

New Jersey Heritage Tourism Master Plan Appendix

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The Appendix includes supplementary information to provide resources and case studies to assist in the implementation of the master plan.

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Develop a management and partnership system to support and advocate for New Jersey's heritage tourism industry.

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Develop a management and partnership system to support and advocate for New Jersey's heritage tourism industry.

Draft Criteria for New Jersey Historic Sites Interpretive Grants

I. Goal of Interpretive Grants

Interpretive Grants are intended to enable the state's historic sites to use innovative interpretive techniques to tell important stories about the state's history that will attract and engage tourists and local residents.

II. Criteria for Selection

- 1) Visitor Ready – Preference will be given to sites that have been designated “Visitor Ready” by the New Jersey Heritage Tourism Program, certifying that the site meets the required criteria for designation:
 1. The site is open to the public as a tourism attraction during regularly scheduled hours, with a preference (but not a requirement) for weekend hours of operation.
 2. The site is promoted as a tourism attraction. For example, the site may have a website or may have information published in state, regional or local tourism publications regarding hours of operation, and/or the site could have on-site signage.
 3. The site supports one or more of the statewide heritage tourism themes by telling stories related to that theme(s).
- 2) Emerging Site – If the site has not been designated “Visitor Ready,” what steps are being taken to achieve this designation?
- 3) Goals - Does the project address the mission of the historic site?
- 4) Project Design – Is the project innovative and creative? How does the project clearly reflect cutting edge interpretive techniques? Will the new interpretation tell an important story for the site and for New Jersey's history? Does it relate to the state's identified interpretive themes? Has a need for the project been demonstrated?
- 5) Educational Benefits – If the project has a curriculum component, will the curriculum be developed in partnership with local or state education systems?
- 6) Audiences and Impact – Who are the projected audiences for the project? Is the project anticipated to increase visitation or revenues to the site? Will the project contribute to heritage tourism efforts in New Jersey?
- 7) Evaluation - Are evaluation procedures clearly outlined?
- 8) Development Team – Are staff and consultants qualified to develop the interpretive project?
- 9) Work Plan – Does the work plan clearly define each step of the project and each team member's responsibilities? Is the timeline for the project's development feasible?
- 10) Budget – Is a complete project budget provided? Are the sources of match for this grant clearly identified? Are the sources of match confirmed?
- 11) Organization – Does the organization that manages the historic site have track record of successful projects? Is there adequate staff to oversee the project's development and implementation?

Draft Criteria for New Jersey Historic Sites Visitor Amenity Projects

I. Goal

Historic Site Visitor Amenity Project Grants are intended to support projects that develop visitor amenities at historic sites to provide needed visitor services and aid in ensuring an outstanding visitor experience. These may include such amenities as parking lots, bus turn-arounds, new public assembly rooms, restrooms and visitor welcome areas.

II. Criteria for Selection

- 1) **Visitor Ready** – Preference will be given to sites that have been designated “Visitor Ready” or “Emerging” sites that are working towards becoming “Visitor Ready” and are close to meeting the requirements. The “Visitor Ready” criteria include:
Numbers confusing, just bullet these:
 1. The site is open to the public as a tourism attraction during regularly scheduled hours, with a preference (but not a requirement) for weekend hours of operation.
 2. The site is promoted as a tourism attraction. For example, the site may have a website or may have information published in state, regional or local tourism publications regarding hours of operation, and/or the site could have on-site signage.
 3. The site supports one or more of the statewide heritage tourism themes by telling stories related to that theme(s).
- 2) **Emerging Site** – If the site has not been designated “Visitor Ready” what steps are being taken to achieve this designation?
- 3) **Project Need** – Has a need for the visitor amenity project been clearly demonstrated?
- 4) **Environmental Sensitivity** – Does the project reflect an environmentally sensitive plan for new construction?
- 5) **Preservation of Historic Structures** – If the project will utilize an existing historic structure, does the plan reflect adequate preservation of the structure?
- 6) **Audiences** – Does the site attract local residents, school groups and out-of-state tourists?
- 7) **Strategic Plans** – Is the proposed visitor amenity project included in an overall strategic plan for the site?
- 8) **Evaluation** – Are performance measures in place to evaluate the benefits of the visitor amenity project?
- 9) **Budget** – Is a complete project budget provided? Are the sources of match identified? Are the sources of match confirmed?
- 10) **Organization** – Does the organization that manages the historic site have track record of successful visitor amenity project administration?

Examples of state criteria for heritage tourism assistance, grants and marketing

Pennsylvania Tourism Office

Information provided by Lenwood Sloan, Director of Cultural and Heritage Tourism, Pennsylvania Tourism Office

Pennsylvania has an “evergreen policy” for heritage sites. An evergreen institution must:

- Be open at least 300 days per year
- Maintain at least four (4) hours of activity each day that they are open
- Maintain a published telephone number for information that is managed by a human voice answering (no answering machines although the primary entry number can be answered by machine however you must be able to get a human being)
- Maintain a web address (these are monitored to make sure that they are kept current and accessible. We send “technical assistance messages to sites to notify them that they need o update)
- Provide either guided or self guided information for the site
- Exhibit the heritage logo decal at entry and points of purchase
- Collaborate in cross promotion with at least two other sites in their county or region based upon content alignment, geography, destination etc.
- Provide quarterly information on:
 - Attendance
 - Economic impact (earned income through box office if appropriate)
 - Audience exit surveys
 - Best practices learned in the quarter
 - Challenges for quarter ahead
 - Action steps.
 - P.R. or marketing examples as appropriate for past 90 days
(This information is provided to the tourism office 30 days after the quarter closes so there is a bit of lag time)

In return, Pennsylvania’s heritage tourism program in the state tourism office provides the following:

- Sites are eligible to display the logo as an official site (PA also has a designation of participating sites which are hospitality, B&B, lodging, retail etc sites that support the historic and themed venues and attractions).
- Official sites and participating sites are listed on the web page, in the quarterly magazine and annual travel guides
- Official sites and participating sites are featured in rotation in e-blasts and newsletters
- Official sites and participating sites can distribute up to 5000 pieces of collateral through welcome centers for free
- Official and participating sites are included in quarterly promotions designed and managed by the Pennsylvania Tourism Office and the DMO partners
- Official and participating sites receive special discounts in cooperative marketing partnerships managed by the Pennsylvania Tourism Office and the DMO partners

- Official and participating sites receive web analysis information, marketing synopsis and other ROI information twice a year.

Kentucky Office of Tourism

(See <http://www.kentuckytourism.com/industry/signage.htm>)

Tourism Signage

There are five basic types of official guide sign programs available to businesses that provide services to motorists or are an attraction, historic site or recreational area. Check these five programs to see for which ones you qualify and what the process is to apply.

Limited Supplemental Guide Signs

Limited Supplemental Guide Signs are official guide signs approaching interchanges on interstates, parkways and other fully controlled access highways. The signs are for historic sites, cultural, recreational or entertainment facilities or areas of natural phenomenon or scenic beauty.

Criteria to Qualify

- In cities with less than 100,000 population, annual visitation at attraction must be 10,000 or greater than average daily traffic count at the attraction's interchange
- In cities with a population over 100,000, annual visitation at attraction must be 75,000 or greater than average daily traffic count at the attraction's interchange
- Historic sites must have annual attendance of 5,000. An historic site must be listed on the National Register of Historic Places
- Attractions and historic sites must be located within 50 miles of the interchange.
- At least one-third of attraction's visitors must come from beyond 20 miles of the attraction or historic site.

Trailblazing Signs

If the tourist attraction is not visible from the interchange, trailblazing signs must be installed at locations where a turn is required once motorist is off the interstate. Trailblazing may be in the form of Cultural and Recreational Guide Signs, Tourist Oriented Directional Signs, or legal billboards.

Available Interchanges

Federal Highway Administration rules and regulations set limit of two panels with two supplemental messages each per direction at an interchange. Many of our interchanges across the state are at the limit and will not be eligible for additional messages.

Priority

The Kentucky statutes and regulations establish a priority system for granting signage, based primarily on higher attendance and proximity to the interstate when there are more applicants than available space at a particular interchange.

Cost of Limited Supplemental Signs

The cost is a non-refundable \$200 application fee per signage request and \$500 per year for 10 years or cost of sign amortized over 10 years, whichever is less.

Application for Signage Contact:

[Steve Spradlin](#)

Transportation Cabinet

Division of Traffic

502-564-3020

Application for Signage

See KRS 177.076-078 and 603 KAR 4:050 for the statutes and regulations governing Limited Supplemental Guide Signs.

Post Interchange Guide Signs

Post Interchange Guide Signs program is a new experimental pilot project approved in Kentucky by the Federal Highway Administration. Tourist attractions and historic sites that have a Limited Supplemental Guide sign at their interchange on certain interstates or parkways are eligible to apply for these signs, which will be placed miles in advance of the interchange to give a motorist notice of an upcoming attraction.

Available Interchanges

Under the agreement with the Federal Highway Administration, attractions with a Limited Supplemental Guide Sign on the following interstates can apply to be listed on two Post Interchange signs in each direction from the attraction, for a total of four. Signs will be placed at approximately 10 and 20 miles from the attraction.

Parkways

Attractions on the following parkways may apply to be listed on one Post Interchange Guide sign in each direction; within ten miles of the attraction's interchange.

Wendell H. Ford WK Parkway

Hal Rogers Parkway

Martha L. Collins Bluegrass Parkway

Natcher Parkway

Mountain Parkway

Cumberland Parkway

Pennyrile Parkway

Purchase Parkway

Audubon Parkway

New Circle Road

Wendell Ford (Owensboro) Bypass

Control Sites

One of the requirements of the state's agreement with the Federal Highway Administration is that the following urban interstate loops be considered "control sites" that will not participate in the Post Interchange Guide Sign experimental program. These control sites are:

I-264 , I-265, I-275, I-471

Post Interchange Guide Signs are modeled after advance signs for cities. Up to three attractions may be listed on each guide sign. Across from the name of the attraction will either be mileage to the attraction's interchange or the exit number.

