

Chapter 7 • Crossroads Presentation

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

7.1 The Crossroads Experience

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

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

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

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

Interpretation:

Goal 4.A: Establish, maintain, and promote a broad-based interpretive program that promotes **public awareness** and appreciation of the region's Revolutionary Era history; relates **authentic** landscapes, communities, and sites to the historic events that occurred there; and supports the **preservation and community enhancement** goals of the heritage area.

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

Heritage Tourism:

- Goal 5.A: Create an **identity** for the Crossroads of the American Revolution National Heritage Area that will reflect the significance of the heritage area, the nature of its Revolutionary Era resources, and the character of its visitor experience.
- Goal 5.B: Create an **organizational structure** that includes Destination Marketing Organizations, historic sites, museums, and other key regional and state partners to guide implementation of heritage tourism plans and to advocate support for heritage tourism among elected officials and other stakeholders.
- Goal 5.C: Develop a collaborative **marketing and promotion** program that emphasizes the identity of Crossroads of the American Revolution National Heritage Area and the experiences a visitor will enjoy within the heritage area.
- Goal 5.D: Develop a positive and rewarding Crossroads **visitor experience** that will attract visitors, convey the state's Revolutionary Era stories, and contribute to the region's economy.

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

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

7.2 Guiding Principles for Presentation

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

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

- **Clear Communication:** Visitors will be presented with clear, accurate information about the visitor experience available both at individual sites and the heritage area as a whole. They will be provided with what they need to know to have a pleasant experience

including directions, information on programming, services available, accessibility, timeframes, and precautions they should take, if any.

- **Authenticity:** Stories will be told in the actual locations where they happened. Authentic communities, buildings, landscapes, and resources will be used to tell the stories.
- **Accuracy:** Stories will be well-researched and accurate. What is actually known and unknown will be clearly conveyed to visitors. Sources will be identified in the development of interpretive content. If stories are based upon legend, lore, or oral tradition, this will be clearly stated. Training programs will be developed to assure that interpretive guides present accurate information.
- **Quality:** Crossroads will be known for the high quality of its interpretation and visitor experience. Partners will work together to establish and maintain guidelines for consistent levels of high quality. Local interpretive sites and communities will be assisted in meeting them.
- **Context:** Individual stories will be connected to the broader historical context using Crossroads themes. Stories will be used to illustrate themes and the bigger picture in ways that make them immediate and understandable. The historical context will be communicated in broad strokes that are accurate but easily grasped.
- **Significance and Meaning:** Interpretation will convey the significance and real meaning of events within the historical context. Why this history is relevant to us today will be made apparent.
- **Connections:** Local stories will be connected to the stories of other sites and communities within the heritage area as part of the communication of context, significance, and meaning. Visitors will be encouraged to visit other places to learn about other aspects of related themes and stories.
- **Experiential:** Interpretation will be experiential to the maximum degree possible. Communication that is visual and tied to authentic landscape features will be emphasized over text. The opportunity to actively do things will be emphasized over the mere providing of information. Visitors will be encouraged to experience Crossroads stories and landscapes through their senses.
- **Shared Human Experience:** Interpretation will be provided in ways that help visitors identify with it and relate it to experiences in their own lives. Using the authentic stories of real people in their own words in the actual places where events occurred will be encouraged wherever possible.
- **The Revolutionary Landscape:** Interpretation will connect stories to the land. Visitors will understand how New Jersey's location and geography shaped the war. Interpretation will find ways to clearly convey the character and appearance of the Revolutionary Era landscape to visitors so that the authentic context in which events happened can be appreciated and felt. Contrasts with today's landscape will be made.

- **Different Styles of Learning:** Interpretive media and techniques will be designed to acknowledge different learning styles and generational differences in how information is absorbed.
- **Points of View:** Visitors will be offered stories from multiple perspectives presented in their historical context in order to help them understand how people from diverse groups and political persuasions saw things differently. Visitors will not be told what to think but will be allowed to make their own decisions and draw their own conclusions.
- **Opportunities to Explore:** Visitors will be given opportunities to explore both in a physical sense and in terms of storylines. Visitors will be encouraged to explore heritage area-wide and be provided with the information and tools to do so. Similarly, sites and communities will encourage visitors to physically explore through interpretive opportunities. Themes and storylines will be presented in ways that help visitors make connections and encourage further interpretive exploration and investigation. Revelations and surprises will be incorporated into the experience.
- **Depth of Information:** Interpretation will be succinct, emphasizing key messages, context, and connections. However, visitors will be encouraged to delve into subjects in increasing detail. Information and guidance for exploring subjects in greater detail will be provided allowing those who are interested to explore subjects to whatever level they wish.
- **Variety of Experiences:** A variety of possible experiences will be provided in order to satisfy the interests of different age groups, temperaments, and orientations. Options will offer varying levels of activity, timeframes, and levels of required concentration.
- **Acknowledge the Unpleasant:** Interpretation will be accurate and authentic. Information and perspectives that may be unpleasant or that are at variance with contemporary sensibilities will none-the-less be presented accurately. The horrors and atrocities of war, civil war, slavery, and religious intolerance are examples.
- **Commemoration and Contemplation:** New Jersey has a long tradition of commemoration of the Revolutionary Era. These commemorative traditions and their physical manifestations in monuments, markers, parks, and burial grounds will be honored, respected, and continued. Opportunities for quiet contemplation of the meaning of the Revolution and experiences and sacrifices of individuals during the war will be provided.
- **Impact:** Visitors will leave understanding and able to explain to others the significance of the Revolutionary War and New Jersey's role in it. They will be able to describe the impact of the war on the people and places within the state. Interpretation will emphasize the importance of protecting and preserving Revolutionary Era landscapes and remaining historic resources.
- **Opportunities to Engage and Support:** Visitors will be made aware of Crossroads' mission and programs and the opportunities to engage in activities and initiatives at the local and regional levels. The need for financial and political support for the heritage area will be communicated and various ways to provide that support will be offered.

7.3 Audiences

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

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

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

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

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

7.3.1 Heritage Tourism Audiences

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

Strong programs for visitors to New Jersey's Revolutionary Era attractions and communities will reach local residents of those and adjacent communities as well and will help highlight and

strengthen community identity. Profiles of six potential heritage tourism oriented audiences are presented below in order of general priority:

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

Heritage Travelers

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

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

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

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

Rev War Enthusiasts

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

initiate Crossroads programs where they live. Other Rev War enthusiasts will come from adjacent states where Revolutionary Era history is also strong.

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

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

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

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

Group Tours

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

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

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

Tour operators will only go to places that sell, and the competition is stiff. High quality and visitor appeal is essential.

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

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

Urban Travelers

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

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

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

International Travelers

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

International travelers are intelligent and sophisticated. They expect a world-class experience, and will quickly perceive shortcomings in the visitor experience. Crossroads' heritage tourism

experience should be designed to be compatible with the world-class levels that international visitors will have seen. Authenticity, however, is key. International visitors want to see the true America, places where Americans live and work. In that sense, the inclinations of international travelers and heritage travelers are very similar.

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

Virtual Visitors

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

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

7.3.2 Primary New Jersey Audiences

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

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

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

Students and Teachers

Within the Crossroads Heritage Area, student groups make up a large proportion of the yearly visitation to most state-owned historic sites with interpretive programming. New Jersey state curriculum guidelines call for the study of American history and Colonial life in the fourth and fifth grades. Regional school districts take advantage of the professional programming offered at

historic sites throughout the state which is specifically tailored to the curriculum guidelines. Teachers are interested in creating meaningful experiences for their students and appreciate the impact that programs at historic sites have on learning. Student related programming and teacher training within the heritage area are discussed more specifically in Chapter 8 of this management plan, *Research and Education*. Student and teacher audiences are mentioned here as well, however, because of their importance to the interpretive programming offered at Crossroads attractions.

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

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

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

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

Neighbors

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

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

Like heritage travelers, visitors enjoy frequenting places that residents themselves like to be. Interpreting Crossroads to neighbors across the heritage area will require a holistic approach to presentation that combines interpretation with community enhancement and downtown

revitalization. Heritage area-wide programming and marketing will provide a context for the initiative, while specialized inward focused marketing will be specifically designed to reach neighboring audiences. Special events in local communities will play an important role.

