250th Anniversary of the American Revolution (hopefully, with trade shows, promotions, international and domestic sales missions, etc.), it will be important for local sites and their respective management organizations to also invest in and implement their own marketing activities. This activity includes how they upgrade and present a unified brand for New Jersey’s Revolutionary War themes, trails, sites, etc. including, but not limited to, collateral material development and distribution, website content, itineraries, and any kind of passport or other multi-site visitation incentives. Everyone needs to partner and participate in a comprehensive marketing campaign to make an impact.

These activities are more nebulous in nature and therefore harder to pinpoint costs. For this report, we have provided a description of what some of these activities might be and a broad range of the investment that is likely needed.

Visitor Experience Center: As described in greater detail in Chapter 7, one of the ways that this team sees that New Jersey can capitalize on its Revolutionary War assets and draw more visitors to the state for the 250th Anniversary is to build a major new Visitor Experience Center at a key location. This Center should be large and comprehensive enough to not only tell the stories of the events in its immediate neighborhood, but to set the stage for the overall story of the American Revolution in New Jersey. Its purpose will be to attract visitors on its own merits, and then send them to other key sites across New Jersey.

¹ “Customer Service: Going Beyond the Expected” (February 2018) Tourism Tidbits, Industry Update by Peter Tarlow, President, Tourism and More, as reported in Hospitality Net, <https://www.hospitalitynet.org/opinion/4086712.html>

Cost Estimate:

Site Condition: All 150 sites have at least some physical improvement costs identified relating to site access and landscape, building exteriors and building interiors. There is an extraordinarily wide range of needs, from single structure sites that are in good condition needing a modest amount of work, to multi-structure sites that have significant deferred maintenance and visitor accommodation needs, to sites that need new structures or facilities. As previously noted, the cost estimates are necessarily conceptual in nature, intended to give a sense of the required investment needed over the next six years. Following is a summary of some of the findings from this study:

- Total estimated construction cost: about \$390 million
- Total estimated Priority A construction cost: >\$250 million
- Total estimated Priority B construction cost: almost \$130 million
- Total estimated Priority A construction costs for “Attractor” sites: about \$12 million; with Priority B costs, this totals almost \$14 million
- Total estimated Priority A construction costs for “Attraction” sites: >\$55 million; with Priority B costs, this totals almost \$80 million
- Total estimated Priority A construction costs for potential “Attractor” sites: about \$23 million; with Priority B construction costs, this totals almost \$68 million
- Total estimated Priority A construction costs for potential “Attraction” sites: about \$39 million; with Priority B costs, this totals > \$70 million

Physical Condition Cost Estimate Summary:					
Market Potential Category	Number of Sites	Priority A	Priority B	Priority C	Total
Attractors	4	\$11,844,000	\$1,715,000	\$185,000	\$13,744,000
Attractions	14	\$55,730,000	\$23,947,000	\$0	\$79,677,000
Tour While There	49	\$80,221,000	\$50,244,000	\$2,103,000	\$132,568,000
Community Resource	83	\$104,627,000	\$53,593,000	\$6,143,000	\$164,363,000
Total	150	\$252,422,000	\$129,498,000	\$8,431,000	\$390,351,000

Physical Conditions Cost Estimate Summary					
Site Ownership	Number of Sites	Priority A	Priority B	Priority C	Total
Federal	7	\$362,000	\$4,515,000	\$0	\$4,877,000
State	25	\$86,613,000	\$48,008,000	\$1,531,000	\$136,152,000
County	19	\$7,735,000	\$2,145,000	\$2,661,000	\$12,541,000
Municipal	30	\$61,502,000	\$22,216,000	\$1,879,000	\$85,597,000
Private	69	\$96,210,000	\$52,614,000	\$2,360,000	\$151,184,000
Total	150	\$252,422,000	\$129,498,000	\$8,431,000	\$390,351,000

These estimates represent an enormous investment. The state of New Jersey, in particular the NJ Historic Trust, will clearly need to take a key role in providing funding, but County and local governments will need to play their parts, as will private sources and philanthropy.

Site Interpretation: Table 6 in Appendix C, Volume 2, describes various potential site interpretation activities and the range of associated costs. The total, less the estimate for General Operating Support, ranges from about \$6 million to about \$13 million.

The State of New Jersey, through the New Jersey Historical Commission, the New Jersey Historic Trust and other state agencies, supports New Jersey’s history organizations by offering grant funding for programs and activities related to New Jersey history. These existing grant programs can be an effective vehicle for providing funding to local history organizations that are preparing for the 250th Anniversary, as the grant infrastructure is currently in place, and time and effort would not be expended on creating new and/or temporary grant programs within state government. Among the existing grant programs that could be made available for 250th Anniversary funding are:

- Institutional and Financial Stabilization Grants (IFS) [New Jersey Cultural Trust]: assists groups in addressing financial and operational challenges in order to provide stability so that they can achieve their missions
- General Operating Support Grants (GOS) [New Jersey Historical Commission]: provides general support to historical organizations to develop and improve their missions
- Project Grants [New Jersey Historical Commission]: provides funding for project expenses related to New Jersey history
- County History Partnership Program (CHPP) [New Jersey Historical Commission through partnership with county re-granting agencies]: provides funding to each of the state’s 21 counties to support existing and emerging local history organizations
- Preserve New Jersey Historic Preservation Fund [New Jersey Historic Trust]: provides funding for Historic Site Management grants, Heritage Tourism Planning grants, and Capital Preservation grants



Isaac Pearson House, Hamilton Township, Mercer County

In addition to government funding, significant additional private funding needs to be generated through donations, foundations, corporate sponsorships and other private entities to support organizations as they develop programming to commemorate the 250th Anniversary.

Visitor Readiness: There are three key areas that help enhance the visitor readiness of sites: interpretive training, hospitality training, and marketing. Each of these has a wide range of potential costs:

- Interpretive training workshops assist local on-site staff with instruction on the particular themes and storylines relative to contributing sites and also how to inform visitors about these stories in context with other places in New Jersey and the nation. Facilitator training and instruction workshops – either online or in-person – range from \$1,000 - \$2,500 per session. Given the number of sites and themes, a monthly series of instruction (over the course of the two years prior to the 250th Anniversary) is appropriate to ensure adequate staff/volunteer training and potential educational visits to learn about other contributing sites. Estimated one-time cost for budgeting: \$50,000.
- Hospitality training includes specific customer service techniques to ensure quality experiences, how to engage with diverse audiences, handling difficult situations, along with basic greeting and interaction strategies for all ages of individuals and groups. This training can be provided at the state level, offered at workshops and conferences or as an online certification program that is renewed annually. The preferred timeline for implementation for visitor ready and almost visitor ready sites is approximately two years prior to the 250th Anniversary commemoration in 2026. However, this training can be offered now to help improve current customer service at all sites open to the public. A collaboration with universities or technical colleges, hospitality training programs should be a consistent deliverable for all tourism attractions open to the public (including heritage sites – national, state, regional, county and local). Estimated cost for producing, delivering, maintaining (certification, updating content and customizing training) programs is approximately \$25,000 annually.
- Marketing the 250th Anniversary of the American Revolution is an important and competitive endeavor. The key partners to create and implement an integrated marketing program include the New Jersey Division of Travel & Tourism (responsible for external marketing to attract key visitors to the state), Crossroads of the American Revolution Association (to brand contributing sites and coordinate the in-state marketing), and the Department of State (to ensure state historic sites participate in marketing and hosting visitors, especially at potential visitor center lo-

cations). A dedicated fund for marketing this important commemoration needs to be allocated starting in 2021, as many international and national audiences (group tours, in particular) need information in advance for packaging and promoting the New Jersey tour product to potential customers. From this statewide effort, cities, counties, local DMOs and individual sites can determine complementary marketing activities to support, coordinate with and enhance state efforts. Given that the state's tourism budget is less than those of competing states, a larger allocation is needed to build New Jersey's brand promise for the 250th Anniversary commemoration. Estimated annual state marketing budget recommended: >\$1 million [collectively shared between New Jersey Department of State (Travel & Tourism, Parks) and Crossroads of the American Revolution Association.]

Visitor Experience Center: To provide some context, the Museum of the American Revolution in Philadelphia is intended to be both the national center for understanding the American Revolution, but also the center for the Philadelphia and larger Pennsylvania region. Its total cost exceeded \$150 million. In contrast, the proposed expanded and improved Visitor Center at Washington Crossing State Park is currently budgeted for about \$16 million. A new, central Visitor Experience Center for the American Revolution in New Jersey would likely cost in the \$20 to \$25 million range, depending on its program, size and whether it is located in renovated space or a new facility.

Sources of Funding:

While the overall investment identified in this report is large, there are existing sources of funding that, if focused, can address at least a portion of the costs.

Site Conditions: For the physical, brick and mortar improvements, sources like the New Jersey Historic Trust and counties that currently have capital grants for historic properties will prove crucial. These are typically matching grants that leverage other public and private sources of funds to encourage important preservation and rehabilitation work at historic sites. Municipalities with publicly owned historic resources can also focus capital funding on their historic, American Revolution sites.

While crucial, these sources are currently only a fraction of the total investment needed. For example, the New Jersey Historic Trust currently has approximately \$10 million each year in grant monies available. These funds are earmarked for a number of different types of grants and a wide range of sites. **Even if all of this funding were dedicated for Revolutionary War sites, by 2026 it would only total \$60 million, a fraction of the total need.** In addition, the Trust's funding typically cannot be used



Douglass House, Trenton, Mercer County



Covenhoven House, Freehold, Monmouth County

for the construction of entirely new facilities, such as a new Visitor Center at Washington Crossing State Park, or a new Visitor Experience Center if located in a new building. While it is true that some counties also have successful capital project grant programs, their total funding is also not sufficient to fill the gap. Significant additional sources will need to be identified if a meaningful improvement in New Jersey's historic, Revolutionary War sites is going to be made.

Site interpretation: Similarly, there is some state, county and local funding available for improving site interpretation in the ways described earlier in this chapter. The New Jersey Historic Trust has some grant funds available for site interpretation activities, and the New Jersey Historical Commission's budget was recently increased. Other sources include county arts and history commissions that provide their own grant funding, or regrant monies received from the state. Again, these sources are relatively small in comparison to the identified need.

Visitor Readiness: For staff and volunteer hospitality training, for training in interpretation, and for expanded and coordinated marketing, a number of agencies and organizations are already providing funding. These include New Jersey's Division of Travel and Tourism, the Crossroads of the American Revolution Association, as well as DMOs across the state. However, for these efforts to be truly effective, funding will need to be significantly increased, training programs coordinated and made consistent, and efforts to reach all of the key staff made. It is likely that the New Jersey Division of Travel and Tourism will need to take the lead in many of these efforts so that training and marketing will be coordinated and as effective as possible.

Visitor Experience Center: There are no obvious existing sources of funding for a major new Visitor Experience Center that would serve the entire state. New sources will need to be found, likely some combination of federal, state, county, municipal and private funding. If this Center is to be ready for the 250th Anniversary of the American Revolution in 2026, planning and fundraising should begin immediately.



Old Barracks Museum, Trenton, Mercer County

New Jersey During the Revolution: Themes and Opportunities

Identifying the most relevant themes for the commemoration of the 250th Anniversary of the American Revolution begins with research of existing themes and storylines. National, state and private organizations have defined certain topics as foci for their programming, exhibits, tours and curricula. These theme and storylines provide a baseline for consideration as New Jersey decides how best to tell its story[ies] to out-of-state visitors and residents.

Current Themes and Storylines:

The Crossroads of the American Revolution storylines currently emphasize military strategies and New Jersey's significant battles, including:

- Footsteps to Independence: Crossroads of the American Revolution
- Divided Loyalties
- Retreat Across the Jerseys
- Ten Crucial Days
- The Road to Morristown
- Greater Morristown-Patriot Enclave
- Philadelphia Campaign
- Delaware River Towns
- Middlebrook and the Defense of New Jersey
- The Road to Monmouth
- Defense of the Hudson
- Battles of Connecticut Farms and Springfield
- Forage Wars
- The Maritime War
- Washington-Rochambeau Revolutionary Route

These themes are presented in four itineraries on the Crossroads of the American Revolution website: 1) Winter Encampments; 2) The Ten Crucial Days; 3) The Delaware River; and 4) The Battle of Monmouth.

