

Greenway-Wide Recommendations

Some recommendations for promoting the greenway do not apply to specific segments of the greenway but rather to the greenway as a whole. These “greenway-wide” strategies fall into the following categories: resource preservation; school education; public education; economic development and funding; greenway operations; land use and policy; public participation; and organizational structure. These overarching strategies focus on what is currently being done well to promote the greenway, and what and how promotion of the greenway can be done better.

Resource Preservation Strategies

One of the most critical aspects of the Morris Canal Greenway is the Morris Canal; and the elements in defining the Morris Canal are the physical, historic artifacts of the canal. As noted elsewhere, the canal resources and original path is recognized as the historic thread that binds together a greater greenway. The thread is a critical part of a tapestry that includes many other features and factors.

What sets the Morris Canal Greenway apart from other greenways are the engineering milestones represented by the canal. One of the benefits of the canal as the spine of the greenway is the very civil engineering aspects of a canal which make it an excellent basis for a greenway, including its linear configuration and strict attention to grade changes.

Added to the physical greenway aspect of the canal is the cultural interest it adds to the greenway. Inclined planes, locks, tenders’ houses and other engineering historic resources all add a dimension to the greenway experience.

Adding to the greenway experience, preserving the artifacts of the past for study is critical as an educational tool and as a means of safeguarding the past in respect for our forbearers. Furthermore, historic preservation is recognized as an important component of economic development.

Implementation of historic resource preservation strategies involves several major aspects:

1. Funding for the physical restoration/rehabilitation of historic structures which includes the prioritization of the work as determined by need, historic significance, and available funding (general and restricted site specific as may be determined by a funder). In today’s economy this is a major consideration
2. Implementing the requirements of Federal, State and municipal preservation requirements from the Federal Section 106 reviews, State Historic Preservation Plan, and municipal Historic Preservation Plans as per Municipal Land Use Law(MLUL).
3. Engaging the public and decision-makers in the importance of historic preservation.

Recommendations : *greenway-wide*

Recommendation ID	Project Strategy	Vision Statement					
		1	2	3	4	5	6
A1	Continue to pursue preservation opportunities as identified in the Greenway Properties Inventory	Secondary	Primary	Secondary	Secondary	Secondary	Secondary
A2	Develop a strategy for prioritizing future historic and archaeological preservation projects	Primary	Secondary	Secondary	Secondary	Secondary	Secondary
A3	Work with land owners to utilize a variety of preservation methods	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
A4	Coordinate agricultural preservation and greenway creation goals and efforts	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary
A5	Commission project to reassess the Morrell book and map the resources and information within in a GIS database	Secondary	Secondary	Secondary	Secondary	Secondary	Secondary

Recommendation A1 - Continue to pursue preservation opportunities as identified in the Greenway Properties Inventory

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...interconnects communities and links points of interest by serving as a continuous greenway of open space across the country; and

...provides convenient access to a towpath trail for non-motorized passive recreational use as an integral part of unique educational, travel, and fitness experience.

Project Description:

Preservation activities play a critical role in maintaining the physical historic resources of the canal. This strategy includes acquisition of key historic resources. Ultimately, the significance of the Morris Canal and the unique quality of the Morris Canal Greenway are dependent on the preservation of the character-defining historic resources that make up the canal and associated structures. Many specific projects are noted under Recommendation D.

As noted, acquisition is a direct method by which preservation can be accomplished. Historic preservation does not occur without a broad based public appreciation of the historic resources. For this reason, the public education aspect of the plan should reinforce the cultural and economic benefits of historic preservation.

Historic preservation is not a one-time expenditure of effort. It can include extensive restoration or rehabilitation projects, but historic resources require ongoing maintenance. With ongoing regular maintenance, many of the major costs for restoration or rehabilitation can be

Recommendations : *greenway-wide*

minimized. In determining historic preservation priorities, one must include maintenance of resources as a primary goal.

Acquisition is a tool to be used in coordination with preserving historic resources through zoning and other regulatory methods. Therefore land use policies that protect historic properties may either supplement county funded projects and prohibit activities that will have a negative impact on historic resources.

Recommendation(s):

- A. Concentrate on preserving segments of the canal that interconnect significant open spaces, existing hubs and major population centers.
- B. Preserve remaining segments of the canal as opportunities arise and funding becomes available.
- C. Investigation of local municipalities participating in the Certified Local Government (CLG) program. The CLG program offers municipalities the opportunity to participate more directly in state and federal historic preservation programs. Participation in the CLG program requires that a municipality have a historic preservation ordinance and a historic preservation commission conforming to the specifications of both the Municipal Land Use Law and the National Park Service approved.
- D. Promote the Discover NJ History License Plate Fund for Heritage Tourism with local 501c3 organizations.
- E. Establish relationship with suitable 501c3 organization(s) to apply for funding from the New Jersey Cultural Trust.
- F. Establish a working group focused on municipal historic preservation activities including promoting acquisition of key resources and promoting preservation as noted below:
 - Coordinate activities of historic commissions to work on common issues; develop common nomenclature and establish context for historic resources
 - Determine feasibility of establishing technical assistance for local governments to identify, evaluate, designate, and regulate historic resources as required under the state Municipal Land Use Law (MLUL). The Municipal Land Use Law requires that all historic sites and historic districts designated in local zoning ordinances be based on identifications in the historic preservation plan element of the Master Plan (c. 40:55D-65.1). Thus if a municipality has an ordinance to protect historic places, it must also have a related historic preservation element.
 - Develop Canal-appropriate Design Guidelines for use by municipalities in the Historic Preservation Plans. As with criteria for evaluating historic significance and integrity, design guidelines provide an objective, uniform, and consistent foundation for making decisions on alterations, new construction, or demolition affecting historic properties. State Plan policies recommend that municipalities incorporate into their planning and development review activities design guidelines that protect the character of historic sites, landscapes, and structures; promote adaptive re-use; and enable development and redevelopment that maintain, complement, and enhance scenic and cultural values.

Time Frame and Milestones:

A-F. Make initial contact with municipalities and 501c3 organizations within 1 year to discuss and identify potential collaborative opportunities. Complete one collaborative project within 2 years.

Recommendations : *greenway-wide*

Costs:

Initial: \$5,000 (200 hours of volunteer time @ \$25.00 per hour)

Operational: \$5,000 (200 hours of volunteer time @ \$25.00 per hour) per year + cost of properties.

Potential Funding Sources:

- Discover NJ History License Plate Fund for Heritage Tourism
- New Jersey Cultural Trust
- Preserve America
- The New Jersey Department of Environmental Protection, Natural & Historic Resources, Historic Preservation Office (HPO)

Benefits:

Potential funding from outside sources to preserve key historic resources; economic development via the restoration/rehabilitation of historic resources. Restoration of cultural and historical resources plays a critical role in stimulating the revitalization of communities along the corridor.

Suggested Implementation Agencies:

- Local historical commissions²⁵:
 - Franklin Township Historic Committee
 - Hackettstown Historic Preservation Commission
 - Mansfield Township Historic Preservation Commission
 - Washington Township Historic Preservation Commission
- Local historical societies such as:
 - Hackettstown Historical Society
 - Phillipsburg Area Historical Society
 - Pohatcong Historical & Heritage Society
 - Washington Historical Society
- Local municipalities as extension of the municipality's zoning laws, under MLUL
- New Jersey Historic Preservation Office
- New Jersey Historic Preservation Trust

²⁵ New Jersey Historic Preservation Commission Directory, State of New Jersey Department of Environmental Protection, Division of Parks and Forestry Historic Preservation Office 1999

Recommendations : *greenway-wide*

Recommendation A2 - Develop a strategy for prioritizing future historic and archaeological preservation projects

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...highlights its distinctive characteristics and the ingenuity used in its construction to distinguish it from other historic resources and canals.

Project Description:

Preservation projects which include capital improvements are the fundamental method by which historic resources are preserved. Determining which historic resources should be protected requiring a consensus-building strategic plan that includes public, private and non-profit partners including distinguishing "protection" policies and "restoration/rehabilitation" projects.

Recommendation(s):

- A. Work with the Canal Society of New Jersey in establishing common priority systems and working on funding for determining preservation prioritization of resources
- B. Review all municipal open space plans to determine which have historic preservation components and lists of historic resources
- C. Review all municipal preservation plans to ensure the Morris Canal is identified. The MLUL states preservation plans must:
 - indicate the location and significance of historic sites and historic districts;
 - identify the standards used to assess worthiness for historic site or district identification; and
 - analyze the impact of each component and element of the master plan on the preservation of historic sites and districts.
- D. Work with state partners and others to implement recommendations of the Allamuchy State Park Saxton Falls Area General Management Plan.

Time Frame and Milestones:

- A-D. Make initial assessment of the status of municipal preservation plans. Complete analysis of priority projects.
- A. Complete a priority evaluation system by engaging stakeholders and developing criteria that can be used to evaluate various types of historic resources within 1 year.
- B. Make initial assessment of the status of municipal preservation plans within 1 year. Complete an annotated matrix of individual components of the various plans with key explanations of alternatives to create a model ordinance to be adopted by municipalities along the Greenway within 2 years.
- C. Complete in conjunction with the above recommendation,

Costs:

Initial: \$5,000 (200 hours of volunteer time @ \$25.00 per hour) per year + cost of improvements.

Operational: does not apply

Recommendations : *greenway-wide*

Potential Funding Sources:

- New Jersey Office of Historic Preservation
- New Jersey Preservation Trust
- Warren County Historical and Cultural Commission

Benefits:

Many recent studies indicate that historic preservation projects create jobs, increases property values, conserves resources, supports small businesses, attracts investment, and attracts visitors. Environmental, Cultural, Historical, Social Function, Educational, Health, Recreational, Transportation

Suggested Implementation Agencies:

- Allamuchy State Park
- Canal Society of New Jersey
- Municipal Historic Commissions
- New Jersey Office of Historic Preservation
- New Jersey Preservation Trust
- Warren County Historical and Cultural Commission
- Warren County Historical Society

Recommendation A3 - Work with landowners to utilize a variety of preservation methods

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...highlights its distinctive characteristics and the ingenuity used in its construction to distinguish it from other historic resources and canals.

Project Description:

Working with the individual landowners is a critical tool in preserving historic resources. Determine appropriate preservation methods from incentives to restrictions.

Recommendation(s):

- A. Continue expanding educational programs relating to the benefits of historic preservation and the significance of the Morris Canal by working with Implementation Agencies to provide information to property owners.
- B. Provide technical assistance to property owners on various sources of public and private funding such as applications for preservation tax credits. The federal Investment Tax Credit (ITC) program provides federal income tax credits for rehabilitation of income producing historic properties. The program administered by the National Park Service through the state Historic Preservation Office.

Recommendations : *greenway-wide*

- Contact the state preservation office and determine who administers the appropriate programs for Warren County
 - Promote the ITC program through Implementation Agencies
 - Develop a list of preservation consultants who can help property owners through the application process.
- C. Work with municipalities to gain certification as Certified Local Governments.
- The Certified Local Government (CLG) program offers municipalities the opportunity to participate more directly in state and federal historic preservation programs. Participation in the CLG program requires that a municipality have a historic preservation ordinance and a historic preservation commission conforming to the specifications of both the Municipal Land Use Law and the National Park Service guidelines.
 - Establish a list of communities that are interested in CLG program who are not currently enrolled.
 - Determine which communities meet the qualifications of having a historic preservation ordinance and a historic preservation commission.
 - Work with communities that have an interest in the program to establish a historic preservation ordinance.
 - Work with communities that have an interest in the program to establish a historic preservation commission.
- D. Establish an “unendorsed” list of preservation trades people available to help restore/rehabilitate historic structures. Contact trade organizations, historic societies, architects and local “better business bureaus” to develop the list. Reach out to potential trades people to determine interest in participating in program. Locate a suitable website to host list.

Time Frame and Milestones

- A. Complete within 1 year and provide education opportunities on an ongoing basis.
- B. Complete within 1 year.
- C. Complete initial assessment within six months and establish ordinance and commission for each municipality within 3 years per municipality.
- D. Complete within 1 year and update list on an ongoing basis.

Costs:

Initial: \$2,500 (100 hours of volunteer time @ \$25.00 per hour) per year + cost of properties.

Operational: : \$5,000 (100 hours of volunteer time @ \$50.00 per hour) per year + cost of properties.

Potential Funding Sources:

- The Garden State Historic Preservation Trust Fund
- The Cultural Trust Capital Preservation Grants
- The Discover NJ Historic License Plate Fund for Heritage Tourism provides small grants to develop and promote visitor ready sites.

Recommendations : *greenway-wide*

- The 1772 Foundation, the Historic Trust is offering Capital Preservation Grants up to \$15,000 to nonprofit organizations for repair and restored projects.

Benefits:

Historic preservation has acknowledged cultural and aesthetic benefits; less known and appreciated are preservation's significant economic effects. As early as 1997, the New Jersey Historic Trust along with the Center for Urban Policy Research and the Regional Science Research Corporation have evaluated the economic impact of historic preservation activities. Many other outside studies exist. One of the most comprehensive is "Measuring Economic Impacts of Historic Preservation. A Report to the Advisory Council on Historic Preservation" by Donovan Rypkema and Caroline Cheong of PlaceEconomics and Randall Mason, PhD of the University of Pennsylvania School of Design, Historic Preservation Program released in November 2011. The categories of economic benefits for historic preservation include jobs, property values, heritage tourism, environmental issues and downtown revitalization.

Safeguarding the heritage of the Morris Canal and the communities through which it flows is a critical part of retaining community sense of place. One critical public benefit is the preservation of culturally significant structures for future generations to enjoy. The National Trust for Historic Preservation has long determined that by insuring the preservation of historically and culturally significant areas, a neighborhood, town, or community is stabilized.

More recently, the environmental benefits of historic preservation are being studied. It is being documented that preserving buildings is an act of sustainable design. Sustainable design is design that has longevity built into it. It is continuous and self-supporting.

Suggested Implementation Agencies:

- Heritage Conservancy
- Musconetcong Watershed Association
- North Jersey Resource Conservation & Development
- The Canal Society of New Jersey

Recommendation A4 - Coordinate agricultural preservation and greenway creation goals and efforts

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...leverages the value of the canal to support sound land use planning decisions.

Project Description:

Coordinate historic preservation, land conservation and farmland protection activities to maximize the protection of the various cultural, natural and scenic resources that define the corridor. While each program involves different goals, they can overlap in significant ways. Efforts should be made to call attention of additional values that can be preserved through agricultural preservation and greenway protection. Many historic resources are located on large tracts of farmland or land with significant natural resources. The purchase of development rights through land conservation

Recommendations : *greenway-wide*

or farmland preservation can help support historic preservation of the resources. Protection of rural land for agricultural viability is significant to protect land for agricultural purposes, but a key element to preserving rural character is preserving the historic resources on the land.

Recommendation(s):

- A. Establish a working relationship with Green Acres Program, local land trusts and similar organizations.
 - Produce a calendar of deadlines for various funding programs that can be distributed to all group members
 - Circulate program guidelines and applications to all group members
- B. Work specifically with the Green Acres Musconetcong River/Pohatcong Creek Greenway project.
- C. Hold a symposium on the benefits and methods of historic preservation as part of agricultural preservation and natural resource protection as part of either existing Open Space and Historic Preservation conferences or on a county-wide basis.

Time Frame and Milestones:

- A and B. Conduct on-going working group sessions
- C. Complete a symposium within 1 year

Costs:

Initial: \$2,500 (100 hours of volunteer time @ \$25.00 per hour).
\$2,000 materials and costs for symposium.

Operational: Does Not Apply

Potential Funding Sources:

- Local land trusts
- New Jersey Green Acres program

Benefits:

The concepts of historic preservation and agricultural preservation are interrelated in much of Warren County. The majority of farms in the region have historic resources at their core. These farmsteads typically are not included in agricultural preservation activities, but complement the rural nature that voters have time and time again indicated are important aspects in their communities. Certainly, the direct relationship between agricultural preservation and historic preservation is when easements are purchased, property owners use the funding to maintain or restore historic resources. Historic farm buildings are also given context by being surrounded by preserved agricultural land.

Agritourism is a combination of two important New Jersey industries, agriculture and tourism. The American Farm Bureau Federation approved a good working definition of agritourism in 2004: "Agritourism refers to an enterprise at a working farm, ranch or agricultural plant conducted for the enjoyment of visitors that generates income for the owner. Agricultural tourism refers to the act of visiting a working farm or any horticultural or agricultural operation for the purpose of enjoyment, education, or active involvement in the activities of the farm or operation that also adds to the economic viability of the site." Historic farm buildings with their ability to convey a sense of the past are critical in agritourism.

Recommendations : *greenway-wide*

Suggested Implementation Agencies:

- Green Acres program
- Heritage Conservancy
- Musconetcong Watershed Association
- North Jersey Resource Conservation & Development

Recommendation A5 - Commission project to reassess the Morrell book and map the resources and information within a GIS database

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...tells the story of life along the canal, its influence on past events and its relevance to today's society to support public education and foster community pride.

Project Description:

Published in 1983, the "Historic Preservation Survey of the Morris Canal in Warren County, New Jersey" by Brian H. Morrell is the definitive guide for the Morris Canal in Warren County. Much has changed in the 30 years since its publication and a revised detailed assessment of the resources would be beneficial.

Recommendation(s):

- A. Engage the Canal Society of New Jersey to develop a common list of key properties for preservation.
- B. Apply for planning grants through the state Historic Preservation Office, National Trust for Historic Preservation or other foundations
- C. Create an RFP and associated Scope of Services and seek financial support within 2 years.

Time Frame and Milestones:

A-C. The process by which the Morrell book can be made interactive and timely is through both revisiting all of the sites to assess their changes in thirty years and to make the information more useful by using modern GIS tools. Because of the exhaustive nature of the original work, and any comprehensive updating and revision, this would appear to be a major undertaking involving time, travel and various skill sets. The first step would be creating a scope of work that would outline the final project and describe the various tasks required. This milestone could be completed within one year. Once the scope of work has been completed, the task list can be used to create an estimate of the time required to complete this work. The very size of the project suggests that the county would go through the RFP process to pick the appropriate consultant team to complete the project. The RFP should be completed by the end of year 2.

Recommendations : *greenway-wide*

Costs:

Initial: \$2,500 (100 hours of volunteer time @ \$25.00 per hour)

Operational: \$40,000 (800 hours of professional hours @ \$50.00 per hour)

Potential Funding Sources:

- National Trust for Historic Preservation
- New Jersey Office of Historic Preservation
- The Canal Society of New Jersey
- Warren County Historical and Cultural Commission
- Warren County Morris Canal Committee

Benefits:

The Morrell book is the most comprehensive work on the details of the Morris Canal. The recordation of the canal as it existed in 1983 provides educational benefits to those interested in the Morris Canal as well as providing context for canals on a broader scale. It provides a detail record of operations and activities that no longer exist and would otherwise be lost. An update to that work would provide an excellent case study on historic preservation and how structures survive, deteriorate or are destroyed through the passage of time. By recreating this book, the canal will be reintroduced to entire new generation. While focusing on the physical aspects of the canal, it opens the door to understanding the cultural aspects of canal life in the 19th and 20th centuries.

Suggested Implementation Agencies:

- National Trust for Historic Preservation
- Historic preservation programs at area colleges and universities
- Local historical societies such as:
 - Hackettstown Historical Society
 - Phillipsburg Area Historical Society
 - Pohatcong Historical & Heritage Society
 - Washington Historical Society
- New Jersey Office of Historic Preservation
- The Canal Society of New Jersey
- Warren County Historical and Cultural Commission
- Warren County Historical and Genealogical Society

²⁶ Morris Canal Greenway. <http://morriscanal.org/>

²⁷ The Canal Society of New Jersey. <http://www.canalsocietynj.org/>

²⁸ National Canal Museum. http://www.canals.org/educators/My_Curriculum

²⁹ New Jersey Department of State, Historical Commission, New Jersey History Partnership Project. <http://njhistorypartnership.org/>. Click on "Enter," then "Market Revolution," then "Transportation" to access this information.

³⁰ A Full Hand. Thomas F. Yezerski, author and illustrator. Farrar, Straus & Giroux. 2002.

³¹ <http://www.nps.gov/nr/twhp/profdev.htm>

³² <http://www.nps.gov/nr/twhp/authors.htm>

Recommendations : *greenway-wide*

School Education Strategies

Educational programs for students, in collaboration with local schools, instill a greater understanding of the importance of the Morris Canal in the historical development of Warren County and encourage involvement in future preservation efforts. Warren County possesses a variety of artifacts, publications and other materials that could be used to improve the existing curriculum in the schools through an in-depth study of the Morris Canal. Other individuals and history organizations have also developed a number of canal-based educational tools. Examples of these resources include, but are not limited to, publications and website content produced by the Warren County Morris Canal Committee (WCMCC)²⁶ and the Tales the Boatmen Told and related Famous Tiller Sharks video inspired by Jim Lee, Sr. in the 1960's and 1970's from interviews with senior citizens who worked or lived on the canal in their youth. Since these resources have never been completely inventoried, local educators are not fully aware of the wealth of resources potentially available to them.



To engage school students in learning about the Morris Canal, the WCMCC should work with the Warren County Department of Education to enhance the existing curriculum to better educate its young citizens and help groom the next generation of canal preservationists. Efforts should be made to utilize existing educational resources as a model for enhancing the curriculum, rather than starting from scratch. It is suggested that the following resources, among others, should be reviewed as part of the curriculum development process:

- The Canal Society of New Jersey²⁷ offers Morris Canal photographs, maps and reports through its website.
- The National Canal Museum has published two curriculum guides in conjunction with the National Science Foundation, called Building America's Canals and the Science and Technology of Canals.²⁸ The National Canal Museum's website includes an interactive game that requires users to figure out how to properly operate a canal lock.
- The New Jersey Historical Commission has an interactive, multimedia website called the New Jersey History Partnership Project which includes information on the Morris Canal.²⁹
- Local author, Thomas Yeserski, has published a children's book about the Morris Canal entitled *A Full Hand*³⁰ that describes the journey of nine-year-old Asa as he and his family steer a canal boat from Phillipsburg to Jersey City.
- The National Park Service provides heritage educational services through its Teaching with Historic Places³¹ professional development and training program. The program includes access to technical bulletins, model lesson plans, videos and other resources over the internet, in addition to workshops and conference sessions. An "author's packet" offers additional guidance on writing lesson plans using the program's recommended format. Educators may "submit a proposal for a lesson plan based upon a National Register property using this recommended format. If the proposal is accepted, National Park Service staff will provide guidance as it is being developed, arrange for it to be reviewed by education and subject matter experts, and finalize the lesson for inclusion in the National Park Service's online national series."³²
- The Delaware & Lehigh National Heritage Corridor (DLNHC) has created a Tales of the Towpath curriculum for schools already being used by 32 elementary schools in 10 school districts in Eastern Pennsylvania. This curriculum is based on an illustrated children's storybook of the same name written by DLNHC's Outreach Coordinator. "The curriculum arrives at participating schools in reproduction 19th century ship trunks. Each trunk contains an inventory of items representative of 19th century life along the canals and in coal towns. Teachers implementing the curriculum are trained by DLNHC at required Pennsylvania Act 48 training sessions."³³

³³ Tales of the Towpath: Adventures Along the Lehigh & Delaware Canals. Dennis Scholl, author and illustrator.

Recommendations

Legend

-  primary support of vision statement
-  secondary support of vision statement

Recommendation ID

Project Strategy

Greenway Wide: School Education Strategies

- B1 Conduct an inventory of available artifacts and materials (printed, digital, etc.) preserved by Warren County and the WCMCC applicable for educational purposes
- B2 Meet with the Warren County Department of Education staff to develop a strategy for improving canal related curriculum
- B3 Develop and implement a canal based curriculum for schools in collaboration with others

Vision Statement

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

highlights its distinctive characteristics and the ingenuity used in its construction to distinguish it from other historic resources and canals

tells the story of life along the canal, its influence on past events and its relevance to today's society to support public education and foster community pride.

interconnects communities and links points of interest by serving as a continuous greenway of open space across the county.

provides convenient access to a towpath trail for non-motorized passive recreational use as an integral part of a unique educational, travel and fitness experience.

stimulates the local economy through heritage tourism.

leverages the value of the canal to support sound land use planning decisions.

increases public and private support for and involvement in canal preservation efforts.

B1							
B2							
B3							

Recommendation B1 - Conduct an inventory of available artifacts and materials (printed, digital, etc.) preserved by Warren County and the WCMCC applicable for educational purposes.

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...tells the story of life along the canal, its influence on past events and its relevance to today's society to support public education and foster community pride.

Project Description:

The county possesses a number of artifacts and other materials that could be used for educational purposes, but a complete inventory of these items does not exist. An understanding of the quantity, scope and condition of these items would be useful in determining whether they could serve as teaching tools on a permanent or rotating/temporary basis.

Recommendation(s):

Develop a database of the artifacts and materials in county ownership as follows:

- A. Develop a worksheet that can be used to easily record the information which follows in this recommendation, for each item while conducting the inventory in the field. Consult local, county and state historic preservation agencies for advice in designing the content and format for the worksheet. Test out the worksheet on a diverse sample of items to check its appropriateness and modify as needed.

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- B. Identify the various locations where artifacts and materials are currently stored to facilitate future retrieval.
- C. Identify the items housed at each location categorized by type (i.e., books, paintings, photographs, artifact, models, displays, etc.). Be consistent in the convention used to name various items in order to compare the collections located at the different storage areas.
- D. Quantify the number, condition, size and date of each item and any other pertinent physical characteristics. In the case of printed materials (books, brochures, articles), also note the author, publisher, sale price and any copyright restrictions. Photograph the items for reference purposes as desired.
- E. Make a note of any items that are NOT in the county's possession that may have potential educational value for reference.
- F. Assemble the completed worksheets into a notebook for record keeping purposes and consolidate the results in a computer database.
- G. Prepare a fact sheet summarizing the extent of the collections for use in working with educators.
- H. Complete worksheets for all new items obtained and update the database and fact sheet accordingly.

