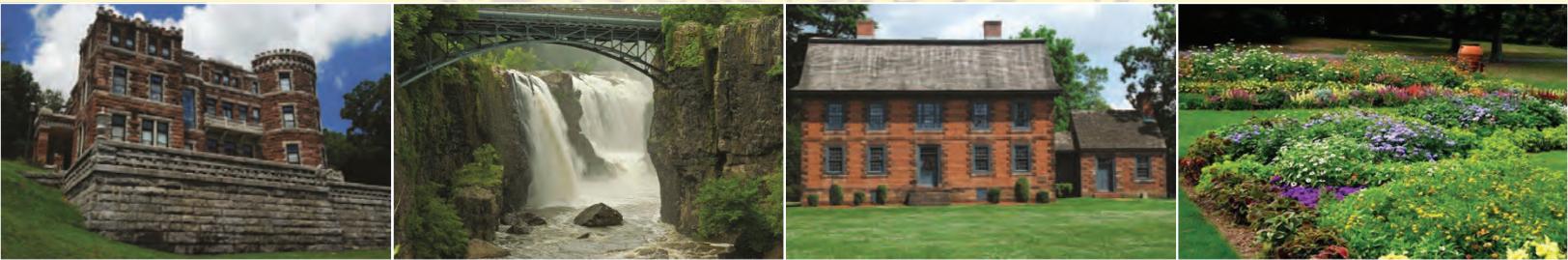


PASSAIC COUNTY

NEW JERSEY

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THE HERITAGE TOURISM ELEMENT OF THE PASSAIC COUNTY MASTER PLAN

FINAL REPORT

June 2013

Prepared By:

Passaic County Department of Planning and Economic Development
with assistance from
The RBA Group Inc.





This report has been prepared as part of the North Jersey Transportation Planning Authority's Subregional Studies Program with financing by the Federal Transit Administration and the Federal Highway Administration of the U.S. Department of Transportation. This document is disseminated under the sponsorship of the U.S. Department of Transportation in the interest of information exchange. The United States Government assumes no liability for its contents or its use thereof.

ACKNOWLEDGEMENTS

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Background

This Plan is the result of recommendations highlighted in the 2012 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 potential byway corridors. Scenic and Historic Byways are defined as roads, rivers, trails, railways or historic routes that were vital to Passaic County's development or that provide access to the County's finest scenic venues.

The Transportation Element recognizes 26 byways that form a continuous network extending throughout the County. These designated transportation corridors 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 Plan addresses both transportation and tourism related issues, which together form a foundation for the development of a Passaic County Heritage Tourism Program.

The outcomes and benefits of the Passaic County Scenic and Historic Byways Program are diverse and cover a wide range of objectives:

- Preservation of the County's historic sites, scenic vistas and open space,
- A unified interpretive story of Passaic County's history and its role in historical movements and events of regional and national significance,
- Improved access to visitor destinations by tourists as well as residents of all ages and abilities,

- Economic vitality from increased tourism, and
- Transportation improvements that support the Scenic and Historic Byway objectives,
- Encourage the use of non-motorized travel,
- Address safety throughout the Byways network.

An outgrowth of the Transportation Element, the Heritage Tourism Plan will become the first Heritage Tourism Element of the Master Plan.

Plan Organization

There are two major components of the Plan. **Part 1**, the **transportation** section, addresses the Passaic County Byways Network. It presents a byway classification system, recommends transportation improvements, and proposes targeted Transportation and Mobility Strategies that address accessibility, safety, and wayfinding.

Part 2 addresses the **Heritage Tourism Program** that is built on the foundation of the Scenic and Historic Byways Network. The strategies presented in Part 2 support the preservation and enhancement of Passaic County's natural, man-made, and historic resources. Part 2 recommendations lead to the development of a coordinated countywide heritage tourism program through voluntary partnerships between government, stewards of heritage resources, and the business community.

Part 3 is the **Implementation Plan** that combines the strategies of both parts and recommends a coordinated phased approach. The Implementation Plan emphasizes short term actions that will mobilize stakeholders, provide a framework for coordination, and lead to early on-the-ground achievements. This includes the installation of

a byways wayfinding system, establishment of a graphic identity, and development of an interpretive plan and exhibit program.

The Implementation Plan recognizes that success will depend on participation by diverse partnerships that extend beyond those who are already invested in the County's heritage and cultural resources. Partnerships must have a broader base that includes the business community, municipal government, and other institutions that can see the potential for community development, economic growth, and an improved quality of life for residents.

Heritage Tourism in Passaic County

Heritage tourism goes beyond mere visitation of historic sites. The objective of heritage tourism is to provide a meaningful experience of places that tell stories about the County's history, culture, traditions and landscapes. The stories driving Passaic County's development have regional and even national significance. The potential for a heritage tourism program is strong, yet the physical remnants and landscapes from the past are under constant threat of decay and elimination. This Plan is intended to provide guidance to the stewards of the County's heritage to advance the preservation, improvement, and promotion of its historic and scenic assets, which are at the heart of a heritage tourism program.

The history and development of Passaic County is closely tied to transportation along its waterways, canals, and railroads. Although these linear corridors may not be active today, they are included in the Passaic County Byways Network because of their historical significance. Some are targeted for reuse as trails, bicycle routes

and greenways. For example, the Morris Canal is under development as a greenway and the former Greenwood Lake Railroad has been identified as a priority bicycle and pedestrian corridor in the Passaic County Transportation Element.

The Great Falls of the Passaic River, formerly just one of New Jersey's state parks, was designated as a National Historic Park through legislation in November 2011, and is now managed by the National Park Service. A strategic master plan is underway and rehabilitation has already begun. The Paterson Great Falls National Historic Park is intended to bring visitors from around the country, which presents a tremendous opportunity to extend heritage tourism throughout the County. The Park will be an anchor in the Passaic County Byways network.

The Plan takes into consideration the larger context of the Byways system and identifies some of the possible connections with other initiatives both within and near the County boundaries. Passaic County celebrated its 175th year in 2012 and is already anticipating the Bicentennial. The Heritage Tourism Plan was developed with an eye towards that milestone; although the Plan primarily focuses on shorter term actions, it includes recommendations that can be implemented later as the program matures.

Public Outreach

Outreach to stakeholders was an essential first step in the planning process. Accurately assessing Passaic County's potential for heritage tourism development depends on understanding both the County's historically significant places and the perspectives of those who manage, promote,

and value these assets. The recommendations presented are grounded in the insights gained from field scoping –(i.e.,driving the byways and visiting heritage and scenic destinations), interviews, Technical Advisory Committee and History and Tourism Board meetings, stakeholder workshops, and an on-line web survey.

A Technical Advisory Committee was assembled at the outset of the project and met four times during the planning process to review work products and provide comments and insights. The Committee included representatives of cultural and heritage sites, non-profit associations, county planning and engineering staff, including the county historian, and both regional and state agencies (see Acknowledgements). The Planning Team also met with the History and Tourism Board several times to update them on the heritage planning process.

“SWOT” Workshops

Two ½ day Strengths, Weaknesses, Opportunities and Threats (SWOT) Workshops were held to introduce Passaic County’s recently established Passaic County Byways Network and the Heritage Tourism Plan project to potential heritage tourism stakeholders. Over 60 organizations were invited to participate. They represented visitor sites, arts and cultural organizations, historical commissions and societies, transportation agencies and associations, park managers, engineers, planners and local, county and state government staff, to name a few; these are some of the organizations who would be tasked to implement the Heritage Tourism Plan. Preliminary presentations provided the framework for facilitated work sessions designed to solicit input and gauge the interest in and potential for a Heritage Tourism Program.

Input from the Workshops was wide-ranging and the discussion generated many ideas that guided the Plan’s recommendations and helped to tailor an approach to heritage tourism unique to Passaic County.

Regional Significance

The Passaic County Heritage Tourism Plan provides the framework for successful implementation of both the Passaic County Byways Program and the creation of a Heritage Tourism Program. Taken together, these recommendations will help Passaic County leverage its vast cultural and scenic resources in the form of increased tourism and potential tourism based economic development opportunities.

Furthermore, the plan looks forward to the future, when the Great Falls of Paterson National Historic Park will be at full capacity. It is anticipated that this will be a major regional attraction, attracting visitors to Passaic County from all over the Tri-State area. The establishment of the Passaic County Byways Network will allow visitors to safely and efficiently navigate to Passaic County’s other tourism sites. The creation of a Destination Marketing Organization for Passaic County, will help the county to market, organize, and improve its attractions as the county moves towards its Bi-Centennial Anniversary in 2037.

Coordination and Support

The Passaic County Byways Program goals and objectives are related to a variety of topical areas and address many audiences. Implementation will require the commitment of public agencies, governing bodies, and private organizations. Although participation in the implementation

of the Heritage Tourism Program is voluntary and the Byways Program does not impose regulations, the Plan recognizes the need for countywide coordination and support. The Passaic County Department of Planning and Economic Development will play a key role in advancing and coordinating the initiative. The Passaic County Improvement Authority has participated in the development of the Plan and is interested in becoming the Destination Management Organization (DMO) for Passaic County's Heritage Tourism Program.

An organization important to the implementation of the Heritage Tourism Plan is the History and Tourism Board, which the County established to bring together representatives of County and municipal government and organizations with related missions to advance heritage initiatives. Some of the Board's earlier accomplishments include the identification and prioritization of historic sites and the development and production of a poster that displays key visitor sites. The Board will be instrumental in overseeing the tourism program and interfacing with the public. Recommendations in the Plan are intended to guide the Board's efforts.

Objectives of the Heritage Tourism Plan are to:

- **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 give direction to organizations that are supportive, active and effective.**

Next Steps

Together the information acquired over the course of the planning process has led to the development of a strong understanding of the current state of both the byways network and heritage tourism activities within the county. Moving forward, this baseline understanding of existing conditions will guide the implementation of each recommendation using the SWOT approach: maximize strengths, minimize weaknesses, capitalize on opportunities, and mitigate potential threats.

Short term recommendations identified in the plan are designed to continue the momentum gained during the planning process. Implementation of the "low hanging fruit" recommendations, particularly those that engage members of the heritage community, will help ensure that this positive momentum continues. Showing results early in the process will also be important in attracting additional stakeholders who want to participate but may be skeptical about joining the effort.

Five of the most significant short term recommendations have been identified as priorities. Suggested steps for implementing these five priority recommendations are outlined below.

The priority recommendations include:

1. **Develop a Graphic Identity and Messaging Plan for Passaic County;**
2. **Countywide Interpretive Plan;**
3. **Establish a Countywide Exhibit Program;**
4. **Develop a County Wayfinding System; and**
5. **Create a Countywide Destination Marketing Organization.**

MAJOR ATTRACTIONS OVERVIEW

Passaic County Attractions

Passaic County has much to offer potential heritage travelers with its wide range of attractions. Its rich cultural and historical sites continue to tell the story of their valuable contribution to not only New Jersey, but American history. Furthermore, Passaic County's vast natural beauty offers visitors a wide range of outdoor recreational opportunities. This includes, the Olmsted Brother designed Passaic County Park System.

The Passaic County Heritage Tourism Plan focuses on the 21 sites deemed to be visitor ready, or sites that currently have the capacity to provide a sound visitor experience. It is anticipated that in the future additional sites within the County will be elevated to the status of major attractions. On the following pages you will be introduced to these sites as well as some background information as to what makes them so important to the Heritage Tourism planning effort.



Apshawa Preserve is a 576-acre park with a 43-acre reservoir and miles of hiking trails, including a 68-acre tract owned by the New Jersey Conservation Foundation, as well as a 7-acre parcel containing the parking lot, kiosk, and trail heads.



Friendship Park, located in Bloomingdale, is an approximately 45-acre park with hiking trails in natural woodland setting. A small parking lot is located adjacent to the park.



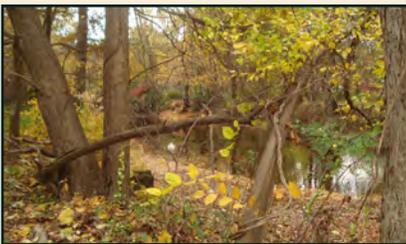
Garret Mountain Reservation is a 569-acre recreation area, owned by Passaic County with athletic fields, a lake for fishing and an equestrian center. Situated more than 500 feet above sea level, the reservation offers sweeping views of northern New Jersey and the Manhattan Skyline.



Goffle Brook Park is a 103-acre park is adjacent to the Goffle Brook. It contains a pond, stocked with trout, athletic fields, a playground, and a contained dog park.



Peckman Preserve is a 12-acre natural preserve located in Little Falls Township. An ecologically diverse site , the preserve includes woodlands, wetlands, open fields and the Peckman River. The preserve is also one of the many parks in Passaic County connected by the Morris Canal Greenway, which runs along its southern border.



Pompton Aquatic Park in Wayne Township is a historic park along the historic Morris Canal Pompton Feeder, adjacent to the Passaic County Farm and Ramapo River, with hiking and biking trails. Pompton Aquatic Park in Pompton Lakes is a wildlife sanctuary perfect for birdwatching and fishing, adjacent to the Pompton River, with hiking and river trails.



Rifle Camp Park has a wide variety of recreational activities, an amphitheater for concerts and events, the John Crowley Nature Center and Astronomical Observatory.



San Cap Park is mostly undeveloped except for a small portion that contains athletic fields. Hiking trails are in the A. Abram S. Hewitt State Forest.

MAJOR ATTRACTIONS OVERVIEW



Tranquility Ridge is a 2,110-acre woodland that was originally part of the Sterling Forest tract . Hikers enjoy the getting back to nature and a deep forest.



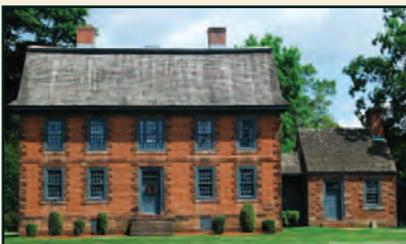
Weasel Brook Park is a neighborhood park with a brook, two softball fields and basketball courts and playgrounds and regulation Horseshoe Pits.



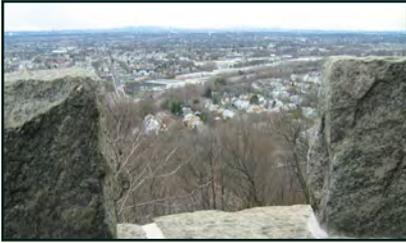
The Morris Canal Greenway is a statewide effort to create a bicycle-pedestrian trail along the historic route of the Morris Canal in New Jersey. Spanning 102-miles from the Delaware River at Phillipsburg to New York Harbor at Jersey City, the Canal and its Pompton Feeder passed through six Passaic County municipalities, including Pompton Lakes, Woodland Park, Wayne, Little Falls, Paterson and Clifton.



The American Labor Museum, a private, non-profit organization, operates the Botto House as a museum dedicated to perpetuating the history of the labor movement as well as the culture of working people in the United States. It served as a rallying point for thousands of striking workers and their families during the 1913 Paterson Silk Strike.



The Dey Mansion, is a unique example of Georgian architecture with Dutch elements. It achieved national recognition as General George Washington's Revolutionary War headquarters in the Preakness Valley. It was constructed between 1740 and 1750 by Dirck Dey. It was acquired and restored by Passaic County in the 1930's.



Garret Mountain Observation Tower, located on the eastern edge of Garret Mountain Reservation, is a nearly 70-foot tall tower that offers beautiful panoramic views of northern New Jersey and New York City.



The Hamilton House is a representative example of the pioneer homesteads that once dotted what was known as old Acquackanonk. With its graceful gambrel roof and red sandstone, the house reflects many characteristics of the architecture of early Dutch New Jersey. It was acquired by the City of Clifton in 1972.



Lambert Castle was constructed in 1892 as the home and showplace of silk manufacturer Catholina Lambert. Lambert Castle was constructed of sandstone, much of it quarried from Garret, with an interior that reflected the eclectic style of the Gilded Age. It was a replica of Warwick Castle, and was acquired by Passaic County in 1928.



Long Pond Ironworks was founded in 1766 by Peter Hasenclever as a full iron working complex and worker's village. Representing 120 years of evolving iron making technology, Long Pond operated from the Colonial Era until 1833. It was dedicated as a State Park in 1987.



The Paterson Great Falls National Historic Park is highlighted by a 77-foot waterfall created where the Passaic River drops over a vertical shelf to the deep chasm below. It was these falls that convinced Alexander Hamilton that this was the ideal site to set up the first industrial center in the nation. The falls were designated a National Historic Park on November 7th, 2011.

MAJOR ATTRACTIONS OVERVIEW



The Paterson Museum was organized in 1925 to display natural history objects donated by local residents. Within a few years its mineral collection was one of the largest in New Jersey. In 1982 the museum moved to its present location in the restored Rogers Locomotive Erecting Shop.



Ringwood Manor was the summer estate of wealthy 19th century iron magnates Peter Cooper & Abram S. Hewitt. They owned several ironworks in Northern New Jersey, including one located in Ringwood. The manor and surrounding grounds were donated full-furnished to the State of New Jersey in 1938 in order to preserve its history for future generations of visitors.



The Schuyler Colfax House is a New Jersey Dutch Colonial structure and the oldest house in Wayne Township. It was the birthplace of Schuyler Colfax who became U.S. Grant's Vice President. It was constructed by Arent Schuyler in 1696 one year after he bought the land from the Minisink Indians. In 1993 the house became a museum home to 300 years of artifacts and family history



The Skylands Estate was originally developed as a working farm and country estate. In 1922 it was sold to Clarence Mckenzie Lewis, a trustee of the New York Botanical Garden, who tore down the Stetson house and constructed the present Tudor-style mansion. In 1966, the State of New Jersey purchased 1,117 acres of the Skyland's property and designated 96 acres as the State's official botanical garden.



The Van Riper-Hopper House, which was built in 1786 by Uriah Van Riper, is a fine example of Jersey Dutch architecture. The house was acquired by Wayne Township and designated a museum in 1964. The site includes an archaeological laboratory containing thousands of artifacts excavated from local sites.



Hinchliffe Stadium, a classical amphitheater style facility, was completed in 1932 in accordance with a plan by the Olmsted Brothers. The stadium was a venue for Negro League Baseball, boxing matches, auto racing, football, and victory rallies with Lou Costello and Bud Abbott.

Site Name	Hours of Operation	Days of Operation	Tours Available
Passaic County Parks			
All County Parks	Sun Up to Sun Down	Everyday	
Passaic County Sites			
Morris Canal Greenway	Sun Up to Sun Down	Everyday	
The American Labor Museum -Botto House	1:00 PM -4:00 PM	Wednesday - Saturday	Yes
The Dey Mansion	8:30 AM -4:30 PM	Wednesday - Sunday	Yes
The Hamilton-Van Wagoner House Museum	2:00 PM -4:00 PM	Sundays (March-December)	Yes
Lambert Castle	Appointment Only		
Long Pond Ironworks State Park	Sun Up to Sun Down	Everyday	
Paterson Great Falls National Historic Park	Sun Up to Sun Down	Everyday	Yes
The Paterson Museum	12:30 PM - 4:30 PM	Tuesday - Friday	
The Ringwood Manor House Museum	10:00 AM - 3:00 PM	Wednesday - Sunday	Yes
Schuyler-Colfax House Museum	Appointment Only		
Skylands Manor and Botanical Garden	8:00 AM - 8:00 PM	Everyday	Yes, select Sundays
Van Riper-Hopper House Museum	Appointment Only		

Federal and State Byway Programs

The Federal Highway Administration (FHWA) and the State of New Jersey have Scenic Byways Programs, the latter managed by the New Jersey Department of Transportation (NJDOT). New Jersey's scenic byways are a collection of distinctive roadway corridors recognized for their outstanding scenic, historic, natural, recreational, cultural, or archaeological significance. The federal and state programs each designate scenic byways based on these intrinsic qualities, which can be seen and accessed from the roadway. The roadway and the surrounding landscape together evoke a sense of place that defines community character. The state program objectives are to preserve, improve, and promote the intrinsic qualities of designated road corridors. Both the federal and state programs concentrate on enhancing the roadway experience for the byway traveler, but the benefits are evident for all roadway users.

Passaic County Byways Program

The purpose of Passaic County's Byways Network (PCBN) is to preserve, interpret, promote and practically access the County's cultural, historic, and scenic resources. Physical remnants and landscapes from the past are under constant threat of decay and elimination, yet these are the features or "intrinsic qualities" that convey the character of a special place such as Passaic County.

The County's program is intended to focus improvements to designated county roads, and influence relevant policies, procedures, and regulation to better preserve, improve, and promote them. Passaic County's Transportation Element of

the Master Plan¹, which recommends establishing the County's Byways Program, also recommends strategies to give the County's roadways an advantage through regulatory changes; for example, imposing requirements for developments proposed along county-designated roadways and awarding them a higher priority in allocation of funding for transportation improvements.

At the start, the Passaic County Byways Network will represent approximately 220.75 miles of roads, with the exception of several byways that are rivers, railroad corridors, and trails. The network will extend throughout the entire county and includes primary county through-roads. This collection of roadways includes byways of widely varying character, and these variations also apply to segments of individual byways.

It is important to note that multiple byways radiate out from the Great Falls NHP in Paterson. The byways were designed under the assumption that the NHP would become Passaic County's premiere tourist attraction. Future visitors to the park will be able to utilize the byways network to visit additional historic and scenic attractions while visiting Passaic County.

The County's objectives in establishing the Byways Program are also very diverse.

These objectives include the following:

- **Establishment of a byways classification system**
- **Development of general transportation and placemaking recommendations for each classification type**

¹ See the Transportation Element of the Master Plan for a detailed description of the proposed Passaic County Scenic and Historic Program.

- **The application of specific transportation and mobility strategies that address identified weaknesses in the existing byways network**
- **The review of existing and development of new internal planning processes that will protect, enhance, and improve access to the County’s major scenic and historic assets**

Designation Criteria & Assessment Methodology

The Passaic County Byways Network will begin with the 26 byways designated in the Transportation Element. Over time there is potential that the Byways Program will be expanded to incorporate additional roads, trails, and other key pieces of transportation infrastructure. Potential additions to the byways network will be evaluated based on their overall contribution to the existing network, in addition to the following criteria:

- **Potential contribution to increased economic development opportunities**
- **Ability to improve connectivity between existing byways and major attractions**
- **Ability to provide access to new attractions as they develop over time**
- **Potential to provide above average bicycle and pedestrian infrastructure that would enhance the current network**
- **Ability to provides access to new mass transit stops/stations developed in the future**

PCBN additions will be classified and integrated in accordance with all byway policies and strategies

existing at that time. Upon integration updates should be made to all print materials including maps and brochures as well as digital content such as web maps referencing the byway network.

Key Differences

There are significant differences between the county and state programs. New Jersey’s Scenic Byways Program is a “grass-roots” program, which means the state does not identify road corridors as candidates for designation. Local communities identify roadway corridors that represent the qualities they value and wish to protect, improve, and promote, and these communities submit applications for designation to the New Jersey Department of Transportation. Another significant difference is that designation by the state does not invoke regulations or affect the New Jersey Department of Transportation (NJDOT) policies and procedures. The sole exception is the prohibition of new billboards on designated roadways.

Types of Scenic and Historic Byways

Some of the road corridors selected to be part of the byways network do not possess physical features that are especially scenic or historic, and nearly all of the byways have at least some segments that have no visible features that clearly differentiate them. These are designated either because they connect visitor destinations or because they have a historic significance with no obvious physical remnants to indicate their former importance in shaping the development of the county. Those road corridors that serve to connect visitor destinations are included in the byway network because they are necessary to create a continuous

BYWAYS PROGRAM

network. Connectivity should be considered when evaluating road corridors for potential designation.

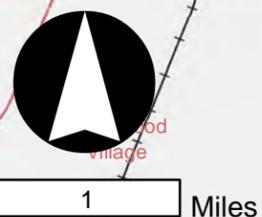
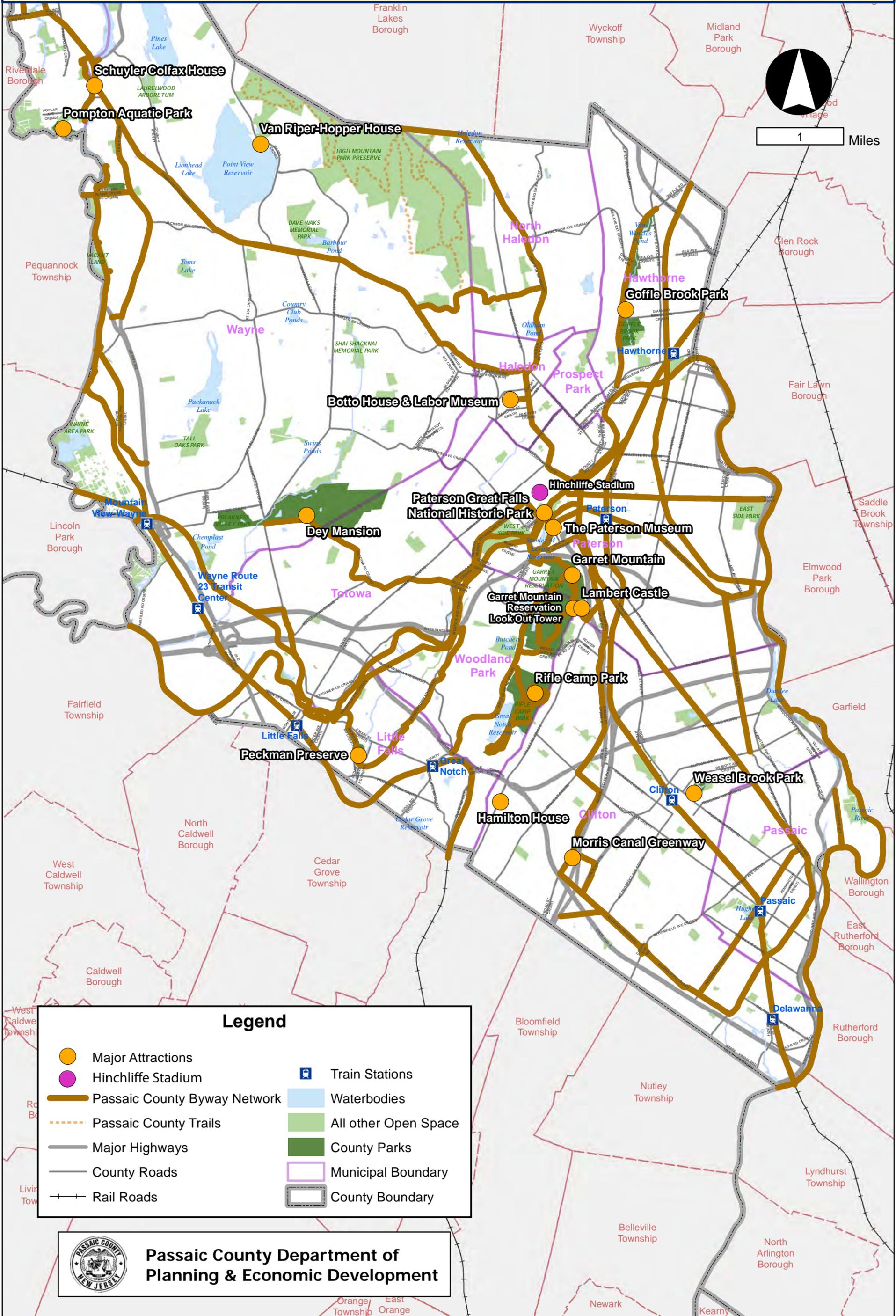
The story that the byways collectively tell is as much a “connector” among the byways as the physical connections, a concept that will be further discussed in the plan. Determining what story will be told, where it will be told and how it should be told should be decided collaboratively by managers of the visitor sites associated with the byway network. Byway corridors or corridor segments that are part of the story conveying

Passaic County’s history should be limited to those places that are convenient and interesting to the story’s audience. In addition, those byways that have the potential to become visitor destinations, such as historic railroads slated to be converted to a multi-use trails may eventually contribute to a positive visitor experience. Therefore, a corridor should only be selected as a venue for the historic narrative if it contributes to the visitor experience. The importance of a roadway corridor to the byway story should be considered when evaluating road corridors for potential designation.

Character Area	Mileage	Percentage of System
Historic	6.41	3%
Scenic	106	48%
Main Street	13.21	6%
Regional Connector	38.93	17.50%
Community Connector	16.06	7.20%
Railways	40.14	18.30%
Total	220.75	100%

A breakdown of the Passaic County Byways Network by Character Area type

Passaic County Byway Network & Major Attractions Southern Passaic County



Legend

	Major Attractions		Train Stations
	Hinchliffe Stadium		Waterbodies
	Passaic County Byway Network		All other Open Space
	Passaic County Trails		County Parks
	Major Highways		Municipal Boundary
	County Roads		County Boundary
	Rail Roads		

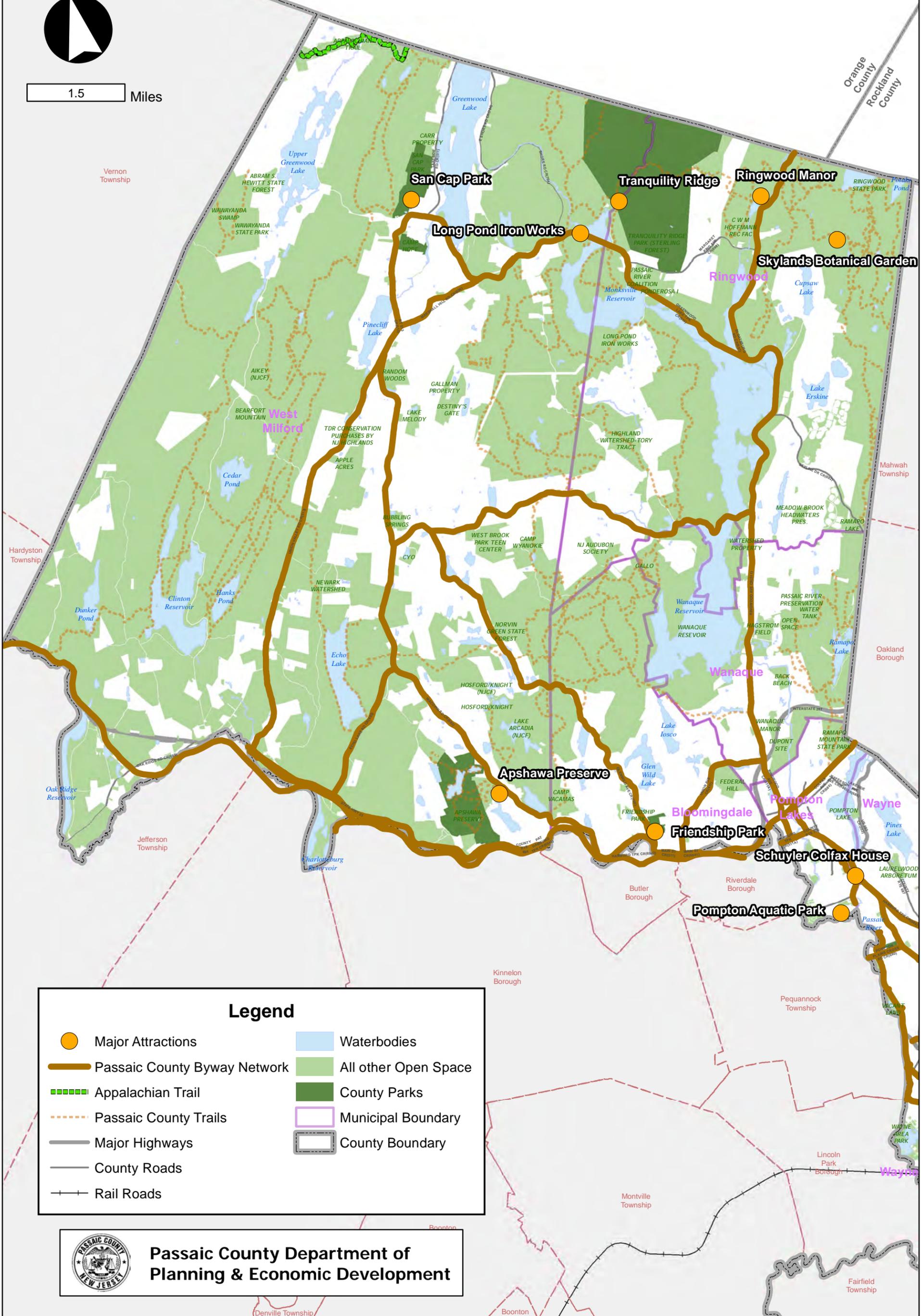
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Passaic County Byway Network & Major Attractions

Northern Passaic County



1.5 Miles



Legend

- Major Attractions
- Passaic County Byway Network
- Appalachian Trail
- Passaic County Trails
- Major Highways
- County Roads
- Rail Roads
- Waterbodies
- All other Open Space
- County Parks
- Municipal Boundary
- County Boundary



Passaic County Department of
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Character Areas Classification System

The classification of the existing Passaic County Byways Network into character areas is one way the Heritage Tourism Plan will provide focused transportation and placemaking improvements to the byway network. Six character areas were developed and byways or sections of byways were assigned to each according to their land use types, existing historic and scenic assets, and the transportation connections they provide within the overall byways network. It is important to note that examples of each character area can be found in the urban, suburban, and rural parts of Passaic County. The **character areas** are as follows:

1. **Historic Character Areas**
2. **Scenic Character Areas**
3. **Main Street Character Areas**
4. **Regional Connector Character Areas**
5. **Community Connector Character Areas**
6. **Railway Character Areas**

This approach will allow specific placemaking and transportation strategies to be assigned to targeted areas of the byway network by the Passaic County Planning and Economic Development Department. In this way all character area improvements can be prioritized to work in concert with the recommendations and implementation schedule outlined in the Heritage Tourism Program. However, as specific strategies are further defined and institutionalized, the proposed classification should be revisited to ensure that it serves the intended purpose.

Each of these character areas will play an important role in creating a positive experience to visitors of Passaic County and local tourist attractions. The character areas will focus important improvements to the byway network that will be integral in “setting the table” upon which a successful Heritage Tourism Program can be implemented. To do this, a unique set of goals and recommendations to meet them has been developed for each character area. These goals and recommendations will work to further define each area’s appearance, impression, and function by highlighting its perceived strengths, working to improve its weaknesses, capitalizing on the identified opportunities, and mitigating potential threats.

Furthermore, the implementation of each character area’s goals has been designed to work in tandem with the “Complete Streets” roadway classification system outlined in the County’s Transportation Element. For example, the Community Connector Character Areas in the Passaic County Byways Network align with roads classified as Community Streets in the “Complete Streets” classification system. In both of these classification systems the transportation focus is on the local user with a strong emphasis given to creating a safe bicycle and pedestrian environment

Coordination of the two classification systems will ensure that the implemented treatments paint a comprehensive picture that focuses not only on the street but also the surrounding areas. Together these two policies can create safe, welcoming environments that visitors to Passaic County will enjoy and frequent time and time again.



A view of the Upper Raceway, part of the Great Falls National Historic Park and Passaic County Byways Network

Historic Character Areas

Historic Character Areas are located within the immediate proximity of the county's most historic sites, and are intended to alert county residents, visitors, and tourists alike that they are traveling within close proximity to a historic site. These areas may be viewed as small historic districts around the County's most historic sites. There are currently 11 historic character areas totaling 6.41 miles within the PCBN. Most of these historic character areas are located in the down county urban areas.

These areas will be critical in establishing a positive first impression for the prospective heritage traveler prior to reaching their intended historic destination. Therefore, efforts in these areas should be geared towards placemaking initiatives that serve to enhance and highlight the historic nature of the site, promote a clean, welcoming

appearance, and provide visitor amenities such as way-finding signage and historic district mapping.

Historic Character Areas, in addition to the main visitor destination, often consist of other historic structures that serve to enhance the surrounding areas. In order to preserve the integrity of the existing building stock, historic preservation policies should be enforced and new policies should be developed where they have not currently been established.

When transportation infrastructure improvements are being considered in a historic character area, the New Jersey Department of Transportation's "NJ Historic Roadway Design Guidelines"¹ document should be examined for the potential inclusion of context-sensitive design solutions.

1

NJ DOT and Federal Highway Administration NJ Historic Preservation Office, New Jersey Historic Roadway Design Guidelines, by KSK Architects Planners Historians, Inc. with McCormick Taylor, Inc. 2012.

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Focal points around County’s major historic attractions (high likelihood of tourism related activities) • Great Falls NHP (current development of General Management Plan, opportunities for byways integration) • Some existing interpretive signage (Silk Road Trail) • Train Access to Paterson Great Falls Historic District • Good bus transit access (Down County only) • Above average sidewalk coverage 	<p>WEAKNESS</p> <ul style="list-style-type: none"> • Poor way-finding • Some poor view-sheds, particularly the abandoned buildings on top of the ridge near the Great Falls • Limited to no street amenities (lighting, trash cans, benches, bicycle racks) • General lack of pedestrian amenities • Limited mass transit access (Up County)
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Enhancement of the existing visitor experience through improved place making and design guidelines • Site specific and destination way-finding signage • Integration with the Great Falls NHP General Management Plan • Shared parking facilities (Paterson) • Great Falls Mural (Paterson parking garage) • Tourism related economic development such as restaurants and lodging • Passaic River access • Bike lanes and loops 	<p>THREATS</p> <ul style="list-style-type: none"> • Crime • Perceived lack of safety • Vandalism • Topography (bicycle and pedestrian related improvements) • Encroaching sprawl and strip development

SWOT Analysis

The Strengths Weakness Opportunities and Threats (SWOT) chart above summarizes the 11 historic character areas initially defined in the existing PCBN. These areas are highlighted by their key strength, which is their proximity to the County’s major tourist attractions. This alone will require a serious investment in both planning initiatives and capital expenditures to ensure these areas remain attractive and welcoming to all prospective visitors.

The greatest weakness of these areas is that they lack an appearance and significance. Often times they do not look or feel historic at all. Signage, trash receptacles, benches, and adequate lighting are all too often either extremely limited or non-existent. By lacking these basic fixtures of any well-

designed streetscape, these areas are lacking the welcoming appearance that they need in order to ensure a positive visitor experience. Additionally, many of the attractions located within the historic character areas are not currently visitor-ready; site specific issues, such as a need for brick and mortar repairs or increased funding for staffing, currently limit their accessibility to potential visitors.

Because the Historic Character Areas encompass the County’s most historic and desirable tourist destinations, they also offer many opportunities to leverage these assets into a more dynamic visitor experience. One such opportunity is the creation of bike loops and self-guided pedestrian tours, which allow potential visitors to experience not only the sites themselves and all they

have to offer, but also the rest of the Historic Character Areas within which they are located.

The major threats to the future success of the Historic Character Areas include the perceived notion of crime and, in turn, lack of safety. This is particularly problematic, because no matter how attractive a destination may be on cultural, historic, or scenic level, prospective visitors will potentially avoid them altogether if there is a real or perceived threat to their personal safety.

Goals and Recommendations

Implement placemaking improvement strategies that focus on the historic values of the area

- Incorporate unifying streetscape elements such as lighting, trash receptacles, street signs, and bus shelters that can readily be identified with the historic nature of the character area
- Promote historic byways through the use of banners, signs, and additional promotional materials to be distributed at shared facilities throughout the byways network
- Install site-specific historic markers or plaques on historic buildings within the character area that may or may not relate to the attraction itself
- Explore the potential of implementing a façade restoration program to promote the enhancement of the character area
- Ensure all current and future development in these areas utilize context-sensitive design solutions to highlight, promote, or in some way work to enhance the visitor experience of the historic area

Preserve, promote, and protect existing historic assets within character area

- Incorporate all existing historic resources within these character areas into the Passaic County Planning Board site review process when appropriate
- Work with municipalities that have developed historic district design guidelines for incorporation into the Passaic County Planning Board development review process
- Work with municipalities which have not developed historic district design guidelines to create them
- Provide incentives and opportunities to municipalities that promote the historic preservation of existing resources
- Organize volunteers and other non-profit entities to participate in litter removal and other beautification efforts

Improve transportation options for all users to and from Historic Character Areas

- Coordinate with NJ TRANSIT (NJT), Transportation Management Associations (TMA), and other transit providers to broaden mass transit access to Passaic County's historic sites and character areas
- Implement Complete Streets enhancements where appropriate
- Work with NJT officials to increase frequency of service during weekends as site demands grow



Tree lined streets and rolling terrain are characteristic of the Scenic Character Areas

Scenic Character Areas

The Scenic Character Areas make up the greatest percentage of the existing Passaic County Byways network, totaling 106 of the total mileage. Geographically biased towards the northern portion of county, these areas serve to highlight not only Passaic County's abundant natural beauty, but also the rich history of its Olmsted Brothers-designed County Parks System (1927). Breathtaking views of lakes, reservoirs, forests, sprawling mountains, and the New York City skyline characterize the scenic landscape of Passaic County.

The Scenic Character Area serves as the gateway to Passaic County's recreational amenities including its county parks, extensive hiking trail network, and the Passaic River. This character area consists of three different types of byway including those

that are on-road, off-road, and located within the Highlands region. The type of scenic byway should be given careful consideration when deciding what goals and subsequent recommendations should be implemented. For example, all improvements made to portions of the byway within the Highlands Region will not only have to meet Passaic County's design standards but also comply with the existing Highlands regulations.

Within the Scenic Character Area preservation and protection of irreplaceable scenic assets such as old growth forests, historic rock walls, and riparian corridors should be the number one priority. Furthermore, all current and future development should in no way serve to degrade the inherent scenic and natural qualities of the character area.

CHARACTER AREAS

A major goal of the Scenic Character Area is to provide access to the recreational opportunities such as trailheads and parks that are located within them. Clearly signed, adequate and safe parking areas, in addition to clearly blazed trails and informational kiosks should be located at all trailheads. Many of the trailheads in northern Passaic County are located on land owned by the state, non-profit land management organizations, and other public agencies. Close coordination between the county and these various landowners will be critical in ensuring all necessary improvements are met.

SWOT Analysis

The rich, scenic beauty of Passaic County is a natural draw to outdoor enthusiasts and heritage travelers alike, with this character area providing access to numerous outdoor recreational opportunities ranging from hiking, boating, swimming, and bicycling. The recommendations for these character areas should be focused on leveraging the diverse recreational offerings of the region, while working to protect and preserve the existing resources.