Families

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

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

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

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

Friends of Families

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

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

As a visitor group, therefore, friends of families can be a key constituency helping to reach local residents as well as visitors. A satisfying and high quality experience yields word-of-mouth communication to potential future visitors of all types, whether the communication comes from residents or from past visitors to the region.

7.3.3 Secondary New Jersey Audiences

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

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

Secondary residential audiences within New Jersey include four groups:

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

Recreational Users

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

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

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

Casual Acquaintances

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

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

Reaching casual acquaintances is among the most important of Crossroads' objectives in fulfilling its goal of promoting public awareness and appreciation of the significance of New Jersey's Revolutionary identity. It requires a comprehensive approach to integrating community identity into planning processes and community initiatives at the local level. Crossroads can further this goal by helping communities identify and preserve resources at the local level, implementing programs that create new physical reminders of community identity and the Revolutionary Era, sponsoring themed community programs and events, and coordinating marketing to residents heritage area-wide.

Minority Communities

Among the most interesting facets of New Jersey's cultural history is the diversity of peoples and groups that settled here over time. This was true during the Colonial Era and it has been true since. Historical research has identified the cultural groups that were here during Colonial times and how their geographical distribution and presence influenced Revolutionary history. Chapter 3 of this plan outlines the current socio-economic profile of the state, including the recent, rapid growth of minority communities such as Indians, Pakistanis Hispanics, Vietnamese, Korean, and Chinese.

These minority communities occupy places that were significant to New Jersey's Revolutionary history, especially the urban areas of the heritage area's northeast corridor, Trenton, and Camden. African Americans played a unique role in the state's Revolutionary history, though most of the ancestors of New Jersey's current African American residents moved here much later and their descendants do not identify with it. Other minority communities were not present in the state during the Colonial Era and likewise do not identify with its history.

Crossroads will reach out to minority communities through existing organizations within them. Educational outreach for minority residents is discussed in Chapter 8, Crossroads Research and Education. The issues, needs, goals and characteristics of each individual community must be assessed and cooperative programs developed to reach out to and support them. Programs will be based upon the Revolutionary Legacies alternative outlined during the planning process, emphasizing exploration of the ideas and ideals of the American Revolution in relation to the present rather than upon interpretation of Revolutionary Era events. Programs must clearly support local issues and initiatives that minority communities and their leaders deem important. They must be implemented at the local level and have clearly defined goals and outcomes that are recognizable.

New Citizens and Immigrants

Among New Jersey's minority communities are new arrivals to the United States who are seeking citizenship. New citizens are an audience that will receive specialized recognition from Crossroads. New citizens need to be made welcome and encouraged to see how their

communities fit into the fabric of American life. Their unique cultural identities must be respected while at the same time integrated into and connected with the larger community. Most important will be creating an understanding and appreciation of the ideas and ideals embodied in the Declaration of Independence and the Constitution. Equally important, however, will be encouraging new citizens to participate in community life, especially the political process. Crossroads has already sponsored programs highlighting the swearing-in of new citizens. Additional programming supporting existing organizations devoted to the support and assimilation of new citizens will be developed.

7.4 Crossroads Interpretive Themes

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

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

7.4.1 Historic Context and Significance

The history of the American Revolution in New Jersey has been widely studied, and a great deal has been written about it. New Jersey's strategic location near the center of the American Colonies combined with the opportunities for access, provisioning, and defense provided by its countryside resulted in an inordinate amount of Revolutionary War action being conducted across its landscape. New Jersey's experience of the American Revolution is representative of the trials and conflicts experienced by the newly founded nation as a whole. The Continental army spent nearly half the war within the state. At first a reluctant participant, New Jersey became an epicenter of the war's action. New Jersey's residents felt the brunt of this deadening force as their farms and communities were raided and occupied by both the Continental and British armies severely impacting their daily lives.

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

Crossroads' interpretation will convey to residents and visitors the broad historic context in which local, regional, and national events occurred and why they are significant. It will connect places and stories to the broad sweep and meaning of Revolutionary Era history. Chapter 1 of this

management plan includes a brief statement of significance for the heritage area, summarized above. The Crossroads *Special Resource Study and National Heritage Area Feasibility Study* includes a succinct historical overview of the war within New Jersey. A great deal has been written about the Revolutionary War in New Jersey, from national best-sellers to obscure detailed studies in local journals and papers. A wide variety of material is available to draw upon.

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

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

- *New Jersey in the American Revolution* edited by Barbara Mitnick (Rivergate Books, copyright by The Washington Association of New Jersey, 2005) provides a comprehensive overview of the character and significance of the war in New Jersey as they relate to key subjects such as military events, social and economic conditions, politics, geography, women, minorities, and the arts. By far, this book provides the broadest conceptual understanding of the era that is readily available.
- *Land and People, A Cultural Geography of Pre-Industrial New Jersey: Origins and Settlement Patterns* by Peter O. Wacker (Rutgers University Press, 1975) is the seminal study of New Jersey's cultural geography during the eighteenth century. This book provides valuable background information on the various ethnic, religious, and cultural groups that populated different portions of the state creating New Jersey's distinctive diversity as well as the varying perspectives that fueled civil conflict during the Revolution.
- *Almost a Miracle, The American Victory in the War of Independence* by John Ferling (Oxford University Press, 2007) provides a recent and readable overview of the Revolutionary War as a whole. It not only summarizes events, it also provides background, context, and insightful assessment.
- *Washington's Crossing* by David Hackett Fischer (Oxford University Press, 2004) is part of a series of books on pivotal moments in American history. The book provides a

thorough, thoughtful, well researched, and academically rigorous presentation of the critical early stages of the war in New Jersey, from the invasion of New York through the spring and summer following the battles of Trenton and Princeton. From Fischer's descriptions of the impact of the battlefield landscapes on the outcome of events, it is clear that he has walked them personally. *Washington's Crossing* particularly emphasizes the role of the New Jersey militia in shaping the course and conduct of the war.

- *The Battle for New York* by Barnet Schecter (Walker & Company, 2003) presents a history of the Revolution related specifically to the British occupation of New York City and Washington's continued interest in dislodging them. The story of the Revolution in New Jersey is directly related to the British occupation of New York City. Many New Jersey Revolutionary War histories focus upon events that occurred on New Jersey soil without relating it to its larger context. This book provides an overview that enables readers to place New Jersey events in perspective and connects them to events in the city, the Hudson Valley, and the entire southern New York/southern Connecticut/New Jersey theater of war.
- *The Revolutionary War in the Hackensack Valley: The Jersey Dutch and the Neutral Ground 1775-1783* by Adrian Leiby (Rutgers University Press, 1962/1980/1992) is an excellent example of a history of the Revolution told at a regional level. The book describes the background of the Hackensack Valley community and landscape and explains how it was socially, religiously, and politically ripe for the civil conflict sparked by the Revolution. It traces that civil conflict through the course of the war. Similar local and regional histories would help communities relate their specific stories to the larger historical context of the war.
- *Uncertain Revolution: Washington and the Continental Army at Morristown* by John T. Cunningham (Cormorant Publishing, 2007) describes the history of the Continental Armies' winter encampments at Morristown. This history is central to an appreciation of the tenuousness of the army's survival at a critical point in the war upon which the survival of the Revolution depended.
- *Revolutionary War Trail, A Guide to New Jersey's Revolutionary War Trail for Families and History Buffs* by Mark Di Ionna (Rutgers University Press, 2000/2006) is a unique compilation of many of New Jersey's Revolutionary War sites. Organized by county, the book lists the locations and key points associated with over 350 historic sites throughout the state. We all owe a debt of gratitude to Mark Di Ionna, a journalist with the *Newark Star-Ledger*, for the massive amount of work undertaken in preparing this valuable guide. It was the most comprehensive and usable listing of Revolutionary War sites available during the management plan process.