Time Frame and Milestones:

- A-G. Complete in 3 years
- H. Perform on an on-going basis.

Costs:

Initial: \$45,000 to complete Tasks A through G

Operational: \$5,000 annually to perform Task H

Potential Funding Sources:

- New Jersey Historical Commission
- New Jersey Historic Trust
- National Trust for Historic Preservation
- Private Corporations/Foundation

Benefits:

Indirect economic benefits can be derived from obtaining a better understanding of the available resources that could be incorporated into educational activities for the public as well as school students, thereby enhancing heritage tourism programs.

Suggested Implementation Agencies:

- Warren County Cultural and Heritage Commission

Recommendations: *greenway-wide*

- Warren County Morris Canal Committee (in conjunction with local historic preservation groups, the Highlands Project and/or volunteers)
- Warren County Planning Department

Recommendation B2 - Meet with the Warren County Department of Education staff to develop a strategy for improving canal related curriculum.

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...tells the story of life along the canal, its influence on past events and its relevance to today's society to support public education and foster community pride.

Project Description:

The educators at the focus group session recommended that the county attend the monthly roundtable meetings of county and local district school officials to discuss the idea of enhancing the existing canal-related curriculum and solicit their support in completing this project. The best way to insure that teachers will utilize the proposed canal curriculum with their students is to involve them in the design of the curriculum.

Recommendation(s):

Engage county and local district school officials in developing a strategy for improving canal related curriculum in the public schools.

- A. Contact the Warren County Department of Education to give an overview of the project, request assistance, and discuss the best approach for presenting the project to educators at its monthly roundtable meeting.
- B. Prepare materials (handouts, PowerPoint, etc.) to be used in presenting the project to educators at the roundtable meeting.
- C. Present the project at a roundtable meeting and continue attending roundtable meetings to develop the strategy for enhancing the canal related curriculum.
- D. Summarize the strategy in writing and request the endorsement of the project by county and local school district officials.
- E. Meet annually with Warren County Department of Education to re-evaluate and modify the strategy as needed.

Time Frame and Milestones:

- A-D. Complete within 5 years
- E. Perform on an on-going basis.

Recommendations: *greenway-wide*

Costs:

Initial: \$15,000 to complete Tasks A through D

Operational: \$1,000 annually to perform Task E

Potential Funding Sources:

- New Jersey Department of Education (website provides a list of current grant programs and links to many other educational project funders)
- New Jersey Historical Commission (project and mini-grants)
- PSEG Foundation (focusing on math/science/engineering programs)
- Warren County

Benefits:

Potential revenue from students and their families utilizing the canal for educational and recreational purposes and recommending exploration of the canal to visitors. Continued financial support for canal preservation efforts resulting from increased awareness of the Morris Canal as a community asset. Improved student education through the integration of a variety of subjects resulting in a more knowledgeable public. Teaching children about the canal is also provides promotion of the greenway to the local population.

Suggested Implementation Agencies:

- Local school teachers
- Warren County Department of Education
- Warren County Morris Canal Committee

Recommendation B3 - Develop and implement a canal based curriculum for schools in collaboration with others.

Vision Statement:

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...tells the story of life along the canal, its influence on past events and its relevance to today's society to support public education and foster community pride.

Project Description:

Using the strategy developed in B2 above, a curriculum will be designed and adopted for use by local school districts in Warren County to improve history education in accordance with state academic standards. The project will involve establishing a partnership with various members of the academic community in order to maximize success and minimize duplication of effort.

Recommendation(s):

Recommendations: *greenway-wide*

Create an integrated, multi-disciplinary curriculum for school students featuring the Morris Canal.

- A. Establish an educational working group in collaboration with the Warren County Department of Education, interested local school teachers, and other canal history educators to complete the curriculum enhancement project.
- B. Host a tour of the canal for the members of this working group to help orient them to existing canal resources and the 25-Year Action Plan goals, possibly a modification of the biannual canal tours.
- C. Research and evaluate existing educational resources and approaches used by Warren County school districts and other organizations involved in teaching canal history. Identify which aspects of these programs would be most appropriate for inclusion in the new Morris Canal curriculum.
- D. Develop and implement the new Morris Canal curriculum. This work will most likely involve the following steps, among others:
 - Determine the educational goals of the curriculum in relationship to New Jersey's Core Academic Standards and county/local school district priorities.
 - Develop materials and activities to support classroom studies, field trips, homework assignments, etc. Utilize available artifacts and materials identified in B1 above as appropriate.
 - Conduct a test run of the curriculum to refine the program based upon feedback.
 - Produce and distribute the curriculum to the school districts whose area is transected by the greenway and provide teacher training, including a tour of the canal as appropriate.
 - Include an evaluation form to allow teachers to provide feedback regarding future curriculum improvements.
- E. Revise the curriculum as New Jersey's Core Academic Standards change and as new educational opportunities become available as a result of implementing the 25-Year Action Plan.

Time Frame and Milestones:

A-D. Complete within 5-7 years.

E. Perform on an on-going basis.

Costs:

Initial: \$40,000 to complete Tasks A through D

Operational: \$5,000 annually to perform Task E

Potential Funding Sources:

- New Jersey Department of Education (website provides a list of current grant programs and links to many other educational project funders)
- New Jersey Historical Commission (project and mini-grants)
- PSEG Foundation (focusing on math/science/engineering programs)
- Warren County

Recommendations: *greenway-wide*

Benefits:

Potential revenue from students and their families utilizing the canal for educational and recreational purposes and recommending exploration of the canal to visitors. Improved student education through the integration of a variety of subjects resulting in a more knowledgeable public.

Suggested Implementation Agencies:

- Local school teachers
- Representatives of the:
 - New Jersey History Partnership Project
 - Delaware & Lehigh National Heritage Corridor
 - National Canal Museum
 - National Trust for Historic Preservation
- Warren County Department of Education
- Warren County Morris Canal Committee

Recommendations: *greenway-wide*

Public Education Strategies

The process of engaging the public in educational activities about the Morris Canal requires an ability to pique a person's interest to the extent that he or she chooses to take time out of their otherwise busy lives to have fun learning something new. Once you have his or her attention, the activities must communicate information of value to that person in a way that is both interesting and enjoyable in the allotted time. Individuals who find that the educational adventure is meaningful are more likely to talk to others about their experience, thereby broadening public awareness of the canal and encouraging more people to take part in similar educational activities in the future.



Figure 5-7: Interpretive triangle³⁶

Successful educational programs master the art of interpretation, defined by the National Association for Interpretation as "a communication process that forges emotional and intellectual connections between the interests of the audience and the meanings inherent in the resource."³⁴ Interpretation is not simply the mere presentation of facts but the presentation of accurate information in a manner that inspires an audience to care about the Morris Canal so that it might care for³⁵ the preservation of the canal. Effective interpretation requires an intimate knowledge of the canal, an understanding of the particular audience and the utilization of the appropriate techniques needed to facilitate a deeper understanding and appreciation for the Morris Canal as a past and present day asset to society. (See Figure 5-7).

Those individuals responsible for interpreting the canal's resources should be able to relate the existing physical features of the canal to the less obvious environmental resources, historical forces, technological know-how and social values that helped to shape it. They should recognize that people absorb information in different ways using different senses (seeing, hearing, touching, smelling, tasting) and that the best learning experiences appeal to multiple senses and include opportunities for participants to interact with the learning environment, each other and an interpreter.³⁷

Given the vast amount of information about the Morris Canal, it is important to design educational activities around a specific theme or set of facts to organize the information and concepts to be presented around a single, clear message for the audience. The history of the canal is most closely tied to the "New Jersey at Work" interpretive theme developed by the New Jersey Heritage Task Force as part of a statewide heritage tourism plan. This theme is intended to highlight the

³⁴ Brochu, L. and Merriman, T. Personal Interpretation. National Association of Interpretation. Singapore. 2002.

³⁵ Foundations of Interpretation, Curriculum Content Narrative. National Park Service, U.S. Department of Interior. Washington, D.C. March 1, 2007. Page 1.

³⁶ Ibid

³⁷ Metcalf, Thomas. (1997) Listening to your clients, Life Association News, 92(7) p16 – 18. A University of Texas study revealed that we remember 10 percent of what we read, 20 percent of what we hear, 30 percent of what we see, 50 percent of what we see and hear, 70 percent of what we say and 90 percent of what we do and say.

Recommendations: *greenway-wide*

“industry and creative innovation that shaped New Jersey and helped transform the world.”³⁸ However, the story of the Morris Canal is multi-faceted, with elements that transcend all aspects of society. In order to fully explore all of these issues, the National Park Service has developed a thematic framework that can be used to organize interpretive programs according to eight different categories of information:

- Peopling Places (i.e., migration, family life, ethnicity, community development)
- Creating Social Institutions and Movements (i.e., clubs, reform movements, religion, recreation)
- Expressing Cultural Values (i.e., education, intellectual currents, arts, literature, media)
- Shaping the Political Landscape (i.e., government, political ideas, protests)
- Transforming the Environment (i.e., manipulation, adverse consequences, preservation)
- Developing the American Economy (i.e., extraction, production, distribution, consumption, transportation, workers and work culture)
- Expanding Science and Technology (i.e., experimentation, invention, technological applications)
- Changing Role of the United States in the World Community (i.e., commerce, international relations, expansionism, immigration)

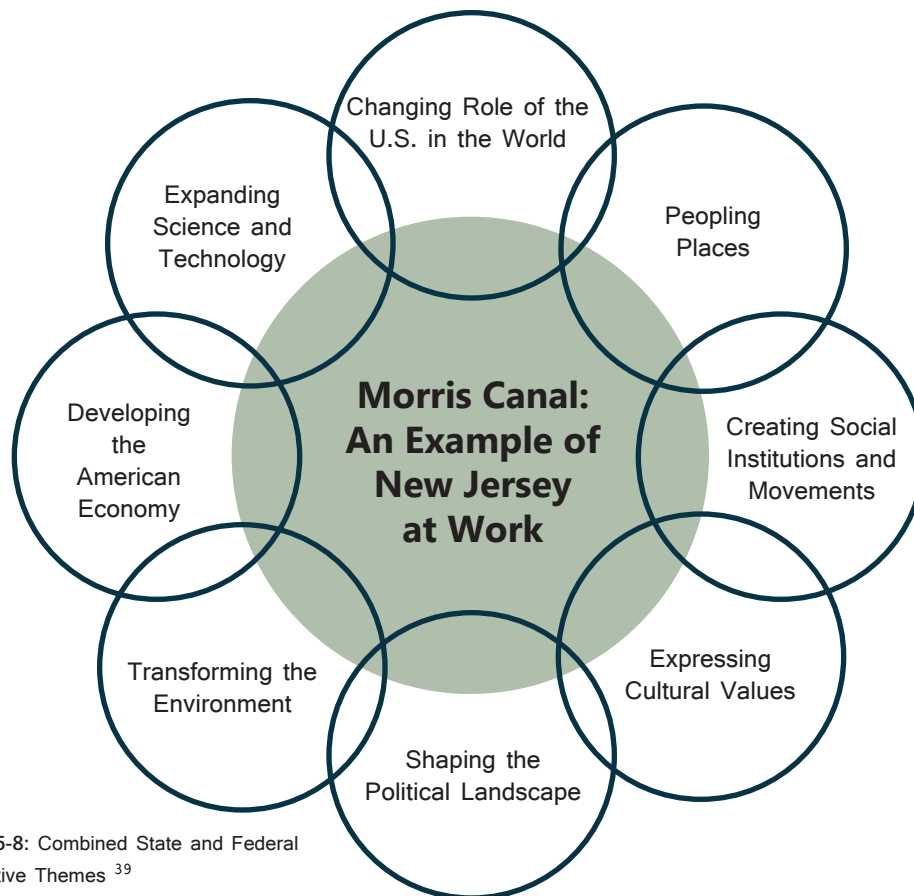


Figure 5-8: Combined State and Federal Interpretive Themes ³⁹

³⁸ Linking Our Legacy to a New Vision, A Heritage Tourism Plan for New Jersey, Executive Summary. New Jersey Heritage Tourism Task Force. Trenton, NJ. June 2010. Page 7.

³⁹ History in the National Park Service, Themes and Concepts. National Park Service, Organization of America Historians, American Historical Association, and the National Coordinating Committee for the Promotion of History. http://www.nps.gov/history/history/hisnps/NPSThinking/themes_concepts.htm

Recommendations : *greenway-wide*

These state and federal interpretive approaches can easily be combined and used to enhance educational activities offered by the WCMCC as shown in Figure 5-8. Examples of the kinds of stories about the Morris Canal that can be highlighted using this approach are summarized in Table 5-5.

The WCMCC is well equipped to speak to history buffs about the nuts and bolts of the Morris Canal. In addition to the group’s collective knowledge, there are a collection of teaching tools available to support the storytelling process including working models, replicas, displays, exhibits, artwork, printed materials, photographs, videos, and a website – as well as the physical remains of the canal that have already been preserved. The challenge is to assemble the information and tools in a manner that will captivate a wide variety of audiences, including those totally unfamiliar with the canal and its history, and provide accurate information in an authentic way, not one that inappropriately glamorizes or commercializes the canal’s past.

Interpretation can occur as part of a self-directed activity, where the audience accesses the educational information on its own and explores it at its own pace and to its desired depth, or as part of a guided program led by an interpreter who presents pre-planned content according to a certain schedule. Even though the WCMCC already provides both guided and self-directed educational activities, there are a number of improvements that can be made to its interpretive programs.

Table 5-5: Thematic Framework for Interpretation

Interpretive Theme	Morris Canal Stories
Changing the Role of the U.S. in the World	<ul style="list-style-type: none"> • Need for internal transportation system for the movement of goods to capitalize on the world trade market and for self-defense during wartime • Role of canals in building and binding a nation out of 13 colonies
Peopling Places	<ul style="list-style-type: none"> • Impact of the route of the canal on local settlement patterns and place names • Daily life on a canal boat • Demographic characteristics of the canal’s workforce • Job functions associated with operating the canal in relationship to town formation
Creating Social Institutions and Movements	<ul style="list-style-type: none"> • Manner in which visionaries of the day discussed ideas and responded to the needs of society

Recommendations: *greenway-wide*

Interpretive Theme	Morris Canal Stories
Expressing Cultural Values	<ul style="list-style-type: none"> • Use of media by George McCulloch, the 19th Century businessman who founded the canal, to promote it • Folklore and music along the canal • Archaeology as a means to preserve and understand culture
Shaping the Political Landscape	<ul style="list-style-type: none"> • Influence of other canal construction projects in the U.S., especially the Erie Canal • McCulloch’s vision for the canal and his role in lobbying for its construction • Need for legislative action to establish and abandon the canal
Transforming the Environment	<ul style="list-style-type: none"> • Impact of topography on the route of the canal • Natural resources used in the canal’s construction, especially water resources • Availability of raw materials to transport to markets • Affect of weather on canal operation (flooding, freezing) • Sources and uses of energy and fuel
Developing the American Economy	<ul style="list-style-type: none"> • Impact of the canal on the Industrial Revolution • Relationship of New Jersey to major markets in New York City and Philadelphia • Local industries and changes in their productivity before the canal is constructed, during its operation and after its abandonment • Process of raising capital to build the canal, the use of a banking system and the financial success of the canal
Expanding Science and Technology	<ul style="list-style-type: none"> • Scientific principles and logistics associated with the canal’s design • Parts of canal and their function, especially the Scotch turbine • Changes in canal design to adapt to market demands • Key people involved in its design and construction such as James Renwick and Ephraim Beach • Competition from other forms of transportation

Recommendations: *greenway-wide*

Legend



primary support of vision statement



secondary support of vision statement

Recommendation ID

Project Strategy

Greenway Wide: Public Education Strategies

Existing Educational Activities

- C1** Continue current efforts to provide and enhance interpretive opportunities
- C2** Review existing program content in relationship to NPS and NJ historic themes, audience, authenticity, modern day relevance and utilization of different interpretation techniques
- C3** Provide talking points for each educational program to insure consistency in presentation of information

New Educational Activities

- C4** Develop new program content in relationship to NPS and NJ historic themes, audience, authenticity, modern day relevance and utilization of different interpretation techniques to provide diverse and balanced programming and broaden public support
- C5** Develop and implement a training program for individuals responsible for interpretation providing consistent and professional presentations
- C6** Evaluate allowing public participation in archaeological investigations as a hands-on learning experience
- C7** Contact local libraries and bookstores to arrange readings and signings by canal book authors
- C8** Offer a mini-grant to local historical societies and municipal historical commissions to develop educational programs about the role of the canal in their communities
- C9** Offer a mini-grant to local municipalities to develop recreational programs incorporating canal related educational information
- C10** Evaluate the suitability of new forms of media and technology as an educational and informational tool to promote the canal and related activities
- C11** Prepare and distribute a user satisfaction survey for programs and utilize the results to improve future activities
- C12** Request that the Morris Canal be portrayed on maps of Warren County prepared by others
- C13** Regularly revise website to keep educational and program information current

Vision Statement
To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

highlights its distinctive characteristics and the ingenuity used in its construction to distinguish it from other historic resources and canals

tells the story of life along the canal, its influence on past events and its relevance to today's society to support public education and foster community pride.

interconnects communities and links points of interest by serving as a continuous greenway of open space across the county.

provides convenient access to a towpath trail for non-motorized passive recreational use as an integral part of a unique educational, travel and fitness experience.

stimulates the local economy through heritage tourism.

leverages the value of the canal to support sound land use planning decisions.

increases public and private support for and involvement in canal preservation efforts.

Recommendations: *greenway-wide*

Recommendation C1- Continue Current Efforts to Provide and Enhance Interpretive Opportunities

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...tells the story of life along the canal, its influence on past events and its relevance to today's society to support public education and foster community pride.

Project Description:

Continue hosting biannual bus tours of the canal, operating the museums at Bread Lock Park and Plane 9W, installing interpretive signage and adding information to the website. These educational activities play an important role in making the canal come alive for the public and should be continued.

Recommendation(s):

Maintain successful interpretive programs to teach the public about the Morris Canal.

- A. Record of the number of people participating in these activities in a database to document the success of the programs over time and for use in justifying requests for funding assistance.
- B. Modify existing educational activities as needed to incorporate additional information as new canal preservation projects are completed.
- C. Update the website as needed to include any improvements to existing educational programs.

Time Frame and Milestones:

A-C. Complete on an on-going basis.

Costs:

Initial: This recommendation focuses on continuing existing programs and therefore does not involve any initial costs.

Operational: \$2,000 annually to enhance or modify existing programs.

Potential Funding Sources:

- Warren County

Benefits:

Potential income generated from public participation in canal-related educational activities for which fees are charged for fundraising purposes. Improved local awareness, appreciation and enjoyment of canal preservation activities.

Suggested Implementation Agencies:

- Warren County Morris Canal Committee
- Warren County Planning Department

Recommendations: *greenway-wide*

Recommendation C2- Review existing program content in relationship to NPS and NJ historic themes, audience, authenticity, modern day relevance and utilization of different interpretation techniques .

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...tells the story of life along the canal, its influence on past events and its relevance to today's society to support public education and foster community pride.

Project Description:

An analysis of both existing self-directed and guided programs is likely to reveal opportunities for revitalizing current programs by providing new and complementary information.

Recommendation(s):

Add depth to existing educational activities by incorporating new information in keeping with state and national interpretive goals.

- A. Identify gaps in educational content by comparing the content of existing programs with the NPS and NJ historic themes and interpretation guidelines.
- B. Determine the availability of information and related interpretive materials that could be used to develop programs to fill gaps identified in Task A. Secure access to these interpretive resources for use in enhancing existing programs.
- C. Design, test and implement the program modifications (including interpreter training) based upon the historic theme and available interpretive resources.

Time Frame and Milestones:

A-C. Complete within 6 months.

Costs:

Initial: Tasks A and B = \$4,000 (\$50/hour x 80 hours)
Task C = \$2,000 for each new program (\$50/hour x 20 hours)

Operational: \$0 – Consider offsetting operational costs with public participation fees.

Potential Funding Sources:

- National Trust for Historic Preservation
- New Jersey Historical Commission
- Preserve America
- Save America's Treasures
- Tourism Cares for Tomorrow

Recommendations: *greenway-wide*

Benefits:

Potential income generated from public participation in canal-related educational activities for which fees are charged for fundraising purposes. Improved local awareness, appreciation and enjoyment of canal preservation activities.

Suggested Implementation Agencies:

- Warren County Planning Department
- Warren County

Recommendation C3- Provide talking points for each educational program to insure consistency in presentation of information.

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...tells the story of life along the canal, its influence on past events and its relevance to today's society to support public education and foster community pride.

Project Description:

An outline of talking points is helpful in organizing the information to be presented in an efficient and interesting way and in training new individuals to become program guides. Educational activities of any kind should be viewed by the WCMCC as an opportunity to promote canal preservation efforts to a "captive audience" and to encourage participants become involved in implementing the 25-Year Action Plan.

Recommendation(s):

Create an outline of information to be presented as part of each educational program.

A. Develop a standardized form to record the talking points and supporting resources for each program, including the following:

- Introductory information (i.e., greeting/welcome, identification of participants, sign-in, orientation items, etc.),
- Logistical information (i.e., agenda for the event, location of restrooms, etc.).
- Key educational points covered during the programs, with references noted.
- Names of handouts distributed.
- Interpretive materials used to reinforce educational concepts (i.e., artifacts, models, displays, photographs, etc.).
- Summary information (i.e., thank you for participation, question and answer period, upcoming events, etc.).
- Support facilities and equipment needed to conduct the event (i.e., projector and screen, electric, tent, bus, rooms, kitchen, etc.).

Recommendations: *greenway-wide*

- B. Ask existing interpreters to complete the form for the programs they conduct on behalf of WCMCC. Modify the standardized form as needed to include all pertinent information
- C. Make sure the talking points for all programs include a request for public support for fundraising purposes.
- D. Utilize the talking points to conduct future programs and train new interpreters. Update the forms as program content is changed.

Time Frame and Milestones:

- A-C. Complete within 1 year.
- D. Complete on an on-going basis.

Costs:

Initial: \$2,500 (\$25/hour x 100 hours)

Operational: \$200 annually (\$25/hour x 4 hours)

Potential Funding Sources:

- Educational Development Grants
- Warren County

Benefits:

Potential income generated from public participation in canal-related educational activities for which fees are charged for fundraising purposes. Improved local awareness, appreciation and enjoyment of canal preservation activities.

Suggested Implementation Agencies:

- Warren County Morris Canal Committee
- Warren County Planning Department

Recommendation C4- Develop new program content in relationship to NPS and NJ historic themes, audience, authenticity, modern day relevance and utilization of different interpretation techniques to provide diverse and balanced programming and broaden public support.

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...tells the story of life along the canal, its influence on past events and its relevance to today's society to support public education and foster community pride.

Recommendations: *greenway-wide*

Project Description:

The story of the Morris Canal contains a wealth of information on a wide variety of topics, all of which have value and should be interpreted for public enjoyment. For example, a program for the local Chamber of Commerce could focus on the process by which the Morris Canal and Banking Company was established in comparison to today's business practices, while a presentation to meeting of ladies from a Red Hat Society could feature information about the everyday life of a family on a canal boat. An investigation of the self-directed and guided interpretive programs provided by other canal preservation organizations should be included in this assessment for comparison and coordination purposes.

Recommendation(s):

Improve diversity of educational opportunities by developing new programs based upon a wider variety of topics.

- A. Identify gaps in educational content by comparing the topics of existing programs with the NPS and NJ historic themes and interpretation guidelines.
- B. Identify the specific audiences that would be most likely to participate in any new programs based upon the topic to be presented.
- C. Determine the availability of information and related interpretive materials that could be used to develop programs to fill gaps identified in Task A. Secure access to these interpretive resources for use in designing and conducting new programs.
- D. Design, test and implement the programs (including interpreter training) based upon the historic theme, available interpretive resources, and targeted audience.
- E. Reach out to identified audiences to schedule programs.

Time Frame and Milestones:

- A and B. Complete within 3 months.
- C. Complete within 6 months.
- D. Complete within 1 year.
- E. Perform on an on-going basis

Costs:

Initial: Tasks A through C = \$6,000 (\$50/hour x 120 hours)
Task D = \$5,000 for each new program (\$50/hour x 100 hours)

Operational: \$0 – Consider offsetting operational costs with public participation fees

Potential Funding Sources:

- National Trust for Historic Preservation
- New Jersey Historical Commission
- Preserve America
- Save America's Treasures
- Tourism Cares for Tomorrow

Recommendations: *greenway-wide*

Benefits:

Potential income generated from public participation in canal-related educational activities for which fees are charged for fundraising purposes. Improved local awareness, appreciation and enjoyment of canal preservation activities.

Suggested Implementation Agencies:

- Local historical societies and commissions
- Repositories of canal information and artifacts
- Warren County Morris Canal Committee

Recommendation C5- Develop and implement a training program for individuals responsible for interpretation providing consistent and professional presentations.

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...tells the story of life along the canal, its influence on past events and its relevance to today's society to support public education and foster community pride.

Project Description:

A well-designed program can easily fail if it is haphazardly presented, undermining the reputation of the WCMCC and the public's perception of canal preservation efforts. The proposed training program should not only review the desired educational content but also give guidelines on how to improve public speaking skills, provide hospitality, assess and respond to audience needs and abilities, handle difficult and emergency situations, engage participants during the program, obtain user feedback, and serve as an ambassador who can direct participants to other points of interest in the region.