While the Scenic Character Areas offer a wide array of natural beauty, one of their greatest weaknesses is their lack of access. Many of these

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Multi-modal access • Access to an extensive trails system • Provide recreational opportunities for both rural and urban populations • Located in close proximity to Passaic County Parks (major attractions) • Span multiple municipalities • Boat launches (Up County) • Highway access • Some historic resources located in and around these areas • County owns some adjacent properties • View-sheds (city skylines, mountains, reservoirs) • Highlands regulations 	<p>WEAKNESS</p> <ul style="list-style-type: none"> • Limited transit service to outer suburban and rural areas of the county • Many of the on-road scenic character areas have high speed traffic conditions in addition to small shoulders and narrow road geometry's • Restricted access to North Jersey District Water Supply Commission watershed property • The Passaic River, neglected for years has severe pollution and other related environmental issues • Adequate and visible parking areas for hiking trails in northern Passaic County
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Potential river access (boat access points, river walk) to serve urban populations • Interpretive treatments including kiosks in county parks, signage, and thematic framework • Bike lanes and amenities • Road Diet/ Traffic Calming • Increased mass transit (Up County) • Increased access to watershed properties (recreation opportunities, auto overlooks) • Commercial development in support of outdoor recreation (Appalachian Trail Community, West Milford, Gateway to the Highlands, Pompton Lakes) • Improved way-finding specifically related to trailheads • Connections between other byways 	<p>THREATS</p> <ul style="list-style-type: none"> • Flooding • Pollution • Topography (recreational biking prohibitive in some areas) • Passaic Valley Water Commission plan to drain reservoirs • Tennessee Gas Pipeline Company 300 Line Project • Development pressures • Traffic (high speed, increased volumes in the future)

areas, specifically those in northern Passaic County, are severely deficient in regards to mass transit access. Furthermore, access to the Wanaque Reservoir and surrounding land is currently largely restricted by the North Jersey District Water Supply Commission. In order to maximize these areas' potential as tourist attractions for the county, increasing access needs to become a priority.

The Passaic River, which gave the county its name, has been severely neglected for years. There is an opportunity to not only improve the Passaic River, but to provide new recreational opportunities in its southern region. A concerted effort to restore the environmental integrity of the Passaic River would allow for increased economic development opportunities. The creation of a riverwalk, boat and kayak launches, boathouses, birding and fishing piers and locations are all new potential tourist attractions that could be created along the river.

The largest threat to the Scenic Character Areas moving forward is increased development pressure, resulting in further environmental degradation. Currently there are two proposals that have the potential to significantly affect the scenic integrity of these areas. The first is a proposal by the Passaic Valley Water Commission to drain the Stanley M. Levine, New Street and Great Notch reservoirs and replace them with concrete tanks. This would severely degrade the pristine reservoir views from two of the larger county parks (Garret Mountain Reservation and Rifle Camp Park). The second is the proposed Tennessee Gas Pipeline Company 300 Line Project that would cut across a large portion of northern Passaic County (most significantly beneath Monksville Reservoir). This project, if approved, poses significant environmental risks to the character areas of

northern Passaic County, in addition to risking drinking water supplies for nearly half the state.

Goals and Recommendations

Preserve and accentuate the character area's intrinsic scenic landscapes

- Conduct a scenic features inventory along Scenic Character Areas to identify sensitive areas and scenic vistas threatened by development
- Integrate irreplaceable scenic resources into Passaic County development review process where appropriate
- Coordinate with environmental groups, the National Parks Service, Passaic Valley Sewerage Commission, and other non-profit organizations to develop an action plan for addressing pollution in the Passaic River
- Emphasize Scenic Character Areas as part of the Passaic County Open Space Trust Fund annual grant application selection process
- Promote incentives for preservation

Promote safe multi-model access to Passaic County's natural and man-made scenic resources

- Increase mass transit access to the Passaic County Park System through the introduction of weekend services and creation of weekend-only park stops
- Work with watershed, local land trusts, and State landowners to identify potential locations for automobile overlooks or other scenic viewing areas
- Work with North Jersey District Water

CHARACTER AREAS

Supply Commission to gain access to watershed property in support of recreational opportunities

- Partner with local municipalities and other interested parties to conduct a feasibility study of a riverwalk along the Passaic River

Develop policies and programs to mitigate the environmental impacts to and from the Scenic Character Areas

- Discuss flood mitigation strategies with affected municipalities
- Discourage environmentally inappropriate projects such as the Tennessee Gas Pipeline Company 300 Line Project

- Promote and organize regular cleanup efforts in environmentally sensitive areas
- Work with the Passaic County Sheriff's department and municipal police to develop an action plan to prevent illegal All-Terrain Vehicle (ATV) ridership in state and county parks



Reservoir and mountain views are a common site on the northern scenic byways



A cyclist enjoys the park views while traveling along Goffle Road in Hawthorne



One of many trail access points located along the Scenic Character areas



An example of a high density main street character area located along Main Street in downtown Paterson

Main Street Character Areas

The Main Street Character Areas of the Passaic County Byway Network range from classic all-American “Main Streets” to the vibrant, bustling downtowns of Paterson and Passaic. Passaic County’s rich and vibrant cultural heritage defines these areas, making them important tourist attractions in and of themselves. It is in these areas the heritage traveler will best be able to experience the local cultures and traditions, enjoy a myriad of ethnic cuisines, and experience the arts and live entertainment. Moving forward these areas will play an important role in the development of the Passaic County Heritage Program as they provide access to a cultural experience unique to Northern New Jersey.

While these character areas are highly diverse

in nature and geography, sound economic development strategies will be critical to ensuring the long-term sustainable success of all of Passaic County’s Main Street Character Areas. The addition of a building façade restoration program and other design guidelines will work to further define and enhance each of the individual character areas sense of place.

A strong emphasis on Complete Streets improvements as well as bicycle and pedestrian initiatives should be placed on these areas as many of the Main Street Character Areas already have strong pedestrian infrastructure in place that could be expanded upon to provide an even better experience for residents and tourists alike. The addition of a safe and reliable bike

CHARACTER AREAS

lane network would move towards alleviating some of the existing traffic issues, while enabling visitors to see more while on their visits. Lastly, strategies that address connections to mass transit with an emphasis on safety, visibility, and information should be considered.

SWOT Analysis

The greatest strength of the Main Street Character Area lies in its ability to serve as a magnet to a rich variety of cultures. These areas were built on a strong foundation of immigration through Passaic County; rich, architecturally diverse

buildings from the past are visible at its core, and a palpable energy can be felt in the air of these vibrant commercial and residential centers. These are just a few of the characteristics that define these areas. They are also those that are the most appealing to the potential heritage traveler, hoping to experience an authentic cultural experience.

What these areas offer in terms of cultural experience, they may lack in terms of access to open space. While progress has been made in this area through successful implementation of the Passaic County Open Space program, and the recent Court House Plaza project in Paterson,

STRENGTHS	<ul style="list-style-type: none"> Existing pedestrian amenities (Street trees, bricked cross walks, lighting, trash cans) Vibrant, culturally diverse businesses Mixed-use development Rich, architecturally diverse building stock Ethnically diverse neighborhoods Strong mass transit service including both train and bus Existing parking facilities (garages, surface lots, and street) Highly walkable 	WEAKNESS	<ul style="list-style-type: none"> No major historic or scenic attractions to anchor the area Jitney service creates traffic congestion, confusion, and safety issues for motorists and pedestrians Limited amount of parks in close proximity to Main Street areas High commercial and residential vacancy rates in some areas
OPPORTUNITIES	<ul style="list-style-type: none"> Way-finding Increased bike lane coverage Complete streets implementation Increased coordination and integration of existing historic districts Enhanced and increased historic preservation efforts Encourage additional street tree initiatives to fill gaps in existing canopy coverage 2nd and 3rd story development of existing commercial buildings (Paterson) Banners program and coordination of existing programs for enhanced promotional activities 	THREATS	<ul style="list-style-type: none"> Loss of historical buildings Crime Safety Vandalism Traffic and congestion Local coordination

there is still much to be done in this area.

One of the greatest opportunities is the architecturally rich buildings of Paterson, our County Seat. Many of these buildings' upper floors, particularly in the downtown area, currently sit vacant. New fire-sensitive design codes that respect the historic integrity of these buildings while meeting modern fire codes are critical to unlocking the area's full economic potential.

The greatest threat to the Main Street Character Areas, especially those in southern Passaic County, is the perception that they are unsafe, high-crime areas that tourists and county residents alike should avoid. Efforts to increase the visibility of positive experiences in these areas through local media outlets as well as the creation of beautification and anti-graffiti initiatives would serve to alleviate much of this unwarranted public perception.

Goals and Recommendations

Leverage Passaic County related tourism opportunities to promote economic development within Main Street Character Areas

- Bloomingdale, Pompton Lakes, Wanaque Gateway Area to the Highlands
- West Milford Appalachian Trail Community
- Paterson Great Falls National Historical Park
- Morris Canal historic museums and house sites
- The Olmsted Brothers designed Passaic County Parks system

Encourage urban design elements that define a sense of place

- Work with municipalities to implement façade improvement programs
- Coordinate with municipal design guidelines, codes, and ordinances to promote a consistent look and feel
- Build on local visioning projects conducted by Planning Department staff throughout the county

Improve public transportation infrastructure

- Coordinate with municipalities to gauge interest in becoming a local sponsor for covered bus stops
- Engage the local business community in potential stop sponsorship advertising opportunities
- Install covered bus stops and benches at high-use bus stops within the character area as sponsorship permits
- Review municipal sign ordinances and work to install way-finding and other informational signage as permitted
- Develop kiosks for installation in all Main Street Character Areas that have, at a minimum, a local area map, bus routes, and local attractions
- Coordinate on enhanced public transportation services with NJT and TMA's

CHARACTER AREAS

Combat public perception regarding crime and safety

- Develop and promote beautification efforts within these areas
- Implement anti-graffiti programs and graffiti removal plans
- Work with local municipalities to increase police presence during peak visitor hours
- Provide county assistance in support of Vacant & Abandoned Property Programs

Implement existing and planned bicycle and pedestrian improvements

- Regional bicycle network with appropriate amenities and safety improvements pursuant to the Transportation Element bike priority routes
- Paterson bicycle loop
- Morris Canal Greenway
- Apply for transportation safety grants that focus on improving pedestrian safety in identified areas throughout the character area



A few examples of the various degrees of Main Street Character Areas found throughout the Passaic County Byways Network



Looking north along Paterson Hamburg Turnpike, an important byway, linking Northern and Southern Passaic County

Regional Connector Character Areas

Spanning roughly 39 miles, the Regional Connector Character Areas are composed of a mix of road types ranging from two to four lanes, and serve as the main facilitators of traffic throughout the byway network. Their primary purpose is to connect travelers within Passaic County to its major attractions and community centers.

Additional characteristics of the Regional Connector Character Areas include higher-speed limits, elevated traffic volumes, and a mix of commercial and residential land uses, each of which present their own unique planning challenges with respect to the implementation of a successful byways program.

Some of these character areas also serve as the primary entrance corridors into and out of

the county; as such they are ideal candidates for improved gateway signage to alert visitors they are entering Passaic County, as well as additional beautification and other landscape efforts that promote a welcoming appearance.

A major goal of the Regional Connector Character Area is wayfinding, as these roads have the highest concentration of motorists. Wayfinding signage will be designed in these character areas to accommodate higher-speed, automobile traffic in a clear and effective manner. The signage located along these character areas will be regional in scope, directing visitors to attractions such as the Highlands or the Great Falls Historic District.

All future engineering projects in these character

CHARACTER AREAS

areas should be focused on improving accessibility, increasing safety, and reducing congestion in addition to implementing Complete Streets policies where applicable.

SWOT Analysis

The Regional Byways Character Areas strengthen the existing Passaic County Byways Network by providing the necessary linkages to the county's major attractions. Additionally they serve as the key connections between municipal, county, and state parks, as well as some of its downtown areas. These connections are invaluable to the

byways network, as they often work to form logical circulation paths throughout the system.

One of the greatest weaknesses of the Regional Connector Character Area is a lack of cohesiveness with its disjointed mix of land uses. A county resident or visitor would find it difficult to identify a road as a byway having significant importance to the county; instead they may identify it with sprawl development and regional shopping attractions.

Many of the roads that make up this character area played an important role in the development of Passaic County. They have a rich history that over time has been lost to development, leaving few if

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Efficient links to major county attractions and other character areas • Connects downtowns (Little Falls and Paterson, Pompton Lakes and Wanaque) • Connects municipal parks and to a lesser extent County and State parks • Serves as a major transportation connection within Passaic County (Up County to Down County) • Above average sidewalk coverage as a whole 	<p>WEAKNESS</p> <ul style="list-style-type: none"> • Lacks cohesive feel and sense of place. There is often a mix of disjointed or unrelated land uses • Large areas of strip commercial development • The loss and lack of preservation of important historic sites within these areas that contributed to the development of Passaic County
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Regional way-finding signage • Installation of bike lanes and improvements (Current/planned improvements on McBride Ave and Passaic Ave) • Street trees and improved landscaping initiatives • Passaic River access • Many of these areas were historically significant to Passaic County's early development (Provide opportunities for signs, kiosks, or other interpretive treatments) • Serve as county entrance corridors (beautification efforts and signage) 	<p>THREATS</p> <ul style="list-style-type: none"> • Congestion • Continued sprawl and strip development • High speed traffic • Increased road expansion • Heavy industrial and truck traffic (Up County)

any remaining signs of their important contribution to the evolution of the county, for example, Paterson-Hamburg Turnpike. An opportunity exists to tell the story of the roads' history through interpretive signage, kiosks, landscaping and street shade trees.

Continued development pressures within the county threaten to increase traffic congestion on these roads. If traffic increases, these roads will become less than desirable for travel throughout the county, leading to a breakdown of the existing byways network, as well as the potential loss of any future way-finding initiatives.

Goals and Recommendations

Develop entrance corridors that welcome visitors to Passaic County

- Install "Welcome to Passaic County" signage at strategic entrance points along designated corridors
- Work with non-profit groups such as the Master Gardeners to design low-maintenance landscaping plans for these entranceways
- Coordinate future banner initiatives along designated corridors to reinforce Passaic County's visual identity and brand
- Locate strategic facilities that can provide visitors with promotional tourism related materials

Place substantial emphasis on way-finding and historical signage

- Focus regional destination signs along these areas
- Identify appropriate locations for installation of historic markers or interpretive signs, paying special attention to the history of these areas
- Work with municipalities and engineers to understand existing sign regulations
- Develop a set of uniform sign guidelines for all municipalities

Promote accessibility, safety, and congestion mitigation on all future projects

- Organize and host Walkable Community Workshops
- Promote traffic calming through implementation of Complete Streets Guidelines
- Work with the North Jersey Transportation Planning Authority (NJTPA) in educational efforts to promote pedestrian and bicycle safety
- Coordinate with the Rutgers Center for Advanced Infrastructure and Transportation (CAIT) to schedule local Road Safety Audits



Residential development and continuous sidewalk coverage are commonly found along Community Connector Character Areas

Community Connector Character Areas

Community Connector Character Areas serve as important connections between the other byway character areas, specifically the Regional Connector and Main Street areas. They are characterized by slower speed limits, residential and mixed-use development, and enhanced existing pedestrian infrastructure. These character areas will be accessed by automobile but a significant percentage of traffic also includes pedestrians and to some extent bicyclists.

Mass transit use tends to be high in these areas, with NJ TRANSIT offering extensive bus service within as well as outside the county. The potential to improve existing bus stop infrastructure, such as covered shelters, benches, schedule signage, and

trash receptacles should be investigated as stop sponsorship permits. Additional transportation and mobility strategies should place considerable emphasis on the pedestrian and bicycle experience, working to fill any gaps in the existing Passaic County transportation network, not currently designated as Bicycle and Pedestrian Priority Corridors.

Wayfinding shall also be a priority in these areas, as they often serve as a transition to the Main Street and Historic Character areas that contain many of Passaic County's major attractions. Some of the most direct routes from the major highways to the major attractions will take visitors through these character areas. A mix of regional and site specific signage would be appropriate along byways in these areas.

<p>STRENGTHS</p> <ul style="list-style-type: none"> • Good sidewalk coverage • Provides connections to Main St. areas • Serves as transition zone to and from commercial centers • St. Joseph’s Hospital, one of the County’s largest employers located here • Vibrant ethnic neighborhoods • Mixed use development • Highly walkable • Ample parking • Major highway access (Rt. 80, 21, 3) 	<p>WEAKNESS</p> <ul style="list-style-type: none"> • Congestion • Jitney service frequently disregards local traffic laws and creates potentially unsafe road conditions for motorists and pedestrians • Currently not bikeable • Limited to no wayfinding signage available • Some of the County’s most dangerous intersections are located in these areas based upon a recent Plan4Safety Crash Data Hot Spot Analysis
<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> • Additional street trees • Traffic signal priority for transit vehicles • Broadway Avenue in Paterson, at one time had a street car. Trolley service could be restored and interpretive treatments could be installed. • Areas of vacant land could potentially be turned into open space • Adaptive reuse of existing building stock • Mix of uses that could support expansion of retail and convenience based opportunities 	<p>THREATS</p> <ul style="list-style-type: none"> • Perceived lack of safety • Crime • Neglect • Vacant buildings and properties • Traffic

SWOT Analysis

The Community Character Areas serve to fill the gaps between the major tourist destination nodes and facilitate efficient movement throughout the byway network at a more local level. These areas provide valuable connections to more local destinations that county residents frequent, such as municipal parks as well as some of the more defined downtown areas of Pompton Lakes and Little Falls.

The Community Character Area lacks a cohesive atmosphere, as it is defined by a mix of land uses that often feel disjointed. Large swaths of suburban sprawl and strip development are present, further detracting from the sense of place. While the sprawl

development may provide an opportunity for a traveler to stop for a bite to eat or a cup of coffee, it does little in the way of promoting the clean, welcoming environment that heritage travelers tend to frequent.

The Community Character Area also presents a unique opportunity to incorporate streetscape initiatives, as many of them are a mix of residential neighborhoods with several commercial nodes. Through successful implementation of streetscaping policies, these areas will begin to look and feel more like a continuous place, albeit local in nature, providing an identity that residents and travelers alike will appreciate.

CHARACTER AREAS

As with some other character areas, the biggest threat to the Community Character Areas is the perceived notion that these places are unsafe and dangerous. Combating this public perception problem should not be limited to one specific character area; instead a broader municipal or county-led initiative should be developed and applied to all areas of the byways network.

Goals and Recommendations

Improve existing public transportation infrastructure

- Identify deficiencies in current transit infrastructure and create maintenance agreements with municipalities
- Install covered bus stops and benches at high-use stops within the character area as sponsorship permits
- Develop public/private partnership bus stop maintenance programs

- Provide continuous sidewalk coverage leading to all transit stops

Prioritize pedestrian and bicycle infrastructure improvements in this character area

- Include designated bike lanes, bike racks, crosswalks, countdown timers in future repaving plans where appropriate
- Collaborate with municipalities to coordinate existing and planned bicycle facilities to create larger multi-municipality bike loops
- Concentrate pedestrian oriented destination way-finding signs within this area
- Actively promote Complete Streets policies, with a specific focus on streetscaping, including street trees, decorative lighting, street furniture and trash and recycling receptacles.
- Sidewalks with Americans with Disabilities (ADA) accommodations



Example of a community character area in southern Passaic County



Ornate architecture on a building in Haledon, NJ



Three rail lines, two commuter and one freight like the one shown above, are part of the Passaic County Byways Network

Railway Character Areas

Railroads have played an integral part in the development of Passaic County dating back to the early 19th century, when the first locomotive engine in Paterson “The Sandusky” was built. Subsequently, hundreds of locomotive engines were built at the Rogers Works factory, in Paterson, that would go on to power the mighty American Industrial Revolution.

The Railway Character Areas of today will continue to play an important role in the successful implementation of the Passaic County Byways Program. By taking the appropriate measures now, Passaic County can leverage its current rail infrastructure and attract visitors to its sites

from throughout the Greater New York City metropolitan area, bringing with it all the benefits associated with a robust tourism industry.

Today, Passaic County has two active passenger service rail lines: the NJT Main Line and the Montclair-Boonton Line. In addition to its passenger rail service, the county hosts a freight rail line in the New York Susquehanna and Western Rail Line. Additional passenger service has been discussed in the form of the Passaic-Bergen Commuter Rail Restoration Project, which would reintroduce passenger service along the New York, Susquehanna and Western (NYS&W) freight corridor in Hawthorne, Paterson, and Pompton Lakes.

CHARACTER AREAS

This character area will be central to the plans fulfillment of the County’s ongoing effort to promote multimodal transportation planning initiatives. Major issues that will be addressed include access, safety, and service issues pertaining to rail transit within the county. Enhanced coordination between existing rail and bus service will also be required to provide access to and from the many of the County’s historic and scenic sites.

SWOT Analysis

Passaic County is currently serviced by two NJ Transit passenger service rail lines, the Main Line and the Montclair-Boonton Line. These lines provide valuable regional connectivity to much of southern Passaic County. More specifically, these lines provide direct rail access to two of the County’s most prominent tourist attractions, the Paterson

Great Falls NHP and the Morris Canal Greenway. This rail service will be critical in each of these sites fulfilling their potential as not only great Passaic County attractions, but regional attractions as well.

While existing Passaic County rail service provides access to some of the County’s major attractions in southern Passaic County, such opportunities are currently not available to northern Passaic County. Due to the lower population levels indicative of outer suburban and rural land uses of northern Passaic County the current transit service rely mainly on trunk line, commuter services that are oriented to the rush hour commuter, which may not lend itself to the tourism needs of some of Passaic County’s attractions. As a result visitors hoping to visit the major attractions in northern Passaic County will have to rely on the automobile as the primary mode of transportation to and from the sites.

STRENGTHS	<ul style="list-style-type: none"> Two existing passenger rail lines currently serving 6 of the 16 Passaic County municipalities Major regional connections to two of Passaic County’s major attractions (Great Falls NHP and the Morris Canal Greenway) Access to Hoboken and NY metro area through rail to major regional destinations 	WEAKNESS	<ul style="list-style-type: none"> Lack of reverse commute service limits potential tourism visitation from regional audience Present rail service is primarily a commuter-oriented service, many of the schedules are not conducive to tourism travel
OPPORTUNITIES	<ul style="list-style-type: none"> Continue to pursue Transit Oriented Development adjacent to existing train stations (Clifton, Paterson, Hawthorne) Investigate the possibility of reactivating the South Paterson train station Better connect the region with Passaic County tourism sites through enhanced reverse peak and weekend services Preservation and future development of the NYS&W freight rail corridor for local and regional passenger connectivity (“Weisbecker O’Connell Initiative” and Passaic-Bergen Rail Project) 	THREATS	<ul style="list-style-type: none"> NJ TRANSIT budget cuts Service interruptions due to flooding (Montclair-Boonton Line)

Pursuing transit oriented development strategies along with reactivation of passenger rail service along the NYS&W freight rail corridor would potentially better connect new and existing communities to Passaic County heritage sites. Several Passaic County municipalities have already outlined a vision for future development that would create new destinations for residents and visitor along the Passaic-Bergen Commuter Rail Restoration project. For example, implementation of the Madison Avenue Commuter Rail Corridor Study¹ in Paterson along Phase I of the rail project and elements of the Pompton Lakes visioning process and subsequent master plan updates along Phase II.

The current fiscal climate remains the greatest threat to the railway character areas, while a tepid recovery is currently underway, budgets across the state will be under pressure for many years to come. As a result it will be extremely important to promote the positive correlation of a successful tourism program in Passaic County to NJ Transit ridership rates. Strong tourism related ridership along with Transit Oriented Development (TOD) have the potential to limit existing service disruptions despite any challenges the fiscal climate may present in the future.

Goals and Recommendations

Promote economic development initiatives within the Railways Character Area

- Work with municipalities and other stakeholder groups to identify appropriate locations for Transit Oriented Development and conduct preliminary feasibility studies in those areas
- Continue to explore the potential of the

¹ Madison Avenue Commuter Rail Corridor Study, Passaic County Planning Department, 2009.

proposed Passaic-Bergen Commuter Rail Restoration Project, specifically the potential for Transit Oriented Development along Phase II (Route 23)

- Partner with NJT to promote local businesses near rail stations through discount programs and attractions/destinations programs

Work with NJ TRANSIT to improve existing service to major county attractions

- Identify gaps in the existing NJT transportation network as they relate to Passaic County's major attractions
- Work with NJT, TMAs, and other transportation providers to provide the necessary linkages to major tourist destinations
- Work with NJT and local TMA's to explore possibilities for appropriately scheduled transit access to major county attractions as they come online

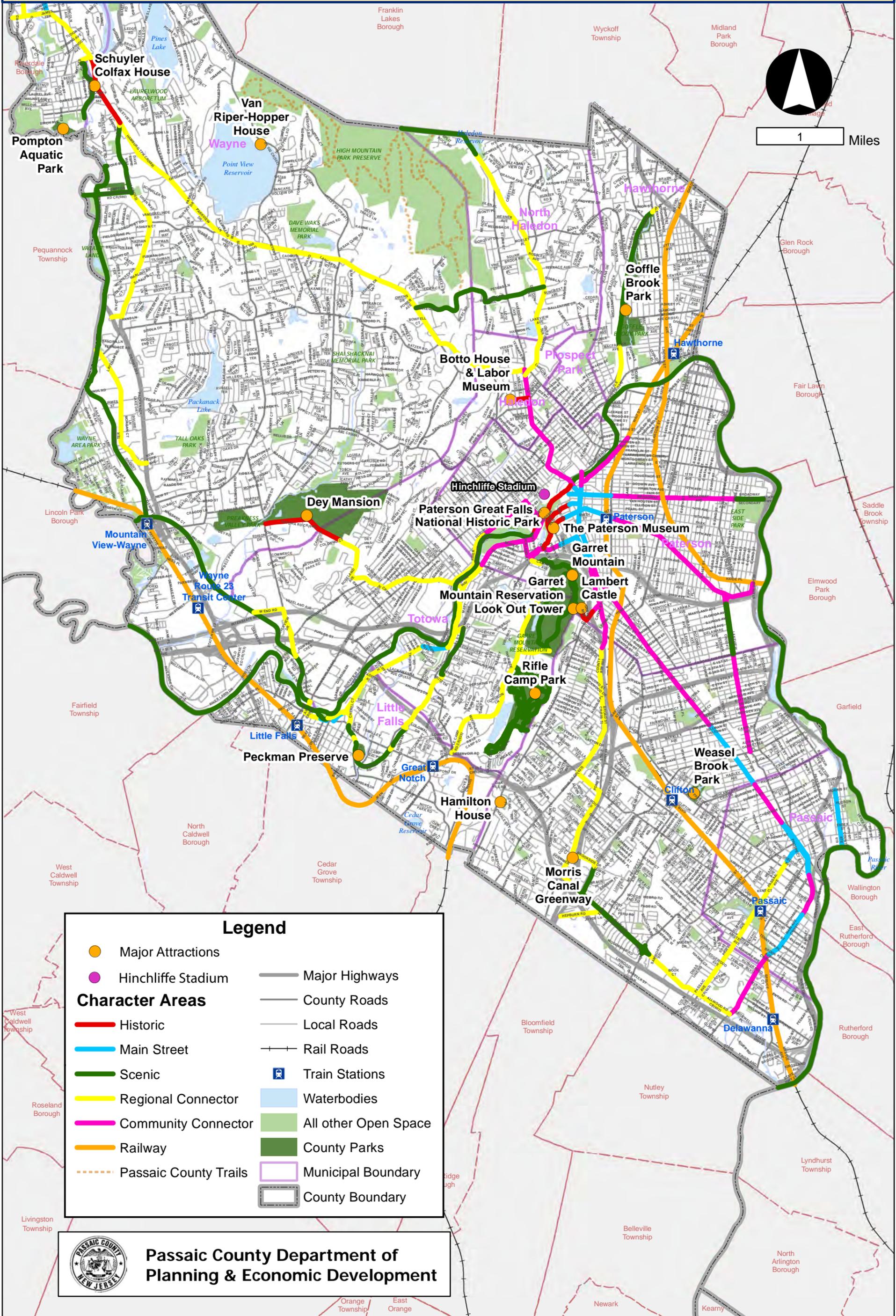
Partner with NJT to promote Passaic County attractions at its local facilities

- Develop local maps, county attraction brochures, and other promotional materials for dissemination at NJT facilities and website if possible
- Locate countywide way-finding signs at all NJT train stations
- Work with NJT and the local TMA to install informational kiosks and bike facilities (parking lockers), at NJT facilities
- Examine the feasibility of advertising Passaic County attractions on NJT and private transportation service vehicles
- Provide visitor information and amenities at all Passaic County NJT stations

CHARACTER AREAS

Passaic County Byway Network Character Areas

Southern Passaic County



Legend

- Major Attractions
- Hinchliffe Stadium
- Character Areas**
- Historic
- Main Street
- Scenic
- Regional Connector
- Community Connector
- Railway
- Passaic County Trails
- Major Highways
- County Roads
- Local Roads
- Rail Roads
- 🚂 Train Stations
- 🌊 Waterbodies
- 🌳 All other Open Space
- 🌳 County Parks
- 🏠 Municipal Boundary
- 🏠 County Boundary

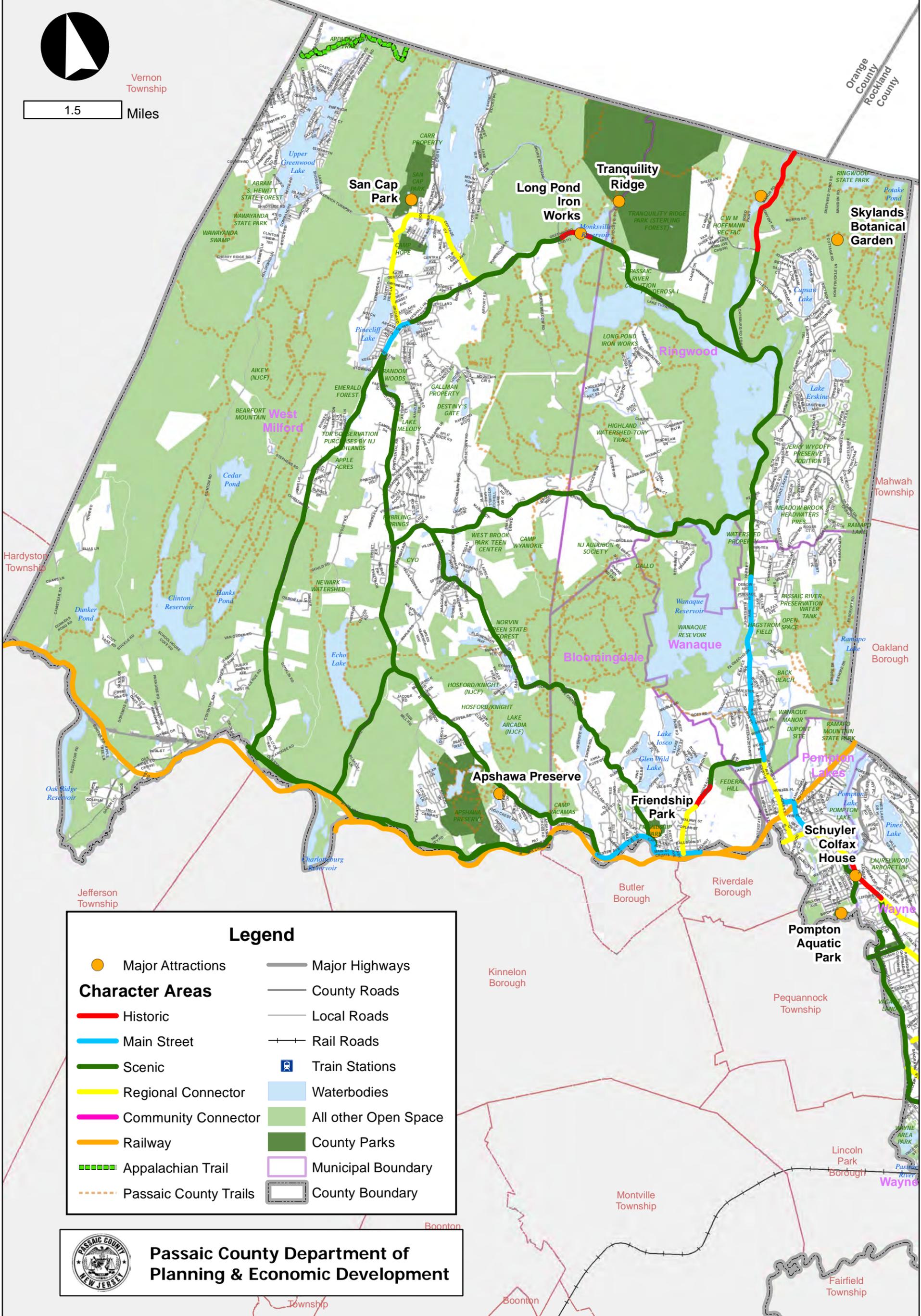
Passaic County Department of Planning & Economic Development

Passaic County Byway Network Character Areas Northern Passaic County



Vernon Township

1.5 Miles



Legend

- Major Attractions
- Historic
- Main Street
- Scenic
- Regional Connector
- Community Connector
- Railway
- - - - Appalachian Trail
- - - - Passaic County Trails
- Major Highways
- County Roads
- Local Roads
- Rail Roads
- Train Stations
- Waterbodies
- All other Open Space
- County Parks
- Municipal Boundary
- County Boundary



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Transportation & Mobility Strategies

The Transportation and Mobility Strategies chapter of the Heritage Tourism Plan will focus on specific locations within the Passaic County Byways Network that have been identified as areas of concern. Definitive, detailed recommendations for how to best improve the transportation performance of the byways network will be provided. The recommendations made for each strategy will focus on improving the following components of the byways network; overall safety, site access, and connectivity in, around, and to many of Passaic County's most prominent attractions. Many of the recommendations will place a strong emphasis on bicycle and pedestrian accessibility improvements.

The transportation and mobility strategies will focus on the following key areas of the byways network:

- **Mass Transit:** Access, amenities, and service levels will be examined
- **Intersections:** Those that present a great deal of conflict to bicyclists and pedestrians near major attractions will be examined
- **Priority Corridors:** Those that link major attractions, existing byways, or have potential for positive economic or tourism-related benefits shall be analyzed
- **Shared Facilities:** Places that can provide key tourism related infrastructure will be identified and their potential explored
- **Way-finding:** A comprehensive way-finding network will be developed to help county residents and visitors alike navigate Passaic County and locate key destinations

The strategies outlined in the following section are to be used in combination with existing Passaic County Master Plan Elements and guidelines such as Green Streets and Complete Streets, and are meant to serve as a "planner's toolbox." The Passaic County Planning & Economic Development Department staff will implement these strategies and policies where appropriate, as outlined by the implementation plan discussed in part 3 of the plan. Improvements in each of these five key areas will be essential in creating a positive visitor experience while touring Passaic County. The successful implementation of the transportation and mobility strategies will help to make Passaic County a great place to visit not only by car, but also via mass transit, bicycle, or on foot.

The development of many of the recommendations found in the Transportation & Mobility chapter relied on Geographic Information Systems (GIS) analysis of existing Passaic County datasets. Specifically, the transportation inventory dataset, which was created specifically for the Heritage Tourism Plan. This dataset combined all previously identified historic and scenic sites within Passaic County, and added all relevant transportation-related information to the underlying spatial data. A full list of the collected attribute data may be found in the appendix. In addition to GIS analysis, comprehensive reviews of NJ TRANSIT bus and train schedules and extensive field surveys were conducted to gather the relevant information required to make informed recommendations at each specific location identified within the byways network.

Strategy: Increase Mass Transit Access to Passaic County Attractions

Introduction

Mass transit access to the County's major tourist destinations has been identified by the transportation inventory as an area in need of significant improvement. A large majority of Passaic County's attractions, especially in the northern part of the county are not accessible by bus and none are currently accessible by train. If Passaic County's historic and scenic assets are to meet their true potential as tourist destinations, it will be critical to capture potential visitors who do not rely on the automobile as their primary form of transportation. The Transportation & Mobility chapter provides strategic recommendations that if implemented, will improve access to many of the County's major attractions.

Passaic County's tourist destinations can be broken down into three main categories; major tourist attractions, outdoor interpretation, (including municipal and state parks and trails) and walking tours. This analysis will focus predominantly on the major tourist attractions, including all County Parks, as they are currently best equipped to accommodate potential visitors. This includes 12 of the County's most significant historic attractions and its 11 County Parks.

Existing Conditions:

Passaic County is currently served by an extensive network of NJ TRANSIT bus routes; as of 2011, there were 42 lines and 2,509 stops within the County. These bus routes service not only Passaic County



An example of a covered bus shelter in Paterson's Urban Enterprise Zone. It is recommended all priority stops provide similar amenities.

but also connect its municipalities to neighboring counties: Bergen, Essex, Morris as well as New York State and City.

In addition to NJT service, County residents also have access to several other transportation services. These include: private jitney operators, Transportation Management Associations (TMA) such as Meadow Link and Trans Options, Passaic County Paratransit, and NJ TRANSIT Access Link. When combined these transit options offer the residents of Passaic County a high level of service, equal to or greater than the services offered in the majority of the counties in the state. With the critical transportation infrastructure already in place, subtle changes to current stop locations, routes, and hours of service could unlock the full potential of some of the County's major attractions.

In addition to its bus service, the county is also

HERITAGE TOURISM PLAN

serviced by two NJ TRANSIT passenger train lines: the Main Line providing service to Passaic, Clifton, Paterson, and Hawthorne, and the Montclair-Boonton Line servicing Little Falls and Wayne. In total, 10 stations provide train access for Passaic County residents and visitors alike to the greater New York metropolitan region. However, train access is disproportionately located in southern

Passaic County with no current train service being offered to municipalities north of Wayne. Furthermore, the majority of existing service offered from these stations is eastbound to New York City, with little to no reverse commute options for those wishing to travel to Passaic County for employment or tourism related activities.

Site Name	Bus Access	Train Access
Passaic County Parks		
Apshawa Preserve	No	No
Friendship Park	No	No
Garret Mountain Reservation	No	No
Goffle Brook Park	Limited	No
Peckman Preserve	Limited	No
Pompton Aquatic Park	No	No
Rifle Camp Park	No	No
San Cap Park	Yes	No
Tranquility Ridge	No	No
Weasel Brook Park	Yes	Yes
Passaic County Sites		
Morris Canal Greenway	Yes	Yes
The American Labor Museum -Botto House National Landmark	Yes	No
The Dey Mansion	Yes	No
Garret Mountain Reservation Lookout Tower	No	No
The Hamilton-Van Wagoner House Museum	Yes	Limited
Lambert Castle	No	No
Long Pond Ironworks State Park	Limited	No
Paterson Great Falls National Historic Park	Yes	Limited
The Paterson Museum	Yes	Limited
The Ringwood Manor House Museum	No	No
Schuyler-Colfax House Museum	Yes	No
Skylands Manor and Botanical Garden	No	No
Van Riper-Hopper House Museum	No	No

Limited access is defined as a site being located greater than the 1/4 mile from a transit stop.

Trends

The transportation needs assessment revealed several trends relating to accessibility, specifically the overall lack of bus service to many of the County’s major attractions. Currently 45% of the sites deemed as major attractions have no mass transit access; furthermore 60% of Passaic County parks have no mass transit access. Thus, the transportation and mobility strategies that work to increase mass transit access to the County’s major destinations should be labeled as a short-term priority within the Heritage Tourism implementation plan.

The lack of bus accessibility to county sites disproportionately affects the sites located in northern Passaic County. One reason for this is the suburban and rural nature of this area, that generally leads to more of a dependence on the automobile and less for transit as the primary transportation option. However as Passaic County’s tourism program grows and its sites become more attractive destinations to potential visitors; it will become increasingly important to provide multiple transportation options to reach them.

The following statistics summarize the current state of NJT bus service to the major attractions of Passaic County.

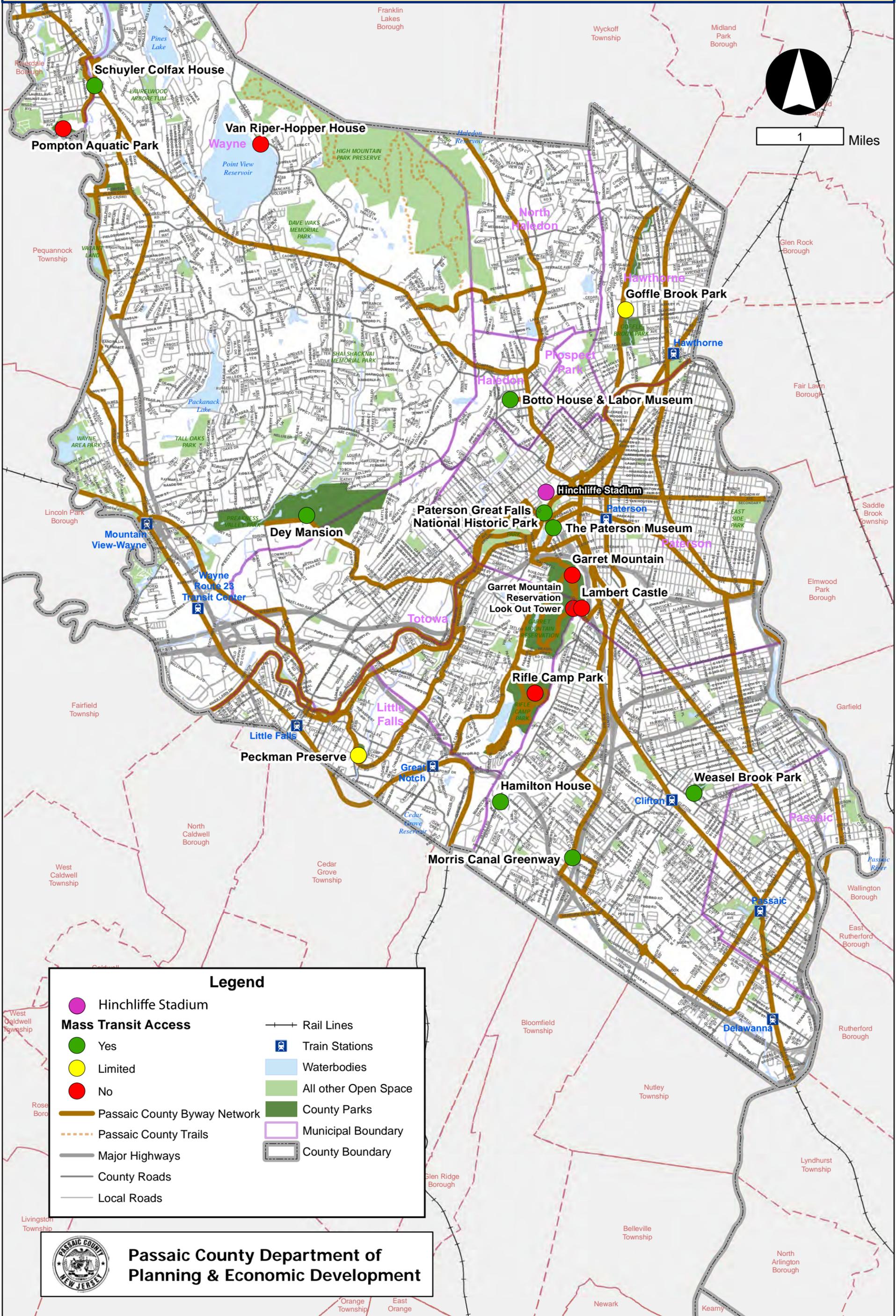
- 28% northern Passaic County sites have bus access
- 33% southern Passaic County sites have no bus access
- 13% southern Passaic County sites have limited bus access
- 45% of Passaic County Sites have no bus access

It is clear, however, that the existing bus service, while limited, provides access to a greater number of existing attractions than NJ TRANSIT train service. By its nature the bus network has a far wider reach than the fixed route of train service. As a result only sites that are located in close proximity to an existing line will have train access, these sites are located entirely in southern Passaic County. Increasing train service to sites that currently do not have it will prove to be difficult due to the spatial distribution of the sites throughout the county, with many sites in northern Passaic County are located in extremely rural areas which are not capable of supporting rail service. The statistics below speak to the current level of train access to the County’s major attractions on the two major commuter lines that run through Passaic County.

