

## **Summary Analysis of Heritage Tourism Trends and Economic Impact Nationally and in New Jersey**

### **Heritage Tourism: National Background and Trends**

The National Trust for Historic Preservation defines cultural heritage tourism as *“traveling to experience the places, artifacts and activities that authentically represent the stories and people of the past and present. It includes cultural, historic and natural resources.”*

“Cultural” was added to the label of “heritage tourism” as research indicated that visitors to historic sites were similar in profile to visitors to cultural attractions and activities. Also, research indicates that the focus on “place” or the entire destination is important. The visitor wants to learn about the history of a place through immersion experiences including local cuisine, craft, music, other indigenous entertainment, visiting historic and natural attractions, and meeting local people.

A national market study released October 2009 reports that “78% of all U.S. leisure travelers participate in cultural and/or heritage activities while traveling, translation to 118.3 million adults each year. With cultural and heritage travelers spending an average of \$994 per trip, they contribute more than \$192 billion annually to the U.S. economy.”<sup>1</sup>

Why is heritage tourism attractive to so many destinations? The National Trust cites these benefits:

- Creates jobs and businesses
- Increases tax revenues
- Diversifies local economy
- Creates opportunities for partnerships
- Attracts visitors with interest in history and preservation
- Increases historic attraction revenues
- Preserves local traditions and culture
- Generates local investment in historic resources
- Builds community pride
- Increases awareness and perception/image of the site or area’s significance

### **Domestic Segment Growing**

Since national organizations, such as the U. S. Travel Association (formerly the Travel Industry Association of America/TIA) and the National Tour Association, began tracking interest in and visitation to historic attractions more than two decades ago, heritage tourism has steadily demonstrated incremental growth as a segment category overall.

---

<sup>1</sup> U.S. Cultural and Heritage Tourism Study (October 2009) conducted by Mandala Research, LLC for U.S. Cultural & Heritage Tourism Marketing Council, U.S. Department of Commerce, and Gozaic/Heritage Travel Inc., a subsidiary of the National Trust for Historic Preservation

The 2009 Mandala Research Study cited that cultural and heritage tourists:

- More frequent travelers: 5.01 leisure trips vs 3.98 for non-cultural/heritage travelers
- More frequent business and international travelers
- Prefer leisure travel to be “educational”
- Will spend more money on cultural and heritage activities
- Will travel farther to get the experiences they seek
- Most popular cultural and heritage activities include: visiting historic sites (66%); attending historical re-enactments (64%); visiting art museums/galleries (54%); attending an art/craft fair or festival (45%); attending a professional dance performance (44%); visiting state/national parks (41%); shopping in museum stores (32%); and exploring urban neighborhoods (30%).

#### International Interest in U.S. Heritage Remains Strong

In 2004, according to the U.S. Department of Commerce, there were over 10.6 million overseas visitors – approximately one in three – who participated in cultural and heritage tourism activities while within the country.

The top five markets interested in cultural and heritage tourism as a share of their total visitors are: United Kingdom, Japan, Germany, France and Australia.

- The average overseas cultural and heritage tourism traveler visits the country for over 19 nights (16 nights for all overseas travelers).
- More than 72 percent are here for leisure/holidays as one of the purposes of their trip (62% for all overseas travelers).
- They are more willing to visit more than one state (41 percent) compared to only 30 percent for all overseas visitors.

Canadians are more interested in cultural and heritage activities than ever before. Of adults age 18+, 2.2 million report that they have engaged in heritage activities.<sup>2</sup> Of particular interest are:

- General history museums (86%)
- Farmers’ fairs or markets (67%)
- Local festivals or fairs (65%)
- Historic sites (55%)
- Historical cities/towns (54%)

Over two in five of these Canadian heritage travelers say they have taken a leisure trip to the United States (44%) in the past three years.<sup>3</sup>

These findings demonstrate several opportunities for states interested in attracting the international visitor to heritage activities:

---

<sup>2</sup> Young Strategies, 2008 – Special TAMS Tabulations pages 10-14

<sup>3</sup> Young Strategies, 2008

- Major international gateway cities (such as Newark) provide a unique opportunity to lure foreign visitors off the plane and into local destinations
- Destinations that can thematically link activities – particularly across county and state boundaries – will have an advantage of offering the critical mix of packaged tour itineraries for international visitors
- Destinations that can focus on the “hub and spoke” strategy to provide a collection of day trips originating from a single place can increase the potential of international visitors to stay longer and spend more.