Cost/Financial Assistance

The cost of Post Interchange Guide Signs will be the responsibility of the applicant.

Contact:
Steve Spradlin
Transportation Cabinet
Division of Traffic
502-564-3020

Logos

Gas, food, lodging and camping are the four logo groups that have been eligible for years to have their logo placed on blue background panels on interstates and parkways. A few years ago Kentucky was given permission by the Federal Highway Administration to allow a "fifth legend" logo for tourist activities.

There is an annual fee for these logos. A private company, Kentucky Logo, Inc., has a contract with the Kentucky Transportation Cabinet to install and maintain logo signs. Financial assistance is available to assist public, non-profit attractions with 50% of the cost to participate in the Fifth Legend logo program.

For more information or to request an application, contact Kentucky Logo, Inc., at (502) 227-0802. The state regulations for the logo program, 603 KAR 4:035, provides additional information and criteria to qualify for a logo.

Cultural and Recreational Supplemental Guide Signs

This is a signage program for intersections on state routes and city streets. A public or private cultural, historical, recreational, agricultural, educational or entertainment activity or attraction of interest to the traveling public are eligible to be listed on these signs. Communities are required to develop a community-wide signage program.

Criteria to Qualify

Be open a minimum of eight hours a day, five days a week, one of which is a weekend;
Be within 15 miles of the intersection;
If an historic site, be listed on or have made application to be listed on the "National Register of Historic Places"; and
Be either an annual or seasonal activity.

Signage Design

Signs have white lettering on a brown background panel;
Shape and size of sign is set by regulation;
There may be up to four attractions listed on each panel;
Community logo is permitted on top of panel.

Application Process

Requests for approval to place these signs are to be submitted by city, county or other official local authority or body, such as a tourism commission, to the Permits Branch in the Kentucky Transportation Cabinet.
Tourism Commissions or other local authorities are required to review their signage needs on a community-wide basis before submitting an application.

Cost of Signage

The Department of Tourism has funds available to pay up to 50% of signage costs. Funds are limited and cannot be guaranteed once the funds are exhausted.

Contact:

Steve Spradlin
Transportation Cabinet
Division of Traffic
502-564-3020

Tourist Oriented Directional Signs

TODS are the official guide signs posted at intersections on state roads for gas, food, lodging, camping areas and tourist activities. These are blue signs under the heading of "Tourist Activities". The program is administered by a private company, Kentucky Logo, Inc., under contract to the Kentucky Transportation Cabinet. Participants are required to pay for cost to manufacture their sign and an annual fee to Kentucky Logo, Inc.

Financial assistance is available to public, non-profit tourist activities for 50% of the cost of these signs. For more information on the signage program or to request an application, contact Kentucky Logo Inc., at (502) 227-0802.

The state regulations for TODS can be found at 603 KAR 4:040.

**COLORADO HERITAGE TOURISM
DATABASE & QUALITY STANDARDS
2008 DRAFT**

COLORADO HERITAGE TOURISM DATABASE

The Colorado heritage tourism database allows managers at individual heritage and cultural sites in Colorado’s heritage tourism pilot regions to use a password-protected website to enter their own information about their heritage and cultural attractions as a “local administrator.” The database, which is overseen by designated administrators at both the regional and state level, will serve a variety of tourism marketing and tourism development purposes including:

- Providing a comprehensive database of heritage and cultural attractions for use in websites, printed marketing materials, and other promotional efforts;
- Providing a searchable tool that can be used to develop itineraries or other heritage tourism products;
- Providing industry contact information to better connect Colorado’s heritage tourism network;
- Drawing from the database to designate a subset of qualifying heritage attractions and cultural attractions based on specific criteria
- Identifying tourism development needs to allow for strategic targeted assistance.

The database includes both heritage and cultural attractions in Colorado that are open to visitors. At present, the database only includes heritage and cultural attractions in the four heritage tourism pilot regions: Southeast Colorado, San Luis Valley, Park County and the Southwest. Through the development of this database, the CTO plans to provide an honest and accurate representation of heritage and cultural attractions in Colorado with listings based on merit rather than their ability to pay-to-play. We are especially grateful to the funders who are supporting this pilot effort and are making it possible for sites to participate based on quality standards rather than advertising fees. These funders include the State Historical Fund, the Colorado Council on the Arts and the Colorado Tourism Office.

QUALITY STANDARDS

Heritage attractions will be evaluated based on five criteria (significance, authenticity, interpretation, protection and accessibility). Heritage sites can qualify either by meeting the “minimum standards,” which are designed to be fairly inclusive, or by meeting the “preferred standards,” which are intentionally designed to set a very high bar for inclusion. While it is anticipated that every county will have heritage sites that meet the minimum standards, not every county—in fact, not every region—will necessarily have any sites meeting the preferred standards at this point in time. In addition, heritage sites can also be considered for a “special interest” category for experiences that may require additional planning or effort on the part of travelers and thus might not meet the standards of accessibility or interpretation, but may offer some of the most authentic experiences in Colorado. Heritage attractions will go through a 3-stage review including a heritage panel review meeting, an on-site assessment, and a final approval by the Colorado Heritage

Tourism Committee. Heritage sites that do not meet the quality standards can still be considered as a heritage “point-of-interest.”

Cultural attractions will be evaluated based on whether or not they used a professional juried process for visual arts or a professional audition process for performing arts in order to meet the minimum cultural standards. Cultural attractions will go through a 2-stage review with a cultural panel review meeting and final approval by the Colorado Heritage Tourism Committee. Cultural attractions that do not meet the quality standards can still be considered as a cultural “point-of-interest.”

A detailed description of the five criteria used to evaluate heritage attractions and what it means for cultural attractions to be “juried” or “auditioned” follows on the next page. We recognize that filling out the data entry form represents a contribution of your time, and we greatly appreciate your assistance with this project.

Sincerely,

Laura Libby, Colorado Tourism Office
Mark Wolfe, Colorado Historical Society
Elaine Mariner, Colorado Council on the Arts

Colorado Heritage Sites Evaluation Criteria

1) Significance

Significance is the unique historical or cultural importance of a place, event, or collection to Colorado's communities, the State as a whole, or the Nation (or nations).

2) Authenticity

Authenticity is what enables a place, event or collection to illustrate for visitors the original and genuine aspects of its past in a meaningful and credible way.

3) Interpretation

Interpretation is the way the story of a site, collection or landscape is told to visitors. Interpretation is a collection of media (signs, brochures, exhibits, videos, audio tours, educational programs, walking tours, driving tours, etc.) and people (tour guides, living history performers, teachers, etc.).

4) Protection

Protection is the degree to which a historic site or cultural landscape is sheltered or safe guarded from potential changes including those imposed by visitors themselves that might detract from or destroy the original historic character of that site or landscape.

5) Accessibility

Accessibility is the ease with which a site or event can be used, seen or experienced by travelers. This includes being easy to find through signage, having regular hours of operation, offering visitor services such as parking or restrooms, and ensuring that visitors of all ages and abilities can experience the site.

Cultural Sites Evaluation Criteria

1) Juried (visual arts)

A juried visual arts show or exhibit is one that is promoted to the public and has been reviewed by a qualified professional who alone or with others has determined the relative merit of works for inclusion in a specific exhibit. A qualified professional is an individual who has either received an advanced degree in the visual arts or who has experience in the visual arts that is comparable to an advanced degree.

2) **Auditioned (performing arts)**

An auditioned performance is one which is promoted to the public and has been subjected to a trial performance which takes place before a qualified professional(s) who appraise an entertainer's merits. A qualified professional is an individual who has either received an advanced degree in the performing arts or who has experience in the performing arts that is comparable to an advanced degree.

Types of Heritage Attractions

Archaeological site: A place where a study of prehistoric and historic cultures is made through excavation and the analysis of physical remains. Locations should be publicly accessible and interpreted. Publicizing of the site's location should not pose an unreasonable threat to artifacts or to the overall integrity of the site.

Historic structure/site: Buildings or locations that are publicly accessible and interpreted for the public. The buildings or locations should be at least 50 years old and/or very significant and/or essentially unchanged or restored. Sites may be significant because of their architecture or because of historic events which took place at the site. Historic structures/sites should preferably be standing in their original location.

Historic District: A section of a downtown or neighborhood which contains multiple historic structures. Although a critical number of historical buildings are required, other buildings may be interspersed. Historic districts can be listed on the National Register of Historic Places or on the state or local register. Historic districts can also be eligible for listing on the local, state or national register of historic places. Districts should be interpreted through a walking tour, driving tour or interpretive signage.

Cultural Landscape: A place that has acquired heritage value over time through the actions of many persons; that has spiritual meaning, that serves as inspirations for art or literature; or that has been developed under design principles in a recognized style at a specific time (adapted from the 1992 *World Heritage Operational Guidelines*). A natural area can be considered a cultural landscape where tangible evidence of human habitation or use has impacted the landscape as described above.

Interpretive center: A publicly accessible institution that provides accurate and engaging information about historic and/or archeological sites, which provide exhibits, a research library/archives, or interactive educational programs

Heritage Museum: An educational institution open regularly to the public for viewing artifacts from specific aspects of Colorado or United States history.

Heritage events/festivals: A regularly scheduled event that reflects Colorado's heritage, ideally involving individuals sharing time-honored traditions. This can include a long-standing community event or an event specifically designed to celebrate an authentic aspect of heritage.

Types of Cultural Attractions

Art Gallery: A location open regular hours that displays and/or sells high-quality artwork.

Art Museum: A publicly accessible educational institution open regular hours that offers professionally curated art exhibits. Art museums should have a clearly articulated mission to acquire, conserve and maintain art exhibits.

Art Center: A community based facility that presents visual arts exhibits and/or performing arts productions for the general public.

