



The management plan is a regional framework to assist the State of New Jersey, local governments, nonprofit organizations, and private citizens in preserving and protecting resources of the Revolutionary Era and recognizing those resources for the educational and recreational benefit of present and future generations.

## Creating the Crossroads of the American Revolution National Heritage Area and its Management Plan

The Crossroads of the American Revolution National Heritage Area was created on October 10, 2006 when President Bush signed into law the National Heritage Areas Act of 2006, PL 109-338. It followed recommendations of the *Crossroads of the American Revolution in New Jersey, Special Resource Study, Feasibility Study, and Environmental Assessment*, published in August 2002.

Section 297 of the legislation, titled “Crossroads of the American Revolution National Heritage Area Act of 2006,” established a federal interest in developing a regional framework to assist the State of New Jersey, local governments, nonprofit organizations, and private citizens in preserving and protecting resources of the period and recognizing those resources for the educational and recreational benefit of future generations.

The legislation established boundaries for the heritage area and identified the Crossroads of the American Revolution Association as its local coordinating entity. The Association, founded in 2002 as the only state-wide nonprofit organization devoted to raising popular appreciation of the historical significance of the American Revolution in New Jersey, existed prior to the heritage area’s establishment. The legislation also required preparation of a management plan within a three-year period to be approved by the Secretary of the Interior. This document fulfills that mandate.

The management plan has been developed through a cooperative planning process, including the exploration of alternative futures. The management plan and environmental assessment have also been developed in consultation with the National Park Service Northeast Regional Office and the Superintendent of Morristown National Historical Park.

## DRAFT EXECUTIVE SUMMARY

### A Call to Action and a Vision of Success

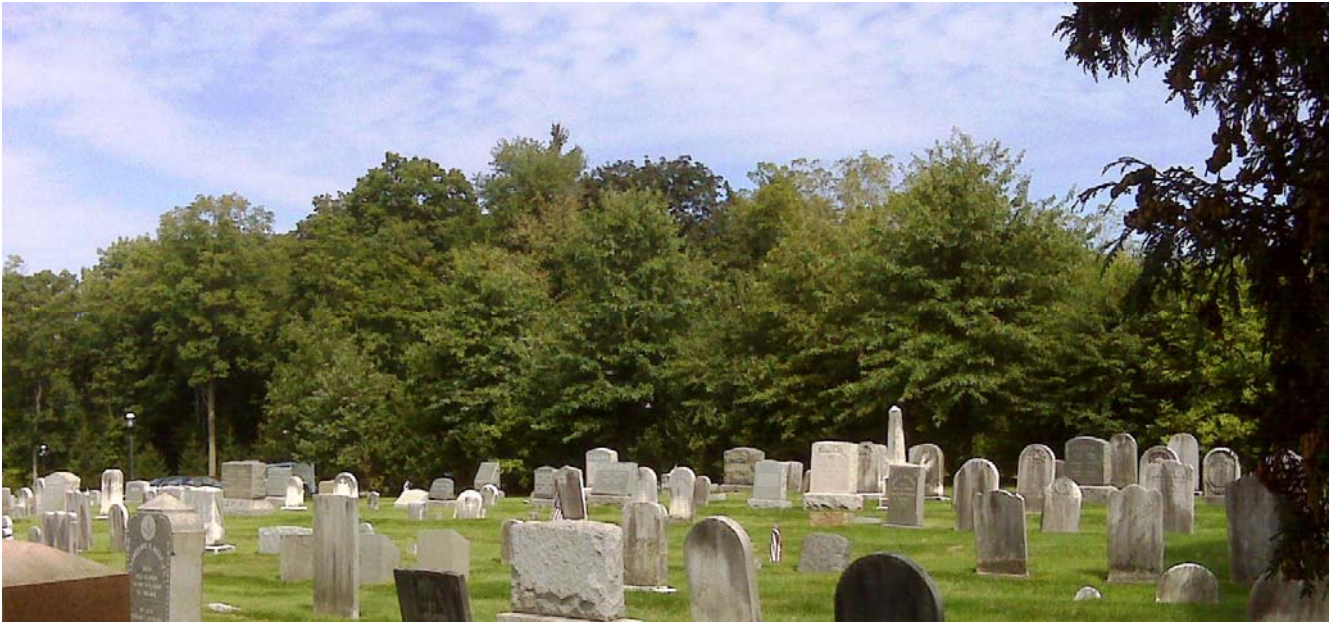
The American Revolution shaped New Jersey – and New Jersey shaped the American Revolution. Geography and strategy compelled warring armies to cross this land so many times that it became known to historians as the Crossroads of the American Revolution. Many New Jersey communities bear the clear imprint of the American Revolution through buildings, battlefields, place names, monuments, plaques, and other resources remaining from the Revolutionary Era.

Yet, the existence of these remarkable resources and their significance are not widely appreciated. Old buildings are taken for granted. Populations have changed. Places where important events happened are not identified. Rapid growth and change over the intervening decades have wiped away much of the character of the Revolutionary War era landscape and adversely impacted the integrity of the increasingly fewer resources that survive. In the process, fundamental aspects of New Jersey’s identity have been obscured and lost to the consciousness of residents and visitors.

***This management plan seeks to change all that.*** It outlines many strategies for a broad range of partners to identify, manage, preserve, protect, link, interpret, and celebrate Revolutionary Era resources for the educational and inspirational benefit of present and future generations. If they are successful, the stories of New Jersey’s role in the American Revolution will become common knowledge once again. The goals and purposes of the heritage area’s creation will be woven into the fabric of New Jersey’s communities and the identity of its citizens. And visitors and residents will know, without a doubt, that they find themselves within a special place worthy of lasting recognition and enhancement.

### An Exciting Endeavor

The creation and implementation of a national heritage area can be an exciting endeavor. There are few collaborative initiatives as broad in scope and positive enough in intent to embrace the entire array of a region’s communities and interests. The Crossroads of the American Revolution National Heritage Area is now poised to begin a new era of creative engagement with the residents of New



The National Heritage Area includes four counties in their entirety (Mercer, Middlesex, Somerset, and Union) and parts of ten others; there are 214 separate municipalities within the 14 counties and 12 congressional districts.