#### Leading States Attracting Cultural Heritage Visitors

Pennsylvania is the fourth most visited state in the country, tied with New York, with approximately 126 million visitors annually. The total impact of travelers’ spending on Pennsylvania’s economy is approximately \$34 billion a year and provides more than 563,000 jobs for Pennsylvania families.

Economics Research Associates (ERA) assessed the effects of Pennsylvania’s Schuylkill River Valley National Heritage Area on the regional economy.

- The region has approximately 5.87 million heritage visitors (5.05 million to heritage attractions and 825,000 to special events).
- Over 70 percent of visitors come from outside the region: (43 percent from out of state and 28 percent from elsewhere in Pennsylvania).
- Heritage visitors spend a total of 10.3 million nights in the region.
- Nearly all visitors come in the summer (37 percent) and fall (44 percent). Very few come in the winter – just three percent of all.
- Total annual spending by heritage visitors is \$358 million, of which 28 percent is spent on food and drink, 21 percent on retail purchases, 20 percent on lodging, 11 percent on recreation/entertainment, and 20 percent on transportation and other purchases.

From the work of nonprofit arts agencies to the impact of cultural heritage tourism, it is clear that the creative sector is important to state economies all across the country. The creative industry in **Arkansas**, for example, employs nearly 27,000 individuals and generates \$927 million in personal income for Arkansas citizens. Creative enterprises are the state’s third largest employer—after transport and logistics and perishable and processed foods. In **North Carolina**, the wages and income of workers employed by creative industries infused \$3.9 billion into the state’s economy in 2006. And in **Massachusetts**, the 17.6 percent yearly growth of the cultural sector contributed \$4.23 billion to the state’s economy.

Visitors to Colorado took 5.1 million trips to historic areas in 2003. An estimated \$1.5 billion in direct expenditures by Colorado’s heritage tourists in 2003 generated an additional \$1.9 billion in indirect economic impacts. Spending by heritage travelers also generated an estimated \$1.1 billion in total earnings by Colorado workers and 60,964

jobs.<sup>4</sup>

### **Trends in Heritage Tourism**

While the industry segment is anticipating continued growth, certain historic sites are experiencing a decline in visitation or decrease in revenues. In part this is due to an overall travel industry trend reported by Young Strategies and Randall Travel Marketing in 2008 that “traveler behavior change is forcing the travel industry to reinvent the experience.” Travelers want to get away and explore UNIQUE places, but travelers are much more sophisticated than twenty years ago when heritage tourism first gained national attention.

“Today’s sophisticated traveler is a more demanding consumer. Providers of goods and services have to stay on top of rapidly changing trends to survive. Luxury experiences are no longer for the rich alone. And fine art/craft – especially objects made locally “in the USA” – are new choices for souvenirs,” said Berkeley Young, Young Strategies at the 2007 Cultural & Heritage Tourism Alliance Meeting and British Columbia (Canada) Museums Association annual meeting.

With more than 16,500 museums and 9,000 historic house museums in the U.S., competition is fierce.<sup>5</sup> The challenge for heritage sites today is to provide consistent experiences that meet the expectation of the traveler without compromising the integrity of or negatively impacting the historic resource.

Another challenging trend is time poverty – more to do and less time to do it. With limited vacation and trip planning time, visitors are seeking easy to purchase, guaranteed quality experiences. A 2007 Expedia survey said that one-third of respondents did not take all of their vacation days. Nearly 50% of all Americans report that because of time poverty, travelers want “all-inclusives” to save time.<sup>6</sup> And 55% of travelers now plan their vacations in less than two months, so destinations are providing seasonal or time-specific ideas to attract visitors.<sup>7</sup> Offering incentives to visit (half price tickets but offering food, beverage and retail for sale on site), packaging experiences into multi-day itineraries for one price (with lodging), and promoting special “insider” tours to attract repeat customers via e-alerts are just a few ways that heritage sites and destinations are competing for today’s traveler.

### **New Jersey & Tourism**

**“One of New Jersey’s greatest advantages** is that it is **less than a tank of gas** away for more than **91 million people**, making it an economical option for cost-conscious consumers.” *New Jersey Secretary of State Nina Mitchell Wells*

---

<sup>4</sup> Source: The Economic Benefits of Historic Preservation in Colorado.