Art Fair/Festival: A seasonal or annual event which focuses on either the visual or performing arts. Art fairs or festivals offer exhibitions or performances that are open to the public.

Live Music Venue: A facility that offers high quality live music performances for the public on a regular basis.

Theater: A place that offers high-quality live performances for the public on a regular basis.

HERITAGE STANDARDS REVIEW

Heritage attractions can be evaluated to determine if they meet either “minimum” or “preferred” Colorado heritage tourism standards as described below. Additionally, sites that might not meet all of the minimum or preferred standards for accessibility and interpretation can be considered as a potential heritage “special interest” experience if they meet or exceed other standards.

The review for heritage attractions will include a panel review of the information provided in the database, an on-site review, and final approval by the Colorado Heritage Tourism Committee. Cultural attractions are evaluated through a separate process. Working farms/ranches and natural attractions are included in the heritage tourism database but are not evaluated at this time. As categories in the database are expanded over time, categories such as this may be added as additional evaluation opportunities.

Minimum Standards

Sites that meet the minimum standards in each of the review categories of significance, authenticity, interpretation, quality, protection and accessibility as described below. The designation can apply to the entire site, or to a portion of the site (e.g. the collections at a site).

Preferred Standards

Sites that provide an in-depth visitor experience that meets and exceeds all the minimum standards of significance, authenticity, interpretation, quality, protection and accessibility as described below *and* meet or exceed the preferred standards in at least 4 of the 5 review categories (must meet preferred standards for significance and authenticity).

Special Interest Designation

To be considered as a designated heritage or cultural “*Special Interest*” experience, sites must meet either the minimum or preferred standards for significance, authenticity and protection. Sites may require the visitor to bring interpretive information with them and/or may require advance planning, skills, or equipment that prevent the site from meeting the minimum or preferred standards of accessibility or interpretation. *Special Interest* experiences may be a little harder to get

to or a little rough around the edges, but are well worth the extra effort. Specific considerations for these experiences should be clearly described under “Travel Tips.”

NOTE: Heritage attractions that do not meet the criteria for minimum, preferred or special interest may still be considered as a “point-of-interest” attraction. A point-of-interest includes attractions or sites that are not staffed and do not offer visitor services, but may have an interpretive sign or exhibit placed nearby so visitors can learn more about the significance of the site as well as sites that do not meet the criteria for the above designation levels. For example, sites that can only be viewed from the outside that are not open to the public would be considered a “point-of-interest” site.

Five Review Criteria for Colorado Heritage Sites

1) Significance: Significance is the unique historical or cultural importance of a place, event, or collection to Colorado’s communities, the State as a whole, or the Nation (or nations).

Minimum Standards

The place, event, or collection is representative of an important era(s) of local and/or Colorado history or an important element of Colorado culture
The place, event, or collection played a role in the development of that locale or the state as a whole

Preferred Standards

The place, event, or collection provides a unique example of an important era(s) of Colorado, United States or global history or an exceptional element of national or international culture; and/or:
The place, event, or collection is associated with a person(s) who shaped national or international history

2) Authenticity: Authenticity is what enables a place, event or collection to illustrate for visitors the original or genuine aspects of its past in a meaningful and credible way.

Minimum Standards

The LOCATION of the place, event, or collection retains recognizable original features that reflect the significance of that place, event or collection.

The INTEGRITY of the place, event, or collection is evident; while some adaptation may have occurred over time, design, workmanship, materials, and/or cultural traditions have been maintained.

For example, the collections policies at museums should address authenticity. Heritage events and festivals should be true to the period of significance they are representing.

Historic buildings that have been relocated may be considered for the minimum standard when it is clearly indicated to visitors that the buildings are not in their original location or context. While today’s preservation philosophy is that it is preferable to keep a historic building in its original location unless there is no other alternative, these standards recognize that there was a time in the past when relocating buildings to more accessible locations was considered to be a more acceptable preservation practice.

Preferred Standards

The place, event, or collection is (or takes place) in its original LOCATION. The SETTING provides an historical context recognizable and congruent with its period of significance.

For example, museum collections must be representative of the authentic heritage of the area. Historic and archeological sites must still be in their original location.

The INTEGRITY of the place, event, or collection is evident. The dominant majority of physical materials, design features, aspects of construction, and/or traditional elements dating from the period of significance are present.

For example, historic buildings must either have preserved original features and materials or must have replaced missing architectural elements with materials and workmanship that is true to the original design. Museums must include original artifacts that comprise collections relevant to national or international history and reproductions must be clearly labeled or identified. Reconstructions may be considered for “preferred” status when the reconstruction is an accurate replica of the original based on scholarly research and other tangible evidence, and if the site is clearly identified as a reconstruction. Reconstructions must reflect the interpretive and preservation philosophies of the time in which they were reconstructed (specifically, while reconstructions are considered less appropriate today, prior to 1980 they were considered to be an acceptable way to provide an engaging visitor experience for very significant sites that had been lost).

3) Interpretation: Interpretation is the way the story of a site, collection or landscape is told to visitors. Interpretation is a collection of media (signs, brochures, exhibits, videos, audio tours walking tours, driving tours, etc.) and people (tour guides, living history performers, teachers, etc.)

Minimum Standards

Site must tell their story to visitors by providing accurate information based on sound research about the significance of the site to Colorado’s heritage. The interpretation at the site must go beyond an interpretive sign outside the site and/or inclusion as part of a guided or self-guided walking tour.

Preferred Standards

Site must tell their story to visitors on-site in a variety of ways to meet the needs and interests of different kinds of visitors (e.g. tours, signage, printed materials, exhibits, performances, media, etc.)

Interpretation must offer options to accommodate visitors with special needs (e.g. ADA accessibility or audio visual “virtual tours” as an alternative way to view inaccessible exhibits, interpretation offered in other languages)

Interpretation must be culturally sensitive.

Interpretation must provide an engaging and compelling experience for visitors.

4) Protection: Protection is the degree to which a historic site or cultural landscape is sheltered or safe guarded from potential changes that might detract or destroy the original historic character of that site or landscape.

Minimum Standards

Public access to the site should not pose an unreasonable threat to the safety of either the site, collections at the site, or the visitor.

Preferred Standards

Sites should be formally protected (e.g. through a local historic district, easements, etc.)

Museum collections should provide for the proper curatorial care of artifacts within the collection. There should be a written acquisition policy and clear guidelines for deaccessioning.

A preservation or conservation ethic should be incorporated into interpretive and promotional materials for the site or landscape.

Archeological sites must have taken appropriate measures to ensure the stabilization of the site.

5) Accessibility: Accessibility is the ease with which a site or event can be used, seen or experienced by travelers.

Minimum Standards

Site should be promoted to the public as a tourism attraction through brochures and/or a website

Site must be well marked with on-site signage.

Site must be open to the public and/or have regular, established hours (minimum of 8 hours a month in season that are posted on site and published in promotional materials. Hours should preferably be on weekends and/or when visitors are most likely to visit).

Preferred Standards

Site should offer an in-depth visitor experience that reflects one or more of the most significant aspects of Colorado history.

Site should be open or accessible at least 32 hours a week during times when visitors are most likely to visit including at least one and preferably both weekend days. Seasonal access is permissible.

Hours must be clearly posted on site and published in promotional materials

Signage provides clear direction to the site from major roadways.

Site should meet the basic needs of visitors including providing public restrooms, parking and drinking fountains.

Site should be accessible for visitors with special needs, including ADA accessibility

Site should be actively promoted as a tourism attraction and should maintain relationships with the local media to keep the public informed about activities at the site.

Heritage Tourism Site Standards

When developing heritage tourism attractions, the Texas Historical Commission encourages sites to comply with the following standards. The required standards represent the minimum foundation for a heritage tourism site. The preferred standards are what every site should strive to achieve.

REQUIRED

- **Site is open to the public and maintains regular hours.**
- **Site is safe and poses no threat to visitors.**
- **Site is vital in representing the heritage/culture of the region.**
- **Promotion of the site preserves and protects the resource.**
- **Site has on-site signage.**
- **Site provides adequate interpretation to enhance the visit.**

PREFERRED

PRESERVATION

- If a site consists of a historic structure, every effort should be made to accurately restore the structure.
- Properly preserve and protect artifacts.
- Site/exhibits are authentic, and reproductions are labeled as such.

PRESENTATION

Site provides the following amenities:

- Adequate parking
- Public restrooms
- ADA accessibility (If full accessibility is not possible, alternative methods of viewing are available for inaccessible areas (i.e. videos, photographs, brochure, etc.)
- Directional signage
- Site has interpretation that tells the story of the site, its exhibits and the building its in (when appropriate).

PROMOTION

- Site promotes itself as a tourism attraction.
- Site maintains a relationship with local media to keep the public informed.
- Site markets itself through brochures, web site, promotional signage, etc.

PARTNERSHIP

- Site works with local, regional and statewide tourism and preservation organizations to take advantage of opportunities and increase awareness of the importance of heritage to a community.

Financial resources to provide funding for heritage tourism and historic sites

igive.com.

Igive.com was started in 1997 as the first Internet shopping mall designed to raise funds for charitable organizations and activities. A percentage of sales are donated to registered organizations from consumers who make purchases through the igive.com portal. Over 700 merchants can be accessed through igive.com including Lands End, Staples, J.C. Penney, Nordstrom, Office Depot, eBay, QVC and others. Donation rates ranges from 2% to 13% with the average in the 2-4% range. More than 47,000 organizations are currently registered through igive.com. Since its founding, the Web site has generated more than \$4.2 million in charitable donations.

To participate in igive.com:

- Register an organization on the igive.com Web site. As part of the New Jersey Heritage Tourism Plan, this might be done through New Jersey History Advocates or another appropriate organization.
- Promote the igive.com Web site to New Jersey residents through multiple venues including media, websites, mailing lists, etc. Encourage residents to register on igive.com and designate New Jersey’s historic sites as the beneficiary.
- Send reminders out regularly to remind residents to use the igive.com portal whenever they are shopping online.
- Donations will be tracked by igive.com with checks issued monthly to the managing organization.