7.4.1 Crossroads Themes

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

Primary Theme 1:

A Revolutionary Landscape

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

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

Northwest of this central corridor, the Wachung Mountains and the hills and low-lying swamps beyond them provided a natural defensive system for the Continental Army as well as a protected interior route connecting Pennsylvania with New York and the New England states. The natural resources of this region, such as its iron ore, were vital to the American war effort. New Jersey's rivers and coastal regions, especially the Hudson, Delaware and Raritan Rivers, were the focus of maritime aspects of the war within the state.

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

Revolutionary Landscape Sub-theme 1-A:

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

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

Revolutionary Landscape Sub-theme 1-B:

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

The landscape sub-theme *Strategy* looks at the ways in which the New Jersey landscape affected the goals and planning for the war by both sides, providing offensive opportunities for the British and defensive opportunities for the Americans. The British army sought to control the plains of

Central New Jersey, with its key transportation route and bountiful farms, and to force the Continental Army into a decisive battle. American forces used the mountains and swamplands as a defensive shield from which to harass the British and avoid direct confrontation. Washington believed that dislodging the British from their base in New York City was essential to winning the war.

Revolutionary Landscape Sub-theme 1-C:

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

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

Primary Theme 2:

Rendezvous for Rebellion

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

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

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

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

Rendezvous for Rebellion Sub-theme 2-A:

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

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

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

Rendezvous for Rebellion Sub-theme 2-B:

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

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

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

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

Rendezvous for Rebellion Sub-theme 2-C:

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

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

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

Rendezvous for Rebellion Sub-theme 2-D:

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

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

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

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

Primary Theme 3:

Divided Loyalties

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

The war in New Jersey generated allegiance to the Crown for some and loyalty to the rebellion for others, resulting in a daily civil war between Tories and rebels. Because ideological divisions frequently fell along religious, cultural, or economic lines, New Jersey's exceptional diversity became a source of strife. The division of loyalties split families, communities, and institutions and generated levels of hostility that would long outlast the period of the American Revolution.

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

Divided Loyalties Sub-theme 3-A:

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

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

Divided Loyalties Sub-theme 3-A:

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

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

Additionally, sectional differences often related to economic mobility also determined political divisions. Upwardly mobile citizens such as lawyers, commercial farmers, and merchants were often supporters of the revolution, while wealthy conservatives, Crown appointees, and many in the static lower classes tended to support remaining a colony of the empire. New Jersey’s diversity is among the most rich and interesting of the state’s stories and has implications in the state today.

7.4.3 How Interpretive Themes Will Be Used

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

As discussed in the introduction to this section, themes are the big ideas that communicate the meaning and significance of an event, story, or resource. They make a statement and present a

point of view; they are not simply a list of topics. Themes convey to visitors the essence of a place. They convey core messages and provide focus for those charged with planning and implementing interpretive programming. Visitors who experience interpretive programming should come away with an understanding of the concepts presented in its related themes. At the conclusion of an interpretive experience, when asked what it was all about, visitors should be able to relate the primary themes of the programming they have experienced.

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

Establishing a Heritage Area-wide Crossroads Presentation: Crossroads themes should be used by the *Crossroads Association and leading heritage area partners* to present the story of the American Revolution in New Jersey on a state-wide basis. In publications, on the Crossroads website, at Gateway and Regional Interpretive Sites, through events, and through additional media and means, the themes should be presented to introduce and provide broad historical context for the story of the Revolution in New Jersey.

Connecting Local and Regional Stories to the Crossroads Presentation: Crossroads themes should be used by *regional initiatives and individual interpretive sites* to connect their local and regional stories to the heritage area-wide presentation. Local and regional stories should be used to illustrate heritage area-wide Crossroads themes. The themes should provide context and convey state-wide significance to the stories and their related resources. By presenting stories in the light of the Crossroads themes, visitors should understand the stories as part of a coordinated and larger whole.

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

The framework of Crossroads interpretive themes is broad and comprehensive enough to embrace all of the Revolutionary Era stories and sites within the heritage area. Each existing interpretive site should identify the themes to which its history and stories relate and which best convey the significance of its resources. Conversely, each site should look at its existing interpretative program and determine how it best relates to the interpretive themes. By comparing potential stories to the Crossroads thematic framework, sites can see how they individually convey New Jersey's special historical identity and how that identity can reinforce, support, and promote the site's programming and mission.

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

Site-specific sub-themes should then be developed in coordination with the heritage area-wide themes to fill the larger themes out in more detail and bind the site's stories and resources closely

to them. Those site-specific sub-themes should then be clearly conveyed through the site's interpretive programming.

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

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

For established interpretive sites, such as Visitor Gateway and Regional Interpretive Sites, discussed below, this exercise would likely involve minor coordination of existing programming and interpretive media to clearly communicate how they fit into and reflect the larger Crossroads presentation. For emerging sites, such as Local Interpretive Sites, regional storyline presentations, and community interpretation, it might involve developing new programming, media, and interpretive content that are specifically tailored to and illustrative of the Crossroads presentation.

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

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

7.5 Crossroads Interpretive Presentation

Crossroads of the American Revolution will develop a comprehensive interpretive presentation of New Jersey's Revolutionary Era experience to be implemented over time. The presentation will be a partnership endeavor. This chapter outlines the Crossroads presentation envisioned for the heritage area. The presentation comprises several interrelated approaches ranging from heritage tourism presentations that will be broadly marketed to visitors and the general public to site-specific and community presentations that will be locally based and oriented primarily toward

residents. Visitors and residents alike will be encouraged to explore these various presentations in whatever ways they wish and to whatever depth and detail satisfies their interests.

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

Phased implementation should focus first on putting heritage area-wide aspects of the plan in place to provide a solid foundation and to gain maximum public exposure. Visitor-ready elements of the plan should be identified, coordinated, and marketed as soon as feasible. Elements that are close to being visitor-ready should be assisted early in the process. Regional and local aspects of the plan should be implemented in accordance with assessment of which sequence of actions would contribute most to constructive development of the presentation as a whole, the availability of resources, and the energy of partners. Once the heritage area-wide and key regional aspects of the plan are in place, there should be great flexibility for any Revolutionary Era historic site or community to participate in the presentation in accordance with heritage area guidelines.

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

7.5.1 Identity, Branding and Public Presence

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

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

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

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

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

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

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

7.5.2 Crossroads Sign Standards and Guidelines

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

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

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

- (1) Identification, information and interpretive signage specifically related to the heritage area as a whole should have a visual identity, format, fabrication detailing, and guidelines for use unique to Crossroads as outlined in Crossroads signage standards and guidelines.
- (2) Signage that is part of a partnership program with its own identity (such as the statewide wayfinding program, site-specific signage at individual attractions, or community signage and wayfinding programs) but that is sponsored by and/or associated with Crossroads might incorporate the Crossroads logo and brand into its design.
- (3) Partnering sites who wish to use the Crossroads brand and visual identity to enhance their presence, communicate their quality, and demonstrate their affiliation with the heritage area initiative may use the Crossroads signage standards and guidelines as part of an 'affiliates program' that could be developed by Crossroads. In this case, their own logo could be incorporated into the Crossroads design or vice versa in accordance with signage guidelines.