Recommendation(s):

Establish a process by which individuals, paid or volunteer depending on circumstances, are trained to serve as interpreters along the Morris Canal.

- A. Identify the technical knowledge, interpersonal skills and work ethic needed to serve as an effective interpreter to use as criteria in evaluating potential applicants for an interpreter position. Determine if a background check will be conducted on all potential applicants for an interpreter position.
- B. Research how other organizations provide training for their interpreters or docents.
- C. Develop and implement a training program based upon the results of Tasks A and B to include the following at a minimum:
 - Background information on the WCMCC and its current canal preservation efforts.
 - An overall history of the Morris Canal with key dates/achievements. Talking points to be included in specific educational programs to be conducted by the interpreter.

Recommendations: *greenway-wide*

- Public speaking methods.
- Techniques for understanding the audience and how to adapt educational programs to their specific needs (age group, knowledge level, disability, time available, etc).
- Methods for encouraging participants to complete the user survey.
- Procedures for handling emergencies including safety and first aid.
- Visitor information to promote heritage tourism within the region including upcoming events, nearby destinations, local accommodations, gas/food services, etc.
- Ways to promote continued public support for canal preservation efforts.
- Logistics of interpretive site (access, security, building operations, trash disposal and other maintenance, etc.)

D. Require trainees to participate in an apprenticeship program with an experience interpreter prior to conducting educational programs on their own.

E. Add information on the WCMCC website regarding opportunities for serving as an interpreter, including a summary of job responsibilities and the method of applying for an interpreter position.

Time Frame and Milestones:

A and B. Complete within 6 months.

C and D. Complete within 1 year.

E. Complete within 1 month.

Costs:

Initial: \$16,000 (\$50/hour x 320 hours)

Operational: Budget \$2,000 for each interpreter trained.

Potential Funding Sources:

- New Jersey Historical Commission
- Preserve America
- Save America's Treasures
- Tourism Cares for Tomorrow

Benefits:

Potential income generated from public participation in canal-related educational activities for which fees are charged for fundraising purposes. Improved local awareness, appreciation and enjoyment of canal preservation activities.

Suggested Implementation Agencies:

- Existing and volunteer interpreters
- Warren County Morris Canal Committee
- Warren County Planning Department

Recommendations: *greenway-wide*

Recommendation C6- Evaluate allowing public participation in archaeological investigations as a hands-on learning experience.

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...increases public and private support for and involvement in canal preservation efforts.

Project Description:

Despite the sensitivity involved in preserving archaeological sites during the investigation process, the public can find the prospect of uncovering the “hidden treasures” of the Morris Canal fascinating. Consideration should be given to allowing members of other canal organizations, historic societies and commissions and college students in archaeology programs have access to the dig site. At a minimum, the results of any archaeological investigations should be shared with the public through post-excavation speaking engagements or other media outlets.

Recommendation(s):

Share the process and outcome of archaeological investigations with the public.

A. When planning an archaeological dig, require that the archaeologist document the excavation process and findings for use in public educational activities using one or more of the following techniques:

- Short videos of the archaeological team explaining the purpose of the excavation, investigation tools, and key findings at various stages in the dig (including time lapse photography as appropriate).
- A PowerPoint presentation containing photographs of key resources uncovered during the excavation with captions in lay terms.
- A fact sheet summarizing the purpose and results of the investigation.

B. Work with the archaeologist to determine the feasibility of allowing public access to the excavation during the digging process.

- Determine the specific conditions under which the public would be allowed to only view the excavation during the digging process (i.e., during what stage of the dig, viewing distance, maximum number of viewers at any one time, which types of individuals should be allowed to view the dig and why, etc.). Implement measures to facilitate public viewing.
- Determine the specific conditions under which the public would be allowed to participate in the excavation process (i.e., during what stage of the dig, age and skill set of participant, liability waiver, equipment needed, which types of individuals should be allowed to view the dig and why, etc.). Implement measures to facilitate participation.

C. Ask the archaeologist to present the results of the dig as part of a speaking engagement, radio or television news broadcast or other public event.

D. Determine the extent to which artifacts from the excavation can be shown to the public as part of hands-on learning activities or displays. Implement measures to utilize these artifacts as desired.

Recommendations: *greenway-wide*

Time Frame and Milestones:

- A-B. Complete based upon the timetable for conducting the archaeological investigation.
- C. Complete within 1 month of the end of the dig.
- D. Complete within 6 months of the end of the dig.

Costs:

Initial: This recommendation focuses on providing educational activities on an operational basis only as part of archaeological investigations initiated separately.

Operational: Budget of \$5,000 per dig to cover cost of suggested educational activities.

Potential Funding Sources:

- National Trust for Historic Preservation
- New Jersey Historical Commission
- New Jersey Historic Trust
- Warren County Open Space Trust Fund

Benefits:

Potential income generated from public participation in canal-related educational activities for which fees are charged for fundraising purposes. Improved local awareness, appreciation and enjoyment of canal preservation activities.

Suggested Implementation Agencies:

- Archaeologists retained to perform the digs
- Individuals selected to view or participate in the excavation process
- Warren County Morris Canal Committee
- Warren County Planning Department

Recommendation C7- Contact local libraries and bookstores to arrange readings and signings by canal book authors .

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...tells the story of life along the canal, its influence on past events and its relevance to today's society to support public education and foster community pride.

Recommendations: *greenway-wide*

Project Description:

Libraries and bookstores provide an additional venue for educating the public about the canal and can occur within a much larger geographical area than just Warren County.

Recommendation(s):

Encourage exploration of the Morris Canal through reading.

- A. Identify books and videos about the Morris Canal that are suitable for various age groups and levels of interest.
- B. Prepare a list of recommended readings and films to be included on the WCMCC website.
- C. Identify and contact local public and college libraries and private bookstores to determine how many of the recommended books and films are readily available for borrowing or purchase from them and to determine their willingness to host a book reading, signing or viewing. At a minimum, assist local libraries in adding the recommended readings and films to their collections. If possible, encourage local bookstores to offer the books and films for sale.
- D. Contact the book authors and film producers to determine their willingness to participate in a book reading, signing or viewing and to discuss the logistics (time, fee, content, format, etc.) for such an event.
- E. Arrange for readings, signings and viewings based upon the results of the tasks above.

Time Frame and Milestones:

A-D. Complete within 3 months.

E. Time frame as determined by results of previous tasks.

Costs:

Initial: \$4,000 (\$50/hr x 40 hours/week x 2 weeks)

Operational: Varies, based upon fees charged and cost of books.

Funding Sources:

- New Jersey State Council on the Arts
- Private corporations

Benefits:

Potential income generated from public participation in educational canal events for which fees are charged for fundraising purposes. Improved local awareness, appreciation and enjoyment of canal preservation activities.

Recommendations: *greenway-wide*

Suggested Implementation Agencies:

- Book authors and film producers
- Local libraries and bookstores
- Volunteers
- Warren County Morris Canal Committee
- Warren County Planning Department

Recommendation C8- Offer a mini-grant to local historical societies and municipal historical commissions to develop educational programs about the role of the canal in their communities.

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

... increases public and private support for and involvement in canal preservation efforts.

Project Description:

Historical societies and commissions can be valuable partners in disseminating information about the Morris Canal to local residents. These organizations can use mini-grants to create displays at their society headquarters or municipal buildings, develop a series of canal history articles for newsletters distributed to the public, conduct a walking tour, bring in speakers or sponsor other canal-related educational programs.

Recommendation(s):

Establish a funding program to help historical societies and commissions design and implement educational programs about the Morris Canal.

- A. Contact local historical society and commission representatives to understand and/or assess:
 - Their current knowledge of the Morris Canal and the extent of their collection of Morris Canal historical resources.
 - How they develop and implement new educational activities.
 - How information about the Morris Canal could best be integrated into existing educational programs or used to develop a new program(s) - AND - their organization's willingness and capacity to feature the Morris Canal in such programs.
 - How the programs could be developed to highlight the unique attributes of the canal in their community. The level of financial resources needed to incorporate the Morris Canal into their educational offerings.
- B. Attend existing educational programs as needed to evaluate their format, content, suitability, etc.
- C. Document the findings in a written report.
- D. Prepare guidelines and an application for the historical societies and commissions to use in requesting financial assistance from appropriate funding sources to develop educational activities identified in Task A, obtaining county board/agency approval as required.

Recommendations: *greenway-wide*

E. Meet with representatives of each historical society or commission to present the mini-grant program and encourage their involvement in developing new canal-based educational programs for their constituents.

Time Frame and Milestones:

A-C. Complete within 1 year

D. Complete within 6 months

E. Complete within 1 month

Costs:

Initial: \$8,000 (\$50/hour x 160 hours)

Operational: To be determined based upon number and value of grants disbursed.

Potential Funding Sources:

- To be determined as part of recommendation.

Benefits:

Potential income generated from public participation in canal-related educational activities for which fees are charged for fundraising purposes. Improved local awareness, appreciation and enjoyment of canal preservation activities.

Suggested Implementation Agencies:

- Local historical societies and historical commissions
- Warren County Morris Canal Committee
- Warren County Planning Department

Recommendation C9- Offer a mini-grant to local municipalities to develop recreational programs incorporating canal related educational information.

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...increases public and private support for and involvement in canal preservation efforts.

Project Description:

Some municipalities offer organized recreational activities for their residents, such as summer recreation programs or community day events. A mini-grant program will encourage these communities to develop new ways of helping residents explore the history of the Morris Canal and celebrate canal preservation activities as part of their municipal recreational services.

Recommendations: *greenway-wide*

Recommendation(s):

Establish a funding program to help support the design and implementation of community-sponsored recreational programs featuring the Morris Canal.

- A. Contact local municipal officials to understand and/or assess:
- The existing recreational activities each community offers its residents.
 - How new recreational activities are developed and implemented.
 - How information about the Morris Canal could best be integrated into existing recreational programs or used to develop a new program(s) - AND - the municipality's willingness and capacity to feature the Morris Canal in such programs.
 - How the programs could be developed to highlight the unique attributes of the canal in their community.
 - The level of financial resources needed to incorporate Morris Canal activities into each community's existing recreational programs.
- B. Attend existing recreational programs as needed to evaluate their format, content, suitability, etc.
- C. Document the findings in a written report.
- D. Prepare guidelines and an application for the municipalities to use in requesting financial assistance from appropriate funding sources to develop recreational activities identified in Task A, obtaining county board/agency approval as required.
- E. Meet with representatives of each municipality to present the mini-grant program and encourage their involvement in developing new canal-based recreational and educational activities for their residents.

Time Frame and Milestones:

- A-C. Complete tasks within 1 year
- D. Complete within 6 months
- E. Complete within 1 month

Costs:

Initial: \$8,000 (\$50/hour x 160 hours) for development of mini-grant program

Operational: To be determined based upon number and value of grants disbursed.

Funding Sources:

- To be determined as part of recommendation.

Benefits:

Potential income generated from public participation in canal-related educational activities for which fees are charged for fundraising purposes. Improved local awareness, appreciation and enjoyment of canal preservation activities.

Recommendations: *greenway-wide*

Suggested Implementation Agencies:

- Local municipalities
- Warren County Morris Canal Committee
- Warren County Planning Department

Recommendation C10- Evaluate the suitability of new forms of media and technology as an educational and informational tool to promote the canal and related activities.

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...tells the story of life along the canal, its influence on past events and its relevance to today's society to support public education and foster community pride.

Project Description:

With recent advances in computer-based technology, people are gathering information from the internet through their mobile phones, finding places of interest using Global Positioning System devices and reading books using computer tablets, in addition to learning through traditional print, radio and television media. "Outdoor participants ages 25 to 44 use technology to search for information about outdoor recreation more often than participants in other age groups. Sixty-three percent of these adult outdoor participants use technology to search for outdoor information, followed closely by 62 percent of 18 to 24-year olds. That compares to 40 percent of teenagers ages 13 to 17 and only 26 percent of children ages 6 to 12."⁴⁰ The careful use of technology can attract participants to interpretive activities and support self-directed learning when guided tours are not available, without cheapening the overall visitor experience.

Recommendation(s):

Assess the appropriateness of using new forms of media and technology tools to enhance public education efforts.

- A. Develop an abridged version of the WCMCC website content tailored to viewing on mobile devices. (Example: Essex National Heritage Area Trails & Sails SmartPhone Mobi-Site).
- B. Consider developing podcasts to support self-directed activities when guided tours are not available or practical.
- C. Add GPS coordinate information on the location of key canal destinations to the WCMCC website.
- D. Encourage visitors to submit photos and videos of their visits to the canal for posting on the WCMCC website, as appropriate. (Example: North Dakota Tourism RU Legendary Campaign).

⁴⁰ 2011 Outdoor Recreation Participation Report. The Outdoor Foundation. Boulder, CO. Page 36.

Recommendations: *greenway-wide*

- E. Evaluate the suitability of using QR code tags (square black and white patterned boxes similar to UPC codes) in lieu of interpretive signage. By scanning the tags with their SmartPhone's camera, visitors can digitally connect to specially-designed mobile web pages containing information about the canal. (Example: Augusta Canal National Heritage Area's SmartPhone DigiTrail).
- F. Evaluate the benefits of and logistics involved in utilizing Facebook, YouTube or Twitter to promote canal preservation activities. (Example: North Dakota Tourism RU Legendary Campaign).
- G. Keep up-to-date on technological advances that can be used to promote and interpret the canal. Attend conferences/workshops and read trade publications to monitor progress in improving and developing new technological applications. (Example: University of Massachusetts Amherst May 2012 Conference called High-Tech Heritage - How Are Digital Technologies Changing Our Views of the Past?)

Time Frame and Milestones:

- A and B. Complete tasks within 1 year
- C. Complete within 1 month
- D. Perform task on an on-going basis
- E and F. Complete within 6 months
- G. Perform task on an on-going basis

Costs:

Initial: This recommendation focuses on the tasks associated with a continual assessment of media trends and therefore does not involved any initial costs.

Operational: \$2,000 (\$50/hour x 40 hours)

Potential Funding Sources:

- New Jersey Department of State, Division of Travel and Tourism
- New Jersey Historic Trust
- Tourism Cares for Tomorrow

Benefits:

Potential income generated from public participation in canal-related educational activities for which fees are charged for fundraising purposes. Improved local awareness, appreciation and enjoyment of canal preservation activities.

Suggested Implementation Agencies:

- Media and technology consultants
- Visitors
- Warren County Morris Canal Committee
- Warren County Planning Department

Recommendations: *greenway-wide*

Recommendation C11- Prepare and distribute a user satisfaction survey for programs and utilize the results to improve future activities.

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...stimulates the local economy through heritage tourism.

Project Description:

Individuals who participate in educational programs appreciate being asked for their feedback and are often the source of good ideas for improving them. The survey results are not only helpful in modifying programs to address any concerns but also in documenting the success of interpretive activities to potential funders.

Recommendation(s):

Utilize the following approach in developing and implementing user satisfaction surveys:

- A. Conduct research on the types of user surveys used by other heritage tourism sites and organizations to assess their activities in order to identify the survey format(s) best suited to the programs offered by WCMCC.
- B. Determine the appropriate length of the survey to solicit key information from the public based upon the type of educational program offered.
- C. Design the survey to include questions that will collect information on the following topics:
 - Demographic information (i.e., number of adults and children in their party, how far they traveled to participate in the program, etc.)
 - Publicity (i.e., how did they hear about the program)
 - Knowledge of the Topic (i.e., how familiar were they with the subject matter before and after they participated in the program, what would they like to know more about)
 - Interpretation (i.e., was the interpreter knowledgeable of the subject matter; did the interpreter present the information in an interesting manner; were your questions answered; how helpful were the handouts, displays, models, photographs, etc. in communicating information about the topic)
 - Enjoyment of the Program (i.e., what did they like best about the program, what was the most interesting, would they recommend the program to others, what did they find the most useful, how would they rate their overall experience, did the program meet or exceed their expectations, was the program too long or short)
 - Hospitality (i.e., did they have any problems finding the location of the program; were they greeted in a friendly manner; was the program conducted in a professional way; did they receive helpful answers to their questions; how likely are they to return to the area; was the program facility clean and attractive; how would they rate the food, restrooms)
 - Extent of Visit (i.e., how much time will they be spending in the area; will they be staying overnight and, if so, where; will they be participating in other activities during their stay and, if so, what kinds and where)
 - Additional Comments (i.e., provide space for other input not covered by structured questions)
 - Contact Information (offer to notify them of future programs if they provide contact information)

Recommendations: *greenway-wide*

- D. Decide whether an incentive will be provided to encourage participants to complete the survey (i.e., a discount coupon for an item at a local business or a reduced fee for attendance at a future program).
- E. Test and modify the survey prior to distribution.
- F. Tabulate the results and develop a database to document program success. Compare the findings over time and modify programs based upon survey results.
- G. Modify survey questions as needed to capture pertinent information as existing programs change and new programs are added.

Time Frame and Milestones:

- A and B. Complete within 2 months
- C-E. Complete within 6 months
- F and G. Perform tasks on an on-going basis.

Costs:

Initial: \$6,000 (\$50/hour x 120 hours)

Operational: \$100 tabulation per program using volunteers (\$25/hour x 4 hours)

Potential Funding Sources:

- Warren County

Benefits:

Potential income generated from public participation in canal-related educational activities for which fees are charged for fundraising purposes. Potential of the proposed incentive to increase heritage tourism revenue. Improved local awareness, appreciation and enjoyment of canal preservation activities.

Suggested Implementation Agencies:

- Volunteers
- Warren County Morris Canal Committee
- Warren County Planning Department

Recommendation C12- Request that the Morris Canal be portrayed on maps of Warren County prepared by others

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

... stimulates the local economy through heritage tourism.

Recommendations: *greenway-wide*

Project Description:

There are a number of maps produced by others for informational and promotional purposes that could be used to increase public awareness of the Morris Canal as an open space, historic and recreational resource. Efforts should be undertaken to ask mapmakers to depict the canal as they update existing maps and/or produce new maps of the county.

Recommendation(s):

Improve public knowledge of the Morris Canal by showing its route and key features on maps distributed to the public.

- A. Determine the type of road, information, educational and other maps of the county currently available to the public for free or for sale in print or digital format. Obtain the contact information for the map makers.
- B. Document the extent to which these maps currently show the Morris Canal and its key features.
- C. As needed, contact the map makers to assess their willingness to include the Morris Canal on updates to existing maps and on new maps (includes correcting map errors if found). Inquire as to the level of detail to be used in providing information about Morris Canal on their maps.
- D. Prepare written information and camera-ready artwork in keeping with the format used by the map makers and submit the information and artwork in accordance with publication deadlines.
- E. As appropriate, utilize/distribute the maps in public education activities.
- F. Contact the map makers on a regular basis to provide new information about the canal and insure the canal continues to be depicted on their map products.

Time Frame and Milestones:

- A and B. Complete tasks within 2 months
C and D. Complete tasks within 1 month
E and F. Perform tasks on an on-going basis

Costs:

Initial: \$4,000 (\$25/hour x 80 hours + \$50/hour x 40 hours)

Operational: \$500 annually (\$25/hour x 20 hours)

Potential Funding Sources:

- Warren County

Economic Benefits:

Potential income generated from public participation in canal-related educational activities for which fees are charged for fundraising purposes.

Recommendations: *greenway-wide*

Public Benefits:

Improved local awareness, appreciation and enjoyment of canal preservation activities.

Suggested Implementation Agencies:

- Volunteers
- Warren County Chamber of Commerce and Convention and Visitors Bureau
- Warren County Morris Canal Committee
- Warren County Planning Department
- Warren County Public Information

Recommendation C13- Regularly revise website to keep educational and program information current.

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...tells the story of life along the canal, its influence on past events and its relevance to today's society to support public education and foster community pride.

Project Description:

The WCMCC website has become a valuable tool in communicating with the public and should be maintained on a regular basis to contain the most recent information about educational issues and activities along the canal.

Recommendation(s):

Implement the following process for insuring that the WCMCC website is up-to-date in providing educational resources for the public's enjoyment.

- A. Discuss the need for website content updates as part of the WCMCC monthly meeting agendas.
- B. Establish and implement a procedure for quickly updating the website to include time-sensitive material, such as notices of upcoming events, in comparison to educational material that is not based upon a critical timeline for distribution, such as additional historical information about the canal.
- C. Utilize the results of user satisfaction surveys as a basis for modifications to the website.
- D. Develop a means by which public requests for new educational information can be addressed and the information incorporated into the website content as appropriate.

Time Frame and Milestones:

A-D. Perform tasks on an on-going basis as new information arises.

Recommendations: *greenway-wide*

Costs:

Initial: This recommendation focuses on improvements to a website that has already been created. Therefore, no initial costs are involved.

Operational: \$1,000 annually (\$25/hour x 40 hours)

Funding Sources:

- Warren County General Operating Budget
- Volunteers

Benefits:

Potential income generated from public participation in canal-related educational activities for which fees are charged for fundraising purposes. Improved local awareness, appreciation and enjoyment of canal preservation activities.

Suggested Implementation Agencies:

- Volunteers
- Warren County Morris Canal Committee
- Warren County Planning Department

Recommendations: *greenway-wide*

Economic Development and Funding Strategies

Potential Funding Sources

The following alphabetical list contains information about potential funding sources intended to support the economic development and funding strategies recommendation as well as other recommendations throughout this report. Their funding priorities and criteria for considering funding requests, all of which are subject to change. It is not intended to represent all of the possible funding opportunities that are currently available or that may arise in the future.

1772 Foundation (<http://www.1772foundation.org/1772/index.jsp>)

The mission of this private foundation is to help preserve American historical treasures by providing small grants of up to \$15,000 to 501(c)(3) organizations for the following historic preservation projects:

- Exterior painting, surface restoration and finishes
- Installation of or upgrade to security, lightning protection and fire detection systems
- Repair and restoration of windows, porches and roofs
- Structural sill repair and replacement
- Repair and re-pointing of foundations and chimneys

Funds are provided on a 1:1 matching basis. “To demonstrate the sustainability of historic sites, applicants may be required to submit a cyclical maintenance plan, condition assessment, restoration plan or stewardship plan that has been prepared or updated within the last five years. If an appropriate plan does not exist, the foundation will consider providing support for development of a plan on a case-by-case basis.”

American Express (<http://about.americanexpress.com/csr/hpc.aspx>)

American Express supports Section 501(c)(3) and 509(a)(1), (2) or (3) “organizations and projects that preserve or rediscover major historic sites and monuments in order to provide ongoing sustainable access and enjoyment for current and future audiences. The programs we support include historic landmarks and public spaces. We emphasize preserving sites that represent diverse cultures.” Eligible projects include:

- Restoring historic places to ensure ongoing public access and interaction with the sites.
- Preserving historic places for future or innovative use.
- Sustaining historic places by creating systems to manage increased visitor activities and environmental impacts.

American Express does not fund archival projects; individuals needs, including scholarships, sponsorships and other forms of financial aid; fund-raising activities, such as galas, benefits, dinners and sporting events; Goodwill advertising, souvenir journals or dinner programs; travel for individuals or groups; sectarian activities of religious organizations; political causes, candidates, organizations or campaigns; books, magazines or articles in professional journals; endowments or capital campaigns, except restoration projects; traveling exhibitions (we will only consider each venue on its own); and sports sponsorships. Letters of inquiry may be submitted throughout the year and must address the following questions:

1. Why is this historic place important to the community? Meaning, what is its historical significance and its role in the community?

Recommendations: *greenway-wide*

2. What is the specific, quantifiable impact of the project to the community? How will you measure it? (Please note, “Community” can mean visitors, local residents, businesses, etc.)
3. What is the expected number of people who will visit the historic place after the completion of the project? How does this compare to your usual attendance?

Avantor Performance Materials (<http://www.avantormaterials.com/content.aspx?id=4294983698&terms=community>)

This manufacturing company provides grants 501(c)(3) organizations to promote science education and environmental stewardship. For educational projects, “priority is given to general science and chemistry education; initiatives that enhance the educational experience for groups of students, rather than individual students; initiatives that enhance educational programs and curricula with the goal of developing long-term, sustainable programs within schools or entities; initiatives that provide a safe educational environment for at-risk individuals or underserved populations.” For environmental protection and sustainability initiatives, “priority is given to initiatives that develop or enhance sustainability programs (i.e., recycling programs, community clean-up programs); initiatives that promote energy efficiency and conservation; initiatives that enhance greenspace and recreational areas.” The company also encourages its employees “to donate their time to non-profit organizations in the communities in which they live or work.” For more information, contact: Gene Nichols, Manager, Internal Communications and Community Relations, 610-573-2754, gene.nichols@avantormaterials.com

Comcast Foundation (<http://www.comcast.com/corporate/about/inthecommunity/foundation/comcastfoundation.html?SCRRedirect=true>)

The Comcast Foundation funds 501(c)(3) organizations involved in “diversity-oriented programs that address digital literacy, promote community service and build tomorrow’s leaders” in addition to augmenting its funds with employee “volunteer time, promotional activities and other in-kind contributions.” Unsolicited requests for sponsorships or grants are not accepted. Instead, Comcast’s “community partners are proactively identified by local Comcasters in the field. As members of the community, they have an intimate knowledge of local nonprofits and can best allocate the funds to projects that will make the largest impact where it is most needed.” Since consideration will only be given to organizations within Comcast’s services area, information about an organization should be “sent to the local address for all related correspondence.” Comcast does not fund “marketing sponsorships; sporting events; trips or tours; capital campaigns; endowments; research studies; lobbying campaigns; donor-advised funds; private foundations; individuals; political candidates or political organizations.”

