

Getting Ready for Marketing

Before spending thousands of dollars on materials, events, and other tactical approaches to attract and retain markets, it is essential to take several steps to understand what draws existing markets to local attractions, define current and potential markets, identify prospective partners, and assess perception of the role of Heritage Tourism in the local area. With input on these considerations, messaging, materials and outreach can be targeted to communicate benefits of Passaic County Heritage Tourism and to engage partners and prospective visitors.

The first step in developing a successful marketing plan is to identify the following:

- Who are our visitors: what are their ages, socio-economic backgrounds?
- Where do our visitors come from?
- How long do they stay?
- What did they spend money on—and how much?
- What are the seasonal patterns of visitation?
- Why did they visit a particular site or attraction?
- What educational or recreational experiences did they seek? Did they find them?
- What were their expectations? Were they met?
- Did the site's service offerings support the number of visitors?
- What did visitors remember?
- Did we give them a reason to return?
- How did you get here?

Next, pay a visit to your site and neighboring sites. During the visit, consider the following:

- Take a look at signs, parking, rest areas, nearby transit options
- Is it accessible? Is an interpreter available? Are other languages featured?
- Note hours, entrance fees
- Stop and ask for information en route to the attraction —see if gas station attendants or local shop owners can give you directions or information.
- Look for hotels, restaurants, shops and other places of interest. Note how easy or difficult they are to find or access, whether in a vehicle or on foot.
- Consider the character of the neighborhood and determine any areas of concern.

With this core assessment providing a guiding foundation, next focus on potential visitors and new markets. Answer the following:

- Given our understanding of our current visitor market, what new target markets might be interested in the experiences our site offers?
- Who are they—what is their age, socio-economic background?
- What benefits would we promote to this new market—why would they choose to visit our site?
- How do we reach these new market groups? Do they belong to organizations or clubs?
- How have other sites attracted these same markets?

- Is our site able to support an increase in visitors—can our parking, volunteers, etc., handle an increase?
- Is this new market seasonal?

Next, consider current and potential partners.

- Who will benefit from a successful Heritage Tourism marketing effort in Passaic County?
- What organizations and interest groups are potential partners (civic groups, schools, chambers of commerce, major employers, recreation groups, transportation/transit groups, government/municipal agencies)
- What media are likely partners?

Once you have the list of current and potential partners, it is important to gain an understanding of their perspective on Heritage Tourism, and where their needs, preferences, values, and interests coincide with those of the tourism organization or attraction. Based on the potential for mutual benefit, incentive programs and other collaborative projects should be explored. Ask the following questions:

- Have you heard of (our site)
- Have you ever visited any attractions in Passaic County? If yes, which one? Why did you visit?
- Would you recommend visiting the Passaic County attractions to a friend or a group? Why or why not?
- Do you mention Heritage Tourism when you promote your program/business/service?
- How do you obtain information about attractions, tourism or Passaic County? Do you use Facebook? Twitter? YouTube?

- Provide opportunities to volunteer donate or receive a monthly newsletter.

With this information in hand, you can begin to build a strategy for reaching partners and potential partners. By finding the fit between your organization—where your missions overlap and complement, you can build collaborations that have lasting benefits.

Market for Success

To draw new people and money into your community, develop a multi-year, tiered marketing plan. Your goal is to reach your target market and to seize opportunities to partner with local, regional, state, or national groups. Include these five components in your marketing plan:

1. Public Relations
2. Social Media and Advertising
3. Branding
4. Outreach Materials
5. Events and Promotions

Public Relations

Public Relations can offer a cost-effective way to promote your attraction through the media and through relationships with other sites or organizations.

Let's start with Media Relations: By keeping the media informed about your site, about the importance of your site to the local community, and about news related to your site—people, events, activities, exhibits, you can create a partner in the media. Here are some steps to take:

- Create a press kit: Fill a folder with useful

background information for the media, including a fact sheet on your site, information about visitors, a brochure, map, bios of board members or other note worthies involved in your site.

- Create a photo library: Media often seek good quality images to accompany their stories—and a good photograph will almost always increase the amount of space allocated to a story. Start taking pictures at every event, and begin building a photo library you can select from when the media requests a photo.
- Create a media list: Identify the media outlets (local, regional, and national) likely to be interested in your site, and the subject matter it represents. Call each outlet to learn the reporters most likely to cover your subject area, and collect their contact information.
- Conduct a media tour: In collaboration with other sites in your area, arrange a press tour for travel and subject matter writers to acquaint them with your attractions.
- Issue press releases: Press releases should be sent only in response to something newsworthy—a holiday tour, receipt of a grant, a new website, a special visit. Be sure press releases are issued to the media, as well as to the list of current and new partners you developed.
- Write public service announcements: These short scripts (15 or 30 seconds) can be used by radio announcers before and after newscasts, and are free to non-profit sites or organizations. Call your local radio station and ask how to arrange for these spots.
- Post videos: Videos can offer a real-time look at the site. Live streaming videos on your website or on a social media network can give the media a chance to virtually attend special events and report on them for newspapers and local TV networks. Announcing this live feed capability before your event, you can boost coverage and visitation.
- Building relationships with other sites and organizations will increase your visibility locally, and can place your site higher on the travel planning list. Here are some low-cost ways to forge these partnerships:
 - Fam Tours: Familiarization, or “Fam” tours, can be coordinated among a group of sites to build and maximize relationships locally, and with tourism planners. Consider an educational tour for school planning groups, local officials, and travel agents. Prepare a kit for the tour that includes a list of the sites they will see, specific benefits of each site, suggested itineraries, planning contacts and other relevant information on food, lodging, and services.
 - Community Open House: Organize a free-for-the-day event either for a single site, or for a group of sites. Use the media contacts you have established to promote the event.
 - Create a Presentation: Using PowerPoint, or some other presentation software, create an overview of your local sites that includes all of the benefits you uncovered in your early work. Make presentations to local officials and organizations to increase their understanding of the importance of Heritage Tourism in the local market.
 - Attend travel industry shows: A cooperating group of sites can share the expense for exhibit design, staffing, and materials at trade shows, making it possible to leverage these

opportunity-filled events that expose your site to the professionals who can send visitors your way.

- Design special tours: Create and promote themed itineraries, either around a topic or for a group, with day, half-day and multi-day options, and special features not available to regular visitors. Offer discounts or special hours to those tours with 20 or more people, or for local and regional schools.

Social Media and Advertising

Social media are online tools for exchanging information, ideas and resources—social networking is the use of social media to connect with partners, stakeholders and visitors. Starting and maintaining a social media presence is cost effective, easy to use and update.

Social media platforms, such as Facebook, Twitter and YouTube, now compete with traditional media and are an integral part of marketing plans. The use of social media offers:

- Low cost outreach;
- Unlimited access to stakeholders;
- Simplicity and flexibility; and
- A means to build relationships that can easily be integrated into any marketing effort.

Establishing and implementing a social media strategy can assist Passaic County in:

- Building a community around your attraction;
- Increasing traffic to your website;
- Promoting meetings and events;
- Creating opportunities to interact with your

market by inviting comments on different topics of interest, from promotion ideas to subject matter discussions;

- Sharing photos and videos on Facebook and YouTube promoting events, such as fairs, communities and attractions; and new programs such “Best of Passaic.”

How to accomplish:

- Decide how far into social media you will go as a first step: Facebook, Twitter and YouTube make a manageable starting package;
- Assign someone social-media savvy to implement the plan and maintain your social media presence;
- Review “help” sections at each social media site online;
- Brand your page with your logo and messaging;
- Post links to your website, press releases and brochures;
- Stay current and change your information, photos, and events often.

While many heritage sites do not have sufficient budget for paid advertising, the use of paid advertising can be an effective means of promotion, and a creative approach may enable the use of this attractive, though expensive, method of promotion. Collectively, a group of heritage sites can combine funds to generate a sufficient budget to create and place a cooperative campaign dedicated to the area as a destination, possibly promoting an itinerary.

Review what you know about your current and prospective market to determine the most appropriate media and assess what your budget will allow in terms of frequency—the

best paid media campaigns include ads that are seen often, focus on a simple message, and use brief copy and compelling photos.

To ensure you are reaching your target audience and you have proper market saturation, measure your success in advertising. Train your on-site staff to ask, “How did you hear about us” and note responses from each visitor or caller. Measure how many inquiries you received from the campaign. Did visitation increase? Did callers refer to your ads specifically when seeking more information?

Branding

Once you understand your market, you can begin the process of branding your site to appeal to their interests and values. Your site should have a unique logo and a standardized color palette that defines you, and creates a recognizable identification for the visitor.

The sum of every stakeholder touch point is the brand in the stakeholder’s mind, and each touch point offers an opportunity to deliver the defined and desired brand message. The Passaic County Heritage Tourism brand should confer credibility and instill confidence, be clearly identifiable in marketing materials and dominate other brands included in material.

Your brand should consider:

- The brand tagline (captures who Passaic County is, what it does/how it is different, and why it matters/why the stakeholder should care about its value)
- The brand promise (the unique value Heritage Tourism delivers)
- Preliminary messaging to each stakeholder

audience

It should include:

- A logo, or symbol that identifies your site, and is used on every promotional material or communication;
- A color palette that is used consistently, and becomes associated with your site;
- A tagline, as possible, that communicates, in about 7 words, the unique character of your site;
- A style guide that prescribes how the logo and tagline are to be used.

Before finalizing your brand, test it. Host workshops or webinars to ask stakeholders for comments on what the proposed brand means to them, and make sure it is communicating what you want it to before you adopt the brand and place it on materials related to your site. Once you have those comments, consider incorporating them into your designs and color palettes to ensure buy-in and then retest before final implementation. You want to know what they think of when they look at your proposed brand, not just if it is “good”. Do they look at the logo or color scheme and think of an already existing brand? Do they have positive/negative/neutral reactions? You will gain more support if stakeholders feel included in the process.

Materials

Before you get started with developing materials of your own, find out what else exists in your area—which of these can you participate in, and what benefits each offers. This can provide a jump start for your marketing effort, reduce your expenses, and create new collaborative marketing partners.

Make an inventory of current marketing materials serving the Passaic Heritage Tourism area:

- Brochures
- Calendars
- Direct Mail
- Print Advertising
- Maps
- Posters/Signs

Next, consider your partners and collaborations. How can you best leverage limited funds to increase promotion, reach new markets, and communicate your benefits? It might be with a brochure on your site alone, but you might be better served by a collaborative marketing product. For collaborative efforts, partners might contribute to a special brochure, collaborative Facebook or Web page, coordinated publicity campaign, and special tours. Consider, for example:

- A coordinated promotion to advance activities around an historic event;
- Passaic Heritage Quest: a collaborative contest to entice visitors to explore Passaic County Heritage Tourism by walking and driving itineraries;
- Passaic Heritage Map & Guide, supplementing the "Historic Sites" poster;
- Team with your local newspaper or regional magazine to host a tourism photo contest;
- Encourage local and regional schools to participate in field trips to Passaic County attractions;
- Collaborate with hotels and restaurants to

promote special events (fairs, concerts, sporting events), local foods and markets, and concerts;

- Encourage sites to host holiday-themed or seasonal events and to remain open special hours.