### Where Is the Crossroads of the American Revolution National Heritage Area?

The national heritage area encompasses an area of approximately 2,155 square miles from southern to northern New Jersey. It includes four counties in their entirety (Mercer, Middlesex, Somerset, and Union) and parts of ten others; there are 214 separate municipalities within the 14 counties and 12 congressional districts.

Physiographically, Crossroads is centered on the Piedmont, a region that extends diagonally from the New York vicinity at the northeast to the Philadelphia vicinity on the southwest. Historically, this was a major transportation route connecting the two major cities, and a prosperous, bountiful agricultural region. To the southeast are the pinelands, marshes, and waters of the Coastal Plain. To the northwest are the Watchung Mountains and the hills of Hunterdon, northern Somerset, and Morris Counties.

### The Heritage Area's National Significance

New Jersey's experience of the American Revolution is representative of the trials and conflicts experienced by the newly founded nation as a whole. Its 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. 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 in their communities and daily lives.

Key events that determined the course of the war occurred here. These include the Battles of Trenton and Princeton, which demonstrated the Continental army's ability to fight and changed the British strategy from offensive to defensive; the Battle of Monmouth, which demonstrated the Continental army's ability to confront the British army as an equal; and the terrible winters at Morristown, which tested the army's ability to survive.

Less well recognized, however, are the large number of smaller engagements that were characteristic of the New Jersey experience of, and significance to, the war – more than 700 engagements, skirmishes, and places of interest related to the course of the war over eight years, from 1775 through 1783. The National Park Service's American Battlefield Protection Program lists 296 significant military engagements within the state.

The experience of New Jersey mirrored the experience of the rest of the emerging nation. A fledgling Continental army teetered on the brink of disaster and experienced unspeakable hardship, but somehow emerged intact. 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. Although few decisive events occurred here, through endurance and mere survival a nation was born.

New Jersey's Revolutionary experience is not one of glory and easy triumph. It is an authentic experience represented by small tragedies and personal stories in communities throughout the state and characterized by conflict, contradictions, and complexities; by persistence, endurance, and survival. It was 'Almost a Miracle.' It is a story that lives on in the fabric and character of the place and its people.





Jersey through the development of this management plan and its implementation in association with local, regional, state, and national partners.

Through the planning process many opportunities became apparent with respect to the heritage area initiative in New Jersey. The Crossroads story is rich and engaging, with roots in every New Jersey community. Every community can tell distinctive stories illustrating heritage area-wide themes. Every community has physical reminders of the Revolutionary Era – whether landscapes, historic buildings, monuments, markers, or place and street names. Every New Jersey resident has lived among these reminders of our past and is touched by them in daily life. The American Revolution is strong in the public memory. The idea that remembrance of the Revolutionary Era can be used to help strengthen the identity and spirit of New Jersey's communities today is a powerful vision.

## A Challenging Endeavor

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

## A Realistic Endeavor

Crossroads can play a unique and positive role within this environment. New Jersey has a history of innovative, nationally recognized leadership promoting stewardship of historic and natural resources, supported strongly by residents. These programs have made a substantial impact upon the state's character and well-being. At the

**The Crossroads of the American Revolution National Heritage Area will establish programs that organizations and communities can use to achieve common goals.**

## Key Elements and Requirements of the National Heritage Area's Authorizing Legislation

### Purpose of the designation:

(1) Assisting communities, organizations, and citizens in preserving New Jersey's historic identity; (2) fostering close working relationships among all levels of government, the private sector, and communities; (3) providing for the preservation and interpretation of resources for the educational and inspirational benefit of future generations; (4) strengthening the value of Morristown National Historical Park as an asset to the state; and (5) authorizing federal financial and technical assistance.

**Heritage area boundaries,** depicted on the official map [see xxx]: The expenditure of federal funds appropriated through the legislation is limited to the area within these boundaries. Coordination with American Revolution related programs and resources beyond the boundaries, both statewide and in adjacent states, is encouraged.

**Local coordinating entity's authorities and duties:** These include using funds to make grants, providing technical assistance, entering into cooperative agreements, and contracting for services to implement the management plan.

Federal technical and financial assistance: At the request of the local coordinating entity, the Secretary of the Interior may provide such assistance to the heritage area for development and implementation of the management plan. On request, the Superintendent of the

*(Continued on page 5)*

**At the request of the local coordinating entity, the Secretary of the Interior may provide assistance to the heritage area for development and implementation of the management plan.**



## An Outline of the American Revolution in New Jersey

**While central New Jersey offered an invitation to invasion, much of New Jersey was an unassailable fortress.**

Following the initial outbreak of hostilities in New England, the British ceded Boston to the rebels and made New York City the strategic center for their conduct of the war. They sought control of the Hudson River Valley and split the northern colonies from the southern colonies. When the British seized New York in June 1776, New Jersey became the Crossroads of the American Revolution.

For the British, central New Jersey offered a direct overland route connecting New York with Philadelphia and the southern colonies. The rolling landscape of productive fields and neat farmsteads between the Watchung Mountains to the west and the coastal marshes and pinelands to the east promised bountiful provisioning of men and livestock. The colony's culturally diverse population, dispersed and primarily agrarian, was not generally predisposed to revolution.

While central New Jersey offered an invitation to invasion, much of New Jersey was an unassailable fortress. The Watchung Mountains provided an extended natural rampart defending inland portions of the state and shielding it from surveillance. From the Watchungs, movement and activities in central New Jersey could be observed and disrupted. Behind the mountains, the northeast/southwest trending valleys provided Continentals with a safe route connecting New York and New England with Pennsylvania and the south, free from British view or interference. Abundant natural resources, especially iron ore in both the northwestern mountains and southeastern pinelands, supported the American war effort.

Major battles at Trenton, Princeton, and Monmouth, and winters at Morristown, were critical to the progress of the war. Thwarted by Continental victories at Trenton and Princeton early in the war and suffering repeated attacks by New Jersey militia, the British realized they could not hold the countryside. They withdrew ever closer to the safety of their base in New York City.