<sup>5</sup> Source: American Association of Museums, 2008

<sup>6</sup> Source: YPB&R/Y Report, 2007

<sup>7</sup> Source: 2005 Image Study, DK Shifflet

At the 2009 New Jersey Governor’s Conference on Tourism, the state’s research firm Global Insight presented that the total impact of travel & tourism (direct and indirect) was **\$38.8 billion**.<sup>8</sup> While a critical economic generator, tourism declined in some areas:

- NJ visitation fell 4.3% in 2008
- Visitor expenditures fell by 4.9%
- Total impact grew by 0.2%
- Overnight stays were -6.4% and day trips were -2.4%
- Spend-per-person-per-day fell from \$116.00 (in 2007) to \$107.00 in 2008
- NJ travel Inflation was 3.2% (in 2008) from 5.8%

Global Insight also reported that travel & tourism represents **5.8% of Gross State Product**. The ratio of the total impact to total expenditures reveals that **72% of each tourism dollar spent in New Jersey is retained in the state** (the remainder represents import leakages.) These statistics demonstrate the opportunity for New Jersey to increase market share and retain a greater portion of dollars spent by visitors.

### Impact of Visitors on New Jersey Employment and Revenues

2008 Bottom Line:				
Measurement	2008	2007	%	Perspective
<b>Economic Value</b>				
• Core Tourism	\$20.2	\$20.8	-2.7%	• NJ Tourism is larger than the entire GDP of 120 countries. • NJ Total GSP growth supported by strong investment in 2008
• Total Impact	\$27.9	\$27.8	0.2%	
<b>Wages &amp; Salaries</b>				
• Core Tourism	\$11.8	\$12.1	-2.9%	• NJ Avg. Annual Tourism Wages are now \$38,352.
• Total Impact	\$17.0	\$16.8	0.9%	
<b>Employment ('000)</b>				
• Core Tourism	359.0	381.9	-6.0%	• 1 out of every 9 NJ workers owes his/her job to tourism.
• Total Impact	443.1	460.3	-3.7%	
<b>Taxes –Total Impact</b>	\$7.7 B	\$8.0 B	-3.3%	• If tourism did not exist, each NJ household would have to pay \$1,427 more in taxes to maintain current tax receipts.

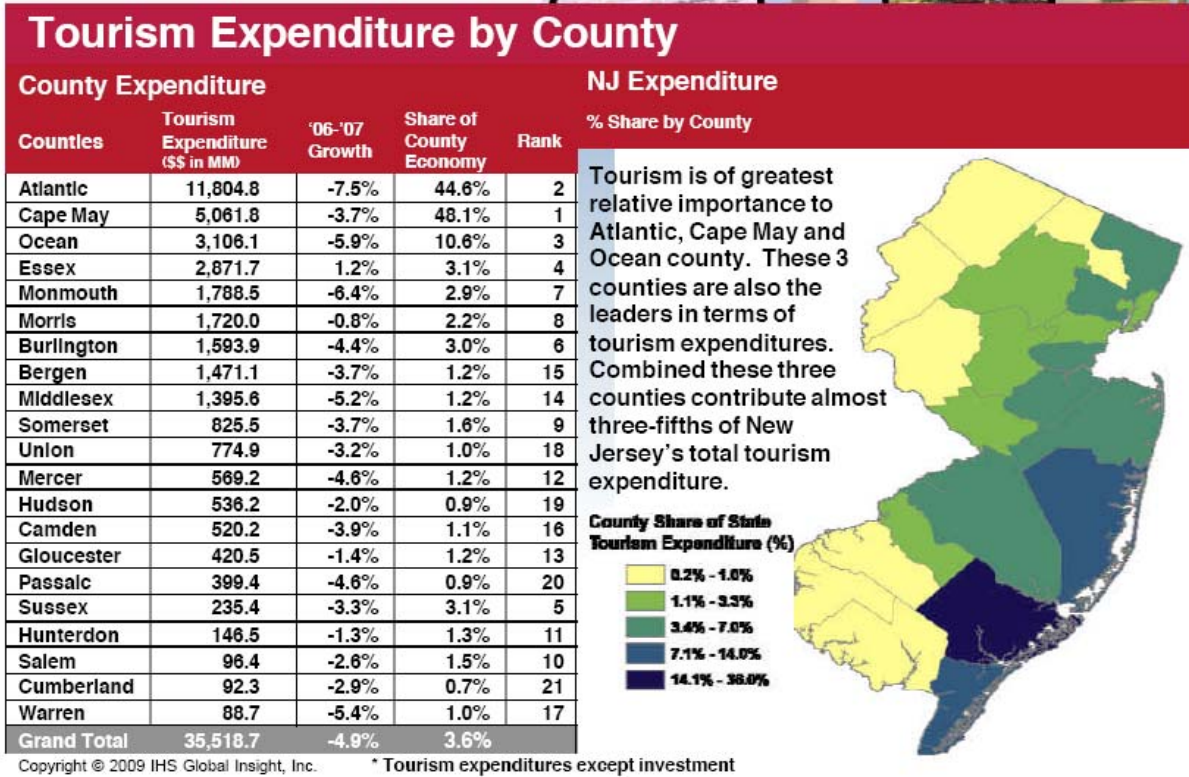
Numbers may differ due to rounding  
Source: IHS Global Insight  
Copyright © 2009 IHS Global Insight, Inc.