Goodsearch.com and GoodShop.com

Goodsearch.com was started in 2005 as a search engine portal to raise funds for nonprofits. The company expanded to include GoodShop in 2007 – the same model as igive.com. Users of the Goodsearch homepage choose a charitable cause to support. When they use the Goodsearch portal, a donation is generated for the selected cause. The site donates 50% of revenue generated from advertisers with nonprofit organizations and schools. The Goodsearch website provides examples of funds that can be generated in a year through use of the search engine:

Charity or School Size	Number of Supporters	Average Searches Per Day	Estimated Revenue/Year
Small	100	2	\$730
Medium	1,000	2	\$7,300
Large	10,000	2	\$73,000

In 2007, Goodsearch added GoodShop. Partner merchants donate approximately 3% of the total sale to the selected charity. The Goodsearch Web site provides an estimate of how much an organization can earn:

Charity or School Size	Number of Supporters	Average Amount Purchased/Year	Percentage Donated	Estimated Donation/Year
Small	100	\$500	3%	\$1,500
Medium	1,000	\$500	3%	\$15,000
Large	10,000	\$500	3%	\$150,000

To participate in Goodsearch or Goodshop:

- Register by following the “Add a New Charity” link on goodsearch.com and follow the instructions.
- Organizations must be registered nonprofits. Nonprofit status will be verified before organizations are listed on the site.
- Promote Goodsearch and Goodshop to New Jersey residents through multiple venues including media, websites, mailing lists, etc. Encourage residents to register and designate New Jersey’s historic sites as the beneficiary. (The Goodsearch website has numerous ideas on how to spread the word: <http://www.goodsearch.com/GetInvolved.aspx>)
- Send reminders out regularly to remind residents to use the Goodsearch and Goodshop portals whenever they are searching or shopping online.
- Donations will be tracked by Goodsearch with checks issued once a year in December to the managing organization.

Who has raised money through GoodSearch?

More than 87,000 organizations are raising money through this internet service. Some of the groups who have raised money are:

- ASPCA has earned \$31,000
- Best Friends Animal Society has earned \$13,200
- Children's Tumor Foundation has earned \$3,800
- Cystic Fibrosis Foundation has earned \$13,000
- Delaware Technical and Community College has earned \$8,800
- Elephant Sanctuary has earned \$11,700
- Families of Spinal Muscular Atrophy has earned \$5,200
- Penn State U. Dance Marathon has earned \$6,200
- Save Darfur has earned \$10,800
- St. Jude Children's Research Hospital has earned \$11,200
- WMNF Community Radio has earned \$2,000
- World Wildlife Fund as earned \$5,300

Federal Funding Sources

Preserve America

<http://www.preserveamerica.gov/>

Preserve America is a federal program designed to support local efforts to preserve, interpret and promote the nation's heritage and revitalize communities. One component of the initiative is a matching grant program available to Preserve America designated communities to support preservation planning, education and heritage tourism. Grants require a dollar-for-dollar match, and grant awards range from \$15,000-250,000.

Three communities in New Jersey have applied for and received Preserve America designation – Newton, Wall Township and Woodbridge Township. No Preserve America grants have been awarded in New Jersey to date.

Applications for designation are accepted four times each year. Communities must have Preserve America designation in order to apply for a grant. In February 2010, the grant program was eliminated in the proposed federal budget, although efforts are under way to reinstate the funding.

Save America's Treasures

www.nps.gov/history/hps/treasures

Since 1999, Save America's Treasures (SAT) has provided over \$265 million for preservation projects throughout the country. Grants are funded by the Federal Historic Preservation Fund and administered by the National Park Service (NPS) in cooperation with the National Endowment for the Arts. Grants for historic property projects range from \$250,000 to \$1 million and require a dollar-for-dollar non Federal match. Projects must be nationally significant and be threatened, endangered or in urgent need.

SAT funding can also be obtained by congressional "ear mark." Though this practice has come under fire in recent years, there is a provision for legislators to direct funds to historic projects in their districts as part of the budget process, circumventing the grant process entirely.

Eligible applicants are 501 (c) (3) organizations, units of state or local government, and federally recognized Indian tribes.

Some New Jersey properties that have received funding from this program include:

- Hangar No. 1, Naval Air Station Wildwood
- The Factory Building at Speedwell Village, Morris County Park Commission
- Woodrow Wilson Hall, Monmouth University
- Nicholson House
- Henry Phillips Farmhouse
- Church of the Presidents
- Craftsman Farms
- Laundry and Hospital Outbuilding, Ellis Island, Statue of Liberty National Memorial
- Ferry Building, Ellis Island, Statue of Liberty National Memorial

As of February 2010, this grant program has been eliminated in the proposed federal budget. Efforts are under way to reinstate this funding.

Federal Rehabilitation Tax Credits

<http://www.state.nj.us/dep/hpo/3preserve/itc.htm>

Federal law allows for a 20% credit for the rehabilitation of a historic, income producing property. Properties must be listed or eligible for listing on the National Register, rehabilitation must follow the Secretary of the Interior's Standards for Rehabilitation, and owners must spend a threshold amount equal to the building's adjusted basis. Tax credits, of course, are only valuable to entities that have a federal tax liability which excludes non profits and units of government. However, larger projects can attract the interest of private sector partners who may be interested in syndicating tax credits and "buying" the credits at a discount from the property owner and providing equity in exchange for credits. Administration of the tax credit project in New Jersey is handled by the New Jersey Historic Preservation Office. The federal tax code also allows for a 10% tax credit for the rehabilitation of non historic buildings built before 1936 which need not comply with the Secretary of the Interior's Standards for Rehabilitation.

New Jersey State Tax Credit - The New Jersey's historic preservation advocates have advocated for many years for a state tax credit to further entice developers to develop income-producing historic properties. Legislation has been introduced and received bi-partisan support over the years but has not moved forward. A state tax credit would encourage communities to develop design guidelines for historic district and to improve the quality of privately owned properties. Currently 29 states offer some form of state level rehabilitation tax credits.

Transportation Enhancements Funding and Transit Enhancements

Funding

<http://www.enhancements.org/>

<http://www.state.nj.us/transportation/business/localaid/enhancements.shtm>

<http://www.fhwa.dot.gov/safetealu/factsheets/transenh.htm>

The Federal Safe, Accountable, Flexible, Efficient Transportation Equity Act (SAFETEA-LU) provides federal funding for surface transportation development. Ten percent of Federal Surface Transportation Program funds are set aside for 12 categories of “enhancements,” one of which is historic preservation. These preservation projects must have a nexus to surface transportation. New Jersey’s Department of Transportation makes the decision of how and whether to administer the funds. Additionally, recipients of Federal mass transit funding in urbanized areas with a population of over 200,000 must expend one percent of their funding for enhancements (part of the Urbanized Area Formula Program of the Federal Transit Administration) and must relate physically or functionally to transit facilities.

National Wildlife Refuge System “Preserve America” Grant Program

<http://www.nfwf.org/AM/Template.cfm?Section=Search&template=/CM/HTMLDisplay.cfm&ContentID=12047>

Non profits in partnership with National Wildlife Refuges (Eligible sites in New Jersey are Cape May National Wildlife Refuge, Supawna Meadows National Wildlife Refuge, Edwin B. Forsythe National Wildlife Refuge, Great Swamp National Wildlife Refuge, Walkill River National Wildlife Refuge) can apply for grants through the Fish and Wildlife Service. Eligible projects include renovation, restoration or conservation of historic structures and buildings if that will directly contribute to an enhanced visitor experience through educational interpretive or other visitor programs.

National Scenic Byways Grants

www.byways.org

The National Scenic Byways Discretionary Grants program provides funding for byway-related projects each year, as part of the Federal Highway Administrations Discretionary Grants Program. Projects to support and enhance National Scenic Byways, All-American Roads and State-designated byways are eligible. Applications are prepared online but submitted through the State’s byway program agency.

Since 2002, New Jersey projects have received a total of over \$3.5 million from this program.

American Battlefield Protection Program

The American Battlefield Protection Program (ABPP) is a program within the National Park Service that “promotes the preservation of significant historic battlefields associated with wars on American soil.” It manages the American Battlefield Protection Program grants. ABPP grants have funded projects involving more than 100 battlefields in 41 states and territories since 1990. Grant amounts have ranged from \$5,000-\$80,000. A match is not required.

In New Jersey, the Branchberg Historical Society has received two grants, totaling \$16,750, to conduct back ground research and archaeological investigation and write a National Register nomination for the Battle of Two Bridges Battlefield. The New Jersey Department of Environmental Protection was awarded \$8,800 and the Princeton Battlefield Area Preservation Society \$30,534 to develop a GIS-based virtual map of Princeton Battlefield. The **Metuchen-Edison Historical Society** received \$31,523 investigate and document Short Hills and prepare a National Register nomination.

State Funding Sources

The Garden State Historic Preservation Trust Fund, The Emergency Grant and Loan Program (*supported by private monies which has now been put on hold due to a lack of private, outside funding*) and the Green Acres (referendum, bond support) programs outlined below are not part of the State of New Jersey's annual budget appropriation and have historically been funded through a referendum. In November 2009, the voters approved a ballot referendum for \$400 million to fund open space, farmland and historic preservation. From this \$12 million would be allocated to the New Jersey Historic Trust to continue the matching grant program.

The New Jersey Historic Trust

<http://www.state.nj.us/dca/njht/programs/>

The **Garden State Historic Preservation Trust Fund** is a matching grant program which can fund capital projects for stabilization, repair and restoration and rehabilitation of historic properties through Capital Preservation Grants. Grant amounts in two levels can range from \$5,000-\$750,000. The **Emergency Grant and Loan Program** provides small grants and loans to units of local governments and non profits for emergency stabilization of a property listed on or eligible for listing on the New Jersey or National Registers. A dollar for dollar match is required for grants (and encouraged for loans). The emergency grant program has been suspended for while new funding sources are being developed. The **Cultural Trust Capital Preservation Grant Program** provides capital funding for preservation projects for historic properties owned by organizations with a history or humanities mission. Applicants must be qualified by the New Jersey Cultural Trust in order to be eligible. The Cultural Trust also funds sustainability grants recommended by the NJ Historical Commission.