Changing demographics and profiles of visitors have led other attractions and organizations to broaden content relating more to people, impacts and outcomes. In their dedicated Revolutionary

VI. THEMES & OPPORTUNITIES



Dey Mansion, Wayne, Passaic County

War website, the National Park Service offers content on the following stories and the Revolution:¹

- Why the War Came (British policies and American reactions, leading to war)
- A Capsule History of the War (an event of sweeping worldwide importance)
- Those Who Fought (not every colonist wanted independence, choosing sides was difficult)
- African Americans in the Revolutionary Period (what did liberty and equality mean for black Americans during this period of strife?)
- American Indians and the American Revolution (disastrous consequences for Indian nations)
- Consequences of the War (what did independence mean for Americans?)
- Voting Rights (New Jersey women voted in the 1790s)
- Religion and the American Revolution (the principle of separation of church and state)
- Colbert’s Raid on Arkansas Post (westernmost action)
- Privateers in the American Revolution (industry and commerce)

The National Park Service also provides a timeline to share and frame stories, along with specific resources for students, teachers and researchers. The teacher instruction focuses on these themes:

- Prelude to Revolutionary War
- Words and Actions
- Making Choices
- The Power of Remembrance
- The Legacy

Additionally, the National Park Service provides links to “Revolutionary Parks” in several states, and also maintains a reference section titled “The Unfinished Revolution” with various articles for teachers of American history. Articles include: *All Men Are Created Equal*; *The War of 1812*; *The Odyssey of Black Loyalists*; *Children’s Rights and the American Revolution*; *Utopian Communities*; *Independent Judges*; *Inequality*; *The Baptist Quest for Religious Freedom in the Revolutionary Era*; *Treason*; *Unicameralism*; *Revolutionary War Veteran Entitlements*; and *Women in the Revolution*.²

Similarly, major attractions, such as The American Revolution Museum at Yorktown, also interpret the period more broadly. Five themes guide the Yorktown museum’s interpretive exhibits and programming:

- The British Empire and America: examines geography and economy before the Revolution

¹ The American Revolution: Lighting Freedom’s Flame, National Park Service https://www.nps.gov/revwar/about_the_revolution/revolutionary_stories.html

² National Park Service, sponsored by Valley Forge National Historical Park, https://www.nps.gov/revwar/unfinished_revolution/overview.html

- The Changing Relationship – Britain and North America: reflects the tensions after the French and Indian War ends in 1763
- Revolution: emphasizes weaponry, military tactics, war figures
- The New Nation: delves into post-war struggles through the 1780s
- The American People: expands on the political and social changes resulting from the Revolutionary War³

The Museum of the American Revolution in Philadelphia also offers themed guides to enhance visitor experiences and education. These themes include:

- Celebrating Revolutionary Women
- Drumming Up Attention: Fifers and Drummers in the Continental Army
- Finding Freedom: African Americans and the Revolution
- The Marketplace of Revolution
- Occupied or Liberated? American Cities Under British Rule
- The People Between: Native Americans in a Revolutionary Era
- Remembering Fallen Revolutionaries
- Supplying the Army

The museum also offers a sensory guide, encouraging visitors to “touch the Revolution” via sensory experiences.

Recommended Themes and Storylines:

Key to the identification of themes and subsequent development of stories is the understanding of audience profiles and educational objectives. As reported in the Market Potential section, heritage travelers are often more sophisticated learners while families and groups may need varied information levels – from aficionado to novice or casual student.

Perhaps the most important consideration when determining appropriate themes and stories is relevance. How can the audience see themselves in the context of the theme/story, and relate the information learned to current day issues and activities? The military strategies and skirmishes will certainly be of interest to some visitors, but other storylines and themes offer the opportunity to expand the conversation beyond the battlefield and tell the story of the impact of the war on all people and all aspects of life.

Themes and stories should be relatable to key markets. Offering a broader range of themes and storylines allows museums and sites to provide relevant information for all ages and people’s levels of interest. During the Civil War Sesquicentennial, the Appalachian Regional Commission, in partnership with American Heritage magazine, developed a map guide to focus on sites that told stories of how the war impacted:

³ <https://www.tripster.com/travelguide/explore-new-american-revolution-museum-yorktown/>



Monmouth Battlefield State Park, Monmouth County

- Women
- Children
- Business and Industry
- Politics
- Soldiers away from Home
- Agriculture
- Land

Some of the most popular stories are of spies, acts of kindness (among enemies) and political activism. Interpretation at visitor ready sites expanded on their key story and provided additional context for learners, as well as offering information on other places of interest along this particular theme or storyline.

As New Jersey and the Crossroads of the American Revolution Association determine origin markets to target, having relevant themes and storylines will be vital in delivering valued experiences to these diverse, desired audiences. The section on Market Potential referenced the most viable domestic and international audiences for the 250th Anniversary, and how New Jersey can appropriately position itself among competitive states and destinations with these desired travelers. Offering dynamic and authentic experiences around desired themes will help attract visitors that would have gone elsewhere for the story of the 250th Anniversary of the American Revolution.

Another audience significant to the 250th Anniversary and beyond is the New Jersey resident, both youth and adult. Educating local residents about the role the state and its people played during this pivotal period of history is important for two reasons: 1) residents host friends and family; they in turn refer guests to local sites and locations (or take them across the state border to other destinations); and 2) residents, especially youth, can benefit from lessons in civics, and visits to historic sites, not just well-known historic properties but also local community resources, help provide a foundation of knowledge – past to present – for relevant decision making and context for current issues.

Certainly, the state is known on the global stage for Washington Crossing the Delaware. The theme focusing on this event called “The Ten Crucial Days” will attract the casual traveler interested in the major attractions in New Jersey. To encourage visitors to dive deeper into the stories of importance, the location of this historical event (and military theme) can become a platform to introduce other themes and related sites.

In consultation with experts and stakeholders, the lead planners behind the initiative to mark the 250th Anniversary in New Jersey will develop a set of interpretive themes to help guide programmatic planning. As part of their analysis, the project team behind this site and visitor readiness assessment report has assembled a list of potentially relevant overarching themes to help the planners' thinking. These suggested themes recognize that many audiences, including heritage tourists from a range of cultural backgrounds and with a variety of interests in history, will benefit from broader interpretation and connection to relevant issues of today. Some suggested overarching themes for sites to consider in planning for the 250th Anniversary of the American Revolution are:

1. **Why the War Came to New Jersey:** this theme sets the stage for all other themes and stories. It emphasizes the underlying geographical context of the war in the northern colonies and New Jersey's role both on the front line of conflict and as a "crossroads." New Jersey existed as a place of intersection in the cultural landscape important to both sides, where competing armies encamped, were supplied, maneuvered and fought battles large and skirmishes small, often at the expense of local residents. New Jersey's farms, villages and small towns filled this pivotal location in the corridor between the two major "occupied" cities of New York and Philadelphia, between the critical transportation arteries of the Hudson and Delaware rivers, and between the Atlantic Ocean and the western frontier.
2. **Diversity:** ethnic, religious, political and class diversity marked New Jersey during the Revolutionary period much as it does today. A quarter millennium ago, the diverse character of New Jersey's population was already in evidence, since its mix included immigrants and emigrants, enslaved and native peoples, many of them directly influenced by the war. Individuals and families of Native American, African and European backgrounds; adherents to a range of religious faiths and political opinions; and people rich, of moderate income and poor, all struggled to cope day to day over more than eight long years of intermittent conflict and economic uncertainty. This theme offers interpretive opportunities for storytelling at the individual, family and group levels that are powerfully relevant to our modern day global circumstances.
3. **Mixed Allegiances:** war demands that people pick sides and those who might prefer to "sit on the fence" are faced with difficult, discomfiting choices. New Jersey, as a scene of intense conflict during the early years of the Revolution, saw its population adopt positions ranged across the entire spectrum of allegiance, from committed Patriot to recalcitrant Loyalist and everything in between. Many New Jerseyans were forced to live through the war in reduced circumstances, experiencing fewer or less desirable options in earning a living and maintaining



Proprietary House, Perth Amboy, Middlesex County

a home. Not every New Jerseyan had the same options or rights, which often would have affected their response to the war. Storylines can help personalize and make relevant to modern day visitors the many New Jersey examples of struggle and discourse (public and private), of trials and traitors and spies, of retribution (such as the confiscation or occupancy of land), of signers and dissenters, and of publications and other ways in which opposing sides recruited for and championed their cause.

4. **Everyday Living:** the war wrought havoc on everyday life, and civilian New Jerseyans, free and enslaved, native and foreign-born, all experienced the chaos in real and tangible ways. Families were depleted as adult males went off to fight, sometimes on opposing sides. Those left at home struggled to maintain farms, businesses and the framework of government; children likely learned less from books and more from the day-to-day struggle for survival; social linkages dwindled as communication and movement around the countryside and towns were constrained by military activity. Storylines can relate with visitors over the most basic human needs of food, shelter and companionship in times of war and revolution.
5. **Industry and Commerce:** war may bring a range of economic conditions, from hardship through opportunity, to a civilian population in a conflict zone. Hardship befell those whose property, workforce and resources were appropriated by the military (British or American). For others, the military represented a market where fortunes could be made. From metals and munitions to food and clothing, supplying the military was big business. Storylines can include: profiles of industrialists/privateers, millers and craftsmen; the military and the private-sector market; domestic and overseas trade.
6. **Faith in Time of War:** the various religious denominations responded to Revolutionary ideas and the reality of war in different ways. Some churches actively supported the Patriot cause, preaching in support and providing chaplains; others closed their doors and decried the call for independence. Still others, notably Quakers, chose a pacifist position, although many of this faith participated economically, if not militarily, in the American war effort.⁴ Churches variously served as meeting houses, hospitals and storehouses, not just as houses of worship. As a pivotal issue for independence, the separation of church and state remains a relevant storyline today.
7. **Consequences:** The American Revolution had a prolonged and widespread impact on all New Jersey residents. In the years following the conclusion of hostilities, as the new nation was being built, economic recovery was a slow and arduous process. The war had lingering and pervasive effects on family relationships, homes, the land and land ownership, local institutions, jobs and markets; on a broader scale, the American Revolution had a profound influence on politics, policies and power worldwide. Storylines with relevance today can be found in the revival of agriculture, the growth of manufacturing and the necessity for government.

For all of the themes suggested above, particular programming and storylines need to be inclusive of groups that have often been overlooked, such as Native Americans, African Americans, immigrants, women and children. Their contributions and

4 Some Quaker sites do not plan to participate in the commemoration of the 250th Anniversary of the American Revolution.

how they were impacted (positively and negatively) should be highlighted in meaningful, constructive ways. These critical audiences deserve recognition of their treatment, their rights (or lack thereof), and the roles they played during the Revolutionary period. The Crossroads of the American Revolution Association can help oversee and guide development of these themes and storylines into more robust and inclusive itineraries, integrated programming, and exhibits at visitor ready sites.

Adequate funding for all aspects of site and visitor readiness is crucial, including physical improvements (preservation, restoration, maintenance), site interpretation (exhibits, signage, etc.), capacity building (to ensure sites can be visitor ready) and marketing (to promote the significant Revolutionary War stories and sites). **Without this funding, New Jersey may not realize its full potential and visitation/economic impact goals for this momentous commemoration.** And without expanding its interpretation into broader themes, New Jersey may not convey its full story of importance as the Crossroads of the American Revolution. It may also leave key audiences – women, children, African Americans and Native Americans – bereft of relevant experiences. Inclusion, diversity and relevance must be the hallmarks of interpretive programming and exhibits for New Jersey's 250th Anniversary of the American Revolution sites if the state wants to increase market share of global visitors and enhance community and media awareness.



Rockingham State Historic Site, Rocky Hill, Somerset County



Morristown National Historical Park, Ford Mansion, Morristown, Morris County

New Jersey's Revolutionary War Visitor Experience Center

Visitor Centers serve as the key information distribution point for on-site visitors. Typically located at gateways (to destinations, at airport and train terminals) or major thruways (key interstate, parkway intersections and rest areas), visitor centers distribute travel information and materials to assist/guide travelers on their journey, hopefully motivating them to extend their stays and increase spending in the destination because of shared literature and recommendations. They can also house introductory exhibits that will encourage visitors to seek out other sites.

Today, Visitor Centers have an additional hurdle to get people off the interstate/parkway and into their facilities as smart phone usage allows travelers to access directions and destination information while in transit. Therefore, the trend for many destinations is to convert traditional brick-and-mortar Visitor Centers into “Sales Centers” (focusing on transactional one-stop shopping for destination products – tours, dining, accommodations) and/or Experience Centers (to inform and motivate through interactive exhibits, films, local-sourced items, and branded merchandise). Central to both of these options, though, are trained specialists to welcome and educate visitors, providing a valued service worthy of their time. Catering to different audiences is also important – “selfie” stations for millennials, interactive areas for kids, more traditional exhibits for adults, group check-in areas – as well as standard amenities such as restrooms, Wi-Fi, printer access, etc. Location of these Experience/Sales Centers is also critical, with the goal to encourage new visitors to seek information and assistance as soon as they enter the state (to maximize their on-site time and spending). Mobile visitor information centers (branded vans, trucks) can relocate to where visitors congregate, such as special events and festivals, farmer’s markets, sports activities, and share information on the spot.