- 23% of Passaic County sites have some level of train access
- 9% of Passaic County sites have full train access
- 14% of Passaic County sites have limited train access

While Passaic County has a robust mass transportation system, it is clear that many of its major attractions are not currently able to be reached via mass transit alternatives. This is due in part to the location of the sites and subsequent ridership demand. As the county moves to implement the Heritage Tourism plan it should work with the site operators and NJ TRANSIT to evaluate the travel demand that each site could generate under various scenarios. These scenarios should range from existing conditions to a best case scenario that speaks to increased funding and traffic to the sites themselves. When a clear understanding of future demand for the County’s major attractions has

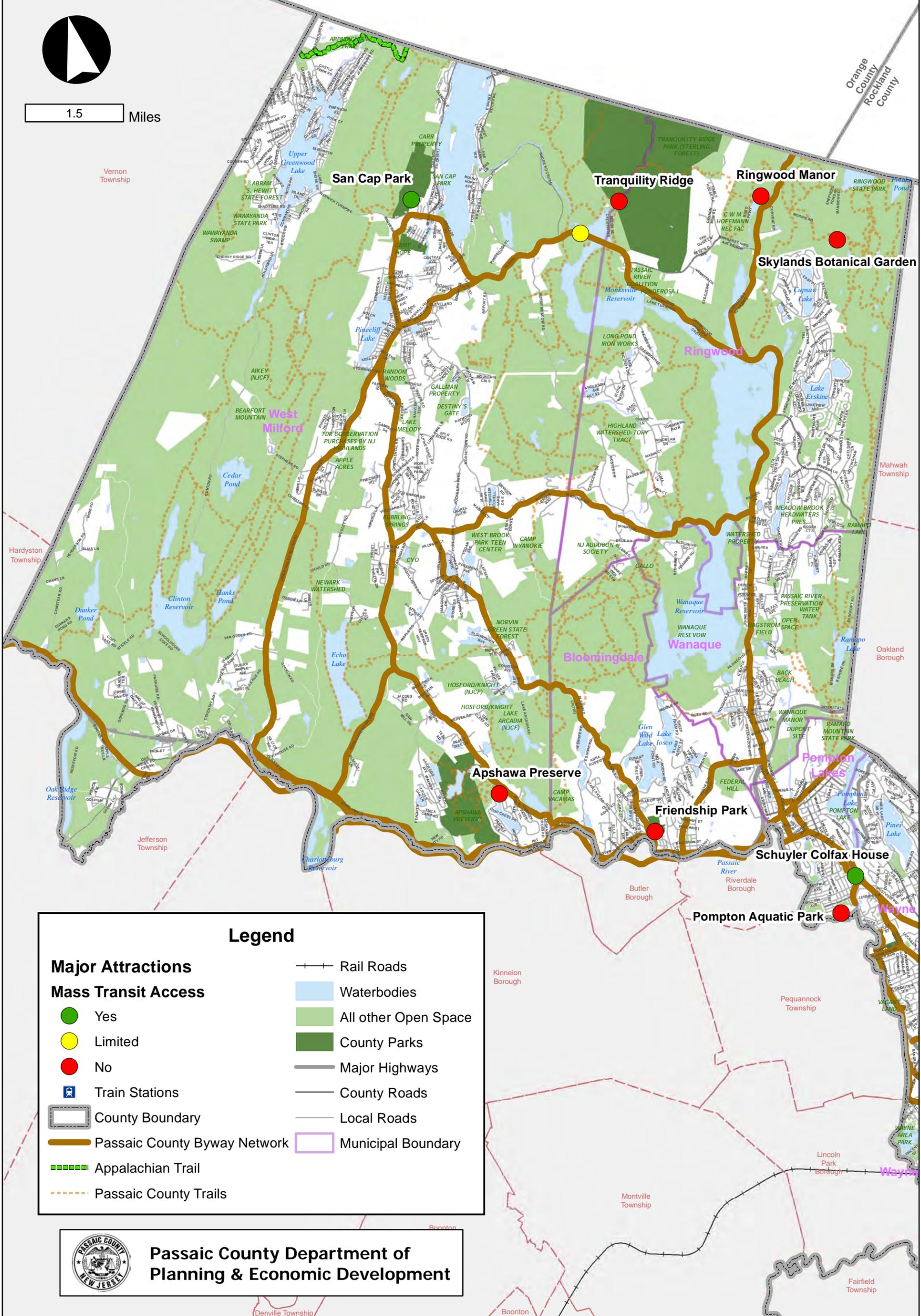
Passaic County Major Attractions Existing Mass Transit Access Southern Passaic County



Passaic County Major Attractions Existing Mass Transit Access Northern Passaic County



1.5 Miles



Legend

Major Attractions

Mass Transit Access

● Yes

● Limited

● No

🚉 Train Stations

▭ County Boundary

— Passaic County Byway Network

— Appalachian Trail

— Passaic County Trails

— Rail Roads

— Waterbodies

— All other Open Space

— County Parks

— Major Highways

— County Roads

— Local Roads

— Municipal Boundary



Passaic County Department of
Planning & Economic Development

been developed, a detailed plan of service changes would have a greater likelihood of being adopted.

Priority Stops and Lines

A priority mass transit stop is defined as a bus or train stop that is currently serving one or more of the County’s major attractions. The identified priority stops currently consist of a pole mounted sign indicating the stop number and NJ TRANSIT routes serving it. All existing priority bus stops are lacking the complete bus stop infrastructure of a covered shelter, bench, and route map. Throughout the county there are some covered bus stops but they appear randomly and are not consistent in their distribution. Some municipalities including Clifton and the Urban Enterprise Zone in Paterson have made investments in pedestrian infrastructure, including covered bus shelters and trash receptacles.

All priority stops and subsequent lines should operate at a higher level of service in terms of offering efficient and convenient hours specifically geared at capturing the heritage traveler. Extended weekend service on these lines, if not already offered, should be investigated as site demand permits. Additionally, priority stops should have at a minimum a bench upon which to sit and trash and recycling receptacle present; ideally it would also have a covered shelter to protect riders from inclement weather conditions. These stops are the first thing a potential visitor will experience while traveling to an attraction by mass transit, therefore the stops should promote a safe, clean, and comfortable experience. Providing these basic amenities to mass transit users would no doubt improve the overall rider experience, and may encourage increased ridership in the future.

Site Name	Priority Bus Line	Priority Bus Stop Numbers	Priority Train Line	Priority Train Stations
Passaic County Parks				
Goffle Brook Park	722	26979, 26978	N/A	N/A
Peckman Preserve	704	27005	N/A	N/A
San Cap Park	0	27886	N/A	N/A
Weasel Brook Park	707	26829, 26830, 26872	Main/Bergen Line	Clifton
Passaic County Sites				
The Morris Canal Greenway	72, 191, 197, 702, 704, 705, 707	Multiple	Montclair -Boonton Line	Little Falls, Great Notch, Mountain View-Wayne
The American Labor Museum -Botto House National Landmark	703	26942	N/A	N/A
The Dey Mansion	197	27804, 27803	N/A	N/A
The Hamilton-Van Wagoner House Museum	191	26872	Montclair -Boonton Line	Montclair State University
Long Pond Ironworks State Park	197	27892, 27883	N/A	N/A
Paterson Great Falls National Historic Park	712	27386, 27411, 27502, 27499	Main/Bergen Line	Paterson
The Paterson Museum	712	27386, 27411	Main/Bergen Line	Paterson
Schuyler-Colfax House Museum	748	27736	N/A	N/A

The table above identifies priority transit stops and lines that provide access to Passaic County's major attractions

Existing NJ TRANSIT bus stop relocation

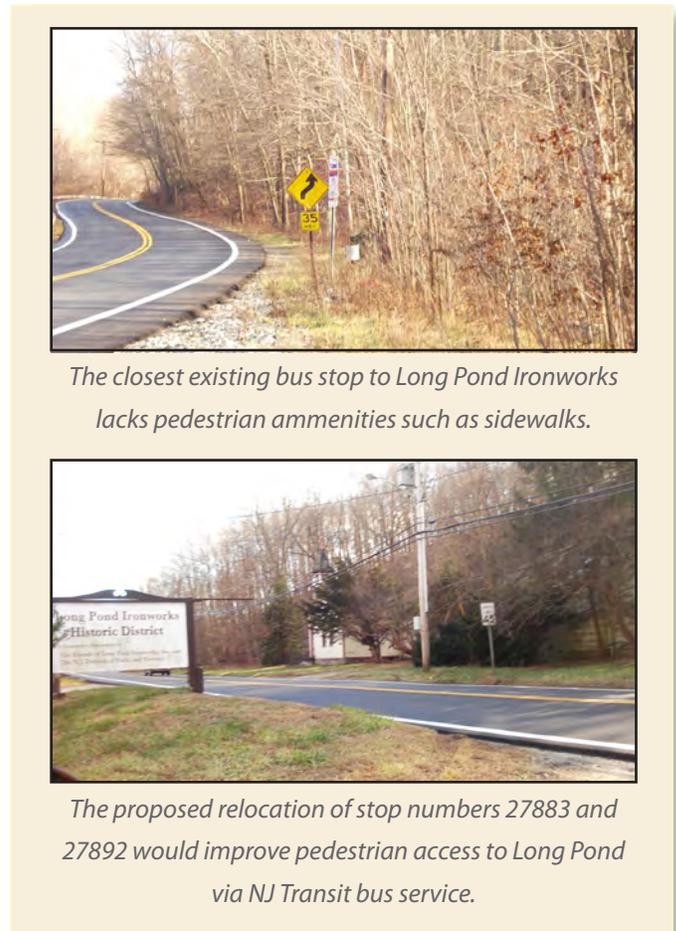
The following sections provide a review of bus services and stops near identified tourist destinations. The observations and recommendations listed here provide a framework for further analysis and follow-up between NJ Transit, the TMA, municipalities, and the County.

Long Pond Ironworks

Currently NJ TRANSIT bus stop numbers 27883 and 27892 are the closest stops to Long Pond Ironworks State Park, one of Passaic County’s major tourist attractions. These stops are located approximately ¼ mile to the west of Long Pond Ironworks at the intersection of Greenwood Lake Turnpike and East Shore Road. The current stop location is surrounded by State land and other undisturbed forest, with the nearest residence over one mile away, drawing into question the ridership basis for these stops.

Currently, in order to access Long Pond via these stops, potential visitors need to walk east on Greenwood Lake Turnpike. This presents dangerous pedestrian conditions as there are currently no sidewalks on Greenwood Lake Turnpike, it contains narrow shoulders, has high-speed traffic, and a large curve in the road between the existing stops and Long Pond. In order to provide better access and reduce the existing safety concerns and potentially increase ridership rates, it is recommended that existing stop numbers 27883 and 27892 be relocated directly in front of Long Pond Ironworks State Park. The relocation of these stops would provide safe, daily access to Long Pond Ironworks on both east and westbound bus service on the existing Line #196.

Friendship Park



The closest existing bus stop to Long Pond Ironworks lacks pedestrian amenities such as sidewalks.

The proposed relocation of stop numbers 27883 and 27892 would improve pedestrian access to Long Pond via NJ Transit bus service.

As discussed earlier, mass transit access to northern Passaic County attractions is lacking, especially to the County Parks System. Friendship Park, a 44-acre natural preserve offering several miles of hiking trails, is one such attraction. With the relocation of an existing NJT stop, reliable safe bus access would be granted to the park.

Bus stop number 26624 is currently located on Main Street and is the closest existing stop to the park at a distance of approximately three-quarters of a mile. The relocation of this stop should not have a significant impact to existing service to downtown Bloomingdale, as stop number 26623 is currently located less than one-quarter mile to the east.

In order to provide access to Friendship Park it is recommended that stop 26624 be moved roughly one-quarter mile to the west at the intersection of Glenwild Avenue and Hamburg Turnpike. This would reduce the distance from the new stop and Friendship Park to roughly four-tenths of a mile, a much more pedestrian-friendly distance. Furthermore, potential visitors would be able to walk north from the relocated stop along Glenwild Avenue, which currently has full sidewalk coverage from the proposed stop location to Friendship Park.

Locate additional NJ TRANSIT bus stops on existing routes

Lambert Castle and Garret Mountain Reservation are two of Passaic County's major attractions, and currently neither site can be accessed by mass transit. The lack of transit access to these significant attractions given their close proximity to a large population base that frequently uses mass transit is troubling at best, and does not bode well for the long term vitality of these sites as major tourist attractions.

In order to remove this barrier it is recommended that two new bus stops be added to the existing NJT 702 line. One stop should be added on the south bound side of Valley Road at the entrance to Lambert Castle. A second stop should be added at the intersection of Valley Road and Frederick Avenue to provide north-bound service to the site. Both stops should be accessible by week day and weekend service. Because both these attractions are county-owned properties, the county should take the lead in ensuring these proposed permanent stops are created, and proper bus amenities, such as shelters, are provided that fit the historical context of the site.

These stop additions will provide direct access to Lambert Castle and provide indirect access to Garret Mountain via the Morris Canal Greenway. Unfortunately, this connection requires a moderately difficulty hike, traversing the side of Garret Mountain and may not be suitable for all visitors and would not be in compliance with ADA design guidelines. In order for full access to be granted to Garret Mountain, existing NJT bus lines would need to be rerouted or new routes created.

Preservation of Existing Bus Service

NJ TRANSIT currently offers robust bus service to and from the Paterson Great Falls National Historical Park. Within one-quarter mile of the park there are nine (9) stops serviced by lines 712 and 704. Both lines run full service on weekdays and weekends. Line 712 provides service to the Great Falls between 5 AM and 12 AM Monday through Friday, 6 AM through 12 AM on Saturday, and 10 AM to 12 AM on Sundays. Line 704 provides service to the Falls between 6 AM and 12 AM Monday through Friday, 6 AM through 12 AM on Saturday, and 9 AM to 12 AM on Sundays. It is strongly recommended that this existing level of service be preserved as it spans large durations during weekday and weekend, providing full access to the County's premiere destination by bus.

Creation of a Paterson Circulator Bus or Shuttle Service

The Great Falls National Historical Park (NHP) is located just over one half-mile from the Paterson train station, serviced by NJ TRANSIT's Main Line. It is expected that upon completion, the Great Falls NHP will become Passaic County's premiere tourist attraction, as well as a major regional destination.

Streamlining visitor access from the Paterson train station to the Great Falls Historic District will be important in providing a positive visitor experience, necessary to maintain a sustainable tourism program.

A transit connection should be established linking the Paterson train station to the Great Falls Historic District. This connection would ideally be offered on both weekdays and weekends; however, initial implementation measures should focus on establishing a connection during weekends, the prime hours for tourist visitation. Furthermore, The National Parks Service has applied for a grant to study the feasibility of the proposed Paterson Circulator Route. Listed below are four transportation service providers that have been identified as having the potential to support the creation of the proposed Paterson Circulator service.

Transportation Management Associations

Meadowling (EZ Ride), one of two TMA's in Passaic County, (TransOptions services northern Passaic County) provides shuttle service programs throughout southern Passaic County in support of local businesses. These shuttles typically run from major transportation hubs to local area businesses during peak travel times on weekdays. This service is offered for free to its riders but requires a sponsor to pay anywhere from \$125,000 to \$250,000 per year. Discussions should be undertaken to explore the feasibility of creating a custom shuttle program from the Paterson train station to the Great Falls NHP and back through the downtown shopping district during peak demand weekend hours.

The Paterson Trolley

The Paterson Parking Authority ran a trolley service throughout Paterson, availing riders to government facilities and downtown shopping areas. The service was available to the public free of charge weekdays from 7:00 a.m.-6:00 p.m, unfortunately as of January 1st, 2013 this service was discontinued. One alternative would be to identify the necessary funding to restore service to the historic trolley car and create a new Great Falls Historic District trolley loop.

The ideal loop would include connections between the Paterson Train Station, the Great Falls Historic District, and the downtown shopping district. The trolley could run every 30 minutes and add to the historic nature of the visitor experience. This option would be an ideal way for regional visitors to visit not only the Great Falls but Paterson's major shopping destinations, infusing multiple areas of the city with tourism-related dollars.

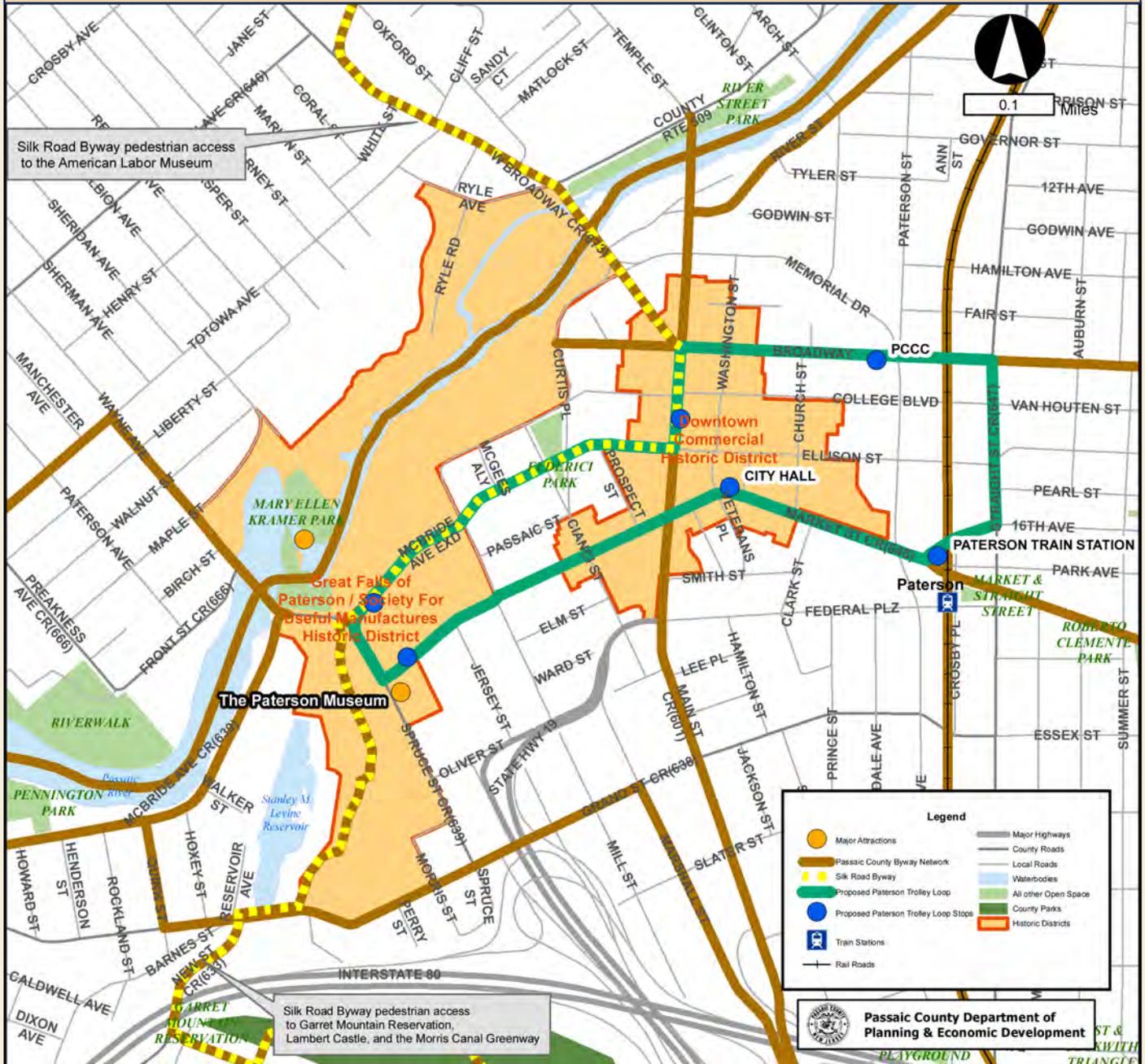
NJ TRANSIT Community Paratransit

NJ TRANSIT currently operates community paratransit services that use small vans or shuttle busses that operate non-fixed route services. This option would allow for a direct connection of a NJ TRANSIT facility to a major destination via a NJ TRANSIT operated shuttle service.

Passaic County Paratransit

Passaic County owns a fleet of Paratransit vehicles that offers transportation services to the County's senior citizens and disabled residents in need of non-emergency rides during the week. The

Proposed Paterson Circulator Route



shuttles that make up this fleet could potentially be used to offer weekend service tourists to and from the Great Falls NHP and the train station.

Study feasibility of re-routing existing service or adding additional service to Garret Mountain Reservation and Rifle Camp Park.

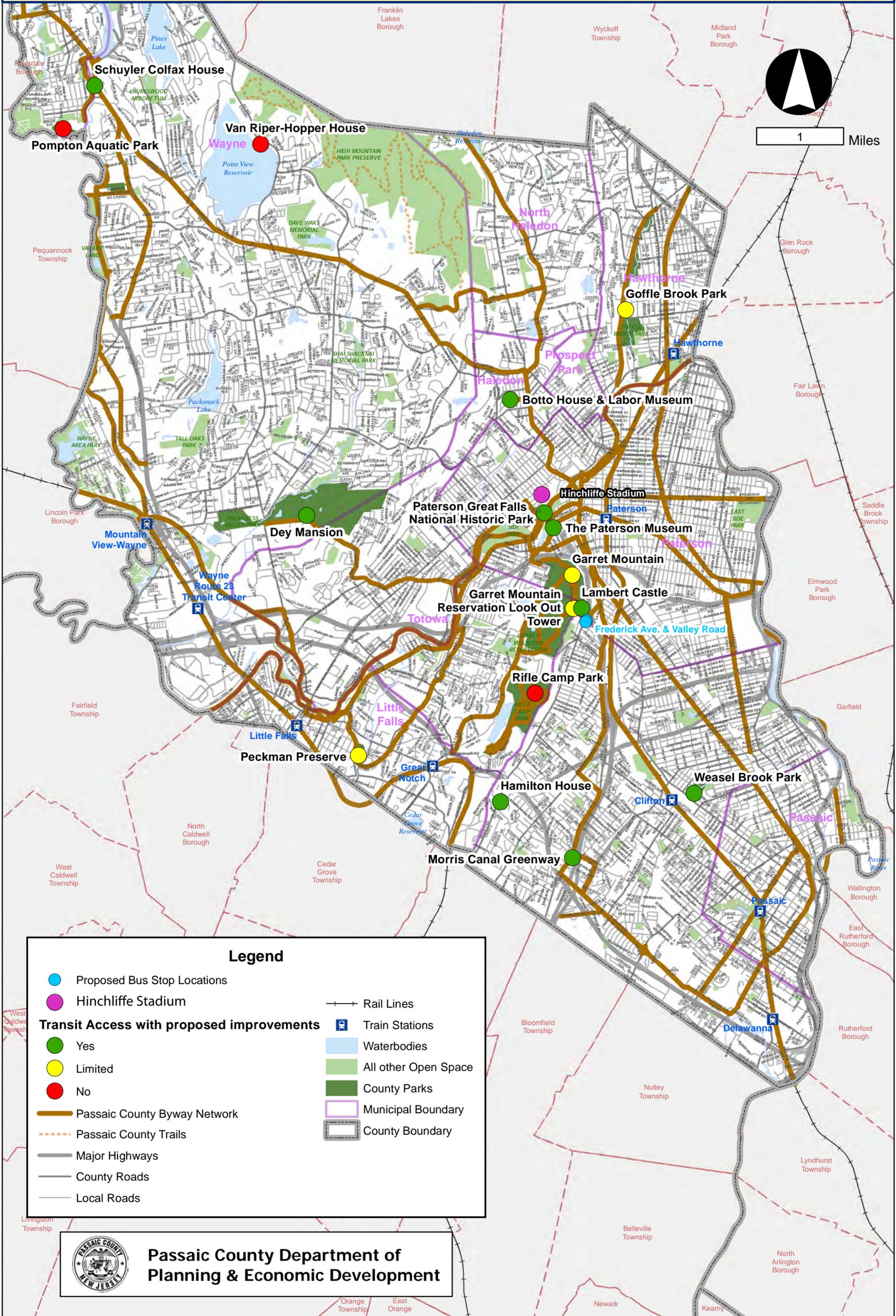
Garret Mountain Reservation and Rifle Camp Park, two of the Passaic County Park System's more prominent facilities, provide various open space and recreational opportunities to nearby southern Passaic County residents. Currently, neither of these parks can be accessed without the use of an automobile. This is particularly troubling for two reasons. First, many of the local residents have limited mobility options, and secondly, many of these same communities have limited local recreational or preserved open space alternatives.

Additionally, Garret Mountain Reservation and Rifle Camp Parks' geographic location along the First Ridge of the Watchungs contributes to their

unique ecological and geological resources. For example, Garret Mountain Reservation is an annual nesting place for rare migrating bird populations and numerous prehistoric fossils have been found at Rifle Camp Park. These rare opportunities draw visitors from all over the New York New Jersey metropolitan area, making them true regional tourist attractions. If people are willing to travel large distances by automobile to visit these attractions, then it would be safe to assume people might also take a short bus ride to visit them as well.

However, for this to happen, adequate mass transit service needs to be provided to both of these parks. Passaic County should begin the process of advocating for mass transit access to the parks by engaging NJ TRANSIT and conducting a feasibility study for proposed service additions. The study should focus on ridership potential routes for expansion, and any improvements to the County-owned parks required to bring safe and reliable bus service to these destinations.

Transit Access to Major Attractions with Proposed Bus Stop Improvements Southern Passaic County



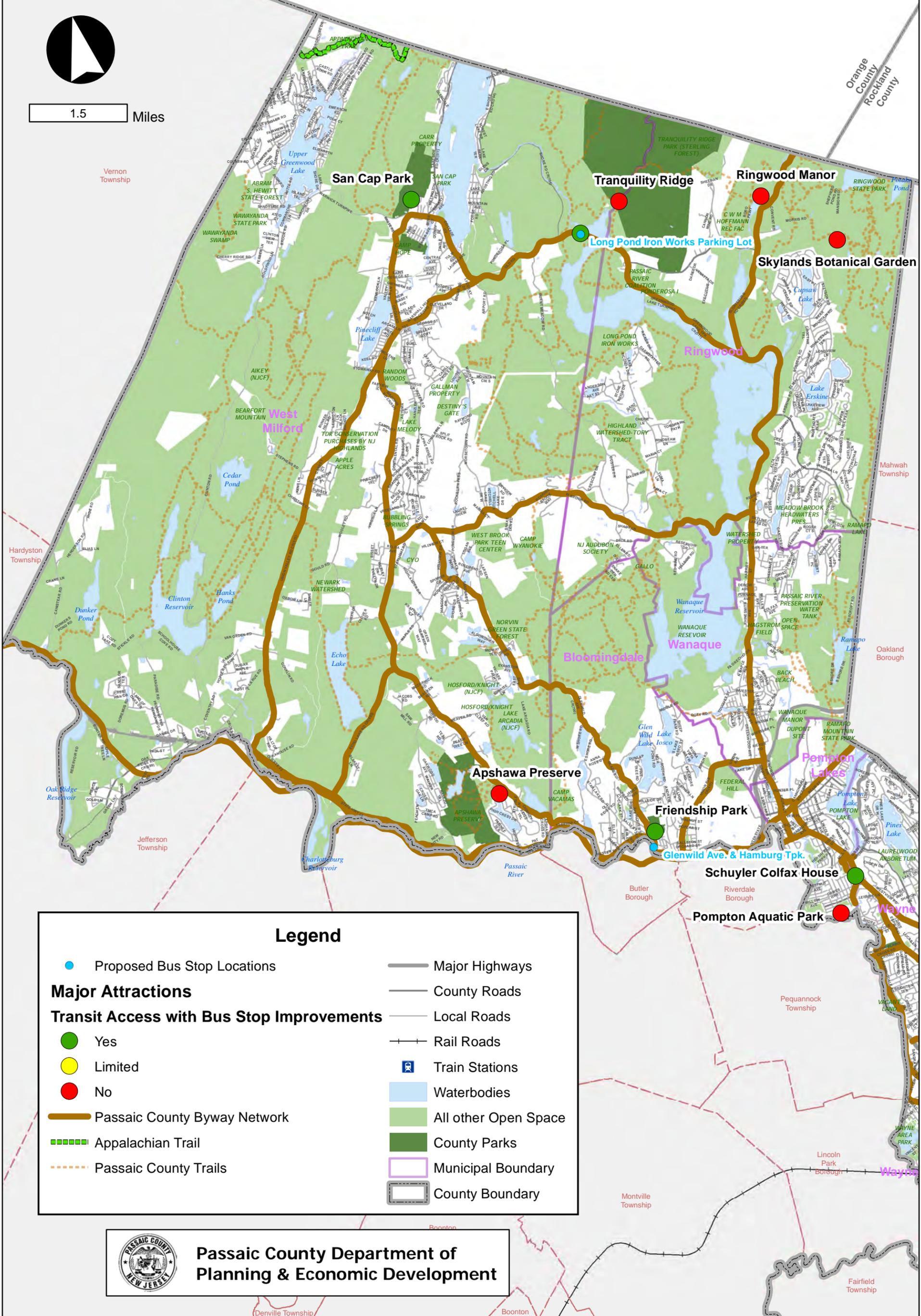
Legend

- Proposed Bus Stop Locations
- Hinchliffe Stadium
- Yes
- Limited
- No
- Passaic County Byway Network
- Passaic County Trails
- Major Highways
- County Roads
- Local Roads
- Rail Lines
- Train Stations
- Waterbodies
- All other Open Space
- County Parks
- Municipal Boundary
- County Boundary

Transit Access to Major Attractions with Proposed Bus Stop Improvements Northern Passaic County



1.5 Miles



Legend

- Proposed Bus Stop Locations
- Major Attractions**
- Transit Access with Bus Stop Improvements**
- Yes
- Limited
- No
- Passaic County Byway Network
- Appalachian Trail
- Passaic County Trails
- Major Highways
- County Roads
- Local Roads
- Rail Roads
- Train Stations
- Waterbodies
- All other Open Space
- County Parks
- Municipal Boundary
- County Boundary



Passaic County Department of Planning & Economic Development

Strategy: Improve bicycle and pedestrian safety conditions at key intersections along the Passaic County Byways Network

Bicycle & Pedestrian Infrastructure

One of the overarching goals of the Passaic County Byways Program is to implement and promote safe and reliable bicycle and pedestrian accommodations where appropriate. Currently the byways have limited bicycle infrastructure, including dedicated bike lanes, shared lane markings, also known as sharrows, share the road signage, or bike racks. The pedestrian infrastructure is more robust in southern Passaic County, with the large majority of the byways having continuous sidewalk coverage, crosswalks, and countdown timers. Northern Passaic County has some pedestrian infrastructure in place, but on the whole it lags significantly behind the more populated southern portion of the county.

While the current state of Passaic County's bicycle and pedestrian infrastructure is not without its shortcomings, it provides an excellent opportunity to implement treatments in high-use areas that will significantly improve transportation not only on the byways, but throughout the entire Passaic County transportation network. Prior to implementing any bicycle or pedestrian infrastructure projects along the byways, it is imperative that safety issues at key intersections be addressed.

This section will take an in-depth look at two of the County's more pedestrian oriented attractions, specifically the Great Falls National Historic Park and the Morris Canal Greenway. These two sites are forever linked not only by their significance to Passaic County and American history, but also in the fact that they are two of Passaic County's

newest outdoor recreation destinations. Both sites offer the opportunity for visitors to learn about the sites valuable historical contributions, but also the opportunity to explore each by bicycle or on foot. Because of this, safe bicycle and pedestrian conditions are absolutely essential, for these sites to provide the type of visitor experience they are capable of and wish to provide.

Methodology

Specific intersections were chosen for further study at each site according to their location (in hot spot areas¹), direct impact to site access, known issues, and in the case of the Morris Canal Greenway, where future transportation improvements have not already been planned. The Great Falls NHP fell within the lower levels of crash incidence according to the hot spot analysis and dangerous on the ground conditions have been documented by the Passaic County Planning Department. As a result the five closest intersections in proximity to the park were selected for further investigation. For the Morris Canal Greenway intersections were chosen along areas of the route that are not currently scheduled to receive transportation improvements through the recently awarded Transportation, Community, and System Preservation Program (TCSP) grant for the Morris Canal Greenway Bicycle-Pedestrian Safety Improvements in the cities of Paterson and Clifton.

Upon site selection detailed field visits were

¹ Hot spot analysis based on Rutgers University Plan4Safety bicycle and pedestrian crash data 2008-2011

conducted that included bicycle and pedestrian safety audits, measurements of road segments and intersections, and photographs of identified problems. The field observations served as the basis for the detailed recommendations outlined below.

The Great Falls National Historical Park

Existing Conditions

The Great Falls National Historical Park is the centerpiece of heritage tourism within Passaic County. As the park continues to grow and the General Management Plan currently under development is implemented, it will evolve into a premiere tourist attraction within the county and region alike. It is anticipated that several thousand visitors a year will visit the park, making it extremely important that these visitors are able to safely and efficiently navigate the park and surrounding historic district by both foot and bicycle.

Because of its importance to Passaic County tourism, both now and in the future, the five closest intersections to the park were examined to determine if the existing conditions pose a safety risk to those wishing to access the site. The field conditions of the following five intersections were observed for the purpose of this report.

- McBride Avenue Extension, Mill Street and Ellison Street
- McBride Avenue Extension, Spruce Street and McBride Avenue
- Wayne Avenue and McBride Avenue
- Wayne Avenue and Front Street
- Spruce Street and Market Street

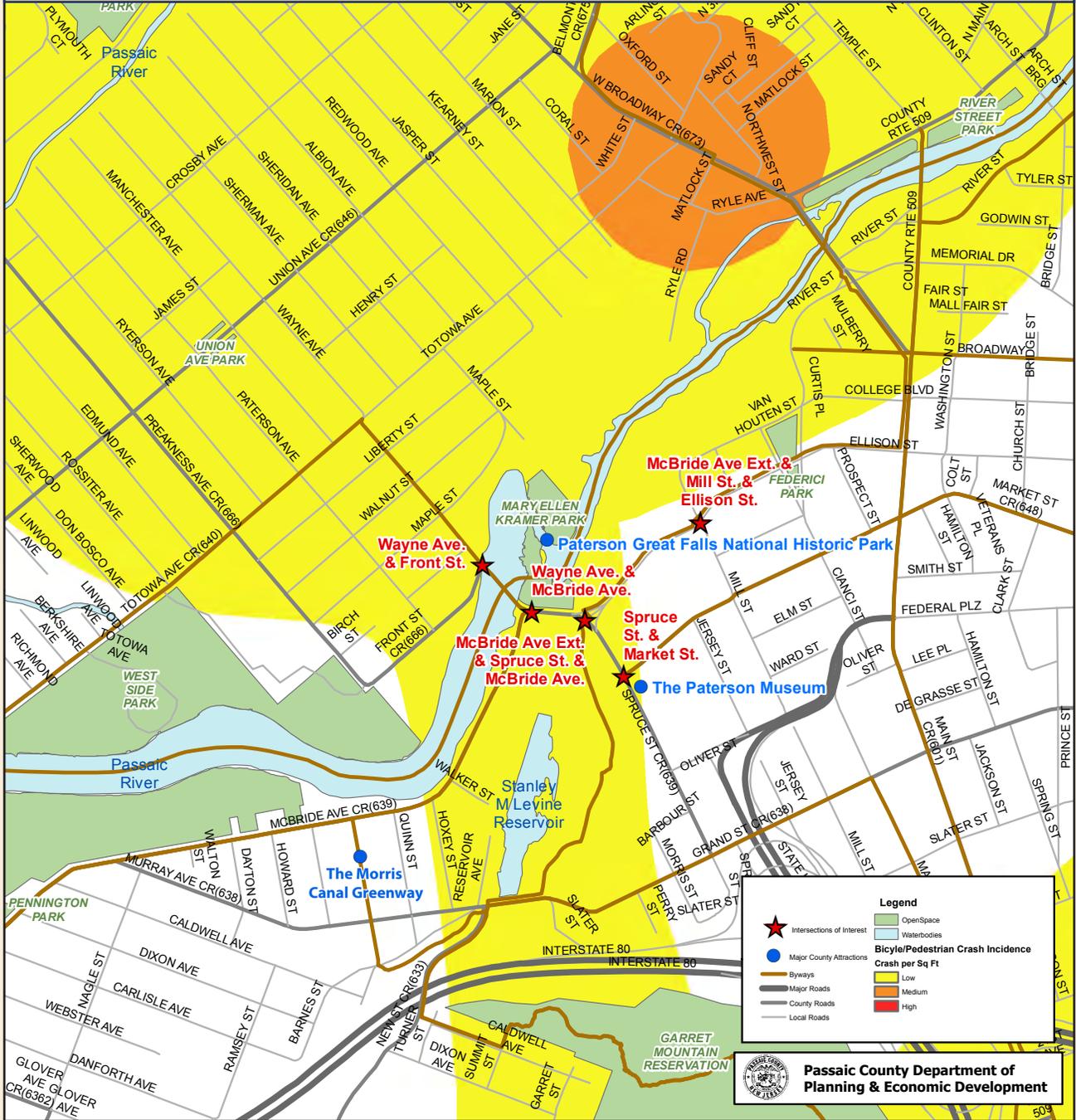
The study area stretches from the northern end of

the Wayne Avenue Bridge at the intersection with Front Street (CR 666) and then follows McBride Avenue (CR 639) between Wayne Avenue and Mill Street. The corridor also includes the section of Spruce Street (CR 639) from McBride Avenue (CR 639) to Market Street (CR 648).

This area functions as the central gateway to the Great Falls National Historical Park, Great Falls Historic District and the McBride Avenue Corridor, but it also is a major thoroughfare for regional automobile traffic accessing Route 80 at the south end of Spruce Street. The most congested portion of the corridor is the portion of McBride Avenue adjacent to the national park entrance connecting Spruce Street and the Passaic River crossing along Wayne Avenue. The intersection of Spruce and Market streets also connects commuters to downtown Paterson and many of the buses deployed from the NJ Transit Bus Garage, located at the corner of Market Street and Mill Street. The end result is an environment that is dominated by automobile traffic in the rush hour period, leading to dangerous conditions for pedestrians at intersections. The narrow sidewalks along the corridor are also a problem.

The lack of the pedestrian amenities compounds the substandard environment for pedestrians and bicyclists that may deter local residents and tourists. There is little in the way of streetscape features such as decorative lighting, street trees or signage that would enhance a sense of place and create shelter for pedestrians from the elements and roadway traffic. Existing features are in disrepair and fail to provide information about how visitors can navigate the corridor. While there are continuous sidewalks throughout the corridor, their condition varies greatly, with many sections

Great Falls NHP Intersections of Interest



INTERSECTIONS

degraded or of an inadequate width to provide a safe environment. Some sidewalks narrow down to less than five feet and there are multiple trip hazards, such as stubs from old sign posts, heaved concrete and deteriorating rolled asphalt throughout the corridor. The section of McBride Avenue between the Wayne Avenue Bridge and Spruce Street presents the most troubling examples of pedestrian conditions on both sides of the roadway.

The conditions at each of the crosswalks is also a cause for concern, as they either do not provide appropriate timing to cross safely or sufficient marking to alert drivers to the presence of pedestrians. The intersection of Wayne Avenue and McBride Avenue is particularly

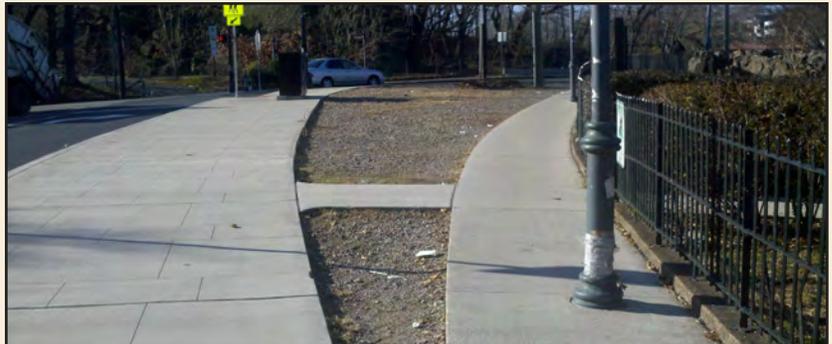
dangerous, as there are no pedestrian curb ramps and the only crossing before the Wayne Avenue Bridge is at this very busy intersection. There is also a driveway in the intersection for maintenance vehicles to access the national park, creating an additional conflict for pedestrians.

Recommendations

The most glaring need along the corridor is to bring all the sidewalks and pedestrian facilities into a good state of repair and provide consistent treatments. Streetscape elements would also greatly enhance the experience of all users traveling through or congregating along the corridor. Many of the conditions that need to be addressed have been documented, although a thorough survey



Many of the sidewalks near the Great Falls NHP are in poor condition. Re-surfacing would enhance the overall pedestrian experience.



Landscaping should be installed at the intersection of Spruce St. & McBride Ave. Ext.