New Jersey Department of Environmental Protection Green Acres Program

<http://www.state.nj.us/dep/greenacres/preservation.htm>

Funded through the sale of bonds, this program purchases open space for agencies of state, county and municipal government as well as non-profits. Green Acres has traditionally assisted local governments with park development projects through grants and low interest loans. Many historic sites have been saved because of this source of funding.

Local Funding Sources

Community Foundations can also be a source of funding for projects. In addition to the New Jersey Community Foundation (www.cfnj.org/) which serves the entire state, the Bread and Roses Community Fund (www.breadrosesfund.org) serves *Camden County, New Jersey*; *The Princeton Area Community Foundation* (www.pacf.org) serves the *Princeton region*; *the Summit Area Public Foundation* serves the *Summit area*; and *the Westfield Foundation* serves *Westfield*. While these foundations' general funds may not make grants for preservation or capital expenditures, they may manage smaller donor directed funds that are available for preservation projects.

Private Funding Sources

Private sources of funding are generally corporations, individuals or private foundations. The Foundation Center is a non-profit that supports organized philanthropy providing services and data to both grantor and grant seekers. As part of that service, it assembles information on private granting organizations across the nation. This data can be accessed for a fee on their website.

<http://www.foundationcenter.org> or through its collaborating collections. Those collections in New Jersey are:

FREE PUBLIC LIBRARY OF ELIZABETH

11 S. Broad St.
Elizabeth, NJ 07202
(908) 354-6060

UNITED WAY OF ATLANTIC COUNTY

4 E. Jimmie Leeds Rd., Ste. 10
Galloway, NJ 08205
(609) 404-4483

PISCATAWAY PUBLIC LIBRARY

John F. Kennedy Branch
500 Hoes Lane
Piscataway, NJ 08854
(732) 463-1633

COUNTY COLLEGE OF MORRIS

Learning Resource Center
214 Center Grove Rd.
Randolph, NJ 07869
(973) 328-5296

NEW JERSEY STATE LIBRARY

Funding Information Center
185 W. State St.
Trenton, NJ 08625
(609) 278-2640

CUMBERLAND COUNTY COLLEGE

Center for Leadership, Community and Neighborhood Development
3322 College Dr.
Vineland, NJ 08360
(856) 691-8600

WARREN COUNTY COMMUNITY COLLEGE

475 Route 57W
Washington, NJ 07882
(908) 835-9222

The Foundation Center's Directory for foundations that accept applications for capital historic preservation projects in New Jersey includes:

1772 Foundation
P.O. Box 112
Pomfret Center, CT 06259-0112
(860) 928-1772
Contact: Mary Anthony
maryanthony@1772foundation.org
www.1772foundation.org

Blauvelt Demerest Foundation, Inc.
P.O. Box 443
Bedminster, NJ 07921-0443
Contact: James L. Bellis
Blauvelt@msn.com

Georgia-Pacific Foundation
133 Peachtree Street, N.E. 39th floor
Atlanta, Georgia 30303-1808
(404) 749-2754
Contact: Curley M. Dossman, Jr
www.gp.com/gpfoundation/index.html

E. J. Grassmann Trust
P.O. Box 4470
Warren, New Jersey 07059-0470
(908) 753-2440
Contact: William V. Engel

The Huisking Foundation, Inc
291 Peddlers Road
Guilford, CT 06437-2324
(203) 453-2176
Contact: Frank R. Huisking
wwh@huiskingfoundation.org
www.huiskingfoundation.org

F.M. Kirby Foundation, Inc
17 DeHart Street
P.O. Box 151
Morristown, New Jersey 07963-0151
(973) 538-4800
Contact: S. Dillard Kirby
www.foundationcenter.org/grantmaker/kirby

The Leavens Foundation, Inc
P.O. Box 673
LongValley, New Jersey 07853-0673
(908) 876-1355
Contact William B. Leavens, III
leavensfoundation@gmail.com

The Nordso Corporation Foundation
28601 Clemens Road
Westlake, Ohio 44145-1119
Contact: Cecilia H. Render
crender@nordson.com
www.nordson.com/Corporate/Community?Foundation

The William Penn Foundation
2 Logan Square, 11th Floor
100 N. 18th Street
Philadelphia, PA 19103-2757
(215) 988-1830
contact: Feather O'Connor Houston
moreinfo@williampennfoundation.org
www.williampennfoundation.org

The Westfield Foundation
301 North Avenue W.
P.O. Box 2295
Westfield, NJ 07091
(908) 233-9787
Contact: Elizabeth B. Chance
foundation@westfieldnj.com
www.westfieldnj.com/wf

Other Resources for Funding Information

Online Directories

The Chronicle of Philanthropy

1255 23rd St. NW, Suite 100
Washington, D.C. 20037
Phone: 466-1200
Email: help@philanthropy.com
Website: <http://philanthropy.com/giving>

The Chronicle of Philanthropy offers an online grant directory at <http://philanthropy.com/grants/> by subscription.

The Grantsmanship Center

PO Box 17220
Los Angeles, CA 90017
Phone (213) 482-9860
Fax: (213) 482-9863
Email: info@tgc.com
Website: www.tgc.com

The Grantsmanship Center maintains a database of grant opportunities that can be searched by subscription.

Build a Strong Network of Historic Sites

Coordination and Networking Case Study: Nashville Attractions Coalition

For almost 20 years, the attractions in Nashville, Tennessee depended upon the presence of Opryland Theme Park to bring two million visitors to the city each year. Opryland U.S.A. (which operated the theme park, Opryland Hotel and Convention Center and the Grand Ole Opry) and the Nashville Convention and Visitors Bureau worked together to develop the city's marketing plan, each putting in half of the funds for promotion and advertising.

During these years, the attractions were loosely organized into an attractions coalition, meeting once a month for lunch and to share information on activities at various sites. Many of the city's attractions are nonprofits with small budget, and therefore they relied on this arrangement to attract visitors to the city, hoping that some of them would find the way to their attraction.

In 1997, everything changed. Opryland officials announced they were closing the theme park to build Opry Mills, an entertainment-oriented shopping mall, which would not open for several years. In the words of one CVB executive, the decision "devastated" Nashville's tourism industry.

Prior to the announcement, however, attractions representatives had begun to talk about the need to work together. Marketing directors at The Hermitage, Home of President Andrew Jackson, and the Country Music Hall of Fame and Museum took the lead in organizing the Nashville Attractions Coalition. A 501C3 was established, and bylaws were developed. Officers were elected, and the CVB was asked to appoint a staff person as an ex officio member of the board. Membership dues were set at \$150 for everyone for the first two years – eventually membership dues categories were developed based on the attraction's budget. Membership dues were used for administrative costs and for marketing programs that the membership voted to approve. In establishing criteria for membership, the definition of "attraction" was broadly defined to include:

- Historic Homes
- Museums
- Cultural Events
- Festivals
- Neighborhoods
- Entertainment Venues
- Sports
- Shopping Facilities
- Outdoor Recreation
- Themed Restaurants

- Amusement Parks

Next, a critical question was answered: Why partner with the “competition”? Answering this question brought the realization that perceiving other attractions as competition was detrimental to everyone’s success. Among the answers that were identified for the question “Why partner” were:

- To save money by combining resources
- To make money by increasing attendance
- To expand the visitor experience
- To increase the length of stay in the city

In addition to the attractions membership category, two other membership categories were developed – Associate and Allied. The Associate category included other members of the tourism industry such as restaurants, B&Bs or hotels. The Allied category was for tourism industry providers such as printers or companies that made souvenirs. A dues structure was also set in each of these categories.

Dues-paying attractions were the only membership category which had voting privileges – thereby making the coalition focused on attractions and their needs, and not replicating the services already provided by the CVB. Almost every attraction in Nashville joined, along with numerous Associate and Allied members.

The next step was to develop a work plan that would focus on marketing Nashville’s attractions to target audiences. Some of the programs were already developed by the CVB and required the Coalition to organize its members to participate and benefit from the programs. Still other programs were developed by the Coalition to supplement what the CVB was doing and to stretch the attractions’ marketing dollars as far as possible. Some of the programs were paid for through the Coalition’s membership budget, while others were available on a “buy in” basis so that members could pick and choose the programs that would be most beneficial for their attraction.

Among the programs developed and implemented in the first few years were:

- **Promotional Display** – NAC members voted to use some of the membership funds to purchase a pop-up display booth. The booth had a backing that allowed for images and text to be attached with Velcro so that the design could be changed as needed. Sites participating in various promotions provided images, and all of the images were reproduced in a similar manner creating a professional display that was used on sales missions, at trade shows and for other activities.
- **Sales Missions** – Trips to make calls on AAA counselors in target markets proved an effective way to raise the profile of Nashville’s attractions. Council members had the opportunity to “buy in” by helping pay the cost of a

motorcoach which traveled for a week each year to selected AAA offices. Packets carrying materials about all of the Coalition's members were presented at the AAA offices, but the attractions who had representatives on the trip had the opportunity to make presentations to AAA counselors about their attraction and upcoming events and activities. Databases of counselors were compiled and distributed to all NAC members so that they could continue to follow up with these offices.