“Visitors of community-based centers are more likely to engage in informational materials and are more likely to change trip plans based on the information obtained,” according to a study published by Travel and Tourism Research Association in 2016.¹

Investigating the current collection of visitor centers around the state, the team identified several options to promote the commemoration of the 250th Anniversary of the American Revolution. Given that this is a multi-year event, having several visitor touch points will be appropriate. Enhancing overall awareness and education of available experiences is also critical to helping extend stay and spending in the state.

¹ Lee, Woojin; Yoo, Kyung Hyan; and Gretzel, Ulrike PhD, “EFFECTIVENESS OF COMMUNITY-BASED VISITOR INFORMATION CENTERS” (2016). Travel and Tourism Research Association: Advancing Tourism Research Globally. 58. https://scholarworks.umass.edu/ttra/2007/Presented_Papers/58

VII. VISITOR EXPERIENCE CENTER



**Monmouth Battlefield State Park Visitor Center,
Monmouth County**

Options for Consideration:

1. Reimagine/reconfigure/redesign the state's existing tourist information centers to include a dedicated "Revolution New Jersey" information section to cross-market New Jersey sites and distribute published materials, including maps, "passports" and other collateral, at regional tourism hubs and at key intersections like the New Jersey Turnpike in the South, Garden State Parkway in the North, I-80 and I-78 in the West, Newark Airport, Trenton/ Mercer Airport, Trenton and Newark Train Stations, East Jersey/Shore, etc.
2. Upgrade select "visitor ready" Revolutionary War Sites across the state (Washington Crossing, Morristown, Monmouth Battlefield, New Bridge Landing, Dey Mansion, Fort Lee, East Jersey Old Town Village, Red Bank Battlefield, etc.) to include a dedicated "Revolution New Jersey" information section to cross-market New Jersey sites and distribute published materials, such as maps, "passports" and other collateral at regional heritage site hubs.
3. Improve interpretation and information at the Visitor Center at Washington Crossing State Historic Site, the Red Bank Battlefield Park and Fort Lee Historic Site to serve as New Jersey Gateways to the American Revolution at these border locations.
4. Construct a new Visitor Experience Center to interpret the Revolution in New Jersey; focus on the "Ten Crucial Days," but also include the other themes and storylines recommended in Chapter 6, and then help direct visitors to other visitor ready sites around the state (through informed staff assists with itinerary development, reservations, guided tours).

Recommended Option:

The site assessment team recommends the design and construction of a major new Visitor Experience Center in Trenton that interprets all the events and themes related to the American Revolution in New Jersey. This interactive attraction would serve as the orientation point for learning about New Jersey as the Crossroads of the American Revolution, and leads visitors to other sites around the state depending on the visitor's interest, theme or ultimate destination. This Experience Center differs from the Museum of the American Revolution in Philadelphia in that, through dynamic, engaging interpretation and information, it connects "people to place," helping visitors understand the importance of how New Jersey's strategic location, industry, agriculture, religious institutions, diverse people, Patriots and Loyalists, etc., shaped the Revolution and outcomes of war.

To answer "why located here?" the central focal point for the attraction is on the Ten Crucial Days, especially the two battles of Trenton, and their pivotal importance to winning the war. To attract visitors and residents, the Experience Center could serve as the official memorabilia/gift shop, and include a place to eat and make reservations for site tours in the Mercer County region and across the state. These elements will potentially increase the visitor's length of stay at the center, as well as generate revenue. Trenton's location along the key auto (195, 295, Route 1) and rail routes (Amtrak, NJ Transit, SEPTA, Riverline) between New York and Philadelphia; its current "attractor" and "attraction" sites; its growing, annual Revolutionary War festival, Patriots

Week; its role as the state capital; and its key role as the location of the first two substantive victories of the American Revolution make it the best location for this important, new resource. To reach its full potential, this center must serve as a catalyst to revitalize downtown Trenton and expand services (including lodging, dining and shopping) to accommodate increased visitation. Significant parking and appropriate infrastructure will also be required to support this new attraction. Further study should be undertaken to assess the feasibility of developing such a center in Trenton along with the requisite infrastructure and amenities to support it.

To complement this Experience Center in Trenton, the Visitor Center at Washington Crossing would also need to be replaced and expanded. Other sites in New Jersey would be designated as key satellite centers for understanding the Revolution and serve as the “hub” for their region. These might include Morristown, Monmouth Battlefield, New Bridge Landing, the Dey Mansion, Fort Lee, East Jersey Old Town Village and Red Bank Battlefield. In addition, all of the currently designated tourist information and state visitor centers should receive upgraded kiosks, video presentations and printed material relating to the Revolution. Similarly, this material should be shared with the various regional visitor centers around the state.

A more intensive study is recommended as a next step to determine the feasibility of these recommendations, especially in context with overall visitor readiness priorities and potential resources available.



Washington Crossing State Park Visitor Center, Mercer County



Archaeology at the 1719 William Trent House, Trenton, Mercer County

Conclusion: Ensuring New Jersey Is a Heritage Tourism Destination for the 250th Anniversary of the American Revolution

This Site and Visitor Readiness Assessment for the 250th Anniversary of the American Revolution makes recommendations for the Crossroads of the American Revolution Association, the New Jersey Historical Commission and their public and private partners to promote visitation and improve programming at the 150 identified Revolutionary War sites in New Jersey. The 250th Anniversary provides an opportunity to upgrade the physical condition at this extraordinary range of sites; to develop interpretive themes applicable to multiple sites, encouraging sites to tell their own stories within those themes while using the interpretive techniques best suited to their individual situations; to train staff and volunteers in the interpretation of the Revolution for each site; to train staff and volunteers in hospitality; and to develop clear, coherent and compelling marketing for New Jersey as a key Revolutionary War destination. The Crossroads of the American Revolution Association, in partnership with private and public organizations, is in a position to propose overarching themes, establish branding and provide publicity that associated sites in New Jersey can use to assist with their own interpretation of the American Revolution and events marking the Anniversary and beyond.

Next Steps:

Important steps are already being taken. Publicity, seminars, training sessions, conferences, etc., are taking place and are planned. Branding has started with Crossroads of the American Revolution logos and signage starting to appear at Revolutionary War sites across the state. However, given current funding levels, this effort will be insufficient to take full advantage of the opportunity that is currently at hand. Additional planning and funding need to be put in place. Steps include:

1. Prepare follow-up studies to expand on and confirm the findings of this report. In-depth cost estimates will be needed as funding is organized and expanded for physical condition, interpretive and visitor readiness improvements.
2. Identify and assess potential additional relevant sites.
3. Develop public/private partnerships to secure the necessary funding to help sites become visitor ready.
4. Expand current efforts to establish branding and provide publicity.

VIII. CONCLUSION



Nassau Hall, Princeton University, Mercer County



Indian King Tavern State Historic Site, Haddonfield, Camden County

5. Work with the State of New Jersey, counties, municipalities and private sources to expand existing grant programs, and identify and provide funding for new grants specifically tied to the 250th Anniversary. The New Jersey Historic Trust and various county grant programs will play key parts in the effort to restore and enhance the sites, while the New Historical Commission and the New Jersey Division of Travel and Tourism will play key roles in improving site interpretation and visitor readiness.
6. Supply technical support to sites as they prepare interpretation and programming for the 250th Anniversary. This support can include, but not be limited to:
 - Grant writing workshops
 - Revolutionary War history seminars
 - Hospitality training workshops
 - Best practices workshops
 - Dissemination of information on interpretive themes to participating sites
 - In-depth workshops on interpretive themes
7. Plan and construct a new Visitor Experience Center in Trenton:
 - Identify potential sites for the new Center
 - Assess feasibility
 - Develop the building program and budget
 - Identify funding sources
 - Begin the design process
 - Continue to develop programming and marketing that will be used in the state's other visitor centers and major access points

New Jersey is poised to claim its significant place in the Revolutionary War. With more sites related to the American Revolution than any other state, New Jersey must now decide how it brands and

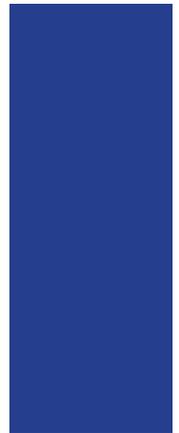
presents this important collection of sites and experiences to the world. To compete with neighboring states and the other original colonies, New Jersey must invest not only in preparing sites to be visitor ready, but also enhancing the locations by sharing compelling and relevant stories as engaging, inclusive experiences for diverse audiences. Finally, New Jersey should promote its collection of Revolutionary War sites to attract visitors and their spending as a way to ensure the economic impact from tourism is generated as the state becomes known worldwide for its unique American heritage. The investment is steep, but the return can be priceless.



Wallace House State Historic Site, Somerville, Somerset County

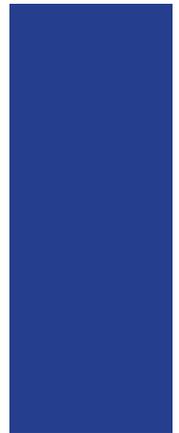
APPENDICES

APRIL 21, 2020



APPENDIX A

TABLE I: REVOLUTIONARY WAR VISITOR READINESS AND MARKET POTENTIAL CATEGORY ASSESSMENT



New Jersey's Revolutionary War Sites: Site Visitor Readiness Assessment
 Table 1: Revolutionary War Visitor Readiness Assessment Summary
 Organized by Market Potential Category

*

SITE NAME	COUNTY	VISITOR READINESS				INTERPRETATION OF THE AMERICAN REVOLUTION			OWNERSHIP OF SITE	PRELIMINARY COST ESTIMATE OF SITE CONDITION REPAIRS (ALL PRIORITIES; INCLUDES MARK-UPS & CONTINGENCY)
		Visitor Ready	Almost Visitor Ready	Not Visitor Ready	Not Applicable	Provides Interpretation of the Revolution	Provides Other Interpretation	Provides Little or No Interpretation		
"Attractor" Sites										
Batsto Village	Burlington	X					X		State	\$11,810,000.00
Morven Museum & Gardens, Princeton	Mercer	X				X			State	\$240,000.00
Old Barracks Museum/Petty's Run Archaeological Site, Trenton	Mercer	X				X			State	\$16,000.00
Morristown National Historical Park, Ford Mansion/ Washington's Headquarters Museum, Morristown	Morris	X				X			Federal	\$1,678,000.00
"Attraction" Sites with "Attractor" Site Potential										
The Hermitage, Ho-Ho-Kus	Bergen	X				X			State	\$2,560,000.00
Red Bank Battlefield/Whitall House	Gloucester	X				X			County	\$4,890,000.00
Washington Crossing State Park	Mercer	X				X			State	\$17,993,000.00
Monmouth Battlefield State Park	Monmouth	X				X			State	\$22,600.00
Sandy Hook Lighthouse	Monmouth	X				X			Federal	\$16,000.00
Other Attraction Sites										
Indian King Tavern State Historic Site, Haddonfield	Camden	X				X			State	\$4,307,000.00
Historic Walnford	Monmouth	X				X			County	\$16,000.00
Morristown National Historical Park, Fort Nonsense	Morris	X				X			Federal	\$16,000.00
Morristown National Historical Park, Jockey Hollow	Morris	X				X			Federal	\$22,000.00
Morristown National Historical Park, New Jersey Brigade Area/Cross Estate	Morris	X				X			Federal	\$16,000.00
Dey Mansion, Wayne	Passaic	X				X			County	\$16,000.00
Ringwood Manor, Ringwood	Passaic	X				X			State	\$38,240,000.00
Rockingham State Historic Site, Rocky Hill	Somerset	X				X			State	\$8,269,000.00
Liberty Hall Museum, Union	Union	X				X			Private	\$17,020,000.00