Existing striping at the Wayne Ave. & Front St. intersection.

of these conditions should be completed along with a Road Safety Audit to identify specific engineering recommendations. There is also lack of bicycle parking anywhere in the area which is being addressed as part of the Paterson Bike Loop proposal.

Future improvements should be planned in conjunction with the National Park Service and the City of Paterson to foster an environment that promotes pedestrian safety and regular maintenance of all amenities. This should include short-, medium- and long-term goals and improvements. Achieving a state of good repair is the first short-term goal for the corridor. Creating a consistent set of facilities would establish a more uniform look and feel along the corridor and ensure easy access for all users, including those with physical disabilities. The section of McBride Avenue between the Wayne Avenue Bridge and Spruce Street should be of particular importance, as this is the most threatening environment for pedestrians. This section should also be further analyzed in regard to limiting the impacts of automobiles and introducing bicycle facilities that would link the proposed Paterson Bicycle Loop project and the Morris Canal Greenway. The analysis can also include potential signal timing changes at each of the intersections in the study area, to ensure users of all abilities can cross safely and provide a visual impact that will alert drivers to the presence of pedestrians.

Concepts that may be considered would be closing McBride Avenue between the Wayne Avenue Bridge and Mill Street to vehicular traffic or creating an alternative Passaic River crossing to ease the traffic burden leading to Route 80. These could

also include enhanced traffic-calming measures and placemaking features such as shade trees, streetscape elements and wayfinding signage.

A medium- to long-term project would be reconfiguring the Wayne Avenue Bridge to function as a more attractive gateway. The current conditions are uninviting to pedestrians and bicyclists, and do not take advantage of the scenic views of the Great Falls and Passaic River. Future improvements should create a more aesthetically pleasing treatment to the bridge structure that can incorporate areas to provide these views without interfering with regular pedestrian traffic. Other amenities such as pedestrian-scale lighting, traffic-calming features and bicycle facilities should also be considered.

Intersection specific safety improvements are listed below:

McBride Avenue Extension, Mill Street and Ellison Street

- Install rumble strips for wheelchairs at all ADA curb ramps
- Pedestrian countdown timers should be installed at all crossings
- Right turn on red when traveling from Mill Street to McBride Avenue should be eliminated, as it poses a safety hazard to pedestrians
- Uneven or damaged sidewalk should be repaired or replaced, eliminating current trip hazards
- Replace missing street lamps in conformance with existing streetscape standards

INTERSECTIONS

McBride Avenue Extension & Spruce Street & McBride Avenue

- Intersection should be landscaped in accordance with Great Falls NHP guidelines
- Right turn on red when traveling on McBride Avenue Extension to Spruce Street should be eliminated as it poses a safety hazard to pedestrians
- All crosswalks should be striped
- Street signs should be installed for motorists traveling north towards the intersection on Spruce Street
- Site specific wayfinding signage should be installed for both automobiles and pedestrians

Wayne Avenue & McBride Avenue (including the Passaic County owned Wayne Avenue Bridge)

- Install pedestrian specific wayfinding signage, as current signs are automobile-oriented and confusing to pedestrians
- Crosswalk should be striped across Wayne Avenue, which currently has a pedestrian countdown timer with a 10-second lead
- All damaged guardrails should be replaced and extended
- Pedestrian and bicycle amenities should be retrofitted to the existing bridge
- Ornamental lighting should be installed in conjunction with historic character area recommendations

Wayne Avenue & Front Street

- Painted triangle in intersection should be a permanent island with pedestrian access, which will provide a pedestrian refuge while crossing the large intersection
- New island should be landscaped in accordance with Great Falls NHP guideline

Spruce Street & Market Street

- Damaged guardrail on southbound side of Spruce Street should be replaced (currently protruding into the sidewalk, creating dangerous pedestrian condition)
- Older faded signs should be replaced with Manual on Uniform Traffic Control Devices MUTCD compliant signage
- Landscaping, including street trees, should be installed as space permits to create a buffer between the road and sidewalk on northbound side of Spruce Street

The Morris Canal Greenway

Existing Conditions

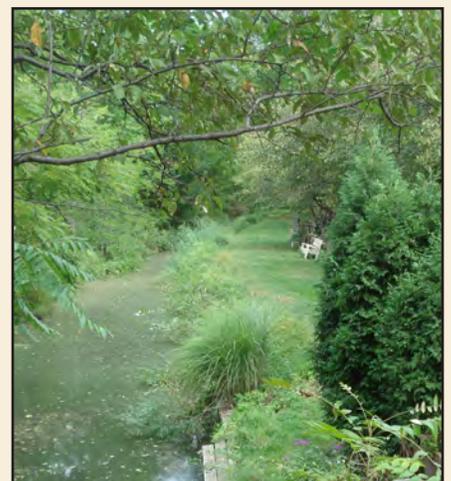
The Morris Canal (1824-1924), is an important piece of New Jersey and local history. The Morris Canal Greenway is a state wide project to preserve the history of the Morris Canal by developing a greenway along its former route that connects existing paths and open space. The Morris Canal Greenway Feasibility Study was adopted in October 2011 as an Element of the Passaic County Master Plan, laying out the proposed route of the greenway. Since that time, bicycle and pedestrian improvements have been made to various segments of the Greenway as funding opportunities arise. Interpretive signage and trail markers are also being added in existing parks along the Greenway, in a manner consistent with the 'Morris Canal Greenway' logo and signage utilized in other communities across New Jersey.

Generally speaking, the intersections examined are located on roads with higher travel speeds and higher traffic volumes. Furthermore, some

intersections have complicated geometries that create poor site conditions for motorists and long crossings for pedestrians. These conditions by nature pose a risk to potential bicyclists and pedestrians traveling along the proposed Morris Canal Greenway.

The intersections listed below have been identified as lacking critical bicycle and pedestrian amenities vital to the long-term success of the Morris Canal Greenway project. Recommendations are provided that will bring all the intersections up to an acceptable pedestrian safety standard as well as some specific recommendations that speak to challenges identified by planning staff.

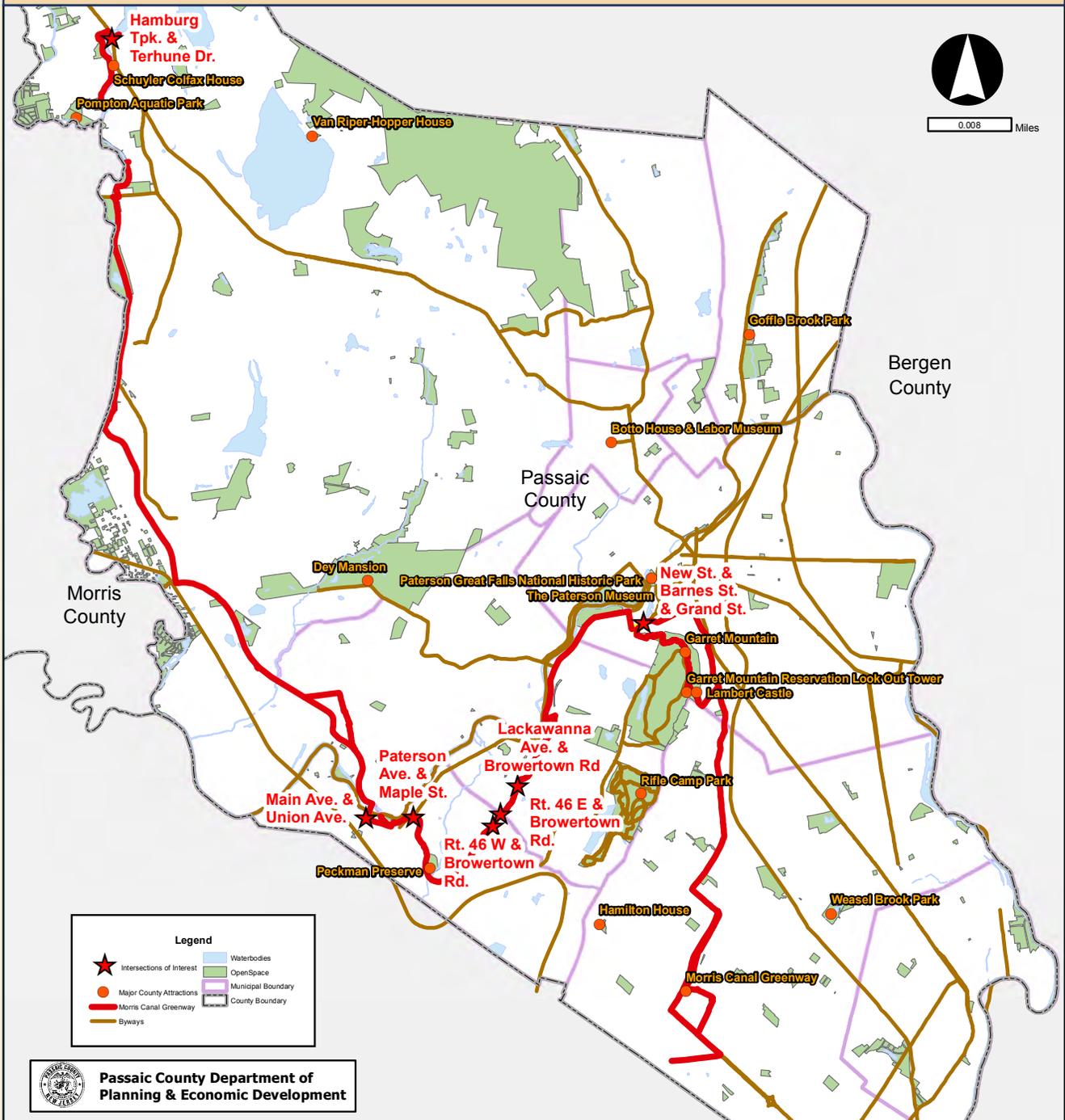
1. Route 46 West ramp and Browertown Road
2. Route 46 East ramp and Browertown Road
3. Lackawanna Avenue and Browertown Road
4. New Street and Barnes Street and Grand Street
5. Main Avenue and Union Avenue
6. Paterson Hamburg Turnpike and Terhune Drive
7. Paterson Avenue and Maple Street



Upon completion the Morris Canal Greenway, spanning six municipalities, will be one of Passaic County's premiere tourist attractions

INTERSECTIONS

Morris Canal Greenway Intersections of Interest



General Recommendations

- All intersections should have the maximum number of crosswalks possible as determined by intersection geometry
- All Morris Canal Greenway road crossings should be marked by green crosswalks
- All worn and faded crosswalks, centerlines, and stop bars should be repainted
- All sidewalks should be equipped with ADA compliant curb cuts and ramps
- Missing and damaged road signs should be replaced, and pedestrian signage should be installed where appropriate
- Pedestrian countdown timers should be installed as part of any future road or development project along the Morris Canal Greenway
- The highest and best bicycle treatments should be installed on roadways, per the Passaic County Complete Streets Design Guidelines and NJ DOT Bicycle Compatible Roadways and Bikeways Planning and Design Guidelines
- All dedicated bike lanes should be green lanes
- Determine highest bicycle treatment at the intersection of Main Street and Union Avenue, and in the same proximity provide ADA and bicycle access to Little Falls Morris Canal Preserve from Main Street
- Install lighting underneath the Route 46 overpass at Browertown Road to improve pedestrian safety and visibility
- Add sidewalks to Browertown Road from Mill Pond Drive to Mt. Pleasant Avenue, and determine the highest bicycle treatment at the intersection of Browertown Road and Mt. Pleasant Avenue.
- Study signal timing and safety improvements at the intersection of New, Grand, and Barnes Streets to provide the safest pedestrian and bicycle crossing.
- Install interpretive signage at historically significant locations along the Morris Canal Greenway including but not limited to:
 - Pompton Furnace
 - Pompton Feeder Lock and Dam
 - Junction between the Pompton Feeder and Morris Canal
 - Passaic River Aqueduct
 - Peckman River Aqueduct
 - Bold's Mill
 - Garret Rock
 - Lambert Castle
 - Centreville Hotel and Burkhard Brothers' Blacksmith Shop

Specific Recommendations

- Coordinate with the Passaic County Sheriff's Department to schedule semi-annual cleanups along the Morris Canal Greenway as part of its Sheriff's Labor Assistance Program (SLAP)
- Further study of the complex road geometry found at the Paterson Avenue and Maple Street intersection. Field visits indicate the potential for a road diet or other traffic calming measures and introduction of greenspace that could be used for welcome signage for the Little Falls downtown or rain gardens

Strategy: Develop bicycle and pedestrian corridors that support tourism and economic development opportunities in Passaic County

Introduction

The Passaic County Byway Network was designed to connect the large majority of county attractions, both scenic and historic, with other destinations such as schools and parks in the most safe and efficient manner. Through additional analysis, several priority routes were identified, which will provide connections between existing byways or connections to an existing byway. They will serve to fill the gaps within the existing byways network, with a specific focus on the promotion of safe and reliable bicycle and pedestrian transportation alternatives.

Additionally, priority routes that provide connections to regional attractions and neighboring municipalities were also explored. These connections to regional destinations outside the county were not part of the scope of the original byways methodology, but as the program expands to support a countywide Heritage Tourism Program it is important to explore all potential connections both within and outside Passaic County. The creation of pedestrian and bicycle corridors into Passaic County will provide an opportunity for neighboring residents to safely visit the numerous attractions within the county.

A combination of GIS analysis and field visits were used to evaluate the feasibility of several potential priority routes within the framework of the existing byways network. The routes selected for in-depth discussion were chosen because of their perceived economic benefits and potential value to Passaic County tourism, as well as strategic location and ability to strengthen the existing byways network.

Methodology

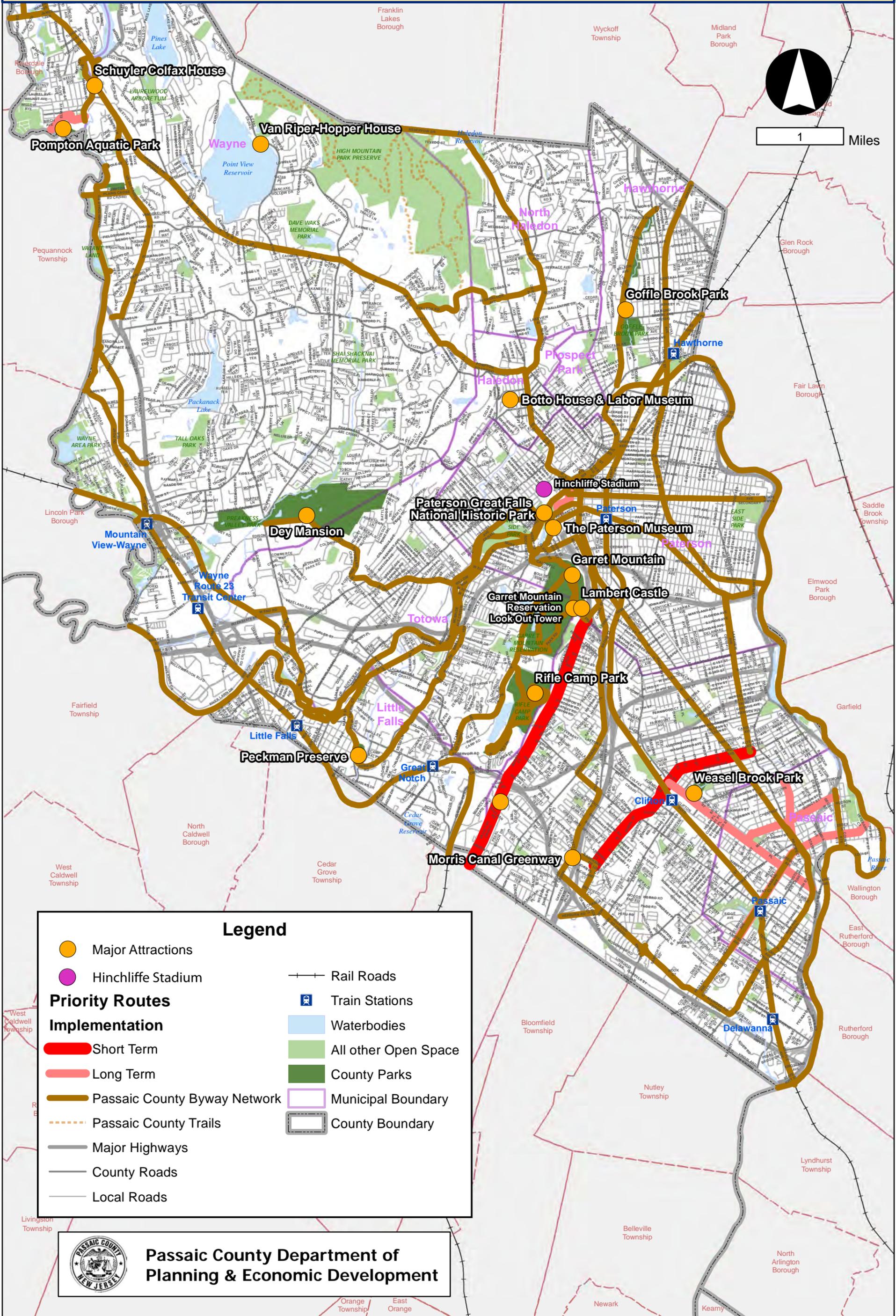
Potential priority routes were selected by a GIS analysis that consisted of overlaying the existing bicycle and pedestrian priority corridors with the existing Passaic County Byways Network. Only county-owned roads designated as bicycle and pedestrian priority corridors that provided connections between existing byways or to a byway from a destination were selected.

Next, additional GIS data such as parks and open space, schools, train stations, and other activity centers were added to assess the potential of each route for bicycle and pedestrian use. Additional considerations in the final selection process also included improvements to the overall tourism program and the economic development benefits they would provide upon implementation.

Based upon the analysis, the following priority routes were identified and fieldwork was conducted to assess the viability and extent to which future bicycle and pedestrian improvements would be possible along the desired routes.

1. Appalachian Trail connection through San Cap Park (West Milford)
2. Valley Road connection to Upper Montclair village center and the Morris Canal Greenway (Clifton)
3. Clifton Avenue (Clifton)
4. Greenwood Lake Railroad Greenway (Wanaque/Ringwood)

Passaic County Byway Network & Priority Routes Southern Passaic County



1 Miles

Legend

- Major Attractions
- Hinchliffe Stadium
- Priority Routes Implementation**
- Short Term
- Long Term
- Passaic County Byway Network
- - - Passaic County Trails
- Major Highways
- County Roads
- Local Roads
- Rail Roads
- Train Stations
- Waterbodies
- All other Open Space
- County Parks
- Municipal Boundary
- County Boundary

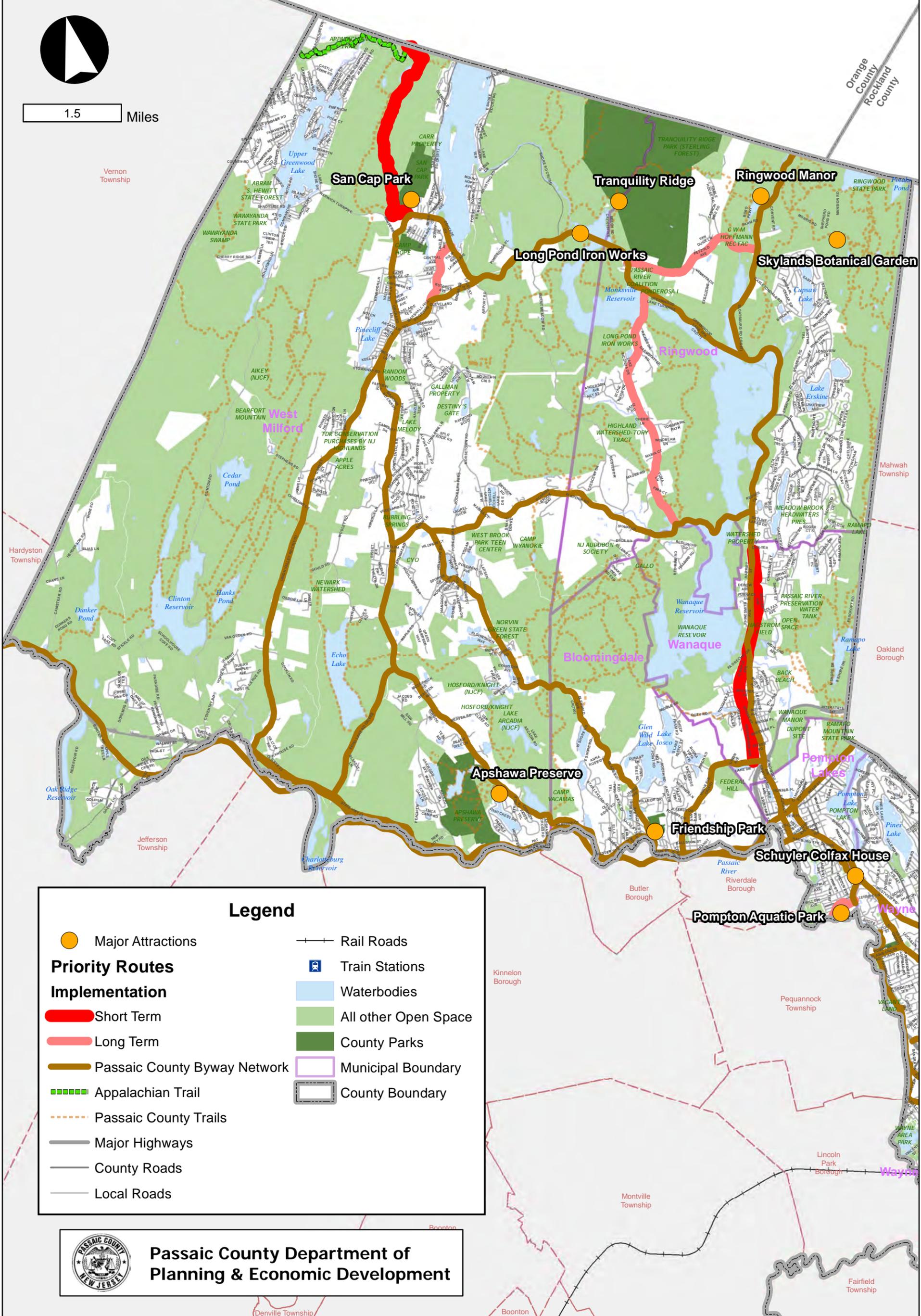


**Passaic County Department of
Planning & Economic Development**

Passaic County Byway Network & Priority Routes Northern Passaic County



1.5 Miles



Legend

- Major Attractions
- Rail Roads
- Train Stations
- Waterbodies
- Priority Routes Implementation**
- Short Term
- Long Term
- Passaic County Byway Network
- All other Open Space
- County Parks
- Municipal Boundary
- County Boundary
- Appalachian Trail
- Passaic County Trails
- Major Highways
- County Roads
- Local Roads



**Passaic County Department of
Planning & Economic Development**

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Appalachian Trail connection to San Cap Park

Purpose of Connection

The establishment of a connection between the Appalachian Trail and West Milford Township is an essential link that upon successful implementation has the potential to promote economic development, increase the visibility of the Passaic County Heritage Tourism initiative, and connect an existing Passaic County park with a major national attraction. The Appalachian Trail currently runs through the northwestern most border of West Milford Township for approximately 2.5 miles, where it is joined by several other trails currently maintained by the New York New Jersey Trails Conference (NYNJTC). According to the Appalachian Trail Conservancy, between two and three million hikers annually traverse the Appalachian Trail. Tapping into this potential audience with a direct connection to a Passaic County park and municipality should be made a top priority in the implementation of the Heritage Tourism Plan.

There is a shopping center located on Greenwood Lake Turnpike in West Milford, approximately 3.5 miles from the Appalachian Trail that would be of interest to through-travelers and day hikers alike. This retail facility includes a large grocer, restaurant, and a hardware store. Safe and reliable access to this shopping center could prove to be a valuable resource to through-hikers of the Appalachian Trail. The addition of this connection could also help West Milford become a recognized Appalachian Trail Community, if so desired by the Township. The mission of the program is to “assist communities with sustainable economic development through

tourism and outdoor recreation, while preserving and protecting the A.T.”¹

Existing Conditions

Several potential routes were explored while attempting to determine the best possible option for this connection. These routes included Lake Shore Drive, Warwick Turnpike via the State Line trail, a new spur trail running south along Cooley’s Brook or connecting the existing Quail trail to San Cap Park eventually feeding out to Elm Street.

Both Lake Shore Drive and Warwick Turnpike were identified as potential priority routes in the initial GIS analysis. However, field visits revealed that both of these potential routes are extremely dangerous as currently constituted for pedestrians and bicyclists. These roads have narrow lane widths ranging from 10 to 11 feet in combination with narrow shoulders, generally ranging from 1 to 4 feet, elevated traffic levels, speed limits that are frequently disobeyed by motorists, and a lack of sidewalks. Additionally, the undulating terrain of West Milford leads many areas of the respective roadways to have blind curves and poor sight distances that are extremely dangerous. When combined these conditions eliminate both potential routes as a connection with the Appalachian Trail.

After both on road options were deemed unsafe to potential users, off road options including the use of an existing un-blazed trail running northwest along Cooley’s Brook were explored. While this connection initially seemed promising, discussions

¹ The Appalachian Trail Conservancy, Appalachian Trail Community, 2013.
<http://www.appalachiantrail.org/what-we-do/community-engagement/appalachian-trail-communities>

PRIORITY CORRIDORS

with the NYNJTC revealed that this trail and several others in the park experiences elevated levels of illegal All-Terrain Vehicle (ATV) ridership. This illegal ATV use would make hiking in this area extremely dangerous and the creation of a permanent blazed trail would serve to only further promote this problem. The issue of illegal ATV ridership in the park will be brought before the Passaic County Board of Chosen Freeholders in order to best determine a future course of action to address the problem.

Recommendation

After examining all potential connections, it was determined the safest way to connect hikers from the Appalachian Trail to the West Milford community center is to route them south on the existing "Quail" trail currently maintained by the NYNJTC. In order to complete the connection a short spur trail, totaling approximately .5 miles, would need to be created that runs from the Quail trail to the east through San Cap Park. The new trail would terminate at

Cooley's Brook and Union Valley Road, where pedestrian facilities including new sidewalks along the westbound side of Union Valley and crosswalks would need to be installed in order to complete the connection to the West Milford shopping center.

This route is desirable for several reasons, primarily because it is the safest. Keeping hikers on the existing trail networks reduces potential conflicts with automobiles on the busy roads nearby. It also allows hikers of the Appalachian Trail to hike almost entirely into town, an option that they would surely prefer over walking on a sidewalk or along a roadway. Making the connection as desirable as possible to its potential users will ensure a high rate of use. Secondly, this proposed connection will link San Cap Park, a county-owned property, indirectly to the Appalachian Trail, a nationally recognized outdoor recreation destination. This presents a great opportunity for Passaic County to market its parks as well as its other scenic and outdoor recreation assets to a regional and national audience.



The proposed route would connect San Cap Park to the regional trail network

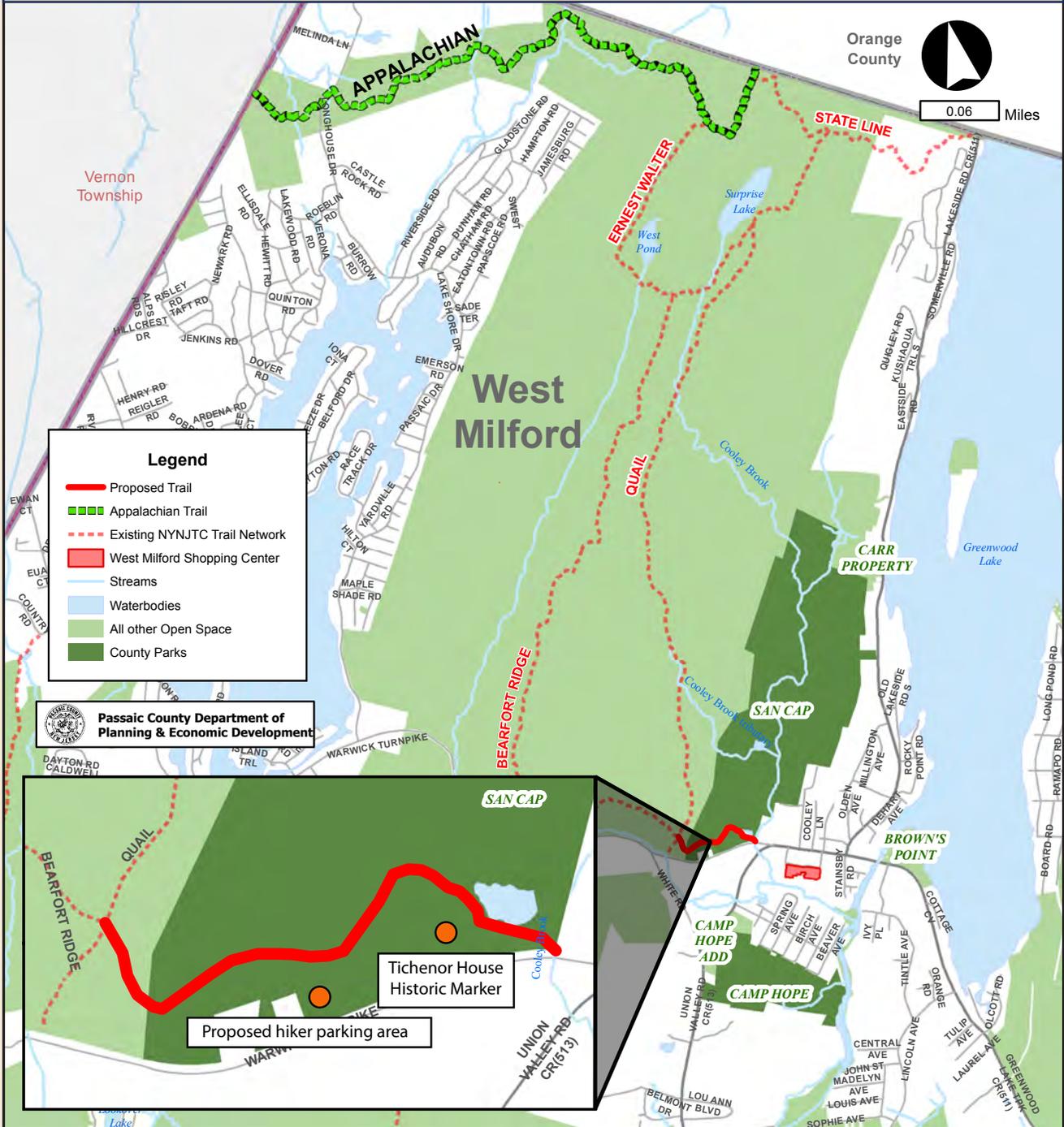


A view of existing sidewalks leading to the shopping center



The connection would provide through hikers of the Appalachian Trail the opportunity to resupply in West Milford

Proposed Appalachian Trail Connection to West Milford Township



Valley Road connection to Upper Montclair village center and the Morris Canal Greenway

Purpose of Connection

Valley Road from Lambert Castle south to the Passaic and Essex County border was selected as a priority route because it provides a direct connection from Lambert Castle to Montclair State University and the Upper Montclair village center. If the appropriate bicycle and pedestrian improvements were made to this priority route, it would link a large population of potential visitors to three of Passaic County's most significant attractions: the Hamilton House, the Morris Canal Greenway, and Lambert Castle.

The two target audiences of this proposed connection are the residents of Montclair and students from Montclair State University, both of whom include known bicycling groups. Montclair, for example, has several organized cycling groups that frequently take extended bike rides within the region, sometimes traveling up to 50 miles. This priority route would allow these groups to connect to the Morris Canal Greenway, where they could travel further within Passaic County on bicycle-friendly roads.

Additionally, this route would link Montclair State University and its student body of roughly 18,000 to Passaic County and some of its premiere attractions. If safe and reliable bicycle and pedestrian facilities were implemented on this connection, it could provide a regional recreation opportunity for on-campus students. Being able to attract these groups of cyclists and students could potentially boost attendance rates to county attractions, as well as stimulate the local economies of neighboring Passaic County municipalities.

Existing Conditions

The proposed priority route on Valley Road can be divided into two parts, based upon field observations. From Lambert Castle south to the intersection of Van Houten Avenue and Valley Road as currently constituted could support bicycling, but additional improvements would be instrumental in improving overall safety conditions. From Van Houten Avenue south to the Passaic County line, bicycling and pedestrian activity becomes much more hazardous. Issues pertaining to traffic speeds, steep terrain, and on-street parking for Montclair State University are all issues which need to be addressed in order to make this a viable bicycle and pedestrian corridor.

The section of Valley Road from Lambert Castle to Van Houten Avenue is relatively flat, with approximately 30 feet of roadway and fairly slow-moving traffic. On-street parking is permitted for several blocks within this stretch; however, the speed limit is posted at 25 mph through this area as it is adjacent to a nearby school, alleviating some of the issues potential bicyclists would face with a constrained roadway. Pedestrian amenities through this stretch include brick stamped crosswalks, benches and trash cans, street trees, decorative lighting, and a continuous sidewalk on the south-bound side until the Route 46 interchange.

The section south of Van Houten Avenue to the county line presents much more dangerous conditions for potential bicyclists, such as a steep hill that slopes downward when traveling south from Van Houten towards the Route 46 interchange. This hill causes the passing automobile traffic to pick up speed in both directions. Speeds of 50+ mph were observed, much faster than the 35 mph

posted speed limit. The road conditions here also deteriorate, as the road is rough with some noticeable potholes and the centerlines are fairly worn.

The existing Route 46 interchange would require bicyclists to cross through a confusing network of poorly striped on and off ramps, with automobiles moving at elevated speeds. This interchange will be reconstructed as part of the Route 3/46-Valley Road and Notch/Rifle Camp Road Interchange Project. The improvements for this interchange have been designed and are currently awaiting construction. Upon completion the interchange will have improved pedestrian and bicycle infrastructure that will improve safety along the proposed corridor.

Continuing south on Valley Road south of Route 46, the terrain flattens again; however traffic speeds remain elevated. Upon reaching Montclair State University, it was noted that students are currently utilizing the shoulder as overflow parking, which greatly reduces the available roadway to bicyclists, and puts them at greater risk of a conflict with a moving or parked car.

Recommendations

- Street furniture and lights should be offset on the southbound side as it introduces impediments along the sidewalk
- Additional street trees could be added to the existing streetscape
- Dedicated bicycle lanes could be installed from Van Houten Avenue to Lambert Castle with the exception of Gould Street to Fenner Avenue
- Install sharrows from Gould Street to Fenner Avenue

- Clearly delineate lanes at the intersection of Valley Road and Route 46 to properly lead bicyclists. The proposed plans from NJDOT should be reviewed for bicycle facilities before they enter into Right of Way (ROW) work in FY15
- Work with Montclair State University and Clifton to discuss the feasibility of prohibiting the overflow student parking on Valley Road. If the on-street parking is removed, there is greater potential for dedicated bicycle facilities
- Install countdown timers at all pedestrian crossing signals at the Fenner Avenue intersection



Wide shoulders present south of Route 46 could be used for a dedicated bike facility in both directions.



On-street parking is permitted along the corridor, however the slow posted traffic speeds make share the road facilities a possibility

Clifton Avenue from the Morris Canal Greenway to Main Ave

Purpose of Connection

Clifton Avenue has been identified as a priority route as it provides an important north-south connection between the Allwood Road, Main Avenue, and Lakeview Avenue byways. It also provides a fourth connection to the Morris Canal Greenway, another byway, at the intersection of St. Andrews Boulevard and Clifton Avenue. In addition to strengthening the existing byways network by providing a key north-south connection in the southern half of the county, it also provides a connection to the recently completed Athenia Steel recreation facility and the Clifton train station on the NJ TRANSIT Main-Bergen line.

The addition of bicycle and pedestrian facilities on Clifton Avenue would also allow residents from Clifton and nearby Passaic to safely access the commercial shopping outlets located along the Allwood Road byway and several smaller parks including Legion Park, Oak Ridge Park, and Jubilee Park. Upgrading the bicycle and pedestrian infrastructure on this corridor could lead to the development of a larger Clifton and Passaic bike loop that connects Clifton Avenue, Allwood Road, Passaic Avenue, and Paulison Avenue.

Existing Conditions

Clifton Avenue is a mix of residential and commercial land uses with above average pedestrian infrastructure along its entirety. Moving southwest from the intersection of Clifton Avenue and Main Avenue to 3rd Street, the Clifton streetscape improvements are present. These

include brick stamped crosswalks, decorative lighting, street trees, trash receptacles, pedestrian-friendly signage and pedestrian countdown timers. Furthermore, there is continuous sidewalk coverage running the length of the route on both north and southbound sides of the road.

Clifton Avenue is relatively flat when traveling south from the northern end of the priority route at the intersection of Lakeview Avenue and Clifton Avenue until a slight uphill grade change starting at Hudson Street, which spans several blocks before dipping back down hill south of Paulison Avenue. The minimal topographic challenges in addition to rather wide streets make the implementation of bike lanes throughout the majority of the route appear feasible.

Two intersections were identified along Clifton Avenue that would pose challenges to the construction of any bike facilities along the route. These include Clifton Avenue and Paulison when traveling northbound on Clifton Avenue, where potential bicyclists would have to stop on an uphill grade and navigate a three-lane intersection consisting of a left-turn only, straight only, and right-turn only lanes. The intersection of Getty Avenue and Clifton Avenue when traveling south on Clifton Avenue has the same challenging geometry but topography is not an issue. Currently bicyclists would have to navigate through potentially three lanes of cars with multiple turning movements at these busy intersections. These intersections present potentially hazardous conditions that currently limit the viability of this route as currently constructed.

Another challenging part of this route is where Clifton Avenue dips below the NJT Main-Bergen

Rail line. The southbound lane becomes very narrow with no shoulder and cars are accelerating as they come down the hill. Furthermore no street lighting is present under the bridge making bicycling at night through this area problematic as well. The northbound lane of Clifton Avenue through this stretch is two lanes and it seems that there might be enough room to reconfigure the lanes to allow for two designated bike facilities on both north and south bound lanes.

On-street parking is permitted intermittently along Clifton Avenue, and the predominantly residential areas afford parking on both sides of the street, through some areas are signed with restricted parking from 7-9 a.m. and 4-6 p.m. Monday through Friday, and other areas have no parking at any time. While the mix of street parking does present potential challenges to designated bicycle facilities, the road widths along the entire corridor appear wide enough to support designated bicycle facilities, with the potential for sharrows in few areas where the road becomes too narrow.

Recommendations

- The intersection of Clifton Avenue and 6th Street currently features a large striped triangle of pavement, which should be removed and a planted center median constructed in accordance with local municipal ordinances (low impact design strategies such as a low-profile rain garden would also be appropriate for this location)
- Restripe worn and faded crosswalks along route, including intersection of Getty and Clifton Avenues

- Construct designated bicycle facilities on both the north and southbound travel lanes of Clifton Avenue between Allwood Road and Van Houten Avenue (four lanes with parking, and plenty of room available for designated bike facilities) with approval from NJDOT.
- Continue designated bicycle facilities on north-bound side of Clifton Avenue until the intersection of Paulison Avenue
- From Paulison to Main Avenue, the road narrows and on-street parking is more prominent; however the posted speed is 25 mph. Explore the potential for sharrows through this stretch to continue the full bicycle connection.



Looking north along a 4-lane stretch of Clifton Ave that has the potential for designated bike facilities



Shared bicycle facilities such as sharrows, should be installed along Clifton Ave. where street parking is permitted

Greenwood Lake Railroad Greenway (Wanaque/Ringwood)

Purpose of Connection

The Greenwood Lake Railroad Greenway would provide a bicycle- and pedestrian-friendly pathway through the adaptive reuse of the former Greenwood Lake Railroad right of way (ROW) in the Borough of Wanaque. The project would link bicyclists and pedestrians to the businesses, civic uses and recreational opportunities along the constrained Ringwood Avenue corridor, and provide a link between communities in northern and southern Passaic County. The greenway could utilize interpretive elements of the historic railroad and the scenic beauty along the corridor to create a regional draw for tourism and a source of local pride for the residents of Wanaque and Passaic County.

These sites may provide an opportunity to build an educational element from the historical railway as well as a major access point to the future greenway and the recreational facilities at local schools. The remainder of the historic ROW north of these destinations is divided amongst various private land owners with little evidence of the old railway. Further study will be needed to create a precise route for the greenway in this area based on the topography, historic evidence and ability to negotiate access rights with various land owners. Connecting the northern end of this section of the greenway to the north will be part of a larger initiative to develop a regional bikeway that can facilitate off-road access for bicyclists or shoulder widening due to the speeds and topographic challenges of the Greenwood Lake Turnpike (CR 511).

Existing Conditions

The Greenwood Lake branch rail line originally ran between Jersey City/Hoboken and Greenwood Lake in West Milford via the Wanaque Valley rail line. From the 1870s to the 1930s, it was used to transport ice to the region's urban core and also to deliver tourists to the resort hotels that once lined Greenwood Lake. A spur connected this line to the Peter's Mine area in Ringwood, which allowed iron to be efficiently delivered to industry to the south. Later, stops in Wanaque and Wayne provided local residents with a means to easily travel to Hoboken for business and pleasure. Remnants of this line can still be found in Wanaque, Wayne and West Milford. Remnants of the historical right-of-way (ROW) create the footprint for the proposed Greenwood Lake Railroad Greenway.

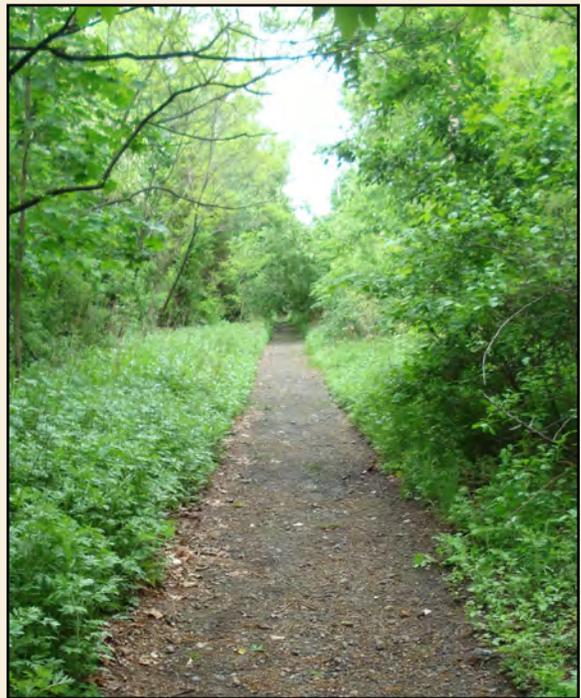
The Greenwood Lake Railroad Greenway can be broken into two distinct sections. The southern section of the greenway, totals approximately 2.5 miles and runs adjacent to the properties on the west side of Ringwood Avenue (CR 511). Most of the property that makes up the historical railroad ROW in this section is owned by the North Jersey District Water Supply Commission (NJDWSC). This section of the greenway is relatively flat, uninterrupted and defined by three centers of activity. The southern end of this section provides access to the businesses located near the I-287 interchange, the Passaic County Community College Wanaque satellite campus and potential redevelopment sites along Union Avenue. The intersection of Ringwood Avenue (CR 511) and 2nd Avenue is characterized by a number of commercial developments as a result of the most current redevelopment efforts in Wanaque. Access to Rainbow Valley Lake and a

number of off-road trails via Lakeside Avenue and Doty Road are located to the west of this connection. The northern end of section is where the greenway crosses over to the eastern side Ringwood Avenue (CR 511) between F.A. Orechio Drive and Warren Hagstrom Boulevard, with the Raymond Dam serving as a major landmark. Determining the feasibility of creating the greenway in this area will require detailed investigation about any utilities that may be located within the ROW and negotiating bicycle and pedestrian access with the NJDWSC.