- **Advertising Co-ops** – Many attractions were able to advertise in venues they could not have afforded on their own such as the *AAA Tour Book* and *Southeast Group Tour Manual*. An annual newspaper tabloid insert was also developed including editorial copy on all of Nashville's attractions and ads from those who chose to purchase them. This promotional insert was placed in the Sunday paper of target cities and yielded thousands of inquiries from potential visitors.
- **American Bus Association** – In 1997, the American Bus Association held its annual travel industry trade show in Nashville. NAC was able to secure booth space in the entrance-way to the exhibit hall – without having to pay the registration fee. NAC members developed a game that included a wheel that participants turned which landed on their free gift. The game attracted many tour operators to the booth where they were then given packets of information on Nashville's attractions. NAC was also able to arrange a guided tour of the exhibit hall from an ABA staff person. This allowed attractions representatives who had not participated in trade shows before to learn about how they worked and to see how they could attract motorcoaches to their attraction.
- **Tourism Week** – NAC members used National Tourism Week as an opportunity to take their promotional display to the nearest state welcome center, along with refreshments, give-aways and information about Nashville's attractions. Throughout the week NAC members staff the booth, talking with travelers and inviting them to visit Nashville attractions.
- **NAC Savings Card** – NAC membership funds were used to create a savings card which included discounts to member attractions. The CVB paid for half of the cost, allowing a larger printing and distribution of the cards.
- **Exhibit at Local Shopping Mall** – A NAC member who was the marketing director at a local shopping mall arranged for NAC to set up an exhibit booth at the mall's entrance. Exhibit panels were provided for NAC members who each created unique displays about their attractions. NAC members staffed the booth and distributed discount coupons and registered shoppers for give-aways from the attractions. This activity was an effective way to reach local residents and encourage them to visit attractions in their hometown.
- **Seasonal Press Release** - A quarterly press release was sent to target markets to inform travelers about special events, new activities and programs at the heritage sites. The information was also posted on the CVB web site. (Today, sending the press release by email would be a more cost effective strategy than incurring postage costs.)

- **Cross Training Program** – Realizing that staff and volunteers who worked at Nashville attractions could become ambassadors for other sites, NAC members decided to create an event to tell them more about the city’s attractions. A local hotel provided a banquet room, and each of the attractions set up a display and had staff available to provide information on their attraction. Invitations were sent to staff and personnel at all attractions as well as restaurants, shops and other tourist venues. Refreshments, entertainment and give-aways added a festive atmosphere to the event as guests toured the exhibit booths and collected information – and free admission passes – to the attractions.
- **Prize Packages** – Packages were created including Nashville attraction admission passes and gifts such as t-shirts or CDs that were given to nonprofits such as public television to use in fundraisers or for promotions such “Listen and Win” radio campaigns.
- **Bed and Breakfasts** – A database of Tennessee B&Bs was created and NAC sent information packets to each one in a 100-mile radius including free passes for the B&B owner to tour any attraction, discount coupons to give to B&B guests and NAC notebooks which included information about each of the attractions, directions, hours of operation, etc.
- **Visitor Research** – NAC coordinated with the CVB to develop a visitor research program that would provide information on visitor demographics, what sites they were visiting, expenditures, etc. NAC attractions provided locations to conduct the visitor surveys.
- **Educational Programs** – Recognizing that NAC members had expertise in many different areas, the monthly meeting was planned to include an educational session presented by a NAC member. Topics included “How to Work with the Media,” “How to Work with AAA,” “What is a Trade Show and How Do I Present My Attraction,” and many others.

Build a strong marketing network

Examples of Doors Open Programs

1) www.doorsopencanada.com

Heritage Canada's website provides information about the concept of Doors Open as well as resource materials for communities or regions that are planning an event. The site also includes links to Doors Open events in Canada.

2) www.essexheritage.org or www.trailsandsails.org

The Essex National Heritage Area encompasses 34 communities in Essex County, Massachusetts. The Heritage Area management entity works with numerous partners to host a Doors Open event called "Trails & Sails" the last weekend in September to showcase the area's cultural, natural and historic resources. Over 200 free events are offered among 140 of Essex County's sites. Opportunities for outdoor adventures include biking, hiking, boating and kayaking. Tours of historic homes, museums and art galleries are also offered. The event program codes activities as outdoor activities, kid-oriented, free admission, self-guided or guided.

3) www.denvergov.org/doorsopendenver

The Denver Office of Cultural Affairs and Denver Architectural Foundation organize Doors Open for Denver, Colorado. The 2008 weekend event had the theme "150 Years of Denver Architecture" with more than 80 architecturally significant buildings open. The event offered the opportunity to tour buildings that are not usually open to the public.

Participants enjoyed two options:

- Urban Adventures – The website lists sites and tour information for 12 self-guided tours on a variety of themes such as "Bicycle Tour of Central Denver," "Art Spaces," "What Was This Building?," and "Churches and Chapels."
- Expert Tours – 36 tours guided by experts included options such as "History of Denver Walking Tour," "Under the Golden Dome: The Historic State Capitol," "Denver Botanic Gardens," and "Denver After Dark."

4) www.doorsopenlowell.org

Lowell, Massachusetts has embraced Doors Open with a three-day event each year during Preservation Month (May). The goal of Doors Open in Lowell is to highlight preservation, architecture and design and to provide guided tours of historic buildings. Participating structures must be private or public buildings not normally open to the public or with traditionally limited public access or former or current commercial, industrial, civic and institutional structures. Partners include the Lowell Historic Board, Lowell National Historical Park, Lowell Heritage Partnership, City of Lowell, Cultural organizations and the Greater Merrimack Valley CVB. An additional activity is called Doors Unhinged! with a focus on local artists. A local supplier donates six-panel, pine doors to be decorated by local artists who are chosen by lottery. The doors are exhibited and auctioned with proceeds split between Doors Open and the artists.

Examples of “Tourist in Your Hometown” Events

1) Louisville, Kentucky – Hometown Tourist Month

The Arts and Cultural Attractions Council of Louisville, Kentucky coordinated special discounts, performances and door prizes at the city’s arts and cultural venues. They also hosted a kick-off event and offered participants a chance to register for a Hometown Tourist prize package.

2) Denver’s 5280 Deals

To encourage Denver area residents to take advantage of the city’s many offerings and as a play on the city’s mile-high elevation of 5,280 feet, discounts and special deals for Denver area attractions, lodging and restaurants are being offered for \$52.80.

3) Green Bay, Wisconsin – Be a Tourist in Your Hometown

The Packer Country Visitor and Convention Bureau developed a passport which sold for \$10 and gave an entire family free admission to eight of the area’s tourist attractions during one weekend in May. The passport also included coupons worth \$400 at tourist-related businesses. Passports were sold at locations throughout the county. The promotion also included prize drawings including tickets to a Green Bay Packers home game and overnight accommodations at local resorts.

4) Hobart, Indiana – Be a Tourist in Your Own Hometown

The Lake County Convention and Visitors Bureau held an expo at a local shopping center. The expo featured displays on area attractions and events to help residents plan activities in their own towns.

Examples of Heritage Education Programs

1) **Silos and Smokestacks National Heritage Area Bus Grants**

The Silos and Smokestacks National Heritage Area in Iowa determined that one factor preventing school groups from participating in field trips to heritage sites in the region was a lack of funding for bus transportation. To overcome this obstacle, Silos and Smokestacks developed a “Bus Grant” program that can provide funding for bus transportation (see <http://www.silosandsmokestacks.org/home/CMS/Grants.php>)

2) **ExplorePAHistory.com**

Additional interactive information about the sites and events featured in Pennsylvania’s historic markers is available on an interactive website at www.ExplorePAHistory.com. The development of this website was funded in part by a \$300,000 grant from the National Endowment for the Humanities “America’s Historic Places” program.

3) **ArchiCamps**

The Historic Landmarks Foundation of Indiana (HLFI) has developed an ArchiCamp program which won a prestigious award from the American Association of State and Local History. The one-day program is often co-sponsored by HLFI and a local preservation organization. A one-day camp could be timed to coincide with New Jersey’s teacher in-service days when working parents are looking for a day-long activity for their children.

4) **Virginia TimeTraveler**

Virginia sponsors a TimeTravelers passport program to encourage students to visit museums and historic sites between March and December. Students are eligible to win prizes by visiting the 300+ participating sites and having their passport stamped. Students visiting more than six sites are eligible for a special seal as a “Master Traveler.” The website includes a section for teachers describing how they can use TimeTravelers in the classroom. (<http://www.timetravelers.org>).

Examples of local publicity campaigns

1) Tennessee Overhill Heritage Association

The three-county region in Southeast Tennessee began its heritage tourism program in 1990 by participating in the National Trust for Historic Preservation's Heritage Tourism Initiative. The rural area had a successful history of recreational tourism, but tourism that related to the area's culture and heritage was a new concept. Organizers cultivated local pride and built an identity for the Tennessee Overhill in a number of ways including:

- **Local traveling exhibit** – A local arts commission designed an exhibit with historic photographs and text, and a local carpenter built an inexpensive and easily transportable exhibit. Tennessee Overhill contacted a bank in each county to request permission to display the exhibit. They gained support from the banks and encouraged them to become involved in the project.
- **Photographer's Brochure** – The Tennessee Overhill recruited local amateur photographers to help develop a brochure for tourists who enjoyed photography. The Overhill publicized a contest for local photographers to submit pictures from the three-county region. They included information on where the picture was taken and the time of day to get the best shot. The Overhill created a brochure to tell tourists where to get great shots of scenery, historic sites and other attractions. They sent press releases to photographers' magazines to publicize the brochure.
- **Local Media** – To keep residents informed about the work of the Tennessee Overhill, and to encourage their participation, the organization's director wrote a regular column which appeared in local newspapers about upcoming activities, meetings and other happenings.
- **Civic Club Speeches** – As in lots of small towns, the best way to get the word out is to address the local civic clubs. The Tennessee Overhill put together a slide show which highlighted the region's attributes and explained the Overhill's plans. Next, they organized a speakers' bureau and contacted civic clubs to offer to make the presentation at their meetings.
- **Reports to Elected Officials** – The Tennessee Overhill kept careful records documenting visitor inquiries, attendance at special events, increased hotel occupancy and other factors that demonstrated success in tourism. Reports were prepared and presented to the region's elected officials on a regular basis to keep them informed of the results from their investment of public dollars.