This left General Washington free to use New Jersey as a location from which to threaten and encircle New York. The Watchung Mountains provided his army with a safe haven from which they could not be dislodged. The British used New Jersey as a means to probe for weakness. Both armies vied for the food, forage, wood, and other resources that the countryside could provide and launched disruptive forays against each other.

The ravages of occupation stirred a reluctant population to rebellion. Ad hoc New Jersey militias waged unconventional warfare and provided strategic and tactical inspiration for the leaders of the regular army. Bitter divisions developed within communities and between individuals. Amid civil disorder, neighbor turned upon neighbor and allegiances shifted with the fortunes of war. Frequent raids were conducted by both sides. Portions of New Jersey became a no man's land and the countryside was worn down by constant low-level warfare.



## The Mission of the Crossroads of the American Revolution National Heritage Area

The mission of the Crossroads of the American Revolution National Heritage Area is to foster the conservation, preservation and interpretation of New Jersey's Revolutionary War sites and landscapes in ways that enhance public understanding about the people, places and events that transformed the course of American and New Jersey history.

state level, the Green Acres Program and the New Jersey Historic Trust are examples. The Crossroads of the American Revolution National Heritage Area will collaborate with and complement such programs, focusing on heritage development. It can become a strong positive force in New Jersey in support of the diverse community-building interests of its residents.

The Crossroads of the American Revolution National Heritage Area will establish programs that organizations and communities can use to achieve common goals. Crossroads programs will forge connections between communities and result in tangible community benefits that include preserving historic and natural resources, strengthening community character, supporting local economies, and enhancing local quality of life.

## Selecting Alternatives: A Crossroads for Crossroads

During the planning process, the Crossroads Association board, partner organizations, and the interested public explored a range of alternative approaches to the management and implementation of the heritage area. Each emphasized different programming. While each offered considerable benefits, ultimately the Crossroads Association's board determined that an alternative of 'telling the stories to our residents' would be the best way to initiate Crossroads programs, communicate the Crossroads concept, and encourage community engagement. Through such engagement, the broadest possible range of heritage area goals could be achieved over time.

## An Emphasis on Interpretation

In its initial stages, Crossroads will emphasize presentation of the Revolutionary Era story to residents of New Jersey in order to raise public awareness. In telling this story to residents, Crossroads will seek to use it as an active and unifying element for community enrichment and pride.

The Crossroads story can stimulate programming to encourage the preservation and stewardship of historic and natural resources, heritage tourism, community revitalization, and enhancement of local quality of life, to be implemented through local and regional initiative. Guidelines will ensure that local implementation supported by Crossroads is consistent with goals and purposes of the heritage area as a whole and are integrated with the initiatives of other communities and partners. Programs, approaches, and projects will be flexible so that they can be tailored to the differing interests of each region, community, and partner organization.

## Part 1: Environmental Assessment

The management plan for the Crossroads of the American Revolution National Heritage Area is divided into two parts. **Environmental Assessment** is designed to serve as a comprehensive background document for preparation of the plan and fulfill the National Park Service's obligation to comply with requirements of the

## What is a National Heritage Area?

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

## The National Heritage Area's Authorizing Legislation

*Continued from page 3*

Morristown National Historical Park may provide "operational assistance" to public and private organizations for implementation of the management plan.

**Review of federal projects:** Any federal agency conducting or supporting an activity that directly affects the heritage area shall consult with the Secretary and local coordinating entity and to the maximum extent practicable coordinate with and avoid adverse effects on the heritage area.

**Federal funding:** Up to \$10 million may be appropriated to the local coordinating entity over a period of 15 years for the heritage area, with a maximum of \$1 million in any given year. The federal share of the cost of any activity assisted shall not be more than 50 percent.

## What Is the Crossroads of the American Revolution Association?

Since its establishment as a nonprofit organization in 2002, the Crossroads Association has worked with a broad range of state and local partners in implementing projects associated with the state's Revolutionary War history. Funded largely through grants, including funding allocations through the National Park Service, the Association has supported local initiatives interpreting and commemorating the American Revolution, undertaken cooperative ventures such as the publication and sale of a guidebook to New Jersey's Revolutionary War era interpretive sites, and served as a catalyst through which issues and opportunities related to New Jersey's Revolutionary War era history may be addressed. Vignettes describing the Association's work to date are [will be] found throughout the final management plan.

## What Is the National Heritage Area's Effect on Property?

The federal law establishing the Crossroads of the American Revolution National Heritage Area prohibits use of federal funds under the law for the acquisition of real property. (Other sources of funds, however, including other federal funds, may be used for the acquisition of property.) The law also states that "no privately owned property shall be preserved, conserved, or promoted ...until the owner of that private property ...has given written consent." Landowners may withdraw their property from within the boundary area upon written request. Nothing in the legislation shall be construed to require public access to private lands, require participation in the heritage area, create liability for private property owners, or modify local land use regulations.



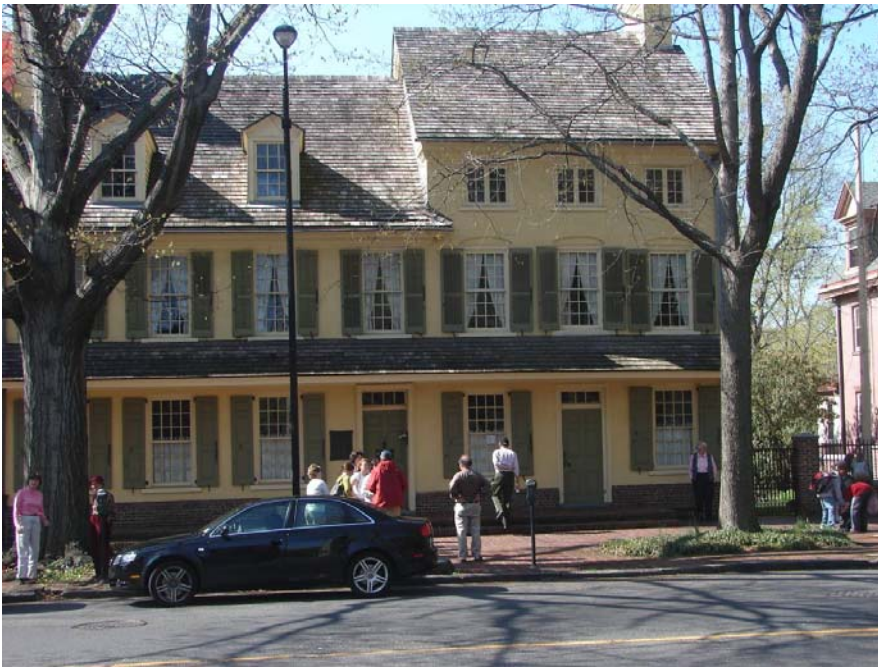
National Environmental Policy Act of 1969, as amended (NEPA). In brief, these chapters are:

- **Chapter 1, Purpose and Need:** This chapter includes important "foundation" information – legislation, significance, mission, vision, and goals. Opportunities and challenges listed in Chapter 1 were identified early in the planning process to shape alternatives and strategies. They were divided into seven categories: the Crossroads story; historic and cultural resources; natural, recreational, and scenic resources; communities and community planning; interpretive sites and visitor attractions; heritage tourism; and potential partnerships.
- **Chapter 2, Alternatives:** The alternatives developed for Crossroads of the American Revolution were developed to test ideas and explore varied approaches, in order to understand the potential impacts and consequences of intended programs and actions. Based upon public input, a preferred alternative was selected for the heritage area. This chapter describes five alternatives that were developed with different priorities and potential outcomes, including the selected alternative.
- **Chapter 3, Affected Environment:** This chapter provides a comprehensive overview of the existing conditions within the heritage area related to the impact topics retained for detailed analysis in Chapter 4.
- **Chapter 4, Environmental Consequences:** The potential impacts, both adverse and beneficial, of implementing the alternatives are presented in this chapter. (Impact topics that were used in evaluating alternatives for management of the heritage area are listed in Chapter 1.)
- **Chapter 5, Consultation and Coordination:** This chapter describes consultations with potential partner organizations, governmental agencies, and the public during preparation of the management plan.

## Part 2: The Implementation Plan

*The Implementation Plan* provides a blueprint for action immediately and over the long term. Chapters 7 through 11 in this part of the management plan address a





separate realm of activity with which the heritage area might be engaged as envisioned in its authorizing legislation, purpose, and mission. Briefly described in the remainder of this Executive Summary, each chapter includes recommendations specific to that subject, to inform decision-making consistent with the heritage area program as a whole. It describes concepts and approaches broadly enough to allow adaptation in responding to changing circumstances over time. Chapter 6, Crossroads Concept and Approach, comprises an introduction to the following chapters.

### **Presentation: Telling the Stories (Chapter 7)**

The core of the Crossroads initiative is its interpretive program, which provides the basis for communicating the significance of the heritage area. All other actions are grounded in this interpretive program. This chapter discusses intended audiences and delineates guidelines and actions for shaping the visitor experience and creating a comprehensive and integrated interpretive presentation.

Crossroads will create and coordinate a multi-level interpretive program focused on reaching the broadest possible audience, both visitors and residents. Attractions – Revolutionary sites owned by public and nonprofit entities – will receive support for site and management planning to identify critical needs and ways to address them.

### **Presentation: Welcoming Visitors (Chapter 7)**

Heritage tourism promotes economic development and supports community revitalization. Taking advantage of interpretation to present New Jersey's Revolutionary Era story to visitors, a Crossroads **heritage tourism initiative** will establish the heritage area as a high quality, national and international visitor destination. Supported by the Association, Crossroads partners capable of

**New Jersey has strongly protected open space, farmland, and historic sites through land conservation and grant programs at the state level. Crossroads will integrate its programs with existing and future historic and landscape preservation organizations.**

## **Goals for Crossroads of the American Revolution National Heritage Area**

### **1. Crossroads of the American Revolution**

Goal 1.A: Ensure that the people of New Jersey, the American public, and international visitors have ample **opportunity to learn** about, interpret, recognize, and preserve New Jersey's sites, landscapes, linkages, and resources related to the state's history and role in the American Revolution.

Goal 1.B: In realizing its mission and goals, Crossroads will **work closely with** all levels of government, the private sector, and local communities in the state.

### **2. Historic and Cultural Resources**

Goal 2.A: Advocate for and facilitate the management, preservation, enhancement, protection, and interpretation of **historic and cultural resources** associated with the American Revolution in New Jersey for the educational and inspirational benefit of future generations.

### **3. Natural, Recreational, and Scenic Resources**

Goal 3.A: Work with municipal governments to guide land use and support compatible forms of **economic development** in a manner that is sensitive to the heritage area's natural, recreational and scenic resources and nationally significant Revolutionary War era historic resources and landscapes.

Goal 3.B: Advocate for and facilitate the conservation, enhancement, and appropriate management of **natural resources** within the heritage area in order to support interpretation and appreciation of the history of the American Revolution in New Jersey, enhance quality of life for residents, and ensure a high-quality visitor experience.

Goal 3.C: Support the development and use of **recreational opportunities** within the heritage area consistent with heritage area educational and interpretive strategies.

Goal 3.D: Support the preservation and enhancement of **scenic landscapes**,

*(Continued on page 11)*

## Guiding Principles

The initiatives outlined in this management plan for the Crossroads of the American Revolution are intended to be flexible in order to allow adaptation to conditions, experience, and opportunities over time. The guiding principles presented here relate to the Crossroads of the American Revolution National Heritage Area as a whole:

### Long-term Interests

**Crossroads of the American Revolution will work in the best long-term interests of the residents of New Jersey. Physical resources and reminders of the American Revolution are a national legacy** tied to the nation's founding. Investment, planning, and action must all result in the preservation of those resources, the enhancement of New Jersey's identity, and a better quality of life for all, for generations to come.