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

7.5.3 Heritage Area-wide Publications

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

1. A **Crossroads brochure** for mailings, information racks, and handout that (a) provides an overview of the heritage area concept, (b) introduces the three primary themes, (c) provides an overview of visitor opportunities, and (d) directs readers to additional available information. The brochure should include a small Crossroads map. *The Crossroads brochure should be a high priority publication prepared as an early action.*
2. A large **Crossroads map** that folds out from brochure size. One side might feature a large heritage area map showing the locations of attractions by type, historic communities, byways, roads, and background topography. The other side might provide interpretive context on the Revolution in New Jersey. The fold-out map should introduce the heritage area themes, present Crossroads gateway interpretive sites, identify Crossroads regional interpretive sites, and provide visitor information. An inset map might show the locations where Crossroads storylines are presented as they are established and provide information about them. *The Crossroads map should be a high priority publication prepared as an early action.*
3. An updated **Crossroads guide** should be prepared as a detailed companion to the Crossroads map. The guide should be of similar character and quality as the highly successful 2008 guide, but it might be larger, provide additional information, and be organized in accordance with visitor-ready elements from the Crossroads interpretive presentation. The Crossroads guide should have an introduction that summarizes the Crossroads context and themes, including New Jersey's civilian Revolutionary context. Visitor gateway, regional, and local interpretive sites should be presented. Presentations of the Crossroads storylines, as they are established, might summarize the primary military campaigns that occurred in the state. An introduction to legacy and visitor service communities should be provided with direction on how to obtain additional information about them. *The updated Crossroads guide should be prepared as a mid-term action once a sufficient amount of the overall Crossroads presentation is in place.*
4. **Crossroads storyline maps** should be prepared for each storyline presentation as it comes online. The storyline maps might be similar to the heritage area-wide map noted above, though smaller, and should fold to brochure size. One side might have a detailed map of the storyline area showing byway and touring routes and the locations of publicly accessible historic sites and communities. The other side might provide a historical overview of the military campaign or series of events, civilian context, and detailed

vignettes of places or subjects. Information on individual interpretive attractions and historic communities should be provided, as well as some information on visitor service communities. Historical content should be presented using Crossroads themes. *Storyline maps should be prepared as regional partners organize their storyline presentations and should be made available as individual storyline presentations are introduced.*

5. **Crossroads storyline guides** should be prepared to supplement the storyline maps as desired by local partners. Storyline guides might have a character and size similar to the 2008 Crossroads guide. They would provide more detailed historical presentations of each storyline as well as more detailed context and information on interpretive sites and communities. *Storyline guides should be prepared as an ongoing action as deemed appropriate once storyline presentations are operational.*
6. **Crossroads site brochures** may be prepared for individual historic sites, thematic presentations, and communities upon request. Individual site brochures may vary from simple double-sided rack cards to fold-out brochures as appropriate. Thematic presentations might involve groups of historic sites coordinating presentation of a particular subject or theme. Community brochures may feature walking or driving tours and/or recreational opportunities. *Individual site, thematic, and community brochures should be prepared as an ongoing action upon local request as sites and communities become ready and express interest.*

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

7.5.4 Website Interpretation

Crossroads should have a **comprehensive website** that presents information on background, history, visitation, management, community engagement, stewardship, fundraising, technical assistance, and educational resources. Further information on website development is included in the discussions of heritage tourism in this chapter, research and education in Chapter 8, community engagement in Chapter 10, and management in Chapter 11. The Crossroads website should be consistent with the heritage area's graphic identity, discussed above, and should provide a full-service site for **virtual visitors** discussed under the types of Crossroads audiences above. With respect to the Crossroads presentation, interpretive information might be provided under two broad headings: Revolutionary Heritage and Visiting Crossroads.

Revolutionary Heritage

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

- **Prelude to Revolution:** the story of New Jersey in relation to national events leading up to the Revolution.

- **New Jersey's Colonial Landscape:** the physical and cultural landscape of New Jersey based upon Peter Wacker's *The Cultural Geography of Eighteenth Century New Jersey*.
- **The Revolutionary War in New Jersey:** an overview of the war similar to that provided in the 2002 *Special Resource Study and National Heritage Area Feasibility Study*. Strong connections should be made between the occupation of New York and events in the Hudson Valley as well as the Philadelphia Campaign. The overview should include a timeline relating events in New Jersey with other events associated with the war.
- **Crossroads Themes:** introduction of the Crossroads themes and sub-themes building upon the discussion in 2002 *Special Resource Study and National Heritage Area Feasibility Study*. The thematic discussion should lay the groundwork for the Crossroads presentation.
- **Crossroads Storylines:** summary overviews of the Crossroads storylines with information and maps from the published brochure maps and guides.
- **Legacy Communities:** overviews of the history and Revolutionary stories of communities that existed within the heritage area at the time of the Revolution. This section might be built over time with assistance from town historians and local historical societies. It should link to community websites.
- **Revolutionary Topics:** miscellaneous writings on topics of the Revolution, including people, places, and events. Write-ups on key leaders of the Revolution in New Jersey should be included. This section should also be built over time with assistance from local historians and historical societies.
- **New Jersey's Revolutionary Literature:** Literature produced while the Revolution was being waged in New Jersey (such as Thomas Paine's *The American Crisis*, letters, diaries, and proclamations) became part of the nation's literary tradition. That and other literature related to the Revolution in New Jersey should be presented in this section.
- **New Jersey's Revolutionary Art:** New Jersey's Revolutionary experience inspired a wealth of paintings by prominent American artists over the years, including portraits, depictions of events, and inspirational pieces. This art, its purpose, and its significance should be presented.
- **New Jersey's Revolutionary Experience:** internet linkage to the twenty-eight pamphlets written as a series on topics of the Revolution in New Jersey for the 1976 Bicentennial and available on the website of the New Jersey Historical Commission.
- **Bibliography:** a bibliography of books, articles, and other materials on the American Revolution in New Jersey.

Visiting Crossroads

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

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

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

7.6 Community Presentation

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

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

7.6.1 Legacy Communities as Gateways to Revolutionary Heritage

Legacy communities are communities within the boundaries of the Crossroads of the American Revolution National Heritage Area that existed at the time of the Revolution. Legacy communities are encouraged to undertake initiatives to present their Revolutionary Era heritage in ways that help strengthen community character and enhance local quality of life today. Through such presentations, **legacy communities** can serve as gateways through which residents can be made aware of interpretive opportunities throughout the heritage area. The establishment and/or support of visitor centers in communities and outdoor exhibits presenting the heritage area would be particularly desirable. Legacy communities are particularly encouraged to become Crossroads visitor service communities, places to which visitors can be directed for dining, shopping,

lodging, and other services appropriate to the character and high level of quality envisioned for the Crossroads presentation.

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

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

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

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

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

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

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

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

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

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

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

7.6.2 Local Interpretive Sites

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

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

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

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

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

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

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

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

ACTION: Encourage self assessments of local interpretive sites to determine how their individual site fits into the Crossroads interpretive presentation, ways in which site programming and operations can be coordinated with heritage area presentation, and ways that the heritage area can best promote and support site mission, programming, and operations. *Local interpretive site assessments should be undertaken by each participating local site as a short or medium term action. The Crossroads Association and regional partners should provide guidance and support.*

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

Local sites should be expected to make their best efforts to work in coordination with the heritage area and its programs. The heritage area should promote, support, and provide services to the

local sites. Memorandums of agreement should be required prior to a site's becoming eligible for Crossroads programmatic or financial support. Interim agreements may be appropriate prior to the completion of site assessments.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Crossroads **marketing** programs should include opportunities offered by local interpretive sites as part of a coordinated heritage area-wide Crossroads presentation. Marketing might emphasize

local sites as part of regional storyline presentations. Marketing of local sites might be oriented especially toward resident audiences.

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

7.6.3 Self-Guided Interpretive Sites

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

Self-guided interpretive sites should be:

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

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

Crossroads should undertake an **inventory of existing self-guided interpretive sites** throughout the heritage area. As a starting point, the inventory should make use of information listed on the internet at www.hmdb.org. Only sites with interpretive exhibits should be included in this survey. Monuments and markers should be inventoried separately.

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

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

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

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

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

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

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

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

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

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

7.6.4 Self-Guided Marked Sites

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

Self-guided marked sites should be:

- (a) Authentic sites related to the American Revolution;
- (b) Publicly accessible; and

- (c) Able to host monument, markers, or signage with facts and basic information about the site but without broader interpretive exhibit content or context.

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

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

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

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

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

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

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

A **program of public art** associated with Crossroads of the American Revolution should be created and implemented in accordance with Crossroads guidelines. The use of public art is a creative means through which interpretive content can be quickly and effectively communicated

to **Secondary New Jersey Audiences**. It can also be a striking and memorable community enhancement. Public art projects should be eligible for grant funding through a Crossroads matching grant program for communities.

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

7.7 Collaborative Interpretation

A significant benefit of participation in the heritage area program will be the opportunity for organizations, sites, and communities to collaborate in regional interpretive initiatives. Through such collaboration, individual sites will be promoted, supported, and enhanced by the heritage area and by partnering sites. Four direct programs of collaborative interpretation are proposed to heritage area partners: storyline presentations, themed presentations, heritage byways, and special programming and events.