2) Indiana National Road Association

The Historic National Road, which traverses Maryland, Pennsylvania, West Virginia, Ohio, Indiana and Illinois, was designated an All-American Road in 2002. Efforts to commemorate and promote the road began in 1994 in Indiana with the formation of the Indiana National Road Association (INRA), a community-based, nonprofit organization. An ongoing part of INRA's mission is to build strong partnerships within the eight counties the road bisects in Indiana. Among the many activities of INRA are:

- **Grassroots Participation** – INRA built a committee structure that involved representation from every county and included people with a variety of experiences and expertise. This insured that INRA was perceived as a grassroots organization.
- **Murals on Businesses** – Similar to the popular quilt barns in Ohio, INRA makes its logo available to businesses for signs on the sides of the buildings to publicize the road.

- **Support for Merchants Coalition** – INRA works with local merchants to publicize the unique places along the road. This includes posting information on the web site, www.indiananationalroad.org and providing Historic National Road decals for business to place on their windows or doors.
- **Develop Events** – Organizing special events gives local residents a chance to participate as volunteers and to attend the events. A recent Antique Car Tour gave communities along the way a chance to host special activities and celebrations.
- **Support Local Events** – INRA not only plans its own events, the organization also supports events that are planned by other groups. A recent example is a yard sale which was started by a local business owner. INRA helped with guidance in organizing the event and promoted it through the organization’s web site.

Staffing for Statewide Heritage Tourism Programs

Funding salaries and operational costs for program staff can be the some of the most challenging funding to find, yet programs with broad-based support from a variety of state agencies and programs with full-time dedicated staff are consistently among the most successful statewide programs in the country. Statewide heritage tourism programs are housed in a number of different kinds of state agencies. While it is perhaps most common to find programs housed in a state tourism office, a number of programs are housed in state preservation or historical agencies, humanities councils or state arts agencies (the latter tend to focus on cultural tourism). A number of programs have statewide advisory committees, and many began with a statewide advisory committee as the program was getting off the ground. There are four kinds of assistance that statewide heritage tourism programs can offer including tourism development, tourism management, tourism marketing, and policy/advocacy.

Texas

In 1997, the Texas Historical Commission was charged by the Texas legislature to create a statewide heritage tourism program. A full-time staff person was hired by the Texas Historical Commission to head up the program, which focused on the development and promotion of Heritage Trails around the state. The Texas Heritage Trails program focused on a system of 10 scenic driving trails that had been established in 1968. The original program included the creation of signage for the trails, while the current program includes a full spectrum of heritage tourism development and marketing assistance for the trail system. The program offers site evaluations, grants to fund a full-time regional coordinator for the trails, matching grants for projects along the trails, a travel guide, website, advertising and media support as well as networking opportunities for heritage attractions. Janie Headrick served as the director of the Texas Heritage Tourism Program for many years. She recently left and the position has been advertised but is currently vacant.

Pennsylvania

Pennsylvania's heritage tourism program has had several stages of development. The National Trust for Historic Preservation provided assistance with one of the earliest stages of development from 1994 to 1997 which consisted of a three-year initiative to work in four pilot regions across the state (Lancaster County, Lower Bucks County, the Oil Heritage Region, and Philadelphia's African American Heritage). At this time the program had no dedicated staff other than existing staff at the Pennsylvania Historical & Museum Commission overseeing the contract with the National Trust. A statewide advisory committee was formed to provide oversight of the work in the pilot regions. At the end of the initiative in 1997 Pennsylvania hired a full-time staff person to oversee the program, a position that is

currently held by Lenwood Sloan, Director of Cultural & Heritage Tourism for the Pennsylvania Tourism Office.

Colorado

The Colorado Historical Society has provided grants for Colorado's Heritage Tourism Program through the Colorado State Historical Fund since 2005. Grants have covered the cost of creating a *Strategic Plan for Colorado Heritage Tourism Enhancement* (2006), salary and overhead expenses for a full-time heritage tourism manager housed in the Colorado Tourism Office as well as additional project funding. While the State Historical Fund has been the primary funder for this program, additional project funding has been secured from other state agencies such as the Colorado Tourism Office, the Colorado Department of Local Affairs, the Colorado Scenic & Historic Byways Program and the Colorado Council on the Arts. The program has focused efforts in pilot regions with four regions selected as part of the initial three-year phase and an additional three pilot regions selected in 2009 for the second phase. Additional components include the development of an online database of heritage attractions which includes mapping data as well as digital photo storage as well as the development of a heritage tourism quality standards program. There is a statewide Colorado Heritage Tourism Committee that provides oversight and direction for the work of the program. Laura Libby currently holds the position of Heritage Tourism Manager at the Colorado Tourism Office.

Public Transportation in New Jersey: Planning for Access to Heritage Destinations

NJ Transit is New Jersey's public transportation corporation. Covering a service area of 5,325 square miles, NJ Transit is the nation's third largest provider of bus, rail and light rail transit, linking major points in New Jersey, New York and Philadelphia.

The agency operates a fleet of 2,027 buses, 711 trains and 45 light rail vehicles. On 236 bus routes and 11 rail lines statewide, NJ Transit provides nearly 223 million passenger trips each year.

NJ Transit's website, www.njtransit.com, includes scheduling information for bus, rail and light rail and an itinerary planner.

According to information on NJ Transit found in the *New Jersey 2009 Travel Guide*, produced by the Division of Travel and Tourism, the system – along with Amtrak and River LINE bus service, provides transportation to vacation destinations across the state.

As heritage tourism grows within New Jersey, opportunities can be explored to expand various kinds of public transportation to enable visitors to easily reach heritage destinations.

Following are guidelines on how to undertake this planning along with examples of how public transportation plans were developed in other communities.

Planning for Cultural Heritage Travelers in New Jersey

1) Research to determine public transportation needs

In order to create a viable transit system that meets the needs of the visitor and the community at large, the specific issues need to be delineated. Without strong data to draw from, a transit designer is merely guessing at needs and would have to employ a hit or miss system that would need to be reviewed and revised often, probably at great cost. Additionally there should be an assessment of existing transit infrastructure both public and private, examining how it meets the needs of visitors, the tourism industry, and the local population.

Recommendations for research and assessment in New Jersey - In order to address transportation issues in New Jersey, research should be conducted on current usage of public transportation and identification of needs. Questions may include: How many tourists visit New Jersey? Where do they come from? How do they currently get to and around New Jersey? If they drive a private car, where do they park and how do they get oriented to the community? Are there specific times of year when there are more tourists than others? How long do they stay in the

region? Where do they stay? Do they have special transportation needs? Are they predisposed to use public transit? How much would they expect to pay for transportation services? What is the current transit infrastructure, both public and private? What does the current system cost and what areas does it service?

2) Build partnerships

Collaboration is an integral part of all the examples cited in this report. In order to collaborate successfully, the needs and agendas of all the participants must be clear, and they must be addressed if possible. Needs might include: alleviating traffic congestion, improving air quality, investing in infrastructure to support tourism as an economic development activity and improving the quality of the tourism experience for the visitor.

Broad participation, while at times challenging and time consuming to manage, has its benefits. Multiple partners help insure community “buy in” to a proposed project. It may also increase potential funding sources for studies, plans and implementation.

The National Cooperative Highway Research Program’s publication, “Integrating Tourism and Recreational Travel with Transportation Planning and Project Delivery” outlines numerous examples of successful collaborative projects dealing with transportation and tourism.

In **New Hampshire**, the Travel and Tourism Department regularly consults with state and federal agencies, municipalities, and nonprofits through a defined process for specific projects. This mindset of cooperation was evident when the state DOT convened various groups and facilitated meaningful public participation in developing a plan to address congestion issues along the Route 16 corridor which threads through areas of ski and summer resorts and outlet malls.

Recommendations for partnerships in New Jersey - Many partners could conceivably be interested in a transit plan for New Jersey including New Jersey Office of Smart Growth, New Jersey Department of Environmental Protection, New Jersey Department of State, New Jersey Department of Transportation, environmental organizations, National Park Service, Crossroads of the American Revolution National Heritage Area, regional planning organizations, preservation groups, hotels, attractions, industry organizations, destination marketing organizations, service organizations and the Chamber of Commerce. Representatives from these groups and others could form a tourism transit task force to conduct research, identify needs and advocate for development focused on making heritage destinations accessible by public transportation.

3) Develop a plan focused on tourists.

Based on the data from research and assessment, a plan must be developed. For example, the **Sedona/Red Rocks** region in northern Arizona is in the process of developing a major transportation plan. The community has about 14,000 residents but receives 4-5 million visitors annually. Most visitors who fly arrive in Phoenix, which is over 100 miles away, and rent cars.

The proposed plan would encourage alternatives to private car use. Shuttles would service gateway centers and a central transit hub as well as hotels and resorts, thus making a private car unnecessary to reach the canyon areas and trailheads in the nearby national forest.

The public shuttle system with well positioned stops, combined with controlled central parking and a possible fee for private cars entering public lands (to offset costs of the rest of the system) are all under consideration. Modest fees for shuttle trips and daily and seasonal passes are also being considered.

This plan began in 1998 with a transit feasibility study. The study outlined that both incentives for use of public transit and disincentives for private car use would in combination increase the feasibility of a successful public transit system. The process has been operated by a Planning Advisory Committee representing the City of Sedona and Coconino County.

The **Victoria Transport Policy Institute** outlines a number of specific transit requirements for visitors: ability to meet fluctuation needs based on the tourist season, capacity to deliver visitors not only to a region but to specific destinations within the region (lodging, shops, attractions, restaurants), and the ability to accommodate baggage. The Institute also notes that consumers will use alternative modes (not a private car) if they are “convenient, enjoyable, and affordable.”