The northern portion of the greenway starts at the Ringwood Avenue (CR 511) crossing and runs adjacent to the properties along the east side of Ringwood Avenue (CR 511) until it meets back up with the roadway near West Brook Road. Portions of the historic railroad ROW have been developed as private properties or converted to municipal roadways. Remaining undeveloped portions of the ROW are owned by the Borough of Wanaque, Jersey Central Light & Power and other private property owners. The intersection of Ringwood Avenue (CR 511) and Warren Hagstrom Boulevard provides a short-term solution to crossing the Wanaque River because the historic railroad bridge no longer exists. This intersection also provides a striking view of the Raymond Dam that would serve as a major landmark along the greenway. Extending the greenway along Warren Hagstrom Boulevard (formerly Highland Avenue) would also provide access to recreational ball fields and off-road trails accessible through the age-restricted housing development constructed at the eastern end of this local roadway. The Wanaque Elementary School and Lakeland Regional High School serve as major destinations midway along the northern section of the potential greenway.

Recommendations

Next steps will include a detailed analysis on how to safely route the greenway across Ringwood Avenue (CR 511) near the Raymond Dam intersection with Warren Hagstrom Boulevard in order to provide a continuous facility throughout the Borough. A framework for negotiating access rights and easements on private property and utility companies will be needed to determine the route and type of facility that can be built. Developing a more detailed historic resource of the Greenwood Lake Railroad and Erie Railroad would provide the research necessary to create interpretive elements along the greenway and bolster support for the project with railroad groups and the public.



Looking north along the existing Right-of-Way reveals a path that could someday become a more heavily used greenway for northern Passaic County residents.

Strategy: Identify facilities throughout the byway network that can serve as shared facilities in support of tourism initiatives

Introduction

In addition to providing safe and reliable access to and from the County's major attractions, successful implementation of the byways program will include locating strategically important properties that can serve as shared facilities. These facilities may be used as overflow parking on weekends for nearby attractions, or serve as points of dissemination for area maps or site brochures. These facilities will be instrumental in providing valuable information to residents and visitors to Passaic County and filling any transportation gaps in the byway network.

An emphasis was placed on selecting properties that currently serve the public, specifically county and municipally-owned properties throughout the byway network. These facilities are usually occupied during weekdays, making them prime for shared services during the busier tourist times, usually weekends. Furthermore, implementation of these shared facilities should be easier using county-owned and municipally-owned properties as existing relationships are already in place, and in the case of some municipalities there will be an added incentive in the form of potential increased tourism capacity.

Methodology

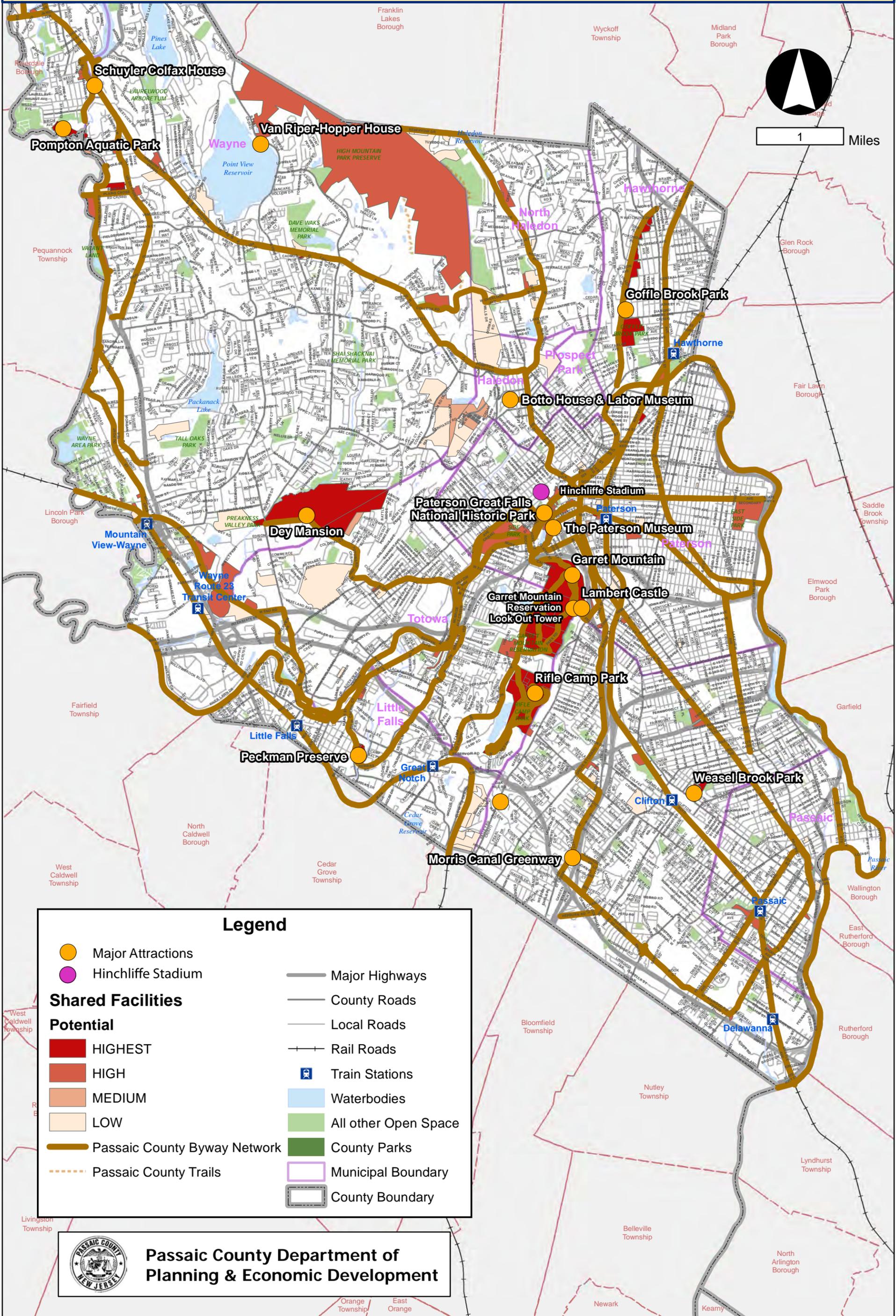
A GIS analysis was conducted to identify parcels that could potentially be used as shared facilities now or in the future as dictated by demand. A criteria combining proximity to the major attractions and ownership was developed in order to classify each

site as Highest, High, Medium, or Low priority. Additionally, each site was assigned a shared facility use, way-finding point, or prime kiosk location. As Passaic County's tourism program begins to grow and visitor needs begin to exceed the individual sites' capacities, these shared facility sites should be targeted according to their priority level in order to provide additional support to the County's major sites as needed.

The site selection process included a query of the existing Passaic County parcel database for all tax exempt properties. These properties were selected as the main target for shared facilities because they all currently provide services to the public at various capacities. As a result many of these facilities are frequented by members of the public, making them ideal locations for the dissemination of information relating to the County's Heritage Tourism Program. Furthermore, the fact that many of the properties identified are currently owned by government entities makes coordination and implementation of the shared facilities strategy more likely, as the county can leverage its strong relationships with its municipal and state partners.

The search results were scrubbed and assigned a property type identifier including state, county, municipal, religious institution, education facility, or non-profit. Finally, a walkability buffer was created around each of the County's major attractions, with the assumption that facilities within a ¼ mile of the site would be walkable and thus the highest priority type. The full site priority criteria are listed below:

Potential Shared Facility Locations Southern Passaic County



1 Miles

Legend

- Major Attractions
- Hinchliffe Stadium
- Shared Facilities Potential**
- HIGHEST
- HIGH
- MEDIUM
- LOW
- Passaic County Byway Network
- Passaic County Trails
- Major Highways
- County Roads
- Local Roads
- Rail Roads
- + Train Stations
- Waterbodies
- All other Open Space
- County Parks
- Municipal Boundary
- County Boundary

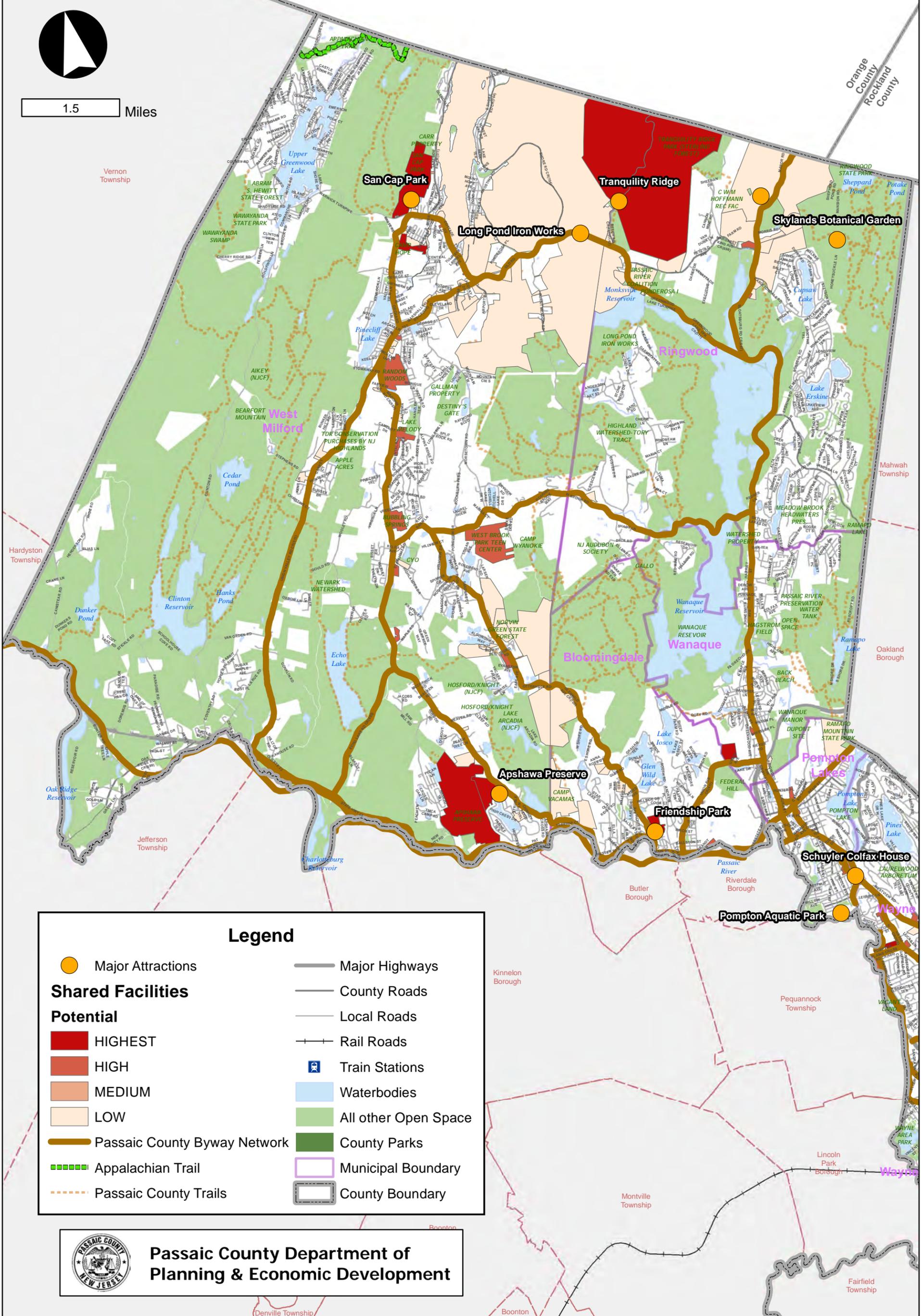


**Passaic County Department of
Planning & Economic Development**

Potential Shared Facility Locations Northern Passaic County



1.5 Miles



Legend

Major Attractions	Major Highways
Shared Facilities	County Roads
Potential	Local Roads
HIGHEST	Rail Roads
HIGH	Train Stations
MEDIUM	Waterbodies
LOW	All other Open Space
Passaic County Byway Network	County Parks
Appalachian Trail	Municipal Boundary
Passaic County Trails	County Boundary



**Passaic County Department of
Planning & Economic Development**

Highest: Those sites within ¼ mile of a major attraction or located directly on a byway, and owned by Passaic County.

High: Municipally owned properties within ¼ mile of a major attraction or located directly on a byway.

Medium: County or municipally-owned properties located within ½ mile of a major attraction.

Low: All remaining tax-exempt properties.

Ease of implementation was the determining factor, with the assumption being made that county and municipal-owned properties should be targeted first, followed by others, such as religious institutions or schools. While numerous sites are classified as low, this does not reduce their potential role as a shared facility, as these sites may become important to byway-related initiatives such as signage or promotional banners.

The last step of the analysis was to assign a facility type to each potential property previously identified. The list of shared facility types below was developed and assigned a type to each identified site based upon criteria consisting of proximity to a Passaic County attraction, existing site infrastructure, and estimated visitor rates.

Facility Type

Parking

Currently, all of the County's major attractions that are open have ample parking resources available with the exception of the Great Falls NHP, which lacks adequate parking facilities for tour bus operators. The list of potential shared facilities should be used as a starting point for

discussions on ways to improve that situation. As visitation rates increase over time and parking becomes more of an issue for the remaining county attractions, sites identified as potential shared facilities within ¼ mile of the attraction should be targeted as overflow parking areas.

Kiosks

County Parks have been identified as a high priority for the location of interpretive kiosks. The parks have a historic lineage in and of themselves which should be told, but they also attract large numbers for their recreational offerings. These parks' wide distribution throughout the county will allow visitors from all of Passaic County access to the interpretive kiosks, identified as a key part of the Heritage Tourism Program. Furthermore, future kiosks should take into consideration the existing Morris Canal Greenway kiosk and "Welcome to" Passaic County Parks sign design elements.

Promotional Materials

Libraries and senior centers located on and off the Byways Network should be prioritized for the distribution of promotional materials. Both facility types attract visitors who would likely visit the County's historic attractions. Other strategic locations might include the Willowbrook Mall, Wayne Transit Center, and the Passaic County Administration Building.

Wayfinding

Wayfinding signage will be located according to the methodology outlined in the way-finding plan; however, when possible, priority should be given to locating signs on existing municipal and county property instead of private property.

Strategy: Develop a countywide wayfinding system

Introduction

Passaic County is unique among the counties in New Jersey in that it encompasses urban, suburban, and rural land coverage, and in turn the different types of roadways associated with each. These roadways provide a unique set of challenges as well as opportunities for developing a comprehensive countywide wayfinding network. This network will be essential to the long term success of the Heritage Tourism Plan and the recommendations within. Additionally, as more travelers rely on digital GPS and smartphones for navigation, it will be important to ensure that all current digital data for Passaic County is up to date and compliments the proposed physical wayfinding system.

The wayfinding system will be concentrated on the designated byway network to direct visitors and residents alike to the County's historic and scenic assets, in addition to other important regional attractions, county and municipal sites of interest, and sites of local importance.

Purpose

A comprehensive wayfinding network is essential in the development of a successful Heritage Tourism program as well as the facilitation of traffic movements throughout the byway network. It is important that potential visitors to Passaic County's many attractions can easily navigate to and from the desired sites. Effective wayfinding examples are common place throughout many of New Jersey's major cities, municipalities, and tourist destinations.

The proposed wayfinding network has been established to meet the several broad goals listed below.

Goal 1: Promote Passaic County and its visual identity through the installation of "Welcome to Passaic County" signage at all entrance points

Goal 2: Help residents and visitors more effectively navigate Passaic County

Goal 3: Create a more pedestrian and multimodal accessible environment

Goal 4: Reduce congestion and confusion

Goal 5: Help structure Passaic County's visual identity

Goal 6: Produce economic benefits for the county

Undoubtedly, the purpose is not just to inform visitors that they are in Passaic County and highlight the existence of heritage tourism sites, it is also to encourage people to actually visit these places. After heralding a site's existence, the best way to promote visitation is to assist people to get there. The wayfinding signs are at their core, directions.

The integration of wayfinding signage within the context of existing mass transit facilities such as train stations, bus stops, and walkable downtowns is essential. By designing the system for not only automobiles but bicyclists, pedestrians, and mass transit riders, all potential visitors to Passaic County attractions will reap the benefit of the signage. Additionally, strong pedestrian oriented signage at places like train stations will create a setting of

organization, security and comfort. People will know exactly where they are going and need not fear getting lost and ending up somewhere they did not want to be. This will also increase the amount of walking and recreational activity that people do.

A successful wayfinding network will also reduce congestion. For example, siting regional wayfinding signs on major roads and intersections will help non-locals more comfortably navigate the existing road network. Drivers who are unfamiliar with a road operate differently and less efficiently than regular users of the road. This exacerbates traffic and congestion. By strategically locating different sign types throughout the byways network, there is the potential to reduce congestion and confusion among drivers, in turn improving the overall circulation on the roads of Passaic County.

Additionally, wayfinding systems provide an opportunity for Passaic County to promote its visual identity or brand throughout the county. Each sign in the system provides the opportunity to advertise the county brand to residents and tourists alike. Each sign type should be designed in a way to maximize its visibility to its target user, while also including consistent elements such as color, shape, logos, and taglines. In addition to the wayfinding efforts, street signs along the Passaic County Byways Network could be adapted to display the Byway name in conformance with the County's visual identity.

Lastly, the implementation of a wayfinding network can have a positive economic impact on the county as whole and individual sites. Wayfinding has been proven to be a major positive economic factor for downtown areas. In fact,

many downtowns see at least a 30% increase in visitation after a wayfinding system is set up¹. A strong wayfinding network creates awareness throughout the area of economically important assets and in turn leads to increased visitation.

Existing Conditions

Passaic County currently lacks a comprehensive wayfinding system. Over the years some wayfinding signage has been installed throughout the county, however it was not comprehensive in scope nor design. Examples of past signage efforts can still be seen today including a few remaining examples of the original brown and white county wayfinding signs as well as the more recently installed bright blue and yellow "Welcome to Passaic County" signs. Many of the original county wayfinding signs, have been removed over time however, those that remain have become worn out and hard to read. As the county moves forward with the comprehensive wayfinding initiative outlined on the following pages, it will be important to develop wayfinding signage that is not only visually appealing and consistent, but also widespread enough to impact the traveling public as they move throughout the county.

The majority of the 16 municipalities of Passaic County have "Welcome to" signage, each slightly different than the next. Additionally, West Milford has several regional destination wayfinding signs located throughout the township. These signs are in various states of repair, but generally speaking they should be replaced, or rehabilitated at the very

¹ City of Annapolis, Maryland Wayfinding and Signage Program, Wayfinding Analysis, by Merje Environments & Experiences. 2013.

least. The City of Paterson also has several pedestrian oriented wayfinding signs located throughout its Urban Enterprise Zone. These signs are designed for pedestrian use as well as slower moving vehicles. They contain information about relevant attractions and governmental buildings within the city.

As previously mentioned, there is also a mix of roads ranging from highly congested urban roads, major suburban thoroughfares, and rural country roads. Each of these road types has its own challenges as it relates to wayfinding. For example, avoiding sign clutter in the heavily signed urban areas or finding strategic locations on rural country roads that have proper street lighting would dramatically improve the visitor experience.

Existing signs not related to wayfinding also pose a significant challenge to the siting of wayfinding signs. Passaic County recently conducted a sign inventory as part of mandatory Manual on Uniform Traffic Control Devices (MUTCD) retroreflectivity compliance and 14,449 existing signs were cataloged in a GIS database. In order to maximize the impact of each sign in the way-finding network they must to be clearly and easily identifiable, making it important to locate them away from existing sign clusters.

Based upon these conditions, it is clear that there are some wayfinding elements in place that can be built upon; however, the majority of the county lacks the essential signage to meet the goals of this plan. Moving forward it will be important to integrate all existing signage into the larger byway network way-finding system.

Sign Selection Methodology

The design of the Passaic County wayfinding system concentrates heavily on the Passaic County Byways Network. These byways connect the County's major historic and scenic attractions, making them the ideal locations for wayfinding treatments.

Sign selection methodology first determined the best route to the sites within the byways network, then identified the exact location of each sign along the designated route. In order to determine the best possible route and location for each specific sign type, several variables were examined. These included the following:

- **Shortest distance:** Preference was given to the most efficient routes.
- **Shortest time:** The most direct routes were selected when possible, as this allows visitors to spend more time at the site and less time in their cars.
- **Number of turns:** Minimizing turns makes the route more comfortable to the traveler and reduces the chance they will get lost or confused.
- **Road capacity:** Generally, bigger is better as it is usually faster and easier to follow.
- **Complexity of the road:** Roads with complex geometries, unsafe intersections, or other problematic features were avoided when possible.
- **Highway proximity:** When highways were the fastest route, they were used in lieu of the byway network.

- **Proximity to public transit:** The route may have been shifted to include high-ridership mass transit stops.
- **Traffic congestion:** Extremely congested roads, when there is a better alternative, were avoided.

After careful review of the above variables, byways network, and locations of the major county attractions, the priority routes were determined. Upon determining the priority routes, the individual location and type of each sign type were assigned. GIS was used to assist in this selection process, as datasets including existing Passaic County sign inventory, major attractions, and aerial imagery, in combination with Google street views were all used. Lastly, field visits were conducted to check the feasibility of each route, sign type, and location within the byways network.

Route Selection

While all efforts were made to minimize the siting of signs outside of the byways network, in some instances the most appropriate route as determined by the variables suggests placing them on roads outside the network. A hierarchy of road type was used for route selection with an emphasis on highways, followed by county roads, and lastly, local roads. Additionally, Google Maps and other GPS navigation devices were used to determine when the highways would be preferable to the byways. Whenever possible, the best routes found by GPS devices were assigned as the routes in the wayfinding network. Sign Location Selection Criteria

Once the most efficient routes were determined, the next step consisted of selecting the best

location for each particular sign type. Each sign type had its own specific considerations, but the general practice was to place a sign 200 feet before a decision point, for example, a turn off the road. In some cases this was not possible due to high concentrations of existing signage or other factors deemed to be prohibitive to that particular location. In these cases the signs were located perpendicular to the intersection to allow cars in a traffic queue to read the sign and make the appropriate movement.

The distance between signs when traveling on a route with no decision points (straight route) was also considered. Consistency of the distance in-between the signs along a particular route was emphasized. For example, when a traveler sees a sign every half mile at the beginning of the route, they should continue to be placed consistently in at least every half mile until the final destination is reached. If the signage is in an area where there are pedestrians, then signs should be placed at most a ten-minute walk from the next sign.

Avoidance of existing sign clusters was also considered. A wayfinding sign can intentionally be placed away from sign clutter, as long as the traveler is provided with ample time to make their decision prior to the decision point. When possible, signs were located close to bus stops to incorporate multimodal transport, and the fact that bus stops are usually not blocked by parking make the signs more visible to all users.

When sensible, some signs were deliberately sited near schools and other important locations to tie to local framework and make them as useful as possible.

WAYFINDING

The final step was determining the weight of each of the designated attractions. Some of the attractions are regional in scale, while others are of more interest to local communities. The more regional in scale a site was, the farther away from the destination the way-finding signage would be erected. For example, the Paterson Great Falls National Historic Park, the County's largest regional attraction, would appear on signs several municipalities away, while a smaller county park such as Weasel Brook would have signage included only in the immediate proximity.

Sign Types

While it may be sufficient to simply use arrows to

direct travelers to destinations within an urban setting, in other areas (and especially in northern Passaic County) it will be important to include mileage to reassure and inform travelers about exactly how much further they need to travel. Just as the initial maps for the byways have used different colors to denote different byways, the wayfinding signage can have a consistent design that incorporates the color specific to that byway to reinforce the identity of the byway within the county.

Because the wayfinding signage is likely to include directions to different kinds of sites, some of which will be primarily of interest to residents and others which may be of interest to travelers,



Passaic County and its municipalities currently have a wide variety of wayfinding sign types including site specific, regional, and Welcome to. Developing a consistent graphic identity for all wayfinding signage throughout the county is recommended in order to enhance the visitor experience.

consider the use of icons to help travelers easily discern which locations are tourism sites. For example, there might be an icon to designate a museum or a park. By using a consistent system countywide, residents and travelers alike will learn to look for the wayfinding signs to help them navigate to places of interest within the county.

A successful wayfinding system utilizes a mix of different sign types to display relevant information to the traveling public. The location of the sign, destinations, and traveling speed at which the sign will be viewed must all be considered when selecting the appropriate sign type. Furthermore, the system of signs should be aesthetically pleasing, memorable, and distinct further reinforcing to visitors and residents that they are traveling within Passaic County. Generally speaking, the proposed Passaic County wayfinding system will consist of the five main sign types listed below.

Welcome Signs greet visitors entering/exiting Passaic County. These will be placed along the border where roads enter and exit the county. On major corridors, where space permits, a larger monument sign should be used. On smaller entrances, smaller pole mounted signs are appropriate.

Regional Signs include regional information about the general area, as well as nearby destinations, and will point out important regional features along the byways while providing site specific directions.

Site Specific Signs guide travelers to specific historic or scenic destinations, and shall be located along a direct route to a specific site, and in closer proximity to the site than regional signs.

Reassurance Signage are small signs used to fill in the gaps between the regional and site specific signs along a desired route. Much like a blaze on a hiking trail, these small signs will assure travelers they are going in the right direction while navigating through the byway network.

Street Signs

As Passaic County is a heavily developed area, there already is a lot of competition in terms of other signs as travelers are attempting to navigate from point A to point B within the county. Wherever possible, look for ways to replace or add to an existing sign rather than simply adding additional visual clutter to the landscape. For example, another way to help reinforce the identity of the byways without adding new signage would be to encourage the replacement of existing street signs with signs that incorporate the County's graphic identity and recognize the byway designation. The name of the byway might be included in smaller lettering in a special section above the name of the street. These signs could be phased in as older street signs are replaced, or the county may want to implement a program to make these special street signs available to participating municipalities.

Digital Wayfinding Considerations

The development of a physical wayfinding signage system spanning the Passaic County Byways Network has been the main emphasis of this plan, however it is important to understand that more and more people are relying on GPS technology to navigate new places. The rise in popularity of smartphones, in addition to traditional car based GPS devices, has led to development and widespread use of location based services and

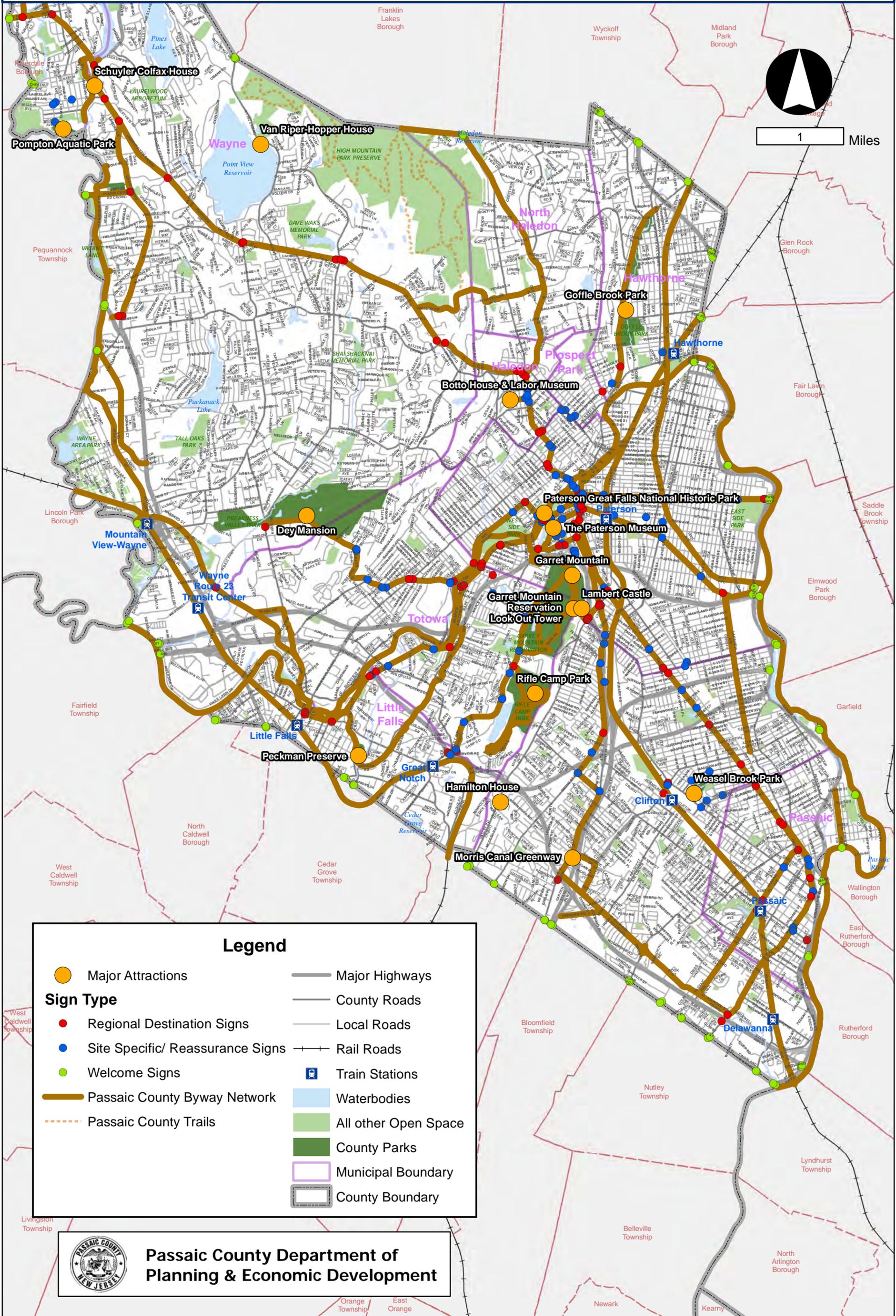
applications, Google Maps, for example. Moving forward it is important to recognize the digital trend and integrate it into the existing physical wayfinding sign program.

Several strategies can be executed to ensure that the digital data for Passaic County is as helpful as the physical way-finding signage. These include the following:

1. Work with major online map service providers including Google, Bing, and Apple to ensure the most accurate information is available for all county attractions. These map services serve as the starting point for many people as they make their travel preparations, it is imperative that the information listed on them is accurate and up to date. Efforts have been undertaken by Passaic County to identify inaccurate data and work with the service providers to rectify the errors.
2. Make the wayfinding system and other relevant countywide data available to the public for integration into existing GPS devices. Providing “value added” data services is one strategy to improve the digital experience for prospective visitors to the county. For example providing a data set of nearby restaurants for each of the County’s major attractions along with relevant information, could improve the visitor experience while also promoting local economic development opportunities.
3. Development of a Passaic County Tourism Application for smartphones. As the County’s tourism program grows it should look to develop a countywide tourism smartphone application. The application at a minimum should provide the location and relevant information for its

major attractions such as parking and restroom locations, additional points of interest such as restaurants, and wayfinding markers. The development of such an application would allow for partnerships with local businesses that could take advantage of location based advertising. That is as a particular user entered into predefined zones around the County’s major attractions they would be shown a relevant advertisement from a local business. While this technology is advanced in nature, it would provide an excellent opportunity to engage the business community and potentially serve as a tool for a newly formed Destination Marketing Organization (DMO) for Passaic County.

Proposed Way-finding Sign Locations Southern Passaic County



1 Miles

Legend

	Major Attractions		Major Highways
Sign Type			County Roads
	Regional Destination Signs		Local Roads
	Site Specific/ Reassurance Signs		Rail Roads
	Welcome Signs		Train Stations
	Passaic County Byway Network		Waterbodies
	Passaic County Trails		All other Open Space
			County Parks
			Municipal Boundary
			County Boundary

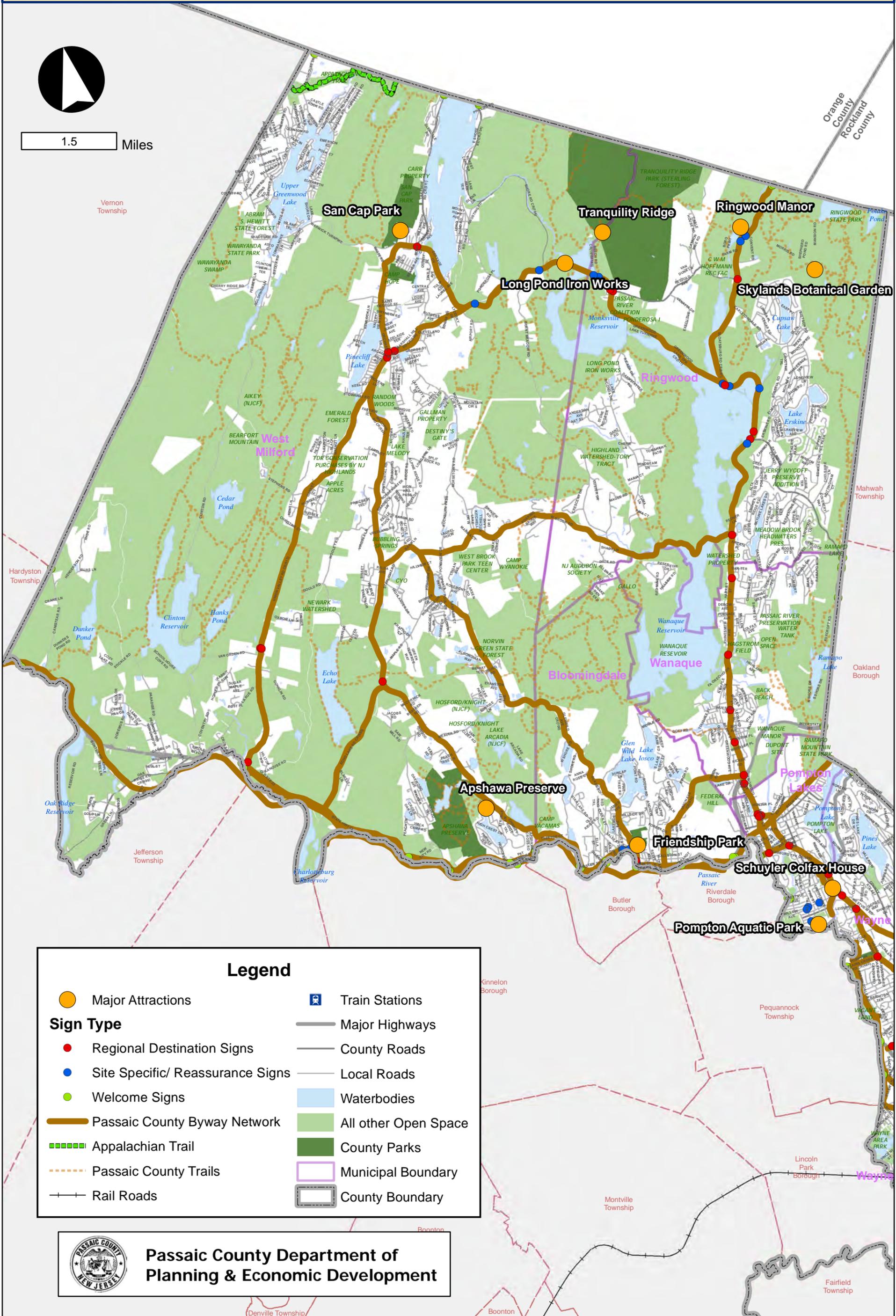


**Passaic County Department of
Planning & Economic Development**

Proposed Way-finding Sign Locations Northern Passaic County



1.5 Miles



Legend

- | | |
|----------------------------------|----------------------|
| Major Attractions | Train Stations |
| Sign Type | Major Highways |
| Regional Destination Signs | County Roads |
| Site Specific/ Reassurance Signs | Local Roads |
| Welcome Signs | Waterbodies |
| Passaic County Byway Network | All other Open Space |
| Appalachian Trail | County Parks |
| Passaic County Trails | Municipal Boundary |
| Rail Roads | County Boundary |



Passaic County Department of
Planning & Economic Development

HERITAGE TOURISM IN PASSAIC COUNTY

Passaic County faces both opportunities and challenges in building on the County's rich heritage to build a positive county identity to reap the economic benefits afforded by establishing a heritage tourism program. The county has a number of heritage attractions, which celebrate and showcase diverse aspects of the County's history, from industrial heritage to the Revolutionary War and more. The Passaic County History and Tourism Board have identified 16 of these heritage attractions to be featured on the Passaic County website as well as in a new heritage tourism poster.

The hourglass shape of Passaic County divides the more rural portion of the northern half from the more heavily developed and urbanized southern portion of the county. An extensive park system throughout the county offers green space and recreational corridors that help connect some sites. Passaic County's location in suburban New Jersey not far from New York City offers the potential of a large urban population located within easy driving distance of the county. However, with this opportunity of a nearby audience comes the challenge of heavy development which in some cases overshadows the original context for historic buildings that have been preserved. A few of the County's historic buildings (such as the Hamilton-Van Wagoner House) have been moved from their original locations either to make them more accessible to the public or to move them out of the way of new development, and others have lost much of their original setting to new development.

Finding Passaic County's heritage attractions can be challenging, even for travelers who know what

to look for. The density of development in the area adds visual clutter that competes with existing signage for heritage attractions, and the original context or setting for many of the County's heritage sites has been lost. Way-finding is challenging given the number of roads, traffic and lack of a consistent way-finding system countywide. The current scenic byways system is a good step towards addressing these issues by developing navigational tools for residents and travelers alike. The proposed system of byways can serve as the spine to connect key locations within the county, though additional way-finding will be required to help residents and travelers find attractions and services located off the system of byways.

Heritage attractions are spread throughout the county, with clusters in urban centers such as Paterson. Paterson Great Falls National Historical Park offers tremendous opportunities to build heritage tourism around this newly designated unit of the National Park Service. The capacity of Passaic County's heritage sites varies tremendously. Some sites such as Paterson Great Falls National Historical Park, Ringwood Manor and State Park, the American Labor Museum (Botto House), the Paterson Museum and the Dey Mansion have paid staff and regular operating hours while a number of other sites are operated on a more limited basis by a primarily volunteer staff. Some sites are open only by appointment.

These traditional historic sites, however, only tell part of the story of Passaic County's heritage. There are also opportunities to incorporate walking and driving tours of historic downtowns, neighborhoods and scenic byways to augment the stories that existing heritage attractions have to

tell. It will be important to preserve the remaining historic buildings and elements in Passaic County, as these historic features are a critical component for a successful heritage tourism effort. Unlike other aspects of tourism infrastructure which can be built up or replaced, once original and authentic historic features are lost, they cannot be replaced.

In more recent years, a diverse mix of immigrants has moved to Passaic County, adding a new multicultural element that is currently underrepresented in the mix of existing historic attractions. There are opportunities to share this heritage through ethnic restaurants and shops, and this is already being explored in some parts of the county such as in Paterson where a guide to local ethnic restaurants has been developed. Further efforts may be needed to overcome other barriers that may deter heritage travelers from exploring local ethnic eateries. Outside of the County's ethnic restaurants, there are a number of chain and fast food options, but very few fine dining alternatives to choose from.

Passaic County's visitor services infrastructure beyond restaurants is limited. There are only a handful of locations in the county that serve as visitor information centers, with the most visible being the Great Falls Historic District Cultural Center. Several of the County's more prominent heritage attractions also offer visitor information about other things to see and do in the county. While the County's website includes information about heritage attractions, it does not include information about places to stay, eat or shop to help a visitor plan a trip to Passaic County. While there are brochures and materials about individual attractions and services within the county, there is no guide or other printed tourism materials

with comprehensive information about what to do and where to eat, stay or shop that would help a traveler plan a trip within Passaic County.

As some parts of the county have a more gritty, urban feel, some traditional heritage travelers may feel uncomfortable or unsafe in some parts of the county. Efforts to develop heritage tourism should address both real and perceived safety concerns. The recommendations in this plan include several ideas to introduce the area in ways that will encourage independent return visits, support local businesses and reflect the County's evolving heritage while addressing safety issues that may deter some heritage travelers from fully immersing themselves in what the county has to offer. Other barriers may inhibit travel to the upper reaches of the county. Currently, there are few alternatives to reach attractions in the upper part of the county besides a personal vehicle. In addition, emphasizing the proximity of attractions in the northern part of the county to other locations may be more important than addressing the safety concerns for the southern part of the county.

County-wide marketing for heritage tourism or for tourism in general, is currently lacking in Passaic County. There is no county lodging tax to provide a stable source of funds and no destination management organization (DMO) to promote the County's attractions in a comprehensive way. While some individual attractions have developed brochures, and while the county planning office has attempted to address this gap with some online content and printed materials, there is no overall coordinated promotional effort for the county.

An initial search for lodging facilities in Passaic County identified a limited number of lodging properties within the county, including:

- Howard Johnson Inn (Clifton)
- La Quinta Inn & Suites (Clifton)
- Holiday Inn Totowa (West Paterson)
- Holiday Inn Express (Wanaque)
- Fairbridge Inn & Suites (Wayne)
- Residence Inn by Marriott (Wayne)
- Simplicity Inn on Blueberry Point (West Milford)

Passaic County's current heritage tourism resources are best suited for daytrippers, and the initial focus for heritage tourism development efforts should start with outreach to local residents. The next tier of heritage tourism outreach should be made to daytrippers in neighboring counties, and as the visitor infrastructure expands and improves efforts can extend to visitors from further away who will spend the night in the county. As the economic impact of tourism increases dramatically with overnight visits, attracting travelers to stay in Passaic County lodging properties should be the ultimate goal of the heritage tourism program. At the same time, it is important to remember that heritage tourism typically provides incremental development, and sufficient time should be allowed for Passaic County's tourism infrastructure to develop so that new tourism related businesses will be fully supported by complementary visitor services within the county, thus enabling these new businesses to succeed and flourish.