As evidenced by this slide, tourism is an important industry for New Jersey. The Global Insight report presented in 2009 stated that **359,042 jobs** – direct and indirect – were created by travel and tourism economic activity. (There were 443,094 travel & tourism-related jobs in 2007). This accounts for **8.8% of total non-farm employment** in the state in 2008.

- Travel & Tourism is the **3<sup>rd</sup> largest private sector employer** in the state.
- Core Tourism’s **average annual wage** has grown to **\$30,000/year**
- Approximately **\$11.4 billion in wages and salaries** was generated by travel and tourism in 2008 (a decrease from \$17.0 billion in 2007)
- Tourism generated **\$7.7 billion in federal, state, and local government taxes** in 2008, a 3.3% decrease from 2007
- Tourism contributes disproportionately to state revenue. While tourism is responsible for 5.8% of New Jersey’s GSP, it contributed **7.5% of state government revenue in 2008**<sup>9</sup>
- If tourism didn’t exist, each New Jersey household would have to **pay \$1,427 more in taxes** to maintain current levels of state and local tax receipts

<sup>8</sup> Source: Ken McGill, Global Insight, March 2009

<sup>9</sup> Global Insight, March 2009



Copyright © 2009 IHS Global Insight, Inc. \* Tourism expenditures except investment

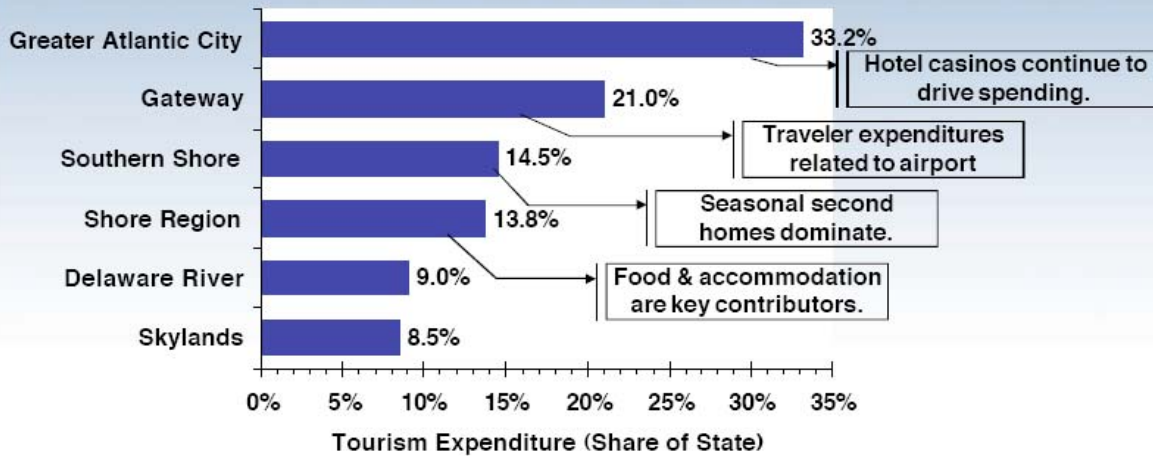
### What do visitors mean to New Jersey?