Website

A website is an essential part of your marketing campaign. For sites with limited budgets, this may be an ideal opportunity to contact a local college to offer development of your site as a project for web development students.

Additionally, a working group of Heritage Tourism sites, collaborating with a local college web technology team, could begin integrating a mobile app for use with hand-held technologies that would promote itineraries, highlight additional services, increase connectivity between sites, and create an improved perception of access.

Brochures

Their primary purpose is to introduce visitors to your attraction. They will also be inserted in press kits and distributed at travel shows—you will want to create a general brochure that highlights the benefits of your site, and specialized brochures for specific markets, events or tours. Be sure you have identified where they will be distributed before you produce the pieces.

You will probably want to incorporate a map that highlights key attractions nearby, in addition to the features of the subject attraction. Make sure it is accurate and easy to read—test it with people unfamiliar with your site before you print. Be sure your brochure addresses the audience, and features your website and toll-free number.

GIS Data Creation

Geographic Information System (GIS) analysis will be relied on heavily to target specific areas in the areas of mass transit access, dangerous intersections, priority corridors, shared facilities and the development of a countywide way-finding system. In order to leverage this technology to its fullest potential several existing conditions datasets were developed. This data serves as the starting point for all future analysis in support of the deliverables of the plan, specifically the transportation and mobility strategies. Below is a description of each of the three existing conditions datasets.

Historic and Scenic Sites Inventory Datasets

A historic and scenic sites inventory was conducted within Passaic County consisting of a review of previously published GIS datasets, historical research, review of municipal historic sites inventories, discussions with local historians and historic preservation officials, and research on Passaic County's extensive hiking trails network.

This work was catalogued in a GIS geodatabase containing two separate feature class files, Historic Sites and Scenic Sites. Each file contains a comprehensive list of all relevant information obtained for the site during the inventory process. The majority of the data collected for each of the sites was intended to be consumed by potential visitors.

For example in the scenic sites layer trailheads provide information on the number of trails accessible from that location, number of vistas on a particular trail, and if parking and signage are present. The intent was to collect as much relevant information for each site that could

later be integrated into the online web mapping application. Upon the launch of the web map, prospective visitors would be able to get a better insight into what each attraction has to offer prior to visiting that particular site.

Transportation Needs Assessment Inventory Dataset

Similar to how the historic and scenic sites inventory will advise the creation of the web application and development of the Heritage Tourism Program, the transportation needs assessment dataset will advise the transportation and mobility strategies and development of the Passaic County Byways Program.

The transportation inventory took all the sites identified in both the historic and scenic sites inventory and combined them into a single dataset, focusing specifically on the collection of all relevant transportation attribute data. The needs assessment was conducted through a combination of GIS analysis, New Jersey Transit schedule reviews, and field surveys.

Additionally, all acquired data was checked against the recently published Transportation Element update to the Passaic County Master Plan in order to ensure major themes of that plan are being addressed. The Passaic County Planning Department staff is striving to be consistent with its planning approach across all of the elements of its Master Plan, specifically the complete streets approach of planning for all modes of transportation.

Below are the definitions for each of the three existing datasets collected, these definitions will be used in the metadata creation of each GIS layer upon completion of the project.

Both the Historic Sites and Scenic Sites GIS data

layers are robust in nature; the following is a detailed description of each attribute field that is associated with the previously mentioned data sets.

Historic Sites: These are specific sites or areas that have been deemed historic by the National Register of Historic Places, local historic preservation committees, county or local historians, or through historical research by the Passaic County Planning Department. To date 72 sites within Passaic County have been identified as having historic significance.

Site Name: The name of the site or area with historical significance to Passaic County.

Site Condition: The current condition of the site. Sites were classified as one of the following categories; Existing Site (Open for Visitors), Existing Site (Not Open for Visitors), Existing Site (Poor Condition), Demolished, Historic Marker, or Other Site Condition.

An Existing Site (open for visitors) is defined as a site capable of hosting tourists. An Existing Site (not open for visitors) is defined as a site of historic significance that is currently not capable of hosting tourists. These include sites that are owned by private property owners or sites that have been reused for private business. Existing Sites (poor condition) are those sites that have been deemed historic in nature but have fallen into disarray and are not capable of hosting tourists without significant capital expenditures. Examples of this type of site include Hinchliffe Stadium and the Ryerson Homestead. Demolished Sites are the physical location of a demolished historic site; Historic Markers are the locations of historic markers that mark a significant historic place or event. Lastly Other Site Conditions are used to describe sites that fall into none of the previously mentioned categories. Space has been provided

in the database for further details regarding these sites.

Period of Significance: This field marks the time period in which the historic site was prominent in Passaic County or United States history. The dates range from the 1700's until modern day in 50 year increments.

Architectural Style: This field lists the architectural style or styles that best describes the site if applicable. The styles list was mirrored after the National Historic Sites Register GIS database and consists of the following styles; Beaux Arts, Colonial, Colonial Revival, Georgian, Gothic, None Listed, Other, Queen Anne, and Renaissance.

Ownership Information: This field provides information on the owner of the historic site or historic property. The possible ownership types are State, County, Municipal, Private or Other.

Website: This field provides the web address for the particular site if available. This information will allow for a link from future web mapping projects directly to the sites themselves, allowing potential visitors to gather additional information about the site or property.

Additional Information: This field provides room in the database for any type of additional information relevant to the site. It can be historical information about the site or used to clarify one of the previously mentioned data fields.

Photo: This field provides the name of the site photo or photos that were taken during field visits by Passaic County staff. The original photos reside on Passaic County Planning Department server but are accessible to users of the web map. When a user clicks on the site a thumbnail of the photo appears, click on the thumbnail navigates the user

to a full version of the picture within their browser.

Scenic Sites: These are specific sites or areas that have been deemed as scenic by the Passaic County Planning Department. These sites include scenic overlooks, parks and open space, and numerous hiking trail access points. To date 44 sites within Passaic County have been identified as displaying scenic significance.

Vistas: This field includes information regarding the presence of scenic vistas or overlooks. (yes/no)

Number of Vistas: The number of scenic vistas or overlooks present at a site.

Vista Type: The type of scenic vista or overlook present. Vista types include the following; City view, Mountains, Water body, or Other.

Trail Access: This field includes information on whether or not the scenic site has trail access or not.

Number of Trails: If the site has trail access, this field provides information on the number of trails present.

Parking: This field lists if the site has parking present and allowable capacity. (yes/no)

Way-finding Signage: This field lists if the site has proper signage alerting visitors of the site or area.

Permit: This field lists if a permit is required to access the site. (Specific sites located on Newark Watershed property require a permit for access.)

Transportation Inventory Dataset Details

Site Name: The name of the site or area within Passaic County deemed to have historic or scenic significance.

Ownership Information: This field provides

information on the owner of the historic site or historic property. The possible ownership types are State, County, Municipal, Private or Other.

Parking: This field lists if the site has parking present. (yes/no)

Signage: This field lists if the site has proper signage alerting visitors of the site or area.

Mass Transit: This field lists the mass transit options available for accessing the site. The choices include bus, train, multiple, or none.

Bus Line: If bus is the selected mass transit type, this field shows the bus line or lines that service the particular site.

Stop Number: If bus is the selected mass transit type, this field shows the bus stop or stops that service the particular site.

Proximity to Stop: This field lists the proximity of the closest transit stop to the site. The options include the following; In front of the site, less than ¼ mile, between ¼ mi and ½ mi, between ½ mi and 1 mile, and greater than 1 mile.

Weekend Service: This field indicates if the closest transit stop servicing the site offers weekend service. (yes/no)

Late Shift: Is transit service provided to the site during the late shift hours. Late shift hours are defined as those individuals who are commuting to work outside the peak pm work hours.

Proximity to Park and Ride: This field indicates the sites proximity to the closest park and ride facility. The options include the following; In front of the site, less than ¼ mile, between ¼ mi and ½ mi, between ½ mi and 1 mile, and greater than 1 mile.

Sidewalks: This field indicates if the site has sidewalks present. (yes/no)

Pedestrian Amenities and Facilities: This field lists whether any pedestrian amenities and facilities are currently serving the site. Examples include but are not limited to walking paths, traffic calming, restrooms, paver crosswalks, benches, bike racks, way-finding signage, and separated sidewalks.

Proximity to Rail Station: This field indicates the sites proximity to the closest New Jersey Transit rail station. The options include the following; In front of the site, less than ¼ mile, between ¼ mi and ½ mi, between ½ mi and 1 mile, and greater than 1 mile.

BRT: This field indicates if the site is located on a potential Bus Rapid Transit corridor as defined by the Passaic County Transportation Element.

Priority Bike Ped: This field indicates if the site is located on a bicycle or pedestrian priority corridor as defined by the Passaic County Transportation Element.

GIS Photo Database

Passaic County Planning staff members took photos of each site listed in the historic and scenic sites data layers to complete the existing conditions GIS data inventories. Additional photos were pulled from the County's extensive photo archive to provide the most comprehensive photo database possible. To date roughly 200 pictures have been collected and linked to the appropriate GIS feature class. These photos can be accessed via the Heritage Tourism Plan web application.

This initiative is important for the development of a web map of Passaic County's tourist attractions. A web map will provide potential tourists with specific information of the site they wish to visit prior to their visit, including the site photos.

For example photographs of specific site conditions such as parking can be useful to a

visitor in the trip planning process. Furthermore the photograph feature could be used by a site owner and operator to convey a specific image or marketing campaign of the sites moving forward.

GIS Analysis Implications

Analysis of the existing conditions data will be a valuable tool in revealing trends related to both tourism and transportation in and among the sites themselves. These trends directly affect the current state of tourism within Passaic County, and identifying them as well as understanding their implications will be critical in developing a successful and realistic Heritage Tourism Plan.

For example, one observed trend is that Passaic County has many attractions, yet many of them are not currently capable of providing ample tourist accommodations. This is important for two reasons; first impressions are critical, and sending a tourist to a site not capable of providing them a positive experience will be detrimental to the development of Passaic County tourism as a whole. Second, knowing which sites are capable of accepting tourists and which are underdeveloped will guide the Heritage Tourism Program recommendations relating to timing, coordination with other historic sites, and funding avenues for the sites themselves.

By developing GIS datasets of each site type, spatial analysis is also possible. This analysis has led to the identification of site clusters as well as important sites that are more isolated within the County. This spatial review is critical in the development of the countywide way-finding system, another key deliverable of the Heritage Tourism Plan. In the future it could potentially lead to the development of multi-destination tours throughout the County as additional sites and resources become available to hosting tourists.