FirstEnergy Foundation (https://www.firstenergycorp.com/community/firstEnergy_foundation/index.html)

This foundation supports non-profit organizations within the service area of its subsidiaries including Jersey Central Power & Light Company, in order to “help improve the vitality of our communities and support key safety initiatives, promote local and regional economic development and revitalization efforts, and support FirstEnergy employee community leadership and volunteer interests.” Funds are not typically provided for schools or “organizations that receive sizeable public tax funding.” Since unsolicited grant applications are not accepted, the foundation recommends that projects be discussed with local company representatives who will determine if a grant application should be submitted. In Warren County, the local JCP&L representatives are Stan Prater (973-401-8300) and Mike Obremski (973-401-8860). The foundation also matches its employee contributions to “qualifying educational, cultural, civic, and health and human service organizations not supported by federated campaigns like the United Way.”

Recommendations: *greenway-wide*

Georgia-Pacific Foundation (<http://www.gp.com/gpfoundation/index.html>)

“The Georgia-Pacific Foundation supports quality programs in Education, Environment, Entrepreneurship and Community Enrichment that produce tangible results and make a measurable difference in the quality of life in the places where our employees live and work.” Funding is given to 501.c.3, government, school, fire or police organization within a 30-mile radius of its manufacturing facilities (i.e., in Milford, NJ). The company also has a Service Force program to encourage employees to volunteer in the community.

Green Acres (<http://www.nj.gov/dep/greenacres/>)

The mission of the Green Acres Program is “to achieve, in partnership with others, a system of interconnected open spaces, whose protection will preserve and enhance New Jersey’s natural environment and its historic, scenic, and recreational resources for public use and enjoyment.” Eligible projects include the acquisition of “natural areas, historic sites, conservation areas, water bodies, and open space for active or passive recreation purposes” in addition to “park development projects that result in increased public use and enjoyment of outdoor recreation areas.” Development projects must occur on land owned by or under a 25-year irrevocable lease or use agreement with a local government owned land.

Warren County is eligible for Planning Incentive Acquisition grants since it has “an open space tax (or a Green Acres-approved alternative) and an adopted Open Space and Recreation Plan (less than six years old) approved by Green Acres.” Funding is available in the form of a Green Acres 50% matching grant, with the opportunity to obtain the balance as a loan.

Phillipsburg is classified as an Urban Aid community in addition to being a densely or highly populated municipality. As a result, Phillipsburg it may receive a 75% matching grant and, subject to available funding, a 25% zero percent interest Green Acres loan (payable over thirty years) for acquisition projects and a 50% matching grant and, subject to available funding, a 50% zero percent interest loan (payable over twenty years) for park development projects.

All other local municipalities along the Morris Canal are eligible to receive loans at 2% interest for park development projects, payable over twenty years. With regard to grants and loans for land acquisition, the kind and amount of Green Acres funding varies depending upon whether the municipality has an open space tax and an adopted and current Open Space and Recreation Plan. See program guidelines for more details.

Hyde and Watson Foundation (<http://foundationcenter.org/grantmaker/hydeandwatson/guide.html>)

This private foundation provide grants ranging from \$5,000 to \$25,000 for “education, social services, arts, health, religion, and humanities” projects within Essex, Morris and Union Counties in New Jersey in addition to the five borough of New York City. It is unclear whether the foundation would make an exception for the Morris Canal in Warren County, since the other portions of the canal fall within its geographical funding area. If so, this foundation “supports capital projects such as hard costs related to purchase or relocation of facilities and/or building improvements, purchase of capital equipment, limited medical research, and other one-time capital needs” and does not fund “requests for endowment, operating support, benefit fundraisers, annual fund appeals, from fiscal agents or for leases or rentals of equipment.”

Recommendations: *greenway-wide*

Mars Volunteer Program (<http://www.mars.com/global/about-mars/mars-pia/working-at-mars/associates-in-our-communities.aspx>)

Employees of the Mars Corporation “can take one paid day off to volunteer at local organizations selected by the teams at their sites.”

National Scenic Byway Program (<http://www.bywaysonline.org/grants/>)

Certain improvements associated with the Warren Heritage Scenic Byway and recommended in the Corridor Management Plan for this roadway are eligible for funding from the National Scenic Byway Program. Local governments, including counties, can request 80% federal funding with a 20% local match for these projects, among others:

- The construction of a facility for pedestrians and bicyclists, rest area, turnout, highway shoulder improvement, overlook or interpretive facility.
- An improvement that will enhance access to an area for the purpose of recreation, including water-recreation.
- The protection of scenic, historical, recreational, cultural, natural, and archaeological resources in an area adjacent to a scenic byway.
- The development and provision of tourist information to the public, including interpretive information about a scenic byway.

Funds from other federal sources cannot be used as the local match. However, local governments may use property, materials and services may be used as an in-kind match. The following projects are not eligible for funding:

- Streetscapes and local sidewalks
- Routine road construction and maintenance
- Routine landscaping, vegetation management and maintenance
- Preserving a pool of possible properties, rather than a specific property or properties
- Local trails that do not have a direct relationship to the byway

National Trust for Historic Preservation (NTHP)

(<http://www.preservationnation.org/resources/find-funding/nonprofit-public-funding.html>)

The trust provides funds for a variety of project from the following sources:

- The National Trust Preservation Fund provides grants ranging from \$2,500 to \$5,000 to nonprofit organizations and public agencies for preservation planning and educational efforts. Planning grants provide “support for obtaining professional expertise in areas such as architecture, archaeology, engineering, preservation planning, land-use planning, and law. Eligible planning activities include, but are not limited to: hiring a preservation architect or landscape architect to produce a historic structure report or historic landscape master plan; hiring a preservation planner to produce design guidelines for a historic district; hiring a real estate development consultant to produce an economic feasibility study for the reuse of a threatened structure; and sponsoring a community forum to develop a shared vision for the future of a historic neighborhood.” Education and Outreach grants provide “support for preservation education activities aimed at the public, particularly programs aimed at reaching new audiences. Funding will be provided to projects that employ innovative techniques and formats aimed at introducing new audiences to the preservation movement and feature educational programs or conference sessions that focus on building sustainable communities, re-imagining historic sites, promoting diversity and place; and protecting historic places on public lands.”

Recommendations : *greenway-wide*

- The Johanna Favrot Fund for Historic Preservation provides grants ranging from \$2,500 to \$10,000 to nonprofit organizations and public agencies for “projects that contribute to the preservation or recapture of an authentic sense of place.” Eligible activities and projects include: “obtaining the services of consultants with expertise in areas such as architecture, planning, economics, archeology, fundraising, media relations, education or graphic design; obtaining professional advice to strengthen management capabilities; designing, producing and marketing print and video communications materials; sponsoring preservation conferences and workshops; designing and implementing innovative preservation and education programs.”
- The Cynthia Woods Mitchell Fund for Historic Interiors provides grants ranging from \$2,500 to \$10,000 to nonprofit organizations and public agencies for “the preservation, restoration, and interpretation of historic interiors.” Eligible projects include: “obtaining professional expertise in areas such as architecture, planning, paint analysis, archeology, or graphic design; hiring a preservation architect to create an interior restoration plan; hiring a consultant to develop a conservation plan for an interior’s textiles; producing a historic furnishings plan; sponsoring a workshop on the preservation of historic interiors.”

Eligible expenses for the National Trust Preservation Fund include: “fees for consultant services; speaker fees/faculty costs for educational programs and conference sessions; mailing costs for distribution of materials; the development of materials for education and outreach campaigns, including web site development; and materials and services such as printing, photographs, telephone, and supplies. Eligible expenses for the Johanna Favrot and Cynthia Woods Mitchell Funds include: “fees for consultant services; speaker/faculty costs (honoraria, travel, and lodging), room rental for conferences; mailing costs for distribution of materials; web site development; and materials and services such as printing, photographs, telephone, and supplies. With the exception of publications projects, these expenses may not exceed 10 percent of the project budget.” Note that applicants must be a Forum or Main Street member of the NTHP in order to request funding from this program. A 1:1 cash match (no in-kind donations) is required.

New Jersey Council for the Humanities (<http://www.njch.org/>)

“The New Jersey Council for the Humanities is a nonprofit organization whose mission is to serve the people of New Jersey by developing, supporting and promoting projects that explore and interpret the human experience, foster cross-cultural understanding, and engage people in dialogue about matters of individual choice and public responsibility. One way that the Council achieves its goals is by awarding grants to New Jersey nonprofit organizations in support of their public humanities projects. As a state partner of the National Endowment for the Humanities, NJCH receives federal funding for its grants program...NJCH invites New Jersey nonprofit organizations to submit requests for funding in support of their public humanities projects. These projects offer ways to examine the meaning of the human experience...NJCH is especially interested in projects that address the Council’s theme of Justice, which encourages historical, philosophical, legal, political and/or cross-cultural reflection upon the concept of justice and its application in community and social institutions. Major grants (up to \$20,000 offered competitively once a year) and mini grants (up to \$3,000 are awarded four times a year) are available contingent upon 1:1 matching funds.

NJ Department of Education (<http://www.state.nj.us/education/grants/>)

The department’s Office of Grants Management continually updates its website to provide information on current grant funding opportunities which are subject to change. Its archive of previous grant funding is helpful in anticipating upcoming opportunities and funding program criteria and guidelines.

Recommendations: *greenway-wide*

NJ Dept. of State, Division of Travel & Tourism (<http://www.visitnj.org/grant-opportunities>)

This agency provides grants to promote tourism in the state include the programs summarized below:

- **Cooperative Marketing Grant:** “The Cooperative Marketing Grant Program, is a collaboration between the New Jersey Department of State, Division of Travel & Tourism and the New Jersey travel industry, whose goal is to promote New Jersey as a premier travel destination. Funding will be provided to promote and market specific tourism opportunities in New Jersey. The FY 2013 Cooperative Marketing Grant Program is open to any New Jersey organization that can demonstrate a significant interest in the New Jersey tourism industry. Organizations must show a match of 25% match from partners or sponsors that are Non-State funding sources. State funds awarded for the Cooperative Marketing Grant plus the non-state match must be spent on your marketing program. The match cannot be in-kind, cash on hand or bartered services.”
- **Destination Marketing Organization Grant:** “Destination Marketing Organizations (DMO) serve to promote and market specific destinations in our State. A destination can be a single city, a group of municipalities or an entire region. It must “connect the dots” by linking attractions to restaurants and accommodations. It must work with area business leaders to drive visitation when and where it is most appropriate. It must be an advocate for the industry it serves. The DMO Grant is a highly competitive program that is designed to empower organizations to drive visitation. The approval process considers all aspects of a DMO’s viability as an organization.”

New Jersey Historical Commission (http://www.state.nj.us/state/historical/dos_his_grants.html#gosgrants)

The commission offers several grant programs to New Jersey based organizations involved in historic preservation initiatives:

- **Project Grants** ranging from \$3,000 to \$15,000 can be used for the “conservation of historical materials (manuscripts, books, costumes, historical visuals); editorial and publication projects; educational initiatives; exhibitions; media (films, radio, videotape, digital media); public programs; and research (including archaeological projects, fellowships, oral history, and National and New Jersey registers of historic places nominations).” A 50 percent match of funds or in-kind services must be provided if an organization’s operating budget exceeds \$500,000.
- **Mini Grants** up to \$3,000 can be used “for planning (long-term, strategic, interpretive) but not for other types of operating support. Eligible categories include conservation of historical materials (manuscripts, books, costumes, historical visuals); editorial and publication projects; educational initiatives; exhibitions; media (films, radio, videotape, digital media); public programs; and research (including archaeological projects, fellowships, oral history, and National and New Jersey registers of historic places nominations).” A 50 percent match of funds or in-kind services must be provided if an organization’s operating budget exceeds \$500,000.
- **General Operating Support grants** provide “general assistance to historical organizations, museums, historic sites, archives, libraries, and similar organizations with collections or programming relating to the history of New Jersey,” although funding is very limited. Nonprofits and governmental agencies may apply for funding, including Cultural and Heritage agencies. The minimum grant request is \$5,000, with no matching fund requirement. Grants of up to \$10,000 can be given to organizations with annual budgets of less than \$30,000, with no matching fund requirements. “Organizations with budgets exceeding \$30,000 may apply for grants of up to 33 percent (1/3) of the average of the organization’s total non-state operating income from the last completed fiscal year and current projected year. No funds from any state of New Jersey source may be counted as part of the operating income...For every dollar awarded, the grantee must match it with three dollars.”

Recommendations: *greenway-wide*

(Please refer to the grant guidelines for more information on the different grant awards and matching requirements that can be made to Cultural and Heritage agencies). Eligible expenses include:

- Salaries and wages
- Contracted services/outside fees and services
- Printing, publicity, marketing
- Postage and telephone
- Fundraising and development
- Staff training
- Lease expenses
- Mortgage interest
- Equipment purchase, installation, and lease (e.g., computers, office furnishings, files)
- Utilities and HVAC (purchase, installation, and operational costs of heating, ventilation, and air conditioning)
- Maintenance of collections and the interiors of structures (Note: Interior construction is not considered maintenance and is not an eligible expense.)
- Basic grounds maintenance
- Travel and transportation (automobile travel @\$0.31/mile, train, or air coach travel)
- Insurance
- Licensing and registration fees (e.g., New Jersey charities registration)
- Planning for compliance with the Americans with Disabilities Act
- Long-term and strategic planning
- Audits (Note: Depending on the amount of the grant, the Historical Commission may require either a formal audit of grant expenditures or a review of finances by a licensed Certified Public Accountant as part of the final report. Applicants may include the fee for this work in their budget.)

New Jersey Historic Trust

“The New Jersey Historic Trust’s (NJHT) mission is to advance historic preservation in the state for the benefit of future generations through education, stewardship, and financial and technical assistance programs that save New Jersey heritage and strengthen the state’s communities. Funding assistance is available for units of local and county government or qualified nonprofit organizations. Technical assistance and easement advice is available to public and private owners of historic resources. For information regarding the following programs administered by the NJHT, please call the main telephone number at (609) 984-0473. You may also visit our website at www.njht.org or e-mail us at njht@dca.state.nj.us. The mailing address is: New Jersey Department of Community Affairs, New Jersey Historic Trust, PO Box 457, Trenton, NJ 08625-0457.

Monetary Resources

Capital Preservation Grants

Type of Assistance:

Financial-Grants.

Recommendations: *greenway-wide*

Description:

Provides matching grants for construction expenses related to the repair, preservation, restoration and rehabilitation of historic properties and associated architectural, archeological and engineering expenses.

Other Information:

Properties must be listed or eligible for listing in the New Jersey or National Register of Historic Places. Grants of \$150,000 or less are eligible for a 3:2 funding match, with the grantee providing at least \$2 in funds for every \$3 of grant money awarded. Grants of more than \$150,001 will require a 1:1 match, with the grantee providing at least \$1 in funds for every \$1 of grant money awarded.

Funding Source:

Garden State Historic Preservation Trust Fund and State General Obligation Bonds.

Assistance Provided To:

Agencies or entities of state, county or municipal government; and certified tax-exempt nonprofit organizations that comply with New Jersey charity registration laws.

Contact:

(609) 984-0473
New Jersey Department of Community Affairs 2011 Grants and Resources

Cultural Trust Capital Preservation Grants

Type of Assistance:

Financial-Grants.

Description:

Aids nonprofit history and humanities organizations to construct, expand, renovate, plan for, repair, rehabilitate, restore, adaptively reuse, purchase, replace, relocate, or otherwise improve cultural and historical properties and facilities, including any work relating to providing access for persons with disabilities. Applicants must be certified by the NJ Cultural Trust.

Other Information:

Properties must be listed or eligible for listing in the New Jersey or National Register of Historic Places. If an organization's project costs more than is being requested, the proposal must clearly demonstrate organization's ability to provide the remaining necessary funds.

Funding Source:

New Jersey Cultural Trust.

Recommendations: *greenway-wide*

Assistance Provided To:

Agencies or entities of state, county or municipal government; and certified tax-exempt nonprofit organizations that comply with New Jersey charity registration laws.

Contact:

(609) 984-0473

Discover NJ History License Plate Fund Grants

Type of Assistance:

Financial – mini-grants

Description:

Aids nonprofit organizations, including tourism providers and agencies of government, with initiatives to train and/or foster heritage tourism. Program emphasis is on projects that create, coordinate and promote tourism linkages between two or more resources.

Other Information:

Properties must be listed or eligible for listing in the New Jersey or National Register of Historic Places. Match not required; however, if an organization's project costs are more than is being requested the proposal must clearly demonstrate organization's ability to provide the remaining necessary funds.

Funding Sources:

Revenue from sale of Discover NJ History License Plates.

Assistance Provided To:

Agencies or entities of state, county or municipal government; and certified tax-exempt nonprofit organizations that comply with New Jersey charity registration laws.

Contact:

(609) 984-0473

Emergency Loan Fund

Type of Assistance:

Financial - Grants and Loans.

Description:

Provides emergency funding for capital preservation projects for historic properties.

Recommendations: *greenway-wide*

Other Information:

Properties must be listed or eligible for listing in the New Jersey or National Register of Historic Places.

Funding Source:

New Jersey Historic Trust accounts.

Assistance Provided To:

Agencies or entities of state, county or municipal government; and certified tax-exempt nonprofit organizations that comply with New Jersey charity registration laws.

Contact:

(609) 984-0473
New Jersey Historic Trust

Historic Site Management Grants

Type of Assistance:

Financial-Grants.

Description:

Provides matching grants for non-construction expenses for preservation planning, historic register nominations, heritage tourism and fundraising plans, interpretive materials, and media or devices to help disabled visitors.

Other Information:

Properties must be listed or eligible for listing in the New Jersey or National Register of Historic Places. Grants are eligible for a 3:1 funding match, with the grantee providing at least \$1 in funds for every \$3 of grant money awarded.

Funding Source:

Garden State Historic Preservation Trust Fund and State General Obligation Bonds.
Assistance Provided To: Agencies or entities of state, county or municipal government; and certified tax-exempt nonprofit organizations that comply with New Jersey charity registration laws.

Contact:

(609) 984-0473

Revolving Loan Fund

Type of Assistance:

Financial.

Recommendations: *greenway-wide*

Description:

Provides financing for the preservation, improvement, restoration, rehabilitation and acquisition of historic properties and certain ancillary non-construction activities.

Other Information:

Properties must be listed or eligible for listing in the New Jersey or National Register of Historic Places.

Funding Source:

State General Obligation Bonds.

Assistance Provided To:

Agencies or entities of state, county or municipal government; and certified tax-exempt nonprofit organizations that comply with New Jersey charity registration laws.

Contact:

(609) 984-0473

Non-Monetary Resources

New Jersey Legacies Program

Type of Assistance:

Legal and Advisory.

Description:

Assists New Jersey owners of historic homes to safeguard their property for future generations, reduce estate taxes, and potentially realize immediate tax benefits by making a charitable donation of their property.

Other Information:

Properties must be listed or eligible for listing in the New Jersey or National Register of Historic Places.

Funding Source:

Donation.

Assistance Provided To:

Agencies or entities of state, county or municipal government; and certified tax-exempt nonprofit organizations that comply with New Jersey charity registration laws.

Recommendations: *greenway-wide*

Contact:

(609) 984-0473
New Jersey Department of Community Affairs 2011 Grants and Resources 47

Preservation Easement Program

Type of Assistance:

Legal and Advisory.

Description:

Offers permanent legal protection to a wide range of historic properties including residences, commercial structures, farmsteads and historic landscapes. Easement donors may realize significant tax benefits for their charitable donations.

Other Information:

Properties must be listed or eligible for listing in the New Jersey or National Register of Historic Places.

Funding Source:

Donation.

Assistance Provided To:

Agencies or entities of state, county or municipal government; and certified tax-exempt nonprofit organizations that comply with New Jersey charity registration laws.

Contact:

(609) 984-0473

New Jersey Recreational Trails (http://www.state.nj.us/dep/parksandforests/natural/trail_grants.htm)

Governmental units and 501(c)(3) organizations may apply for up to \$25,000 in funds for non-motorized trail projects based upon an 80% federal share and 20% local match basis. The land on which the trail improvements will be made must be in public ownership or in private ownership "with an easement for public recreational use." Eligible projects include the "construction of new trails in existing parks or in new right of way; maintenance and restoration of existing trails; development and rehabilitation of trailside and trailhead facilities and trail linkages for trails (e.g., parking, signage, shelters, sanitary facilities); purchase and lease of trail construction and maintenance equipment; for motorized use only: acquisition of easement and fee simple title to property for trails." Funding is not provided for "land condemnation; trail feasibility studies; law enforcement personnel or activities; road and sidewalk improvements; purchase of promotional materials (e.g., t-shirts, caps, pins); projects on land with railroad tracks; conversion of non-motorized trails to motorized use."

PNC Foundation (http://www.pncsites.com/pncfoundation/foundation_overview.html)

Recommendations: *greenway-wide*

“The PNC Foundation’s priority is to form partnerships with community-based nonprofit organizations within the markets PNC serves in order to enhance educational opportunities for children, particularly underserved pre-K children through our signature, PNC Grow Up Great program, and to promote the growth of targeted communities through economic development initiatives,” including arts and culture. PNC’s Grow Up Great program “works to directly improve children’s school readiness by providing support in one of the following key areas: math, science, and the arts. By focusing our support in these critical areas, we hope to achieve greater results in school readiness, which will yield stronger, smarter and healthier children, families and communities.” With regard to economic development proposals, “priority is given to initiatives that strategically promote the growth of targeted low-and moderate-income communities and/or provide services to these communities” and which “enhance the quality of life through neighborhood revitalization, cultural enrichment and human services.”

PSEG Foundation (<http://pseg.com/info/community/nonprofit/foundation.jsp>)

PSEG Foundation provides grants to 501(c)(3) and 170(B) organizations for education, environment, and community and economic development projects as noted below:

- “Education – Workforce development for K-12 or higher education; math/science/technology/engineering programs; and, limited funding for special youth programs providing education to underserved populations.
- Environment – Global warming and climate change initiatives, conservation, community greening and environmental education.
- Community and Economic Development – Revitalizing urban communities by supporting the efforts of community development corporations and other nonprofits that are constructing and/or rehabilitating facilities for affordable or market-rate housing, developing new businesses and entrepreneurial opportunities, creating jobs and/or developing workforces via job skills and life skills training for adults, and public safety issues efforts to help protect and preserve neighborhoods.”
- “Limited funding is available for arts, sports, community fairs and other community functions.” Grant applications are submitted online and will be reviewed by regional representative George D. Sous, 240 Kuller Road, Clifton, NJ 07011. For more information, contact Sheila Rostiac, Director of Corporate Responsibility and Sustainability or Marion O’Neill, Manager of Corporate Contributions at 80 Park Plaza, 10C, Newark, NJ 07102.

Preserve America (<http://www.preserveamerica.gov/communities.html> and <http://www.nps.gov/history/hps/hpg/PreserveAmerica/index.htm>)

“The Preserve America matching-grant program offered through the National Park Service provides planning funding to designated Preserve America Communities to support preservation efforts through heritage tourism, education, and historic preservation planning. Municipalities or counties with an elected governing official, or unincorporated communities within their jurisdiction are eligible for designation if they meet the following qualifications:

- The community has supported (within the last three years) a historic or cultural preservation project that has promoted and/or is promoting heritage tourism or otherwise fostering economic vitality. The project must have involved a public-private partnership between government entities and at least one civic association, non-profit organization, or business enterprise.
- The governing body of the community has recently adopted a resolution indicating its commitment to the preservation of its heritage assets.
- The community meets at least five of the criteria outlined below (with at least one from each specified category:

Recommendations: *greenway-wide*

Category 1: Discovering Heritage Through Historic Places

- An ongoing, publicly available inventory of historic properties
- A community-supported museum, interpretive facility, archive, or local history records collection (private or public)
- Active citizen volunteer involvement, such as a docent or guide program for interpretation of local history and culture, or volunteer participation in improving the condition of heritage assets within the community
- Opportunities for children to learn about local heritage in the schools, through either established curriculum or special outreach activities

Category 2: Protecting Historic Resources

- A local governmental body, such as a board or a commission, charged with leading historic preservation activities within the community
- An adopted community-wide historic preservation plan that is being implemented
- A historic preservation review ordinance and volunteer or professional staff to implement it

Category 3: Promoting Historic Assets

- A local heritage tourism program or active participation in a regional program, with such promotional material as a walking/driving trail or tour itinerary, map of historic resources, etc.
- A regularly scheduled heritage observance or event
- A historic preservation awards or recognition program”

Note that funding for this program is not available for the year 2012 due to federal budgetary constraints.

Save America’s Treasures (<http://www.nps.gov/history/hps/treasures/index.htm>)

Offered through the National Park Service, this program allows local government and non-profit organizations to apply for funding to complete the following projects if they are nationally significant, threatened or endangered, mitigate the threat, have a clear public benefit and are feasible:

- “Preservation and/or conservation work on nationally significant intellectual and cultural artifacts and nationally significant historic structures and sites.
- Intellectual and cultural artifacts include artifacts, collections, documents, sculpture and works of art (hereinafter referred to as collections).
- Historic structures and sites include historic districts, sites, buildings, structures and objects (hereinafter referred to as historic properties).”
- The grant process is competitive and a 50% local match is required. The minimum federal share for collections projects is \$25,000 and \$125,000 for historic property projects, with a maximum federal share of \$700,000. Ineligible projects include:
- Acquisition (i.e. purchase in fee simple or interest) of intellectual and cultural artifacts, historic sites, buildings, structures or objects.
- Survey or inventory of historic properties or cataloging of collections.
- Long-term maintenance or curatorial work beyond the grant period.
- Interpretive or training programs.