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		Visitor Ready	Almost Visitor Ready	Not Visitor Ready	Not Applicable	Provides Interpretation of the Revolution	Provides Other Interpretation	Provides Little or No Interpretation		
"Tour While There" Sites with "Attraction" Site Potential										
Fort Lee Historic Park	Bergen	X				X			State	\$648,000.00
Historic New Bridge Landing	Bergen			X		X			State	\$5,141,000.00
White Hill Mansion, Fieldsboro	Burlington			X		X			Municipal	\$5,983,000.00
Greenwich Historic District	Cumberland		X				X		Private	\$16,000.00
The 1759 Vought House, Clinton	Hunterdon			X		X			Private	\$1,990,000.00
Bainbridge House, Princeton	Mercer			X				X	Private	\$16,000.00
Douglass House, Trenton	Mercer			X				X	Municipal	\$174,000.00
Maclean House, Princeton	Mercer			X				X	Private	\$16,000.00
Nassau Hall, Princeton	Mercer			X				X	Private	\$16,000.00
Princeton Battlefield/Thomas Clarke House	Mercer	X				X			State	\$2,502,000.00
Trenton Battle Monument	Mercer			X				X	State	\$905,000.00
The 1719 William Trent House Museum, Trenton	Mercer	X					X		Municipal	\$3,104,000.00
East Jersey Old Town Village at Johnson Park, Piscataway	Middlesex	X				X			County	\$16,000.00
Proprietary House, Perth Amboy	Middlesex	X				X			State	\$15,117,000.00
Covenhoven House, Freehold	Monmouth		X			X			Private	\$2,018,000.00
Tavern Museum at the Allen House, Shrewsbury	Monmouth		X				X		Private	\$1,666,000.00
Schuyler-Hamilton House, Morristown	Morris			X		X			Private	\$614,000.00
Long Pond Ironworks, West Milford	Passaic		X			X			State	\$22,051,000.00
Jacobus Vanderveer House & Museum, Bedminster	Somerset			X		X			Municipal	\$842,000.00
Wallace House State Historic Site, Somerville	Somerset	X				X			State	\$3,331,000.00
Boxwood Hall, Elizabeth	Union	X				X			State	\$3,994,000.00
Shippen Manor/Oxford Furnace, Oxford	Warren		X			X			County	\$2,268,000.00

New Jersey's Revolutionary War Sites: Site Visitor Readiness Assessment
 Table 1: Revolutionary War Visitor Readiness Assessment Summary
 Organized by Market Potential Category

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SITE NAME	COUNTY	VISITOR READINESS				INTERPRETATION OF THE AMERICAN REVOLUTION			OWNERSHIP OF SITE	PRELIMINARY COST ESTIMATE OF SITE CONDITION REPAIRS (ALL PRIORITIES; INCLUDES MARK-UPS & CONTINGENCY)
		Visitor Ready	Almost Visitor Ready	Not Visitor Ready	Not Applicable	Provides Interpretation of the Revolution	Provides Other Interpretation	Provides Little or No Interpretation		
Other "Tour While There" Sites										
Baylor Massacre Burial Site, River Vale	Bergen				X			X	County	\$110,000.00
Monument Park, Fort Lee	Bergen			X				X	Municipal	\$16,000.00
Bard How House, Burlington	Burlington	X				X			Private	\$1,943,600.00
Captain James Lawrence House, Burlington	Burlington	X				X			Private	\$5,159,000.00
James Fenimore Cooper House, Burlington	Burlington	X				X			Private	\$1,163,000.00
Thomas Paine Monument, Bordentown	Burlington				X			X	Private	\$16,000.00
Pomona Hall, Camden	Camden			X		X			Municipal	\$18,946,000.00
Historic Cold Spring Village	Cape May	X				X			Private	\$7,705,000.00
Gibbon House, Greenwich	Cumberland	X					X		Private	\$3,066,000.00
Washington Rock, Millburn	Essex			X				X	County	\$16,000.00
The 1761 Brearley House, Lawrence	Mercer			X			X		Municipal	\$461,000.00
First Presbyterian Church of Trenton	Mercer			X		X			Private	\$328,000.00
St. Michael's Episcopal Church, Trenton	Mercer			X				X	Private	\$3,643,000.00
Trenton Friends Meeting House	Mercer			X		X			Private	\$629,000.00
Updike Farmstead	Mercer	X					X		Private	\$2,200,000.00
Bucclench Mansion, New Brunswick	Middlesex			X		X			Municipal	\$110,000.00
Cornelius Low House Museum, Piscataway	Middlesex	X				X			County	\$16,000.00
Craig House, Freehold	Monmouth	X				X			State	\$2,559,000.00
Holmes-Hendrickson House, Holmdel	Monmouth		X			X			Private	\$3,090,000.00
Monmouth Battle Monument	Monmouth	X						X	Municipal	\$16,000.00
Cedar Bridge Tavern, Barnegat	Ocean		X			X			County	\$328,000.00
Joshua Huddy Park, Toms River	Ocean			X				X	County	\$16,000.00
Hancock House State Historic Site, Hancock's Bridge	Salem	X				X			State	\$3,290,000.00
Abraham Staats House, South Bound Brook	Somerset			X		X			Municipal	\$2,387,000.00
Old Dutch Parsonage State Historic Site, Somerville	Somerset	X				X			State	\$4,951,000.00
First Presbyterian Church of Elizabeth	Union			X		X			Private	\$769,000.00
First Presbyterian Church of Springfield	Union			X		X			Private	\$153,000.00

Table 1: Revolutionary War Visitor Readiness Assessment Summary
Organized by Market Potential Category

SITE NAME	COUNTY	VISITOR READINESS				INTERPRETATION OF THE AMERICAN REVOLUTION			OWNERSHIP OF SITE	PRELIMINARY COST ESTIMATE OF SITE CONDITION REPAIRS (ALL PRIORITIES; INCLUDES MARK-UPS & CONTINGENCY)
		Visitor Ready	Almost Visitor Ready	Not Visitor Ready	Not Applicable	Provides Interpretation of the Revolution	Provides Other Interpretation	Provides Little or No Interpretation		
"Community Resource" Sites with "Tour While There" Site Potential										
Chestnut Neck Memorial Park	Atlantic				X	X			State	\$55,000.00
Van Allen House, Oakland	Bergen			X		X			Private	\$1,818,000.00
Francis Hopkinson House, Bordentown	Burlington			X				X	Private	\$3,062,000.00
Peachfield, Westampton	Burlington			X			X		Private	\$4,306,000.00
Gabreil Daveis Tavern, Glendora	Camden			X		X			Municipal	\$2,957,000.00
Glover Fulling Mill Park, Haddon Heights	Camden			X				X	County	\$16,000.00
Greenfield Hall, Haddonfield	Camden		X			X			Private	\$7,734,850.00
Potter's Tavern, Bridgeton	Cumberland			X		X			County	\$2,005,000.00
Tea Burning Monument, Greenwich	Cumberland			X		X			County	\$94,000.00
Military Park, Newark	Essex			X		X			Municipal	\$16,000.00
Hunter-Lawrence-Jessup House, Woodbury	Gloucester		X			X			Private	\$3,729,000.00
Paulus Hook Park, Jersey City	Hudson			X				X	Municipal	\$3,136,000.00
Solitude House, High Bridge	Hunterdon			X		X			Municipal	\$4,447,000.00
Isaac Pearson House, Hamilton	Mercer			X				X	Municipal	\$1,825,000.00
Isaac Watson House, Hamilton	Mercer			X		X			County	\$79,000.00
The Metlar-Bodine House Museum, Piscataway	Middlesex			X		X			Municipal	\$7,166,000.00
Burrowes Mansion Museum, Matawan	Monmouth			X				X	Municipal	\$1,894,000.00
Murray Farmhouse, Middletown	Monmouth			X		X			Municipal	\$5,141,000.00
Old Tennent Presbyterian Church	Monmouth			X			X		Private	\$4,618,000.00
Henry Doremus House, Montville	Morris			X		X			Municipal	\$695,000.00
Jacob Morrell House, Chatham	Morris			X				X	Private	\$16,000.00
Shepard Kollock Newspaper Site, Chatham	Morris				X			X	County	\$16,000.00
Long Beach Island Massacre, Barnegat Light	Ocean		X					X	State	\$16,000.00
Pulaski Monument, Little Egg Harbor	Ocean		X			X			Private	\$640,000.00
Hamilton House Museum, Clifton	Passaic	X					X		County	\$2,388,000.00
Paterson Great Falls National Historical Park	Passaic	X				X			Federal	\$16,000.00
Alexander Grant House, Salem	Salem	X				X			Private	\$9,961,000.00
Old Salem County Courthouse	Salem			X		X			County	\$219,000.00

New Jersey's Revolutionary War Sites: Site Visitor Readiness Assessment
 Table 1: Revolutionary War Visitor Readiness Assessment Summary
 Organized by Market Potential Category

*

SITE NAME	COUNTY	VISITOR READINESS				INTERPRETATION OF THE AMERICAN REVOLUTION			OWNERSHIP OF SITE	PRELIMINARY COST ESTIMATE OF SITE CONDITION REPAIRS (ALL PRIORITIES; INCLUDES MARK-UPS & CONTINGENCY)
		<u>Visitor Ready</u>	<u>Almost Visitor Ready</u>	<u>Not Visitor Ready</u>	<u>Not Applicable</u>	<u>Provides Interpretation of the Revolution</u>	<u>Provides Other Interpretation</u>	<u>Provides Little or No Interpretation</u>		
"Community Resource" Sites with "Tour While There" Site Potential										
Kennedy Martin Stelle Farmstead, Bernards	Somerset			X			X		Municipal	\$4,120,000.00
Lord Stirling Manor Site, Bernards	Somerset			X		X			County	\$16,000.00
Old Stone Arch Bridge, Bound Brook	Somerset			X				X	County	\$16,000.00
Revolutionary War Redoubts 1777 and 1778/79, Bridgewater	Somerset				X			X	Private	\$16,000.00
Van Horne House, Bridgewater	Somerset			X		X			Private	\$16,000.00
Van Veghten House, Bridgewater	Somerset			X		X			Private	\$2,443,000.00
Washington Rock State Park, Green Brook	Somerset		X					X	State	\$16,000.00
Caldwell Parsonage, Union	Union			X		X			Private	\$2,040,000.00
Connecticut Farms Presbyterian Church, Union	Union			X		X			Private	\$433,000.00
Drake House Museum, Plainfield	Union			X		X			Private	\$4,033,000.00
Historic Cannon Ball House, Springfield	Union			X		X			Private	\$2,759,000.00
Osborn Cannonball House, Scotch Plains	Union			X		X			Private	\$1,030,000.00
Roseberry House, Phillipsburg	Warren		X				X		Municipal	\$2,505,000.00

Table 1: Revolutionary War Visitor Readiness Assessment Summary

Organized by Market Potential Category

SITE NAME	COUNTY	VISITOR READINESS				INTERPRETATION OF THE AMERICAN REVOLUTION			OWNERSHIP OF SITE	PRELIMINARY COST ESTIMATE OF SITE CONDITION REPAIRS (ALL PRIORITIES; INCLUDES MARK-UPS & CONTINGENCY)
		<u>Visitor Ready</u>	<u>Almost Visitor Ready</u>	<u>Not Visitor Ready</u>	<u>Not Applicable</u>	<u>Provides Interpretation of the Revolution</u>	<u>Provides Other Interpretation</u>	<u>Provides Little or No Interpretation</u>		
Other "Community Resource" Sites										
Somers Mansion, Somers Point	Atlantic		X				X		State	\$268,000.00
Bordentown Friends Meeting House	Burlington			X			X		Private	\$1,160,000.00
Crosswicks Friends Meeting House	Burlington			X		X			Private	\$2,956,000.00
Evesham Friends Meeting House	Burlington		X			X			Private	\$5,367,000.00
Mount Holly Friends Meeting House	Burlington			X			X		Private	\$1,985,000.00
Old St. Mary's Episcopal Church, Burlington	Burlington			X			X		Private	\$403,000.00
Smith-Cadbury Mansion, Moorestown	Burlington			X		X			Private	\$3,214,000.00
Trinity Church, Swedesboro	Gloucester			X			X		Private	\$2,360,000.00
Woodbury Friends Meeting House	Gloucester			X			X		Private	\$4,384,000.00
The Bouman-Stickney Farmstead, Readington	Hunterdon			X		X			Municipal	\$5,574,000.00
The Eversole Hall House, Readington	Hunterdon			X		X			Municipal	\$570,000.00
Fleming House Museum & Gardens, Flemington	Hunterdon			X		X			Private	\$955,000.00
Holcombe-Jimison Farmstead Museum, Lambertville	Hunterdon			X			X		Private	\$32,000.00
The 1760 Joseph Turner House, Hampton	Hunterdon			X		X			Private	\$3,024,000.00
Benjamin Temple House, Ewing	Mercer			X			X		Private	\$320,000.00
John Abbott II House, Hamilton	Mercer			X		X			Municipal	\$377,000.00
Stony Brook Friends Meeting House	Mercer			X		X			Private	\$185,000.00
The 1760 Henry Guest House, New Brunswick	Middlesex	X					X		Municipal	\$460,000.00
Christ Church, Shrewsbury	Monmouth			X		X			Private	\$1,984,000.00
Marlpit Hall, Middletown	Monmouth		X			X			Private	\$607,000.00
Oakley Farm Museum, Freehold	Monmouth			X		X			Municipal	\$6,054,000.00
St. Peter's Church, Freehold	Monmouth			X		X			Private	\$4,657,000.00
Taylor-Butler House, Middletown	Monmouth			X			X		Private	\$7,176,000.00
The Village Inn, Englishtown	Monmouth			X		X			Private	\$5,818,000.00
Livingston-Benedict House, Parsippany-Troy Hills	Morris			X				X	Private	\$16,000.00
Mead-Van Duyne House, Wayne	Passaic			X				X	Municipal	\$1,077,000.00
Schuyler-Colfax Historic House Museum, Wayne	Passaic			X				X	Municipal	\$6,659,000.00
Van Riper-Hopper House Museum, Wayne	Passaic			X			X		Municipal	\$4,150,000.00