### Partnership

**Crossroads – both heritage area and Association – will work only through partnerships. “E pluribus unum” (out of many, one) should be a mantra.** The Crossroads of the American Revolution Association must use its bully pulpit and resources to encourage partners to consider how to work with others and how to enhance the entire heritage area through their actions. For the most part, the Crossroads Association as the local coordinating entity will engage in or support only those projects that include more than one player, and partners should automatically assume that their needs can be met by the heritage area only through coordination with others.

### Management & Purpose

**The federal authorizing legislation for the heritage area is the fundamental guide for this plan and all programs and actions deriving from this plan.** The Crossroads of the American Revolution Association will provide leadership and guidance for the Crossroads partnership in accordance with the duties and responsibilities outlined in the legislation. Management of the heritage area will work toward fulfillment of the purposes outlined in the heritage area's authorizing legislation.

### Planning

**Every action supported by Crossroads must be adequately planned.** Such implementation activities as interpretation, site development, or recreational linkages are to be supported only on the basis of an applicant's clear statement concerning connection to existing plans for the affected resources, area, site, or town. The heritage area will place a priority on funding such planning as a primary means of supporting partnerships and extending its limited financial resources. Such statements and plans need not be complicated – but they must indicate careful thought, focus, and strategies.

### Resource Protection

**Conservation and historic preservation initiatives must achieve synergy, not simply overlap.** Crossroads will continue and support the state's nationally recognized leadership in conservation and historic preservation. State agencies and statewide organizations for either conservation or preservation are accustomed to supporting one another. This approach must also be reflected at the local level, and be regarded as business as usual in the heritage area's communities. Crossroads will support projects whose planning has accounted for the needs of both historic and natural resources (including scenic and recreational resources as well as land and water resources). **Cultural landscape assessment** accounts for both natural and historic resources in a holistic study of the evolution of a given site or area and provides a deeper understanding of all resources beyond simple inventories. It is a preferred basis for planning and action.

### Communities

Crossroads will strive to engage and empower communities to help them strengthen community character, identity, and sense of place and to enhance the quality of life of residents.

### Property

Crossroads will respect private property rights.

### Authenticity

Crossroads will support authentic places and experiences significant to New Jersey's Revolutionary Era history.

### Sustainability

Crossroads will promote ecological and economic sustainability in its own actions and those of the heritage area's stakeholders. Heritage tourism is an important component of the principle of sustainability, in addition to the economic diversity of communities and regions in the heritage area and yielding economic benefits that help to build partnerships.

### Communication & Transparency

Crossroads will maintain a policy of openness and frequent communication within its partnership, with other organizations, and with the general public.

### Hospitality

Crossroads will encourage a visitor experience where visitors feel warmly welcomed and guided to enjoy New Jersey's Revolutionary history.





## The Vision for the Crossroads of the American Revolution National Heritage Area

A vision for the Crossroads of the American Revolution was presented in the Special Resource Study and Feasibility Study and later explored through a pair of visioning workshops attended by partners and stakeholders for a pilot area within the heritage area in the spring of 2006. This vision has been further refined by board members of the Association during the current planning process as a result of an assessment of existing issues and conditions and input from public participants:

In the Crossroads of the American Revolution the people of New Jersey will create a new sense of place; one of protected Revolutionary War landscapes and cultural sites, interpretive facilities and programs, increased recreational opportunities, improved communities, and compatible economic development. Visitors to the region will gain a new appreciation of New Jersey as they experience its history and outstanding natural and cultural resources. Trail systems and driving tours will connect Revolutionary War sites, and the myriad stories of the American Revolution in New Jersey will be told in cohesive and exciting ways. Communities and sites will have the opportunity to tell their own unique stories within a comprehensive Crossroads interpretive framework. Crossroads will form an integral link to Revolutionary War programs in other areas of the state, the Hudson River Valley, Pennsylvania, and elsewhere.

The people of New Jersey in this and succeeding generations will take pride in this special place and understand how the events that occurred here have shaped the values of their nation and their own lives. New residents whose ethnic and family histories may not be directly related will understand how their lives today connect to New Jersey's experience of the Revolution. Schools will feature the Crossroads of the American Revolution in curriculum units and students will experience first hand the sounds and sites of the Revolution. There will be a life-long personal attachment to the many cultural and natural attributes of the region.

Historic resources, surviving cultural landscapes, and authentic places where events occurred will be protected, improved and appreciated. Their economic value to the region will be realized through increased visitation and supporting economic development. Communities in the region will seek to identify with their history through sensitive community planning and design practices and local programming and events recognizing New Jersey as the Crossroads of the American Revolution.

The many affected interests in the Crossroads of the American Revolution will achieve this vision by collaborating to make this a special region where a rich heritage is explored, promoted, and maintained. Crossroads of the American Revolution will provide exciting examples of effective community partnerships brought about by combining the energies and resources of governments, community organizations, nonprofits, educators, business, and individual citizens.

**Communities in the region will seek to identify with their history through sensitive community planning and design practices and local programming and events recognizing New Jersey as the Crossroads of the American Revolution.**

## Interpretive Themes

Three primary themes cover the range of stories related to the American Revolution in New Jersey. Practically any story related to the American Revolution in New Jersey can be told within this framework. Sites, communities, and regions can use their resources to illustrate aspects of these themes, which in turn connect these places and stories to the broader significance of the American Revolution. The use of themes and related sub-themes will help determine how interpretation will be undertaken heritage area-wide, how regional interpretation might be organized, and how linkages between sites and resources might be created. The three primary themes are:

### A Revolutionary Landscape

Understanding the state's eighteenth century landscape is a vital part of understanding the war. This theme encourages exploration of how New Jersey's critical location, topography, and natural and manmade resources influenced the actions of both armies and the outcome of the American Revolution. Every community and resource within the heritage area can contribute to this understanding by telling its own story in relation to the war.

### Rendezvous for Rebellion

The campaigns and engagements that occurred here greatly influenced the outcome of the war. 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.

### Divided Loyalties

New Jersey's cultural diversity and economic circumstances created varying opinions 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.