- \$0.72 of each dollar spent by visitors is kept within New Jersey
- Every 160 visitors creates a new job in New Jersey
- About \$109 per visitor in tax receipts, \$64 of which goes to state and local authorities
- Every 204 visitors pays for one New Jersey public school student for the year
- \$393 per visitor in New Jersey GSP
- \$240 per visitor in wages paid to New Jersey workers



## Regional Distribution of Tourism

Gateway has the 2<sup>nd</sup> largest share of statewide tourism spending.  
The Southern Shore region is now larger than the Shore region.



Copyright © 2009 IHS Global Insight, Inc.

33

In contrast, 2007 attracted a record 4.2 million more visitors than the previous year bringing the number of visitors to a record 75 million<sup>10</sup>

- This meant a 15% increase in overnight stays
- 6.6% longer visits
- And an overall 6% increase in tourism expenditures

### Looking to the Future

Overall, the *New Jersey Tourism: Preliminary 2008 Results*<sup>11</sup> states that the second half of 2008 was worse than originally expected. Recovery is anticipated to begin late 2009, and improve slowly in 2010. The following charts depict the forecast for 2009 and beyond in the areas of Visitor Volume and Key Origin Market Income Growth:

<sup>10</sup> Source: Testimony to the Senate Budget and Appropriations Committee, Nina Mitchell Wells (2008)

<sup>11</sup> Source: Global Insights, 2009



## Forecast for 2009 and Beyond



- 2008's second half performance, particularly AC, pushed Person-Stays into the red
- The recession has worsened and now suggests that 2009 will see a loss of about 2.8%
- The recovery begins in late 2009 and gathers steam slowly in 2010.

Copyright © 2009 IHS Global Insight, Inc.

40

### Heritage Tourism Impact in New Jersey

As New Jersey seeks to increase its market share and economic impact of tourism, especially among competing/neighboring states, heritage sites and activities provide a great opportunity to expand products and experiences for the potential visitor. Recent testimony by Secretary Wells indicates the existing impact of heritage tourism to New Jersey<sup>12</sup>:

In FY 08, the New Jersey State Council on the Arts awarded some \$21.5 million in grants to over 700 organizations and projects in every corner of the state. The Historical Commission provided over \$3.4 million dollars in general operating support grants to 83 historical organizations statewide. These venues helped stimulate:

- Over \$2 billion in economic activity
- Returned \$40 million in state tax revenues
- Supported some 20,000 arts-related businesses
- Created 90,000 jobs
- Collectively produced 40,000 events that attracted 20 million attendees

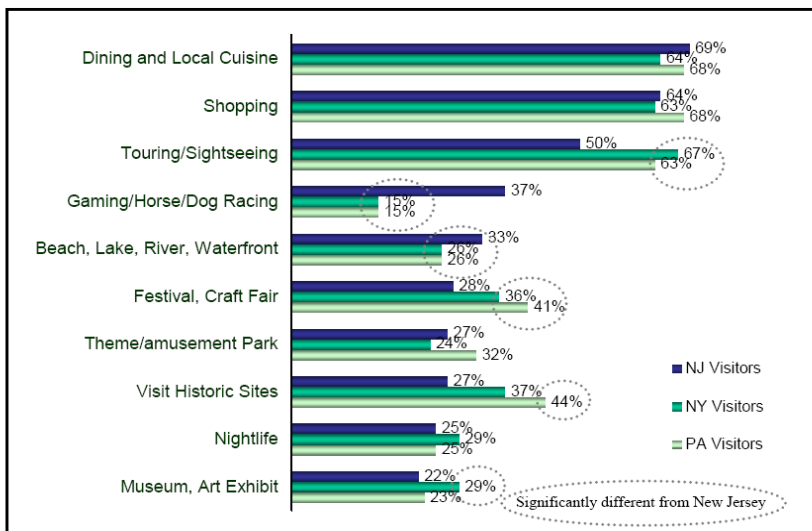
With the national trend of interest in and visiting historic sites still strong, New Jersey has an opportunity to grow its heritage tourism. This effort requires more than marketing. The state must enhance its collection of consistent and quality experiences that meet the new

<sup>12</sup> Source: Testimony to the Senate Budget and Appropriations Committee, Nina Mitchell Wells (2008)



expectations of today’s savvy traveler. Unfortunately, as indicated in the slide below, New Jersey’s historic sites are not motivating travelers from surrounding states or generating visitation from local residents compared to national averages.