Recommendations : *greenway-wide*

- Reconstruction of historic properties (i.e. recreating all or a significant portion of a structure that no longer exists).
- Moving historic properties or work on historic properties that have been moved.
- Construction of new buildings.
- Historic structure reports and condition assessments, unless they are one component of a larger project to implement the results of these studies by performing work recommended by the studies.
- Cash reserves, endowments or revolving funds. Funds must be expended within the grant period, which is generally 2 to 3 years, and may not be used to create an endowment or revolving fund or otherwise spent over many years.
- Costs of fund-raising campaigns.
- Costs of work performed prior to announcement of award.

Note that funding for this program is not available for the year 2012 due to federal budgetary constraints.

TD Charitable Foundation (http://www.tdbank.com/community/corporate_giving.html)

The foundation gives grants to 501(c)(3) organizations, public schools and state/local governmental entities focusing on affordable housing, education/financial literacy and the environment. Educational literacy projects include “reading, writing, math and financial literacy for all ages, pre- and after-school programs that reinforce basic learning skills, English as a second language, tutoring and mentorship, and education-focused youth development programs and initiatives.” Environmental projects include programs and initiatives that help improve the environment through energy-saving and sustainable measures, promote environmental awareness and education, and engage our communities in the active preservation of our natural surroundings.” Grant requests are submitted online and are reviewed on a quarterly basis. General operating support, endowments, capital campaigns and multi-year commitments are not eligible for funding. The foundation also provides sponsorships to any profit or nonprofit organization “that provides the bank with marketing opportunities.” Community sponsorship opportunities “may be promotional (e.g., booth, program ads, etc.), entertainment (e.g., tickets, tables, etc.) or of community relations value.” Applicants can submit a request by e-mail to discuss potential projects with a local community contact person from the bank prior to submission of a grant application.

Teaching with Historic Places (<http://www.nps.gov/nr/twhp/authors.htm>)

The National Park Service has developed “an online Author’s Packet to help individuals write a lesson plan using a format designed by a leading history educator and PhD historian. The Author’s Packet will help individuals create materials to convey the meaning and importance of historic places to students from upper elementary to high school. A proposal may be submitted for a lesson plan that is based on a National Register property and uses the Teaching with Historic Places (TwHP) format. If the proposal is accepted, NPS staff will provide guidance as the draft is further developed and revised to meet TwHP standards; arrange for it to be reviewed by education and subject-matter experts; and finalize the lesson for inclusion in the online national series.”

Tourism Cares for Tomorrow (<http://www.tourismcares.org/grants>)

This organization’s mission is to “distribute grants to worthy, nonprofit, 501(c)(3) tax exempt organizations for conservation, preservation, restoration, or education at tourism-related sites of exceptional cultural, historic, or natural significance around the world.” A site must have actual visitation and be “critical to the interpretation of the local area” to qualify for funding. Projects can

Recommendations : *greenway-wide*

be “self-contained or an identifiable component of a larger project” and be one of the following:

- “Brick-and-mortar capital improvements that help conserve, preserve or restore the structures or its contents at the cultural, historic or natural site, such as replacing windows or doors; or heating, venting, and air conditioning (HVAC), plumbing or electrical upgrades. (New construction, administrative overhead, planning, events, marketing, public relations, advertising or web projects are not eligible).
- “Educational programs that will enhance the way the site is interpreted, such as those relating to cultural, heritage or sustainable tourism, or those demonstrating innovative approaches or best practices. The programs should engage members of local host communities and the travelers to the site in the educational process, for example, responsible guiding.” (Ineligible expenses include staffing costs, benefits, travel costs, etc., connected to the eligible program). Components that may be eligible for funding, if justified, also include cutting-edge technology that makes the program possible or that revolutionizes the way the site is interpreted and visitors are educated, the development of training materials or educational publications (print or electronic) or ready-made off-the-shelf educational programming.”

Applicants have a stronger chance of receiving a grant if they have:

- “Secured matching or challenge grant funding from a source external to the applicant’s organization.
- A recommendation of support from the local, regional and/or national tourism office.
- An ability to demonstrate strong support from the local community.
- A site offering universal accessibility (both physical and programmatic).
- A site that demonstrates sustainable (i.e., green) practices.”

A letter of inquiry is required before permission is granted to submit a full grant application. A total of 12 grants, each \$10,000, will be awarded in 2012. The next deadline for letters of inquiry is July 2, 2012.

U.S Dept. of Transportation, Federal Highway Administration, Transportation Enhancements
(http://www.fhwa.dot.gov/environment/transportation_enhancements/ and <http://www.enhancements.org/index.asp>)

“Transportation Enhancement (TE) activities offer funding opportunities to help expand transportation choices and enhance the transportation experience. TE projects must relate to surface transportation and must qualify under one or more of the 12 eligible categories:

1. Provision of facilities for pedestrians and bicycles.
2. Provision of safety and educational activities for pedestrians and bicyclists.
3. Acquisition of scenic easements and scenic or historic sites (including historic battlefields).
4. Scenic or historic highway programs (including the provision of tourist and welcome center facilities).
5. Landscaping and other scenic beautification.
6. Historic preservation.
7. Rehabilitation and operation of historic transportation buildings, structures, or facilities (including historic railroad facilities and canals).

Recommendations: *greenway-wide*

8. Preservation of abandoned railway corridors (including the conversion and use of the corridors for pedestrian or bicycle trails).
9. Inventory, control, and removal of outdoor advertising.
10. Archaeological planning and research.
11. Environmental mitigation to address water pollution due to highway runoff or reduce vehicle-caused wildlife mortality while maintaining habitat connectivity.
12. Establishment of transportation museums.

For more information, contact Michael Russo, Director, Division of Local Aid and Economic Development, New Jersey Department of Transportation, 1035 Parkway Avenue, PO Box 600, Trenton, NJ 08625-0600, Tel: 609-530-3640 Fax: 609-530-8044, mike.russo@dot.state.nj.us.
For fact sheets, see the National Transportation Enhancements Clearinghouse website at ntec@enhancements.org.

Verizon Foundation (http://www22.verizon.com/about/community/nj/community/nj_community.html)

Verizon provides grants to educational projects that “help people increase their educational achievement” with the requirement that grant recipients must “track and report program outcomes as well as specific results that demonstrate measurable human impact” on a quarterly basis. Eligible applicants include 501(c)(3) nonprofits, public and private elementary and secondary schools that are registered with the National Center for Education Statistics (NCES) and 170(B)(1)(a)(v) governmental units, among others. Applications may be submitted on-line any time from January 16th through October 16th. Requests for more than \$10,000 must be accompanied by a project budget. Field trips of any kind by elementary and secondary schools are ineligible for funding. “The Verizon Foundation also supports employee volunteerism by awarding a \$750 grant to a nonprofit organization when a Verizon employee volunteers 50 hours or more to the organization during the year.” For more information, contact Donnett Barnett Verley, Verizon New Jersey Public Policy and Corporate Responsibility director, on 201-794-9912 or reach her via e-mail at donnett.a.barnett@verizon.com.

Wells Fargo (https://www.wellsfargo.com/about/charitable/nj_guidelines)

Nonprofits, governmental agencies and public school systems in Warren County are eligible to apply on-line at any time throughout the year to this financial institution’s corporate giving program in New Jersey. The bank’s “first priority is to support programs and organizations whose chief purpose is to benefit low- and moderate-income individuals and families” including community development programs that “revitalize and stabilize communities” and educational programs that “work to eliminate the pre-K through 12th grade achievement gap in public education through curriculum-based or school-sponsored programs.” However, consideration is also given to support for organizations that “work to enhance a community’s quality of life through projects involving public policy, community beautification, civic leadership, citizen education and cultural diversity” in addition to programs that build strong environmental practices by conserving natural resources, protect endangered species and preserve the global environment. Contact Deborah Smith, Community Affairs Manager for more information at Wells Fargo, MAC#J0109-451, 12 East 49th Street, 45th Floor, New York, NY, 10017, 212-214-4390, deborah.a.smith2@wellsfargo.com.

Recommendations: *greenway-wide*

Recommendation ID	Project Strategy	Vision Statement						
		To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...	highlights its distinctive characteristics and the ingenuity used in its construction to distinguish it from other historic resources and canals	tells the story of life along the canal, its influence on past events and its relevance to today's society to support public education and foster community pride.	interconnects communities and links points of interest by serving as a continuous greenway of open space across the county.	provides convenient access to a towpath trail for non-motorized passive recreational use as an integral part of a unique educational, travel and fitness experience.	stimulates the local economy through heritage tourism.	leverages the value of the canal to support sound land use planning decisions.
Greenway Wide: Economic Development and Funding Strategies								
D1	Build partnerships with the local business community					Primary		Secondary
D2	Build partnerships to promote tourism opportunities related to the canal	Secondary						Primary
D3	Build partnerships with other local, linearly based cultural and heritage attractions	Secondary						Primary
D4	Create database to organize funding opportunities and projects			Primary	Secondary			
D5	Formalize grant funding standard operating procedures			Primary	Secondary			
D6	Develop and implement funding strategies to solicit and increase monetary contributions from individuals and organizations	Primary	Secondary	Primary	Secondary			Primary

Recommendation D1- Build partnerships with the local business community

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

... stimulates the local economy through heritage tourism.

Project Description:

Developing synergistic relationships with businesses near the greenway will provide them with opportunities to advertise in canal-related promotional events and materials increasing their consumer base while providing the greenway with a source of revenue for trail development, promotion, and maintenance. Creating new retail opportunities at strategic, market-supported, locations along the greenway can afford trail users access to convenient services and/or goods and generate revenue for the greenway. Individual vendors provide service to greenway visitors like food services, event planning, canoes, boating, lifeguards, etc., and generate financial return to the land management agency. Outside professionals can also provide specialized functions (i.e. lease management).

Recommendations: *greenway-wide*

Recommendation(s):

- A. Provide opportunities for local business and non-profits to advertise at canal related events and in associated promotional materials increases. Implement the following canal related activities and promotional materials:
- Organize fundraising activities (i.e. dinner/cocktail events, trail tours, or races) aimed at raising trail awareness and supporting local businesses
 - Sell naming rights to wayfinding signage or information kiosks.
 - Develop an adopt-a-trail segment financial sponsor program (i.e. "Adopt-A-Mile")
 - Create a "Morris Canal Sustainable Business Network"
 - Create and distribute a quarterly publication with opportunities to promote the greenway and for local businesses to advertise. Promote "Morris Canal Sustainable Business of the Month"
- B. Develop retail opportunities at strategic market-driven locations along the greenway.
- C. Research comparable market rates and potential business partners for revenue-generating services at the following greenway locations:
1. Saxton Falls:
 - Food concessions and small paddle boat rentals
 - Tented events
 - Cross marketing opportunities with Waterloo Village⁴¹
 2. Plane 9 West:
 - Tented events
 3. Bread Lock Park
 - Tented events

Time Frame and Milestones:

- A. Immediate: Non-Profit Formation, quarterly publications
- Short-Term (1-3 Years): Financial sponsor program, form Morris Canal Sustainable Business Network
- Long-Term (3+ Years): Naming Rights sold (dependent on development of signs and kiosks)
- B and C. Immediate: Potential partnership research, solicit vendors
- Short-Term (1-3 Years): Event Rentals

Costs

Initial: Recommendation A: Non-Profit Formation: New Jersey Filing fee: \$75
Recommendation B: Market demand research

Operational: Recommendation A: Volunteer-based Staffing: \$0

⁴¹ According to the Department of Environmental Protection's November 2011 Sustainable Funding Strategy for New Jersey State Parks, planning for a significant restructuring of New Jersey Park concessions has already begun. New Jersey's goal is to have concessionaires handle amenities so that it can concentrate on stewardship activities. Plans for the rehabilitation and upgrade of the Waterloo Village Meeting House are out for construction bids. The next step is an RFP to lease the Meeting House as a banquet facility.

Recommendations: *greenway-wide*

Potential Funding Sources:

- Fundraisers:
 - Events: Up to \$5,000 per year
- Advertisement Revenue:
 - Promotional Materials: \$200-\$300 per each ½ page.
 - Naming right: \$200-\$1,000 per year per sign/kiosk, price ranges based on size and location
 - Trail Financial Sponsor Program: \$500 per mile/year
- Rental Fees:
 - Tented events: \$2,000-10,000 per event
 - Concession rental fees: TBD based on market demand

Benefits:

Studies show that local businesses receive economic benefits from trails/greenways as a result of consumer expenditures on “soft goods” (food, clothing, and gas, etc.).⁴² Accordingly, local business, especially those located near trail access points and roadways, are expected to receive economic benefits from proposed improvements to the Morris Canal Greenway. Providing opportunities for advertising will help local businesses, even those not located in close proximity to the major trail access points or roadways, receive economic benefits from consumer expenditures.

Additionally, Individual vendors can provide more than one service to greenway visitors (i.e. food services, event planning, canoes, boating, lifeguards, etc.) and generate financial return to the land management agency.

Open space provides a wide variety of economically valuable ecoservices, including water supply, waste treatment, disturbance buffering, plant and animal habitat, and others⁴³. Preserving the Morris Canal Greenway will preserve open space land and valuable ecosystem services.

Preserving the Morris Canal Greenway will provide a wide variety of recreational services, such as hiking, picnicking, biking, bird watching, cross-county skiing, fishing, wildlife viewing, environmental education⁴⁴.

An increase in visitation and visitor satisfaction. Increased revenue to support stewardship, interpretation, maintenance and policing. Improved capacity to operate and maintain existing greenway and future acquisitions.

⁴² According to 2009 Rails-to-Trails Conservancy data for trails comparable to Morris Canal, the majority of trail users (60%) purchased soft goods (beverages, candy/snack foods, sandwiches, ice cream, restaurant meals, etc.), spending on average between \$4 and \$30 per visit (averaging \$14.14).

⁴³ 2006 study conducted by Constanza used a total of 100 studies covering the types of ecosystems present in New Jersey to estimate ecoservice values for a given ecosystem. Using the average ecosystem service values, each acre of preserved open space provided \$309 in waste, \$768 in disturbance prevention, \$772 in habitat, and \$1,100 in water supply services per year.

⁴⁴ According to 2005 study conducted by the U.S. Department of Agriculture, summarizing more than 30 years of literature on net economic value of outdoor recreation on public lands within the United States, the average person within the Northeastern region is willing to spend anywhere from \$6 to \$121 per day on recreational activities.

Recommendations: *greenway-wide*

Suggested Implementation Agencies:

- “Friends of Morris Canal Trail” non-profit organization with the sole objective of raising funds for trail development, promotion, and maintenance. As a 501(c)(3), the non-profit organization, they would be able to solicit tax-deductible donations.
- Individual service vendors (i.e. food services, event planning, canoes, boating, lifeguards, etc.)
- Warren County

Recommendation D2- Build partnerships to promote tourism opportunities related to the canal

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...increases public and private support for and involvement in canal preservation efforts.

Project Description:

Organizations or individuals who benefit from increased tourism activity related to the Morris Canal Greenway are likely to be interested in its preservation and promotion. Building partnerships between these individuals and organizations can help preserve and promote the canal, and increase canal-related tourism opportunities.

Recommendation(s):

Work with others to cross-promote canal-related tourism activities.

- A. Collaborate with organizations such as the following to educate the public, and promote canal-related tourism activities and businesses.
 - Friends of Morris Canal Trail
 - Canal Society of New Jersey
 - American Canal Society
 - National Canal Museum
 - New Jersey Division of Travel and Tourism
- B. Create a plan to update cross-promotional materials on a regular basis to ensure that canal-related activities and businesses are up to date.

Time Frame and Milestones:

- A. Make initial contact with canal-related organizations within 1 year to discuss and identify potential collaborative opportunities. Complete one collaborative project with each willing organization every 5 years.
- B. Update cross-promotional materials as necessary.

Recommendations: *greenway-wide*

Costs:

Initial: \$2,000 (\$25/hour x 80 hours)

Operational: \$400 annually (\$25/hour x 16 hours)

Funding Sources:

- New Jersey Department of Tourism
- New Jersey Historical Commission
- Warren County

Benefits:

Potential heritage tourism revenue resulting from improved interagency coordination of activities. Improved coordination and interconnection of conservation activities as well as enhanced educational and recreational opportunities.

Suggested Implementation Agencies:

- Canal Society of New Jersey
- Warren County Morris Canal Committee
- Warren County Planning Department

Recommendation D3- Build partnerships with other local, linearly based cultural and heritage attractions

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...increases public and private support for and involvement in canal preservation efforts.

Project Description:

Individuals who participate in other forms of recreational activities related to transportation, such as automobile touring, boating, and railroading, are likely to be interested in exploring the Morris Canal. Coordination of activities with organizations involved in scenic byway, river and railroad preservation can enhance existing recreational opportunities and foster increased heritage tourism

Recommendation(s):

Work with others to cross-promote transportation-based recreational activities.

- A. Collaborate with local railroad preservation organizations to coordinate and enhance conservation, interpretation and recreational activities.

Recommendations: *greenway-wide*

- B. Collaborate with Warren Heritage Scenic Byway to coordinate and enhance conservation, interpretation and recreational activities.
- C. Collaborate with the Musconetcong River Management Council to coordinate and enhance Wild and Scenic River conservation, interpretation and recreational activities.

Time Frame and Milestones:

- A. Make initial contact with railroad, byway and river organizations within 1 year to discuss and identify potential collaborative opportunities.
- B-C. Complete 1 collaborative project with each willing organization every 5 years.

Costs:

Initial: \$2,000 (\$50/hour x 40 hours) to make initial contact with organizations

Operational: Varies depending upon frequency and complexity of collaboration – Budget \$2,000 annually for collaborative projects

Potential Funding Sources:

- National Trust for Historic Preservation
- New Jersey Historical Commission
- Tourism Cares for Tomorrow
- Warren County

Benefits:

Potential heritage tourism revenue resulting from improved interagency coordination of activities. Improved coordination and interconnection of conservation activities as well as enhanced educational and recreational opportunities.

Suggested Implementation Agencies:

- Canal Society of New Jersey
- Friends of the New Jersey Transportation Heritage Center
- Musconetcong River Management Council (consisting of Allamuchy Township, Bethlehem Township, Bloomsbury Borough, Byram Township, Franklin Township, Greenwich Township, Hackettstown, Hampton Borough, Independence Township, Lebanon Township, Mount Olive Township, Mansfield Township, Washington Borough, Washington Township – Warren County, Washington Township – Hunterdon County, Heritage Conservancy, Musconetcong Watershed Association, and Trout Unlimited)
- New Jersey Department of Transportation
- New York, Susquehanna and Western Technical and Historical Society
- Phillipsburg Railroad Historians
- Warren County Land Preservation Department
- Warren County Morris Canal Committee

Recommendations: *greenway-wide*

Recommendation D4- Create database to organize funding opportunities and projects

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...interconnects communities and links points of interest by serving as a continuous greenway of open space across the county.

Project Description:

A database is needed to coordinate proposed canal preservation projects with potential grant funding opportunities in order to pursue a broader range of financial support.

Recommendation:

Create the database by completing the following tasks:

- A. Prepare a detailed project scope and budget for each proposed canal preservation project for which funding is needed.
- B. Summarize each proposed canal preservation project in a brief fact sheet that can be used for publicizing funding needs and securing local matching commitments. This document should be geared for individuals who are not familiar with the canal.
- C. Document local matching commitments in formal letters of support. Prepare a sample letter of support to assist potential contributors in documenting their commitments.
- D. Categorize proposed canal preservation projects according to type to understand the breadth of funding needs (i.e., land acquisition, archaeology, historic preservation, education, etc.).
- E. Conduct research to identify potential funding sources for various project types based upon their specific funding requirements and limitations and to determine deadlines for grant application submissions.
- F. Develop an Excel spreadsheet cross-referencing a list of proposed canal preservation projects with identified funding sources, grant application submission deadlines, project budgets and secured local matching commitments.
- G. Update the database on an annual basis to keep abreast of changes in funding sources, criteria, deadlines, project scope/budget, local matches, etc.

Time Frame and Milestones:

- A and B. Complete within 6 months for existing projects and on an on-going basis for future projects.
- C. Complete as commitments are requested and secured.
- D-F. Complete within 1 year.
- G. Complete task on an on-going basis.

Recommendations: *greenway-wide*

Costs:

Initial: Task A: Varies – Budget \$800 per project (\$50/hour x 16 hours)
Task B: \$400 per fact sheet (\$50/hour x 8 hours)
Task C: \$200 per letter of support (\$50/hour x 4 hours)
Task D: \$1,200 (\$50/hour x 24 hours)
Task E: \$4,000 (\$50/hour x 80 hours)
Task F: \$2,000 (\$50/hour x 40 hours)

Operational: Task G: \$2,000 annually (\$50/hour x 40 hours)

Potential Funding Sources:

Since funding organizations typically do not provide grants to perform this work, utilize existing county resources to complete this project strategy.

Benefits:

Reduced dependency upon existing county financial resources to complete canal preservation projects. A broader financial base should help speed the completion of canal preservation projects, making them more quickly available for public enjoyment.

Suggested Implementation Agencies:

- Warren County Land Preservation Department
- Warren County Planning Department

Recommendation D5- Formalize grant funding standard operating procedures

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...interconnects communities and links points of interest by serving as a continuous greenway of open space across the county.

Project Description:

In order to pursue grant funding opportunities effectively, there are several procedures that should be followed to make the best use of any time dedicated to fundraising. The potential success of fundraising efforts can be increased by establishing a process for preparing quality grant proposals.

Recommendation(s):

A set of standard operating procedures should be established to include, at a minimum, the following guidelines:

Recommendations: *greenway-wide*

- A. If at all possible, review a project with the grant funding agency prior to submitting a grant request to verify the suitability and viability of a potential grant request. Most, but not all, funding agencies are receptive to learning more about a project before a grant application is submitted and can often provide tips for writing a successful application.
- B. When requesting donations from multiple funding agencies, understand the coordination needed to satisfy all funding requirements. Avoid promising to complete more than is realistically feasible, given the specific project scope, timing and funding constraints.
- C. Ask for feedback or other debriefing on all unsuccessful grant requests to evaluate the viability of improving and resubmitting the grant application.
- D. Upon completion of a project financed with grant funds, acknowledge the contributions of the funding agency and any local matching contributors in a manner that encourages future public support.

Time Frame and Milestones:

A-D. Complete all tasks within 1 year in conjunction with recommendation D4 - Create database to organize funding opportunities and projects.

Costs:

Initial: \$400 (\$50/hour x 8 hours)

Operational: The cost of implementing the procedures varies depending upon the number and complexity of grant applications prepared, matching donations obtained, funding received, etc. For the purposes of this plan, budget \$400 per grant application (\$50/hour x 8 hours). This estimate does not include the cost of preparing and submitting the grant applications.

Potential Funding Sources:

Since funding organizations typically do not provide grants to perform this work, utilize existing county resources to complete this project strategy.

Benefits:

Reduced dependency upon existing county financial resources to complete canal preservation projects. A broader financial base should help speed the completion of canal preservation projects, making them more quickly available for public enjoyment.

Suggested Implementation Agencies:

- Warren County Land Preservation Department
- Warren County Planning Department

Recommendations: *greenway-wide*

Recommendation D6- Develop and implement funding strategies to solicit and increase monetary contributions from individuals and organizations

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...increases public and private support for an involvement in canal preservation efforts.

Project Description:

Most of the funding for canal preservation work currently comes from the Warren County Open Space Trust Fund, which has been effectively used to date. However, the WCMCC would like to undertake significant restoration projects at Bread Lock Park and Plane 9W, in addition to other activities outlined in this 25-Year Action Plan, requiring a considerable amount of funds to complete. Without additional financial resources, these projects will take much longer to implement.

Recommendation(s):

Cultivate new funding sources to increase financial support for canal preservation projects.

A. Create a membership program for individuals interested in contributing to canal preservation projects.

- Research the membership programs offered by other canal preservation organizations including the number of members and the dues charged in relationship to the benefits provided to their members. Such organizations typically offer a newsletter, discounts on merchandise, social events and other activities for their members in exchange for the dues. Understand the amount of administrative coordination and costs (i.e., newsletter development costs, merchandise expenses, value of discounts, costs of programs, record keeping, annual renewal reminders, etc.) needed to implement the membership program.
- Design a membership program tailored to the financial needs of the Morris Canal, including the method of joining and a “Welcome to the Morris Canal Membership Information Packet.”
- Establish a dues schedule based upon the proposed membership benefits and administrative coordination costs. Indicate what part of the dues is tax-deductible and provide donors with a record of their contribution for income tax purposes.
- Determine how members will be recognized in the newsletters and/or on the website.
- Publicize the membership program at all WCMCC events and on the website.

B. Create a list of items needed by the WCMCC (i.e., office equipment, maintenance tools, brochures printed, and other physical improvements) that could be donated by individuals.

- Determine the cost of each item and prioritize the items according to need. Understand the amount of administrative coordination and costs (i.e., work involved in updating the list, purchasing the items using donated funds, record keeping, etc.) needed to implement an item donation program.
- Design an item donation program tailored to the needs of the Morris Canal.
- Finalize the item list and associated costs based upon all anticipated expenses.
- Determine how individuals who donate an item will be recognized in the newsletters and/or on the website. Provide donors with a record of their contribution for income tax purposes.
- Publicize the list of items needed all WCMCC events and on the website.