## Elements of the Crossroads Interpretive Program

The following elements of the Crossroads interpretive program will be tailored to the character of each portion of the heritage area and the stories they have to tell:

### Statewide Presentation through Primary and Regional Attractions

Primary and regional Revolutionary Era visitor attractions (historic interpretive sites, battlefields, museums, etc.) will be featured in presenting the overall story of the American Revolution in New Jersey. This presentation will be the core that can draw **heritage tourism**. It will also establish a high level of quality, authenticity, and creative engagement and set up an **integrated network** for interpretation. This approach will establish the overall statewide context within which the state's many significant local attractions, legacy communities, and historic landscapes and sites can be appreciated.

### Coordination with State and National Initiatives

Crossroads will coordinate its interpretive presentation with those of **other state and federal initiatives**, including the Washington-Rochambeau Revolutionary Route and National Historic Trail, New Jersey Coastal Heritage Trail, New Jersey Pinelands, Hudson River Valley National Heritage Area, and Schuylkill River Valley National Heritage Area. Collaboration with premier attractions such as the National Constitution Center, American Revolution Center, Independence National Historical Park, Valley Forge National Historical Park, and Pennsylvania's Washington Crossing State Park shall also be sought.

### Regional Storylines and Thematic Presentations

Particular geographic regions within the heritage area will be identified to present key storylines. These regional storylines will feature legacy communities, local attractions, regional attractions, and heritage byways that will work collaboratively on a coordinated presentation. Together, these storylines will fill out the statewide story with a richness of detail and give visitors and residents **opportunities to explore** stories, sites, and communities at deeper levels. An interpretive plan will be created by participating local and regional partners for each storyline, coordinating interpretive presentations between local and regional sites and attractions. Similarly, sites and attractions that feature interpretation of common themes and stories across the heritage area will have the opportunity to collaborate and be marketed as **linked thematic presentations** based upon the Crossroads themes and sub-themes.

*(Continued on page 13)*

Interpretive themes connect local places and stories to the broader significance of the American Revolution.

The Crossroads story can stimulate programming to encourage the preservation and stewardship of historic and natural resources, heritage tourism, community revitalization, and enhancement of local quality of life, to be implemented through local and regional interest and initiative.





developing a **world class visitor experience** will orchestrate interpretation, visitor services, community character, and communications worthy of a premier destination. Deeper visitor exploration will be encouraged among the constellation of smaller house museums, historic sites, storyline presentations, and other historic communities.

**The heart of the heritage area concept is the idea that forming partnerships gains more through synergy than any single organization can achieve.**

The initiative will establish high quality standards for visitor attractions, visitor service communities, marketing, and communications. The heritage area will also implement relevant aspects of the recently completed state heritage tourism plan. **Visitor service communities**, selected based upon **criteria for quality** that include commitment to community character, will provide lodging, dining, shopping, and services. **Hospitality training** programs will be developed and maintained.

## Research and Education (Chapter 8)

To support interpretation, Crossroads partners must work together to conduct research on topics related to the Revolutionary Era in New Jersey – research that should be made available to as many organizations and individuals as possible. This chapter also outlines how Crossroads programs might be integrated with state, regional, local, and private educational programming to reach out to a wide and diverse audience.

Crossroads will convene a **committee of scholars** to identify issues and needs associated with research on the American Revolution in New Jersey. This will be an endeavor for the **long term**. Universities, historical societies, archeologists, and independent historians will lead the research initiative. The possibility of creating an **academic center** for the study of the American Revolution in New Jersey will be explored.

The heritage area's comprehensive interpretive program will be its primary educational initiative. A more formal educational program, however, will also be specifically created by the heritage area for school students – the largest and most

## Goals for the National Heritage Area

*Continued from page 7*

**communities, and resources** within the heritage area in order to support interpretation and appreciation of the history of the American Revolution in New Jersey and ensure a high-quality visitor experience.

### 4. Interpretation, Education, and Research

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

Goal 4.C: Establish a long-term **program of research** that will add to the knowledge and understanding of the Revolutionary War in New Jersey and will support the preservation and interpretation of Revolutionary War resources and artifacts.

### 5. 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**

*(Continued on page 13)*

## Preservation Guidelines

In implementing its preservation program, the Crossroads heritage area will be guided by the following points:

1. **Heritage area partners should work together to strengthen New Jersey's existing preservation structure** and make it as effective as possible. This structure has three levels: statewide, county, and local. National organizations and programs create a fourth level upon which many state initiatives depend.
2. **Heritage area partners should work to engage, energize, and facilitate local preservation initiatives.** Preservation happens most effectively at the local level. Local individuals, organizations, and governmental entities know their resources and issues. They are alert to threats and are on the scene to undertake advocacy when needed. In New Jersey land use and growth management powers are held at the municipal level. Municipal government is where preservation programs should reside, a fact recognized by most state-led preservation programs.
3. **State-level programming, incentives, and technical assistance are necessary to encourage and support preservation at the local level.** The Crossroads heritage area is effectively such a state-level program. Crossroads initiatives should be implemented through such statewide heritage-area partners as the New Jersey Historic Preservation Office, Preservation New Jersey, and others. Crossroads should provide additional resources and support for these partners.
4. **County-level agencies and organizations are essential partners in working with local municipalities and organizations within their jurisdictions.** There are too many local municipalities within the heritage area for state-level partners to effectively engage each one individually. The heritage area should coordinate, empower, and support county-level entities such as cultural and historic commissions and planning commissions to work with local municipalities on preservation and growth management.
5. **Crossroads focus is the preservation of Revolutionary Era resources, but to be effective the entire state preservation structure must be strengthened.**
6. **A primary role for Crossroads is to raise public awareness** with respect to New Jersey's Revolutionary Era history and history in general, through interpretation, communications, marketing, and heritage tourism.
7. **Crossroads preservation efforts should help broaden the concept of preservation by focusing upon landscape context.** For many years, historic preservation was focused primarily upon historic buildings. Due to intense development pressure, many have lost their landscape context. Now is the time to focus upon preserving historic landscapes where they still retain integrity. This is especially appropriate with respect to military sites, many of which are landscape and archeological in nature. Preserving open space and landscapes has broad public support and helps enhance community character and quality of life.
8. **Research and documentation is necessary to support preservation.** Understanding events and the places where events occurred provides necessary information to guide preservation actions and decision-making with respect to land use and resource protection.
9. **Crossroads partners must be focused and strategic in making the major difference expected from national recognition and investment.** What resources are in greatest need of protection? What are the best programs to establish and actions to take? How can other elements of this plan – such as research, interpretation, and heritage tourism – create synergies and establish programs that will also result in preservation?
10. **The Crossroads of the American Revolution National Heritage Area should be a strong advocate for preservation.** Most preservation battles are fought at the local level, but Crossroads has a strong role to play in advocating for preservation at the state and national levels as well as weighing in on local issues when it can be effective.