APPENDIX

Scenic and Historic Byway Reference Guide

Corridor Number/Name	Municipality	Page #
1. Passaic River	Clifton, Little Falls, Hawthorne, Passaic, Paterson, Prospect Park, Totowa, Wayne, Woodland Park	-7-
2. Morris Canal Greenway	Clifton, Little Falls, Paterson, Pompton Lakes, Totowa, Wayne, Woodland Park	-8-
3. Acquackanonk Byway	Clifton, Passaic	-9-
4. Allwood Byway	Clifton	-9-
5. Market Street (Passaic)	Passaic	-10-
6. New York Susquehanna & Western Railway	Bloomingtondale, Hawthorne, Pompton Lakes, Paterson, West Milford	-10-
7. New Jersey Transit-Bergen Main Line	Clifton, Hawthorne, Passaic, Paterson	-11-
8. Montclair Rail Line	Little Falls, Wayne	-12-
9. Market Street (Paterson)	Paterson	-12-
10. Broadway	Paterson	-13-
11. Main Street	Paterson	-13-
12. Lakeview Avenue	Clifton, Paterson	-14-
13. River Street	Paterson	-14-
14. Silk Road Trail	Haledon, Paterson	-15-
15. Totowa Road Revolutionary War Trail	Paterson, Totowa, Wayne	-15-
16. McBride Avenue	Little Falls, Paterson, Woodland Park	-16-
17. Garret Mountain and Rifle Camp Park	Clifton, Paterson, Woodland Park	-16-
18. Goffle Road	Hawthorne	-17-
19. Paterson-Hamburg Turnpike	Bloomingtondale, Haledon, Pompton Lakes, Wayne, West Milford	-17-
20. Farms View	Wayne	-18-
21. Wanaque Avenue	Pompton Lakes	-18-
22. Greenwood Lake Railroad/Ringwood Avenue	Pompton Lakes, Wanaque, Ringwood	-19-
23. Greenwood Lake/Long Pond Ironworks	Ringwood, West Milford	-19-
24. Lake Land Byways	Bloomingtondale, Ringwood, Wanaque, West Milford	-20-
25. Newark-Pompton Turnpike	Wayne	-20-
26. High Mountain Byway	Haledon, North Haledon, Wayne	-20-

HERITAGE TOURISM PLAN

Byway Name	Road Name	Character Area
Acquackanonk		
	Main Ave	Community Connector
	Main Ave	Main St
	Passaic Ave	Main St
	Passaic Ave	Regional Connector
Allwood Rd		
	Allwood Rd	Regional Connector
	Allwood Rd	Scenic
Broadway		
	Broadway Ave	Community Connector
	Broadway Ave	Main St
Farms View		
	US 202	Regional Connector
	Pompton Plains Cross Rd	Scenic
	Black Oak Ridge Rd	Scenic
Garret Mountain/Rifle Camp		
	Rifle Camp Rd	Regional Connector
	Weasel Drift Rd	Regional Connector
	Trails	Scenic
Greenwood Lake RR/Ringwood Ave		
	Sloatsburg Rd	Historic
	Greenwood Lake Tpk	Historic
	Union Valley Rd	Regional Connector
	Greenwood Lake Tpk	Scenic
	Marshall Hill Rd	Scenic
	Sloatsburg Rd	Scenic
Greenwood Lake Tpk	Scenic	
High Mountain		
	High Mountain Rd	Regional Connector
	Church St	Regional Connector
	Reservoir Dr	Scenic
	Overlook Ave	Scenic
	College Rd	Scenic
Lakeland Byway		
	Union Ave	Historic
	Marshall Hill Rd	Main St
	Union Valley Rd	Main St
	Union Ave	Regional Connector
	Union Valley Rd	Scenic
	Macopin Rd	Scenic
	Echo Lake Rd	Scenic
	W. Brook Rd	Scenic
	Otter Hole Rd	Scenic
	Glenwild Ave	Scenic
	Rt. 23	Scenic
Union Ave	Scenic	
Lakeview Avenue		
	Lakeview Ave	Community Connector
	Lakeview Ave	Scenic

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Byway Name	Road Name	Character Area
Main St		
	Main St(Paterson)	Community Connector
	Main St(Paterson)	Main St
Market St(Passaic)		
	Market St	Main St
Market St(Paterson)		
	Market St	Community Connector
	Market St	Historic
	Market St	Main St
McBride Ave		
	McBride Ave	Community Connector
	McBride Ave	Main St
	McBride Ave	Regional Connector
Montclair-Greenwood Lake Rail Line		
	NJT Montclair-Boonton Line	Railway
Morris Canal Greenway		
	McBride Ave	Community Connector
	Rockland St	Community Connector
	Grand St	Community Connector
	New St	Community Connector
	Marshall St	Community Connector
	Valley Road	Historic
	Main St (Little Falls)	Main St
	Grand St	Main St
	Marshall St	Main St
	Paterson Ave	Main St
	Riverview Rd	Regional Connector
	US 202	Regional Connector
	W. End Rd	Regional Connector
	Riverview Dr	Regional Connector
	McBride Ave	Regional Connector
	Brophy Ln	Regional Connector
	Union Ave	Regional Connector
	Main Ave(Little Falls)	Regional Connector
	Paterson Ave	Regional Connector
	Browertown Rd	Regional Connector
	Caldwell Ave	Regional Connector
	Broad St (Clifton)	Regional Connector
	Grove St	Regional Connector
	Van Houten Ave	Regional Connector
	Allwood Rd	Regional Connector
	Hepburn Rd	Regional Connector
	Brookside Dr	Regional Connector
	Off Road Trails	Scenic
New York Susquehanna & Western Railway		
	NYS&W Line	Railway
Newark Pompton Turnpike		
	Newark Pompton Turnpike	Regional Connector
NJT Bergen Main Line		
	NJT Main Line	Railway

HERITAGE TOURISM PLAN

Byway Name	Road Name	Character Area
Passaic River		
		Historic
		Scenic
Paterson Hamburg Tpke		
	Paterson Hamburg Tpke	Historic
	Main St	Main St
	Paterson Hamburg Tpke	Regional Connector
	Pompton Rd	Regional Connector
River Street		
	River Street	Community Connector
Silk Road Trail		
	Belmont Ave	Community Connector
	W. Broadway	Community Connector
	McBrideAve Ext	Historic
	Norwood St	Historic
Totowa Road Revolutionary War		
	Totowa Road	Community Connector
	Wayne Ave	Community Connector
	Totowa Road	Historic
	Totowa Road	Regional Connector
	Hillery St	Regional Connector
Wanaque Ave		
	Wanaque Ave	Main St
	Colfax Ave	Main St

APPENDIX

Passaic River Byway	
Strengths	Weakness
Instrumental in County's major historic attraction the Great Falls	Years of neglect
Spans 5 municipalities	Environmental issues
Gives County name, identity of County	Lack of access
	Stigma/Symbol of pollution
Opportunities	Threats
Increased river recreational opportunities especially for the county's more urban areas	Flooding
Boat access	Pollution
River walk	
Rich history, good candidate for interpretive treatment through use of kiosks at strategic point	

Acquackanonk Byway	
Strengths	Weakness
Multiple parks, good condition, easy access to recreation	No anchor sites
Streetscape: lighting, trash cans present	Historic route, not so today
Clifton downtown business district is strong	Congested
Street trees	Not bike able in current configuration
Bricked crosswalks in Clifton	Stretches outside of downtowns that are purely residential
	Jitney service creates traffic problems
Opportunities	Threats
Way finding can be increased in downtown Passaic and Clifton	Lacks cohesive feel
Bike lanes could be implemented on Passaic Ave	Loss of historical buildings
Parking lot in center of Main Ave in Passaic could be used to facilitate complete streets traffic configuration	

Allwood Road Byway	
Strengths	Weakness
Access to retail shopping (strip, big box)	No anchor site
Sidewalk coverage on eastbound side	Susceptible to continued sprawl development
Planted boulevard style street for portion	High speed traffic
Highway access	Tight 2 lane road
Opportunities	Threats
Potential for interpretative story	Traffic
2-3 old homes on byway	
Passaic River access	
Serve as a "connector" byway, way finding necessary	
Bike lanes could be implemented along river	

Market St (Passaic) Byway	
Strengths	Weakness
Architecturally diverse/rich buildings	Access cut from rest of Passaic by Rt. 21
Ethnic neighborhood identity	Industrial feel
Pulaski Park in close proximity	
Opportunities	Threats
Historic canal integration, ran along current Rt. 21 configuration	
Passaic Mills Plaza future mixed use development complex at Southern terminus	

HERITAGE TOURISM PLAN

Market St (Paterson) Byway	
Strengths	Weakness
Anchor site in the Paterson Museum and Great Falls Historic District	Limited park access
Vibrant commercial areas	Large amounts of byway residential in nature, some industrial
Way finding signage present	Streets lack cohesive feel, signs all different, banners of different shapes, sizes
Strong pedestrian amenities	Needs better coordination
Train station	NJT bus traffic
Parking facilities	Traffic/congestion
Interesting architecture	Not bike-able
Opportunities	Threats
Increase way finding	Crime
Street trees	Safety
Sign standards	Length of byway may limit if from developing a comprehensive theme/image
Increased incorporation of historic districts	
Redevelopment of NJ Transit bus barn	

Broadway Byway	
Strengths	Weakness
Large areas of street trees	No way finding
Adequate crosswalks	Bad neighborhood
Large portions of byway in historic district	Lacks anchor sites
Covered bus shelters present (2)	Some historic buildings but no destinations
Eastside Park	High speed travel near Eastside Park (4 lanes)
Historic homes around park	
State highway access	
Train station	
Opportunities	Threats
Area near Washington St with covered sidewalk could be restored to an outdoor seating area/market	Crime and safety
Close proximity to PCCC	Poor development land use types are all over the place
Close to commercial core and other destinations	No historic preservation oversight, Cooke Residence demolished along this byway.
Several religious institutions	
Underground railroad information kiosk "rail" themed marketing of byway	
Historically had street car, develop rail theme for byway	

Main St (Paterson) Byway	
Strengths	Weakness
Major employer located on byway in St. Josephs Hospital	Traffic/congestion
Strong commercial component	Jitney service
Parking facilities	2/3rd floors of buildings vacant
Pedestrian ammentities (UEZ enhancements)	No historic anchor site
Architecturally significant buildings	
Connects several byways	
Opportunities	Threats
River access	Crime
Street trees	Safety
Increased emphasis on Historic Districts	Length of byway may limit if from developing a comprehensive theme/image

APPENDIX

Lakeview Ave Byway	
Strengths	Weakness
Downtown feel south of cemetery	No anchor site to attract tourists
Decorative lighting	Unsafe intersection at Lakewood and Market that limits connectivity
Street trees	Isolated
Nice benches/trash cans	
Highway access	
Opportunities	Threats
Wide road, potential for bike lane	Safety
St. Brendan's school	
Traffic below capacity potential for a boulevard	
2 lanes could be reduced	