7.7.1 Storyline Presentations

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

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

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

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

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

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

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

The Neutral Ground Character Area

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

The High Country Character Area

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

Central Jersey Character Area

Retreat across the Jerseys
Delaware River Towns;
Ten Crucial Days;
Road to Morristown;
The Forage Wars;
Maritime Wars;
Road to Monmouth; and
Washington-Rochambeau Revolutionary Route.

Lower Delaware River Character Area

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

Interested participating partners associated with each individual Crossroads storyline should collaborate in preparing an interpretive plan describing how that storyline will be presented.

Interpretive plans should be prepared with assistance and support from the Crossroads Association in accordance with Crossroads guidelines.

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

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

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

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

Crossroads should develop a **grant program** for the planning and implementation of storyline presentations. During initial stages, the grant program should focus upon planning activities. As storyline interpretive plans become completed and approved, implementation grants should focus upon storyline-wide actions, such as maps, brochures, guides, website enhancement, wayfinding, and other linking and coordinating implementation steps. Crossroads grant programs for regional interpretive sites, local interpretive sites, and communities should be used for site-specific implementation actions. Grants should be competitive matching grants and should be offered based upon the availability of resources.

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

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

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

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

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

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

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

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

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

Defense of the Hudson

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

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

Retreat across the Jerseys

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

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

Delaware River Towns

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

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

Ten Crucial Days

On Christmas Day, 1776, Washington's army crossed the Delaware River in a blizzard and made a bold strike upon the Hessian garrison in Trenton, altering the course of the war. The First Battle of Trenton was quickly followed by a second battle from which the Continental Army made a quiet nighttime withdraw and surprise attack on Princeton. Known as the 'Ten Crucial Days,' these events galvanized the young army and rekindled hope for the American cause.

Three key historic sites link the story of these events. Washington's Crossing State Park and its Pennsylvania counterpart mark the beginning of the short campaign. The Old Barracks and City of Trenton interpret the critical first battle. Princeton Battlefield State Park and the surrounding community interpret the culminating Battle of Princeton and other significant Revolutionary events. *Ten Crucial Days* is a key Crossroads storyline that is almost ready to be implemented. Existing partners are ready to coordinate their interpretive presentations and link their historic sites with local heritage byway routes. The Crossroads themes *Rendezvous for Rebellion* and sub-theme *Campaigns and Engagements* have primacy for this storyline.

Road to Morristown

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

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

Greater Morristown – Patriot Enclave

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

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

The Forage Wars

The term *The Forage Wars* was coined by David Hackett Fischer in his book *Washington's Crossing* to title the chapter describing the aftermath of the Ten Crucial Days. In the winter and spring of 1777, the British withdrew to a forward base in New Brunswick, which was central to the 'colony' and could be supplied from New York via the Raritan River. From this base, British troops traversed the countryside seeking forage for their horses. The Continental Army, encamped at Morristown, harried the British foraging parties, and there were frequent skirmishes and small engagements throughout the months, until the growth of new grass of spring ended the need for competition. Eventually, the British abandoned New Brunswick and never again exerted dominating control upon the New Jersey countryside.

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

Maritime Wars

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

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

Philadelphia Campaign

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

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

Road to Monmouth

In June of 1778, the British under new leadership left Philadelphia by crossing the Delaware River at Gloucester City and Cooper's Ferry and marched north across New Jersey toward New York. The army followed a route through Haddonfield, Mount Holly, Columbus, Mansfield, Crosswicks, Allentown, and other villages to Freehold. Washington's army paralleled the British movement, crossing the Delaware at Lambertville and passing through Rockville, Hopewell, Kingston, and Cranbury toward Englishtown. The two armies met at the Battle of Monmouth, just west of Freehold.

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

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

associated with the theme *Rendezvous for Rebellion* and sub-theme *Campaigns and Engagements*.

Middlebrook and the Defense of New Jersey

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

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

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

Battle of Springfield

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

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

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

Divided Loyalties

Divided Loyalties is a primary theme of the Crossroads of the American Revolution National Heritage Area telling the stories of New Jersey's cultural diversity and the circumstances that

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

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

Washington-Rochambeau Revolutionary Route

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

In New Jersey, the 'W3R' route follows a series of strategic roadways from the New York border south to Trenton. These roadways were the subject of an extensive study that documented the march of the various military units through New Jersey and identified routes, camp sites, communities, and 'witness' sites with remaining historic resources that were present at the time. In March of 2009, the Washington-Rochambeau Revolutionary Route was officially designated as a National Historic Trail by the President's signing of the Omnibus Public Lands Management Act. The National Park Service is in the process of organizing planning for the National Historic Trail, which will include preparation of a comprehensive management plan. State organizations have been created for each of the state's through which the W3R route passes. In New Jersey, the W3R initiative is led by the W3R-NJ Association, a non-profit organization with a website at www.w3r-nj.com.

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

7.7.2 Themed Presentations

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

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

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

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

7.7.3 Heritage Byways

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

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

The five potential Crossroads heritage byways currently identified include:

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

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

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

associated with Crossroads heritage byways should be considered for land conservation attention, a subject that is discussed in Chapter 10 of this plan.

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

7.8 Core Interpretive Network for Visitors

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

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

Two types of existing historical attractions are present within the heritage area to form this early core interpretive network for visitors. ‘Visitor gateway sites’ are the region’s existing full service interpretive sites that are visitor ready and have strong existing interpretive programs. ‘Regional interpretive sites’ are other historical attractions that offer professional programming. Together, these sites provide a readily marketable network of attractions that can provide a strong core experience that can be expanded and enriched over time.

7.8.1 Visitor Gateway Interpretive Sites

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

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

visitors to these sites and impressing them with the significance of the story and the quality of the experience, the Crossroads brand will be established for the benefit of the entire region.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Morristown National Historical Park

Morristown National Historical Park is the only National Park Service site located within the Crossroads Heritage Area. Morristown NHP is specifically cited in the heritage area enabling

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

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

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

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

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

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

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

Morristown NHP should continue to work with other organization in developing and supporting **special programming**, such as the spring "Revolutionary Times" weekend that is featured as part of its community engagement strategy. Morristown NHP should be a leader in providing

technical assistance to regional and local interpretive sites in collaboration with other gateway sites as a mentoring, hospitality, and quality control program of the heritage area.

Fort Lee Historic Park

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

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

Old Barracks Museum

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

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

Washington's Crossing State Park

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

Washington Crossing State Park should work collaboratively with its **companion park** on the Pennsylvania side of the river, which has a strong focus on living history related to Colonial life. Washington's Crossing could be the site for major investment in a **new visitor's center** that could serve as a gateway for presentation of the Ten Crucial Days storyline. New exhibits should

present New Jersey's Revolutionary story as well as the story of the crossing and the Ten Crucial Days. At present, a new visitor's center is planned for the Pennsylvania park which is to include an exhibit on the Ten Crucial Days. The two parks should collaborate to develop a single, coordinated presentation with differentiated but significant roles for each side of the river. Creation of a single Friends group for the two parks should also be considered.

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

East Jersey Olde Towne Village

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

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

Monmouth Battlefield State Park

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

Monmouth is in the process of designing a **new visitor center** with new exhibits. Crossroads partners should ensure that these exhibits include an overview of New Jersey's Revolutionary story, introduction to the heritage area and Crossroads themes, and linkages to gateway and other sites. With its new visitor center and existing walking trails, wayside exhibits, eighteenth century Craig Farm, and interpretive programming, Monmouth will be a primary visitor attraction within the heritage area.

Liberty Hall Museum

Constructed in 1772, Liberty Hall was the home of New Jersey's first elected governor and signer of the Constitution, William Livingston, and served as the Livingston/Kean family country house for two centuries. Today the house and grounds are an interpretive site owned and operated by Kean University, which is adjacent. Liberty Hall interprets New Jersey and American history

through the story of the Livingston/Kean families. Its Revolutionary Era presentation features the story of William Livingston. Liberty Hall is most closely associated with the Crossroads sub-theme *Leadership*.