**Chart 11: Top 10 New Jersey activities**  
% of all travelers that participated in activities



To reap the benefits of heritage tourism requires constant investment, management, development and marketing.

### Heritage Tourism Facts:<sup>13</sup>

- Every million dollars invested by city and state governments in heritage tourism creates between 50 and 250 jobs.
- For every million dollars invested in rehabilitation of historic buildings, about 30 jobs are created.
- Every million dollars of spending by heritage tourists results in about 30 jobs.

Other social and local benefits of heritage tourism include increased community pride, additional job opportunities (related to restoration and preservation of sites, architectural planning, exhibit design, planning, interpretation), and increased neighborhood aesthetics and/or vitality. As one expert cited in the **Economic Impact of Historical Preservation:**<sup>14</sup>

- Preservation programs within historic districts often increase the value of property and homes.
- Historic districts have distinct identities that add to their value and contribute to a sense of local pride.
- Preservation increases the demand for labor and increases business for local suppliers:
  - Preservation is an ideal strategy for attracting and retaining small businesses.
  - Preservation can target areas appropriate for public attention.
- Preservation creates a bond between a community and its citizens.

<sup>13</sup> Source: *Heritage Tourism in South Jersey*, Rodney Carlisle, P.D. (2006)

<sup>14</sup> Source: *Heritage Tourism in South Jersey*, Rodney Carlisle, P.D. (2006)

- Preservation stabilizes neighborhoods and creates viable business districts.
- Preservation can be effective regardless of the size or location.

### **Local effects of Heritage Tourism in New Jersey**

Several New Jersey destinations are maximizing their historic assets to attract visitors and their spending. Expert interviews and market research identified examples of how heritage tourism is providing a positive impact, or offering an opportunity for economic growth, in local townships across New Jersey:

- With tourism a \$350 million industry, **Gloucester County** is launching a new marketing campaign with audio podcasts to promote historical, agricultural and ecological assets. The county hopes to enhance its tourism market by attracting regional residents and visitors from Philadelphia.
- Over its 39-year history, the Mid-Atlantic Center for the Arts has used heritage tourism to stretch **Cape May's** tourism season from the traditional Jersey Shore beach resort 12-week season (Memorial Day-Labor Day) to almost year around. The heritage destinations attracts some 300,000 visitors a year to three restored historic sites (the 1879 Emlen Physick Estate, the 1859 Cape May Lighthouse and the World War II Lookout Tower), array of community history tours and its year around schedule of special events activities. These compelling heritage experiences – along with several equity theater companies, a Jazz Festival, a Film Festival and the birding and nature activities of two area New Jersey Audubon outposts – have helped put "heads in beds" in one of this country's largest collections of Bed-and-Breakfast inns (as well as scores of hotels, motels, guest houses, and over a thousand rental houses and condos) while also bringing new customers to the several area restaurants.
- The U.S. Congress designated The Crossroads of the American Revolution as a National Heritage Area in 2008, affording national recognition and association with the National Park Service.
- The Heritage Trail Association<sup>15</sup> in **Somerset County** coordinates an innovative collection of programs to attract visitors including: bus & walking tours, lecture series and exhibits, educational school assemblies, customized presentations, re-enactments, storytelling, preservation.
- **Trenton's Downtown Association**<sup>16</sup> hosts more than 50 events annually providing an economic impact of \$111,400.

### Challenges

According to a 2005 study conducted for New Jersey by D.K. Shifflet & Associates,<sup>17</sup> “while many of NJ’s key attractions have high levels of awareness in the origin markets, some of the **State’s key cultural, historic, and outdoor recreation related destinations were unknown.**”

- 82% of travelers did not know the location of Wheaton Village

<sup>15</sup> [www.heritagetrail.org/content/Case.pdf](http://www.heritagetrail.org/content/Case.pdf)