Recommendations: *greenway-wide*

- C. Compare the actual costs of conducting existing educational and recreational programs with the current fees charged. Modify the fees charged as needed to cover actual expenses. Consider raising the fees to include an additional contribution towards a proposed project.
- D. Participate in grant funding workshops on a regular basis to identify agencies and organizations that might be interested in contributing to the Morris Canal Greenway project in coordination with Project Strategies D4 and D5.
 - Contact agency and organization representatives to discuss potential grant funding opportunities and to ask to be placed on a mailing list to receive announcements for upcoming grant workshops and grant application deadlines.
 - Regularly monitor the following websites, among others, for information on workshops and grant programs:
 - State of New Jersey- <http://www.nj.gov/nj/gov/njgov/grants.html>
 - Council of New Jersey Grantmakers- http://cnjg.org/s_cnjg/index.asp
 - The Center for Non-Profit- <http://www.njnonprofits.org/Fundingops.html>
- E. Evaluate the feasibility of offering an estate planning program for individuals interested in making a significant contribution to canal preservation efforts. Conduct research to determine if any other canal preservation organizations utilize this fundraising technique. Summarize any findings in a written report.
- F. Upgrade the website to include information explaining how individuals and organizations can contribute to canal preservation efforts.

Time Frame and Milestones:

- A. Complete within 2 years
- B and C. Complete within 1 year
- D. Perform task on an on-going basis.
- E. Complete within 5 years
- F. Perform task on an on-going basis

Costs:

- Initial:* Task A = \$5,000 (\$25/hour x 200 hours)
Task B = \$3,000 (\$25/hour x 120 hours)
Task C = \$200 (\$25/hour x 8 hours)
Task D = This recommendation focuses on the tasks associated with continual participation in grant funding training activities and therefore does not involved any initial costs.
Task E = \$4,000 (\$50/hour x 80 hours)
Task F = This recommendation focuses on improvements to a website that has already been created. Therefore, no initial costs are involved.

Recommendations: *greenway-wide*

Operational: Task A = \$2,000 annually (\$25/hour x 80 hours)
Task B = \$1,000 annually (\$25/hour x 40 hours)
Task C = \$100 annually (\$25/hour x 4 hours)
Task D = \$1,000 annually (\$50/hour x 8 hours + workshop expenses)
Task E = This recommendation is intended to be a one-time task to provide valuable information for use in completing the other Economic Development and Funding Strategies.
Task F = \$1,200 (\$25/hour x 4 hours/month x 12 months)

Potential Funding Sources:

Since funding organizations typically do not provide grants to perform this work, utilize existing county resources to complete this project strategy.

Benefits:

Reduced dependency upon existing county financial resources to complete canal preservation projects. A broader financial base should help speed the completion of canal preservation projects, making them more quickly available for public enjoyment.

Suggested Implementation Agencies:

- Warren County Land Preservation Department
- Warren County Morris Canal Committee
- Warren County Planning Department

Recommendations: *greenway-wide*

Operations Recommendations

The preservation of the Morris Canal not only involves considerable time and money to purchase land associated with this historic structure but also requires additional labor and funds to maintain the canal in perpetuity. Public use of the canal for recreational and educational purposes is dependent upon the manner in which canal properties are well-maintained. Properties that are unkempt and deteriorating are less likely to encourage and support visitation than those that are regularly maintained.

The National Recreation and Park Association (NRPA) has established standards for determining the appropriate level of maintenance for different types of open spaces and recreational areas in relationship to the intensity of visitation, as outlined below:

Mode I

State of the art maintenance applied to a high quality diverse landscape. Usually associated with high traffic urban areas such as public squares, malls, government grounds or high visitation parks.

Mode II

High level maintenance associated with well-developed park areas with reasonably high visitation.

Mode III

Moderate level maintenance associated with locations with moderate to low levels of development, moderate to low levels of visitation or with agencies that because of budget restrictions can't afford a higher intensity of maintenance.

Mode IV

Moderately low level usually associated with low level of development, low visitation, undeveloped areas or remote parks.

Mode V

High visitation natural areas usually associated with large urban or regional parks. Size and user frequency may dictate resident maintenance staff. Road, pathway or trail systems relatively well developed. Other facilities at strategic locations such as entries, trail heads, building complexes and parking lots.

Mode VI

Minimum maintenance level for low visitation natural areas or large urban parks that are undeveloped.⁴⁵

The standards allow for different levels of maintenance to be assigned to different components of an open space system based upon the visitation and physical characteristics of each component. For each level of maintenance, NRPA suggests an approach to addressing basic maintenance tasks associated with turf care, fertilization, irrigation, litter control, pruning, disease and insect control, snow removal, lighting, surfaces, repairs, site inspections, floral plantings, restrooms and special features.

With regard to the management of natural resources in open space areas, the Natural Lands Trust (NLT) has developed a handbook of recommended stewardship practices.⁴⁶ The handbook discusses the importance of stewardship practices and outlines various methods for managing

⁴⁵ Park Maintenance Standards. National Recreation and Park Association. Alexandria, VA. 1986.

⁴⁶ Stewardship Handbook for Natural Lands in Southeastern Pennsylvania. Natural Lands Trust. Media, PA 2008.

Recommendations: *greenway-wide*

native vegetative cover conditions, wildlife, invasive species, stormwater, streambanks, trails, historic resources and hazards. In combination, the NRPA and NLT approaches provide a good framework for the WCMCC to use in developing an overall maintenance program tailored to the diversity of features and varying degrees of public access associated with the Morris Canal.

The process of developing an overall maintenance program should begin when a property is acquired with the preparation of a baseline conditions report, including an initial assessment of future maintenance responsibilities in order to anticipate long-term maintenance costs. Although Warren County has not typically performed baselines when acquiring canal property in the past, it is a requirement of the NJ Green Acres Program for the acquisition of conservation easements and is a recommended practice of the Land Trust Alliance for land conservation projects.

The baseline report can be used to determine the desired level of maintenance given the existing conditions of a preserved property and identify opportunities for volunteer involvement to minimize maintenance expenses. Warren County presently uses a combination of contracted services, county work forces and volunteers to maintain the Morris Canal properties it already owns. The baseline assessment process can also be used to evaluate the effectiveness of current maintenance practices for these properties. Additionally, the report can include information regarding existing and/or potential security, liability and illegal access issues that should also be addressed, especially since these concerns were found to be the most important to landowners adjacent to the canal during the planning process. The results of this analysis will help the WCMCC develop the specific scope, schedule and budget of maintenance tasks for each component of the Morris Canal Greenway in keeping with the desired level of maintenance.

The overall maintenance program should also set forth an overriding purpose that unifies the individual approaches used to maintain each site with the Morris Canal Greenway system. For example:

- The Trail Tenders program sponsored by the Delaware and Lehigh National Heritage Corridor is based upon the management goal of organizing volunteers to assist municipalities who own portions of the Lehigh and Delaware Canals with limited maintenance duties including trash pickup, basic trail grooming, invasive plant removal and brush clearing for the purpose of keeping the towpaths clean and historic canal structures visible for interpretation. The Delaware and Lehigh National Heritage Corridor allocates 50% of one staff person's time to coordinating the Trail Tender program. Several teams of volunteers have been established to perform maintenance work along certain sections of the canal that demand the most attention based upon the intensity of trail use.
- In contrast, the goal of the Delaware Canal State Park's maintenance program is designed to support public use of the Delaware Canal and Delaware River in recognition of its significant positive impact on the economy of local towns. As a result, this state park is divided into two maintenance regions serviced by 2 park rangers, 7 full-time staff and additional part-time staff who perform maintain and patrol the park with volunteer assistance from the Friends of the Delaware Canal.
- Delaware and Raritan Canal State Park is maintained by the NJDEP Division of Parks and Forestry as an important natural and recreational area and by the NJ Water Supply Authority as a public water supply. As a result, the maintenance and security responsibilities for this state park are shared accordingly. A non-profit organization known as the D&R Canal Watch provides volunteer maintenance support for trail clearing and beautification projects.

Recommendations: *greenway-wide*

It is important to note that canals filled with water typically require more maintenance than those with a dry bed due to the adverse impacts of flooding, as evident in the significant amount of repair required for the canals along the Delaware River. Floods in 2006 and 2011 caused millions of dollars in damage to the Delaware Canal, which has been dry for many years. The Raritan Canal also suffered significant damage.

Regardless of how the overall maintenance program is developed, considerable funds will be needed to maintain the Morris Canal Greenway over time. Steps should be taken now to establish an endowment or other funding stream to help pay for existing and future maintenance expenses.

Recommendation ID	Project Strategy	Vision Statement						
		To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...	highlights its distinctive characteristics and the ingenuity used in its construction to distinguish it from other historic resources and canals	tells the story of life along the canal, its influence on past events and its relevance to today's society to support public education and foster community pride.	interconnects communities and links points of interest by serving as a continuous greenway of open space across the county.	provides convenient access to a towpath trail for non-motorized passive recreational use as an integral part of a unique educational, travel and fitness experience.	stimulates the local economy through heritage tourism.	leverages the value of the canal to support sound land use planning decisions.
Greenway Wide: Greenway Operation Strategies								
E1	Prepare baseline condition and initial maintenance assessments							
E2	Document and analyze maintenance tasks, labor, equipment, materials, policies, volunteer involvement and costs for properties currently in County ownership							
E3	Develop an Overall Maintenance Program							
E4	Develop and train a network of volunteers to assist in greenway maintenance							
E5	Explore options for financing long-term maintenance activities							
E6	Support Warren County Mosquito Commission efforts and continue to strengthen partnership to maintain sites							
E7	Work closely with adjacent landowners during the development of new trail segments to identify and address potential security and privacy concerns							
E8	Review liability concerns with the Board of Chosen Freeholders and prepare a landowner education package addressing liability concerns							
E9	Identify areas where ATVs are illegally accessing trail segments and take global measures to discourage access							
E10	Develop and implement plan to identify and secure canal artifacts from removal, damage or defacing							

Recommendations: *greenway-wide*

Recommendation E1 - Prepare baseline condition and initial maintenance assessments

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...interconnects communities and links points of interest by serving as a continuous greenway of open space across the country;

Project Description:

A report of the existing conditions of a property already preserved or targeted for acquisition is a valuable tool in making sure that the property is managed and maintained for the public's benefit in accordance with any conservation restrictions.

Recommendation(s):

Complete a baseline report for each preserved canal property and utilize the information gathered to recommend and implement long-term management and maintenance objectives.

- A. Research the baseline report formats developed by the Green Acres Program, Association of New Jersey Environmental Commissions and non-profit land trust organizations to develop the desired process for completing a baseline and the required content of the report.
- B. Prepare a baseline policy and report format specifically tailored to the needs and characteristics of the Morris Canal, including an initial evaluation of maintenance needs and potential security, liability and illegal trespass issues.
- C. Perform baseline conditions and initial maintenance assessments on all preserved canal properties.
- D. Modify the policy and report format as needed to address new canal features or management issues.

Time Frame and Milestones:

- A-B. Complete within 3 years
- C. Complete within 1 year for canal properties that have already been preserved and on an on-going basis prior to the acquisition of new properties.
- D. Complete in an on-going basis.

Costs:

Initial: \$2,500 for each preserved property

Operational: A baseline assessment is a one-time task that does not involve operational expenses.

Potential Funding Sources:

- Warren County

Recommendations : *greenway-wide*

Benefits:

Improved understanding of the long-term maintenance costs associated with existing preserved properties and future lands to be acquired. Improved understanding of the long-term management responsibilities associated with maintaining the integrity of the natural and historic features of existing preserved properties and future lands to be acquired.

Suggested Implementation Agencies:

- Warren County Morris Canal Committee
- Warren County Board of Recreation Commissioners
- Warren County Planning Department of Land Preservation

Recommendation E2 - Document and analyze maintenance tasks, labor, equipment, materials, policies, volunteer involvement and costs for properties currently in county ownership

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...leverages the value of the canal to support sound land use planning decisions.

Project Description:

There is currently no system in place for recording the on-going scope, cost and effectiveness of existing maintenance activities being conducted on preserved canal properties. An analysis of these activities is necessary to understand how to best deploy contracted, county work force and volunteer services to maintain the Morris Canal Greenway.

Recommendation(s):

Record and review existing maintenance practices and expenses for every preserved canal property.

- A. Conduct an inventory of existing maintenance activities documenting the following information:
 - Groups and individuals involved in maintenance, including contact information.
 - Tasks performed by each group/individual with the associated hours worked, month/season/ timeframe during which work was performed, tools/equipment needed and cost.
 - Differences between recurring versus one-time activities.
 - Issues encountered during the course of performing the maintenance work.
- B. Develop a month-by-month schedule of existing maintenance activities based upon the findings.
- C. Discuss the results of the inventory and schedule with those individuals involved in existing maintenance activities to identify ways in which to improve existing maintenance practices, including the need to address any gaps in maintenance and to make any adjustments in the timing or coordination of maintenance work. Implement recommendations as appropriate. Also compare inventory results with any user satisfaction surveys.

Recommendations: *greenway-wide*

D. Record all findings and analyze results.

Time Frame and Milestones:

A-D. Complete all tasks over the course of 1 year (to evaluate all four seasons of maintenance).

Costs:

Initial: \$7,500 (\$50/hour x 100 hours + \$25/hour x 100 hours)

Operational: This recommendation is intended to be a one-time task to provide valuable information for use in completing the other Greenway Operation Strategies.

Potential Funding Sources:

- Warren County

Benefits:

Improved understanding of the long-term maintenance costs associated with existing preserved properties and future lands to be acquired. Improved understanding of the long-term management responsibilities associated with maintaining the integrity of the natural and historic features of existing preserved properties and future lands to be acquired.

Suggested Implementation Agencies:

- Highlands Project
- NJ Youth Corps
- Volunteers
- Warren Count Bridge Department
- Warren County Buildings and Grounds Department
- Warren County Department of Engineering
- Warren County Land Preservation Department
- Warren County Morris Canal Committee
- Warren County Planning Department
- Warren County Road Department

Recommendation E3- Develop an overall maintenance program

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...leverages the value of the canal to support sound land use planning decisions.

Recommendations : *greenway-wide*

Project Description:

Maintenance tasks are not currently performed in accordance with an overall policy or program of activities that would insure the coordination of maintenance goals and outcomes throughout the greenway. An Overall Maintenance Program is not only needed to preserve the integrity of greenway resources but also to provide attractively managed sites for public visitation.

Recommendation(s):

Utilize the results of project strategies E1 and E2 to establish an Overall Maintenance Program for the Morris Canal Greenway.

A. Determine a Level of Maintenance Strategy for each preserved property using the NRPA Park Maintenance Standards and NLT Stewardship Handbook.

- Coordinate the maintenance strategies for all preserved properties based upon overarching maintenance goals and desired outcomes.

B. Develop a comprehensive Maintenance Plan for each preserved property based upon the results of Task A.

- The plan should separately itemize the recommended tasks associated with caring for the following features, among others:
 - Entrance facilities such as parking lots, driveways and entrance walkways
 - Canal building and structures
 - Vegetation (native and invasive vegetation, lawn areas, specimen trees and shrubs, flowers, etc.)
 - Recreational and educational amenities
 - Lighting
 - Signage
- Identify seasonal variations in maintenance practices as appropriate and prepare a month-by-month schedule of maintenance activities.
- Determine the frequency of inspections needed to monitor site conditions in response to the intensity of public use.
- Identify the personnel and equipment needed to perform the recommended maintenance tasks.
- Estimate the cost of implementing the plan and identify opportunities to offset maintenance costs through the use of volunteers or user fees.
- Develop and distribute a form for maintenance workers to use in recording maintenance and inspection activities.

C. Develop an annual budget and maintenance database to coordinate implementation of the Maintenance Plans.

D. Use actual maintenance expenditures as a metric in anticipating the cost of future preservation activities.

E. Update the Maintenance Program as needed based upon field inspection results and user satisfaction surveys.

Recommendations: *greenway-wide*

Time Frame and Milestones:

A. Complete within 3 months of the completion of Project Strategies E1 and E2.

B-C. Complete within 9 months for all preserved properties and within 3 months for all newly-acquired properties.

D-E. Complete in an on-going basis.

Costs:

Initial: \$1,000 for each existing property, \$2,000 for each new property

Operational: \$2,000 annually to update the Overall Maintenance Program + cost of actual maintenance expenditures

Potential Funding Sources:

- Warren County

Benefits:

Improved understanding of the long-term maintenance costs associated with existing preserved properties and future lands to be acquired. Improved understanding of the long-term management responsibilities associated with maintaining the integrity of the natural and historic features of existing preserved properties and future lands to be acquired. Improved condition of the greenway.

Suggested Implementation Agencies:

- Highlands Project
- NJ Youth Corps
- Warren Count Bridge Department
- Warren County Buildings and Grounds Department
- Warren County Department of Engineering
- Warren County Land Preservation Department
- Warren County Morris Canal Committee
- Warren County Planning Department
- Warren County Road Department

Recommendation E4- Develop and train a network of volunteers to assist in greenway maintenance.

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...provides convenient access to a towpath trail for non-motorized passive recreational use as an integral part of unique educational, travel, and fitness experience;

Recommendations : *greenway-wide*

Project Description:

Volunteers can provide useful maintenance services if their efforts are carefully managed and result in a meaningful experience. Since different people are motivated to volunteer for different reasons, it is important to understand how the Morris Canal Greenway can help volunteers achieve personal satisfaction, learn new skills or productively socialize with others. A well-designed volunteer program can provide individuals and groups with opportunities to perform maintenance tasks for a single special event or on a continuing basis depending upon their level of commitment.

Recommendation(s):

Establish a program to encourage volunteer participation in maintenance activities.

- A. Identify and evaluate current volunteer contributions to maintenance to the Morris Canal Greenway. Solicit feedback from existing volunteers with regard to ideas for improving volunteer involvement.
- B. Contact other canal preservation organizations to discuss how they conduct their volunteer programs.
 - Learn how volunteer organizations, such as the Friends of the Delaware Canal Trail Tenders group and the D&L Trail Patrol recruit, orient, place, train, supervise, and retain volunteers, including how they record and recognize volunteer contributions.
 - Identify which of their volunteer maintenance practices are most suited to the organizational structure and condition of the Morris Canal.
 - Summarize the findings in a written report.
- C. Utilize the results of Tasks A and B to develop and implement a volunteer maintenance program for the Morris Canal Greenway.
 - Establish the overall goal of the volunteer maintenance program based upon the results of Project Strategies E1, E2 and E3.
 - Identify the duties and authority of the volunteer maintenance program coordinator and any on-site supervisors.
 - Recruit and train the coordinator and supervisors to carry out their responsibilities in accordance with the overall goal of the volunteer maintenance program.
 - Determine the maintenance tasks to be performed by volunteers and prepare a brief description of scope of work and skill set associated with each task. Identify the level of supervision needed for each task.
 - Develop and implement a strategy to publicize volunteer opportunities. Utilize the task descriptions to publicize volunteer opportunities using a variety of media outlets and direct contact with potential volunteers.
 - Establish a process for interviewing potential volunteers to assess their motivation and abilities in order to match them with appropriate tasks. Determine whether the interview process should include a background check.
 - Prepare materials to be used in orienting volunteers to the mission of the Morris Canal Greenway and the expected behavior and performance of volunteers.
 - Develop and test a process for training volunteers to complete their maintenance tasks and prepare associated training materials. The training process should include a performance evaluation so that any performance problems can be addressed.
 - Keep records of volunteer contributions for use in documenting support for the greenway in future grant applications.

Recommendations: *greenway-wide*

- Establish a means for recognizing individuals who volunteer.
- D. Evaluate the volunteer maintenance program after every major event and on an annual basis. Modify the program as needed.

Time Frame and Milestones:

- A and B. Complete tasks within 3 months
C. Complete within 1 year
D. Perform task on an on-going basis.

Costs:

Initial: \$11,000 (\$50/hour x 200 hours + \$25/hour x 40 hours)

Operational: Varies considerably depending upon scope and frequency of volunteer activities. Could require a seasonal or full-time staff person to serve as coordinator.

Potential Funding Sources:

- Private Corporations (See Implementation Agencies below)
- Warren County Open Space Trust Fund

Benefits:

Potential reduction in long-term maintenance responsibilities and costs through the use of volunteer labor. Potential additional income from increased visitation as a result of well-maintained facilities. Increased awareness, appreciation and pride in Morris Canal as a community asset through public participation in volunteer maintenance activities. Improved condition of the greenway.

Suggested Implementation Agencies:

- Highlands Project
- NJ Youth Corps
- Warren County Land Preservation Department
- Warren County Morris Canal Committee
- Warren County Planning Department
- Volunteers including members of the general public, canal municipalities, community groups and potential representatives from the following businesses:
 - Avantor Performance Materials
 - Comcast Foundation
 - FirstEnergy Foundation
 - Mars Corporation
 - Verizon Foundation

Recommendations: *greenway-wide*

Recommendation E5- Explore options for financing long-term maintenance activities.

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

... provides convenient access to a towpath trail for non-motorized passive recreational use as an integral part of a unique educational, travel and fitness experience.

Project Description:

The Warren County Open Space Trust fund in combination with the NJDEP Green Areas Program currently provides significant funding for the acquisition of canal properties. However, no provisions have been made to obtain funds needed to pay for the continuing maintenance of the Morris Canal Greenway.

Recommendation(s):

Develop and implement a funding strategy to support long-term maintenance activities.

- A. Determine the extent to which the Warren County Open Space Trust Fund can be tapped to create a reserve fund, called an endowment, to be used to offset maintenance costs. Ideally, this fund should be large enough to generate sufficient interest to support maintenance activities without the need to spend the principal.
- B. Research how other land conservation organizations obtain a maintenance endowment from property owners willing to sell their land for conservation purposes. Establish a procedure for requesting a maintenance endowment from individuals interested in selling their land to the county as part of the Morris Canal Greenway.
- C. Establish the endowment or reserve fund based upon the results of Tasks A and B, making "catch-up" contributions to the endowment to cover the cost of maintaining properties already preserved and making additional contributions to cover the cost of maintaining newly acquired properties at the time of purchase.
- D. Compare the interest income with actual and needed maintenance expenditures on an annual basis, making any necessary adjustments to contribution procedures and the overall maintenance program.

Time Frame and Milestones:

- A-B. Complete within 3 years
- C. Complete within 5 years for properties already preserved and on an on-going basis for properties to be acquired.
- D. Complete annually.

Costs:

Initial: \$6,000 (\$50/hour x 120 hours) + the cost of endowment contributions

Recommendations: *greenway-wide*

Operational: Varies in accordance with the endowment investment procedure, interest income, number of new properties acquired necessitating new endowment contributions, etc.

Funding Sources:

- Private property owners
- Warren County

Benefits:

Improved financial support for long-term maintenance responsibilities. Improved understanding of the long-term management responsibilities associated with maintaining the integrity of the natural and historic features of existing preserved properties and future lands to be acquired.

Suggested Implementation Agencies:

- Board of Chosen Freeholders
- Board of Recreation Commissioners
- Warren County Land Preservation Department

Recommendation E6- Support Warren County Mosquito Commission efforts and continue to strengthen partnership to maintain sites

ision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

... increases public and private support for and involvement in canal preservation efforts

Project Description:

The Warren County Mosquito Commission’s mission is: “to control mosquito populations that present a disease and/or nuisance threat, thereby protecting the health and welfare, as well as enhancing the outdoor enjoyment of the residents of Warren County in accordance with N. J. S. A. Title 26 : 9 and 26 : 3-46 Et. Seq., the Commission is “To perform all acts which, in its opinion, may be necessary for the elimination of mosquito breeding areas, or which will tend to exterminate mosquitoes within the county.”

Within their mission the Commission identifies elimination of mosquito breeding areas within the County. Given the nature of the Morris Canal as a man-made water body, many of abandoned portions still hold water to some extent.

In the past the Commission has worked on a limited basis in collaboration with both the Warren County Department of Planning and Warren County Morris Canal Committee to address specific locations seen as breeding “hot-spots.” Expansion of this collaborative relationship would be beneficial to all groups involved. Control and eradication projects completed by the Commission often correspond with locations requiring cleanup or clearing for completion of greenway associated improvements. This was the case with the recently completed clearing project off of Bilby Road.

Recommendations: *greenway-wide*

Promotion of these collaborative projects will help complete greenway projects and fulfill the goals of the Mosquito Commission.

The WCMCC should also help to identify potential areas of concern to the Mosquito Commission and should consider the potential for eliminating potential habitat during the design and construction of canal related projects. The WCMCC can also aid the commission in identifying ways to eliminate mosquito habitat while maintaining the integrity of the surrounding canal and related resources.

Recommendation(s):

- A. Work with the Warren County Mosquito Control Commission to identify breeding areas along the length of the greenway.
- B. Develop strategies to control mosquito populations and limit suitable breeding conditions which are also beneficial to the goals of the greenway.
- C. Identify and work to execute at least two key projects per year which provide greenway improvements and limit or eliminate mosquito breeding areas.

Time Frame and Milestones:

- A-B. Complete on an on-going basis
- C. Identify projects in late spring for inclusion in the following fiscal year's budget and completion in winter.

Costs:

Initial: Does Not Apply

Operational: Dependent on projects selected

Potential Funding Sources:

- Warren County Mosquito Commission Operating Budget
- Warren County

Benefits:

Combining projects and focusing on projects which will benefit both groups and will save implementation dollars by creating an economy of scale. Increased effectiveness of mosquito control efforts and quicker implementation of greenway improvement projects.

Suggested Implementation Agencies:

- Warren County Department of Land Preservation
- Warren County Morris Canal Committee
- Warren County Mosquito Control Commission
- Warren County Planning Department

Recommendations: *greenway-wide*

Recommendation E7- Work closely with adjacent landowners during the development of new trail segments to identify and address potential security and privacy concerns

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

... interconnects communities and links points of interest by serving as a continuous greenway of open space across the county.

Based on feedback from the public meetings and results of the land owner survey, the largest group of concerns surrounding the construction of the greenway trail was based on security and privacy issues. Even in areas where the proposed trail is located on public property, addressing these concerns will be critical to maintaining public support for completion of the greenway.

Addressing the concerns of individual land owners along the proposed trail route can be a challenging activity that will require individual solutions crafted to their situation. Looking to ways in which other greenway networks have dealt with these issues provides a good starting point.