New Jersey's Revolutionary War Sites: Site Visitor Readiness Assessment
 Table 1: Revolutionary War Visitor Readiness Assessment Summary
 Organized by Market Potential Category

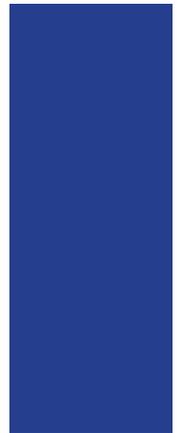
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SITE NAME	COUNTY	VISITOR READINESS				INTERPRETATION OF THE AMERICAN REVOLUTION			OWNERSHIP OF SITE	PRELIMINARY COST ESTIMATE OF SITE CONDITION REPAIRS (ALL PRIORITIES; INCLUDES MARK-UPS & CONTINGENCY)
		Visitor Ready	Almost Visitor Ready	Not Visitor Ready	Not Applicable	Provides Interpretation of the Revolution	Provides Other Interpretation	Provides Little or No Interpretation		
Other "Community Resource" Sites										
Salem Friends Meeting House	Salem			X			X		Private	\$2,058,000.00
St. John's Episcopal Church, Salem	Salem			X				X	Private	\$2,403,000.00
Dirck Gulick House, Montgomery	Somerset			X			X		Private	\$841,000.00
Franklin Inn/Ann Van Liew Homestead, East Millstone	Somerset			X				X	Private	\$3,655,000.00
General John Frelinghuysen Homestead, Raritan	Somerset			X			X		Municipal	\$39,000.00
Mount Bethel Baptist Meeting House, Warren	Somerset			X		X			Private	\$1,740,000.00
Van Wickle House, Franklin	Somerset			X				X	Private	\$3,511,000.00
Wyckoff-Garretson House, Middlebush	Somerset			X		X			Private	\$282,000.00
Van Campen Inn, Walpack	Sussex			X			X		Federal	\$3,113,000.00
Belcher-Ogden Mansion, Elizabeth	Union			X		X			Private	\$4,990,000.00
Bonnell House, Elizabeth	Union			X				X	Private	\$362,000.00
The Frazee House, Scotch Plains	Union			X				X	Private	\$16,000.00
Miller-Cory House Museum, Westfield	Union			X			X		Private	\$474,000.00
Van Nest-Hoff-Vannatta Homestead, Harmony	Warren			X		X			State	\$3,424,000.00

KEY TO CATEGORIES:
VISITOR READINESS CATEGORIES:
There are four states of Visitor Readiness:
1) Visitor Ready: Sites open a minimum of three days a week including one weekend day; staffed; have programming, guided tours scheduled at least once a month; have information available on site for visitors (exhibits, brochures, interpretive signs); have visible signage, lighting and well-marked entrance/access; are ADA Compliant with public parking and restrooms.
2) Almost Visitor Ready: sites may have seasonal or more limited but still regular hours/days of operation; are staffed by volunteers; have limited programming or events; have limited on-site information; have limited signage, lighting and access; have limited accessibility; and facilities and services may be limited.
3) Not Visitor Ready: sites do not have regular operating hours or are only open by appointment; are self-guided; have no programming or events; have little or no on-site information available for visitors; do not have signage, lighting and access at personal risk; have no accommodation for persons with disabilities; and have limited or non-existent facilities.
4) Not Applicable: Some monuments are sited at places of historic significance but do not have additional or traditional visitor services due to location or access. Therefore, they are currently not held to the rigorous criteria of visitor-ready sites. While the lack of services does limit their ability to attract visitors and provide in-depth interpretation, there are opportunities at most locations to improve interpretation to make a visit more worthwhile.
KEY:
An "X" is marked in the column for the current "visitor readiness" state of each site.
MARKET POTENTIAL CATEGORIES:
As not all sites offer the same level of significance or appeal to different audiences, four "market potential" categories help assign the likelihood of motivating a traveler to visit because of the on-site experience, noteworthiness or importance to a particular theme, story or region. These categories typically apply to visitor ready sites.
Attractor: A significant visitor ready site that offers such a high quality experience and strong interpretation where it becomes a major motivator/reason for leisure travel. World Heritage Sites, some National Park Service sites, All American Roads, iconic sites and landscapes fit into this category as they tell a unique or authentic story important to the destination, country or world. These are the "must-see's" for a destination or themed tour.
Attraction: A visitor ready site, event, or activity that is worthy of a tour or detour, due to the quality of experience. Attractions can be historic, cultural, natural or man-made; popular or noteworthy for their distinctive experience that is included on an itinerary to the destination because it adds to the story of place. These are the sites and activities that fill out a destination itinerary, to complete the visitor education related to a theme or special interest.
Tour While There: These are the sites, events, activities discovered while traveling to a destination for other reasons or added to a local itinerary because of an on-site recommendation (from visitor center staff or resident referral). These are the extra places to visit if time permits. They are not traditionally scheduled ahead of time.
Community Resource: These sites are important to the local community and contribute to the local heritage or culture, but are perhaps not as relevant or of interest to out-of-town visitors.
Potential: Certain sites are grouped to indicate that they have the <u>potential</u> to move to a higher category, if certain physical, interpretive and/or visitor service improvements or enhancements are made.

APPENDIX B

ASSESSMENT OF VISITOR POTENTIAL FOR THE 250TH ANNIVERSARY OF THE REVOLUTION



**NEW JERSEY CROSSROADS:
ASSESSMENT OF VISITOR POTENTIAL FOR REV WAR 250**

Prepared for:

**New Jersey Crossroads/
Clarke Caton Hintz**

By:

Cheryl M. Hargrove
Hargrove International, Inc.
August 2019

Assessment of Visitor Potential

As America prepares to commemorate the 250th anniversary of our nation's independence, and the events that transpired during our quest for freedom, the Crossroads of the American Revolution National Heritage Area seeks to identify strategies to help New Jersey get ready. Inventorying related sites and assessing their visitor readiness are two foundational steps in preparing for the increased awareness and visitation projected for this national commemoration.

Another key component is understanding the potential customer (visitor) to these sites. Certainly, National Park Service units attract domestic and international visitors. What specific stories, interpretive programs, activities and/or experiences will entice potential travelers to get off the turnpike to visit perhaps some of the lesser-known sites? While a separate study, as part of the assessment, has considered the physical condition and preservation of current sites, New Jersey's unique stories will help attract visitors and their spending to the Garden State in their quest to learn more about the significant people, sites, places and events important to our nation's independence. Increased awareness via compelling, relevant stories leading to valued, authentic experiences will ensure a positive tourism impact.

New Jersey Tourism: Current Statistics & Visitation

Impact of Tourism in New Jersey

The state hosted almost 100 million visitors in 2017, an increase of 2.3 over 2016; 43.7 million visitors stayed overnight. These visitors contributed \$21.5 billion dollars to the state's economy in 2017, an increase of 2.4% over the previous year.¹

Demographics

Average age of visitor is 52 years old and less likely to have children in the household (only 30% compared to the national average of 37%). The traveler to non-Atlantic City regions is slightly younger (50), although still older than the average U.S. destination visitor (49) and age of visitors (48) to neighboring/competitive states (NY/PA/MD/VA/NC).²

Average travel party size is 2.07 persons, driven predominately by solo or couple travel to Atlantic City. Average household income is considerably higher (\$111,100) than the average U.S. destination (\$98,300). New Jersey hosts more Baby Boomers (44% versus 36%) and fewer Millennials (20% versus 28%) than its competitors and the average U.S. destination. Average party per stay spending is \$709. Average length of stay is 2.64 nights, increasing to 2.9 nights for visitors to regions outside Atlantic City.³

¹ 2017 New Jersey Profile Report, D.K. Shifflet & Associates, "How do New Jersey's Overnight Leisure Visitors compare?" Page 12

² 2017 New Jersey Profile Report, D.K. Shifflet & Associates, "How do New Jersey's Overnight Leisure Visitors compare?" Page 12

³ 2017 New Jersey Profile Report, D.K. Shifflet & Associates, Page 12

Revolutionary War 250: New Jersey

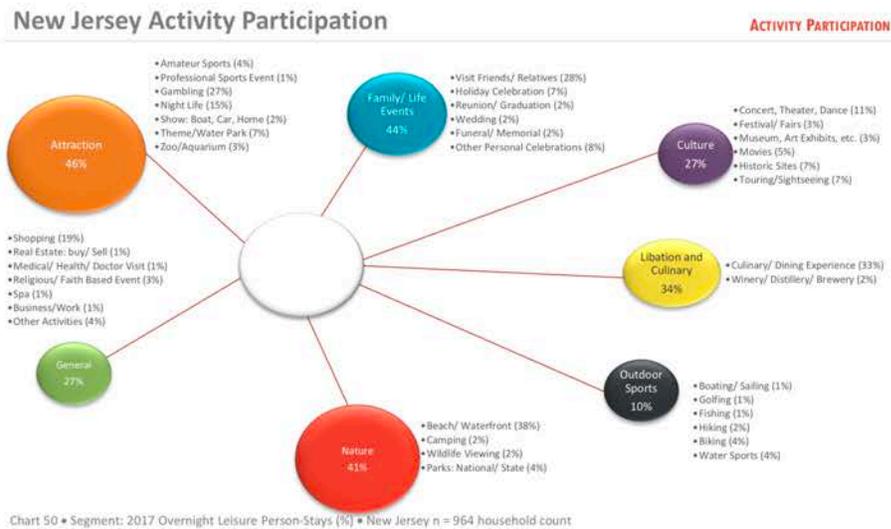
In the *2017 New Jersey Profile Report*, D.K. Shifflet & Associates reports, “visitor demographics are changing as visitation to non-Atlantic City regions grow.” This bodes well for historic sites as the visitors to the non-Atlantic region also tend to take longer trips and travel to visit/state with friends and relatives.

Top Origin Markets

Pennsylvania is top origin market for visitors to New Jersey, with almost a quarter (24.9%) of overnight leisure person stays coming from the Commonwealth. New Jersey residents are the second largest market for overnight leisure stays (23.7%). This demonstrates the importance of educating local residents on what New Jersey has to offer, both in their own community and in other regions, as a way to increase and/or maintain market share of in-state visitation and reduce leakage to other states. New York represents the third most important origin state, contributing 17.2% of its residents travel to New Jersey. Maryland, Florida, Massachusetts and Florida represent the other top origin markets, in order of single-digit percentage of impact.⁴

Motivations and Activities

Top motivations for travel to New Jersey include “visiting friends or relatives” and “getaway weekends.” However, activity participation is a perhaps better indicator of opportunity for Revolutionary War sites and destinations. DK Shifflet & Associates catalog participation in the following activities:⁵



Of these 44 activities, the cultural sector best represents context as well as a growth opportunity for this Rev 250 project. One in four visitors (27%) engaged in a “Culture” activity in New Jersey in 2017, including historic sites and touring/sightseeing. When the relevant activities are compared to national averages or comparable destinations, New Jersey falls behind in historic site visitation.⁶

Relevant Activities	U.S.	New Jersey	NJ w/out AC	Comp Set
Historic Sites	13%	7%	10%	16%

⁴ *2017 New Jersey Profile Report*, D.K. Shifflet & Associates, New Jersey Origin States, Page 14

⁵ *2017 New Jersey Profile Report*, D.K. Shifflet & Associates, Chart 50, Page 73

⁶ *2017 New Jersey Profile Report*, D.K. Shifflet & Associates, Chart 51, Page 74-75

Revolutionary War 250: New Jersey

Parks (national, state)	15%	4%	5%	15%
Touring/Sightseeing	16%	7%	8%	15%
Festivals/Fairs	5%	3%	3%	5%

Even more telling is the comparison of the number of people versus the revenue generated by the visitors engaging in a particular activity. In all four relevant categories, the visitors stayed longer and generated a greater economic impact.⁷

	Person- Stays Based	Stay-Dollars Based
Visit Historic Site	7%	9%
National or State Parks	4%	8%
Tour/Sightseeing	7%	11%
Festival/Fairs	3%	7%

New Jersey can advance its heritage tourism potential with increased promotion, valued experiences, and itineraries/packages that couple historic sites with popular culinary activities (such as distinctive dining and the Ale Trail) and outdoor recreation. Additionally, educating New Jersey residents about Rev 250 sites and experiences can help enhance increase local knowledge when referencing activities available to “visiting friends and relatives.”