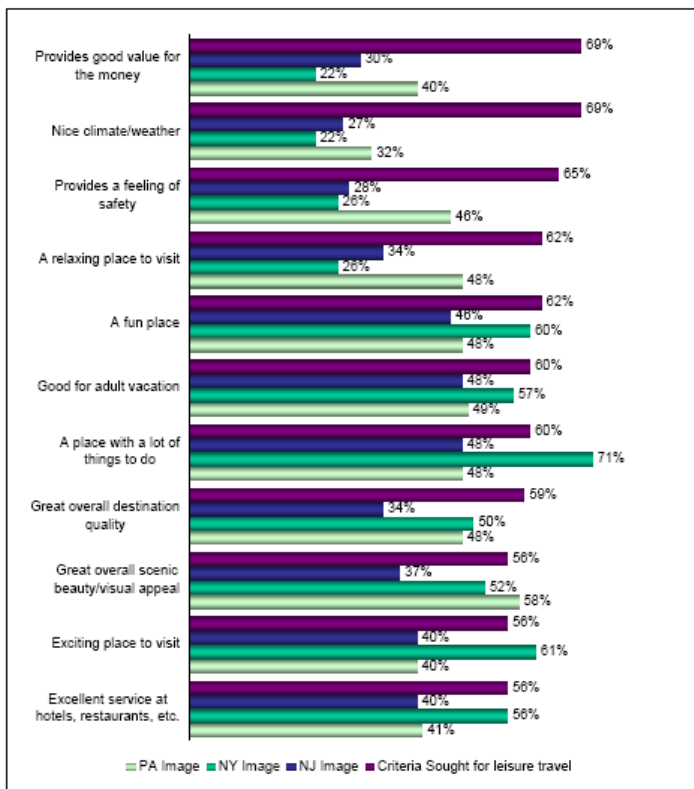
<sup>16</sup> Source: Trenton Downtown Association, R. Hunter (2007)

<sup>17</sup> Source: *2005 New Jersey Image Study* prepared for Winning Strategies Advertising on behalf of New Jersey Office of Travel & Tourism by D.K. Shifflet & Associates in partnership with Global Insight.

- 74% did not know the location of Mountain Creek
- 67% of travelers did not know the location of Lambertville
- 63% did not know the location of Jockey Hollow or Washington Crossing
- 46% did not know the location of Point Pleasant
- 43% did not know the location of Monmouth Park
- 41% did not know the location NJPAC

The study also reported that 77% of New Jersey visitors would return to the state for a leisure vacation, but only 58% of visitors would recommend New Jersey to family and friends. This indicates the opportunity for destinations to improve on-site experiences and increase positive comments about New Jersey.

**Chart 13 – Image ratings compared to criteria for leisure travel**  
% of all travelers rating attributes high (6& 7 points on a 7-point scale)



Improving destination quality, safety & security, and diversity of activities are key needs for overall tourism growth and sustainability in New Jersey. For heritage tourism, the table below shows the research analysis of 22 visitor activities in context of strengths or weaknesses to New Jersey tourism promotion:<sup>18</sup>

<sup>18</sup> Source: 2005 New Jersey Image Study

**Table 2: New Jersey competitive assessment of activities**

New Jersey Activities versus the Competition			
Strengths		Weakness	
Gaming, horse/dog racing	Beaches, lakes, rivers, waterfront	Touring, sightseeing	Historic sites
		Museum, art exhibits	Festivals, craft fairs
		Live theater, Performing arts	Tours of historic buildings
		Hike, bike	Browsing antique and craft shops
		Attend local ethnic & cultural events	Live music, concerts

Inconsistent hours of operation, lack of quality and diverse product experiences, dated exhibits or displays, limited signage (directional and interpretive), and under-staffed sites are some of the challenges identified in reports and interviews. The need for investment to upgrade facilities and products, manage and market experiences to meet customers' expectations, and increase revenue generation is frequently referenced.

“While many of New Jersey’s key attractions have high levels of awareness in the origin markets, **some of the State’s key cultural, historic, and outdoor recreation related destinations were unknown.** Therefore, **to develop and promote niche markets like culture, heritage, or outdoor recreation, increased promotion of these destinations is needed in the out-of-state origin markets.**”<sup>19</sup>