River St Byway	
Strengths	Weakness
Busy corridor	Busy street, car centric
Some historic character	Mixed development types warehouses, vacant, used car dealers
Good location close to downtown, train station, river, warehouse area	Isolated
	No sense of place
	Feels neglected
	Poor pedestrian amenities
Opportunities	Threats
Some older buildings provide potential for reuse	Potential to fall into further disrepair with further neglect
Proximity to river potential boat access points	Safety
Large amounts of vacant land could be used for new development/parkland	
Public transit appears to be used moderately by pedestrians going to other destinations	Crime

Silk Road Byway	
Strengths	Weakness
Vibrant commercial corridor	Poor way finding
On and Off road	Bad view sheds (vacant apt complex on cliff side near falls)
Multiple historic sites anchor the route	Some bad neighborhoods
Historic/interpretive story	Poor infrastructure lighting, trash cans
Parking garage with minimal use located on byway	
Open space including Garret Mtn and Federici Park	
Opportunities	Threats
Senior complex located on route	Could get lost in busy commercial district
Second/third stories of commercial buildings vacant	Safety
Multiple stakeholder groups National Park, Commercial Businesses, Botto House, Paterson	
Museum could form "Silk Rd Coalition"	Crime/Safety/Vandalism
Parking Garage mural location	
Silk road trail web site	

Totowa Rd Byway	
Strengths	Weakness
Major tourist attraction in the Dey Mansion, and Golf Course	Lack of pedestrian amenities
Links to the Great Falls and Paterson Historic District	Parts of byway in Totowa are not bike able
Opportunities	Threats
Potential for interpretative story	Traffic
2-3 old homes on byway	Terrain in Totowa
Passaic River access	
Serve as a "connector" byway, way finding necessary	
Bike lanes could be implemented along river	

HERITAGE TOURISM PLAN

McBride Avenue Byway	
Strengths	Weakness
Serves as a major connection between Little Falls downtown and the Great Falls	Limited historic/scenic sites
Overlaps a portion of the Morris Canal Greenway, potential for bike lanes/sharrows	Strip development (Woodland Park)
Connects numerous parks	
Sidewalk coverage	
Highway access (Rt. 46)	
Opportunities	Threats
River access	Flooding
Street trees	High speed traffic
Serve as a “connector” byway	Topography issues
Downtown revitalization	
Way finding	
Increased emphasis on Historic Districts	

Garret Mtn./Rifle Camp Park Byway	
Strengths	Weakness
Contain historic assets (Lambert Castle)	Limited geographic extent
Largest parks in the down county region, provide recreational opportunities to large segment of County	Poor Mass transit access
Olmstead designed parks	Poor bike conditions on Rifle camp road
Pedestrian oriented	Topography
View sheds	Connectivity to other byways
Existing County facilities/jurisdiction	
Opportunities	Threats
Interconnection between parks	NJDWC plan to drain reservoirs
Interpretive signage emphasis on dinosaur fossils (rifle camp)	
Opening Garret Mtn. Lookout tower	
Connection to Morris Canal Greenway	
Improved bike amenities	

Paterson Hamburg Turnpike Byway	
Strengths	Weakness
Has historic anchor site	High volume/speed traffic
Important link from Up County to Down County	Poor pedestrian facilities
Historic significance	Highly developed
Pedestrian oriented	Lack of historic/scenic resources
Opportunities	Threats
Serve as a major connector in the byway network	Continued road expansion
Ideal candidate for way finding	

Farmview Byway	
Strengths	Weakness
Only preserved farm in Passaic County	Lack of scenic historic sites
Trail Access	Contaminated soil dump
Park Access	Majority of byway runs along residential neighborhood
Proximity to highway	Poor connectivity to byway network
Opportunities	Threats
Close proximity to Pompton Aquatic Park	Further development deteriorating scenic character of byway
Close proximity to Rt.23/202	
Potential Morris Canal Access	

APPENDIX

Wanaque Ave Byway	
Strengths	Weakness
Downtown access	High vacancy rates in downtown businesses
Streetscape new lights	Unnecessary parking on both sides of street
Street trees (small)	Minimal historic attractions
Walkable	No anchor site
	Lack of parks
Opportunities	Threats
Bike lanes if parking is modified	High speed road
Future train access with NYS&W	Existing degradation of downtown Wanaque/Ringwood
Increase viability of downtown as a commercial center	
Access to recreational opportunities especially ball fields	
River access	
Way finding	
Gateway to the Highlands	
Greenwood Lake Rail Road Byway	
Strengths	Weakness
Main route to up county attractions	Heavy industrial truck traffic specifically dump trucks
Good sidewalk and crosswalk coverage	Narrow roads
Scenic Beauty	Designated truck route
Walkable	Heavy traffic at certain points of the day
Opportunities	Threats
Great reservoir views	High speed road
Currently no access points NJDWC limited	Existing degradation of downtown Wanaque/Ringwood
Increased way finding	
Old rail road right of way could be used as a Rails to Trails connector	
Greenwood Lake Long Pond Ironworks Byway	
Strengths	Weakness
Scenic views, reservoir, mountains	Limited access along roadway, no pull offs or viewing points of reservoir, water bodies
Access to multiple hiking trails, boat launches	High speed traffic
3 major anchor sites located on byway	Small shoulders, narrow roads
Several State Parks	
Opportunities	Threats
Increased way finding signage	Continued development and degradation of the byways scenic character
Commercial development in support of recreational activities	Increase in traffic volumes on already busy roads
Outdoor rentals	

HERITAGE TOURISM PLAN

Lakeland Byway	
Strengths	Weakness
Bike lane on part of West Brook Rd	High speed traffic
Scenic qualities, mountain views, ponds, lakes, rock walls	Limited to no shoulder on most of byway
Connections to multiple hiking trails	Small shoulders, narrow roads
Access to numerous parks county, state, municipal	Most of bikeway is not safe for biking, (blind curves, steep grades, narrow road widths)
	Minimal street lighting, extremely dark at night
Opportunities	Threats
Downtown West Milford could serve as "ecotourism" hub	Continued development and degradation of the byways scenic character
Streetscape improvements to downtown area (street trees)	Increase in traffic volumes on already busy roads
Increase way finding signage to and at trailhead locations	
Kiosks of regional hiking network in downtown	

Newark Pompton Turnpike Byway	
Strengths	Weakness
Access to retail shopping (strip, big box)	No anchor site
Sidewalk coverage on eastbound side	Susceptible to continued sprawl development
Planted boulevard style street for portion	High speed traffic
Highway access	Tight 2 lane road
Opportunities	Threats
Potential for interpretative story	Traffic
2-3 old homes on byway	
Serve as a "connector" byway, way finding necessary	

High Mountain Byway	
Strengths	Weakness
Scenic views of High Mountain and reservoir	Large portion of byway residential neighborhoods
Two points of access for the Red trail (one has good facilities including parking, kiosk, and blazes)	No major attractions, has one private historic home
Serves as a good entrance corridor to the County (nice residential homes, clean, safe, etc.)	No pull offs for view points
Opportunities	Threats
Byway runs through William Paterson University	Severe topology issues on College
Connection to Bergen County and other major "connector" byways including Paterson Hamburg Turnpike and the Silk Road Trail	Road, bike lanes would be difficult
Serve as a "connector" byway, way finding necessary	High speed traffic and student/college drivers pose safety risk for bike/peds

Task 2: SWOT ANALYSIS**Byway name:** Morris Canal**Date:** 4/25/2012**Strengths**

- The County applied to various funding sources, and in 2010 received a Smart Growth Planning Grant from the Association of New Jersey Environmental Commissions (ANJEC) and the Passaic County Open Space Trust Fund to study the feasibility of creating the Morris Canal Greenway.
- The *Morris Canal Greenway Feasibility Study* was completed in June 2011, and adopted by the County Planning Board in October 2011 as an element of the County Master Plan. The Feasibility study includes historical context, a land use inventory, and a proposed route for the Morris Canal Greenway.
- **Data:** The public outreach process for the feasibility study produced a Google Earth map of the proposed Greenway route. This map includes registered historic places identified using the NJDEP GIS dataset, and additional historical input from local historians, residents, and County planning staff. GIS Data is available for the land inventory including historic sites / districts, proposed route, and proposed transportation connections.
- **Existing Historic preservation of the Morris Canal Corridor:** The Morris Canal Greenway Feasibility Study process fostered coordination and collaboration among various existing and planned parks projects, notably:
 - **City of Clifton Morris Canal Park & Nature Preserve:** Established in the late 1970s by a large volunteer effort with cooperation by the City of Clifton, the Morris Canal Park & Nature Preserve was the first piece of the Greenway.
 - **Township of Little Falls Morris Canal Preserve & Bikeway:** The Township of Little Falls, the municipality with the largest portion of the former Morris Canal route under public ownership in Passaic County, has utilized DOT funding to complete 3 phases of a linear park along the Morris Canal. The Township recently submitted grant applications to fund construction of 2 missing links between these parks.
 - **Borough of Woodland Park Morris Canal Park:** The Borough of Woodland Park received County Open Space funding to design a linear park along the Morris Canal, and subsequently received HUD funding to construct the first segment of the park; construction is about 60% complete.
- **Support of the Passaic County Governing Body:** In addition to the previous capital construction projects, in March 2012 the Board of Chosen Freeholders approved budgeting \$10,000 from the Open Space & Farmland Preservation Trust fund for 6 kiosks (1 in each of the six towns through which the Greenway

passes to be placed in existing parks), a brochure of the Morris Canal Greenway in Passaic County, and 1,000 trail markers for the off-road segments of the existing greenway. The Board of Chosen Freeholders supports the Morris Canal Greenway and the Passaic County Planning Board adopted the Morris Canal Greenway Feasibility Study as an element of the Passaic County Master Plan.

- **Established signage and logo:** The Canal Society of New Jersey has established a logo for the Morris Canal Greenway which has been utilized in standard trail blazing signage and interpretive signage in Warren and Morris Counties.
- **Statewide coordination for historic preservation and tourism of the Morris Canal:** The NJTPA has established a Morris Canal Greenway Working Group to bring together stakeholders statewide working to make the Greenway a reality. Significant stakeholders include: NJTPA; State of New Jersey agencies and offices: Office of Planning Advocacy, NJDOT, NJDEP, SHPO; NJTPA Subregions: Passaic County, Warren County, Morris County, Hudson County, Jersey City; and nonprofit organizations: the Canal Society of New Jersey.

Weaknesses

- While over 57% of the proposed greenway is accessible and walkable, needing general improvements such as signage and security, 16% of it is unusable in its current condition. This 16% accounts for the 12 large challenge sites and other areas that need minor improvements such as sidewalks, crosswalks, or bike lanes.
- The proposed Morris Canal Greenway extends along the original alignment of the Morris Canal and Pompton Feeder wherever possible. The Greenway route does differ from the original route of the Canal in various areas, due to insurmountable obstacles including geographic constraints, environmental sensitivity (Rivers, streams, flooding), development, and major roadways. This detracts from some of the historic preservation of the Corridor.
- The Feasibility study identified 12 “challenge sites” along the Greenway, and evaluated them for: connectivity opportunities, estimated construction cost, environmental impact, safety improvement opportunities, jurisdictional issues, historical preservation opportunities, alternative options, and timeline. Based on these criteria, the study provides short-term and long-term solutions.