Heritage Tourism in New Jersey

Tourism Economics produced a seminal report on “The Economic & Fiscal Impacts of Heritage Tourism in New Jersey” in July 2013. The state welcomed nearly 11 million heritage tourists in 2012. This report recognized the importance of heritage tourism to the New Jersey economy, citing \$2.8 billion in visitor spending resulting in direct GMP impacts of \$1.3 billion. Heritage tourism contributed to 37,527 jobs and \$1.514 million in labor income. It also contributed \$715 million in federal, state and local taxes.⁸ This report also reviewed historical site visitation by county, but specific site attendance was not listed.

Visitation to Revolutionary War Sites

The National Park Service has identified 55 sites associated with the Revolutionary War, spanning from Maine to Florida, and as far west as Arkansas. New Jersey sites included in the list include Morristown National Historical Park, Gateway National Recreation Area (Brooklyn, Queens & Staten Island, New York and Monmouth County).

Visitation to these national sites varies, from 2,077 visitors in 2018 (Thaddeus Kasciuszko National Memorial in Philadelphia) to 9,243,305 (Gateway National Recreation Area). Here is a selection of comparable sites; a complete listing is available in [Appendix A](#).⁹

⁷ 2017 *New Jersey Profile Report*, D.K. Shifflet & Associates, Chart 54, Page 80

⁸ *The Economic & Fiscal Impacts of Heritage Tourism in New Jersey*, July 2013, Tourism Economics, Page 3-5

⁹ National Park Service, site listing from https://www.nps.gov/revwar/revolutionary_parks/pop.htm; visitation from extracted from

[https://irma.nps.gov/Stats/SSRSReports/National%20Reports/Annual%20Visitation%20By%20Park%20\(1979%20-%20Last%20Calendar%20Year\)](https://irma.nps.gov/Stats/SSRSReports/National%20Reports/Annual%20Visitation%20By%20Park%20(1979%20-%20Last%20Calendar%20Year))

Revolutionary War 250: New Jersey

Comparable Revolutionary War Sites	Location	2018 Attendance
Adams National Historical Park	Quincy, MA	121,007
Boston National Historical Park	Boston, MA	3,053,241
Federal Hall National Memorial	New York, NY	239,634
Fire Island National Seashore	Patchogue, NY	305,710
Fort McHenry National Monument & Historic Shrine	Baltimore, MD	608,103
Fort Necessity National Battlefield	Farmington, PA	280,970
Fort Stanwix National Monument	Rome, NY	90,507
Gateway National Recreation Area	Brooklyn, Queens & Staten Island, NY; Monmouth County, NJ	9,243,305
Hamilton Grange National Memorial	New York, NY	66,216
Hopewell Furnace National Historic Site	Elverson, PA	46,407
Independence National Historical Park	Philadelphia, PA	1,756,079
Longfellow National Historic Site	Concord, Lincoln, Lexington, MA	60,527
Morristown National Historical Park	Morristown, NJ	279,393
Salem Maritime National Historic Site	Salem, MA	300,475
Saratoga National Historical Park	Stillwater, NY	867,154
Saugus Iron Works National Historic Site	Saugus, MA	135,444
Springfield Armory National Historic Site	Springfield, MA	20,104
Thaddeus Kosciuszko National Monument	Philadelphia, PA	2,077
Valley Forge National Historical Park	King of Prussia, PA	1,881,362

Source: National Park Service (see footnote)

Some parks and destination marketing organizations (state and local, as well as Brand USA) used the National Park Service Centennial as an opportunity to promote visitation to NPS units, and add new programming to attract varied audiences. Several of the sites experienced a positive bump in visitation during the Centennial year. For instance, Saratoga NHP experienced a 56% increase in visitation in 2016. Some sites experienced a continual increase visitation in 2017 and 2018, while others returned to decade-average attendance levels. An annual record of attendance by site from 2009 to 2018, and average visitation for this period, is available via [https://irma.nps.gov/Stats/SSRSReports/National%20Reports/Annual%20Visitation%20By%20Park%20\(1979%20-%20Last%20Calendar%20Year\)](https://irma.nps.gov/Stats/SSRSReports/National%20Reports/Annual%20Visitation%20By%20Park%20(1979%20-%20Last%20Calendar%20Year)).

Ringwood State Park and Ringwood Manor attracted 774,442 visitors in 2017.¹⁰ Washington Crossing is reportedly responsible for 2,000 overnight guests, however attribution is often difficult. Many state and local sites, as well as national parks, are open free to the public, also contributing to the challenge of reporting a direct economic impact. Smaller historic sites do not record attendance or conduct any type of market research. Limited hours/days of operation may also reduce access and impact. This lack of

¹⁰ “Millions of people visit N.J. state parks. Here are the most popular” (June 2018) NJ.com, Michael Sol Warren https://www.nj.com/entertainment/2018/06/most_popular_nj_state_parks_2017.html

Revolutionary War 250: New Jersey

data compromises the ability to estimate the true impact of heritage tourism, profile of visitors, and motivations for travel.

Tourism Influencers/Operators

New Jersey is fortunate, in part due to geography, to be home to several tour companies – many serving as international inbound operator for foreign independent travelers or groups arriving into New York area airports, including Newark. This existing base of tour operators and influencers affords Rev 250 organizers with a foundation to offer custom tours or off-the-shelf itineraries with a more robust New Jersey presence. Other U.S. based specialty tour companies have clientele interested in military heritage, and may be convinced to add New Jersey sites to itineraries as experiences are available.

American Tour Guide Association

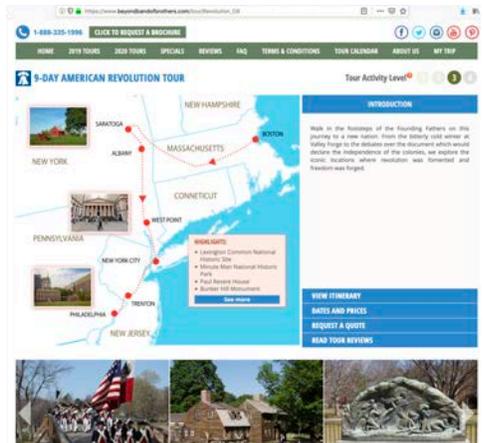
President Paula Reynolds already brings numerous tours to New Jersey annually (from New York) and is interested in expanding the itineraries for domestic and international visitors. Certified tour guides create custom itineraries and provide concierge-style travel arrangements for groups, individuals, students, family reunions, and business travelers. Top destinations include New York City, Washington DC, Philadelphia, Boston, Chicago and Pittsburgh.

<https://americantourguide.us/testimonials/>

Beyond Band of Brothers

This Tampa-based tour operator focuses primarily on World War II sites and locations important in the European campaign. However, one of the domestic tours focuses on the important sites related to the Revolutionary War. The nine-day tour (scheduled in October 2020) begins in Boston and ends in Philadelphia; it is listed at \$8,000 per person. The itinerary includes a stop at Washington Cross Historic Park.

https://www.beyondbandofbrothers.com/tour/2020_Revolution_D9



Steven Ambrose Historical Tours

This family-owned tour company, founded by critically acclaimed author (*Undaunted Courage, Band of Brothers, D-Day: June 6, 1944*), organizes and hosts military heritage tours. Domestically, the company offers Civil War and Lewis & Clark tours. Guides and company officials are full-time historians.

<https://stephenambrosetours.com/>

Profiles of Potential Markets

Heritage Travelers

During the June Orientation workshops held in Morristown and Hammonton, the profile of the heritage traveler was discussed at length. A brief recap includes:

- Older (49 vs. 47)

Revolutionary War 250: New Jersey

- More Affluent
- Educated
- Often Married
- Frequent traveler – taking 3.61 leisure trips in the last three years (compared with 3.4 trips for the general leisure traveler)
- Spends more on travel, an average of US\$1,319 per trip vs. US\$820
- More likely to stay in a hotel, motel or B&B
- 46% of total trip expenditures were spent on activities, dining & shopping¹¹

Supporting this older data is a recent study by *The Cultural Traveler*, a new publication focusing on culture and heritage experiences in the U.S. Demographics of the reader indicate a continued high spend frequent traveler:

- Four in 10 cultural heritage travelers are affluent, with annual household incomes of \$100,000 +
- 63% are married or living with a significant other
- Average overnight stay of cultural heritage travelers are 5 nights verses 3.8 nights for overall leisure travelers
- Over 75% of cultural heritage travelers revise a destination, museum or experience.¹²

Additional research by The Cultural Traveler also indicates the strength and sustainability of the segment, that continues to grow and provide impact to local destinations and sites.

- 538 million annual traveler trips in 2018 included a cultural heritage activity
- 8 out of 10 leisure travelers are culture & heritage travelers
- Average cost of cultural heritage trip is \$1,440, 9% higher than overall leisure travelers
- 70% of trips include regional food & wine experiences
- 69% of all travelers seek history and local culture.¹³

Recent analysis of recent national and state reports shows that heritage travelers (motivated by the history of a particular place) and general leisure travelers (motivated to travel for other reasons) both engage in similar activities:

Top Activities of Heritage Travelers: ¹⁴		Heritage Behaviors of General Leisure Travelers ¹⁵	
1.	Visiting Historic sites (66%)	1.	Visited heritage buildings/historical buildings (42%)
2.	Participating in historical re-enactments (64%)	2.	Attended cultural/heritage fair, festival (40%)
3.	Visiting art museums/galleries *54%)	3.	Attended historical reenactments (38%)

¹¹ Mandala Research LLC, 2013

¹² *The Cultural Traveler* 2020 Media Kit (September 2019): Data aggregated from U.S. Travel Association, National Travel and Tourism Office, Trip Advisor, Skift. U.S. Cultural Heritage Marketing Council

¹³ *The Cultural Traveler* 2020 Media Kit (September 2019): Data aggregated from U.S. Travel Association, National Travel and Tourism Office, Trip Advisor, Skift

¹⁴ Mandala Research LLC 2009

¹⁵ Mandala Research LLC 2013

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4.	Attending an art/craft/heritage festival or fair (45%)	4.	Participated in an organized tour of local history or culture (37%)
5.	Attending a professional dance performance (44%)	5.	Visited living history museums (37%)
6.	Visiting state/national parks (41%)	6.	Took a tour focusing on local architecture (34%)
7.	Shopping in museum stores (32%)	7.	Researched family history (32%)

Heritage travelers are intentional in their motivation(s) for travel:

- Want to experience “something new/different,” preferably “educational”
- Sensory immersion important (specific activity) at interesting destination, location
- Seek out little known destinations nearby, “off the beaten path” or nostalgic locations
- Prefer to shop for items they can’t find at home (67%) or in a unique shopping atmosphere (52%)
- Desire to engage with locals

When looking at the international visitor to the U.S., heritage ranks high as a desired activity:¹⁶

- National Parks/Monuments: 62.5%
- Historical Locations: 45.8%
- Cultural/Ethnic Heritage Sites: 27.7%

In the past decade, studies indicate an increasing “blend” of place-based activities are desired by travelers. Whatever the motivation for travel (leisure, business, visiting friends and relatives), travelers are increasingly interested in authentic place-based experiences that showcase historic, cultural and natural assets – a reason to travel to a destination different from their home.

Generational Travel

While much has been written about different generations of travelers, leading market research studies indicate that each generation has unique characteristics – often based on current social, political and environmental issues and impact/use of technology. To help set the stage, it is important to define the “generations.”