ENGAGING STAKEHOLDERS

Outreach to stakeholders was an essential first step in the planning process. Accurately assessing Passaic County's potential for heritage tourism development depends understanding both the County's historically significant places and the perspectives of those who manage, promote, and value these assets. The recommendations presented are grounded in the insights gained from field scoping – driving the byways and visiting heritage and scenic destinations – interviews, Technical Advisory Committee and History and Tourism Board meetings, stakeholder workshops, and an on-line web survey.

A Technical Advisory Committee was assembled at the outset of the project and met four times during the planning process to review work products and provide comments and insights. The Committee included representatives of cultural and heritage sites, non-profit associations, county planning and engineering staff, including the county historian, and both regional and state agencies (see Acknowledgements). The Planning Team also met with the History and Tourism Board several times to update them on the heritage planning process.

Major Heritage Destinations

The Transportation Element of the Master Plan describes the 26 roadway corridors designated as Historic and Scenic Byways, and they are further defined and evaluated in this plan. The History and Tourism Board identified 16 major historic sites in Passaic County, most of which are "visitor-ready" with facilities in place for visitation, some of which have staff that lead public programs. There are

ENGAGING STAKEHOLDERS

many other significant heritage sites in the County worthy of recognition and preservation – including the nationally-significant Hinchliffe Stadium – that have the potential to become visitor destinations. For the purpose of the Heritage Tourism Plan, the sites listed below are considered the major heritage tourism destinations associated with the byways network. Note that the list includes the Passaic County Parks system designed by the prestigious Olmsted Brothers in the early 20th century.

1. Passaic County Parks: Apschawa Preserve, Friendship Park, Garret Mountain Reservation, Goffle Brook Park, Peckman Preserve, Pompton Aquatic Park, Rifle Camp Park, San Cap Park, Tranquility Ridge, Weasel Brook Park.
2. Morris Canal Greenway
3. Paterson Great Falls NHP
4. Long Pond Iron Works State Park
5. Ringwood Manor
6. Skylands Manor and Botanical Garden
7. Van Riper-Hopper House Museum
8. Dey Mansion
9. Schyuler-Colfax House
10. Botto House
11. Hamilton House
12. Lambert Castle

Stakeholder Survey

In advance of two stakeholder workshops held in the fall of 2012, an on-line survey was sent to invitees (see survey instrument and summary of



The Passaic County owned and operated Dey Mansion, located in Totowa, NJ has links to George Washington and the Revolutionary War.

responses in the Appendices) to better assess their issues, needs and perspectives on heritage tourism. The top “Very Important” and “Critical Needs” for assistance based on responses were:

Programs:

- Programs for special interest groups (e.g. teacher training, seniors, international visitors, camps)
- New interpretive programs that link sites together

Infrastructure:

- Significant issues with current structures,
- Threats to the integrity of structures or surrounding landscape
- Pedestrian walkways and linkages to other sites,

Organizational:

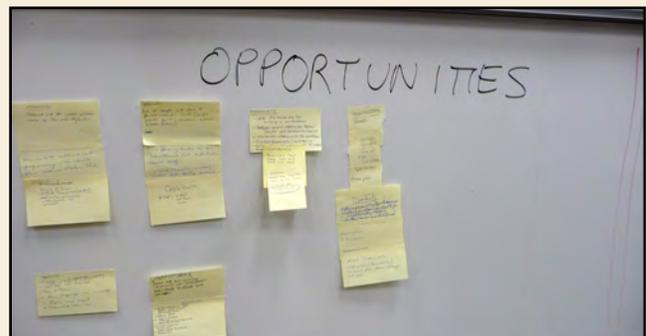
- Marketing and advertising
- Fundraising strategies
- Strategic planning
- Staff/volunteer recruitment

“SWOT” Workshops

Two ½ day Strengths, Weaknesses, Opportunities and Threats (SWOT) Workshops were held to introduce Passaic County’s recently established Scenic and Historic Byways and the Heritage Tourism Plan project to potential heritage tourism stakeholders. Over 60 organizations were invited

to participate. They represented visitor sites, arts and cultural organizations, historical commissions and societies, transportation agencies and associations, park managers, engineers, planners and local, county and state government staff, to name a few (see Appendices); these are some of the organizations who would be tasked to implement the Heritage Tourism Plan. Preliminary presentations provided the framework for facilitated work sessions designed to solicit input and gauge the interest in and potential for a Heritage Tourism Program.

Input from the Workshops was wide-ranging and the discussion generated many ideas that guided



Two ½ day workshops were held to solicit feedback relating to the existing Heritage Tourism conditions in Passaic County.

the Plan's recommendations and helped to tailor an approach to heritage tourism unique to Passaic County.

Summary of Findings

Below is a summary of main points organized by "Strengths, Weaknesses, Opportunities, and Threats.

Strengths:

- The County's proximity to Bergen County and NYC presents the opportunity to market the Great Falls National Park to a large population and allow the many other historic sites to tap into that draw.
- Much of the area in Passaic County is unsuitable for large scale commercial development, yet very suitable for economic growth in heritage tourism.
- There are a very large number of existing historic sites remaining in the county, since a general lack of capital has prevented their demolition.
- Historic and cultural sites in the area represent more than one historic period, ranging from Colonial times to the Industrial Revolution to more recent history, with many different types of architecture representing the range of periods.
- The Morris Canal Greenway and Morris County's "Crossroads of the Revolution" showcase nearby examples of successful Heritage Tourism programs to emulate.

Weaknesses:

- There is a need for better collaboration among county businesses and heritage tourism sites. Many hotels are unaware of the heritage destinations and visitor tourist sites nearby.
- There is little information known about visitors and a collaborative effort can be launched to conduct inbound market research. There is some retail research that exists, but much of what we know about visitors who come to sites is anecdotal.
- Many sites in the county are not visitor-friendly, with limited hours, little parking, no transit access and some require long trips off main roads. Easily-accessible consistent site information will greatly improve the visitation experience and allow for significantly improved trip planning.
- Many sites are difficult to find or are hidden within dense, urban neighborhoods or rural, sparsely populated areas. Many potential visitors may not know of the site's existence or may get lost on the way. Street wayfinding signs and place markers can draw many visitors.
- Many sites have very few employees, are understaffed and cannot efficiently market themselves. The county can help sites pool resources and collaborate on marketing programs.
- Paterson and Passaic City have a negative stigma that discourages potential visitors. There is also a perception that families are not welcome and there is not much to do.

Opportunities:

- Large cultural institutions with connections to the historic sites in Passaic County should be tapped in order to provide assistance. One such institution is the Cooper Hewitt, originally a small facility that is now considered a historic site in Passaic County.
- A countywide office of tourism should be created to coordinate efforts to advance all forms of tourism in Passaic County. This office can maintain a central website for all sites, offer assistance building websites, engaging in social media or development of mobile apps for smartphones for tourism.
- Existing county offices can assist with planning, maps, bike and pedestrian safety, infrastructure planning, master planning, grant-writing, research and documentation, and printing information (brochures, newsletters, posters).
- Opportunities exist for sites to apply for grants, assistance and other help but many sites are unaware of how to utilize this assistance. A county office should be tasked with providing general support to all heritage tourism facilities in the county.
- West Milford and the entire “up-county” Highlands area can collaborate in the marketing of ecotourism sites and historic sites, since many sites in the up-county area are far from main highways and in some instances, are located inside ecotourism sites such as state parks.
- The Heritage Tourism Plan should foremost market to teachers and schools, providing updated interpretive heritage tours relevant

to Passaic County’s diverse ethnic populations and presenting the history of newly established ethnic organizations. This is especially important since many students tell their parents about site trips and can serve as interpreters for non-English speaking relatives at a future date.

- The county has a very large number of school-age children and senior citizens. Both of these groups are ideal markets for local heritage tourism, since they can visit sites on weekdays and can provide word of mouth information on heritage sites if indeed the visit is enjoyable.
- The county has many visitors, either passing through or present for other recreation. These casual visitors are a vast market and even a small percentage can greatly increase heritage tourism in the county.

Threats:

- Nearly all sites in the county suffer from a chronic lack of funding.
- Funding issues leave many sites partially closed due to deterioration or have deferred maintenance and upkeep, resulting in an unpleasant visitor experience.
- Limited funds for staff have left many sites with extremely limited hours of operation, with several sites open only one day per week.
- The recent economy has left people with less money to spend on tourism and recreation, generally.
- Some municipalities allow historic sites to deteriorate and have a lack of interest in preserving the past.

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- In lieu of providing a funding subsidy for heritage sites, there is fear that the most valuable sites can be turned over to private operators who will exploit heritage tourism for profit.
- The interpretive themes at many of the heritage sites in the county do not address the new demographics in Passaic County and its varied ethnic groups.
- Many sites in highly developed urban areas do not have parking for large groups (i.e. schools), and this is unlikely to change.
- While many local residents use public transportation, many sites are only accessible by car.
- Heritage sites may be lost to development in the future.
- There is an over-reliance on grants and unrealistic/inconsistent budgets.

These outreach efforts have provided greater insight into the existing organizational structure of historic and scenic attractions within the county as well as opportunities and challenges in their ongoing operation.

Together the information acquired over the course of the planning process has led to the development of a strong understanding of the current state of both the byways network and heritage tourism activities within the county. Moving forward, this baseline understanding of existing conditions will guide the implementation of each recommendation using the SWOT approach: maximize strengths, minimize weaknesses, capitalize on opportunities, and mitigate potential threats.

Recommendations

Passaic County Heritage Tourism Plan creates a framework for coordinated implementation of preservation and heritage initiatives by the county and its partners. The plan's recommendations have been developed through the observation of the existing interpretive, historic preservation, and visitor services infrastructure in the county and through input from participating partners and the County's planning staff.

New Jersey's Draft State Strategic Plan, nearing completion as the Passaic County Heritage Tourism Plan was being developed, highlights the role that tourism plays in New Jersey's economy. The State Strategic Plan notes that, in total value, tourism is the third largest industry in the State, and heritage tourism is one of New Jersey's inherent economic strengths. The plan stresses the importance of regional planning partnerships that create a framework for engagement and the ability to leverage planning entities that are local to the region and managing economic development in their region. The Passaic County Heritage Tourism Plan will implement the vision outlined in the State Strategic Plan.

Building upon the direction outlined in the Passaic County Scenic and Historic Byways program, this section identifies broad goals for the County's Heritage Tourism Plan, strategies that have emerged based upon existing conditions, and potential actions to implement those strategies and achieve the plan's goals. The plan is designed to engage the interests of a wide variety of partners and to coordinate their activities so they are mutually reinforcing

and work toward common ends. The plan will be implemented over time as the energy of partners is harnessed and as resources become available.

Character and Opportunity

Passaic County's geographical configuration, a cross section of northern New Jersey, highlights the diversity found here in terms of landscape, community character, and people. The urbanized southern portion of the county is characteristic of the greater New York metropolitan region. Its cities have seen waves of immigrant populations, historically attracted by industry and the opportunity for work and now attracted by inexpensive, available housing, providing the opportunity to gain a foothold in a new land. Southern Passaic County also features well established neighborhoods with good homes, broad tree-lined streets, and a strong sense of community and identity. Commercial centers are active and economically vital. Its complex transportation network, intimidating to visitors, provides easy access throughout the region to those who live here.

The County's suburban middle section is more affluent and more spacious. The Watchung Mountains demarcate a physical and cultural boundary between urban south and suburban north. While also well developed, the urban grid disappears in the suburbs, and the natural landscape is more evident both in topography and in the woodlands that wash over the neighborhoods and help mask how densely developed they are. Above Pompton Lakes the narrow waist of the County's hourglass shape, the rural (or rural-suburban) northern portion of Passaic County features reservoirs and public lands. The northernmost tier

HERITAGE TOURISM RECOMMENDATIONS

of this area is part of the New Jersey Highlands Region, created to protect the watershed that provides water to urban New Jersey. The County's northern communities also provide open space and a great many recreational opportunities.

Passaic County's differentiated yet complex landscape has rich stories deeply associated with the history and character of its communities. These stories provide the grist both for community identity and for heritage tourism. Telling the stories of communities and sites within the context of the region's broader history is the opportunity that Passaic County should grasp.

Passaic County's interpretative presentation and

tourism infrastructure are largely undeveloped. Despite a number of strong interpretive sites and previous effort in places like the Great Falls of downtown Paterson, tourism has not been an important part of the County's economic life. The stories that are conveyed at many interpretive sites are told in isolation with few connections to other places. Many stories are simply not told. Larger historical themes and contexts are often not presented and are hard for visitors to grasp. A coordinated visitor infrastructure of information, way-finding, and services has not been developed.

Consequently, there is great opportunity. With a number of strong existing interpretive sites, the



Passaic County consists of a wide variety of land uses ranging from the rural north to the densely populated southern portion

county is in a good position to create a broader interpretive and heritage tourism initiative. The experienced staff at existing sites form a talented group of dedicated professionals who can help provide leadership. Combined with communities where interesting stories can be told and linked through the network of scenic and historic byways that the county has designated, Passaic County's historic sites could be used as the core ingredient in a coordinated presentation of its history and its peoples.

Goals

This Heritage Tourism Plan serves as the Heritage and Tourism Element of the Passaic County Master Plan and focuses upon historic preservation, heritage tourism, and community enhancement. In recognition of the County's strengths and opportunities, its goals are to:

Goal 1: Support the preservation and enhancement of Passaic County's natural, man-made, and historic resources;

Goal 2: Engage residents and visitors in appreciation of and interaction with the County's heritage;

Goal 3: Attract visitors to county communities and sites to help strengthen local economies;

Goal 4: Enhance quality of life for residents.

Concept and Approach

Passaic County and its partners will use interpretation of the County's communities and sites as a catalyst through which to achieve countywide goals for historic preservation, heritage

tourism, and community enhancement. The Scenic and Historic Byways program outlined in the Passaic County Transportation Element serves as a framework for the County's initiative. Four primary ideas are central to the Heritage Tourism Plan:

1. **Communities are the story**, both their historical development and their current make-up. Many vehicles can be used to tell community stories, and as many vehicles as possible should be employed. All options should be explored.
2. **Existing residents are the primary audience.** There is a tremendous opportunity to engage existing residents as an initial, primary audience. The County's large, diverse population is already here. They should be encouraged to explore neighboring communities and sites, and they must be given rewarding experiences. The Heritage Tourism Plan will build from within, beginning with local audiences and expanding outward to neighboring, regional, and national audiences.
3. **Capacity-building is key.** There is a need to build the capacity of existing heritage sites and other community resources to create the coherent visitor experience that will engage and reward visitors. Initial steps in implementing the Heritage Tourism Plan should establish context, forge connections, build capacity, and help interpretive sites and communities become visitor ready.
4. **Community goals should be supported.** There is a direct relationship between heritage tourism and the character and vitality of local communities. People will go to attractive and interesting places. Visitors

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will visit the public places where residents like to gather. For heritage tourism to prosper, we need to help communities create vibrant public centers. Heritage tourism supports broader county and community goals.

The countywide Heritage Tourism Plan must be a collaborative initiative of many local and regional partners. The role of Passaic County is to establish a framework for the plan and to build consensus among communities, organizations, and residents around its big ideas, broad vision, and potential initiatives. The county will provide leadership and be a coordinator, facilitator, and coach in partnership with local entities. It will take responsibility for countywide aspects of the plan, providing the context and structure to which local initiatives can connect. Through the strategies and actions outlined in the Heritage Tourism Plan, the county will provide inspiration, guidelines, resources, and incentives to partners for coordinated local and regional initiatives.

Most aspects of plan implementation will be undertaken by local partners, primarily municipalities, communities, and interpretive sites. These local partners must see their own self-interest in the goals and strategies expressed in the Heritage Tourism Plan and must be motivated to take action in concert with it. Self-interest will most probably be seen in the potential for community enhancement, economic vitality, and a higher quality of life for local residents. A vision, program, incentives, and technical assistance must be provided to help stimulate local action. Communities and sites that are willing to act, are willing to invest, and are capable of carrying through will be selected for support. In addition to stimulating and coordinating the

actions of its many local partners, Passaic County will provide leadership in coordinating with regional, state, and national partners and programs that can support and contribute assistance and resources to Heritage Tourism Plan initiatives.

The Heritage Tourism Plan is an initiative of the Passaic County Board of Chosen Freeholders. The County's History and Tourism Board will help guide and monitor the County's program with support from the Planning and Economic Development Department. Additional support will be provided by the Passaic County Improvement Authority and the Parks and Recreation Department. The Heritage and Tourism Board will advise the county Freeholders on the progress of plan implementation and on additional actions that might be taken. The Heritage Tourism Plan will serve in part as a work plan for the History and Tourism Board. The Heritage Tourism Plan should be incorporated into ongoing county and municipal planning, economic, and community development strategies.

Strategies and Recommendations

The Heritage Tourism Plan is organized around seven broad areas of activity which are presented in this section, including:

1. County Identity;
2. Historic Preservation and Community Character;
3. Culture and the Arts;
4. Interpretation – Telling the Region's Stories;
5. Recreation and Open Space;
6. Visitor Experience; and
7. Marketing and Promotion.

Strategy: Create a visual and conceptual identity for Passaic County that embodies the County's character and to which residents will relate.

Passaic County currently does not have a strong county identity amongst county residents, New Jersey residents, or travelers from outside the state. While Passaic County has many positive qualities including a number of significant historic sites and a strong parks system, the county is not known for these resources. Some communities within Passaic County are known for the wrong reasons, for example, known for crime statistics or perceived as dangerous or unsafe urban areas. Addressing these issues and developing a positive county identity will help combat any existing negative images or stereotypes for communities within the county to help build a positive image for the county overall. The county identity strategy should include both a graphic identity component as well as a messaging plan to reinforce the positive aspects of the county. Creating a positive identity for Passaic County will help make the county a more desirable place to live, work and visit.

Key Objectives for the County Identity:

Develop a graphic identity and messaging plan for Passaic County

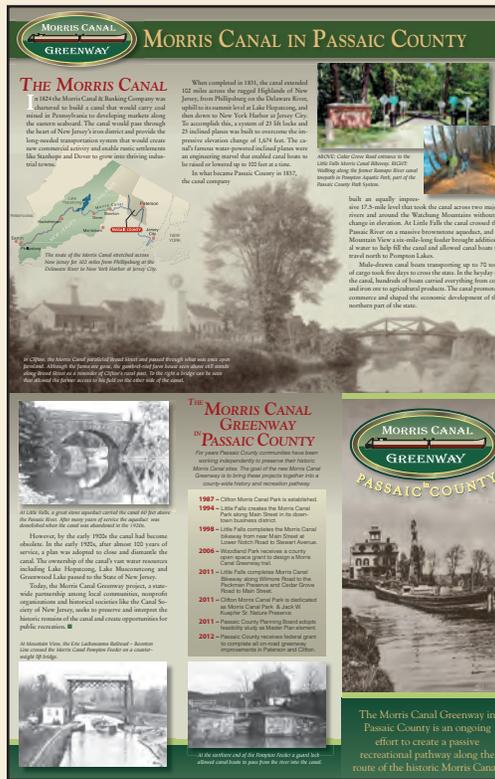
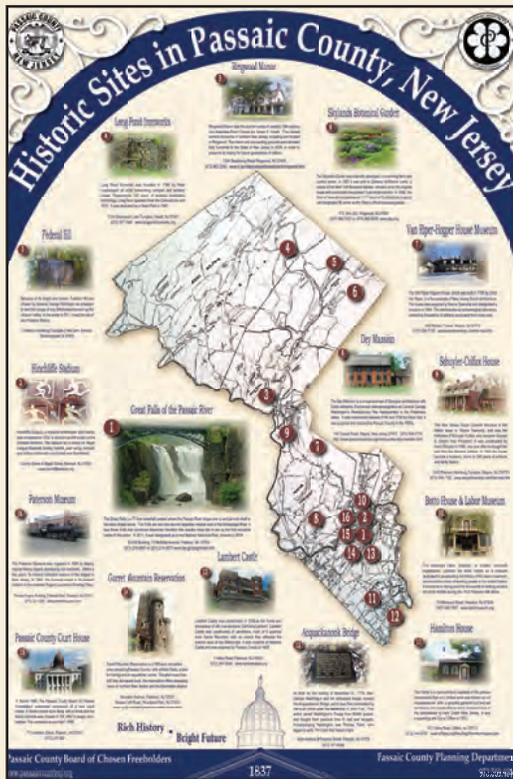
Work with a branding consultant to look at the elements and features that help to differentiate Passaic County from other neighboring counties, including a focus on Passaic County's history and heritage. Complete outreach and focus groups with county residents and others who know Passaic County to identify the most positive aspects of the county. It will also be important

to identify any negative aspects or perceptions of the county so that the strategy can include effective ways to address these issues. Based on this research, develop a graphic identity and a messaging plan for Passaic County that includes a logo, tagline and a branding/messaging strategy.

To encourage appropriate uses of the new graphic identity, develop a Style Guide which includes guidelines about the use of the image. These guidelines should specify who is allowed to use the graphic identity, how to secure permission for use, and provide clear direction about how to incorporate the graphic identity into different types of anticipated uses county-wide. As the identity is stronger when it is adopted and used by others, the guidelines should be developed to encourage, not discourage, the use of the graphic identity by appropriate entities within the county. Consider the possibility of developing a graphic identity which allows for adaptations so that an entity within the county could develop their own graphic identity that would incorporate key elements or colors of the County's identity to reinforce their image as an entity within Passaic County.

Passaic County Tourism Website

This graphic identity can be incorporated into the County's online tourism presence as well as printed materials and signage for the county as a way to let residents and visitors know what there is to do and see in the county. This website can be part of an existing website or it can be a stand-



Passaic County has recently developed several print materials for distribution to the public of its major attractions. These efforts included the Historic Sites poster created as part of the celebration of the County's 175th Anniversary and tri-fold promotional brochures for the Morris Canal Greenway, (left) and Dey Mansion (not pictured)

alone tourism website. Either way, it is important that the website be easy to find and easy to use.

Work with individuals or firms with web expertise to ensure that the site incorporates key words so that the website comes up when travelers are searching for visitor experiences online. Consider using a URL that is easy to remember and that can be incorporated into press releases, advertisements or other promotional activities for the county.

To make a good impression on visitors who may be learning about or visiting the county for the first time, having a high quality online presence in the form of a user-friendly visitor website will be important. The website should feature Passaic County's communities, resources and sites using

the system of scenic byways as a way to connect sites in different parts of the county. Images and other visuals will be crucial elements of this website, with high-quality professional photography that shows of the best attributes of the county as well as providing visitors with a glimpse of attractions they can experience as part of a visit to Passaic County. Create a link to the New Jersey Division of Travel and Tourism website and its social media sites to help promote the county nationally.

Illustrative Fold-Out Map for Passaic County

In addition to incorporating the new brand and messaging into existing printed materials for the county, develop a new county-wide, illustrative fold-out map for the county that highlights the

byways, communities, resources and attractions using this county identity. The shape of Passaic County lends itself to featuring “Down County” on one side of the map and “Up County” on the other. A key can be used to provide brief information about key attractions within the county as well as sharing information about the County’s history.

The county map can also be available online to help visitors see the relationship between different attractions within the county. Including the map online also opens up potential opportunities to create an interactive map that could allow travelers to create a customized itinerary that maps a route between destinations within the county, or provides options to zoom in or click on a particular site to access additional information. Layers of information could highlight the locations of different kinds of attractions and services within the county.

Another option for visitors related to the online map would be to offer suggested itineraries, perhaps based on the newly developed system of scenic byways. Potential itineraries should include public transit options. When developing suggested itineraries, it will be important to provide information about travel time and suggested stops for meals and shopping along the way.

Once a base map is created for this fold-out map, it will be possible to adapt the map for a variety of other uses. For example, an individual community along the byway might want to use a section of the base map for a tear-off map of their community. Tear off maps are inexpensive 11” x 17” maps printed on a gummed pad which can be made available at businesses throughout the community. The tear off map might provide a map on one side, and visitor information on the other side.

Printed Tourism Material for Passaic County

Currently, some attractions in Passaic County have brochures while others do not. Some brochures are four-color, professionally designed pieces while others may be in-house, printed versions. While the County recently developed a poster that identifies 16 heritage sites on a map of the county, there is more to see and do in the county than just those 16 sites. A Guide to Passaic County could provide a central source of information about things to do and places to see, eat, shop and stay within the county. The guide should incorporate the new brand and messaging strategy and should be available at key distribution points throughout the county. It should be developed in partnership with countywide and local business organizations.

Recognizing that the cost of a county-wide guide may mean that it will not be immediately feasible to create such a guide, the County could consider developing a family of community and site brochures that incorporate the county identity. For sites with limited budgets for professional design services, these brochures will offer a standard professionally designed template that will feature the unique aspects of each site or community while doing so in a consistent format which will reinforce the fact that the site is located in Passaic County, and that Passaic County is a desirable place to be. One possibility might be to associate attractions with specific byways within the county, and to use a designated color for each byway or byway group. Thus a brochure for an attraction along Byway A might use a consistent graphic design that reflects the countywide identity, but could incorporate the color for Byway A to reinforce the identity of that attraction along that particular byway within the county.

Passaic County Banners

The current byway banner program has been a great step to draw attention to the emerging system of scenic byways countywide and highlighting a key impetus behind this planning effort—celebrating the 175th anniversary of the county using the tagline “Rich History, Bright Future.” With the development of the new graphic identity, there may be opportunities to extend the banner program using the same banner display locations but including new or seasonal banners to replace the current banners. These banners can also be a visual reminder to residents and travelers that they are on one of the County’s designated byways. There also may be ways to use the banners to promote individual heritage attractions or events along that stretch of a particular byway (for example, alternating standard banners for Passaic County with banners for individual attractions or events using a complementary graphic design that reinforces the overall county identity. As noted above, the site or byway specific banners might use an approved color that helps to reinforce the identity of the byway within the county (or the site as an attraction located along that particular byway or byway grouping within the county).

Community Entrance Signs

As with many urban and suburban areas, there are many parts of Passaic County where growth now connects communities so that there is less of a sense of leaving one community and entering another. Community entrance signs to welcome travelers to each community provide yet another opportunity to incorporate the graphic identity for the county and create a welcoming and

distinct image for each community in the county.

To encourage the use of a consistent design that incorporates the graphic identity, involve community leaders in the design of the entrance sign template. This will ensure that the county is well aware of site requirements and the design interests of different communities within the county. Another way to encourage communities to adopt a community entrance sign that incorporates the new identity would be to offer a cost sharing opportunity for communities willing to use the shared design. As a third option, the county could also develop design guidelines to allow communities to incorporate the new county identity into their own design for a community entrance sign, or even add the new county identity to an existing sign.

County Entrance Signs

The county should take the lead in creating entrance signs that incorporate the new graphic identity at every major gateway into the county. The signs should have a consistent design and should welcome travelers to the county. The county entrance signs should be constructed of materials that reflect the County’s character, conveying a sense of pride of place.

Entrance signs should be placed in locations where they are prominent and visible, and should have landscaping to add to their visual appeal. Consider the ongoing maintenance of the landscaping when designing the signs, as poorly maintained or overgrown landscaping will send the wrong message to travelers about the pride and care that residents take in Passaic County.

Strategy: Provide countywide leadership and assistance to organizations at the municipal level involved in historic preservation and the enhancement of community character

Passaic County is among the earliest regions settled by European immigrants along the eastern seaboard. By the mid-eighteenth century, the County's southern portion had developed into a landscape of prosperous farmsteads, many of Dutch heritage; representative of New Jersey's wealth and influence. The County's close proximity to New York City ensured that it would experience rapid growth over time. As part of the New York metropolitan region, waves of industrial, urban, and suburban development swept over the landscape from the early-1800s through the mid-1900s spurred by revolutions in power and transportation, including rivers, historic roads, turnpikes, canals, railroads, streetcars, and highways.

The forces of change have touched every inch of the Passaic County landscape, from its urban south, to its suburban center, to its semi-rural north. Historic building and landscape resources are central to the character of each of the County's communities. Passaic County's Scenic and Historic Byways Program recognizes the central role of historic resources as assets within its communities by organizing an approach to historic preservation through the County's historic transportation network.

In New Jersey, growth management is undertaken most directly at the municipal level, ensuring that initiatives and oversight are conducted by those at the local level who know their communities best. Many communities incorporate historic preservation recognition, guidelines, and incentives into their growth management strategies to help ensure that significant historic

resources are preserved as core components of community character and quality of life.

Of Passaic County's sixteen municipalities, three have well developed historic preservation programs, the City of Paterson, Borough of Pompton Lakes, and West Milford Township. All three participate in the New Jersey State Historic Preservation Office's Certified Local Government Program and fulfill its requirements for the identification and management of historic resources. Three other municipalities have designated historical commissions or historical societies that conduct education, research, and archival activities on behalf of their communities. Two additional municipalities have tax-payer approved open space trust funds that include historic preservation as part of their land conservation activities. The remaining eight municipalities do not have specific programs for historic preservation but may recognize historic preservation qualities in performing their site plan and subdivision review functions.

As a regional governing entity, Passaic County's role is to support the work of its municipalities through regional planning by looking at the big picture and directing information, resources, and assistance to those at the local level. This approach is consistent with and strongly encouraged by the New Jersey State Strategic Plan. The Scenic and Historic Byway Program and this Heritage Tourism Plan are vehicles for providing such assistance and support. Historic preservation and community character are important to heritage tourism because visitors are attracted to communities that cherish their historic resources and showcase their stories. The following



Far left: An example of ornate architecture on a building in downtown Paterson which is actively working to protect its historic resources.

Top: A vintage sign was kept during the redevelopment of a site in downtown Clifton, giving the site a distinct presence among downtown businesses.

Bottom: The Schuyler Colfax House, located along Paterson Hamburg Turnpike, is one of the County's oldest homes.

historic preservation initiatives are suggested as part of the Passaic County Heritage Tourism Plan.

Key Objectives for Historic Preservation:

- Assemble and provide information on historic resources in formats useful to planning at the local level;
- Encourage and facilitate preservation planning initiatives and best practices in historic preservation at the municipal level;
- Activate local historic preservation enthusiasts;
- Connect local preservationists with state and national programs;
- Undertake regional planning initiatives that support historic preservation;
- Engage entities outside of the preservation community, such as businesses, schools, and

elected officials, to participate in the mission of historic preservation;

- Provide incentives that encourage historic preservation at the local level.

Maintain a Historic Resource Inventory and Database

Continue to develop and maintain a countywide historic resource inventory and database in the Passaic County Planning Department's GIS system. Collect information from surveys conducted at the municipal level. Organize the inventory by municipality, and fill the database with information relevant to each site, including historic name, parcel number, historic preservation designations (local, state, national), and sources. Over time, link each site to digital copies of the survey forms that were the basis for its designation.

Coordinate the County's inventory with the state

GIS database managed by the New Jersey State Historic Preservation Office. Make the county inventory available to the municipalities and their consultants for use in preservation and community planning. Encourage municipalities to continue expanding and updating their inventories.

Establish a Historic Preservation Network

Create a forum through which to engage historic preservation activists at the local level. As an ongoing activity of the History and Tourism Board, establish a Passaic County Historic Preservation Network to include municipal planning boards, historical commissions, historical societies, and local historic preservation advocates. Invite municipalities to join the network and to provide contact information for their members. With the assistance of county planning staff, establish an email database of members and publish a brief quarterly newsletter on preservation topics and issues within the county. Use the e-newsletter to explore preservation issues and to highlight the challenges and successes of local boards and commissions. History and Tourism Board members can be responsible for organizing the newsletters, and local partners can provide much of the content.

Three to four times a year, conduct workshops at various locations around the county on historic preservation topics. Local partners should be asked to organize and host workshops conducted within their communities. Use the workshops to provide technical training to the local partners. Ask specialists in various historic preservation disciplines to prepare presentations. Use the workshops as opportunities for local partners to share information and find out what is happening with regard to preservation in other communities. Tours showcasing local sites and communities may

be offered in conjunction with workshops as well.

Be a Preservation Planning Resource

The Passaic County Planning Department should serve as a historic preservation planning resource for local municipal boards and commissions. Designate a qualified staff member within the Planning Department as the County's Historic Preservation Specialist. Become familiar with local, regional, state, and national historic preservation policies and programs. Assemble a library of historic preservation information, contacts, and best practices. Post resources and links online. Attend state and national preservation conferences and workshops to make connections and keep up with state-of-the-art preservation practices.

Actively maintain contact with local planning and preservation boards and commissions. Offer assistance where possible. Develop goals for improving preservation activities at the local level. Encourage local communities to increase the level and quality of the historic preservation programming and processes.

Forge Connections to State and Federal Programs

The Passaic County Planning Department should establish close contact with the New Jersey Historic Preservation Office, which manages state and federal preservation programs, and Preservation New Jersey, the statewide historic preservation non-profit. Designate individuals within each organization to serve as points-of-contact in coordinating the state's relationship with the county and its municipalities. Become familiar with state and federal programs and how they can be beneficial to municipalities. Within the scope of the New Jersey Historic Preservation Plan,

develop a working plan for addressing statewide preservation goals within the context of Passaic County’s preservation needs and capabilities. Encourage municipalities to participate in statewide programs and serve as a contact and facilitator between the state and municipalities.

Prepare Municipal Preservation Plans

Establish incentives encouraging municipalities to prepare historic preservation plans as elements of their municipal master plans. This should be a primary county planning objective. Provide matching grants to municipalities to prepare preservation plans with the goal of having preservation plans for each municipality within a reasonable period of time. Work with Preservation New Jersey in establishing guidelines and requirements for municipal preservation plans.

Offer Historic Preservation Incentives

As municipal preservation plans are completed, provide resources and incentives to support municipalities in their phased implementation. Tie other forms of community support and enhancements to the completion and implementation of the preservation plans. Identify funding sources and establish a matching grant program to assist municipalities in undertaking actions outlined in their plans. Actions might include preparation of historic resource surveys, National Register nominations, historic district ordinances, conservation districts, design guidelines, revitalization plans, cultural landscape plans, preservation tax credit programs, interpretive programs, or other initiatives

County Project and Development Review

All applicants should be aware that site plans and subdivisions along Scenic and Historic Byways or containing scenic or historic elements will receive enhanced scrutiny under the Passaic County Planning Board’s development review process to ensure the County’s resources are protected. Applicants proposing development along Scenic and Historic Byways are encouraged to pursue pre-application meetings with staff to identify resources to be protected.

As recommended in the Scenic and Historic Byways section of the Passaic County Transportation Element, the Passaic County Planning Department should establish a process which will require applicants to prepare a concise Scenic and Historic Resource Impact Study to accompany any application submitted for Passaic County Planning Board development review along a byway. The impact studies should be prepared, reviewed, and approved during the conceptual design phase of the development process and then monitored and revised as plans are further developed and finalized.

The impact studies should identify scenic and historic resources located on the development parcels, adjacent parcels, and within related viewsheds. The impact studies should then outline mitigation measures for any impacts of the proposed developments on these resources. Policies outlining expectations with respect to resource treatment should be delineated by the county and the municipalities.

The final authority to make decisions in the context of site plan and subdivision review shall reside solely with the Passaic County Planning Board.

Strategy: Provide countywide leadership and support for cultural organizations and initiatives that engage residents and give expression to the County's ethnic populations.

In reviewing existing interpretive programming in Passaic County and discussing issues and opportunities with the History and Tourism Board and other stakeholders, the need to engage current ethnic communities in the county was recognized. If existing residents are to be our primary audience, we must offer programs of interest and relevance that will attract current residents. In the southern, more urban portions of Passaic County, the demographics of many census tracts are heavily ethnic and have become increasingly so over the past decade. Hispanic, Asian, Arab, and other minority communities have grown in numbers and developed strong community centers with extended family groups, religious and social institutions, and economic networks. New immigrant populations are moving into Passaic County's urban areas, continuing a pattern that was established by previous immigrant populations before them. Most of these groups have strong extended family relationships with established communities in other areas of northern New Jersey.

At present, the immigrant story is not well told in Passaic County. A few of the County's interpretive attractions, such as the Botto House and Labor Museum, have strong ethnic components to their stories, but for the most part the themes and stories offered at the County's interpretive sites primarily associated with eighteenth and early nineteenth century history, are of little relevance to today's ethnic and minority populations.

One way in which to engage our ethnic and minority communities is through culture and

the arts; programs that feature their own cultural expression. By embracing the cultures of these communities we hope to demonstrate how they are part of our continuing national experience. Consequently, culture and the arts is an important part of the heritage tourism program, both to engage existing communities and as an opportunity for communities to express who they are to neighbors and to visitors. It is a large part of what we have to offer.

The Passaic County Cultural & Heritage Council (PCCHC) at Passaic County Community College is the officially designated county arts, cultural, and heritage agency. The PCCHC encourages the development of arts and cultural programming throughout Passaic County through grants and technical assistance; by providing venues and publicity for the programs offered by partners; and through special projects. With respect to grants, the PCCHC offers about 50 re-grants annually from the New Jersey State Council on the Arts and the New Jersey Historical Commission to Passaic County non-profit organizations. Both organizations are divisions of the Department of State. Individual grant amounts generally range from about \$600 to \$2000.

In embracing culture and the arts as a centerpiece of its heritage tourism strategy, it is proposed that the county work closely with the Passaic County Community College through the PCCHC to broaden and enrich its outreach, programming, and assistance to local arts and culture organizations.

CULTURE AND THE ARTS



The Clifton Arts Center offers an interactive environment for the arts to thrive.



Food provides an excellent avenue to experience Passaic County's wide variety of cultures



Engaging the County's young people is critical to the successful implementation of the Heritage Tourism Plan

Key Objectives for Culture and the Arts

- Encourage and support cultural and arts organizations that actively engage local residents especially programs for young people;
- Focus upon organizations and programming that serve and express ethnic and minority communities;
- Assist culture and arts organizations in building organizational capacity;
- Provide further incentives to encourage the development of cultural and arts programming; and
- Help promote cultural and arts programming to local and regional audiences.

Coordinate with the Passaic County Cultural & Heritage Council (PCCHC)

Meet with the leadership of the PCCHC and Passaic

County Community College to explore ways in which the PCCHC program could be broadened to meet the County's heritage tourism goals as well as the community college's mission. With the community college's concurrence, use the PCCHC program as the face and administrative structure for the Heritage Tourism Plan's culture and the arts program. Through the PCCHC, identify and support local cultural organizations and initiatives that serve the County's various ethnic communities. Establish a close working relationship between the History and Tourism Board and PCCHC.

Create a community arts forum

Provide a forum where local cultural organizations can meet, interact, and share information and experiences. Through PCCHC, undertake a survey of existing arts and cultural organizations to better understand their missions, capabilities, and needs. Conduct workshops where organizations can meet

and through which technical assistance programs can be offered to help build organizational capacity. Use the PCCHC as an umbrella organization that serves local organizations and with which local organizations feel an affinity

Focus upon programs for young people

Consult with school districts and youth organizations to identify programs that reach beyond the school curriculum to engage young people in arts and cultural activities and presentations in the broader community, both as participants and as audiences. Identify programs that would be appropriate for inclusion and support through the county heritage tourism initiative. Support programs such as the PCCHC 'Theater and Poetry Project.'

Identify and seek funding sources

Through the PCCHC and other partners, bring together a group of leading fundraisers to craft a development and fundraising strategy through which additional financial support for arts and cultural programming could be found. Focus especially upon foundations and corporations, matching potential funders with the kinds of programs offered by local organizations that support their mission. Use the PCCHC as an experienced re-grantor through which potential funders can reach an array of small local organizations without having to monitor and manage the grants themselves. Develop a public relations program offering such funders enhanced public exposure.

Develop a matching grant program to support local cultural programming

Identify a regular source of county or other funding through which New Jersey State Council of the Arts

funding can be increased to allow for larger grants and support for larger culture and arts programs.

Identify sources of technical assistance for local cultural organizations

Through PCCHC, assist local organizations in accessing assistance with the goal of building organizational capacity. PCCHC currently offers technical assistance workshops which address this goal but could be augmented and complemented through the development of additional programming and partnerships.

Feature ethnic events, programming, arts, and foods in the countywide marketing initiative

The PCCHC has coordinated a variety of ethnic events in the past which would be applicable to this recommendation.

Create opportunities for participation by the business community,

Investigate the potential for public private partnerships. Public events can raise visibility for businesses and potentially help to fund events and reach broader audiences.

Create a permanent home for the NJ Hall of Fame in the Great Falls Historic District

The New Jersey Hall of Fame is currently without a permanent home and would be a strong addition to the Paterson Great Falls Historic District. Locating the NJ Hall of Fame near the Great Falls NHP would provide additional tourism activities and enhance the regional appeal. A permanent home for the "Hall at the Falls" is favored by both the city of Paterson and Passaic County.

Strategy: Coordinate communities, sites, and attractions in a countywide presentation of the region's heritage focused primarily upon residents and young people.

Interpretation is a means through which residents and visitors can be engaged and become informed about the nature and character of their community. Engaged and informed residents are more likely to support and participate in local and regional initiatives for community revitalization and betterment. Interpretation is central to all four of the goals of this Heritage Tourism Plan – supporting preservation and enhancement, engaging residents, attracting visitors, and enhancing quality of life. It should be achieved creatively in as many ways as possible through the coordinated actions of a wide variety of partners.

Interpretation communicates the meaning and significance of places, people, and events to audiences who experience it. Through interpretation, residents and visitors learn about their community, how it has evolved over time and why its people, landscapes, buildings, and resources are significant. Such understanding helps place our lives in context, forging meaningful connections between our experiences and the place in which we live. It helps us realize our character and chart our direction as a community.

Passaic County has a fascinating and complex history – plenty of stories to tell. The County's geographical range, from its urban south to its semi-rural north, is a cross section of New Jersey, both physically, in terms of communities, landscapes, and natural resources, and conceptually, in terms of the history, experiences, and stories of its people. The County's history is well studied

by a small group of devoted and enlightened enthusiasts. It is less well known to the broader population, especially new ethnic groups that may not relate to traditional American storylines.

A key means to achieving the goals of this Heritage Tourism Plan is to make interpretation as broadly available and engaging to as wide an audience as possible. The Passaic County Scenic and Historic Byways Program provides a structure for interpretation and the opportunity to create physical and thematic linkages between communities and sites across the landscape. Passaic County's role is to bring vision, leadership, and resources to the task, providing coordination and incentives to qualified partners interested in implementing the interpretive program at the local level.