Opportunities

- **Vision:** In 2008, Passaic County joined other Counties across the state in efforts to preserve the legacy of the historic Morris Canal by creating a greenway along the former Canal route. Doing so fulfilled the original vision of both the Olmsted Brothers Firm and the Passaic County Parks Commission, which recommended in 1929 that “the abandoned Morris Canal would provide an excellent unbroken route for walking, hiking and horseback riding; and at the same time furnish a

definite link between Garret Mountain Reservation, Preakness Valley Park and the Pompton Aquatic Park.”

- **Proposed Greenway Route:** The route of the Morris Canal Greenway proposed in the Feasibility Study spans approximately 25.67 miles in seven municipalities. A majority of the proposed greenway (57.7%) is already accessible and walkable, existing or planned parks.
- **Connections:** The Land Inventory analyzed the current land use along the former Morris Canal right-of-way, and all land within ½-mile and ¼-mile walking distance from the proposed route for the Morris Canal Greenway.
 - **Open Space & Recreation:** The land inventory focused on open space and recreation resources as well as other community / public resources such as schools and libraries. It found 49 acres of school property and 276 acres of recreational land including preserved open space within ½ mile of the proposed Greenway.
 - **Economic Development:** The Morris Canal Greenway would pass through and near multiple local downtowns and several major centers of economic activity, including 158 retailers, restaurants and personal services establishments.
 - **Transportation:** Given its linear route, the Morris Canal Greenway would transform the Morris Canal right-of-way into a significant transportation corridor again. It would pass within ¼-mile of 2 rail stations and 352 bus stops on 23 lines, allowing users to walk or ride along the Greenway and take a one-way bus ride back to their starting location.
 - **Trail Connections:** The proposed greenway would connect to other pedestrian trails beyond Passaic County, including the existing West Essex Rail Trail, Lenape Trail, and Weasel Brook Greenway, as well as the future Morris County Rail Trail and the proposed NJ Silk Road Trail. A success wholly attributed to the Morris County Planning Department Division of Transportation was gaining a permissive order in June 2011 from the NJDOT for an at-grade crossing with Norfolk Southern Corporation’s Totowa Spur, which will be utilized by the Morris County Rail Trail and the Morris Canal Greenway.
- **Partnerships:** Passaic County received a Rivers, Trails, and Conservation Assistance award for technical assistance from the National Parks Service in October, 2011. The assistance will facilitate implementation of the Feasibility Study and partnership with the National Parks Service efforts at the Great Falls. The proposed Morris Canal Greenway primary route runs along trails in Garret Mountain Reservation, an existing County Park, and has a bicycle-friendly alternative on local roads in downtown Paterson that connect to the Great Falls National Historical Park. The County is now working with several municipalities and nonprofit organizations to apply for grants to fund the design and construction of specific segments of the Greenway, including the Friends of the

Morris Canal Park, the Canal Society of NJ, NJ Bike & Walk Coalition, and the New York – New Jersey Trails Conference.

Threats

- The Morris Canal passed through what is now Passaic County's urban core in Paterson and Clifton, therefore much of the Canal "disappears" as its right-of-way has been paved over in those areas; such as in Paterson where Interstate-80 runs along the former Canal. Development is a continued threat to the Morris Canal as a historic corridor.
- The remaining 26% belongs to the North Jersey District Water Supply Commission. When the Canal was disbanded, NJDWSC purchased much of the land and laid the Wanaque Aqueduct pipeline in the bed of the canal. In the 1928-1929 Passaic County Parks Commission Report they discuss negotiating with NJDWSC for sharing maintenance and security of the land for use as a trail, however nothing came of those negotiations. Today, this land appears to already be a trail (it is flat, approximately 15-20' wide, mowed grass, and utilized by pedestrians– although is still private property and should not be trespassed upon). The Freeholder Director has sent letters to the Acting Executive Director and Chair of the Commission requesting a formal meeting to discuss access, but has not received any response. This nearly 7 mile segment is crucial to the Greenway and provides a great opportunity for historic interpretation. Should the NJDWSC refuse to grant public access, this segment of the corridor will be largely unusable.
- Flooding is a critical challenge to most of Passaic County, especially around the Pompton, Ramapo, and Wanaque Rivers subwatershed of the Passaic River Basin. These three rivers fed the Pompton Feeder canal, and some of the towpath along the Ramapo River is still walkable today. However, rivers do change course, and today much of the towpath which was originally purchased by the Passaic County Parks Commission as the first part of the greenway in the 1920s, has now become part of the river or floods severely. > 50% of land within one-quarter mile of the Greenway in Pompton Lakes and Wayne are in a high-rated flood zone. The Greenway was analyzed as a means of flood storage in some areas, however further upstream development or neglect of flooding mitigation strategies could render the Morris Canal unusable even as a means of flood storage because the trail would be under flood waters for a large part of the year.

[SURVEY PREVIEW MODE] Heritage Tourism Workshops Survey

Heritage Tourism Workshops Survey

*** 1. Do you live in Passaic County?**

- YES
- NO

*** 2. What would you consider to be Passaic County's best hidden gem?**

*** 3. Are you attending the “Collaborating for Heritage Tourism” Workshop on September 20?**

- YES
- NO [SKIP TO QUESTION 5]

4. In what way is attending this meeting valuable to you and your organization or agency?

*** 5. Do you administer or participate in the operations of a site (either volunteer or paid)?**

- YES, A SITE ADMINISTRATOR
- YES, A MEMBER OF PAID STAFF AT A SITE
- YES, A VOLUNTEER DOCENT/GUIDE AT A SITE
- YES, A VOLUNTEER BOARD MEMBER OR PLAYING ANOTHER ROLE IN SITE OPERATIONS
- YES, OTHER
- NO, I DO NOT PARTICIPATE IN THE OPERATION OF A SITE [Please skip to question 9]

6. Please rate the following issues as they relate to your site:

	Critical Need	Very Important	Somewhat Important	Not Important	Not Applicable
Staff/ volunteer recruitment & training	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fundraising strategies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marketing and advertising	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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[SURVEY PREVIEW MODE] Heritage Tourism Workshops Survey

Declining visitation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Significant issues with current structures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Threats to the integrity of our structure or surrounding landscape	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Parking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Wayfinding (directional signage, other ways to help visitors find you, move around the region and your site)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pedestrian walkways and linkages to other sites	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More/better access to recreational trails (e.g. trailheads, parking, directional signage)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
More/better pedestrian access between our site and the nearest community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
New interpretive programs that link us with other visitor sites and/or organizations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Programs for special interest groups, such as teacher training, seniors, international visitors, camps	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. There are other needs at my site I would like to comment on:

8. Optional: What is the name of your site?

9. What does or could your organization do to support heritage tourism in Passaic County?

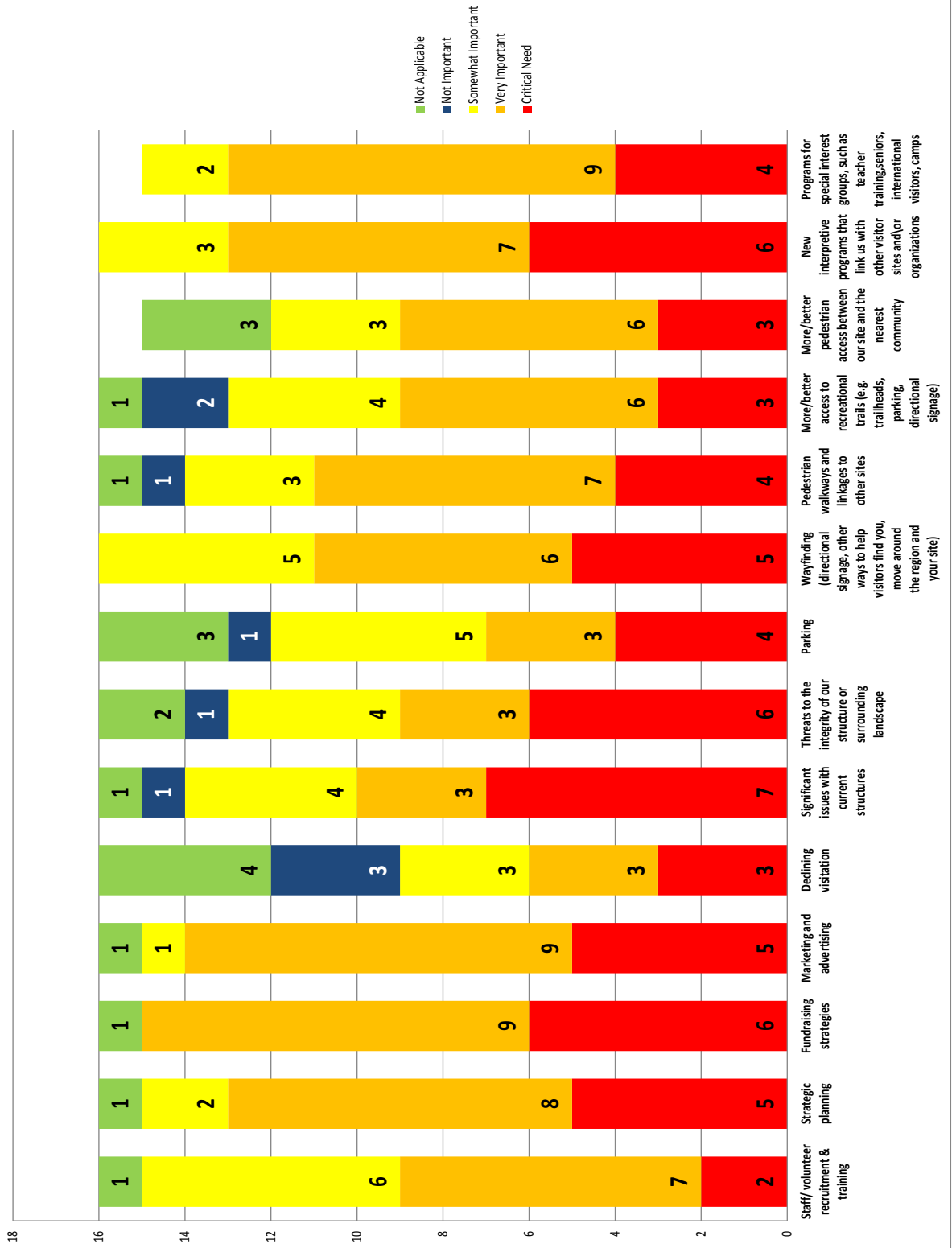
10. Optional: What is your name?