Recommendations for planning in New Jersey - With the research and assessment data in hand and with the partners identified, New Jersey could begin planning. It would be important to have an outside facilitator to manage planning sessions. Some sessions could be “members only” however it would be useful to have public meetings for input and to advise the community of the progress of the task force. Having outlined members’ concerns and agendas, and with professional assistance, a plan should be developed to provide transportation to New Jersey’s heritage destinations.

In order to use historic resources and amortize the expense and environmental impact of existing structures, any program should consider re use of historic transportation assets. **The North Carolina Department of Transportation** has systematically directed transportation enhancement funds to the rehabilitation of historic train stations in anticipation of the re-introduction of passenger rail. These

stations have been painstakingly rehabilitated and serve not only as rail stations but often as multi modal hubs while reinforcing a community's sense of place and its history.

4) Consider use by tourists and residents

Because an intra community transportation system could serve the local population as well as tourists (and examples will show that such a shared system tends to be more effective), data should be gathered on local transportation patterns, traffic counts and parking issues as well.

Graham Brooks, Chairman of the ICOMOS (International Council on Monuments and Sites) International Cultural Tourism Committee, provides a view of contrasting systems abroad:

[Greek islands, including Mykonos and Skiathos] experience very high levels of summer tourism and almost no winter tourism. Most of the tourists do not have access to private cars and choose not to hire cars or bikes for the majority of their vacation.

The local authorities provide a regular local bus service between the various holiday centers on the islands and the main townships. During the summer, the buses are heavily used by tourists, and the frequency is greatly increased accordingly. At the same time they are also used on a regular basis by the local community, who simply mingle and share with the visitors.

During the winter, the by now well-subsidized local bus service can offer a reduced but still effective and economically viable service to the local population without the need to try and make money during the off season. The buses are not specially designed tourist buses, but the regular buses run by the local authority.

Contrast this with the policy that operates in **Fiji** and many other exotic tourism destination islands. Air-conditioned tourist buses sit in the garage until a large cruise ship or ships arrive in port. They are then put into service and paid for on the basis of tourism use by the day trippers to the island. At the end of the day they go back into the garage until the next cruise ship arrives.

The local people and the local council get no advantage from the operation of the buses. All the money earned by the bus operators stays in their pocket. Local buses for local people are often of a very reduced standard as they have no capacity to capture the subsidies that might otherwise be available from intensive sharing with fluctuating tourism traffic. One can quickly see which

is the most economically efficient and the most popular with the local community.

5) Make public transportation easy to use

The bus system servicing **Traverse City, Michigan** (pop. 15,000) is not particularly geared to tourists except during the city's annual Cherry Festival which draws up to 500,000 participants. The bus service provides discount fares during the festival. But the Bay Area Transportation Authority (BATA) has a unique program that could be a model for tourist travel.

There are many reasons individuals prefer a private car to a transit option. One prominent one is that many people don't have much experience with public transit and are somewhat intimidated by it. BATA has trained a corps of volunteers known as "BATA buddies." These volunteers are available to ride with new riders and "show them the ropes" from reading route maps to navigating the fare system or addressing whatever concerns that a person may have about using public transit.

Another aspect of making transit "user friendly" is clear communication, with easily identifiable design themes. This includes signage, maps, timetables and websites.

Websites are an increasingly important means of disseminating information. It is a flexible medium that can be easily updated and linked to other sites. A website can contain a large amount of varied content without being overwhelming.

6) Consider financial incentives

Financial incentives can be offered in a variety of ways. Transit can be free or greatly subsidized. Passes for special events or weekly travel passes can be offered at a discount rate. Or other incentives such as discounts to attractions or restaurants can be tied to the use of transit systems.

Best Practices: Public Transportation in Other States and Communities

EXPLORE MAINE

www.exploremaine.org

The State of Maine has invested in developing and promoting a statewide bus system to accommodate visitors but which can also serve the local population. The system operates as a network of intercity lines, regional and local systems and the very popular “explorer” programs in Portland, Freeport, Bethel and Mt. Desert Island/Acadia National Park.

The website provides links to lists and links for commercial intercity buses, for the fixed route buses offered by 16 regional transit systems, for demand response bus service providers for passengers with special needs, and charter bus companies. By making all of this information easily accessible via the web, visitors can find the options that best suit their needs, often by combining the services of several transit providers.

The explorer programs (www.exploreadacia.com) deserve special recognition and further discussion. Part of Acadia National Park’s General Management Plan as early as the 1980s acknowledged issues of traffic congestion and air quality degradation in a constricted and fragile environment shared by the National Park and the nearby coastal communities. The park itself covers roughly 40,000 acres in coastal Maine and it receives nearly 3 million visitors a year.

After hiring a transportation consultant to devise a plan, the park, working with a number of partners, including the Maine DOT, the League of Towns, Friends of Acadia (nonprofit support group), and local businesses, devised a shuttle system with funding from NPS, Federal Highway Administration, Maine DOT and others. The system began operation in 1999 with 17 propane-powered shuttles which operate on seven routes serving local communities and park destinations.

The system is operated by Downeast Transportation, a nonprofit provider with a contract under the state DOT. The routes serve hotels, shopping areas and the park as well as the county airport, and the state and international ferry terminals. In addition to the funding sources mentioned, some hotels pay a fee to have the shuttle stop at their doors. There are plans to include a notification system at some stops to let passengers know when the next shuttle is scheduled to arrive. The service is free and seasonal (23 June through Columbus Day with a 50% reduction in service after 1 September) and 25% of the ridership is local.

The Acadia model has already been replicated in Portland, Freeport and Bethel.

Paul Murphy who manages the Island Explorer through Downeast Transportation, also shared some insight as to the success of the program. Partnerships, he says, are key. The project has benefited from a large number of powerful and influential partners including government at all levels, non profits and the private sector. Every partner was willing to leave turf issues and egos at the door and shared a commitment to make the program work. The National Park Service underwrites 40% of the program's costs and groups like Friends of Acadia serve as conduits for private donations and grants.

The fact that the buses are eco friendly is not only good policy, but it sells. Users like to think that their patronage of the service helps the natural environment of the park and of the region.

The project benefited greatly from a very talented consultant who designed the program. He realized that the service's main competition would not be private commercial tour operators but the private car. Therefore it was imperative that the service be more attractive than driving one's self. The buses service campgrounds and hotels, thus users do not have to drive downtown, park and then catch the bus. The service is easy to use, the buses are comfortable and the drivers are courteous. Although the service is free, drivers are nonetheless trained to think of riders as "customers" and to treat them as such.

The fact that the service is free has also contributed greatly to its success. In its first year there was a modest fee for riding the buses. In the second year, when fees were removed, ridership increased 600%.

CAR-FREE SANTA BARBARA
www.santabarbaracarfree.org

Santa Barbara California's "car free" program has some features that could inform a transportation plan and system for parts of New Jersey.

First, as with the Maine program, there is a very good website which outlines all aspects of the program. A consortium of partners under the car free program offer significant discounts to travelers who register and arrive "car free," including discounts on Amtrak, hotels, activities and restaurants. Travelers are also given maps to orient them to the area.

The website provides several detailed and extensive "car free" itineraries, keyed to bus routes. Maps, including bike maps of the wine country made famous by the film *Sideways*, are also available for download at the website.

Information about all types of non-car travel is available including boats, trains, buses (municipal and commercial services) and bikes.

Interestingly, the project grew out of environmental concerns, and it is considered an eco-tourism program. Its mission is “to encourage car free, carefree transportation to and around Santa Barbara to promote cleaner air.”

It is managed through the Santa Barbara County Air Pollution Control District. The District has over 90 partners in this effort, and they hold regular meetings for public input to the program. This also suggests that there may be many potential “non traditional” partners in what might be thought of as strictly a tourism project.

Aspects about this program that make it successful include collaboration, effective and aggressive marketing, products such as itineraries that make “car free” trip planning easy for the consumer, and discounted rates which provide additional incentive to participate.

Mary Byrd who manages the program cites partnership, particularly those that involve financial incentives, as key. Amtrak has recently promoted the program with a link to car free Santa Barbara where one can receive a coupon for an Amtrak “buy one and a partner travels free” coupon. Santa Barbara did have good transit infrastructure in place including an inexpensive downtown shuttle. They worked with local transit authorities to insure that service to popular attractions was in place and convenient.

In lieu of large marketing expenditures, the program has aggressively promoted itself with press releases and has benefited greatly from the resulting media attention. Again, the “hook” for this attention appears to be the deals that accompany the car free program. Major newspapers as well as the Frommers travel website have reviewed the program.

Finally, as the program is coordinated through an environmental agency, it was important to have a good liaison with the local travel and tourism industry. There was a very strategic hire of a promotions coordinator who was familiar with the local hotels and attractions and who was able to assemble the deal and packages on behalf of the program.

THE CHARLESTON MODEL

www.ridecarta.com

Charleston, South Carolina, a heritage tourism mecca, has developed a transportation model to serve the interests of the visiting public and the local population. The most visited parts of the city lie on a peninsula between the Ashley and Cooper Rivers and this peninsula grows narrower as one moves south into the

most heavily visited areas. This region, particularly the area “South of Broad” is also still a residential neighborhood. Visitors and residents alike suffered from congestion and traffic in this fragile area.

The City of Charleston rehabilitated a historic building associated with the railroad north of the residential district and very close to the major car entrances to the city by interstate or bridge. The building houses a visitors center that is well marked, has ample parking nearby and has exemplary visitor services in a very attractive venue. Next to the visitors center is an extremely attractive bus barn which services numerous tour operators and buses that can take visitors into the historic area efficiently and with less environmental impact.

The keys of this model are co-locating the visitors center, the transit center and parking. Locating them near entry points to the city but away from the more fragile areas that have a lower carrying capacity. Insure that service providers have outstanding customer service training so the visit is “value-added” to the visitor. And make the venue attractive. While the visitors center is a historic building and the interior design is award winning, the bus barn which is new construction could have easily been an afterthought. It is not. Draped with sweet smelling jasmine on its piers, the airy structure is so attractive and popular it is often rented out for parties and events!

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