Interpretation may be conveyed through both direct and indirect means. Direct means include interpretive exhibits and programs that may be offered by interpretive sites, communities, and other partners to various audiences. Indirect means of interpretation are conveyed by providing interpretive content, often purely visual, in the public domain where it is absorbed as people go about the routine of their daily lives. Public art, historic buildings, revitalized town centers, streetscapes, parks, memorials, and other forms of community enhancement are potential vehicles for offering indirect interpretive content.

The centerpiece of the Heritage Tourism Plan's interpretive initiative is the establishment of a



The creation of a countywide interpretive plan would create a platform to link many of the County's major attractions. For example the Great Falls NHP, Lambert Castle, and the Botto House are all linked together through their relationship to the Paterson Silk Industry. These historical relationships would be of interest to visitors and also allow the County's sites additional opportunities to collaborate.

countywide exhibit program in which local partners design and install interpretive exhibits with county leadership and support and in accordance with countywide graphic and interpretive standards.

Passaic County has a range of potential interpretive partners, each of which can participate in a coordinated countywide initiative by telling their own stories within a countywide context. Partners may include interpretive attractions, municipalities, local communities, parks, art and cultural organizations, educational institutions, businesses, and others. Interpretive sites with professional staff will play a particularly important role in helping to shape and coordinate the countywide presentation and in mentoring smaller

volunteer, community, and non-profit partners. The county needs to engage this range of partners and craft a countywide interpretive program that is likely to support their missions and interests.

Most of Passaic County's interpretive sites have been in existence for many years and have considerable experience in the programs they offer. Sites range in their size and capabilities. Most focus on narrow slices of the County's story. The countywide interpretive presentation envisioned here proposes a significantly increased level of coordination and collaboration between these sites.

The primary audience for a countywide interpretive presentation is Passaic County's existing residents

and, in particular, young people. Passaic County has a large population, and many of its residents have not yet explored the diverse range of communities and resources found here. Local residents are an easy target and the most important target. Enhancing local residents' knowledge and appreciation of their own communities as well as adjacent communities will build community pride and encourage community engagement. Focusing upon local residents will help interpretive sites build constituencies, support, and capacity. Local residents will bring visitors, friends, and family to their favorite sites as special places to go, showcasing their communities. The focus upon young people is intended to touch their lives and awaken new interests and possibilities.

A key need is for the county and its leading partners to provide the interpretive context within which local stories fit. At present, local sites may interpret an individual, a building, or objects with interesting stories. It is difficult, however, for visitors to understand how these stories fit into the larger sweep of county and national history and why they are significant. The story told at a house museum, for instance, may focus upon an individual and his/her house furnishings. In order for this to be meaningful to most visitors, we need to convey how this story illustrates themes representative of the region's larger history and how that history relates to our lives today. Creating a countywide interpretive presentation is dependent upon effective communication of the broad themes and storylines associated with our history, giving local sites, exhibits, and presentations the context in which to convey their own significance as fascinating illustrations and vignettes within the larger stories.

Key Objectives for Implementation

- Create a forum within which interpretive partners can collaborate;
- Prepare a countywide interpretive plan to provide structure and guidance for a collaborative interpretive initiative;
- Establish a countywide exhibit program as the centerpiece of the collaborative initiative;
- Provide support and incentives that encourage participation and facilitate implementation;
- Seek and coordinate resources for phased implementation;
- Incorporate interpretation into community planning initiatives.

Form an Interpretation Committee and a Countywide Interpretive Forum

Create a Countywide Interpretive Forum in which the wide range of interpretive partners in Passaic County can participate. To lead the forum, establish an Interpretation Committee under the History and Tourism Board comprised of professional interpreters from the County's leading interpretive sites. Task the Interpretation Committee with:

- Developing a countywide interpretive plan as outlined below;
- Facilitating a set of yearly workshops – the Countywide Interpretive Forum – through which all of the County's interpretive partners can participate, have dialogue, set priorities in accordance with the countywide interpretive plan, and coordinate activities;
- Advising the History and Tourism Board and county agencies in interpretive initiatives as outlined in the countywide interpretive plan.

Develop Countywide Interpretive Themes and Storylines

As an initial step in the development of a countywide interpretive plan, identify a set of themes and storylines that embrace and characterize Passaic County history. The themes and storylines should be broad and comprehensive, encompassing the County's entire history. Sub-themes and topics might also be identified.

The purpose of the themes and storylines is to provide an interpretive context into which all of the sites and stories associated with the County's interpretive partners can fit. Each partner should be able to find the appropriate place for the stories that represent their site. Themes will begin to indicate how partners might connect and collaborate with each other as well.

Theme topics might include:

- Natural history;
- Native American habitation;
- Colonial settlement and early agriculture;
- Iron and iron forges;
- American Revolution;
- Underground Railroad;
- America's industrial birthplace;
- The Morris Canal;
- 19th century industrial development;
- Role of the railroads;
- Silk City;
- Urban growth and ethnic communities;
- Post WWII industrial decline;

- Water and land conservation;
- Passaic County in the 21st century.

The Interpretation Committee of the History and Tourism Board should select the relevant theme topics in consultation with the County Historian and municipal historians. For each topic, a theme statement should be written that communicates the 'big idea' that the theme represents. A brief summary of the theme (less than a page) may also be prepared to provide context and that may also be used for interpretive content. Themes statements and summaries should embrace the big picture and relate their topics to the sweep of history and to the County's landscape. Themes should be reviewed by partners within the countywide interpretive forum and comments addressed. Based upon the themes, key storylines may be identified for interpretation linking multiple themes.

Countywide Interpretive Plan

Following the identification of themes and storylines as discussed above, a Countywide Interpretive Plan should be prepared describing how partners might work together to create a coordinated countywide interpretive presentation.

The goals of the Countywide Interpretive Plan are to:

- Determine how best to present a summary of the County's history to which residents and visitors can relate, touching on key themes and storylines;
- Establish guidelines for a countywide exhibit program as discussed further in the following section;
- Provide a context for understanding how individual interpretive sites fit into the broad

sweep of the County's history; and

- Identify how individual interpretive sites might work together to coordinate their stories, programs, and messaging.

The Countywide Interpretive Plan may be a concise and efficient document; it does not need to be long and complicated. It should be prepared under the leadership of the Interpretation Committee, discussed above, with assistance from county staff. Preparation of the plan could be supported through a grant from a county, regional, or state organization. The plan should have the following components:

1. Introduction: Outline the background and purpose of the plan.
2. Themes and Storylines: Present the County's key themes and storylines as described above.
3. Overview of Existing Interpretation: Who currently offers interpretative programming within the county? Prepare a brief summary characterizing current conditions and put together a matrix listing (a) each existing interpretive site/attraction, (b) organization and contact information, (c) days and hours open to the public, (d) staffing summary, (e) available facilities, (f) theme(s) to which they relate, and (g) summary of programs offered. Organize the matrix by the capabilities of the sites, beginning with sites that have professional staff and are fully open to the public and ending with sites operated solely by volunteers and are open only by appointment.
4. Countywide Interpretive Presentation: How can countywide themes and storylines be

introduced to residents and visitors? County and Historical Society websites? Interpretive map and brochure? Exhibits at leading interpretive sites? Exhibits in community centers? The centerpiece of the countywide presentation should be the countywide exhibit program discussed in the following section. Consult with partners and determine how best to phase-in coordinated interpretation that presents the countywide context and sets the stage for detailed interpretation and individuals sites and attractions. Exhibits should provide information and direct visitors to participating local interpretive sites. A strong emphasis should be placed on the potential for use of digital media (smartphones, smartpads) in interpretation countywide, but especially for sites where new exhibit signage is not possible or desired. Confirm that exhibits and publications will use the County's graphic identity and formatting.

5. Interpretation at Sites and Attractions: How can individual interpretive sites and attractions participate in the countywide presentation? Based upon the matrix suggested above, identify the key storylines that sites are capable of presenting. How can sites work together to tailor their interpretation as part of a broader storyline for presentation to residents and visitors? Which storylines are visitor-ready and which have gaps and need further development? What support can be provided to assist sites in their presentations? Should participating sites be provided with county-supported exhibits providing county-wide context and relating sites to larger storylines?

6. **Community Interpretation:** How can we encourage communities to prepare their own interpretive plans and tell their own stories in coordination with the countywide plan? Which communities are most important to the storylines? Which are interested and capable of preparing exhibits? What processes should be followed for accuracy and quality control? What incentives and assistance can be provided?
7. **Interpretation at Self-guided Sites:** What other types of sites and partners might be interested in and appropriate for interpretive exhibits as part of a countywide presentation? County and municipal parks, Morris Canal sites, and state trails are examples. What kind of exhibit program can be developed to encourage partners to install and maintain self-guided exhibits coordinated with countywide themes and storylines? Include the potential for a comprehensive interpretive program using digital media.
8. **Implementation:** Prioritize the ideas and actions outlined in sections 4 through 7 above. Begin with those that are fundable and most likely to achieve results. Identify resources to support coordinated implementation over time.

Establish a Countywide Exhibit Program

The centerpiece of the interpretive presentation should be a Countywide Exhibit Program managed by the county and implemented in partnership with local sites. It is suggested that the program be organized as a project of the History and Tourism Board managed by staff from the proposed Countywide Destination Marketing Organization (DMO) in partnership with the Planning Department. The Interpretation Committee,

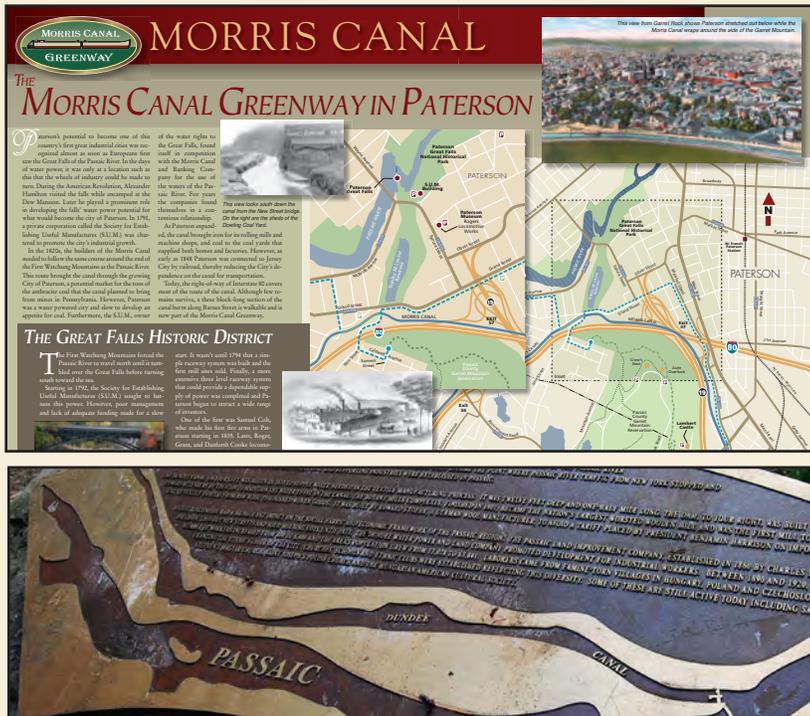
discussed above with regard to the countywide interpretive plan, should provide guidance and quality control.

The program would install outdoor exhibits at partnering sites coordinating interpretation specific to the site with the themes and storylines outlined in the countywide interpretive plan. The host site would share the cost of its exhibits and be responsible for ongoing maintenance. The county would market the exhibits and their host sites through its website, printed maps and brochures, social media, and marketing program. As outlined in the interpretive plan, local partners might include interpretive attractions, municipalities, local communities, parks, art and cultural organizations, educational institutions, businesses, and others.

The exhibit program would also include a significant initiative in developing digital interpretive content that can be accessed using smartphones, smartpads, and online. Digital interpretive content could be rich in its visual presentation, especially with the use of smartpads (iPads and other brands) and has the advantage of being easily and frequently updated. The use of digital media is of particular interest to sites where the installation of wayside exhibits is not desirable or practicable. It should be a central part of the countywide exhibit program coordinating and enriching interpretation between sites and communities.

The exhibit panels would use a common graphic format developed as part of the County's graphic identity. The local partner would be responsible for developing the interpretive content with support, guidance, and quality control provided by county staff and the Interpretive Committee.

It is recommended that standard National Park



Several examples of information kiosks currently located throughout Passaic County. Top Left: The recently installed Morris Canal Greenway Kiosks in Wood Land Park. Top Right: An informational kiosk in Long Pond Ironworks State Park. Lower Left: An informational plaque at Dundee Park in Clifton.

Service exhibit carriers and panels be used to simplify the design process, reduce costs, ensure consistency, and achieve a high quality product. Consult with Paterson Great Falls National Historical Park staff on appropriate exhibit types and formats. It may be possible to obtain technical assistance from the National Park Service in the design of graphic formats.

Coordinate Regional Collaboration

The Countywide Interpretive Plan should identify regional, state, and national programs with which county interpretation can coordinate. For each potential program, determine which county themes and storylines support the program's subjects and goals, and which county sites are best suited to and capable of collaboration. The Interpretive Committee, lead sites, and county staff should coordinate such collaboration, and

a point-of-contact should be designated for each partnership program. Determine how each program desires that the county and its sites participate, and assist sites in meeting program requirements and expectations. Be proactive in seeking these regional, state, and national partnerships. Allow the partnership entities to take the lead in marketing and promotion.

Regional, state, and national partnerships might include:

- National Park Service (through Paterson Great Falls National Historical Park);
- New Jersey State Park Service (NJ DEP, Division of Parks and Forestry; through Ringwood State Park);
- Morris Canal Greenway;

- Crossroads of the American Revolution National Heritage Area;
- Washington-Rochambeau Revolutionary Route National Historical Trail;
- New Jersey Highlands Water Protection & Planning Council;
- New Jersey Highlands Coalition; and
- New Jersey Tourism Office (NJ DOS, Division of Travel and Tourism).

Support for Interpretation

Passaic County and its partners should identify resources to assist in the implementation of the Countywide Interpretive Plan and for the ongoing support of interpretive attractions. During the preparation of this Heritage Tourism Plan, an internet survey of potential partners was undertaken in which the partners rated their needs. Among the needs identified as most critical were coordinated interpretive programming for special interest groups, strategic planning, fundraising, and issues with preservation and maintenance. Through dialogue within the Countywide Interpretive Forum, discussed above, these needs should be further explored along with means for addressing them. County programs should seek to develop the capacity, strength, relevance, and viability of historic sites and attractions.

- **Matching Grants:** Passaic County's Open Space and Farmland Preservation Trust Fund provide one source of potential funding for the development of a countywide interpretive presentation and for projects at qualifying interpretive sites. Other sources of funding

for matching grants should be sought or developed as well.

- **Technical Assistance:** Within the Countywide Interpretive Forum, partners can exchange information and ideas on best practices, programming, resources, and creative ways to address the challenges that sites face. Larger and more experienced sites can serve as mentors to smaller, volunteer sites. The county and its partners should seek other sources of technical assistance as well, perhaps through coordinated foundation support. The National Park Service could provide technical assistance in a variety of ways through the National Historical Park, Crossroads of the American Revolution, or Washington-Rochambeau Revolutionary Route.
- **Joint Programs and Events:** Through the History and Tourism Board, Countywide Interpretive Forum, or other venues, partners can collaborate on joint programming and events. The current History Tour featuring Passaic County's leading interpretive sites is an example. Implementation of the Countywide Interpretive Plan should include the coordination of calendars between sites and the potential for joint and complementary programming.
- **Add Fundraising Coordination and Opportunities** to this section, as this specific feedback was captured during the SWOT workshops.

Strategy: Use recreational resources and activities as a means to engage residents, attract visitors, reach out to young people, and interpret the County's heritage

Among the most significant resources in northern Passaic County is the large amount of public open space that preserves the landscape and its natural features. Open space is the characteristic feature of the County's northern municipalities. Originally preserved in large part to provide a protected source of water for the urban New Jersey communities southeast of the Watchung Mountains, this open space has become a natural resource asset for the plant and wildlife communities it supports and for the recreational opportunities it provides.

Much of the public open space in northern Passaic County is managed as state parks and forests by the New Jersey Department of Environmental Protection, Division of Parks and Forestry. Many miles of hiking trails are located within these state parks and are available for public use. The New York-New Jersey Trails Conference is a non-profit organization founded in the 1920s with a long history of advocacy and support for trail use and management. The Trails Conference offers high quality maps and GPS based cell phone and iPad apps for trail users. Non-profit and volunteer organizations also promote the establishment of bikeways and bike touring routes as recreational resources within the county and northern New Jersey.

As a further encouragement for open space preservation, Passaic County has introduced an Open Space and Farmland Preservation Trust Fund that provides funding for county, municipality, and non-profit use for the acquisition, development, and maintenance of open space. The primary purpose for establishment of the

Open Space Trust Fund is to provide a matching funding source for state and other programs, such as New Jersey's Green Acres Program, that offer funding for open space preservation. In addition, some northern communities, such as the Borough of Ringwood, have created their own municipal open space trust funds to provide matching funds for the county and state programs.

Passaic County is also home to an impressive family of county and municipal parks. The County's park system was designed by the Olmsted Brothers of Massachusetts, renowned landscape architects, and is not only beautiful but is of historical significance as well. The county is currently preparing a comprehensive master plan for its parks that will highlight preservation and rehabilitation of its historic landscape features. Many county municipalities also have significant local parks of great quality that are valued and heavily used by their residents.

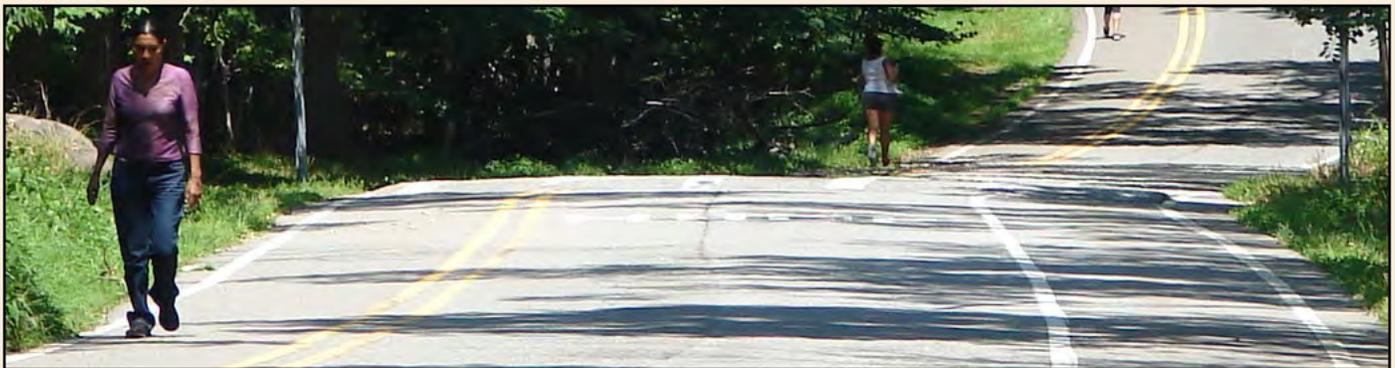
In southern Passaic County, a master plan has been prepared with state support for the Morris Canal Greenway, creating a trail and bikeway through urban and suburban communities along the path of the historic Morris Canal. Though the canal no longer exists, the greenway established a trail route that uses public roads and links public open space within communities in a coordinated program of community and open space enhancement. The greenway has created strong community interest and provides recreational opportunities and interpretive venues featuring community and canal stories.



A beautiful fall sunset at a park in Clifton.



An informational kiosk at the start of the Red Trail in Wayne.



Walking and running through Garret Mountain Reservation are popular activities amongst residents and visitors.

Recreation is a means through which the Heritage Tourism Plan can engage residents and visitors and offer outdoor experiences and interpretive storytelling. Trail enhancement, including interpretation and promotion, will increase public awareness, trail use, and support for open space preservation. Interpretation offered in parks, along trails, and on publicly owned lands in general will help residents understand and appreciate their communities and their natural landscapes.

Key Objectives for Recreation and Open Space

- Support the preservation and enhancement of public open space at the state, county, and municipal levels;

- Partner with non-profit organizations that advocate for, support, and provide services for open space preservation and the recreational use of trails and bikeways;
- Support the development and enhancement of trails, bikeways, and greenways within the county and municipalities;
- Create interpretive experiences in parks and along trails, bikeways, and greenways;
- Promote public use of and appreciation for open space, trails, bikeways and greenways.

Feature recreational resources as a key set of attractions within the county

Offer the County's parks, trails, bikeways, and other recreational resources as places that residents

and visitors can explore. Increase the number of ways in which parks and trails are promoted and the amount of information available. Provide information about the unique features of each park that can be explored and appreciated.

Coordinate with and support organizations and agencies responsible for recreational and open space resources and programming

Open a regular channel of communication with state park superintendents about the projects and programs they are undertaking, issues they are facing, and ways that the county can partner with and support their parks. Work with non-profit organizations on projects of mutual interest to make trails, bikeways, and other recreational resources more accessible.

Interpret and enhance trail systems

In cooperation with state agencies, implement a program installing trailheads, way-finding, and interpretive installations along trail systems in the northern portion of the county. As part of the countywide interpretive plan, identify themes and stories that can be interpreted in parks and along individual trails. Feature state parks and trails as interpretive sites in the countywide interpretive signage program. Work with non-profit trail and biking organizations on interpretive media that can be easily accessed and used by hikers and bikers, and include interpretive content in trails and bikeway information.

Work with communities to develop urban walking and biking trails

Focusing on the southern portion of the county, identify potential routes of historical value or public interest. Where possible use the Morris Canal Greenway Plan as a model for

creating additional trails and trail connections.

Support the implementation of interpretive exhibits and programming in county and local parks

Prepare a separate plan for interpretation of the County's historic Olmsted park system that can be implemented over time and support park preservation and rehabilitation. Use local municipal parks as places where community stories can be told within the countywide interpretive signage program with municipalities preparing interpretive installations in concert with countywide guidelines.

Develop trail information online and through social media

Support the promotion and use of the County's natural and community trails through an active online and social media presence. Provide interpretive content that can be accessed and downloaded in a variety of formats and used to explore trails, parks, and public spaces.

Emphasize heritage and natural history programming for young people

Support local organizations, historic sites, and interpretive attractions that provide recreational programming for young people emphasizing heritage and natural history themes. Focus especially on summer programs in the County's urban communities.

Support events that feature recreational resources emphasizing heritage and natural history themes

Include such events in countywide heritage tourism marketing and promotion.

Strategy: Provide coordination and leadership in helping communities, sites, and private sector businesses become visitor-ready and in strengthening the visitor experience

Finding things to do is only one part of the overall visitor experience. Travelers need to find their way to the various activities in which they are hoping to take part, and depending on their length of stay it is likely that they will be looking for something to eat or drink. Shopping is one of the most popular activities for travelers, and this is even more the case for heritage travelers. It is likely that travelers may be finding their way in unfamiliar territory, so they may be looking for sources of visitor information, or meeting basic needs such as finding a restroom or drinking fountain. If there is enough to do, travelers may need to find a place to spend the night. Well prepared tourism destinations anticipate the needs of travelers to ensure that travelers have a good experience, encouraging them to stay longer and come back often.

When travelers reflect on their best (or worst) travel experience, more often than not the difference was made by a person they encountered during their travels that either delivered superlative service, or conversely failed to deliver what had been promised. Just as Hawaii promises the "Aloha Spirit" and the South promises warm southern hospitality, Passaic County can work on providing good hospitality and a welcoming environment for residents and travelers.

Key Visitor Experience Objectives

GPS Wayfinding

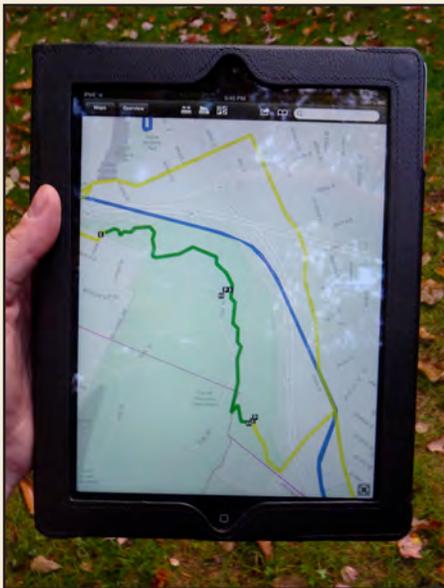
As discussed in section 5.6, way-finding signage is one way to help travelers find their way around

the county. Signage can be supplemented by maps. As more travelers are using smart phones or GPS devices for way-finding, it is also important to ensure that key landmarks, including historic sites and interpretive markers and exhibits, are registered with GPS coordinates so they will appear if a traveler searches for that attraction by name using the internet, some kind of hand held device, or car GPS system. As maps, signage and even a GPS do not always ensure that travelers will not get lost; perhaps the most important site to identify within each community is a visitor information center.

Visitor Information Centers

Most communities in the county should have a visitor information center to help travelers find their way or learn more about other places in the county they might be interested in visiting. While these visitor information centers can be a staffed, stand-alone visitor center stocked with information and knowledgeable individuals to provide guidance, in smaller communities the visitor information center can be part of an existing business or attraction as long as it is clearly marked and meets certain standards for hours of operation and accurate information.

Visitor information centers should be in locations that are easy to find and that offer convenient parking. In urban settings, some visitor information centers create free 10-minute parking spots in front of the center so that visitors are encouraged to stop even for a quick



A mobile app showing the route of the Morris Canal Greenway and its amenities



Students from a Montclair State University participate in a recent clean up along the Morris Canal Greenway

question. If visitors need longer than 10 minutes, the visitor information center staff or volunteers should be prepared to provide suggestions for nearby parking that will allow a longer stay.

Staff or volunteers at a visitor information center should be knowledgeable not only about their own community, but also about the entire county and ideally other attractions in New Jersey and if possible, even surrounding states as well. It is also important they be trained in hospitality skills to make travelers feel welcomed. First impressions of a community are often shaped by the people travelers interact with, thus the front line visitor center staff has a tremendous opportunity to help Passaic County create a positive image and serve as an ambassador for the county.

Visitor centers should have information available to

help visitors plan their trip (or plan ahead for a future trip). Today's travelers are increasingly leaving more decisions until after arrival. While they may have a primary destination in mind, they may be looking for other things to see and do while they are there, and often will be looking for recommendations about places to eat or stay. Hospitality training can help visitor center staff provide high quality service and should be extended to other staff and volunteers who may come into contact with travelers so that other businesses and attractions can also serve as auxiliary visitor and welcome centers as well.

For designated visitor centers, it will be important to have a clearly defined set of responsibilities and benefits. A written agreement could be appropriate, with provisions for an option to change the center to a new location if the current center or the

tourism leadership in the county deems it desirable or necessary.

Certainly some of the major heritage attractions with regular operating hours could double as visitor centers, but some of the keys for selection will be:

1. Choosing sites that are easy to find (e.g., on a byway in a highly visible location);
2. Choosing sites that are accessible to the young, the elderly, and those with disabilities;
3. Having extensive operating hours, including times such as weekends when visitors are most likely to be touring;
4. Having knowledgeable staff or volunteers who can answer questions (while they could be trained, there needs to be willingness to commit to the training);
5. Having a dedicated space for visitor information (this could be a brochure rack or some other kind of display); and
6. Availability of parking, and ideally the availability of other basic visitor services such as restrooms, etc.

Passaic County App or Mobile Website

As smart phones are becoming increasingly commonplace, applications for smart phones or websites that work well with mobile devices will be growing in importance as a way to provide way-finding and information to travelers. Apps or mobile websites can offer information about attractions, visitor services and communities as well as provide information. By offering a user-friendly navigation system that allows travelers to

drill down to more specifics about the information they are looking for, an app or a mobile website can serve as a virtual visitor information center.

Before deciding whether an app or a mobile website is more appropriate, visitor research will help determine how many travelers or residents have smart phones and what their user preferences are. Some communities have found apps to be very useful; others have found that travelers prefer to use a website for a one-time use.

Loop Tours

The byway system can serve as the basis for loop tours that link communities and sites and offer a variety of walking, biking, driving, and public transit experiences of varying lengths within the county. Loop tours could be made available online, as part of a downloadable app, or made available in a printed format such as on a tear-off sheet. Information should be provided about the suggested length of time for each loop tour, keeping in mind that these are intended as leisure experiences and thus should factor in time to enjoy the experience fully. Loop tours, like suggested itineraries, can provide visitors with a sense of what can be accomplished in a few hours, a half day, or a full day. Itineraries should assist sites in coordinating their presentations by theme, subject, or type. Having multiple options provides the visitor with more choices and more reasons to return and try a different tour or experience.

Paterson is a logical hub for a number of different potential loop tours, though there may be opportunities to create loop tours that originate in other communities as well. Tours may focus on a byway or a certain type of travel (hiking,

for example), or they may focus on a thematic approach to the County's tourism offerings.

Alternate means of interpretation for sites that are not open on a regular basis

Passaic County includes a number of attractions that are currently not open to the public on a regular basis. To encourage travelers to seek out these attractions, stay longer in the county, and have a more positive visitor experience, it makes sense to look at alternate ways to tell the stories of these sites even when they are not open for public tours. Wayside exhibits or kiosks are one way that this can be accomplished, though there are also opportunities to use technology. If an app is developed for Passaic County, the app could include virtual tour offerings for sites that gives a sense of the interior experience and the story for travelers who are not able to take an actual tour of the interior. Another option is to look at QR codes, which allows a visitor with a smart phone to scan a code and access information about a specific aspect of the house or grounds as they walk around the exterior.

Address Real and Perceived Safety Issues

Safety and perceptions of safety were identified by stakeholders as a weakness for tourism in Passaic County. Identify and address specific safety concerns with increased patrols or neighborhood watch programs. Monitor crime statistics to determine the extent to which concerns are based on real versus perceived safety issues. In most cases, addressing safety is a two-step process. First, the safety issues must be adequately addressed to ensure that sending travelers to certain locations at certain times will not put them at risk. Until this is accomplished, visitor information

centers should be up front with travelers about precautions they may want to take in certain areas or at certain times of day in Passaic County.

Once safety issues are addressed, there is inevitably a residual perception of safety issues that will need to be addressed. While actual safety issues must be addressed with police or other safety personnel, perceived safety issues should be addressed in the media so residents and travelers realize that the situation is changed from what it once was.

Sponsor Community Clean Ups

Work with civic organizations, communities, and sites in organizing periodic volunteer clean-up campaigns. Ideally clean up campaigns should be held just prior to major events or times of year when travelers are most likely to be coming to Passaic County. Clean ups can be county-wide or may be site specific. To recognize the efforts of volunteers who participate in community clean ups, end each clean up with a thank you event with food and drink for the volunteer participants. It may also be possible to offer complimentary admission tickets to one of the local heritage attractions to volunteer clean up participants, which has the dual advantage of offering a benefit that also creates more community awareness by encouraging more residents to tour Passaic County's heritage attractions.

Hospitality Training

Create a network of tourism personnel including managers, staff and volunteers for heritage sites as well as front-line service industry personnel. To encourage front line personnel to be more knowledgeable about the things to see and do in Passaic County, consider hosting a casual monthly

event at different sites throughout the county. For example, hosting a morning event called “Connections over Coffee” would offer an informal opportunity to meet other tourism service industry personnel and learn more about one of the County’s attractions with a special tour. Another way to familiarize site staff and service industry personnel with the County’s offerings would be to host an annual familiarization or “fam” tour to provide a special guided tour of attractions in the county.

Creating an ongoing hospitality training program is another way to ensure that front line employees are trained in hospitality as well as being knowledgeable about the County’s attractions. Hospitality training can be offered in conjunction with an event or party to provide an added incentive for attending. As front line staff tend to turn over fairly frequently, it is often necessary to offer hospitality training on a regular basis. Training kits developed by the “Colorado Grassroots Training Program” include a board game that requires players to answer questions about different categories of information about Colorado’s tourism attractions in order to move around the board. This and other creative strategies are available and useful resources to keep hospitality staff engaged.

A good hospitality program should include strong incentives for attending the program, with benefits developed that will have meaning for the front line staff who should be taking the training. Some employers may have their employees attend on company time, while others may tell their employees that if they attend, it will be on their own time. Consider incorporating the county graphic identity into a visual for the hospitality training program. For example, a hospitality program called “Passaic

Proud” could incorporate the graphic identity along with the name and a tag line saying “Ask Me About Passaic County,” and this logo could be incorporated into shirts, hats, buttons, certificate or other items that staff and volunteers could wear or display to indicate that they were knowledgeable about things to see and do in Passaic County.

Community Awareness

Offer special events and promotions for Passaic County residents to familiarize them with county attractions. For example, work with the local media to sponsor a “Best of Passaic County” campaign to identify the best ethnic restaurants, etc. Winners will be able to proudly display a certificate proclaiming “Best ____ of Passaic County 2012,” or, “Best ____ of Passaic County for the past 5 years.” Other event opportunities could include a “Taste of Passaic” event featuring food from local ethnic restaurants in a central location, or a “Taste of Passaic” guided culinary tour with visits to different ethnic restaurants and a tasting in each location. Events could be hosted at heritage sites, or might include a table with foods reflecting the heritage of a particular heritage site to provide added visibility for the County’s heritage attractions.

School programs are another way to raise community awareness. Identify places in the New Jersey curriculum where local history could be taught using Passaic County’s heritage sites. This could be accomplished through field trips, or with curriculum materials developed as part of an outreach program to use in the schools. For older students, the History Fair offers opportunities to raise community awareness about Passaic County’s heritage.

Strategy: Increase visibility and awareness, identify potential partners and opportunities for outreach, and apply tactics for successful implementation

Statistics show that, despite our economic fluctuation in recent years, tourism remains a big draw. The U.S. Department of Commerce reported \$1.2 trillion in tourism revenue in 2011, with New Jersey posting \$38 billion in tourism dollars, up from \$35.5 billion in 2010.

According to the World Travel Association, New Jersey currently lands in the top 10 of the most-visited states in the country. Passaic County alone boasts 11 county parks and a bounty of heritage attractions within its borders.

Heritage attractions in Passaic County are numerous, but disconnected, and are located in diverse areas: some are situated in city centers, some are open by appointment or operated by a volunteer staff, still others include significant and popular draws, like the Paterson Great Falls National Historic Park and the Dey Mansion.

The marketing strategies in this chapter are designed to support the County's Heritage Tourism sites in promoting the County's cultural heritage resources, and to generate additional revenue through tourism. The benefits of marketing heritage tourism include strengthening the local economy, increasing visitor expenditures, generating employment, preserving the unique character of the region and promoting community pride.

The marketing challenge to Passaic County's Heritage Tourism industry is in gaining a full understanding of current and potential visitors and then marketing directly to them. Without sufficient

visitor-based information, marketing efforts will inevitably fall into a "one-size-fits-all" approach with limited success.

Passaic County faces several challenges in achieving their goal of increased tourism and marketing their region. They include:

- Understanding existing and potential markets to sites and attractions.
- Communicating the importance and benefit of the marketing tourism to visitors and key stakeholders, including municipalities, elected officials, business and other prospective partners.
- Connecting the diverse clusters of heritage attractions to create a cohesive marketing offering.
- Creating the Heritage Tourism brand.
- Maximizing resources for outreach, and other tactical marketing approaches, including collateral materials, videos and leveraging new technologies to market the region, including social marketing on Facebook and Twitter.
- Developing visitor services to offer key travel information, such as hotels, shops, restaurants and local transit options.
- Understanding and addressing real or perceived safety concerns travelers may have in site-specific locations and how can outreach alleviate those concerns.



A successful marketing strategy for Passaic County's major attractions should utilize traditional print materials such as brochures.

Social media services like Facebook and Twitter are instrumental in connecting with a younger audience as well as alerting residents and tourists of upcoming events and promotions.

Key Marketing and Promotion Objectives

Establish a Destination Marketing Organization for countywide marketing and promotion

For heritage tourism efforts to succeed, an organizational structure will need to be in place to provide leadership and coordination among all stakeholders and partners. Clearly defined roles and responsibilities will ensure that marketing and promotion are accomplished with efficiency, are cost effective and are maximally effective. Acting alone, each visitor site has limited ability to market and promote offerings, raise visibility and increase visitation. Collectively, marketing and promoting heritage tourism will

benefit all sites and vastly increase their public exposure, both within and outside the county.

Establishing a Destination Management Organization (DMO) is a way to increase tourism marketing capacity, which is currently minimal. DMOs are designated by the NJ Division of Travel and Tourism of the Department of State. Their responsibility is to increase tourism and visitation to generate economic growth and support the long-term viability of natural and cultural resources and institutions. DMOs are dedicated to marketing and promotion, and to coordinating visitor destinations and service providers to maximize tourism opportunities. A DMO could oversee heritage tourism development

within Passaic County and could also partner with surrounding counties. For example, if Passaic County doesn't have a critical mass of lodging, or businesses offering visitor support services, a DMO can coordinate with resources outside the county to address tourism needs.

A DMO can provide visitors to Passaic County's attractions with the benefit of a one-stop shop for information about visitor destinations, programs, support services, transportation options, restaurants – everything necessary for a satisfying visitor experience. In addition, visitor sites can benefit from countywide partner development, for example, with schools, businesses, and local, county, and state governments.

Exploring the creation of a DMO for Passaic County is an early implementation recommendation addressed in Part 3, "Implementation."

Conduct market research

Before spending thousands of dollars on materials, events, and other tactical approaches to attract and retain markets, it is essential 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.

ADMO should work closely with visitor site managers to gather information about current visitation and their markets. Understanding the characteristics, origins, activities, interests, and impressions

of current visitors serves as the foundation for targeting outreach and expanding potential markets. Gathering information from visitor destinations and service providers throughout the county will give insight into how the sites can work together and benefit from coordinated marketing.

Identify and engage potential partners

A DMO can build a strategy for reaching existing and potential partners whose missions overlap and complement heritage tourism objectives. The success of heritage tourism will depend on establishing partnerships that go beyond visitor site managers. Potential partners in a successful heritage tourism marketing effort can include civic groups, schools, chambers of commerce, major employers, local businesses, recreation groups, transportation/transit organizations, and government/municipal agencies, among others.

Develop a multi-year, tiered marketing plan

To draw new people and money to heritage destinations, the coordinating organization should develop a multi-year, tiered marketing plan. The goal is to reach the identified target markets and to seize opportunities to partner with local, regional, state, or national groups. Marketing plans should address:

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

Public Relations

Public Relations is a cost-effective way to promote heritage tourism through the media and through relationships with other sites or organizations. By keeping the media informed about heritage tourism sites, their importance to local communities, and news—people, events, activities, exhibits – they can become key partners is growing heritage tourism. The DMO and visitor site managers can collaborate on a wide range of public relations strategies, for example:

- Create a press kit with useful background information for the media, including sheets, information about visitors, brochures, and maps.
- Create a photo library to support media activities.
- Create a media list of outlets (local, regional, and national) likely to have an interest in heritage tourism.
- Conduct a media tour for travel and subject matter writers to acquaint them with attractions.
- Issue press releases about newsworthy events—a holiday tour, receipt of a grant, a new website, a special visit.
- Write public service announcements with short scripts (15 or 30 seconds) that can be used by radio announcers before and after newscasts.
- Post videos on a dedicated heritage tourism website or on a social media network to give media a chance to virtually attend special events and report on them for newspapers and local TV networks.
- Conduct “Fam Tours” (familiarization tours), which can be coordinated among a group of sites to build and maximize relationships locally, and with tourism planners, educational coordinators, local officials, travel agents, etc.
- Organize Community Open Houses, free-for-the-day events for a group of sites.
- Develop a presentation that is an overview of visitor sites for local officials and organizations to increase their understanding of the importance of heritage tourism in the local market.
- Attend travel industry shows to expose sites to professionals who can direct visitors to Passaic County attractions.
- Design special tours with 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.

Social Media and Advertising

Establish and maintain a social media presence. 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. Social media platforms, such as Facebook, Twitter and YouTube, now compete with traditional media and are an integral part of marketing plans.

While many heritage sites do not have sufficient budgets 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.

Branding

Understanding target markets can support the process of branding heritage tourism to appeal to market interests and values. A unique logo and standardized color palette creates a recognizable identification for the visitor. 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.

Materials

Before developing new heritage tourism materials, research and identify existing brochures, maps, etc. that could be used as outlets for heritage tourism sites. This can reduce expenses, and create new collaborative marketing partners. Inventory related print materials including:

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

Collaborative marketing can leverage limited funds for advertising and promotion. 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;
- A tourism photo contest hosted by local newspapers or regional magazines;
- Encourage local and regional schools to participate in field trips to Passaic County attractions;
- Collaborate with hotels, restaurants, and local businesses 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.

Brochures

Develop a family of brochures for visitor sites. These will boost visibility of the collection of heritage destinations. Incorporate maps that highlight key attractions nearby, in addition to the features of the subject attraction.

Proximity and Safety

As noted in "Visitor Experience", two key areas of concern were raised in recent Passaic Heritage Tourism workshops: visitor reluctance due to the location of some heritage sites, and questions related to safety and security. These subjects share considerations related to transportation,

mobility, and access, and can largely be addressed together, from a marketing perspective.

By collaborating with regional transit and travel demand resources, Passaic Heritage Tourism may be able to create opportunities to increase connectivity between sites, and to improve access to the area overall. By incorporating recognized, credible transit and transportation services, it may concurrently communicate safety and security. An initial brainstorming meeting with regional transportation management agencies, including the two serving this region: TransOptions and EZ Ride, may sow the seeds for a formal partnership that would benefit the entire Heritage Tourism industry in Passaic County.

Other strategic and tactical approaches to implementing an outreach effort to communicate the benefits and counter potential barriers to tourism may include:

- Post links to lodgings or transit services on the website for a user-friendly experience;
- Collaborate with regional transportation and transit operators to develop a shuttle offering;
- Focus tours and events on daylight travel hours;
- Increase visibility with easy-to-understand wayfinding, and include emergency contacts.
- Emphasize proximity in marketing materials, and showcase the ease of travel, access to services, and availability of support.

Introduction

The Passaic County Heritage Tourism Plan consists of two broad based initiatives, one focusing on transportation improvements through implementation of a Passaic County Byways Network Program and the other on heritage development through implementation of a countywide Heritage Tourism Program. The Byways Program is described in Part 1 of the plan and the Heritage Tourism Program is described in Part 2 of the plan.