Done

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Passaic Heritage Tourism Survey Results									
Do you live in Passaic County?	What would you consider to be Passaic County's best hidden gem?	Attending Workshop?	In what way is attending this meeting valuable to you and your organization or agency?	Do you administer or participate in the operations of a site (either volunteer or paid)?	There are other needs at my site I would like to comment on:	Optional: What is the name of your site?	What does or could your organization do to support heritage tourism in Passaic County?	Name?	
no	Ringwood Manor	yes	AS A TWA we are interested in mobility and sustainability and feel that tourism should incorporate those issues in planning.	no			AS part of a State agency we want to see heritage tourism expand in Passaic and the rest of the State as a critical component of economic development in New Jersey.		
no	The great water areas in the western part of the county- West Milford area	yes		no			Assist with planning, maps, bike and pedestrian safety and infrastructure planning.	Don Watt	
yes	Water activities, hiking, cultural programs	yes	Planning and getting involved	YES, A VOLUNTEER	Security. We have to worry about theft and vandalism.	Ringwood Manor Long Pond Iron works Monksville Reservoir	Interpret history, provide programs	Marie Mahler	
yes	It's history in the southern section and rural area in the northern part of the county.	yes	I am commissioner on the History and Tourism Board for Passaic county	YES, OTHER				Dr. Walt Krawiec	
no	The historic Morris Canal / future Morris Canal Greenway	yes	It wants towards to expand the lines of communication with nearby historic sites and determine how we can collaborate to make all the sites more successful.	YES, OTHER		Morris Canal Greenway	Expand bicycle-pedestrian access to historic sites and recreational features; serve as a historic and scenic corridor that links open space, historic resources, and local downtowns	Jennifer Gonzalez, PC Planning	
yes	It's diversity.	yes	We are seeking ways to promote tourism to our site, particularly during 2013, the centennial of the 1913 Paterson Silk Strike.	YES, A MEMBER OF PAID STAFF AT A SITE		American Labor Museum/Botto House National Landmark	The Museum is a member of the alliance of cultural & history organizations offering events in commemoration of the 1913 Paterson Silk Strike. Please see http://www.patersonsilksstrike100.org/	Evelyn Hershey	
yes	The History	yes	We are looking to get more people know about our Museum.	YES, A SITE ADMINISTRATOR		Hamilton House Museum	We do recommend other Museum and sites in the area to our visitors	Norma Lee Smith	
yes	The great falls	yes	To be able to add my thoughts and give input	YES, A VOLUNTEER BOARD MEMBER OR PLAYING ANOTHER ROLE IN SITE OPERATIONS				Fred roth	

Summary of Site Issues from Survey



18

16

14

12

10

8

6

4

2

0

PASSAIC COUNTY HERITAGE TOURISM PLAN
WORKSHOP 9-20-12 SWOT RESULTS

Strengths		Weaknesses		Opportunities		Threats	
AM		AM		AM		AM	
<ul style="list-style-type: none"> - Large population base - Close to NYC - Diversity (ethnic) - Varied industrial sites - On Boston to DC corridor - Large schools population - Unique byways unifying many different towns and cities - History - Very old sites/colonial sites/castles - Passaic River (beautiful) - Great Falls is in the center of the city (very cool) - Restaurants - Great shows - Same in most areas - Rich history - Great Falls - Proximity to NYC, Bergen County very accessible - Navigation system routing - Dense network/infrastructure (in south) - Multi-modal transportation – accessibility - Garrett Mountain/Highlands (northwest) - Multiple historic and scenic resources in Passaic County: <ul style="list-style-type: none"> o Historic structures o Hiking/biking/paddling/scenic resources o Scenic drives thru mountains and villages - African-American historic sites – next to national park - Good relationship with the community/programming that welcomes Cultural diversity - NYC 	<ul style="list-style-type: none"> - Paterson's stigma <ul style="list-style-type: none"> o Historic pettiness o Weak school system o Perception of crime - Perception that Paterson is so riddled with crime that it is too dangerous to visit - County Seat of Paterson has economic challenges/economic development poverty - Paterson is an accessible location – can draw from metropolitan area, but sometimes visitors do not feel comfortable traveling into downtown Paterson - People don't know about us - Nearby lodging/dining or awareness of same - No collaboration between: <ul style="list-style-type: none"> o Different heritage groups o Different stakeholders (e.g., historical preservation, economic development) o Stakeholders and funders (e.g., local, county) - Interpretive themes lack relevance to changing demographics - No "brand" awareness of Passaic County - K-12 social studies - Not all sites cooperate (cross promoting) funding - Hours of operation - Central clearing board/administrator - Lack of economic speakers for historic sites - Lack of funding for daily operations including staffing, marketing of the site, and preservation - Money - Economic limitations - Lack of adequate funding - Transportation (public) limitations to historic sites - Up County areas isolated based upon transport and geography - Distance between end points - Transportation – especially Up County - Distance between important historic sites - Age of infrastructure - Major roads lacking in Great Falls: no parking/no transit areas - Congestion on corridors - Distance of sites in Passaic County - Parking at some sites - Location off main road - Dye Mansion located on a golf course (if you don't play golf there is nothing else to do there) 	<ul style="list-style-type: none"> - Paterson's stigma - Historic pettiness - Weak school system - Perception of crime - Perception that Paterson is so riddled with crime that it is too dangerous to visit - County Seat of Paterson has economic challenges/economic development poverty - Paterson is an accessible location – can draw from metropolitan area, but sometimes visitors do not feel comfortable traveling into downtown Paterson - 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Televised opportunity/ad campaigns - Colleges (community), hospitality - Using byway as opportunity to connect - Facebook, twitter – things to do - Businesses that come into the area do well. - Waterfront access – Passaic River - Paterson Falls – Historic Park stations - Variety of place types - Paterson Mill Districts to attract new business and activity in vacancies - Draw for "eco" tourism Up County can supplement heritage tourism for region - Unique diversity – land, farms and types of land use (urban/suburban) - Scenic areas - Varied history (periods) - Varied architecture/structures - Diversification of historic sites - Areas appeal to outdoor enthusiasts - Collaborate with other related institutions created by Cooper and Hewitt families - Tie in with cultural/arts programming with Great Falls National Historic Park - Variety of local artists, types of art (media) - Historical exhibits, ethnic and gender art exhibits - Signage – maps throughout the County, showing historic site locations - Great Falls – and restaurant - Tours of Passaic - New passenger rail in County - Morris Canal Project - Interactive historic sites - Schools - Senior groups (lots of 55+ complexes) - Education public - Public awareness of heritage resources <ul style="list-style-type: none"> o Wallisch Homestead now eligible for NJ State Historic Registry o Heritage Tourism grants offered o Learn about past; history - Social media and interpretive/educational/museum store sales through web site - Lots of people with whom to partner on all levels (local and federal government, academic avenues, artistic avenues) - Bordering counties heritage sites/theater links, in particular Morris County - NTHP's 11 most national treasure 	<ul style="list-style-type: none"> - Economically challenged location - Federal government economically challenged - Less \$\$ to spend recreationally - Cost of rehabilitation and maintenance - Economy – need more funding for the arts - Socioeconomic situation in parts of Paterson/bad reputation downtown Paterson - Car dependence with only other form of comprehensive inner-county transport being bus use (people don't like to take buses) - Traffic/jaywalking - Having museums being closed - Economic conditions - Funded by City and fundraising - No upkeep in last 15 years - Preservation upkeep of property cost - Deterioration of resources because of lack of funding - Wallisch Homestead listed 10 most endangered - Apathy from municipalities and public re: heritage and historic issues - Politics - Building – housing - Possible outsourcing/privatization - Resilience to flooding/climate - Environmental/historic constraints - Safety issues - Accessibility - Land transformation (rebuilding) - Lack of interest in preserving the past - Economic costs - Lack of ethnic speakers – historic interpretation – no interest - Lack of apathy toward historic preservation - Historic sites do not address varied ethnic groups - Declining social studies/history - Education K-12 - Fiscal realities – unlikely to improve in near term - Not enough parking to accommodate large groups 	<ul style="list-style-type: none"> - Budget – tightening at all levels of government - Funding drying up for many initiatives – need to be creative, persistent - Economic challenges, funding - Positively no infighting, jealousy - Over-reliance on grants and unrealistic budgets - State not changing with times - Government - Lack of education – what's here (in our own back yards) - Demolition of sites/natural resources through inappropriate land use (development) or lack of resources to 	
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PASSAIC COUNTY HERITAGE TOURISM PLAN
WORKSHOP 9-20-12 SWOT RESULTS

Strengths	Weaknesses	Opportunities	Threats
<ul style="list-style-type: none"> - Passaic County has a large catalog of undesignated landmarks which can be used for heritage tourism - Passaic County close to NYC - Paterson Falls – one of the largest waterfall in the U.S. - Major events/historic tradition - Large audiences - Lots to do in a 2 hour radius, Examples: hike mountains, walk along the seashore, see NYC, nightlife is available, live shows, restaurants, dancing, shopping, and sports events - Diversity in: <ul style="list-style-type: none"> o People/culture o Landscape (urban/rural/suburban) o Resources - Heritage Tourism has a positive ripple effect on other businesses, giving everyone a stake in its success - Gives areas that may not be well suited for large-scale industrial/commercial development an opportunity for economic growth - Physical History in the huge amount of historic sites along with gorgeous, natural beauty of up county - Transportation system has a variety of transportation options – multi-modal 	<p>county, land use boards)</p> <ul style="list-style-type: none"> - Lack of regional leadership - Lack of awareness and political will - Limited public funds for historic preservation - Funding limitations - Lots of competition for tourism dollars - What stands out? - How to continue to get local people involved and in turn get others involved - Positive word of mouth as opposed to negativity - National and State economy - Currently undeveloped places 	<p>PM</p> <ul style="list-style-type: none"> - Partnerships with state, regional, non-profit entities - Partnerships with municipalities interested in sustainable economic development - Variety of organizations to collaborate - New national park/synergy - Eco-tourism - Agri-tourism - Tourism <ul style="list-style-type: none"> o Water surcharge to fund efforts and stabilize property taxes o Artist studio annual open house o Education re: Passaic County's history - Connect the dots. Tell a story of how things are inter-related. How we got from here to there and to present. Make people think by period history. Example – the GE progress at Disney World - Demographic shifts (young people staying in cities, biking/walking more, volunteering more) 	<ul style="list-style-type: none"> - Perception that the area is inhospitable to people unfamiliar



FROM: Annette Schultz, Project Manager
DATE/LOCATION: July 11, 2012, Passaic County Planning Department
MEETING: Passaic County Heritage Tourism Plan
SUBJECT: TAC Kick-Off Meeting

Attendees – Sign-In sheet appended

Passaic County/ NJTPA:

- Rich Ferrigno, GIS Specialist/ Project Manager
- Michael La Place, Director of Planning and Economic Development Dept.
- Megan Kelly, Principal Planner, NJTPA

Project Team:

- Annette Schultz, Principal Planner/ RBA Project Manager
- Peter Benton, Heritage Strategies

Purpose

The purpose of the Kick-Off meeting was to introduce the Heritage Tourism Plan project, purpose, goals, scope and schedule; provide an overview of the Passaic Scenic & Historic Byways Program and maps; review the Technical Advisory Committee's purpose, role, and participation; and, discuss the potential for heritage tourism to benefit the County and municipalities.