important audience at many of the state's Revolutionary Era attractions. These will include **enriched offerings**, specialized staff assistance, and the leadership of historic sites, historical societies, and other organizations. Crossroads will help coordinate, support marketing and communications, and provide programmatic incentives.

Crossroads will develop a **comprehensive public communications and education plan** that will seek to make educational and interpretive opportunities as widely known, appreciated, and relevant as possible. This will include a calendar of **public events** led by communities and local organizations and marketed through the heritage area.

## Historic Preservation (Chapter 9)

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

The Crossroads of the American Revolution National Heritage Area will be a major new forum through which historic preservation action will be fostered. Through its interpretive outreach to residents, Crossroads will help establish a climate that supports public and private historic preservation initiatives. Crossroads will encourage **partnerships for the preservation and stewardship** of historic and cultural resources within the heritage area using traditional preservation programs and developing new programs and incentives where possible. Statewide preservation organizations, regional organizations, and county governments are key partners, and the program should be undertaken in concert with goals and actions identified in the statewide preservation plan. The management plan calls for a broad-based **inventory** of Revolutionary Era resources, programs focusing on **legacy communities** and **visitor service communities**, and **incentives and technical assistance** for municipal preservation plans and programs for resource protection.

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

This chapter is about reaching out to communities throughout the heritage area and actively supporting policies, programs, and initiatives that strengthen community

## Goals for the National Heritage Area

*Continued from page 11*

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.

## 6. Morristown National Historical Park

**Goal 6.A:** Strengthen the value of **Morristown National Historical Park** as an asset to the state through networking and partnerships that help depict the New Jersey landscape and represent the state's role as the strategic fulcrum during the American Revolution.

## Elements of the Interpretive Program

*Continued from page 10*

### Heritage Byways

Regional touring routes will be identified and developed as heritage byways within the Crossroads heritage area..

### Community-based Interpretation

Every community and every site will have the opportunity to participate in the Crossroads presentation in accordance with heritage area-wide interpretive guidelines. They will be encouraged to **tell their own stories** reflecting Crossroads interpretive themes. Special programs will be encouraged for **'legacy communities'** that existed during the Revolution.

### Revolutionary Legacies

In the region's heavily urbanized areas where historical integrity has been lost and residents may have difficulty relating to stories of the Revolution, special programs will emphasize the **ideas and ideals** of the Revolution over the interpretation of events, and their relevance to contemporary issues that communities and individuals face today.

The Crossroads Association will establish and implement a development program to raise funds from federal, state, foundation, corporate, individual donor, and entrepreneurial sources. Matching funds will be required for most heritage area projects in order to leverage project support and commitment.

## Definitions

**Crossroads, Crossroads Heritage Area, heritage area:** Shorthand reference to the entire National Heritage Area and its programs, encompassing both Association and partners.

**Crossroads Association, Association:** the Crossroads of the American Revolution Association, an independent non-profit organization and the managing entity for the heritage area as designated by Congress. These are the only terms used to refer to the Crossroads of the American Revolution Association other than use of its full name.

**Partners, All Partners:** Partners hold the primary stake in the Crossroads of the American Revolution National Heritage Area. Whether informal or recognized formally – both are intended in this plan – partners are “the heritage area’s owners.” The heart of the heritage area concept is the idea that forming partnerships gains more through synergy than any single organization can achieve. “All partners” is a phrase referring to the Association plus every other partner.

character and enhance quality of life. It addresses the key roles of landscape conservation and scenic byways, and support for recreational initiatives and the protection of natural resources. Work described here is central to the ultimate benefit and value of the heritage area initiative. It seeks to relate community heritage and identity directly to community revitalization, enhancement, and wellbeing.

New Jersey has strongly protected open space, farmland, and historic sites through land conservation and grant programs at the state level. Crossroads will integrate its programs with **existing and future historic and landscape preservation organizations**, strengthening their efforts with **additional incentives and parallel actions**. In such collaboration, Crossroads will emphasize preservation and stewardship of the **physical presence of the Revolutionary Era**, including buildings, landscapes, archeological sites, historic communities, commemorative markers, monuments, and related natural resources.

Underlying all heritage area efforts will be the goal of having a material, positive impact on the quality of life of residents. **Community revitalization** can stem from interpretive programming, historic preservation and other resource stewardship initiatives, and work to enhance the visitor experience. To reinforce Crossroads program’s impacts and strengthen community character, excellent community planning and best practices at the local municipal level are essential. Crossroads will collaborate with county, regional, state, and nonprofit planning entities to provide **incentives and technical assistance at the local level**. Individual communities within the heritage area will be encouraged to develop comprehensive revitalization programs emphasizing historic preservation, open space, landscape conservation, community **parks and open space**, and **energy conservation and sustainable systems** (lowering energy use, managing stormwater, and improving water quality). In its own heritage area programming, Crossroads will require threshold levels of planning and provide support in achieving them.

Opportunities for **outdoor recreation** are an important community amenity and support the visitor experience. These can include trail networks and local touring routes linking communities, interpretation of the Revolutionary Era in parks and along trails, and family-oriented community-building activities in public parks and elsewhere supporting public dialogue and interpretation of community identity. Public events such as marathons and bicycle races will be encouraged and will have a thematic orientation supporting community revitalization.