### **New Jersey Heritage Tourism Potential in the Next Decade**

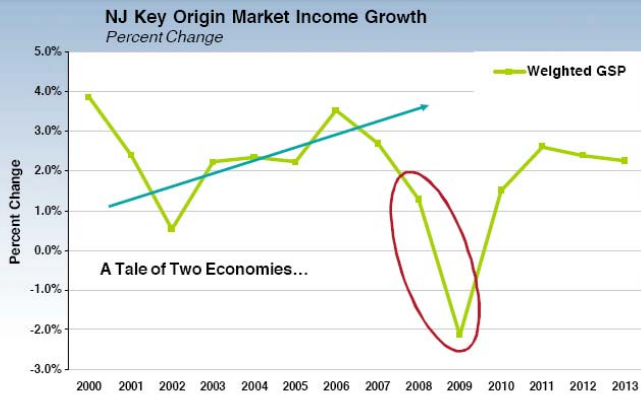
Heritage tourism potential should be considered in context to the overall tourism impact and potential for New Jersey. Understanding the opportunity and interdependency of heritage tourism as part of the larger travel & tourism industry (including all motivations for travel, business as well as leisure, and challenges such as image and perceptions) is vital to evaluating the segment’s potential return on investment. Expectations must be set according to the overall trend analysis for growth of tourism in general. As demonstrated by the slide below, Global Insight projects a rebound in 2010 with incremental growth fluctuating over the next five years.<sup>20</sup>

<sup>19</sup> Source: DK Shifflet, 2005 Image Study

<sup>20</sup> Source: Global Insights, March 2009



### Forecast for 2009 and Beyond (cont.)



Copyright © 2009 IHS Global Insight, Inc.

41

### Wage and Job Growth

Heritage tourism can positively affect wages and employment in two key ways:

- 1) **Move from seasonal to sustainable:** expanding the hours and days of operation – in some situations, opening sites currently closed; offering food service, retail operations and other revenue generation areas at existing sites; staffing special events or seasonal activities; extending operation from summer to year-round admission; etc.
- 2) **Increase professional capacity:** expert skills are required to develop new activities and visitor experiences; rehab or expand heritage sites; build exhibits and interpret themes; train and serve as guides; etc.

Understanding how visitation can provide revenue generation is key to increasing wage and job growth. Expanding staff to keep facilities open longer and offer greater number of activities will in turn grow the capacity of professional needs to enhance, deliver, market and manage visitor experiences.

### Impact on Other Attractions, Destinations

“It is time that New Jersey (government) partner with the State’s tourism industry to insure our economic vitality, to rebuild our downtowns and to instill a sense of state pride in our constituents. With the recent downturn of the national economy, the State of New Jersey needs to take greater advantage of the vast opportunity for economic growth and downtown revitalization and preservation, which can be realized by expanding travel and tourism as an important and integral business for the state. A business in an industry that has a well documented return on investment.”<sup>21</sup>

If New Jersey uses the recommendations outlined in other reports, and the strategic plan, to develop and market its heritage product to meet travelers standards, the impact on other attractions and the state overall can be profound. In addition to the increased

<sup>21</sup> Source: *New Jersey’s Travel & Tourism Industry White Paper*, N. Bodman (2007)

economic impact, New Jersey may also realize an improved image as visitors see and explore undiscovered facets of the state or experience distinctive assets not found anywhere else in the country. The benefit is fourfold – a more diverse tourism industry, stronger heritage institutions, increased local community/resident pride and revenue generation.

### Securing Baseline Data and Tracking Impact

Performance measurement can only be conducted if a **baseline** is available for future comparison.

Defining the desired **measurements** for success – such as sustainable jobs, increased tax revenue, and stewardship of important resources for enjoyment by future generations – is vital to determining what information to collect and the frequency required for credible analysis.

**Investing** in the development, marketing, and management of heritage attractions is required to increase and sustain heritage tourism growth. Identifying and charging the entity responsible for **managing** the performance evaluation process is essential for consistent and relevant data collection.

A major challenge for heritage tourism market research, however, is capturing accurate impact statistics for non-gated attractions and activities (such as Main Streets, heritage communities, sites and events that do not charge admission.) Another challenge for heritage tourism documentation of its return on investment is attribution. Demonstrating the intrinsic value of a historic resource to a positive image, spending at other places (retail stores, restaurants, lodging), is difficult unless the analysis is tracking a specific promotion or activity.

For research to be valued, it must be conducted *consistently* (annually, biannually) and through/by *credible* sources. State government (through comptroller's office or other data collection agency), private research companies, or educational institutions are some of the most notable sources for conducting and analyzing economic impact data.

### Strategies for Capturing Economic Impact Information

1. Annual Jobs and wages report (historic sites, historic attractions, heritage destinations)
2. Annual dollars leveraged for state grants
3. Annual revenues generated (comparison of visitors and other sources)
4. Tax revenue generation from visitors to historic sites, heritage destinations

New Jersey's Heritage Tourism Strategic Plan will highlight recommendations for documenting the economic impact in the next decade.