The Generations Defined		
Generation Z: Linksters	Born: 1995 or later ⁺	Age of Adults in 2019: 20-24
Gen Y: Millennial	Born: 1981 to 1995	Age in 2019: 22 to 38
Generation X	Born: 1965 to 1980	Age in 2019: 39 to 54
The Baby Boom Generation	Born: 1946 to 1964	Age in 2019: 55 to 73
The Silent Generation	Born: 1928 to 1945	Age in 2019: 74 to 91

¹⁶ *Market Profile: Cultural-Heritage* (January 2019), National Travel and Tourism Office, U.S. Department of Commerce, https://travel.trade.gov/outreachpages/inbound.general_information.inbound_overview.asp

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Baby Boomers

- Control 80% of the disposable income
- Active travelers – #1 leisure activity
- Spend \$157 billion on trips annually
- 91% have vacation time and 51% will use it
- Exploration hungry – interested in culture, heritage; wants the real destination, loves nature, driven by food and cuisine, seeks activity
- Wants choice and flexibility
- Motivated by self-esteem, personal satisfaction

Gen X¹⁷

- Tend to have the most buying power and financial freedom of any generation right now
- 83% work full or part-time and currently spend the most money on travel compared to their younger or older counterparts. On average they will spend \$627 during each day of travel.
- 61% of American Gen Xers have children at home. Timing of their travel plans typically lines up with the school year
- Vacations and multigenerational travel are very important
- Looking for the ability to relax and unwind
- Seek out family or group-focused options
- Also want “uncomplicated” travel – less likely to ask for help from a travel agent but will seek out nicer lodging, amenities and tend to plan their trips further ahead

Gen Y: Millennials

- Largest market in the U.S. now – 24% of population
- Most educated generation
- Most ethnically and racially diverse generation
- Less than one quarter (21%) are married
- All about Relationships
- Technologically Savvy
- Have appetite for Learning Experiences
- Good Citizens

¹⁷ *Travel Trends Report 2018* (Sara Burkhard), Trekksoft <https://www.trekksoft.com/en/blog/generation-x>

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Gen Z: Different from Gen X and Gen Y/Millennials

- Less Focused
- Better Multi-Taskers
- More Value than Bargain-Conscious
- Early Starters to Work, rather than Education
- More Entrepreneurial
- Higher Expectations (appreciation = loyalty)
- Big on Individuality
- More Global

While each of the generations have specific preferences on types of activities when traveling – Boomers visit historic sites and want scenic drives; Gen X and Y are more into night life – all age groups want to experience the local cuisine.¹⁸

Educational Adult & Student Group Tours

Several organizations focus on specialty markets such as educational adult and student groups. What makes these entities unique is their focus on market needs, seeking out experiences that are appropriate and desired by these audiences. All have an annual national conference providing opportunities to interact with travel planners, organizers or leaders.



The **Educational Travel Consortium** focuses on distinctive experiential travel for small groups, often offered to alumni groups, members of non-profit organizations (National Geographic, Sierra Club, etc.)
<https://educationaltravel.travel/>



The **Student Youth Travel Association** represents 800 members that “move” more than 3 million kids annually and account for more than \$1.5 billion in expenditures.
<http://www.syta.org/downloads/Student%20and%20Youth%20Travel%20Digest%20Presentation.pdf>

There are other specialty market conferences focusing on the LGBTQ market, the Culinary Audience (World Food Tourism Association), and African American market. Depending on the stories and itineraries developed for Rev War 250, New Jersey may wish to explore these niche marketing programs.

¹⁸ *The Culinary Traveler Study* (2013), Mandala Research LLC as reported by Young Strategies.

Heritage Tourism Trends

During the orientation workshops held in Hammonton and Morristown in several trends were mentioned:

- Increasing **Desire for Authenticity, Immersion**
- “Bucket List” Travel embracing the “You Only Live Once” and “Fear of Missing Out” mentality
- **Quality over Quantity**, a desire – and willingness to pay – for good service, exceptional experiences
- Importance of **Capacity Management** and fostering responsible tourism/stewardship, to avoid “overtourism” and ensure customer satisfaction without compromising resource integrity or impact from too much visitation

Further investigation identified a couple of other consumer trends worthy of consideration:

1. Increased Competition

- In November 2018, the Institute of Museum and Library Services (IMLS) reported a total of **30,171 active museums in the United States; 55% are history museums**
- This is down from the 2014 high of 35,144 but still represents a **77% increase in the number of museums over the last 20 years** (Source: IMLS)

2. Changing Demographics/ Interests/ Travel¹⁹

- **Visitors frequenting fewer attractions:** 3.3 different attractions in 2018, down from 3.9 in 2017
- Historic Landmarks and Sightseeing Tours have the highest potential to be “**One-and-Done**” **experiences**. White Americans visited Historic Landmarks/Places 19% more than minorities in 2018

3. Holistic Approach to Tourism Development/Management

- Recent incidents, especially in public places where large numbers of people gather, have put tourists on alert. And visiting places where tourists are greeted with hospitality is also increasing in importance; 29% indicated they seek out a **place where they feel welcome**.²⁰
- Integrating **siloed niche travel segments** – culinary/food, music, art, cultural, heritage, geo-, agri-, indigenous, military – with attractive aesthetics, architecture, greenspace, infrastructure (signage, roads, multi-modal paths/trails) for more positive experiences to encourage “linger longer” (and spend more, return often) behavior

¹⁹ 2019 Voice of the Visitor: Annual Outlook on the Attractions Industry (Volume 15, Issue 1, 2019) Destinology, PGAV Destinations

²⁰ 2019 Voice of the Visitor: Annual Outlook on the Attractions Industry (Volume 15, Issue 1, 2019) Destinology, PGAV Destinations

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- **Placemaking** – intentionally leverages the power of the arts, culture and creativity to serve a community’s interest while driving a broader agenda for change, growth and transformation in a way that also builds character and quality of place (*Source: ArtscapeDIY*)
- **Placekeeping** – honoring the cultural lives of the community, preserving and protecting local architecture, craft and other authentic characteristics of place; an epicenter of aesthetics (*Source: National Endowment for the Arts, Roberto Bedoya*)



In a July 2019 Politico article entitled, “Are Americans Falling Out of Love with their Landmarks?” author Peter Canellos cites how the American story has changed the last 50 years and its potentially negative impact on historic sites. After the Cold War, Canellos suggests the simplistic story of the quest for the American dream and superiority needs to be rewritten. He claims, “Today America finds itself in need of a national story that acknowledges the pain of the past – the struggle to overcome – but also emphasizes the ways in which all Americans pursue a common path to righteousness.”

Canellos also shares excerpts from poet Carl Sandburg’s essay, *America’s Historylands*, arguing,

“that the story of the past should be understood also to be a story of the future. It’s not fundamentally about who did what to whom, but where this nation as a people wants to be in a generation. It’s about interpreting the ideals of the past for a new dawn.”²¹

The 1619 Project launched by Nikole Hannah-Jones’ essay in the New York Times discusses how “our democracy’s founding ideals were false when they were written. Black Americans have fought to make

²¹ “Are Americans Falling Out of Love with their Landmarks?” *Politico Magazine* (July 4, 2019) by Peter Canellos <https://www.politico.com/magazine/story/2019/07/04/are-americans-falling-out-of-love-with-their-landmarks-227258>

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them true.”²² She also cites Thurgood Marshall’s Bicentennial Speech in 1987 countering the simplification of Independence Day celebrations and the intentional omissions of slaves and slavery in the original declaration.²³

This concern over limited interpretation or exclusionist history (often from the white landowner, wealthy merchant, inventor or military leader perspective) has escalated in the past decade, especially at historic sites as travelers question validity and comprehensiveness of heritage interpretation. The desire to be inclusive, and provide content from a variety of perspectives, is certainly an important goal. Presenting different stories with sensitivity yet not shying away from difficult subjects is a challenging balancing act for historic site managers. Yet if our past is to shape today’s conversations and future progress, site guides/managers and marketers must seek out and document fact-based and inclusive content as the integral foundation for all programming and interpretation. And as more visitors lack basic understanding of the events that transpired in the past, providing context surrounding the importance of certain seminal activities to an eventual relevant outcome is imperative.

Best Practices

During the orientation workshops held in Hammonton and Morristown in June 2019, several “best practices” were shared as to how Revolutionary War sites – be they historic homes, battlefields or other places – can attract visitors with valued experiences. In this report, additional examples are provided for individual sites, tours and destinations. All have one common thread: a market-facing approach to customer service, engagement and educational experience.

Tours

Pearl Harbor Warbirds: [Admiral’s Warbird Adventure](#)

This WWII tour operates out of Honolulu, Hawaii and offers each participant in “Admiral’s Warbird Adventure” an educational opportunity through roleplaying. Each guest “becomes” a member of the Aviation Detachment three days after the attack on Pearl Harbor, receiving a simulated Classified Brief similar to the ones from 1941. This brief guides guests through a Route-Reconnaissance and Battle Damage Assessment mission via a venerable U.S. Navy (AT-6) that many WWII Aviation Cadets experienced early in their training. Guests see Pearl Harbor and O’ahu from the air as the Army and Navy airmen saw it. Fly the same routes the Japanese attackers used. The sights, sounds and smells of the military aircraft with its radial engine provide the experience of a lifetime. Collect critical Tactical and Strategic Intelligence on the Pearl Harbor attack to aid the G-2’s Battle Damage Assessment, Current U.S. Force Posture, and Defensive Realignment of Hawaiian Region. *What makes this tour unique is the recreation of history using flight and a manifest assignment similar to airmen from 75 years ago.*

²² The 1619 Project, *The New York Times* (August 2019) by Nikole Hannah-Jones
<https://www.nytimes.com/interactive/2019/08/14/magazine/1619-america-slavery.html>

²³ Thurgood Marshall remarks at the Annual Seminar of the San Francisco Patent and Trademark Law Association, (May 6, 1987) <http://thurgoodmarshall.com/the-bicentennial-speech/>

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Matterhorn Travel: A Journey in American History

This tour retraces significant battles of The Civil War. Education sessions by Matterhorn Travel historians (many whom are graduates of or professors at West Point) enhance an understanding of the Civil War as their discussions consider both the “worm’s eye view” of the soldiers, as well as the high command environment of President Lincoln, Jefferson Davis, and their senior generals. *What makes this tour unique is the qualified experts serving guides for the military aficionado.*

Martin Randall: Poetry in motion

World War I marked a significant time for Europe and the world, with significant outcomes somewhat forgotten. The award-winning play *War Horse* brought the story of human struggle to life in a personal journey of a young boy seeking his horse turned soldier. The four-day “Poets and the Somme” tour uses another human interest angle other than the military strategy to bring the war story to life. As the tour brochure describes,

“Melding history and poetry, this tour reveals the many facets of war: from the key moments of the fighting to the wartime lives of individual poets. Led by military historian Andrew Spooner, the tour uses July 1 1916 as the starting point of the Battle of the Somme to study the events on the day and subsequent weeks, with a sprinkling of poetry from 1914 and 1915 as well as 1917 and 1918. Poems are placed in the context of the battlefields and the lives and deaths of the many and varied individuals who wrote them.”

What makes this tour unique is the marriage of arts and history to tell a difficult story.

Great Rail Journeys and Battlefield Tours: By Train or by Foot

Offering alternative methods of travel, beyond the traditional coach, for the standard multi-site itinerary has become a popular strategy for many European tour operators. Great Rail Journeys offers a five-day itinerary to World War I sites and towns (Lille, Flanders and the Somme) via train; Battlefield Tours promotes a four-day “Walking the Somme” tour to retrace the British Army’s “Black Day” battle at Gommecourt before wandering to Redan Ridge and other important sites. With strong rail service in New Jersey connecting various destinations, building multi-day itineraries via train may prove popular – especially for the international traveler.

Trails

A market-facing trail makes easy work of “connecting the dots” and helps the visitor map routes or itineraries based on user criteria. Certainly one of the most popular – and successful – trails is Boston’s Freedom Trail. Other trails, however, have embraced distinctive strategies to make their information user-friendly, attractive to various ages, and different learning formats.

Blackwater Heritage/Military Heritage Trail:

This Milton, Florida trail marketed on www.alltrails.com includes description about difficulty of the tour, user responses, route map, and descriptive services. It also allows users to print a PDF of trail map or provides the option to send information to mobile device. This is a unique way to market to a community of 10 million explorers. Should New Jersey have Rev War sites that include a recreation experience, this site may be a great way to attract new visitors – and provide an educational opportunity as well.