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

7.8.2 Regional Interpretive Sites

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

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

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

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

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

Regional interpretive sites should coordinate their interpretive presentations among each other. They should coordinate most closely with other sites within their geographic regions and with regional sites representing common themes. Regional sites should promote each other, providing

information, hospitality, and encouragement to visitors. They should also serve as portals to additional interpretive opportunities within their regions, coordinating with and providing information on legacy communities, storyline presentations, local interpretive sites, and self-guided sites.

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

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

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

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

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

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

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

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

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

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

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

Each regional site should **coordinate its interpretive presentation** and visitor experience with that of Crossroads as a whole and with other regional partners as outlined through development of the self-assessment noted above. Crossroads and its partners should support coordination and enhancement of site interpretation and should market the regional site as part of the Crossroads heritage area-wide presentation.

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

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

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

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

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

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

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

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

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

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

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

7.9 Heritage Tourism

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

As noted in Chapter 3 [3.5.5], in 2010 the state of New Jersey completed the *New Jersey Heritage Tourism Master Plan*. The plan outlines strategies and action steps to achieve a statewide vision

and mission of heritage tourism through building partnerships, preserving and interpreting historic resources, attracting visitors, and generating economic impact. Some of the master plan's strategies have been identified as appropriate for development by Crossroads and are incorporated in this section. Adopting these strategies will position the national heritage area as a demonstration model for statewide implementation of the master plan. This section will note strategies that have been selected from the state master heritage tourism plan. (The complete *New Jersey Heritage Tourism Master Plan* may be viewed at www.hmdb.org)

7.9.1 Guiding Principles for Heritage Tourism

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

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

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

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

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

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

Focus on Quality and Authenticity – Adherence to this principle will establish Crossroads as a premier heritage destination known for offering an unparalleled visitor experience.

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

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

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

7.9.2 Reaching Out-of-State Visitors and Reaching Residents

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

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

Through exploration of the alternatives explained in Chapter 2, the Crossroads board have agreed with this set of priorities. As noted in the second of the guiding principles for heritage tourism above, a key benefit of heritage tourism is the engagement of residents in making decisions about the preservation, development, interpretation, and presentation of their community to visitors. This principle differs significantly from traditional approaches to tourism development when outside investors come to a region, purchase land or buildings, and develop attractions ranging from theme parks to resort hotels without any input from the community. The principle of community engagement should be emphasized repeatedly by all Crossroads stakeholders throughout the development, implementation, and management of heritage tourism programs.

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

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

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

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

7.9.3 Visitor Research

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

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

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

Demographics

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

Visitor Awareness of Crossroads

- Is the Crossroads brand recognized?
- What is the perception of the Crossroads brand among the various target visitor groups?
- Are visitors familiar with historic sites in Crossroads?

- What do visitors and prospective visitors really think of Crossroads as a destination for visiting heritage attractions and experiencing Revolutionary War history?
- How can perceptions associated with the destination could be improved or enhanced?
- What are the primary ways that visitors gather information about a destination they are interested in visiting?

The Visitor Experience in Crossroads

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

Developing a Visitor Research Program

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

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

A resource for Crossroads in conducting visitor research is “Visitors Count,” a program managed by the American Association of State and Local History (AASLH). Visitors Count offers a visitor survey and data analysis and helps historic sites identify what they must do to create a positive visitor experience. Sites are also able to compare their performance against other historic sites.

Visitors Count is particularly effective for multiple properties that share common links and want to track information. Share results with partners and such as Crossroads. .

Table [7.xx] Visitor Research Plan and Its Application to the Region and Interpretive Sites

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

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

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

7.9.4 Performance Measures

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

What Should Be Measured?

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

Economic Impact

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

Visitation and the Visitor Experience

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

Increased Inquiries or Responses

- Increased requests for visitor information
- Increase in number of hits and length of visit to websites

- Increased interaction through social media
- Increased visitation to visitor centers
- Increased use of coupons or other trackable promotions
- Increased conversion of inquiries to actual visits

Recognition

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

Quality of Life

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

- Increase in volunteer hours at historic sites or activities
- Increase in involvement by community youth in Revolutionary War heritage attraction activities and programs (through schools or extra-curricular organizations)
- Increase in community support and advocacy for the preservation of historic resources
- Increased community pride due to availability of heritage assets, activities and awareness
- Increase in membership to heritage organizations including Crossroads Association
- Increase in local contributions to heritage organizations
- Increase in visitation to Revolutionary War heritage attractions in their community and throughout the national heritage area
- Increase in taking visiting friends and relatives to visit Revolutionary War heritage attractions in their community and throughout the national heritage area

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

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

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

- Construct evaluation levels to quantify both the inputs (processes and programs) and outputs (increased visitation, revenues) to measure the short- and long-term benefits for residents, resources, visitors, the Crossroads National Heritage Area and the state.
- Establish a calendar for collecting, analyzing and reporting data to target audiences.

ACTION: Develop a comprehensive program for measuring progress consistently in heritage tourism over time, congruent with an overall plan for evaluation that addresses the needs of both Crossroads and its partners, as well as the special needs of National Heritage Areas. *Development of a performance measurement system is a high priority early action to be led by the Crossroads Association.*

7.9.5 Image: Branding and Messaging for Tourism

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

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

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

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

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

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

- important will be consideration of how to incorporate the logo, tag lines, and/or messages into existing marketing messages used in Crossroads (see Table 3.xx [in section 3.5.6]).
- **Create guidelines** to direct how the logo, tag line, and messages should be maintained when used, including font, color, resolution, size, and placement of all graphic elements. The guidelines should also include examples showing how the images can be used.
 - A consortium or collaboration among partners such as a national heritage area usually creates must also develop a **set of guidelines for use of the branding and messaging package by others**. Consider who will be allowed to use these images and if a cost will be associated with their use. For example, DMOs, heritage attractions and other nonprofit partners may be allowed to use the images at no cost, but would be required to maintain membership in the Crossroads Association. For-profit entities, such as hotels, restaurants or retail stores may be required to pay a user's fee with funds going to support the work of the Crossroads Association.
 - Work with DMOs and heritage attractions on policies to **encourage incorporation of the logo and marketing messages** into their promotions, including websites, collateral materials, etc. Use of the branding package may be addressed in memorandums of agreement between Crossroads and heritage attractions (discussed below). Additionally, as the Crossroads Association implements grant programs, at a minimum grant recipients should be required to use the branding package in all materials acknowledging the grant.

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

7.9.6 Marketing

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

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

- Destination profile – a description of heritage attractions and interpretive presentations
- Situation analysis – a description of existing marketing efforts by all partners
- Brand and messages
- Marketing goals
- Visitor research – target audiences for residents and out-of-state; desired visitor experience
- Identified marketing opportunities:
 - Special events, festivals, and programs
 - New interpretive presentations
 - New tour opportunities – scenic byways, heritage trails, etc.

- Marketing strategies and action steps
 - Promotions
 - Public relations
 - Advertising
 - Travel trade sales
 - Promotional publications (Note: description of a family of interpretive publications including promotional brochures and maps is found in Section 7.5.1.)
- Budget
- Timeline and responsibilities

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

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

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

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

Marketing Strategies for Residents

1. “Staycation” campaigns

Traveling close to home may not really be a new phenomenon, but with an economic recession in full swing by late 2008, the buzzword for travel quickly became “Staycation.” Matt Wixon, author of *The Great American Staycation*, defines a Staycation as “a vacation in which the vacationer stays at home, or near home, while creating the environment of a traditional vacation.” Near home usually refers to destinations or activities within a 100-mile range. Staying with friends and family (even if further away) shares similar characteristics with Staycations. A 2009 study showed that 65.9 percent of travelers listed “visiting friends and relatives” as their primary reason for travel (Destination Analysts, *State of the American Traveler Survey*, January 2009). Rising gas prices, overall economic concerns, and lack of time (41 percent of Americans say they experience “time poverty” according to the YPartnership 2008 *Travel Monitor* and Expedia survey) are all frequently cited reasons for not traveling. The good news is that studies show people still want to travel and are finding ways to compensate: 28 percent say they will take at least one Staycation a year (Destination Analysts, *State of the American Traveler Survey*, December 2008).