Given proper time and consideration, addressing these concerns can be beneficial to the completion of the greenway. Taking time to listen and working with residents to address their concerns early in the process will set a precedent of public collaboration and involvement in trail creation. Sections of trail successfully completed in collaboration with land owners will serve as valuable examples of how the county is willing to work closely with the public to complete the greenway trail in way which is beneficial to all of the residents of the county. The more this precedent is reinforced the easier future negotiations will become.

Other regional greenway and trail efforts are currently utilizing a similar strategy of land owner involvement and education to alleviate potential concerns. The Master Plan for the Stroud Region Levee Loop Trail, proposed in Stroudsburg, Pennsylvania identifies the same common concerns shared among adjacent land owners. It recommends implementing a similar campaign of education about the actual impact of trails and involving land owners in decisions about security measures adjacent to their properties.

Recommendation(s):

- A. Engage adjacent land owners early in the process of trial routing, design and construction to identify ways to address their privacy and security concerns.
- B. Use successful projects as a public relations tool to promote future projects.

Time Frame and Milestones:

- A-B. Complete tasks on an on-going basis

Recommendations: *greenway-wide*

Costs:

Initial: Variable, project dependent

Operational: Variable, project dependent

Potential Funding Sources:

- Warren County

Benefits:

Building partners in trail design and construction will help to promote greenway trail construction as a positive activity for the general public.

Suggested Implementation Agencies:

- Warren County Board of Recreation
- Warren County Department of Land Preservation
- Warren County Morris Canal Committee
- Warren County Planning Department

Recommendation E8- Review liability concerns with the Board of Chosen Freeholders and prepare a landowner education package addressing liability concerns

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...interconnects communities and links points of interest by serving as a continuous greenway of open space across the county.

Project Description:

Following security and privacy concerns associated with the proposed greenway trail, the next most common group of concerns were related to potential liability issues. Most of the issues directly related to a concern that trail users straying from the trail onto private property would hold the associated land owner liable in case of an accident.

Currently under New Jersey's, State's Recreational Use Statutes (NJ ST 2A:42A-2 to 2A:42A-10) a land owner has no liability to maintain or keep their property safe for persons entering their property, posted or not, for recreational activities. The statute also specifically describes an owner's responsibility, in the case of a conservation restriction, to maintain safe conditions. In these situations the owner is not liable for injury except where injury is the result of malicious intent or gross negligence on the part of the land owner. Even though the current laws provide a significant level of protection to a land owner against law suits, they do not limit the ability of these suits from being filed.

Recommendations: *greenway-wide*

To help avoid potential lawsuits and provide a more defensible platform in defense of one, land owners and public agencies can enact a number of simple steps to limit their potential for liability. These steps range from trail design standards to proper signage to enforcement of trail regulations. A good summary of these and other standards can be found in the Rails-To-Trails Conservancy's publication, entitled Rail-Trails and Liability (this document can be found in Appendix J). This document provides basic guidance on the types of liability protection a land owner, with a trail on or adjacent to their property, has against liability claims. It also provides recommendations for actions to further limit liability.

It is evident that liability of adjacent land owners is a very serious situation. It is an issue that needs to be dealt with in two pieces. First, the county must determine a clear and concise stance on their view point of liability issues surrounding the trail. Once this stance is developed it should be thoroughly reviewed by county council and then approved by the Freeholders.

The second part of addressing liability concerns is to educate the public about their potential liabilities, steps they can take to further limit these liabilities and the county's official stance on the topic. This should be accomplished with a pamphlet that can be provided to any landowner with a concern about these issues. These materials should be based, at least in part, on the aforementioned Rails-To-Trails publication.

Recommendation(s):

- A. Develop official policy on trail liability and indemnification of adjacent land owners.
- B. Have this policy reviewed and approved by both the Warren County council and the Board of Chosen Freeholders.
- C. Develop informational materials to provide to residents and concerned land owners.

Time Frame and Milestones:

- A. Develop policy immediately
- B. Complete freeholder approval within 10 months after completion of task A
- C. Completed within 18 months of task A

Costs:

Initial: Task A \$5,000 (\$50/hour x 100 hours)
Task B \$3,000 (\$150/hour x 20 hours)
Task C \$3,200 (\$50/hour x 24 hours + \$2,000 printing costs)

Operational: Does Not Apply

Funding Sources:

- Warren County

Benefits:

Once in place, such a policy could foster continued acquisitions thereby promoting heritage tourism. Efforts would provide guidance to help adjacent home owners to protect themselves from potential lawsuits. Public education efforts would also help to address specific public concerns about the construction of the trail and may open more parcels up to access agreements.

Recommendations : *greenway-wide*

Suggested Implementation Agencies:

- Warren County Department of Land Preservation
- Warren County Planning Department

Recommendation E9- Identify areas where ATVs are illegally accessing trail segments and take global measures to discourage access

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...provides convenient access to a towpath trail for non-motorized passive recreational use as an integral part of a unique educational, travel and fitness experience.

Project Description:

The remote nature of many portions of the proposed greenway makes them attractive areas for ATV enthusiasts. Unfortunately, unauthorized ATV use presents a significant number of potential issues for the greenway. Studies have found that severe trail erosion and litter are the most frequent problems associated with unauthorized ATV use. In the case of the Morris Canal Greenway, these types of illegal activity also result in the creation of rogue trails and the significant potential of damaging historic canal related resources. In addition, ATV use increases the potential for legal liability issues associated with a potential accident. Finally, unauthorized ATV use along the greenway degrades the experience and enjoyment of other trail users along the way and creates potential for dangerous conflicts between pedestrians and ATVs.

ATVs will not be allowed to legally utilize the greenway trail, and enforcing this requires a multi-stepped approach. First, efforts to prohibit and post the trail in concert with increased enforcement by local police personnel.. Second, restoration and repair of ATV damaged sections of trail will make them appear less like a trail, encouraging greenway users to stick to the designated path.

Efforts should begin with clear postings at all access points that ATVs and other motorized vehicles are strictly prohibited from the greenway. Signage should be clear and consistent along the entire length of the trail. In addition to signage, specific design features can be installed to prohibit ATV access at these locations. Trails can be blocked with closely spaced bollards or swinging gates. While chains, wire cables, trees and logs or other similar implements may seem like an easy solution, they are a barrier to horseback riders and bicyclists and require additional attention to make sure they measures are clearly visible and do not create additional trail hazards. Whichever enclosure method is selected, consideration should also be given to maintaining the potential to provide vehicular access for maintenance and emergency vehicles. Once the greenway has been clearly posted, greater law enforcement efforts will be needed to ensure the new policies are imposed.

The second task in addressing ATVs along the length of the greenway is to identify areas where access is currently occurring and take measures to discourage access and repair damages. It is likely that the majority of the reoccurring ATV damage along the proposed greenway will be limited to a small number of locations. When areas of damage are located, local police should be

Recommendations: *greenway-wide*

alerted and the specific location should be mapped using a GPS. It is important to identify and track these locations to be sure the measures utilized to discourage ATV access are effective.

It may also be effective to contact other local, county and state management agencies to assess the success of their provisions to prohibit ATV access. Many of these agencies are currently addressing similar issues on the properties they own and manage. There may also be potential to build partnerships to share enforcement responsibilities.

Recommendation(s):

- A. Install access control measures at all access points and trail heads. Focus first on those that are remote and do not benefit from being readily in the public eye.
- B. Include access control measures in all new trailheads and crossings.
- C. Identify and map locations of ATV access and damage
- D. Work with volunteer groups to repair damage and discourage future access.
- E. Revisit locations to assess efficacy of measures.

Time Frame and Milestones:

A-E. Complete all tasks on an on-going basis

Costs:

Initial: Tasks A and B: \$500 to \$1,000 per access point

Operational: None, assuming repairs can be completed using volunteer labor

Funding Sources:

- Warren County

Benefits:

Limiting ATV access reduces costs of repair and cleanup associated with ATV related damage. Without increased erosion and impacts of ATV use, overall trail experience will be more enjoyable for greenway user groups.

Suggested Implementation Agencies:

- Local Boy and Girl Scout Troops
- Highlands Project
- NJ Youth Corps
- Warren County Morris Canal Committee

Recommendations: *greenway-wide*

Recommendation E10- Develop and implement plan to identify and secure canal artifacts from removal, damage or defacing

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...highlights its distinctive characteristics and the ingenuity used in its construction to distinguish it from other historic resources and canals.

Project Description:

During the period of this study, several smaller sized artifacts have been removed from locations along the greenway. Recent events have created an expanding market for scrap metal recycling and it is assumed that these artifacts were disposed of in this market. It is also likely that 'treasure hunters' may remove artifacts from locations along the greenway without seeing the harm. To dissuade these occurrences in the future and protect the heritage of the Morris Canal for future generations, a plan should be developed outlining the types of artifacts most threatened from theft or damage. It should also prioritize items based on their overall value as interpretive elements and identify ways in which these items can be secured.

Recommendation(s):

- A. Secure objects that are easily removable
- B. Commission a study to further catalogue, prioritize and secure artifacts from theft or damage on current properties and as new properties are acquired.

Time Frame and Milestones:

- A. Completed Immediately
- B. Complete within 1 year

Costs:

Initial: Task A: None, assumes tasks completed by WCMCC

Task B: Cost of study \$10,000 to \$15,000. Implementation costs dependent on findings and recommendations of study.

Operational: Dependent on findings and recommendations of the study.

Funding Sources:

- New Jersey Office of Historic Preservation
- New Jersey Preservation Trust
- Warren County Historical and Cultural Commission

Recommendations: *greenway-wide*

Benefits:

Preservation of historic artifacts will aid in sharing the story of the Morris Canal with a wider audience and enhance the public's enjoyment of the available historic resources.

Suggested Implementation Agencies:

- Local Historic Societies
- New Jersey Historic Preservation Trust
- New Jersey Office of Historic Preservation
- Warren County Historical and Cultural Commission
- Warren County Morris Canal Committee
- Warren County Planning Land Preservation Department

Land Use and Policy Recommendations

Successful attainment of greenway creation and canal preservation goals should be supported in the actions of the municipalities along the length of the canal. One of the largest influences local municipalities have on the success of the greenway is the way in which the goals of the 25-Year Master Plan are coordinated with general land use and policy decisions of that municipality. The range of ways in which these goals can be incorporated and supported is broad, but it generally falls into two general categories: land development decisions and planning efforts.

The Morris Canal Preservation Ordinance (MCPO) is the primary mechanism for inclusion of plan goals into land development decisions and projects. Many of the surrounding municipalities have not yet adopted the ordinance for a variety of reasons. Given the potential influence of the MCPO on the future shape of land development around the greenway, willing participation and support of this are key elements to the success of the plan.

The second category of support for the 25-Year Master Plan can be summarized as inclusion of its goals within other planning efforts. Simplified, the goals of the plan, greenway creation and canal preservation, should be included in future planning efforts for the municipalities along the canal. As more and more sections of greenway become established, its regional and local influence will become greater and greater. The larger this influence becomes, the more important inclusion of greenway goals and concepts into other decisions becomes.

Finally, to encourage participation on the local level, it is critical that municipalities build a sense of ownership and inclusion in greenway preservation efforts. As identified during the focus groups, better lines of communication between county staff and local officials about greenway efforts would go a long way to promoting ownership and inclusion.

These concepts form the basis of the Land Use and Policy Decision recommendations which follow.

Recommendations: *greenway-wide*

Legend



primary support of vision statement



secondary support of vision statement

Recommendation ID

Project Strategy

Greenway Wide: Land Use and Policy Recommendations

- F1 Encourage acceptance and support of the 25-Year Action Plan at the state and local levels
- F2 Update canal preservation ordinance and seek adoption/support at the state, county and local levels
- F3 Promote inclusion of trail connections and amenities in future planning studies and use decisions
- F4 Create a canal projects review body for County initiated projects which could potentially impact the canal or related resources
- F5 Build a county-wide Morris Canal Greenway Planning Group
- F6 Ensure Morris Canal is portrayed on maps produced and distributed by Warren County

Vision Statement

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

highlights its distinctive characteristics and the ingenuity used in its construction to distinguish it from other historic resources and canals

tells the story of life along the canal, its influence on past events and its relevance to today's society to support public education and foster community pride.

interconnects communities and links points of interest by serving as a continuous greenway of open space across the county.

provides convenient access to a towpath trail for non-motorized passive recreational use as an integral part of a unique educational, travel and fitness experience.

stimulates the local economy through heritage tourism.

leverages the value of the canal to support sound land use planning decisions.

increases public and private support for, and involvement in canal preservation efforts.

F1						
F2						
F3						
F4						
F5						
F6						

Recommendation F1 - Encourage acceptance and support of the 25-Year Action Plan at the state and local levels.

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

... interconnects communities and links points of interest by serving as a continuous greenway of open space across the county.

Project Description:

Achieving the goals of the 25-Year Action Plan require efforts well outside county staff and the WCMCC. Expanding these efforts requires demonstration of the benefits of greenway creation and canal preservation to other local and regional efforts.

Many of the critical decisions and actions proposed by the plan need to be executed on the local level or incorporated into the land use and planning decisions of these municipalities. Without acceptance and support of the action plan, these items cannot be accomplished. Acceptance and support of the plan needs to be greater than a simple statement; it should be encouraged through a continual dialogue between county staff and local officials. Acceptance and support of the plan on the local level should be seen as a reciprocal relationship with the county, meaning if a municipality accepts the plan and takes actions to support its goals, the county should provide aid as needed to back these actions. This support could come in simple forms, such as letters of support or acting as

Recommendations: *greenway-wide*

a co-applicant for grant submissions. County staff could also be more involved in preservation efforts in terms of coordination and execution of land owner negotiations and land acquisition activities.

Support on the wider, regional level is also critical for the success of the greenway within Warren County and across the state. The more counties along the canal which are actively engaged in greenway creation, the easier it will be to attain the goals of the plan and tap into additional funding sources. Some of these regional support services are already coming together, such as the recently formed Morris Canal working group implemented by the North Jersey Transportation Planning Authority, but formal support on the state level has not yet been attained. This level of formal support will be critical in guiding broader funding and planning decisions. An example of this could be allocations to state parks for canal specific projects.

Weather at the local or state levels, support for the 25-Year Action Plan should be legitimized and strengthened by adoption of a formal resolution supporting the plan and its goals. A formal resolution indicating support not only provides a clear and unambiguous message about the intent of the support, it also extends official support through changing boards and bodies.

Recommendation(s):

- A. Create and maintain an open line of communication between county staff and local municipal officials about the 25-Year Action Plan and its goals.
- B. Work with local municipalities in adopting formal resolutions demonstrating their support for the plan.
- C. Identify opportunities for the county and local municipalities to work in concert in the completion of greenway creation and canal preservation projects.
- D. Advance lines of communication to facilitate formal support of the plan at the state level.

Time Frame and Milestones:

- A,C. Complete on an on-going basis
- B. Complete for at least 50% of the municipalities along the trail within 8 months and 80% within 1 year.
- D. Initiate within 18 months and then complete on an on-going basis

Costs:

Initial: Staff time

Operational: Staff time

Potential Funding Sources:

- Warren County

Benefits:

Broader levels of official support demonstrate commitment on the behalf of state and municipal agencies, as well as the general public, for the recommendations of the action plan. Demonstrating this broader support puts the projects in a more desirable position to gain funding. Completion of more projects advances the goals of the plan.

Recommendations: *greenway-wide*

Suggested Implementation Agencies:

- Warren County Morris Canal Committee
- Warren County Planning Department

Recommendation F2 - Update canal preservation ordinance and seek adoption/support at the state, county and local levels.

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...leverages the value of the canal to support sound land use planning decisions.

Project Description:

Revise the Canal Preservation Ordinance to encourage participation from the development community while maintaining preservation and access goals for the Canal and Canal Related Resources. The current ordinance is viewed by some developers and some municipalities as anti-development and as such it discourages adoption. Creating an ordinance which fosters more collaboration and has more clearly defined benefits for all parties will aid in its adoption and promotion.

Recommendation(s):

Revise the canal preservation ordinance to include the following strategies:

- A. Offer incentives for Canal preservation and provision of trail/greenway access through easement or dedication. Owner/Developer incentives could include density bonuses, relaxation of dimensional standards or expedited project reviews. Incentives to municipalities could include increased open space preservation and public access rights.
- B. Graduate incentives based on level of preservation or access provided, for example a narrow access easement may expedite the review process while dedication of the canal would result in density bonuses.
- C. Preservation of Canal and Greenway should not count negatively towards net area calculations.
- D. Promote coordination of open space and recreation requirements with greenway connections
- E. Inclusion of public access to greenway or suitable alternative route should be required in any version of the ordinance adopted and should be provided in any project developed under the ordinance.
- F. Expand the purview of the MCPO to extend potential incentives to properties not currently located adjacent to the canal, but which are identified by this report or other documents as creating a critical link for greenway creation.

Time Frame and Milestones:

A-F. 2 Years for ordinance rewrite, 3 Years for at least 75% of Municipalities to adopt

Recommendations: *greenway-wide*

Costs:

Initial: Staff time

Operational: Staff time

Potential Funding Sources:

- Warren County

Benefits:

A revised version of the MCPO will promote coordination of greenway goals with those of land development projects. Coordination of these goals early in the process will save money for both the developer in design fees and the municipality for legal and review fees. Inclusion of public access in new development projects along the greenway will promote trail connections. Residents of new developments will be provided the added benefit of trail connections within their neighborhood. Consideration of the greenway at the design stage will also allow the layout and design of new developments to respond to the future presence of the greenway and can therefore work to eliminate many of the potential security and privacy concerns.

Suggested Implementation Agencies:

- Local Planning Boards
- Warren County Planning Department

Recommendation F3 - Promote inclusion of trail connections and amenities in future planning studies and land use decisions.

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...leverages the value of the canal to support sound land use planning decisions.

Project Description:

Creation of the Morris Canal Greenway should be promoted as a continual theme in all planning documents created on the county and local levels. Many of the decisions and efforts enacted by other plans should respond to the greenway and the potential opportunities it presents. Examples could be showing the importance of potential greenway connections of recreation areas in an open space plan or the potential impacts of the greenway acknowledged in a municipal master plan update. Inclusion of the greenway should also extend to smaller studies and projects. An example of this could be seen in the Strykers Road improvement project where trail improvements were included in a project to replace a bridge. Consideration of future trail connections in smaller projects and studies will help to streamline creation of these connections in the future.

Recommendations: *greenway-wide*

Recommendation(s):

- A. Adopt a policy that any planning study or project reviewed by the Warren County Planning Department includes consideration of the greenway. At a minimum this should include ways in which a proposed project or recommendations of a study will impact or can support the greenway.

Time Frame and Milestones:

- A. Immediate

Costs:

Initial: Staff time

Operational: Staff time

Potential Funding Sources:

- Warren County

Benefits:

By considering the greenway in all projects, accommodations for connections, crossings or other amenities can be included as appropriate and avoid the potential for redesign or reconstruction at a later date to include these items.

Suggested Implementation Agencies:

- Local Planning Boards
- Warren County Planning Department

Recommendation F4 - Create canal projects review body for County initiated projects potentially impacting the canal and/or related resources.

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...leverages the value of the canal to support sound land use planning decisions.

Project Description:

As identified in focus group conversations and other analysis, there is not currently a single point of contact for the regional review of impacts to Canal-related resources. Multiple organizations and County agencies are responsible for different potential impacts depending on the nature of the impact. Creation of a single reviewing body would aid in the coordination of larger efforts between various agencies and organizations.

Recommendations: *greenway-wide*

Recommendation(s):

A. Create Morris Canal Greenway Review Board:

- Board will be advisory in nature, but its input should be considered in the following instances at a minimum:
 - Land Development Applications
 - Land Acquisitions and Preservation
 - Site Improvements
- Board will be comprised of existing County Staff and Appointed Officials. At a minimum board should include members of the following departments, boards, and commissions:
 - Warren County Cultural & Heritage Commission
 - Warren County Department of Land Preservation
 - Warren County Morris Canal Committee
 - Warren County Board of Recreation Commissioners (with reconstitution per organizational recommendations)
 - Warren County Planning Department
 - Warren County Planning Board
- Members of the Board will serve as greenway ‘lobbyists’ to their home organization.

Time Frame and Milestones:

- A. Create official body and hold first meeting within 6 months

Costs:

Initial: Staff time

Operational: Staff time

Potential Funding Sources:

- Warren County

Benefits:

Ensures greenway creation and canal resource preservation is promoted and considered by local planning boards.

Suggested Implementation Agencies:

- Warren County Board of Recreation Commissioners
- Warren County Cultural & Heritage Commission
- Warren County Department of Land Preservation
- Warren County Morris Canal Committee
- Warren County Planning Department

Recommendations: *greenway-wide*

Recommendation F5 - Build a county-wide Morris Canal Greenway Planning Group.

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...increases public and private support for and involvement in canal preservation efforts.

Project Description:

As identified by the Municipal Official focus group, there is currently a lack of regional and local coordination of planning efforts surrounding greenway creation and canal preservation efforts. Additionally not all municipalities look upon the canal or greenway in a positive light, some even seeing these items as anti-progress. By creating a transparent working group and providing all nine municipalities an equal voice in greenway development and canal preservation initiatives, some of this negative sentiment can be diffused. This working group should be comprised of a planning board member from each municipality along the length of the greenway. Regular meetings of this group will also facilitate closes coordination of greenway efforts between neighboring municipalities. Finally, the hope is that members of this working group will represent canal and greenway related interests with their home planning boards.

Recommendation(s):

- A. Create Morris Canal Planning Board Working Group
 - Group should meet on a quarterly basis or more frequently as needed
 - Group will be comprised of one member from each municipality, as well as a representative of the county planning department
 - A member of the Warren County Morris Canal Committee should also be selected to contribute
 - Leadership of the group should be elected by the group

Time Frame and Milestones:

- A. Working group to be selected and hold their first meeting within 12 months

Costs:

Initial: Staff time

Operational: Staff time

Potential Funding Sources:

- Warren County

Recommendations: *greenway-wide*

Benefits:

Better regional coordination and discussion of greenway wide land development and planning issues will help to coordinate greenway goals on a regional level. Also, periodic discussion of the greenway by members of local planning boards will help to keep creation of the greenway as an active topic at the local level.

Suggested Implementation Agencies:

- Local Planning Boards
- Warren County Planning Department

Recommendation F6 - Ensure Morris Canal is portrayed on maps produced and distributed by Warren County

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...stimulates the local economy through heritage tourism.

Project Description:

Any land use decisions made to properties containing to or adjacent to the greenway will have some impact on how the greenway develops. Given this, all land use decisions and approvals which have the ability, or will in the future, to make a greenway connection or provide public access should be encouraged to do so. This extends past the requirements of the Morris Canal Preservation Ordinance, to those projects which impact the greenway yet do not fall under the purview of the ordinance.

Recommendation(s):

- A. During review of future subdivision and land development applications, identify opportunities for potential trail connections and amenities and include these requests in the formal review from county planning staff.

Time Frame and Milestones:

- A. Perform on an on-going basis

Costs:

Initial: Does Not Apply

Operational: Does Not Apply

Recommendations: *greenway-wide*

Potential Funding Sources:

Does Not Apply

Benefits:

Addition of trail amenities and connections in land development projects will save county and municipalities money in acquisitions and trail improvement projects as they are completed by private groups. Such projects throughout the county will increase the accessibility and quality of new portions of the greenway. Consideration of these improvements as an integral part of a project will also address the potential barriers posed by addition of greenway connections and amenities after a project's completion.

Suggested Implementation Agencies:

- Warren County Planning Department

Recommendations: *greenway-wide*



Public Participation Recommendations

Since its inception, the WCMCC has made significant strides in preserving and interpreting the Morris Canal for the public's enjoyment. However, many of these achievements have been accomplished by a handful of dedicated individuals who have predominantly relied on their own unique abilities and county staff for support. The time is ripe for the WCMCC to appreciate its own success and understand that it cannot accomplish the 25-Year Action Plan without considerable assistance from outside sources. It should not view its need for help as a sign of weakness or inability to implement the recommendations of the plan. Instead, the WCMCC should welcome the opportunity to share its passion and vision for the canal with others who are willing to help.

In seeking outside help, the WCMCC should carefully solicit different kinds of assistance so that it develops meaningful and long-lasting relationships with those who can best advance the vision of the 25-Year Action Plan. Interaction with other canal preservation organizations in the region can allow the WCMCC to modify useful canal management and heritage tourism programs already developed by their peers rather than creating them from scratch. Public support for the Morris Canal Greenway can be expanded if the WCMCC is receptive to utilizing volunteers from environmental, educational and recreational organizations to complete aspects of the 25-Year Action Plan related to the enhancement of natural features, interpretation of greenway resources and the development of a towpath trail, respectively. Professional expertise should be sought for complex preservation projects. Lastly, the WCMCC should work with communities and media outlets to maximize public awareness of canal preservation activities.

Recommendations: *greenway-wide*

Legend

-  primary support of vision statement
-  secondary support of vision statement

Recommendation ID

Project Strategy

Greenway Wide: Public Participation Strategies

- G1** Participate in NJTPA Morris Canal Working Group
- G2** Ask D&L National Heritage Corridor to serve as mentor
- G3** Host peer-to-peer conference in collaboration with the Friends of the Delaware Canal
- G4** Participate in canal, historic preservation and heritage tourism conferences and training programs.
- G5** Expand Volunteer Support
- G6** Continue technical partnership with NJRCD with regard to canal stabilization/restoration
- G7** Build public support and increase greenway awareness with informational displays at key community events
- G8** Develop a "Press Kit" containing information to support media interest in canal activities

Vision Statement
To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

highlights its distinctive characteristics and the ingenuity used in its construction to distinguish it from other historic resources and canals

tells the story of life along the canal, its influence on past events and its relevance to today's society to support public education and foster community pride.

interconnects communities and links points of interest by serving as a continuous greenway of open space across the county.

provides convenient access to a towpath trail for non-motorized passive recreational use as an integral part of a unique educational, travel and fitness experience.

stimulates the local economy through heritage tourism.

leverages the value of the canal to support sound land use planning decisions.

increases public and private support for and involvement in canal preservation efforts.