## Crossroads Management (Chapter 11)

The heritage area effectively is a partnership composed of many organizations throughout the region; it is through their cooperation that the vision for the heritage area will be fulfilled. Partners involved in the heritage area initiative must organize their activities and the Crossroads of the American Revolution Association must grow its programs in response to partners’ needs. This chapter outlines how the Crossroads partnership will be structured and shaped over time to achieve the heritage area’s mutually beneficial goals.

The Crossroads of the American Revolution National Heritage Area will be a **partnership initiative** embracing leadership and participation from a wide variety of organizations, with heritage area activities tailored to the needs and capabilities of committed partners, all orchestrated by the Association as local coordinating entity.

The Crossroads Association will take the lead in establishing and implementing programs related to heritage area-wide policy, interpretation, preservation of Revolutionary Era resources, development, marketing, and communications. Critical





partners are **other state-level and large regional organizations already leading** efforts related to land conservation and stewardship, natural resource protection, recreation, community planning, and historic preservation.

At the regional and local levels, the Crossroads Association will partner with **teams of existing organizations** that come together to organize and implement heritage area projects and programs. **Priority projects** will be identified by the Crossroads Association in consultation with its partners. In the beginning, initiatives will be **organized primarily on a project-by-project basis**, with teams formed for implementation and led by one or more larger organizations or agencies. Each partnership team responsible for implementing a mutually agreed-upon project will be expected to develop a work plan, budget, priorities, schedule, and metrics for evaluation, supported by technical assistance from Association staff. Over time, a more formalized structure of such teaming relationships may develop.

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

The entire management plan is designed to provide guidance to the Crossroads Association and heritage-area partners for a minimum of ten years. Chapter 11 also provides guidance for the first 18 months to two years of implementation – up to mid-2013 – and provides the foundation for creating a strategic plan within that timeframe. A strategic plan is designed to meet the heritage area's goals, although strategic focus at a given time may dictate that some goals receive more attention. Strategic plans are designed for adaptability – the details of timing, focus, staffing, and actions are put in place through yearly work plans. While maintaining focus on first-phase strategies and “big ideas” listed here, the Association's board and staff also expect to pursue many small steps toward achieving visibility and providing service to partners.

Following are six basic activities for the Association to pursue in startup. Each supports the other; the order in which they are presented begins with two that are unique to the heritage-area concept, critical to the Crossroads mission, and keys to gaining support: building a “Crossroads Presence,” and collaborative interpretation

## Relationship to Other Plans and Projects

Planning is a key element of the Crossroads program and is essential to fulfilling its mission of preserving historic, cultural, and natural resources associated with the American Revolution in New Jersey. Partners' planning goals, strategies, and actions are an important context for the management plan. Heritage area programs should support and complement its partners' plans and, where appropriate, use those plans to help implement heritage area goals and strategies. There are many plans related to this management plan:

- Plans in adjacent states, such as the Hudson River Valley National Heritage Area, Schuylkill River National Heritage Area, and Washington-Rochambeau Revolutionary Route;
- The New Jersey state plan;
- The New Jersey Historic Preservation Plan;
- Regional area plans within New Jersey such as the Highlands Plan, Pinelands Plan, and Coastal Heritage Trail;
- Statewide initiatives such as the state heritage tourism plan and wayfinding plan;
- Other multi-jurisdictional initiatives such as scenic byways, tours, and recreational trails;
- Community comprehensive, open space, preservation, and master plans at the county and municipal levels;
- Agency and nonprofit planning for the conservation and stewardship of open space; and
- Master plans, resource plans, preservation plans, and interpretive plans for individual historic sites, parks, and natural resources.

**Partners' planning goals, strategies, and actions are an important context for the management plan.**



toward the goal of creating a world class visitor experience. More details are provided in Chapter 11 and throughout Chapters 7 through 10.

### **Strategy 1: Focus on Identity and Branding**

Consistent visual identity and messaging comprise a “brand” that allow residents and visitors to expect certain qualities from the Crossroads of the American Revolution National Heritage Area. This is the first step toward building a “Crossroads Presence,” which is also supported by interpretation and communications in the first phase, and by marketing over the long term.

### **Strategy 2: Focus on Core Interpretive Activities**

Story-telling, developed by virtue of many kinds of partnership, is the most critical activity of the heritage area as the public will experience it. Interpretation highlights the importance of historic resources, educates audiences (including students), creates linkages that support community revitalization, and stirs community pride. The National Park Service, authorized under the heritage area’s federal legislation to provide support upon request, has been asked to provide interpretive support as a first priority.

### **Strategy 3: Prepare for Heritage Tourism Marketing**

Until the “tourism product” envisioned under the interpretation strategy and the Crossroads brand/identity are further developed, Crossroads has little to market intensively to potential visitors who live beyond the heritage area. During the first phase of implementation, however, there are steps that will position partners for later development of a marketing plan.

### **Strategy 4: Build the Association’s Communications and Outreach Capabilities**

A comprehensive communications plan is a critical companion to branding and excellent interpretation in the first phase of building a complete “Crossroads Presence.” The Association, as the coordinating entity, must have a single, strong voice that is “on message” and engaged with the telling the public about its vision and goals.

### **Strategy 5: Build the Association’s Sustainability through Fundraising and Development**

The Association must raise the match for any federal support offered through the heritage area’s authorizing legislation, and aims to leverage this base support many times more in order to achieve the vision in this plan. Developing and implementing a long-range development plan is an urgent step. Although this strategy focuses on building the Association’s ability to meet its responsibilities as coordinating entity, a measure of the Association’s success will be investment made by partners.

### **Strategy 6: Build Organizational Strength to Lead Heritage Area Partners**

Simply put, the Association’s board and staff must grow to implement the management plan, in order to leverage the maximum advantage from the participation of many willing partners. From one full-time executive director and occasional contract assistance, as is the case now, the Association should grow its capabilities during the first phase to a point that it can provide the leadership implied in all preceding strategies.

Crossroads of the American  
Revolution National Heritage Area  
*Draft Management Plan Executive  
Summary*

© Crossroads of the American  
Revolution Association and Heritage  
Strategies, LLC

Photos by Peter C. Benton, Heritage  
Strategies, LLC