Introduction

Rich Ferrigno, Passaic County's Project Manager, opened the meeting with an overview of the County's initiative and he introduced the project consultant team. Attendees introduced themselves and explained their interest in participating on the Technical Advisory Committee and the potential benefits to their organizations. These included:

- Raising public awareness of Passaic County's extensive parks, open space and recreational offerings.
- Guiding improvements to the transportation corridors that provide access to Passaic County's visitor sites.
- Encouraging bicycling and transit use.
- Providing information about Passaic County's trails network.
- Providing regional coordination to promote tourism and economic development.
- Engaging the public in the arts, and inspiring projects and exhibitions that highlight Passaic County's historic and scenic resources and artistic talent.
- Promoting tourism as an economic driver and guiding investment on state and regional levels.



- Serving as a model for coordinating resources to economically benefit local communities.
- Serving as a regional “work plan” to coordinate local efforts in improving and promoting Passaic County’s historic, scenic, and recreational resources.

Annette Schultz discussed the role of the TAC in the project. The TAC should help guide the project team in identifying those who can be invited to participate in the fall SWOT meetings, related initiatives and events, and to generate ideas to advance heritage tourism.

Project Purpose and Goals

Rich Ferrigno presented the County’s Scenic and Historic Byways network that provides the framework for the Passaic County Heritage Tourism project. Rich and Michael LaPlace, Planning Director, gave an overview of the background of the project, the reasons for initiating it now, and the value of the project to the region. This project is a consequence of recommendations in the Transportation Element of the Master Plan to establish a system of roadways that are designated as Scenic and Historic Byways. The Transportation Element describes the goals, methodology, and desired outcomes of a Scenic and Historic Byways Program, and includes an inventory of proposed byway corridors. These designated roadways were selected because of their intrinsic historic significance, scenic qualities and their importance in providing connections to Passaic County’s historic sites and open space that can or have the potential to become visitor destinations. The Freeholders fully support the byways and heritage tourism project.

The Heritage Tourism Plan is closely tied to transportation and the framework of the Historic Byways network that connects tourism destinations throughout the County. Improving visitor experience along the Byway is at the core of this initiative. Transportation improvements are intended to:

- support the County’s bicycle and pedestrian network to encourage the use of non-motorized travel,
- improve access to destinations, including trailheads within the parks in the northern part of the county,
- Address safety.

Implementation will require the commitment of public agencies, governing bodies, and private organizations, many of which are staffed by volunteers. These organizations vary in their level of activity and generally work independently. The project recommendations should:

- Advance a coordinated and unifying heritage tourism program,
- Provide guidance to the many organizations who will be involved in implementing the Heritage Tourism Plan,
- Emphasize actions that build on current initiatives and the give direction to organizations that are supportive, active and energetic.



The Plan should consider the larger context. Related initiatives that make the project very timely are:

- Strategic Plan under development for the Great Falls of the Passaic River, an anchor in Historic and Scenic Byways network
- Passaic County's 175th anniversary
- Parks, Recreation and Open Space Master Plan and the relationship of the Olmsted Brothers to the park system
- Morris Canal Greenway, which ties into the byways network

The Scenic Byways Program goals and objectives are related to a variety of topical areas and address many audiences. There are a myriad of possible recommendations. The Plan will provide a framework for prioritizing actions and emphasize a limited number of critical objectives.

Scope, Schedule and Outreach Strategy

Annette Schultz, RBA, gave an overview of the project scope and schedule. It is a one-year project and will be conducted by a team of professionals that include:

- RBA, an engineering, architecture and planning firm; Annette Schultz, project manager, specializes in scenic byways, greenways, trails, and bicycle and pedestrian facilities planning and design,
- Heritage Strategies, specializing in heritage and interpretive planning around the country and New Jersey (Crossroads of the American Revolution Heritage Area, Jersey City Morris Canal Greenway and other initiatives)
- National Trust for Historic Preservation that included the Hinchliffe Stadium on the list of the nation's 11th most endangered historic sites and on the Trust's National Treasures Campaign.
- Arch Street Communications, specializing in public relations, marketing, and tourism.

The project team will conduct research, interviews, and targeted focus groups; facilitate two SWOT workshops to identify "Strengths, Weaknesses, Opportunities and Threats" in the fall; and, develop the Passaic County Heritage Tourism Plan to give a common direction to organizations and municipal governments.

There will be three additional meetings with the TAC. The next meeting will take place after the SWOT workshops to be held on September 20th.

Summary of Discussion Points

1. Funding for park management and maintenance is extremely limited. As a result, many historic and recreational resources are in disrepair. There are friends groups that help with programming and conduct projects to benefit the parks, but they are not able to take on large projects. An example is the volunteer group at Ringwood Manor.

3



2. TransOptions, a Transportation Management Association, operates within most of Passaic County and includes all of the northern area.
3. There have been heritage tourism initiatives in Somerset County that may serve as interesting models. The County has established a successful tour bus program with itineraries' covering key historic sites. The program was launched with private money but is now self-sustaining. It has raised public awareness of Somerset County's historic sites and has increased visitation.
4. The New York/New Jersey Trails Conference is currently conducting a project to link trails with communities, which raises community awareness of trail networks while providing information to trail users about community attractions and services. This concept can complement the Heritage Tourism Plan.
5. The Highlands Council has completed much of the necessary regulatory and policy work, and is now actively seeking ways to explore the potential of the region for tourism and recreation in keeping with the Highlands mission. Pompton Lakes has shown interest in becoming a "Gateway to the Highlands." The projects highlighted by the Passaic County Plan may become models for other communities within the Highlands, and may generate interest because of the potential to realize economic benefits based on their protected natural resources and open space.
6. The PPCC Cultural and Heritage Council has launched many arts projects and curated exhibits related to Passaic County history, historic sites, and natural resources. The Council is currently developing an initiative with the Great Falls National Historic Site. The Council has diverse partners and volunteer support that includes Passaic County's many ethnic groups.
7. The State of New Jersey is preparing for a 300-year anniversary in 2014, which may provide a platform to advance Passaic County's heritage tourism program.
8. In general, state agencies look favorably on regional plans because they guide investments to strategic projects that have been vetted by partner organizations and governments. The New Jersey Division of Travel and Tourism has been invited to participate as a TAC committee member and will be a good partner for leveraging support.
9. The Office of Planning Advocacy is now completing a Strategic Plan that has a strong emphasis on economic development and tourism. It is possible that a pool of funding will be established that can be used for projects that advance heritage tourism, which is specifically called out in the Strategic Plan. Projects that directly address issues that block tourism, such as a lack of overnight accommodation, may fit into funding categories, though what and how such funding would be allocated has yet to be determined.

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10. Access to the Office of Planning Advocacy funding sources would be competitive. There will likely be a scoring mechanism. The Heritage Tourism Plan project may be advantageously positioning the County and its partners for possible future funding for projects that promote heritage tourism, although the specifics of the Strategic Plan have yet to be finalized and made public.
11. Heritage tourism must embrace the cultural heritage of Passaic's many ethnic constituencies. Reaching out to groups representing ethnic diversity will be critical to the success of the Plan.
12. It will be important to engage municipalities in heritage tourism. It may interest them because of the potential to bring revenue to their communities.



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FROM: Annette Schultz, Project Manager
DATE/LOCATION: October 11, 2012, Passaic County Planning Department
MEETING: TAC Meeting 2 - Passaic County Heritage Tourism Plan
SUBJECT: Review of SWOT Workshops and Plan Outline

Attendees

Passaic County/ NJTPA:

- Rich Ferrigno, GIS Specialist/ Project Manager
- Michael La Place, Director of Planning and Economic Development Dept.
- Megan Kelly, Principal Planner, NJTPA

Project Team:

- Annette Schultz, Principal Planner/ RBA Project Manager
- Peter Benton, Heritage Strategies

Purpose

To review and discuss findings from the September 20 SWOT Workshops (Strengths, Weaknesses, Opportunities, and Threats), the Heritage Tourism and Scenic and Historic Byways Plan outline, and preliminary proposed strategies.

The meeting began with an overview of SWOT Workshops and Web survey conducted before the Workshops. Findings were documented in the Meeting Memorandum for the Workshops and in the survey results summary, which were distributed to TAC members.

A draft annotated outline of the Plan for discussion was distributed to attendees (appended). The Plan is divided into two main sections focusing on the Passaic County Byways Program and the Heritage Tourism Program respectively. The sections are structured similarly and complement each other. Each includes goals, objectives, strategies, and recommendations.

Rich Ferrigno presented the outline for the Passaic County Byways Program:

1. Introduction
2. Goals
3. Byway Program Components:
 - a. Byway Classification System
 - b. Byway SWOT Analysis
 - c. Transportation and Mobility Strategies
 - d. Countywide Way-finding Plan
 - e. Byway Program Flow Chart
 - f. Implementation Recommendations



Peter Benton, Heritage Strategies, presented the draft outline for the Heritage Tourism Program:

1. Introduction
2. Character and Significance
3. Goals
4. Concept and Approach
 - a. County Image/Identity/Brand
 - b. Historic Preservation and Community Character
 - c. Culture and the Arts
 - d. Interpretation – Telling the Region’s Stories
 - e. Recreation and Open Space
 - f. Visitor Experience
 - g. Marketing and Promotion

TAC members are invited to submit comments on the outline before the end of October.

Discussion Topics and Main Points

Way finding

1. The Countywide way-finding plan should identify the Highlands along with byways and their destinations.
2. The county is already in the process of developing a byways way finding system.

Plan Goals, Objectives, and Strategies

3. Plan goals should include getting residents in touch with places to visit related to themes (recreation, historic, etc.)
4. Plan recommendations should be keyed to milestones, such as Passaic County’s 175th anniversary in 25 years. Visitor readiness for sites might be a goal for the 175th anniversary.
5. The plan should set goals and describe what accomplishments should be achieved at each milestone.
6. New Jersey’s 300th anniversary celebration in 2015 could be another milestone to be recognized in the plan.

Organizational Capacity

7. The County should provide leadership and coordination; the Open Space fund may be a source for the County to assign staff support for the Byways and Heritage Tourism Programs.
8. It is important to assign roles to other organizations (besides the County) and distribute responsibilities.
9. The History and Tourism Board should prepare an annual work plan and present to the Freeholders.
10. The role of the History and Tourism Board should be defined. The Board could assume the “cheerleader” function and take on activities that present the heritage tourism program to the public.