Each program outlines specific recommendations that are intended to leverage Passaic County's numerous historic and scenic assets to create heritage tourism and economic development opportunities for its municipalities. This section of the plan organizes these recommendations into three time horizons: short-term (1-5 years), medium-term (5-15 years), and long-term (15-25 years). It is important that each recommendation outlined in the plan be implemented in a strategic way to maximize its affect towards the overarching goal of creating an economically viable Heritage Tourism Program for Passaic County.

Background research consisting of asset and transportation inventories and subsequent GIS analysis have contributed to a firm understanding of the existing Passaic County Byways Network and its historic and scenic assets. Public outreach efforts included: a Strengths, Weaknesses, Opportunities, and Threats (SWOT) workshop held in the Fall of 2012 with municipal, state, and non-profit stakeholders; interviews with local site owners and operators; online survey; and additional scoping. These efforts have provided greater insight into the existing organizational structure of historic

and scenic attractions within the county, as well as opportunities and challenges in their ongoing operation.

The information acquired over the course of the planning process has led to the development of a strong understanding of the current state of both the byways network and heritage tourism activities within the county. Moving forward, this baseline understanding of existing conditions will guide the implementation of each recommendation using the SWOT approach: maximize strengths, minimize weaknesses, capitalize on opportunities, and mitigate potential threats.

Implementation of the short term recommendations identified in the plan is primarily intended to continue the momentum gained during the planning process. Implementation of the "low-hanging fruit" recommendations, particularly those that engage members of the heritage community, will help ensure that this positive momentum continues. Showing results early in the process will also be important in attracting additional stakeholders who wish to participate but maybe skeptical about joining the effort.

Five of the most significant short term recommendations have been identified as priorities. Suggested steps for implementing these five priority recommendations are outlined below. The priority recommendations include:

1. Develop a Graphic Identity and Messaging Plan for Passaic County;
2. Prepare Countywide Interpretive Plan;
3. Establish a Countywide Exhibit Program;

4. Develop a County Wayfinding System; and
5. Create a Countywide Destination Marketing Organization

The preferred approach to implementation of the recommendations made in the Heritage Tourism Plan is to combine a Byways Network Program (Part 1) with complementary recommendations from the Heritage Tourism Program (Part 2) where possible. For instance, coordinating identity and branding with the implementation of a wayfinding system is important. This approach will promote a symbiotic relationship between both the transportation improvements and the heritage tourism initiatives they will support. The identification of complementary recommendations will encourage collaboration and combinations of projects in relation to project scoping and potential funding sources. It will also ensure that critical parts of the plan are executed together, promoting a consistent approach in timing and funding for both transportation and heritage tourism recommendations.

1. Develop a Graphic Identity and Messaging Plan for Passaic County

As discussed in Part 2 of the plan, Passaic County currently does not possess a strong county identity that residents and visitors actively associate with it. While Passaic County has a rich history of innovation, multiple historic resources, and a park system designed by the Olmsted Brothers that should be embraced and celebrated. The county is often associated with negative qualities such as flooding and crime statistics. As Passaic County begins to lay the framework for its Heritage

Tourism Program, it is important to develop and implement a graphic identity and messaging plan that embraces the County's positive aspects.

Development of a graphic identity and messaging plan for Passaic County involves working with a branding consultant and stakeholders as outlined in Part 2 of the plan and creating a logo, tagline, and branding/messaging strategy. It also includes the design of interpretive exhibit and wayfinding signage types, sample brochures and printed elements, and a Style Guide, providing guidelines for how the identity and its various graphic elements will be used. The proposed graphic identity for Passaic County must build upon the County's existing graphic elements (the County's website was recently redesigned) in order to minimize changes to non-tourism related uses, minimize potential costs and gain the support of county leadership.

Implementation Steps

Assemble project committees

A steering committee should be established to undertake the project and to ensure that the diverse interests of the county are being represented adequately as the project progresses.

- **Steering Committee:** This committee will work directly with the selected consultant to ensure that the deliverables are comprehensive and on target with the goals and objectives outlined in the scope of work. The committee should be led by the Passaic County Planning Department and include representatives from the Passaic County Board of Chosen Freeholders; History and Tourism Board; and Engineering, Parks and Recreation, and Public Works Departments.

IMPLEMENTATION PLAN

- **County Leadership Committee:** This committee will be responsible for the final approval of any and all deliverables produced by the branding consultant. It is important to keep county leadership well-informed throughout the course of the project. Potential committee members should include the Passaic County Board of Chosen Freeholders and representatives from the Passaic County Administration.

Create a Request for Proposals:

The Planning Department, working in close cooperation with the Steering Committee, should develop a Request for Proposals (RFP) that describes and defines the scope of the proposed project. In the process of defining the scope, the Stakeholder Group should be assembled and consulted, and the County Leadership Committee should give final approval. The following elements should be defined and included in the RFP:

- **Scope of Work:** Outline a simple work program that indicates the general process desired in undertaking the project. Ask the firms offering proposals to develop a full scope of work in their submissions, including review and consultation processes. The work program and scope should include:
 - Project initiation
 - Background review
 - Consultations with stakeholders
 - Goals and objectives for the project
 - Approach and initial concepts
- Development of two to three conceptual alternatives
- Refinement of selected alternative
- Draft and final documents
- **Existing Identity:** Make it clear to prospective consultants that the new graphic identity and messaging plan must build upon and further develop the County's existing graphic identity, unless otherwise indicated by the County Board of Freeholders and County Administration. The selected firm (and Steering Committee) should consult with the County Administration on the range of variance and refinement permissible in order to minimize impacts and costs with respect to non-tourism related uses.
- **Deliverables:** A general description of each deliverable expected of the consultant should be included. Deliverables should describe a family of elements needed for promotional, interpretive, and wayfinding uses that embrace the County's historical and cultural heritage. Each approved design element should be fully executed and specified in the final documentation. The family of elements should include a:
 - Logo
 - Tagline
 - Branding/messaging strategy
 - Sample layouts for brochures and other publications
 - Family of interpretive exhibits

- Family of wayfinding signs
- Style Guide providing guidance on how the various elements should be used
- **Public Outreach:** The selected consultant team should hold several public meetings to gain a better understanding of county residents' current perceptions of the county, and their interests and concerns regarding the heritage tourism program. It is essential that county residents feel included in the process.
- **Time Frame:** The RFP should outline a project timeline to be further developed in the proposals, including when key deliverables will be due as well as project milestone reporting requirements. If possible, the timeframe for this project should be limited to nine months in order to expedite other initiatives outlined in the Heritage Tourism Plan.
- **Submission Requirements:** Firm qualifications and experience, information on individuals to be involved in the project, sample projects, and client references should be requested in the RFP. A description of the digital and print media submittal standards desired should be provided to the consultant in the RFP; lossless high-resolution digital formats should be required for all digital deliverables.
- **Identify Potential Sources of Funding:** The Steering Committee should work with the Passaic County Improvement Authority and the County Administration to identify sources of potential funding to undertake the graphic identity project and to then implement various aspects of it.
- **Commence research to determine the level of funding necessary to complete the graphic identity project outlined in item 2 above.** Clearly state the amount of funding available to complete the project in the RFP to be released and make the selection of a consultant based upon qualifications.
- **Release the RFP and Undertake the Project:** The Steering Committee should work with the Passaic County Purchasing Department to finalize the RFP and administer the consultant selection process. The Steering Committee should be tasked with selection of the consultant deemed most qualified to complete the project.

2. Countywide Interpretive Plan

A countywide interpretive plan is necessary to provide a high-quality countywide interpretive presentation that can be promoted and coordinates interpretation between the various visitor attractions, historic sites, communities, and other entities participating in the proposed countywide exhibit program. The components of a countywide interpretive plan are outlined in the Countywide Interpretive Plan section of the plan.

It is recommended that development of the plan be undertaken by an Interpretive Committee, comprised of professional interpreters and site managers from the County's historic sites. The process should be managed by the Planning Department and proposed Countywide Destination Marketing Organization, discussed in item 5 below; this recommendation has been made to simplify the process and reduce costs. If it is determined that representatives of the existing sites are unable to handle this assignment, then a professional consultant must be hired, with the Interpretive Committee serving as a Steering Committee in a process similar to that described in item 1 above. In either case, the plan should be developed concurrently with the graphic identity project discussed above.

3. Establish a Countywide Exhibit Program

The concept for a countywide exhibit program will be further developed in the interpretive plan discussed in item 2 above. The exhibit program will utilize interpretive exhibit carriers and graphics, as developed in the graphic identity project

discussed in item 1 above. Upon completion of the graphic identity and interpretive plan projects, the exhibit program should begin to be implemented. It is anticipated that the exhibit program will be a partnership endeavor managed by the county but implemented through the initiatives of local partners, including interpretive attractions, municipalities, local communities, parks, art and cultural organizations, educational institutions, businesses, and others.

Implementation Steps

Organization: Organize the exhibit program concurrently with the development of the graphic identity and interpretive plan projects. The graphic identity project will provide designs for the family of exhibits that will be used in the program, as well as for digital and paper interpretive media. The interpretive plan will develop the interpretive themes and outline how interpretation should be undertaken at historic sites and attractions, in communities, and at other types of self-guided sites. The exhibit program processes and guidelines should closely follow the results of these two projects.

Leadership: As noted in Countywide Exhibit Program section of the plan, the exhibit program is to be a project under the guidance and review of the Passaic County History and Tourism Board. It should be managed by the Countywide Destination Marketing Organization discussed in item 5 below in partnership with the Planning Department.

Program Description: The countywide exhibit program will facilitate, partially fund, and promote local interpretive initiatives under the guidelines

established in the countywide interpretive plan. Partners wishing to participate in the program will be invited to submit competitive applications to the Countywide Destination Marketing Organization (DMO) for review and consideration by the History and Tourism Board, DMO, and Planning Department. Yearly application rounds are anticipated.

Applications deemed most appropriate to the goals of the interpretive plan will be accepted contingent upon the availability of funding. Applications not selected in one round may be resubmitted. Interested partners should consult with the Countywide Destination Marketing Organization and Planning Department for coordination and advice in making applications.

The criteria used to assess applications will include, but may not be limited to the following:

- Story & Design Authenticity – Do the proposed exhibit themes, stories and illustrations present historically authentic interpretations?
- Location Authenticity – Does the proposed site of each exhibit have a direct connection to the story being told?
- Interpretive Context – Are the proposed exhibit themes and stories unique to the locality, and do the stories fit appropriately into the broader context of the themes and storylines identified in the countywide interpretive plan and told elsewhere within the exhibit program?
- Adequate Evidence – Does the historical research submitted in support of the proposed exhibit themes, stories and illustrations consist of the kind of historical evidence commonly

required by professionally trained historians?

- Community Enhancement and Visitor Experience – How do the proposed exhibits enhance the site or community and support local heritage tourism? Are there visitor services or heritage tourism amenities in the locality that work with the proposed exhibits to enhance tourism?
- Adequate Support & Funding – Does the applicant have sufficient community support and the necessary funding commitments?

Project Implementation: Upon acceptance of an application, the Countywide Destination Marketing Organization will help facilitate implementation of the project with the local partner, who will be responsible for undertaking the needed research, collecting and obtaining permission to use photos and illustrations, and developing interpretive content. The Countywide Destination Marketing Organization will help organize technical assistance to guide and assist the local partner, if necessary. In addition to the interpretive content, a site sketch of the proposed installation should be submitted by the local partner for review and approval.

The Interpretive Committee that developed the countywide interpretive plan will provide input and guidance on quality control with respect to overall interpretive presentation as well as themes, stories and content. The County Historian will be asked to provide input and guidance with respect to interpretive content, accuracy and authenticity. The History and Tourism Board will be advised of the progress of each partner's project and will provide general oversight and support.

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Once the interpretive content is prepared and approved in accordance with quality control standards, the Countywide Destination Marketing Organization will prepare for final design and fabrication by a qualified exhibit design company to be selected by the county. Upon fabrication, the county will have the exhibits delivered to the site for installation by the local partner in accordance with approved plans.

Local Cost Share: Passaic County will work with individual partners to identify the overall cost for design and fabrication of exhibits for the project being proposed. Partners will provide a local share for each individual exhibit. Local share is at least 1/3 the cost of the fabrication of the exhibit, including graphic design and historian/editor fees. The local partner will be responsible for cost of installation. Passaic County will organize design and fabrication of the exhibit and will cover shipping and delivery.

Maintenance: Each local partner will be responsible for ongoing maintenance of the exhibits that are installed as well as the site around them.

Applications: Local partners wishing to participate in the county exhibit program should complete an application form outlining their proposal. The application should be prepared in a format and process to be developed by the Countywide Destination Marketing Organization and Planning Department. Each application should include a cover page, introductory letter from the partnering entity with an authorized signature, and should include the following information:

- **Project Description:** Provide a brief description, no more than one page, of stories you wish to interpret and how they are associated with the

proposed site. The themes from the countywide interpretive plan to which the stories relate should be identified. The description should be an abbreviated form of the stories and should highlight the connections which associate the site with Passaic County interpretive themes and with county, state, and national history. Identify other county interpretive sites that relate to these stories and resources.

- **Interpretive Resources and Research:** The county exhibit program tells authentic stories associated with the places where the exhibits are to be located. What natural and/or historic resources associated with the story are located at the site and can be used to facilitate storytelling? What research information is available to ensure the accuracy of your stories? What historical images or other graphics can be used to illustrate the presentation?
- **Site Description:** Provide a description for each individual wayside exhibit site proposed. Identify the site context, physical characteristics, proposed the exhibit type, exhibit theme, possible images, and any resources associated with the site that will support and facilitate the story.
- **Site Improvements:** Describe any proposed site improvements to be installed in association with the exhibit or that support visitor use at the site. All proposed sites must be compliant with guidelines of the Americans with Disabilities Act(ADA).
- **Community Support:** Provide a list of local groups and organizations that support the project (i.e., municipal government,

chamber of commerce, historical society, parks organization, etc.). Provide organization contact information such as names and phone numbers.

- **Letter of Financial Commitment:** Document all sources of local share funds provided for this project in the form of commitment letters on letterhead.
- **Installation:** Identify the entity or company that will install the interpretive exhibits once completed. Include complete contact information.
- **Visitor Amenities:** Briefly describe, with just a general overview, the attractions/amenities available at the site or community that may help to attract visitors.
- **Maintenance:** Identify the entity that will be responsible for ongoing maintenance of the exhibits and the site around them. Provide a letter of commitment for ongoing maintenance from the entity on letterhead with an authorized signature.

4. Develop a Countywide Wayfinding System

One weakness identified by the plan is the lack of a comprehensive wayfinding system for the Passaic County Byways Network. While the county has numerous attractions of historic and scenic significance (the Great Falls NHP and its Olmsted Brothers-designed Park System for example), residents and visitors alike have difficulties navigating the complicated, often congested road network of Passaic County. The lack of signage is not

only limited to county attractions, there is little to no signage alerting residents of important regional and local information, such as location of city halls, libraries and hospitals. In order to create the positive visitor experience required of a successful Heritage Tourism program, the wayfinding plan outlined in the Transportation and Mobility Strategies section should be enacted immediately.

Furthermore, as the county looks to implement the strategies and recommendations outlined in the Heritage Tourism Plan, it may also wish to elevate the visibility of the byway network itself. Currently, many if not all of the byways lack signage that would alert residents and visitors that they are traveling on a byway. Moving forward, it will be critical to create public awareness of the byways, as they have been designed to safely and efficiently move visitors and residents throughout the county to its major attractions. Future transportation improvements and placemaking initiatives will be focused in these areas, all in an effort to improve the visitor experience and create a positive view of tourism within Passaic County.

An important aspect of creating a countywide wayfinding system is the design of the signs themselves. Constructing a network of signs that are visual appealing, which clearly and easily communicate information and are memorable is essential to a successful program. Wayfinding signage design work is part of the graphic identity and branding task described above.

Implementation of the wayfinding system as a whole involves the following steps which should be led by the Passaic County Planning Department in partnership with the Passaic County Improvement

Authority, Passaic County Engineering Department, local municipalities, and county attractions. To date, the Planning Department has developed a preliminary plan showing the proposed locations of wayfinding signage.

Implementation Steps

1. Continue to work with Engineering Department, site owners, operators, state land owners, and additional stakeholders to finalize sign placement locations, messaging and phasing.
2. Work to secure funding for phased implementation. The Passaic County Improvement Authority could lead the identification and securing of implementation funds.
3. Upon successful completion of the visual identity/county branding deliverable, begin coordination with the Engineering Department to ensure the placement of proposed new wayfinding signs comply with all federal, state, municipal guidelines, including:
 - Americans with Disabilities Act (ADA)
 - Local Municipal Sign Codes
4. Concentrate initial efforts on “Welcome to Passaic County” signage at major entrance points identified in the wayfinding plan.
5. Continue to work out destinations and trip chains for each of the regional sign series in accordance with the phasing identified in the Graphic Identity implementation steps above.
6. Work with the Engineering Department to install byway specific signage on existing street

signs along byway network.

7. Install site-specific reassurance signage as designated by the wayfinding plan.
8. Finalize and install regional and proximity signs throughout the Passaic County Byway Network.

When executed, these recommendations will allow for a broad roll-out of the new county identity. The new visual identity and messaging campaign should be used in all county-related print media and its web presence. Integrating the design standards into the countywide wayfinding network provides an opportunity to reinforce the county identity developed by the branding and graphic design consultant. Each sign type outlined in the wayfinding plan should incorporate the new county graphic identity, color scheme, and tag line. Having a visual artist design the County’s wayfinding signage would be one way to ensure a unique, clear and concise visual identity for each sign in the system.

5. Creation of a Countywide Destination Marketing Organization

The recommendations outlined in this plan are comprehensive in scope. Both the Passaic County Byways Program and the Heritage Tourism Program require the initiative, participation and coordination of many types of partners. Although there are many heritage-related programs offered by Passaic County’s historic and recreational site managers and arts-and-cultural institutions, there is little cohesion and collaboration. Leadership and an organizational structure is a necessity. The Department of Planning and Economic

Development is central to the interface with county and municipal government staff involved with transportation and parks. The Department carries out planning functions that influence the future of the land use and development throughout the county. The County Master Plan, Corridor Enhancement Program, open space funding, and site plan review – and now the byways program – are tools for the protection and enhancement of historic and natural resources that are the basis of heritage tourism. The Department can keep the Freeholders apprised of the heritage tourism community's needs and accomplishments. The Department's importance in advancing implementation cannot be overstated.

However, there is also a need for a countywide organization that can perform functions beyond the scope of the Planning and Economic Development Department. A Destination Marketing Organization (DMO) is mentioned in the plan as the type of organization that can take on marketing and tourism initiatives, developing new partnerships with business, non-profit organizations and citizens whose participation and support are essential to a successful program. Passaic County does not currently have a designated Destination Marketing Organization. Establishing a DMO is a strong recommendation for early implementation.

Destination Marketing Organizations are designated by the NJ Division of Travel and Tourism of the Department of State. The Division's primary function is to promote NJ tourism and market visitor destinations. As presented in the Division of Travel and Tourism's Grant Program Handbook, a DMO is charged with *"fostering economic growth by increasing tourism expenditures and visitation,*

and encouraging long-term viability of NJ's precious natural resources, arts and cultural institutions, and vast recreational and leisure opportunities."

Like Passaic County's Byways Program and Heritage Tourism Program goals, DMOs "connect the dots" by linking attractions to restaurants and accommodations.

To support the NJ family of DMOs, the Division of Travel and Tourism provides grants and extensive resources to support the 20 DMOs around the state. These DMOs are hosted by a variety of organizations, from existing organizations such as chambers of commerce and improvement authorities to newly-formed tourism bureaus and other non-profit organizations.

They typically offer memberships to essential partners, such as tourism destination managers, arts and culture organizations, the business community, and local and county governments. Atlantic City's DMO is supported by a membership of nearly 400 businesses. Closer to home, Morris County has a very active and successful program with 125 members including state, county, and municipal representatives such as the NJ Division of Travel, County Freeholders, and municipal officials.

DMOs are a resource for visitors and residents to find everything they need to know about what to do and see. They promote their service areas' distinctive destinations to business and leisure travelers. However, heritage tourism in Passaic County requires a strong base of historic, scenic and recreational destinations that are visitor-ready. Passaic County's DMO marketing and promotion will include the broader task of building the capacity of visitor destinations, strengthening site

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management organizations, and assisting them in preserving and protecting Passaic County's assets. The DMO's role can include participation in efforts to maintain the integrity of the Historic and Scenic Byways Network in a manner consistent with their byway classifications. This might include activities such as downtown revitalization, preservation of historic sites or protection of scenic landscapes.

The scope of Passaic County's DMO activities can be broad and flexible to take advantage of available funding, active partnerships and related program opportunities. The list below suggests a wide scope of services including activities appropriate for a fledgling to a mature DMO. However, critical first steps to be done concurrently are:

1. Conducting outreach to heritage tourism partners to expand the base of support and facilitate early plan implementation activities;
2. Creating tourism products such as websites, publications, brochures and exhibits;
3. Marketing and promotion to the public, directed primarily to residents throughout the county.

Implementation Steps

1. Identify or form an organization for designation as a DMO with the authority and ability to provide the scope and services necessary for a dynamic Heritage Tourism Program.
 - Partner with the NJ Department of State Division of Travel and Tourism to access funding and resources.
 - Collaborate with the tourism community

in adjacent and nearby counties with successful DMOs and with the statewide DMO organization.

- Partner with and support the tourism activities of the Great Falls National Historical Site, the Crossroads of the American Revolution Heritage Area, and the New Jersey Highlands Water Protection and Planning Council.
 - Partner with interested Passaic County municipalities.
2. Participate in early action recommendations, focusing on development of products.
 - Oversee, support and assist in fundraising to support the graphic identity development, interpretive plan, exhibit, and wayfinding projects.
 - Assist in the development of visitor information resources and support services.
 - Establish a Byways and Heritage Tourism website and print brochures.
 3. Conduct outreach to the business community and the general public in support of heritage tourism.
 - Work with hotels, restaurants, attractions, relate retailers and service providers and smaller tourism entities to offer the visitor a place to obtain information when planning a visit, whether for business or pleasure.
 - Conduct outreach to residents through marketing campaigns.

- Work with educational institutions to engage students from elementary schools to colleges in heritage tourism activities.
4. Strengthen the network of heritage tourism and recreation providers.
- Provide a forum for partners within and without the county; conduct regular meetings and events to encourage partnership building, information sharing and collaboration.
 - Assist heritage destinations in the coordination of operations, programming, fundraising, and marketing.
 - Work with arts, cultural organizations and educational institutions to participate in heritage tourism programs.
5. Assist in heritage and recreation providers in preserving the historic structures and places, open space and natural landscape assets of Passaic County that are the basis of the Heritage Tourism Program.
- Assist heritage tourism organizations in fundraising for historic preservation activities.
 - Assist parks and open space managers in fundraising to keep recreation venues such as hiking trails and greenways open, safe and visitor friendly.

IMPLEMENTATION CHARTS

Strategy: Character Area Improvements	Potential Lead and/or Partner Organizations	On-going	Short Term	Medium Term	Long Term
1. Historic Character Areas					
Implement placemaking improvement strategies that focus on the historic values of the area	Municipalities, Business Community				
Preserve, promote, and protect existing historic assets within the character area	Passaic County Planning Board, Municipalities, Non-Profits, Volunteer Groups				
Improve transportation options for all users to and from the character area	Passaic County Engineering, NJ Transit, Meadow Link, Trans Options				
2. Scenic Character Areas					
Preserve and accentuate the character area's intrinsic scenic landscapes	National Park Service, Passaic Valley Sewerage Commission, Non-Profits, Passaic County Open Space Committee				
Promote safe multi-modal access to Passaic County's natural and man-made scenic resources	NJ Transit, State of New Jersey, North Jersey District Water Supply				
Develop policies and programs to mitigate the environmental impacts to and from the Scenic Character Areas	Municipalities, Non-Profits, Volunteers, Passaic County Sheriffs Department				
3. Main Street Character Areas					
Leverage Passaic County related tourism opportunities to promote economic development within Main Street Character Areas	Passaic County Economic Development, Municipalities,				
Encourage urban design elements that define a sense of place	Municipalities, Business Community				
Improve public transportation infrastructure	NJ Transit, Municipalities, Business Community, Meadow Link, Trans Options				
Combat public perception regarding crime and safety	Municipal Police, Volunteers				
Implement existing and planned bicycle and pedestrian improvements	Passaic County Planning & Engineering Departments				

Strategy: Character Area Improvements	Potential Lead and/or Partner Organizations	On-going	Short Term	Medium Term	Long Term
4. Regional Connector Character Areas					
Develop entrance corridors that welcome visitors to Passaic County	Non-Profits, Passaic County Planning				
Way-finding initiatives as outlined by the way-finding plan	Passaic County Planning, Engineering, and Department of Public Works				
Promote accessibility, safety, and congestion mitigation on all future projects	NJTPA, Rutgers University, Passaic County Planning & Engineering Departments				
5 Community Connector Character Areas					
Improve existing public transportation infrastructure	NJ Transit, Municipalities, Business community				
Planned and future pedestrian and bicycle infrastructure improvements	Passaic County Planning & Engineering Departments				
6 Railway Character Areas					
Promote economic development initiatives within the Railway Character Area	NJT Transit, NJTPA, Passaic County Planning, Municipalities				
Work with NJ Transit to improve existing service as dictated by demand	NJ Transit, Meadow Link, TransOptions				
Partner with NJ Transit to promote Passaic County attractions at its local facilities	NJ Transit, Passaic County Planning				

IMPLEMENTATION CHARTS

Strategy: Transportation & Mobility		Potential Lead and/or Partner Organizations			On-going	Short Term	Medium Term	Long Term
1. Increase Mass Transit Access to Passaic County Attractions								
Priority lines and stop improvements		Passaic County Planning, NJ Transit						
Existing NJ Transit bus stop relocations		NJ Transit, Municipalities						
Locate additional NJ Transit bus stops on existing routes		Passaic County Planning, NJ Transit						
Preservation of existing bus service		NJ Transit, Municipalities						
Creation of a Paterson Circulator Bus or Shuttle Service		Passaic County Planning, Paterson, National Parks Service, NJ Transit, Meadow Link						
Study the feasibility of re-routing existing bus service or adding additional service to Garret Mountain Reservation and Rifle Camp Park		Passaic County Planning & Parks Departments, NJ Transit						
Work with NJ Transit and the National Parks Service to study the potential increased demand for weekend reverse commute service on the Main Line upon completion of the Great Falls NHP		Passaic County Planning, National Parks Service, NJ Transit						
2. Improve bicycle and pedestrian safety conditions at key intersections along byways network								
Great Falls National Historic Park Improvements		Passaic County Planning & Engineering Departments, Paterson						
Morris Canal Greenway General Improvements		Passaic County Planning & Engineering Departments, Municipalities						
Morris Canal Greenway Specific Improvements		Passaic County Planning & Engineering Departments, Municipalities						
3. Develop priority bicycle and pedestrian corridors in support of byways objectives								
Appalachian Train Connection through San Cap Park (West Milford)		Passaic County Planning & Parks Departments, NYNJTC, State of New Jersey, West Milford						
Valley Road connection to Upper Montclair village center and the Morris Canal Greenway (Clifton)		Passaic County Planning & Engineering Departments, Montclair State University, Clifton, Non-Profits						

Strategy: Transportation & Mobility	Potential Lead and/or Partner Organizations	On-going	Short Term	Medium Term	Long Term
3. Develop priority bicycle and pedestrian corridors in support of byways objectives					
Clifton Avenue bicycle and pedestrian improvements	Passaic County Planning & Engineering Departments, Clifton, NJ Transit				
Greenwood Lake Bikeway (Wanaque/Ringwood)	Passaic County Planning & Engineering Departments, North Jersey District Water Supply, Municipalities				
4. Identify facilities throughout the byway network that can serve as shared facilities in support of tourism initiatives					
Develop Passaic County tourism related print materials for distribution	Passaic County Planning Department, Consultants				
Coordinate with the Passaic County Parks department to identify appropriate kiosk locations	Passaic County Planning & Parks Departments				
Monitor major attractions visitor rates and parking demand	Passaic County Planning, Site owners & operators				
Work with property owners of high priority shared facility locations to install way-finding signs were appropriate	Passaic County Planning, Facility Managers				
5. Develop a countywide way-finding system					
Finalize sign placement locations	Passaic County Planning & Engineering Departments				
Secure funding for way-finding network sign installation	Passaic County				
Coordinate with engineering to ensure signs meet all Federal, State, and Municipal guidelines	Passaic County Planning & Engineering Departments				
Install "Welcome to Passaic County" signage	Passaic County Planning & Department of Public Works				
Finalize destinations for each Regional Sign in the network	Passaic County Planning & Engineering Departments				
Identify and install byway signs on existing street signs throughout the Passaic County Byways Network	Passaic County Planning, Engineering, and Department of Public Works				
Install site specific reassurance signage	Passaic County Department of Public Works				
Finalize and install regional destination signage throughout byways network	Passaic County Planning, Engineering, and Department of Public Works				

IMPLEMENTATION CHARTS

Strategies and Recommendations: Activity Areas	Potential Lead and/or Partner Organizations	On-going	Short Term	Medium Term	Long Term
1. County Identity					
Develop a graphic identity and messaging plan for Passaic County	Passaic County Planning Department; Passaic County Improvement Authority (DMO); Countywide sites, municipalities, businesses, and other partners				
Create a Passaic County tourism website	Passaic County Improvement Authority (DMO); Countywide sites, municipalities, businesses, and other partners				
Create an illustrative fold-out map for Passaic County	Passaic County Improvement Authority (DMO); Countywide sites, municipalities, and partners				
Develop a printed tourism collateral for Passaic County	Passaic County Improvement Authority (DMO); Countywide sites, municipalities, businesses, and other partners				
Extend the banner program along the county's designated byways	Passaic County Planning Department, Passaic County Improvement Authority (DMO)				
Develop a countywide system of wayfinding signage	Passaic County Planning Department				
Reinforce the identity of the byways without adding new signage by replacing or adding to existing street signs	Passaic County Planning Department				
Encourage communities to install community entrance signs	Community leaders, Passaic County Planning Department				
Install county entrance signs at every major gateway into the county	Passaic County Planning Department				
2. Historic Preservation and Community Character					
Maintain a historic resource inventory and database	Municipalities, Passaic County Planning Department				
Establish a historic preservation network	Municipal Planning Boards, Historical Commissions, Historical Societies, Passaic County History & Tourism Board, Passaic County Planning Department				
Designate a qualified staff member within the Planning Department as the County's Historic Preservation Specialist	Passaic County Planning Department				
Forge connections to state and federal programs	Passaic County Planning Department, New Jersey Historic Preservation Office, Preservation New Jersey				
Prepare municipal preservation plans	Municipalities, Passaic County Planning Department, Preservation New Jersey				
Offer historic preservation incentives	Board of Chosen Freeholders, Passaic County Planning Department				
Conduct county development reviews of new development proposed along designated county Scenic and Historic Byways	Passaic County Planning Department, Municipalities, Developers				
Review county construction projects proposed along designated Scenic and Historic Byways	Passaic County Planning Department				

Strategies and Recommendations: Activity Areas		Potential Lead and/or Partner Organizations			On-going	Short Term	Medium Term	Long Term
3. Culture and the Arts								
Coordinate with the Passaic County Cultural & Heritage Council (PCCHC) at Passaic County Community College	Passaic County Cultural & Heritage Council, Passaic County Community College, Passaic County Planning Department							
Create a community arts forum	Passaic County Cultural & Heritage Council, Local arts and cultural organizations							
Focus upon programs for young people	Youth Organizations, School Districts, Passaic County Cultural & Heritage Council							
Identify and seek funding sources for the support of cultural programming	Passaic County Cultural & Heritage Council							
Develop a matching grant program to support local cultural programming	Board of Chosen Freeholders							
Identify sources of technical assistance	Passaic County Cultural & Heritage Council, Local arts and cultural organizations							
Feature ethnic events, programming, arts, and foods in the countywide marketing initiative	Passaic County Improvement Authority (DMO)							
Create opportunities for participation by the business community	Local chambers, Service organizations, Business community							
4. Interpretation - Telling the Region's Stories								
Form an Interpretation Committee and a countywide interpretive forum	Passaic County History & Tourism Board, Passaic County Planning Department, Professional Interpreters from the county's leading interpretive sites							
Develop countywide interpretive themes and storylines	Interpretation Committee, County Historian, Municipal Historians							
Prepare a Countywide Interpretive Plan	Interpretation Committee, County Staff							
Establish a Countywide Exhibit Program	Passaic County Improvement Authority (DMO); Passaic County History & Tourism Board; Passaic County Planning Department; Countywide sites, municipalities and other partners; Interpretation Committee							
Encourage community interpretation	Passaic County Improvement Authority (DMO), Passaic County Planning Department, Municipalities							
Coordinate regional collaboration	Passaic County Improvement Authority (DMO), History & Tourism Board, Passaic County Planning Department, Interpretation Committee, Countywide sites, State and federal partners							
Identify resources to assist in the implementation of the Countywide Interpretive Plan	Passaic County Improvement Authority (DMO), History & Tourism Board, Interpretation Committee, County staff, Board of Chosen Freeholders							

IMPLEMENTATION CHARTS

Strategies and Recommendations: Activity Areas	Potential Lead and/or Partner Organizations	On-going	Short Term	Medium Term	Long Term
5. Recreation and Open Space					
Feature recreational resources as a key set of attractions within the county	Passaic County Improvement Authority (DMO), Passaic County Parks and Recreation, State Parks, NY/NJ Trails Conference				
Coordinate with and support organizations and agencies	Passaic County Parks & Recreation, Passaic County Planning Department, State Park Superintendents, Non-profit trail and biking organizations				
Interpret and enhance trail systems	Passaic County Improvement Authority (DMO), Passaic County Planning Department, History & Tourism Board, State Parks, Non-profit trail and biking organizations				
Work with communities to develop urban walking and biking trails	Passaic County Planning Department, Communities in the southern portion of the county, Morris Canal Greenway				
Support the implementation of interpretive exhibits and programming in county and local parks	Passaic County Improvement Authority (DMO), History & Tourism Board, Passaic County Parks & Recreation, Municipalities				
Develop trail information online and through social media	Passaic County Improvement Authority (DMO), Passaic County Parks and Recreation, State Parks, NY/NJ Trails Conference				
Emphasize heritage and natural history programming for young people	Passaic County Parks & Recreation, State Parks, Youth Organizations				
Support events that feature recreational resources	Municipalities, State Parks				
6. Visitor Experience					
Register key landmarks with GPS coordinates	Passaic County Planning Department, Site partners				
Establish visitor information centers in most communities	Passaic County Improvement Authority (DMO), Municipalities, Passaic County Planning Department				
Develop a Passaic County app or mobile website	Passaic County Improvement Authority (DMO), History & Tourism Board, Interpretive Committee				
Create loop tours	Passaic County Improvement Authority (DMO), History & Tourism Board, Heritage sites, Interpretive Committee, Municipalities				
Look at alternate means of interpretation for sites that are not open on a regular basis	Interpretive Committee, History & Tourism Board, Heritage sites, Passaic County Improvement Authority (DMO)				
Address real and perceived safety issues	County, Municipalities				
Sponsor community clean ups	Civic organizations, Municipalities, Heritage sites, Volunteers, Passaic County Improvement Authority (DMO), Community chambers, Local businesses, Municipalities				
Create an ongoing hospitality training program	Passaic County Improvement Authority (DMO), Municipalities				
Increase community awareness of county attractions	Passaic County Improvement Authority (DMO), Municipalities, Interpretive sites, Passaic County Planning Department				

Strategy: Character Area Improvements	Potential Lead and/or Partner Organizations	On-going	Short Term	Medium Term	Long Term
7. Marketing and Promotion					
Get ready for marketing by understanding what draws existing markets, defining current and potential	Passaic County Improvement Authority (DMO); Countywide sites, municipalities, businesses, and other partners				
Build a strategy for reaching partners and potential partners	Passaic County Improvement Authority (DMO); Countywide sites, municipalities, businesses, and other partners				
Develop a multi-year, tiered marketing plan	Passaic County Improvement Authority (DMO); Countywide sites, municipalities, businesses, and other partners				
Develop a public relations strategy	Passaic County Improvement Authority (DMO); Countywide sites, municipalities, businesses, and other partners				
Maintain a social media presence	Passaic County Improvement Authority (DMO); Countywide sites, municipalities, businesses, and other partners				
Create a brand	Passaic County Improvement Authority (DMO); Countywide sites, municipalities, businesses, and other partners				
Make an inventory of current materials serving the Passaic Heritage Tourism area	Passaic County Improvement Authority (DMO); Countywide sites, municipalities, businesses, and other partners				
Develop website	Passaic County Improvement Authority (DMO); Countywide sites, municipalities, businesses, and other partners				
Create brochures to introduce visitors to attractions	Passaic County Improvement Authority (DMO); Countywide sites, municipalities, businesses, and other partners				
Address proximity and safety issues through collaboration with regional transit and travel demand resources to increase connectivity between sites and improve access	Passaic County Planning Department, NJ Transit, TransOptions, Meadowlink				

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 develop.
- 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

APPENDIX

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
	Limited access along roadway, no pull offs or viewing points of reservoir, water bodies
Scenic views, reservoir, mountains	High speed traffic
Access to multiple hiking trails, boat launches	Small shoulders, narrow roads
3 major anchor sites located on byway	
Several State Parks	
Opportunities	Threats
	Continued development and degradation of the byways scenic character
Increased way finding signage	Increase in traffic volumes on already busy roads
Commercial development in support of recreational activities	
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"/>				
Strategic planning	<input type="radio"/>				
Fundraising strategies	<input type="radio"/>				
Marketing and advertising	<input type="radio"/>				

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[SURVEY PREVIEW MODE] Heritage Tourism Workshops Survey

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

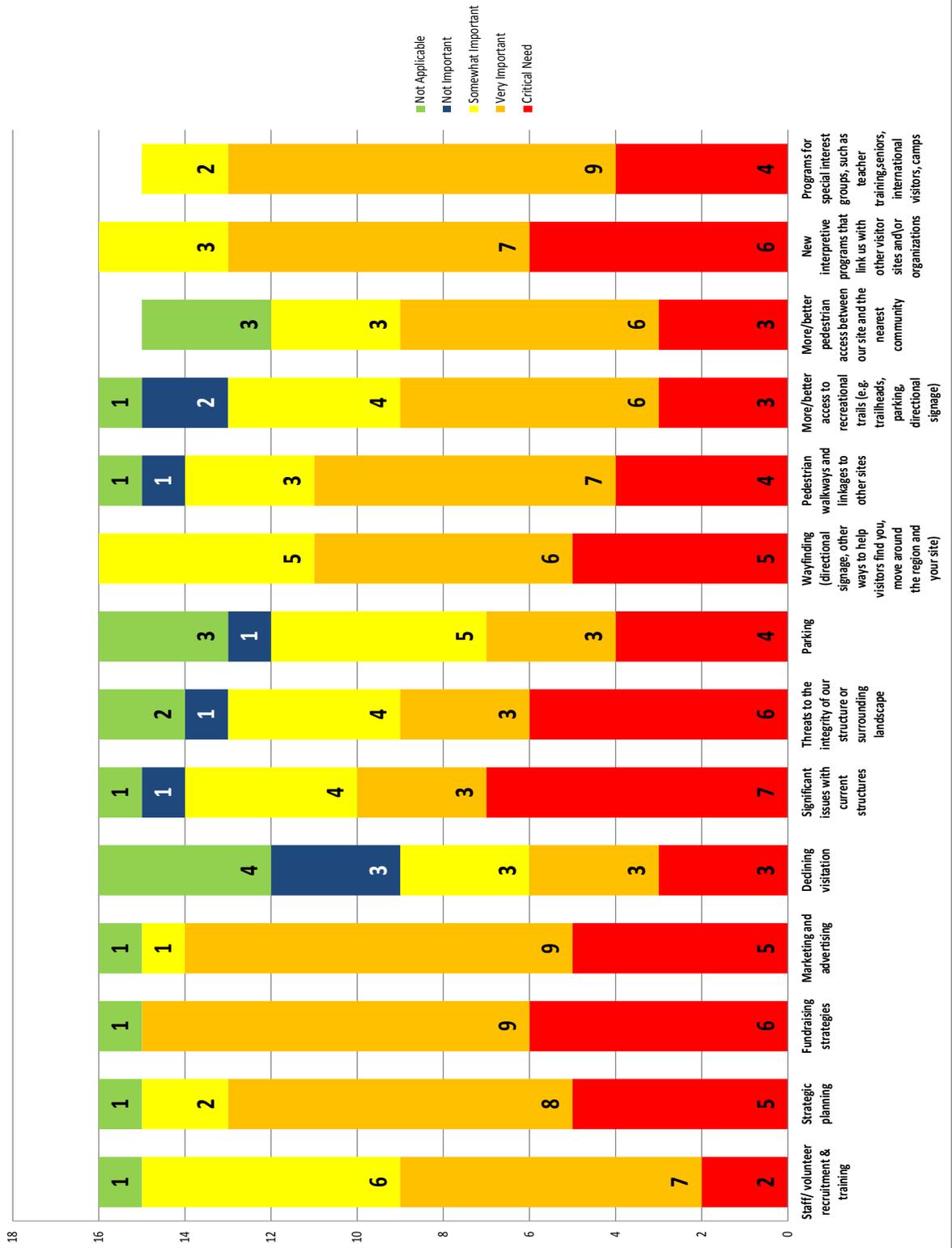
10. Optional: What is your name?

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 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.patersonsilkstrike100.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 	<p>PM</p> <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 	
<ul style="list-style-type: none"> - NYC - Strengths - Network with artistic and heritage, non-profits in the County - New park; has cache - Support from the community socially and academically - Natural history dovetails nicely with the American history that the site tells - Site is a means to demonstrate that local history contributes to the national story - Natural scenic areas and access to open space - Preserved site of natural surroundings/integrity of the site - Open land; mountains, lakes, etc. 	<p>PM</p> <ul style="list-style-type: none"> - Not enough historical markers and street signs - Distance in travel between sites 	<ul style="list-style-type: none"> - This project promoting awareness - State Strategic Plan is supportive of Heritage Tourism and Historic Preservation - Ethnic diversity - Parks, Historic/Cultural/Natural sites of interest and 	<p>PM</p> <ul style="list-style-type: none"> - Not enough historical markers and street signs - Distance in travel between sites 	<p>PM</p> <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 			

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 	<ul style="list-style-type: none"> - county, land use boards) - 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



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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.

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- 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.



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.



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.

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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.