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Washington-Rochambeau Revolutionary Route:

This National Historic Trail traverses a lengthy route from New England through the Mid-Atlantic region of the U.S to Yorktown, following General Rochambeau's and Washington's troop movement to Yorktown. The "Plan your Visit" section on the website includes Basic Information (Operating hours and seasons, fees and passes), Directions (Google maps), Places to Go (list of sites), Things to Do (different ways to explore the trail). Website:

<https://www.nps.gov/waro/index.htm>

<https://www.nps.gov/waro/learn/news/upload/WARO-brochure-both-sides-2.pdf>

Star-Spangled National Historic Trail:

This 560-mile land and water route tells the story of the War of 1812 in the Chesapeake Bay Region. Fort McHenry National Monument and Historic Shrine serves as the trail's premier visitor and

orientation center. Website: <https://www.nps.gov/stsp/index.htm>

Pocket Guide: https://www.nps.gov/stsp/planyourvisit/upload/STSPNHT_-brochure.pdf

National Historic Trails Auto Tour Route Interpretive Guide: Utah – Crossroads of the West

This auto tour offers visitors three ways to access the route: 1) Website: ntir.tourisphere.com; 2) Telephone: 801-702-4963 (audio access only); 3) Printed guide: 127-page guide to California National Historic Trail, Mormon Pioneer National Historic Trail and Pony Express National Historic Trail. The Auto Tour Rack Card includes images of four sites with brief description plus info on how to access tours.

https://www.nps.gov/cal/planyourvisit/upload/UT_ATRIG_Final2-Web.pdf

https://www.nps.gov/poex/learn/photosmultimedia/upload/UTMobileApp_rack_cardFINALupdate091015.pdf

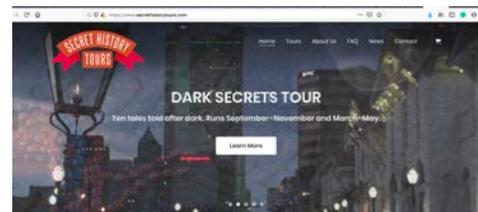
Destination Heritage Tours

Recognizing the importance of telling the story of "place," from early settlement to present day, historians and tourism product developers often create a destination itinerary of significant sites associated with the community's heritage. The more interesting and valued tours, especially to Millennials, are often quirky or focus on a specific aspect of history. These tours frequently include food or drink, are available in evenings, and foster an intimate "small group" learning environment. Here are a few creative tour programs that may provide New Jersey ideas for thematic tour development.

Mobile's Secret History Tours:

This tour series focuses on lesser-known locations packaged around a distinctive theme for this Alabama coastal town. In addition to being offered specific times of the year (the collection spans the entire calendar), the tours are pre-booked on line as a way to collect fees in advance, determine interest (and staff according to number of participants.)

<https://www.secrethistorytours.com/>



How to Book a Tour

Because the "Secret History" series is a pre-booked tour series, including group size, please visit our website at the "Book This Tour" button from choices on available dates on the calendar. We'll be happy to assist you with any questions. Your confirmation email will serve as your ticket. Read your tour guide before start time, check it with your guide.

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Columbus Landmarks' Historic Tavern Tours:

Offered throughout the year, each “Historic Tavern Tour” features stops at a minimum of three different taverns, follows a different theme depending on time of year, and offers “light snacks, sparkling narration, historic gossip, and architectural knowledge of the taverns and their environs.” Local co-authors of *Historic Columbus Taverns* book lead the tours.

<https://www.columbuslandmarks.org/historic-tavern-tours/>

Detroit: Migration, Moguls and Motown – A tour of Detroit's Black Community History 1919-2019

This tour explores the diverse history of Black Detroiters over the last century through the lens of award-winning author and journalist Ken Coleman. Again, this tour is sold on line (price: \$56.99 for adults; \$52.99 for seniors, group discount).

For New Jersey to capture the Rev War 250 traveler, site experiences need to demonstrate a point-of-difference from other states and itineraries.

Competitive Analysis

Several states and destinations with significant Revolutionary War assets report sizable impact from heritage tourism; other states also indicate positive results from visitation to historic sites and places:

- **Commonwealth of Virginia:** \$7.7 billion spent by heritage tourism each year, plus more than \$430 million spent by sites for operational expenditures, give an additional boost of \$6.5 billion to the economy and generate \$1.3 billion (\$640 million in state and local; \$700 in taxes. (Source: Preservation Virginia, 2017 https://preservationvirginia.org/press_release/heritage-tourism-economic-impact-study-released/)
- **New York City:** 39.7% of overnight and 31.2% of day visitors are heritage visitors, with the domestic heritage tourism component representing direct spending of more than \$8 billion each year. (Source: PlaceEconomics, Historic Preservation at the Core of a Dynamic New York City, April 2016)
- **State of Texas:** \$7.3 billion resulting from expenditures by heritage travelers annually (Source: UT Austin/Rutgers University study, 2014)
- **San Antonio:** 58% of overnight visitors and 47% of day trippers are “heritage” visitors (Source: PlaceEconomics, Historic Preservation: Essential to the Economy and Quality of Life in San Antonio, February 18, 2015)
- **Nashville:** Heritage visitors are responsible for nearly 20,000 local jobs and \$588 million in local earnings (Source: PlaceEconomics, The New Nashville, April 2019)

In contrast, despite recent increases in tourism year-over-year, **Connecticut** has abandoned its seven-year *Still Revolutionary* tourism marketing campaign targeting consumers in Massachusetts, Rhode Island and Philadelphia. The campaign was originally described to “serve as a rallying point to help build pride among residents and bolster the state’s reputation as a business and tourism destination.” It was a 360-degree integrated marketing campaign delivered through TV, print, digital media, radio, public

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relations, Social Media, Billboards and Rail Station panels. However, the campaign fell out of favor with the industry and operators citing under-performance as a tag line.²⁴

Legendary Trails

Boston rose to a top heritage tourism destination with the creation of the Freedom Trail as a branded ribbon connecting 16 historic sites along a three-mile route, with special souvenir brochures and maps for sale. A red brick or painted line connects the sites on the 2.5-mile Trail and serves as a guide. Since the past and the present live alongside the Trail, its visitors have the opportunity to see the City as it truly is. Many visitors prefer to linger and study the many exhibits, thus a full day or more can be devoted to browsing along the Trail. One of the most recognized trails in the country (and considered America's first historic walking tour), the Freedom Trail is popular with international visitors, convention delegates and business travelers.

The **Freedom Trail Foundation** continues to work to preserve this perfect introduction to Colonial Revolutionary Boston. The Freedom Trail Foundation is a non-profit organization with five staff and 22 board members plus liaisons from Suffolk University, the Massachusetts Historical Society and Northeastern University.

Pathways for Patriots: 10 Rail-Trails with American Revolution Sites: The Minuteman Commuter Bikeway (Massachusetts) is a 10-mile trail following Paul Revere's midnight ride in April 1775 with interpretive exhibits passing along two battlefield sites. The bicycle/ walking trail also goes past Munroe Tavern, which once served as the headquarters for the British, and ends at the Lexington Visitor Center.

The 35-mile **Patriot's Path** in New Jersey winds through Morristown National Historical Park. Other multi-modal trails include four in Pennsylvania – the D&L, Chester Valley Trail, Three Rivers Heritage Trail and Schuylkill River Trail, the Down East Sunrise Trail (Maine), Erie Canalway Trail (New York), Thermal Belt Rail-Trail (North Carolina), and the Hop River State Park Trail (Connecticut).²⁵

New American Revolution Museums

As focus on America's independence increases, helped in part by the blockbuster Broadway play, *Hamilton*, two relatively new museums tell the birthplace story from different perspectives. " 'It's like Jewelers' Row. We're all in the business of getting people hooked on diamonds,' explains R. Scott Stephenson, vice president of collections, exhibitions and programming for the Museum of the American Revolution in Philadelphia," which opened in April 2017.²⁶

²⁴ "A symbol of a failed campaign:' Connecticut looks to move on from the 'Still Revolutionary' slogan" (April 2019), Stephen Singer, *Hartford Courant*. <https://www.courant.com/business/hc-biz-connecticut-tourism-20190408-fsymr5lgcjidifa37laohrc4lei-story.html>

²⁵ America's Trails (July 2019) Maggie McAden, Laura Stark, Rails-to-Trails Conservancy <https://www.railstotrails.org/trailblog/2019/july/03/pathways-for-patriots-10-rail-trails-with-american-revolution-sites/>

²⁶ "Philly, Yorktown: Tale of Two American Revolution Museums" (March 2017), Margie Fishman, *The News Journal*, <https://www.delawareonline.com/story/life/2017/03/23/philly-yorktown-tale-2-american-revolution-museums/99261238/>

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Philadelphia's \$120 million museum features lanterns hanging from a Liberty Tree, images and personal narratives of the Revolutionary War generation.

The American Revolution Museum at Yorktown in Virginia, sits adjacent to the battlefield where most historians agree culminated the war. The interactive museum, formerly the Yorktown Victory Center operated by the Jamestown-Yorktown Foundation, includes artillery demonstrations and military drills; children use sandbags to shore up the camps and take home musket cartridges as souvenirs. The complex has a "living history farm" as well.

National Marketing

The National Park hosts the [microsite](#) dedicated to The American Revolution "Lighting Freedom's Flame." This site offers an interactive guide to help map an itinerary of sites. It also includes "Stories from the Revolution" including:

- Why the war came
- Those who fought
- African Americans in the Revolutionary period
- American Indians and the American Revolution
- Consequences of the war
- Voting rights
- Religion and the American Revolution
- Colbert's Raid on Arkansas Post
- Privateers in the American Revolution

While not all of these stories are relevant for New Jersey, they do provide a context for broader interpretation and connectivity to other sites focusing on these significant themes.

Conclusion

New Jersey is poised for a great opportunity to increase visitation during the Rev 250 commemoration. More importantly, perhaps, is how the state can educate residents and visitors about its important contributions to our independence - to tell its unique stories and special places.

Contribution, though, is fierce. Some destinations are established and maintain a strong market share of the American Revolution site visitation. Boston and Philadelphia, in particular, are recognized hubs for sites and stories of the American Revolution. New Jersey sites must provide exceptional experiences and accessibility to attract guests to their respective sites. Innovative interpretation will be essential to offer relevant programs for diverse audiences, and capture the attention of both media and tour operators to increase visitor awareness and interest.

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To maximize the impact from heritage tourism, organizers must also seek out ways to help visitors locate other local relevant and desired assets (places to eat, sleep, shop, and other attractions/activities) to extend their stay and increase spending in the state. As itineraries are created, adding interesting culinary, unique lodging, cultural and natural attractions may provide the desired critical mass of activities necessary to “linger longer” in New Jersey.

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Appendix A: NPS Revolutionary War Sites

Revolutionary War Site	Location	2018 Attendance
Acadia National Park	Bar Harbor, ME	3,537,575
Adams National Historical Park	Quincy, MA	121,007
Arkansas Post National Memorial	Gillett, AR	30,126
Boston African American National Historic Site	Boston, MA	410,893
Boston National Historical Park	Boston, MA	3,053,241
Castillo de San Marcos National Monument	St. Augustine, FL	62,995
Charles Pinckney National Historic Site	Mt. Pleasant, SC	34,354
Colonial National Historical Park	Jamestown + Yorktown, VA	3,294,224
Cowpens National Battlefield	Near Chesnee, SC	189,410
Federal Hall National Memorial	New York, NY	239,634
Fire Island National Seashore	Patchogue, NY	305,710
Fort McHenry National Monument & Historic Shrine	Baltimore, MD	608,103
Fort Matanzas National Monument	St. Augustine, FL	486,113
Fort Necessity National Battlefield	Farmington, PA	280,970
Fort Pulaski National Monument	Near Savannah, GA	419,930
Fort Stanwix National Monument	Rome, NY	90,507
Fort Sumter National Monument (Fort Moultrie)	Charleston Harbor, SC	859,880
Gateway National Recreation Area	Brooklyn, Queens & Staten Island, NY; Monmouth County, NJ	9,243,305
George Rogers Clark National Historical Park	Vincennes, IN	121,187
George Washington Birthplace National Monument	Westmoreland County, VA	111,058
Grand Portage National Monument	Grand Marais, MN	94,137
Guilford Courthouse National Military Park	Greensboro, NC	236,016
Hamilton Grange National Memorial	New York, NY	66,216
Hampton National Historic Site	Towson, MD	29,615
Hopewell Furnace National Historic Site	Elverson, PA	46,407
Independence National Historical Park	Philadelphia, PA	1,756,079
Kings Mountain National Military Park	Near Blacksburg, SC	287,635
Longfellow National Historic Site	Concord, Lincoln, Lexington, MA	60,527
Moore's Creek National Battlefield	Currie, NC	58,531
Morristown National Historical Park	Morristown, NJ	279,393
Natchez National Historical Park	Natchez, MS	234,786
National Capital Parks – Central	Washington, DC	1,800,329

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National Capital Parks – East	Washington, DC	1,447,273
Ninety Six National Historic Site	Ninety Six, SC	95,550
Saint Croix Island International Historic Site	Near Calais, ME	12,001
Salem Maritime National Historic Site	Salem, MA	300,475
Saratoga National Historical Park	Stillwater, NY	867,154
Saugus Iron Works National Historic Site	Saugus, MA	135,444
Springfield Armory National Historic Site	Springfield, MA	20,104
Thaddeus Kosciuszko National Monument	Philadelphia, PA	2,077
Thomas Stone National Historic Site	Port Tobacco, MD	8,254
Valley Forge National Historical Park	King of Prussia, PA	1,881,362
Virgin Islands National Park	St. John, VI	112,287