11. There should be a smaller stakeholder group that could be composed of the paid staff of key visitor destinations to generally oversee the heritage tourism initiative.
12. Regional groups such as the PCCC works might be assigned a lead role, as a county-wide initiative may be outside the constituency of municipalities or local organizations.
13. Volunteer groups are limited by the time and energy available to play a consistent role and conduct activities. The plan should not define roles that are unrealistic for volunteer groups to assume.
14. The plan should focus on building the capacity of all visitor sites.

Funding

15. Plan recommendations should be crafted based on the funding sources that might be available, such as Passaic County corridor enhancement funds, open space funds, Office of Planning Advocacy and other state agency funding programs.
16. The Freeholders are very supportive of this project and may be willing to provide funds, especially through the open space trust funds.
17. Historic preservation is eligible for county open space trust funds.

Interpretation

18. There could be a volunteer corps of interpreters, which is already in place at some visitor sites.
19. The themes and storylines should be expanded to include topics of interest to today's audiences, include diverse ethnicities. A theme could be the story of immigrants.
20. The themes and recommendations should be crafted to engage and inspire municipalities to participate.
21. Plan recommendations might include self-guided tours and interpretative exhibits along trails and in parks and other outdoor venues such as trailheads.
22. Interpretive themes should be coordinated with the Great Falls NHS.

Marketing and Promotion

23. Although establishing a DMO at some point would be important, the plan should emphasize helping sites become more visitor-ready first.
24. The history of the county's park system is significant because it was designed by the Olmsted Brothers. There may be an opportunity to raise awareness of this through the National Association of Olmsted Parks (NAOP).
25. There may be an opportunity for connections among Essex, Union and Passaic Counties because all three park systems were designed by the Olmsted Brothers.
26. The plan should look to opportunities outside county boundaries, including collaboration with the Crossroads of the American Revolution Heritage Area.
27. Marketing is the key to success or failure. Events are important to raise awareness, but there must be effective marketing to succeed at promoting heritage tourism.
28. Right now, the county is not ready for marketing heritage tourism or receiving visitors. The sites must be ready and the program in place to ensure a positive experience.

Next Steps

APPENDIX



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The Project Team will develop the draft plan before the end of the year. This will be presented to the TAC for review in January. The Project Team will follow-up with targeted interviews as they prepare the draft plan. Two Webinar meetings focusing on implementation will be held in the spring.

Comments from the TAC are welcome.

The meeting was adjourned at 4:00.



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FROM: Annette Schultz, Project Manager
DATE/LOCATION: January 16, 2013, Passaic County Planning Department
MEETING: Technical Advisory Committee
SUBJECT: Progress Draft of the Heritage Tourism Plan

Attendees – Sign-In sheet appended

Purpose

To present and discuss the progress draft Heritage Tourism Plan and to identify strategies for implementation.

The consultant team gave a project update on activities since the last TAC meeting. The team had conducted interviews and prepared a progress draft of a section of the plan. A copy of the draft was distributed to each attendee. The progress draft presented at this TAC meeting focuses on strategies associated with the development of a heritage tourism program, which is based on the network of designated historic and scenic byways as they provide access to major visitor sites throughout the county.

A complementary section of the plan will cover strategies associated with physical improvements to the roadway corridors that are designated as scenic and historic byways. It addresses ways to improve their condition, safety, bicycle and pedestrian compatibility, wayfinding, access to transit, and other transportation improvement strategies. This section of the plan is also under development. An example of a strategy presented in this section of the plan is to prioritize improvements to the designated roadways in the allocation of transportation funds. This section of the plan will be presented at the next TAC meeting scheduled for **Wednesday, February 13**.

All TAC members are invited to comment on this section of the plan. The **deadline for comments is the January 31**. The plan will be distributed to a wider audience after it is complete and includes both sections.

Mr. Benton gave an overview of the contents of the plan and reviewed the Table of Contents. The plan includes the vision /

Summary of Main Points and Discussion

1. A primary objective of the scenic and historic byways program is to attract visitors to Passaic County's visitor sites to learn about and appreciate the regional and national significance of the county. Heritage tourism has the potential to bring economic benefit to the county, as visitors make use of support services, such as eating at local restaurants.

1

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2. Representatives of the business community, such as chambers of commerce, should be included in the heritage tourism initiative. In the future there may be opportunities to secure funding from private entities especially for promotion.
3. The County Improvement Authority has the potential to strongly support the heritage tourism initiative, and is currently in the process of evaluating its priorities. Nicole Fox, Program Director, is now located in the Passaic Planning and Economic Development offices. She noted that the Authority Board is very interested in taking on projects to promote tourism, which would be allowed under the authority's authorizing legislation. They have assisted in leveraging funding for projects among other services.
4. It may be possible for the County Improvement Authority to take on the role of DMO in the future, when the visitor attractions are ready, i.e. have improved and/or coordinated their programming, interpretive strategies, and priorities. Shorter term, the Authority might take on specific tourism-related strategies, for example, facilitating the development of a visitor center, a coordinated exhibit program, or involvement with rehabilitation and reuse of historic buildings.
5. New York City's DMO is very strong and would be an excellent model.
6. Municipalities could apply for funding for historic preservation from the Passaic County Corridor Enhancement Program, although this opportunity is largely unknown.
7. The county could assume the role of overall coordinator. This function is absolutely necessary. The county's open space trust fund might provide funding for county staff to coordinate heritage tourism efforts.
8. The state has many regulations that prevent state-owned parks and facilities, such as Ringwood from accessing funding from other public and private sources, even though they have diminishing support from the state. This puts them at a significant disadvantage in benefiting from municipal and county funding sources.
9. The Great Falls NHP has a wide range of programs and partners, including a VIP (Volunteers in Parks) program. The park has also recently developed an interpretive plan. The park will play a key role in the county's heritage tourism program.
10. Adjacent counties are further along in heritage tourism development. Coordination with the Crossroads of the American Revolution heritage area may benefit Passaic County, which also played a significant role in the American Revolution. Passaic County can learn from their successful strategies. Although Passaic is "behind" in supporting and promoting heritage tourism, this fact may put the county in an advantageous position; the Scenic and Historic Byways Program, and the corollary Heritage Tourism plan are timely.
11. The New Jersey Highlands Council, and the Department of State's Office of Planning Advocacy and Division of Travel and Tourism can be important and supporting partners.



The Highlands Council is currently supporting Sussex County in parks promotion and tourism.

12. Creating a recognizable brand is key to establishing heritage tourism. The county has already been developing logos.
13. There has been a long-standing need for wayfinding. Byways can be part of a countywide solution. Strategies for differentiating the byways from other roadways should be part of the development of a scenic and historic and heritage tourism effort. The byways brand should be represented along the byways. Other possibilities are to establish unique street signs, or use banners such as those that have already been placed throughout the county. The county has already identified locations for byway signs.
14. Scenic byways in the north part of the county should be signed with sensitivity, and should not further clutter the roadways. There might even be an initiative to reduce sign clutter.
15. Heritage visitors are unique and that should be taken into account when developing strategies for promotion.
16. The first audience to reach is the residents. Regional visitors (nearby counties, New York city and surrounding metropolitan areas, etc. would be the logical next population to engage, but that must wait until the heritage tourism initiative has advanced and the county is ready to provide a coherent and integrated experience for visitors.
17. Students are a good audience to reach, which would also reach their parents. This has the potential to increase visibility of the byways network and visitor destinations.
18. A representative of the Superintendent of Schools should be invited to participate.
19. Attendees were provided with a list of the major sites associated with the byways and “visitor-ready.” Visitor-ready is defined as sites that are open to the public. Currently, they differ widely in hours, days of operation and staffing, ranging from maintaining regular hours to visitation by appointment only.
20. Since the last TAC meeting, the major visitor sites were asked to describe their levels of hours/days of operation, annual visitation, funding sources, etc., This information will be included in the plan after all sites have provided the information.
21. Heritage visitors are different from other audiences and this should be taken into account when developing promotional strategies.
22. Visitors to Passaic County’s heritage and tourism sites should extend beyond historic sites to include other attractions of interest to families, for example, hiking and biking.



23. Development of heritage tourism will require coordination among the sites, not only with regard to operations but also the interpretive stories, exhibits, brochures and maps. There might be exhibits
24. Mr. Benton emphasized that an early initiative could be the development of a coordinated interpretive plan. This would not supplant the stories already presented at historic sites, but complement them. The interpretive plan should be developed by professional interpreters with support from the History and Tourism Board, the county historian, and others to generate ideas and to ensure accuracy.
25. Municipalities should be encouraged and given incentives to participate in heritage tourism and scenic and historic byways program. Their stories should be included in the interpretive plan should they express interest.
26. Brochures and exhibits that have a common graphic identity could be developed. The county's park system, which itself has historic significance, are natural places to place exhibits. The development of these could be governed by regulated processes that any organization wishing to participate would need to follow.
27. The use of apps and social media for promotion is essential. Facebook could even be used as a means for coordination among the sites and partners.

An implementation chapter will be developed after both sections of the plan have been developed. The primary focus will be priority actions that are both feasible and can be accomplished within five years, although the planning horizon is 25 years.



FROM: Annette Schultz, Project Manager
Rich Ferrigno, Passaic County

DATE/LOCATION: February 13, 2013, Passaic County Planning Department

MEETING: Technical Advisory Committee

SUBJECT: Progress Draft of the Heritage Tourism Plan
Part 2 – Passaic County Byways Network Program Overview

Purpose

To present and discuss the preliminary draft of the Byways Program section of the Heritage Tourism Plan, review comments on the Heritage Tourism Program Overview presented at the last TAC meeting, and identify strategies for implementation.

Rich Ferrigno presented the draft Byways Network Program and gave an overview of its component parts. This document will be part of the final Heritage Tourism Plan. Annette Schultz explained that the implementation and phasing section is under development, and will complete the plan. The focus will be on actions that can be undertaken in the first five years of implementation. Convening stakeholders, developing a county-wide interpretive plan and exhibit program, and a wayfinding initiative are among the early implementation recommendations. There will also be a webinar to present the plan to the organizations that were invited to the SWOT workshops among others whose participation in implementing recommendations will be important.

Discussion Points

- Including the business community is critical and outreach to engage businesses should take place as soon as possible.
- A key partnership will include the National Park Service and the Great Falls National Historic Park, which already has a robust outreach program, newsletters, and other resource material.
- There is a need for an overarching organization to provide coordination. The County will play a significant role.
- There is the potential for Passaic County to have a Destination Marketing Organization (DMO) to advance implementation.
- State-of-the-art technology should be incorporated into implementation as much as possible. Most people have access to the web and smart phones that they typically use for navigation. Interpretive exhibits should not only be physical signs, but also include digital elements, such as apps.
- A comprehensive Heritage Tourism website is critical.
- The Hinchliffe Stadium should be included in the county-wide interpretive program.
- Heritage-related artwork and exhibits could be located at transit stations. However, a process for coordinating this with NJ Transit will need to be established.