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

ACTION: Encourage communities to design and promote Staycation campaigns that educate residents about the Revolutionary Era in their hometowns and help them become ambassadors when they host guests or make travel recommendations to friends and family.

This will be a short to mid-term activity of the Crossroads Association and tourism partners and will be designed as an ongoing activity.

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

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

Typical activities for establishing a Doors Open program include:

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

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

3. Community heritage tourism toolkit

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

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

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

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

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

Free or discount admissions and information

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

Engage local businesses and civic organizations

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

Get residents involved

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

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

Marketing Strategies for Out-of-state Visitors

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

1. New Jersey Division of Travel and Tourism promotions

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

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

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

2. Collaborative marketing strategies

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

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

3. Key partnerships

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

Destination Marketing Organizations

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

Lodging Industry

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

Restaurant Industry

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

New Jersey Travel Industry Association

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

Cultural Community

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

Conservation Community

- Providing historical information to nature-based guides and operators helps them to enhance local experiences.
- Historical content in nature-based interpretive panels and signs in areas such as bike routes and river walks.
- Enhance the history-based content at state parks and recreation areas.

New Jersey Universities and Colleges

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

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

7.9.7 Public Relations Tools

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

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

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

- A website **media section**, monitored and updated regularly to ensure that current information is available to the media at all times.
- The content of the website is a suite of **public relations materials**, prominently featuring logo, tagline, and marketing messages, including:
 - **Press kit** – An introduction, a fact sheet with key information on the region, feature-style articles on attractions, story ideas, a list of major annual events, and contact information.
 - **Image file** – A high quality digital library with password-protected access that includes a wide selection of images depicting attractions and events. Such images can also be used for partner websites, tourism guides, tourism sales presentations and advertising. Development of a digital library has been an early action undertaken during management planning.

- **Story ideas** – A selection of ideas focusing on interpretive sites, with contact information.
- **Media releases** – An archive of media releases and a schedule of upcoming releases. Media releases are actually distributed to targeted media – both in-state and out-of-state – via email, but distribution can also be automated through the website through RSS feeds. (Use of media announcements should be tracked through Google Alerts or other tracking systems as part of the performance measurement program.)
- **Press visit guidelines** – Information for the media on how to request assistance in planning a trip and guidelines for hosting the media developed through the participation of sites and attractions, addressing both group and customized media tours. Guidelines should address media credentials, actual assignments, ability to provide examples of previously published work, publication of work in Crossroads targeted media outlets, membership in professional travel writers’ associations, and approval by the New Jersey Division of Travel and Tourism.
- **Media contacts** – Designated media contacts for the Crossroads Association and participating sites, trained in how to respond to the media.
- **Development of a media database**, with the help of New Jersey Division of Travel and Tourism and DMOs, with sections on 1) out-of-state travel writers, including print and broadcast in targeted states as well as travel industry writers and writers for selected special interest publications, and 2) in-state media including print, broadcast, and internet outlets. Such a database should be continually updated.
- **Press trips** inviting the media to experience the national heritage area first-hand. Itineraries highlight particular sites, themes, and storylines and may also be planned to showcase upcoming events or programs.
- **Training for heritage sites on how to work with the media**, presented by experts specializing in working with travel media, offered at least once a year and scheduled in advance of press trips. This includes instruction on how to respond to individual media requests, understanding the needs of local media vs. travel writers, how to solicit media coverage, and how to host press trips.
- **Internet and social media outreach**, to generate ongoing interactive dialogue:
 - **A Facebook site** to build an audience for ongoing interaction through promotion of upcoming events, new itineraries, and publications. Other Facebook pages can be explored to gather ideas for the Crossroads site. Adding elements such as weekly “history bits,” questions to invite discussion, ticket giveaways, links to the Crossroads newsletter and press releases, soliciting memberships, etc., will provide reasons for regular visits to the site. The site should be monitored regularly in order to respond to any negative posts immediately.
 - **A section on the Crossroads website** for visitors to post reviews, ideas for itineraries, and photos from their visit to the national heritage area. This section should be monitored so that posts are approved before going live on the website.
 - **Other internet tools** such as Twitter and YouTube can also be explored and considered for use in direct promotions as appropriate.

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

ACTION: Develop a public relations and communications plan. *This should be a short-term activity of the Crossroads Association with ongoing implementation. (Also see Chapter 11.)*

7.9.8 Programming and Itineraries

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

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

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

Programming Visitor Gateway Interpretive Sites

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

In addition to placing information about the event on the Crossroads website, information can also be made available to visitors on their cell phones. In such a program, visitors are able to immediately access information about specific tours and other programs, allowing them the flexibility of making changes to their travel plans to add new activities once they are in the region.

This activity would serve several purposes:

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

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

Itineraries for Visitor Gateway Sites

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

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

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

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

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

7.9.9 Visitor Services

Visitor services are defined as all of the support needed to ensure a positive experience for the visitor. This includes operation of a visitor information center, conducting hospitality training, maintaining wayfinding signage, addressing overall community appearance, and having a variety

of types of lodging, restaurants, and retail establishments. The welcome that is extended from hospitality industry workers at every encounter with visitors is highly important. During the management planning process, Crossroads board determined that designating “Visitor Service Communities” will assist visitors in knowing where to find these resources.

Table 3.xx [3.1.2] includes a preliminary list of 27 potential Visitor Service Communities that offer visitor services and also have an appealing historic character. Of these, 21 are also Legacy Communities – communities that existed during the time of the American Revolution. Key steps for developing a “Crossroads Visitor Service Community” program are:

- **Working Group** – Form a working group to oversee development of the program, drawn from the Heritage Tourism Management Committee (described below), which includes representatives from DMOs and tourism bureaus.
- **Visitor Research** – Establish a Crossroads visitor research program that includes gathering insights on visitors’ impressions of the region’s services, as described above [Section 7.6.3]. The research should include such questions as: Were visitors able to easily find a welcome center? Did they feel there were adequate choices for lodging? Where did they dine? Did they make any purchases while in the region? Were they able to follow signage and easily find their way? Data from the answers will inform the priorities for focus in developing or improving visitor services.
- **Inventory of Visitor Services** – An inventory of visitor services is useful in identifying potential Visitor Services Communities. Some of this information may already be available through DMOs and tourism bureaus; therefore it is important to engage these agencies in the inventory process to save time and to ensure that partners are referencing the same data.
- **Establish Criteria** – Once the visitor research and inventory data is analyzed, criteria for recognizing Visitor Service Communities can be set. Criteria should focus in these primary areas:
 - **Information** – Is there a visitor center? What hours is it open? Is it staffed? What information is available?
 - **Community Appearance** – Does the community appear well cared for – clean and welcoming – with signage clearly marking visitor destinations? Do visitors feel safe as they travel through the community by car or bike, or on foot?
 - **Hospitality** – Do visitors say they felt welcome in the community? Were they able to find information they needed to plan their visit?
 - **Lodging** – How many total rooms are available? What is the average room rate? What types of lodging are available (hotels, motels, B&Bs, etc.)? Is there a variety of accommodations from high-end to budget?
 - **Dining** – What types of restaurants are available? Is local cuisine available? Is there a wide range of pricing? What days/hours are restaurants open?
 - **Retail** – Are retail stores available for basic visitor needs (i.e. toiletries, equipment such as cell phone batteries)? Are there retail stores offering locally made products?
- **Review and Selection Process** – The process conducted by the working group should seek to identify those communities with the most extensive visitor services and also to identify communities that could be designated with assistance in developing additional services. It may be desirable to limit the number of communities selected each year depending on staff and partner capacity to support the chosen communities’ entry into the program. The process should include:

- **Community Tour** – A tour of potential Visitor Service Communities allows the working group to assess visitor services in comparison to established criteria, using templates and checklists to assist in evaluating the community’s resources.
- **Review of visitor research and inventory data** – Information gathered from the community tour should be compared to data collected through visitor research and the inventory process.
- **Selection** – At the completion of the review process, the working group designates selected communities. Partner organizations (i.e. heritage attractions, Main Street Programs, chambers of commerce and others) will be notified of the designation.
- **Publicize Designations** – The working group will develop a system to publicize “Crossroads Visitor Service Communities” to visitors – both in-state and out-of-state. This could include developing an emblem to accompany the Crossroads logo which signifies visitor services are available. The emblem can be used in all collateral materials (especially on maps) as well as websites and signage.
- **Wayfinding Signage** – Wayfinding for heritage area attractions should be coordinated with existing state and local wayfinding systems and could also be developed as part of the Crossroads signage standards and guidelines.
- **Hospitality Training** – Hospitality training is part of the “infrastructure” necessary to host visitors. Training ensures that visitors not only feel welcomed, but that travel industry front-line employees are able to answer questions and offer information that helps visitors plan and enjoy their trip. A typical program for a large regional consortium should include:
 - **Research** – research hospitality training programs in other national heritage areas and communities to determine the elements that are needed to create a customized program.
 - **“Train-the-trainer”** – this method trains a core leadership group to provide training to front-line employees in visitor centers, historic sites, hotels, restaurants, retail businesses, and other businesses where employees interact with visitors. Planners may reference *Welcoming Visitors to Your Community: Training Tour Guides and Other Hospitality Ambassadors*, a booklet in the National Trust for Historic Preservation’s Information series. The publication includes instructions and examples of successful programs.
 - **Marketing to tourism businesses and sites** – getting the word out to the special audience for this program should be planned carefully.
- **Retaining Designation** – A schedule for cyclical review of designated communities, between one to three years. The review confirms that communities continue to offer high-quality, critical visitor services.
- **Continued Development** – The inventory of visitor services can be compared to data gathered in visitor research to identify gaps in visitor services that need to be addressed. With this information, Crossroads will be able to effectively advocate for new services such as visitor centers, hotels, or signage.

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

marketing organizations, and participating visitor service communities with ongoing development over the long-term.

7.9.10 Organization, Management, and Partnerships

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

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

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

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

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

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

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

7.9.11 Recommendations for Implementation: Roles and Partnerships

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

- **Crossroads Association** – A high degree of leadership in heritage tourism is needed from the local coordinating entity of a national heritage area in order to build and maintain partnerships and coordinate the implementation of heritage tourism plans. Specifically, the association should address the following strategies and tasks as already identified in actions set forth above:
 - **Marketing Plan** – develop a comprehensive marketing plan with specific tasks and timelines to address the strategies described in this chapter. The Association can then take a leadership role in elements of the plan and organize partnerships to undertake such activities as promoting Staycations, organizing and promoting Doors Open, hosting press trips, coordinating cross promotions, and developing new travel itineraries.
 - **Coordination of Heritage Tourism Management Committee and Working Group Subcommittees** – Identify contacts at each partner organization and establish the network structure.
 - **Communication** – Maintain regular communication with partners through meetings and email to inform them of progress and to confirm partners' involvement in activity development, completion, and measurement. While the day to day leadership is provided by the Association with the participation of the Heritage Tourism Management Committee, all partners should feel intimately involved in the process.
 - **Visitor Research** – Take the lead in developing the visitor research program including selecting a research company and coordinating visitor research with partners.
 - **Project Research** – Serve as a clearinghouse for research necessary to develop components of the heritage tourism plan. For example, association staff can research Facebook pages used by other organizations to gather ideas for improving the Crossroads Facebook page.
 - **Advocacy** – Advocate with other organizations, community leaders, and the residents to build public and policy-level support for heritage tourism.
 - **Grant Program** – Develop a grant program to provide heritage tourism marketing grants to partners. Fund activities specifically related to the marketing plan, such as cooperative advertising, development of websites, hosting press trips, or creating media kits. Grant criteria should be designed to encourage joint ventures among partners.
- **Visitor Gateway Sites Working Group** – Visitor gateway sites are to be the primary focus for heritage tourism marketing, particularly in the early stages of marketing development. In addition to the working group for a collaborative plan for gateway interpretation, as described elsewhere in this chapter, these sites should establish a working group for marketing. Activities should include:
 - **Marketing Plan** – Share current marketing plans so that they can be acknowledged or incorporated into the Crossroads marketing plan, and assist in implementation of the marketing plan and measurement of results.
 - **Visitor Research** – Participate in developing visitor survey instruments, serving as primary locations for visitor intercept surveys and focus groups, and reviewing findings.
 - **Cross Promotion** – Work closely to identify and undertake cross promotion opportunities. In particular, travel itineraries should link the sites and extend to other regional interpretive sites as appropriate to themes and storylines. Other

ways to engage in cross promotions include hospitality training, joint press releases, website links, and cooperative advertising.

- **Memorandum of Agreement** – Establishment of a marketing network and partnering for the development and implementation of a marketing plan requires partners to rely on one another. To confirm and document their commitment, the working group should establish one or more memorandums of agreement with the Crossroads Association and with each other.
- **Regional Interpretive Sites** – These sites should work together to coordinate their interpretive presentations with other sites (regional, gateway, local) and participate in planning for marketing. The Heritage Tourism Management Committee is expected to include representatives of regional interpretive sites. Regional interpretive sites should expect to follow the **same activities listed for gateway interpretive sites**, including establishing a **memorandum of agreement** and participating in activities selected as appropriate for this group of sites (keeping mind the seasonal nature of many of the sites).
- **Local Interpretive Sites** – These sites will be marketed primarily to residential audiences but can also be used in promotions to out-of-state visitors to supplement visits to gateway and regional interpretive sites, especially through itineraries and audio tours. Activities include:
 - **Marketing** – Local interpretive sites should participate in creating the Crossroads marketing plan in sections that focus on promotion to New Jersey residents.
 - **Staycations and Doors Open** – Local interpretive sites will benefit from both of these promotional programs and can serve as leaders to help Crossroads organize and host these activities, spreading them well beyond gateway and regional interpretive sites.
 - **Cross Promotion** – Local interpretive sites should work together to identify such opportunities for cross promotion as website links, creation of collateral materials to promote local sites, and compiling contact lists of in-state organizations for promotional purposes.
 - **Memorandum of Agreement** – In addition to establishing an agreement to coordinate programming, services, and operations with the Crossroads interpretive presentation, these sites should establish an agreement to work with Crossroads to promote their sites to New Jersey residents. Sites can also agree to participate in promotions targeting out-of-state visitors as appropriate.
- **Destination Marketing Organizations (DMOs) and Tourism Bureaus** – DMOs and tourism bureaus in the Crossroads region include Morris County Tourism Bureau, Somerset County Business Partnership, Trenton Downtown Association, Central New Jersey Convention and Visitors Bureau, Middlesex Chamber and CVB, Monmouth County Tourism Department, Princeton Regional Convention and Visitors Bureau and South Jersey Tourism Corporation. Section 3.5.6 describes the many types of activities undertaken by these tourism promotion agencies and provides an overview of the current marketing messages being communicated to potential visitors. Tourism agencies promote the region's Revolutionary War history to varying degrees. Crossroads Association has the opportunity to play a leadership role in organizing the DMOs and tourism bureaus to develop a Crossroads marketing plan that provides many ways to participate in joint heritage tourism development and marketing efforts. Activities for DMOs and tourism bureaus include:

- **Visitor Research** – The Heritage Tourism Management Committee’s marketing working group should include a substantial number of representatives from DMOs and tourism bureau, since surveys can be designed to provide in-depth information on visitors and the visitor experience to help tourism agencies in their overall marketing efforts. They should participate in developing visitor survey instruments, helping coordinate visitor intercept surveys and focus groups, and reviewing findings.
- **Marketing Plan** – Participate heavily in the Crossroads marketing planning. DMOs and tourism bureaus already have marketing plans, which they should share so that key elements can be included in the Crossroads marketing plan. Likewise, participating tourism agencies should work to incorporate their own plans the marketing activities developed specifically for Crossroads to promote Revolutionary War history and heritage sites.
- **Visitor Services Communities** – Provide leadership in developing and managing the Visitor Services Communities program.
- **Performance Measures** – Provide leadership in developing evaluation procedures and performance measures, and monitoring the results.
- **Memorandum of Agreement** – Establish a form of agreement that will document those activities to which tourism agencies can commit in supporting the Crossroads Association’s heritage tourism programs.

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