Recommendation G1 - Participate in the NJTPA Morris Canal Working Group.

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...increases public and private support for and involvement in canal preservation efforts.

Project Description:

The WCMCC would benefit from regular interaction with representatives of other governmental agencies and community groups working to preserve the Morris Canal across the State of New Jersey in order to keep abreast of their progress and learn from their experiences. In response to growing interest in the preservation of the Morris Canal, North Jersey Transportation Planning Authority has established a working group of stakeholders to discuss issues related to canal preservation and facilitate networking.

Recommendations: *greenway-wide*

Recommendation(s):

- A. Attend the NJTPA Morris Canal Working Group meetings.
- Encourage all members of the WCMCC and key county staff to take turns attending the meetings to help build relationships with other stakeholders.
 - Offer to make a presentation to the group on WCMCC accomplishments on a yearly basis.
 - Suggest that the location of the working group meetings be rotated in order to allow participants to visit key site along the canal to build increase knowledge and awareness of the status of preservation efforts. Offer to host a meeting in Warren County with a tour of key canal sites.
 - Suggest that NJTPA use the working group meetings to provide a forum for the discussion of fundraising techniques, maintenance practices, heritage tourism development, volunteer involvement and other issues of interest to stakeholders.

Time Frame and Milestones:

- A. Complete on an on-going basis

Costs:

Initial: This recommendation focuses on the tasks associated with continued participation in the NJTPA Morris Canal Working Group meetings and therefore does not involved any initial costs.

Operational: Assumes attendance at four working group meetings each year.
\$2,400 annually (\$50/hour x 8 hours x 4 meetings + \$25/hour x 8 hours x 4 meetings)

Potential Funding Sources:

- Warren County

Benefits:

Potential revenue from collaborating with other Morris Canal preservation organizations to facilitate fundraising and heritage tourism. Potential reduction in management costs due to the sharing of information. Enhanced capacity of WCMCC and county staff to complete canal preservation projects through participation in NJTPA working group activities.

Suggested Implementation Agencies:

- North Jersey Transportation Planning Authority
- Warren County Board of Recreation
- Warren County Land Preservation Department
- Warren County Morris Canal Committee
- Warren County Planning Department

Recommendations: *greenway-wide*

Recommendation G2 - Ask the D&L National Heritage Corridor to serve as a mentor.

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...increases public and private support for and involvement in canal preservation efforts.

Project Description:

The leadership and staff of the D&L National Heritage Corridor (D&L) possesses more than twenty-five years of experience in establishing and overseeing a federally designated heritage area in collaboration with numerous state, county and local stakeholders. The close proximity of this organization to Warren County makes it convenient to open a dialogue with its representatives who can provide advice on many aspects of canal preservation, especially with regard to a volunteer maintenance program and educational activities for schools.

Recommendation(s):

Meet with D&L representatives to request advisory assistance in implementing the 25-Year Action Plan.

- A. Discuss the recommendations of the 25-Year Action Plan with D&L representatives and identify how they can best support the WCMCC in implementing specific projects.
- B. Enter into a Memorandum of Understanding to formalize the relationship and confirm the type of assistance to be provided, as appropriate. Modify the memorandum as needed.

Time Frame and Milestones:

- A. Complete within 1 year
- B. Complete on an on-going basis as needed

Costs:

Initial: \$1,000

Operational: Budget \$1,000 annually for occasional interaction, with the understanding that the completion of major initiatives may require additional funding.

Potential Funding Sources:

- Warren County

Benefits:

Potential increase in revenue resulting from heritage tourism efforts completed with assistance from D&L and the reduction in expenses resulting from collaboration. Enhanced capacity of WCMCC and county staff to complete canal preservation projects as a result of mentoring from the D&L National Heritage Corridor.

Recommendations: *greenway-wide*

Suggested Implementation Agencies:

- Delaware & Lehigh National Heritage Corridor
- Warren County Board of Recreation
- Warren County Land Preservation Department
- Warren County Morris Canal Committee
- Warren County Planning Department

Recommendation G3 - Host Peer-to-Peer Conference in collaboration with the Friends of the Delaware Canal.

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...highlights its distinctive characteristics and the ingenuity used in its construction to distinguish it from other historic resources and canals.

Project Description:

Networking with peer organizations is good way of learning new approaches to developing different aspects of the Morris Canal Greenway. Many networking opportunities will involve traveling to out-of-town events to interact with other greenway development advocates. However, the WCMCC should sponsor a peer-to-peer conference to bring such expertise to the Morris Canal. The Friends of the Delaware Canal hosted such an event several years ago that was successful in attracting representatives from canal preservation groups throughout the Mid-Atlantic Region who exchanged many useful ideas on a variety of topics.

Recommendation(s):

Work with the Friends of the Delaware Canal to co-host a Peer-to-Peer Conference.

- A. Meet with the Friends of the Delaware Canal to discuss how the prior conference was planned and conducted and how responsibilities of hosting a new conference can be shared.
- B. Present the findings of Task A to the NJTPA Morris Canal working group to gauge this group's interest in planning and attending such a conference featuring the Morris Canal. Also contact the prior conference participants to determine their interest in attending another event highlighting the Morris Canal.
- C. Plan and conduct the conference based upon the feedback received including its location, date, length, content, accommodations, publicity, etc.
- D. Solicit feedback from conference attendees to document the success of the event and thank them for their participation.

Recommendations: *greenway-wide*

Time Frame and Milestones:

- A. Complete within 1 month
- B. Completion based upon the schedule of NJTPA meetings
- C-D. Complete within 1 year

Costs:

Initial: \$17,000 (\$25/hour x 480 hours + \$50/hour x 80 hours + \$1,000 expenses)

Operational: This recommendation does not assume that this conference would be repeated on a regular basis, so no operational costs are included.

Potential Funding Sources:

- National Trust for Historic Preservation
- New Jersey Historical Commission
- Warren County General Fund

Benefits:

Potential revenue from conference participants visiting Warren County. Potential revenue from the implementation of techniques learned to protect historic sites, promote heritage tourism and successfully raise funds to support preservation. Enhanced capacity of WCMCC and county staff to complete canal preservation projects as a result of conference activities.

Suggested Implementation Agencies:

- Friends of the Delaware Canal
- Members of the NJTPA working group, if interested
- Warren County Board of Recreation
- Warren County Morris Canal Committee
- Warren County Planning Department

Recommendation G4 - Participate in canal, historic preservation and heritage tourism conferences and training programs

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...highlights its distinctive characteristics and the ingenuity used in its construction to distinguish it from other historic resources and canals.

Recommendations: *greenway-wide*

Project Description:

A number of organizations host conferences and/or training programs focusing on the preservation of historic sites, the promotion of these sites as heritage tourism destinations and fundraising. To stay up-to-date on preservation and tourism trends, member of the WCMCC and county staff should attend these events to gather pertinent information that can be used to develop the Morris Canal Greenway.

Recommendation(s):

Attend at least one conference or training program per year.

A. Research the training programs and conferences sponsored by historic preservation and tourism organizations including, but not limited to:

- Alliance of National Heritage Areas
- New Jersey Conservation Foundation
- National Park Service
- National Trust for Historic Preservation
- New Jersey Historical Commission
- New Jersey Travel and Industry Association
- World Canals Conference

B. Participate in those events that feature those sessions and activities best suited to the informational needs of the WCMCC.

Time Frame and Milestones:

A-B. Complete on an on-going basis depending upon conference and training program schedules and content.

Costs:

Initial: This recommendation focuses on the tasks associated with continual participation in training activities and therefore does not involved any initial costs.

Operational: \$1,000 annually

Potential Funding Sources:

- Warren County

Benefits:

Potential revenue from the implementation of techniques learned to protect historic sites, promote heritage tourism and successfully raise funds to support preservation. Enhanced capacity of WCMCC and county staff to complete canal preservation projects as a result of training and conference activities.

Recommendations: *greenway-wide*

Suggested Implementation Agencies:

- Warren County Land Preservation Department
- Warren County Morris Canal Committee
- Warren County Planning Department

Recommendation G5 - Expand volunteer support

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...increases public and private support for and involvement in canal preservation efforts.

Project Description:

The WCMCC will need to continue its current relationships with volunteers and provide opportunities to increase volunteer involvement in order to implement the entire 25-Year Action Plan in a cost effective manner. There are a number of constituents that could contribute the expertise and manpower needed to develop the greenway if the WCMCC broadens its approach to public engagement.

Recommendation(s):

Seek volunteer support from those who are interested in greenway development for reasons other than canal preservation – such as natural resource protection, recreation use and educational purposes.

- A. Continue relationship with the Highlands Project and the NJ Youth Conservation Corps to complete projects with volunteer labor. Tailor projects to help participants build job and other life-long skills i.e., masonry and carpentry tasks to help maintain canal structures.
- B. Partner with conservation based organizations to improve and maintain wildlife habitat and sponsor nature-related educational and recreational activities along the canal. Groups such as the NJ Audubon and NJ Sierra Club may be able to help with habitat enhancement projects (tree planting, meadow restoration, bird boxes, interpretive signs, etc).
- C. Partner with other trail and greenway organizations to develop, maintain and promote the greenway trail. The NY-NJ Trail Conference regularly hosts hikes and trail maintenance events throughout the region. Bicycle clubs, such as the Morris Area Freewheelers, may be willing to sponsor rides along the canal and assist with trail development and maintenance as well. Land trusts can be approached to assist with acquisition projects to develop the greenway.
- D. Collaborate with scout troops to provide canal-based programs in exchange for completed volunteer projects. Troop leaders are always looking for opportunities to enable their troop members to complete projects needed to receive badges and awards. Many of these activities require that the troops volunteer to help their communities.

Recommendations: *greenway-wide*

Time Frame and Milestones:

A-D. Begin within 1 year and complete on an on-going basis.

Costs:

Initial: This recommendation focuses on enhancing a volunteer participation program that has already been started. Therefore, no initial costs are involved.

Operational: \$4,000 annually (\$25/hour x 160 hours) + project expenses

Potential Funding Sources:

- Private donors supporting volunteer organizations
- Volunteer organizations
- Warren County

Benefits:

Potential reduction in long-term maintenance and programming responsibilities and costs through the use of volunteer labor. Potential additional income from increased visitation resulting from well-maintained facilities and a wider variety of activities and programs for the public. Increased awareness, appreciation and pride in Morris Canal as a community asset through public participation in maintenance projects and various recreational and education programs. Improved condition of the greenway and a greater diversity of recreational activities and educational programs for the public.

Suggested Implementation Agencies:

- Bicycle Clubs
- Boy and Girl Scout Troops
- Highlands Project
- Land Trusts
- NJ Sierra Club
- NJ Youth Conservation Corps
- NY-NJ Trails Conference

Recommendation G6 - Continue technical partnership with NJRC&D with regard to canal stabilization/restoration

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...increases public and private support for and involvement in canal preservation efforts.

Recommendations: *greenway-wide*

Project Description:

North Jersey Resource Conservation and Development has significant expertise in the protection of water resources through the application of various techniques to manage stormwater runoff and control erosion and sedimentation. This expertise is especially valuable in stabilizing and restoring damaged sections of the canal and in maintaining the water features of the Morris Canal Greenway.

Recommendation(s):

Continue to seek technical assistance from NJRC&D on water resource management issues within the greenway.

- A. Consider asking NJRC&D to provide input on baseline condition and initial maintenance assessments as needed to address stormwater management and erosion problems along the canal.
- B. Involve NJRC&D in the design of major canal preservation projects requiring stormwater management and erosion and sedimentation controls.

Time Frame and Milestones:

A-B. Complete as needed.

Costs:

Initial: This recommendation focuses on enhancing a working relationship that has already been established. Therefore, no initial costs are involved.

Operational: \$200 per request for assistance with baseline and maintenance assessments. Cost of Task B varies depending upon scope of design work.

Potential Funding Sources:

- North Jersey Resource Conservation and Development (and any grant funds it can obtain)
- Warren County

Benefits:

Potential reduction in long-term maintenance costs due to proper use of stormwater management methods and erosion and sedimentation controls. Protection of the canal from the adverse effects of stormwater runoff and erosion problems.

Suggested Implementation Agencies:

- North Jersey Resource Conservation and Development
- Warren County Engineering Department
- Warren County Land Preservation Department
- Warren County Planning Department

Recommendations: *greenway-wide*

Recommendation G7 - Build public support and increase greenway awareness with informational displays at key community events

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...increases public and private support for and involvement in canal preservation efforts.

Project Description:

The Warren County Fair and community day events sponsored by local communities are some of the many public events held each year that can provide opportunities for the WCMCC to publicize its activities to generate support for the Morris Canal Greenway.

Recommendation(s):

Interact directly with the public at major community events to stimulate the public's interest in and awareness of canal preservation activities.

- A. Identify regional, county and municipal events that would allow the WCMCC to provide an informational booth about the Morris Canal. Understand the terms of reserving and operating a booth at these events and assess the cost/benefit of event participation.
- B. Develop materials for display at the booth along with any associated activities and handouts. If possible, create displays that can be tailored to the programmatic, geographical and demographical characteristics of the event. Utilize existing interpretive and promotional resources (signs and brochures) as appropriate to minimize expenses.
- C. Sponsor a booth at two major events per year, selecting those events that offer the greatest potential benefit.
- D. Critique the results of event participation. Modify the booth display, activities and handouts accordingly and as needed to incorporate new information.

Time Frame and Milestones:

A-D. Complete within 1 year

C and D. Complete on an on-going basis

Costs:

Initial: \$5,000 for Tasks A and B (\$2,500 for new displays + \$25/hour x 100 hours)

Operational: \$2,000 annually for Tasks C and D (\$25/hour x 80 hours)

Potential Funding Sources:

- Private donors
- Tourism Cares for Tomorrow
- Warren County General Fund

Recommendations: *greenway-wide*

Benefits:

Potential increase in financial support for canal preservation efforts due to better public awareness of WCMCC activities. Increased appreciation for the work of the WCMCC and understanding of how tax dollars and other public contributions are being used to preserve the Morris Canal.

Suggested Implementation Agencies:

- Warren County Morris Canal Committee
- Warren County Planning Department
- Warren County Public Information

Recommendation G8 - Develop a “Press Kit” containing information to support media interest in canal activities

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...increases public and private support for and involvement in canal preservation efforts.

Project Description:

Media attention is an important tool in raising public awareness of the value of canal preservation activities. However, this attention can sometimes come unexpectedly, increasing the possibility that media coverage may not include the kind of information desired by the WCMCC. While the Morris Canal Greenway website contains useful information for the general public, it should be enhanced to provide quick facts to make the most of media interest.

Recommendation(s):

Improve the Morris Canal Greenway website to provide useful information to support media inquiries.

- A. Personalize the WCMCC by adding biographical information about its members.
- B. Provide a timetable of significant canal preservation accomplishments.
- C. Provide fact sheets with photos summarizing major completed projects along with brief summaries of projects currently underway.
- D. Create a photo gallery of key canal features in a digital format suitable for media use.
- E. Provide contact information on the person responsible for handling media inquiries.
- F. Include links to recent media coverage.
- G. Update information on at least an annual basis, if not monthly.

Recommendations: *greenway-wide*

Time Frame and Milestones:

A-E. Complete within 6 months

F-G. Complete on an on-going basis.

Costs:

Initial: \$4,000 (\$50/hour x 80 hours) + professional photography, if desired

Operational: \$1,000 (\$50/hour x 20 hours) annually

Potential Funding Sources:

- Warren County

Benefits:

Potential increase in financial support for canal preservation efforts due to better public awareness of WCMCC activities. Increased appreciation for the work of the WCMCC and understanding of how tax dollars and other public contributions are being used to preserve the Morris Canal.

Suggested Implementation Agencies:

- Volunteers
- Warren County Land Preservation Department
- Warren County Morris Canal Committee
- Warren County Planning Department
- Warren County Public Information

Recommendations: *greenway-wide*

Organizational Structure Alternatives

The current organizational structure needs to be assessed to prepare for the wide-ranging responsibilities associated with implementing the 25-Year Action Plan. The following analysis explores three different organizational options to address the challenges outlined above:

- Use Existing Authorities
- Consider a New Organizational Structure
- Strive for Heritage Area Designation

The sequence of these alternatives is intended to show how existing capacity can be adapted and built upon to achieve the complete vision for the Morris Canal Greenway. Elements within each alternative may be completed independently of others within that alternative or in combination with portions of multiple alternatives. However, some select items are contingent on the execution of all the elements within an alternative.

Alternative 1 - Use Existing Authorities

This option assumes that the Planning Department's existing staffing relationship with the WCMCC and its current functional relationships with the Planning Board and Board of Recreation Commissioners will remain "as is". For maintenance activities, it is assumed that the relationships with the County Planning Department, Land Preservation Department, County Engineering Office, Bridge Department, Road Department and Buildings and Grounds Department will be continued. Maintenance will also be provided through MOA's and contracts with the Highlands Project Inc, the New Jersey Youth Corps, and when needed, supplemented by private contract. Morris Canal Committee members and other volunteers will also continue to play a vital role in the maintenance and management of the Canal. This structure is viable in its current form, as evidenced by its accomplishments to date. Some of the challenges faced by the WCMCC can be addressed using the existing organizational structure by taking relatively simple steps to enhance its operation:

- **Reach out** to individuals who attended public meetings about the 25-Year Action Plan and expressed an interest in canal preservation activities. Ask them to be members of the WCMCC or assist in implementing WCMCC projects as volunteers.
- **Utilize the press** to inform the public about the status of canal preservation work, attract new WCMCC members and request financial and in-kind contributions. Develop a way for donors to be recognized for their contribution.
- **Develop financial policies and procedures** for tracking, allocating and distributing private donations targeted for canal improvement projects.
- **Host an annual county Open Space Forum** to bring the WCMCC together with representatives from a variety of other public and private agencies to discuss common goals and streamline preservation efforts of the Morris Canal.⁴⁷ This strategy was mentioned specifically in the County Open Space Plan of 2008.

⁴⁷ As recommended in the Warren County Open Space and Recreation Plan. Warren County Planning Department. 1999 and June 2, 2008 Update. Page 122.

Recommendations: *greenway-wide*

- **Meet regularly with each municipality** through which the Morris Canal passes to encourage adoption of the Planning Department’s model ordinance to protect the canal. Use this meeting as an opportunity to discuss how local conservation activities can be physically and programmatically linked to the canal.
- **Network** with organizations from Essex, Hudson, Morris, Passaic and Sussex Counties to keep abreast of the status of Morris Canal preservation activities across the state in anticipation of pursuing heritage area status with these groups in the future. Attend state and national conferences to learn about the methods used by other historical organizations to successfully implement comparable preservation projects.

However, this approach does not explore ways of streamlining the county’s departmental management of canal conservation work, providing the structure needed to maintain an increasing number of preserved properties, and implementing new educational programs. It merely relies on existing personnel and WCMCC capabilities to continue preservation activities and, in a sense, “landbank” preserved canal lands for future use. This structure is not sufficient to raise conservation activities to a level that will achieve the entire vision for the Morris Canal Greenway.

Alternative 2 - Consider a New Organizational Structure

Modifications to the existing WCMCC organizational structure can build additional capacity, increase momentum and broaden public support for canal preservation activities beyond those steps mentioned above. The final scope of these modifications will determine whether changes in committee and/or board bylaws and departmental responsibilities are needed to facilitate a new organizational structure. The outcome may be modest changes to improve management efficiency and provide new avenues for public participation or a complete redesign of the WCMCC structure. Such modifications should be carefully evaluated and implemented to insure that the best parts of the existing structure are not lost and the new elements revitalize the WCMCC in a way that generates more enthusiasm for canal conservation efforts. Therefore, the following factors should be considered in assessing the long-term value of making a major organizational change.

- **Develop a formal relationship with NJDEP State Park Service.** A draft Memorandum of Understanding (MOU) was prepared in 2004, but never adopted, outlining the desire of Warren County and the NJDEP to formalize its collaborative efforts to preserve and manage the canal along its entire length for historic, recreational and educational purposes. A strong relationship with NJDEP is critical to utilizing Stephens and Allamuchy State Parks, and possibly a restored Waterloo Village, as the eastern anchor for Warren County’s portion of the Morris Canal Greenway. The membership of the WCMCC could be expanded to include representation from NJDEP State Parks to facilitate interaction with this agency.
- **Consider establishing working groups to accomplish specific tasks.** Since the WCMCC bylaws allow for the formation of subcommittees to serve specific functions, working groups can be used to assist the WCMCC in implementing the various aspects of the vision for the Morris Canal Greenway. For example, the public participation process revealed that there are a number of local educators eager to develop canal-based curriculum for school districts in the county. Rather than limiting involvement in a curriculum development project to a few members of the WCMCC who are already heavily involved with other responsibilities, consider establishing an Educational Working Group consisting of interested local educators, the County Superintendent of Schools and a representative of the WCMCC with the authority to develop canal-based curriculum on behalf of the WCMCC. Similar working groups can be created to provide support on the conservation, recreation and economic development elements of the vision as well.

Recommendations: *greenway-wide*

- **Expand membership on the WCMCC** to include representatives from the educational, conservation, recreation, tourism and economic development sectors in keeping with the vision for the greenway. Additional members may be needed if the WCMCC desires equal representation from each of the municipalities through which the canal passes. Municipal representation can provide another avenue for local communities to keep up-to-date on and participation in canal preservation activities. The success of working groups, especially those groups that can play a continuing role in canal preservation efforts, can also warrant the need for full representation on the WCMCC. These individuals can serve as voting members of the WCMCC or in an advisory capacity (a voting membership position is likely to result in an individual having a greater vested interest in the accomplishments of the WCMCC).
- **Encourage the formation of canal preservation committees at the municipal level.** In addition to municipalities appointing a representative to the WCMCC, local historical societies may be encouraged to form their own committees dedicated to identifying and implementing canal preservation projects. Depending on the project, the committees could seek funding assistance from the New Jersey Historical Commission, obtaining mini-grant (up to \$3,000) and special project grants (\$3,000 to \$15,000) that would help offset the need to rely entirely on significant private donations.
- **Explore collaborative opportunities with the Warren County Cultural and Heritage Commission (WCCHC)**, created in 1972 to “promote public interest in local and county history, the arts, and in the cultural values, goals, and traditions of the community, county, state, and the nation”⁴⁸ in addition to the performing following tasks:
 - “Undertake the restoration, operation, maintenance and preservation of real property acquired by the county...;
 - Establish museum and cultural programs, exhibits and displays, including fine and performing arts...;
 - Engage in archaeological, genealogical, and historical research, and public reports and histories...;
 - Encourage artistic residents to display their arts and crafts for the purpose of contributing to the public’s cultural enjoyment...
 - Locate historic areas and preserve them where possible...and
 - Cooperate with other county cultural commissions, with the New Jersey Council on the arts, and local historically-oriented agencies whether public or private.”

The most notable accomplishments of the nine-member WCCHC include the preservation and restoration of Shippen Manor and Oxford Furnace, in addition to the development of a variety of arts and cultural education programs for the public. This organization is supported by a staff curator and Friends of Shippen, a separate non-profit corporation with volunteers who provide guided tours of the Manor and help with operational tasks.⁴⁹ The activities of the WCCHC are thematically linked to the activities of the Warren County Morris Canal Committee in that the Oxford Furnace and the Morris Canal were both developing simultaneously in the same region during the Industrial Revolution. However, communication between the Warren County Morris Canal Committee and the WCCHC is limited, even though there is an historical connection between these two groups. Collaboration with and assistance from the WCCHC should be pursued because of its expertise in conducting cultural events, managing artifacts and raising private donations collaboration and assistance from the WCCHC should be pursued.

⁴⁸ Bylaws of the Warren County Cultural and Heritage Commission, latest revision January 18, 2007. Page 2.

⁴⁹ Warren County Cultural and Heritage Commission. <http://www.wcchc.org/>

Recommendations: *greenway-wide*

- **Explore opportunities with The Canal Society of New Jersey.** This society is actively working to revitalize Waterloo Village, Lock 4 West and Lock 5 West in collaboration with the NJDEP State Parks, in addition to supporting canal preservation initiatives across the state. The success of these projects can compliment efforts by Warren County to preserve the Morris Canal and create memorable educational and recreational opportunities for residents and visitors. The society’s participation in the public meetings associated with the 25-Year Action Plan show that there is a desire for collaboration with the WCMCC.
- **Consider reconstituting the Board of Recreation Commissioners (WCBRC).** The purview of the WCBRC (which was established pursuant to N.J.S.A. 40:12-1 et.seq.) includes the acquisition and maintenance of the Morris Canal, holding canal-related events and activities for the general public and promoting the canal’s legacy in the schools. To ensure that the WCBRC adequately addresses canal preservation issues, the county should consider expanding the Board’s membership to formally include individuals having an interest in protecting the Morris Canal. In addition, the county should also evaluate the synergistic advantages of including representation on the Board from other county-wide conservation initiatives such as the Musconetcong Wild and Scenic River, Warren Heritage Scenic Byway and the Warren Highlands Trail (Cross County Trail) to maximize the economic development benefits that could be derived from coordinating these programs. Such representation could consist of official membership on the WCBRC or a subcommittee with an advisory function. This analysis may reveal that canal preservation efforts might be enhanced if the WCMCC was to become a subcommittee to the Board of Recreation Commissioners. Such changes would necessitate action by the Board of Chosen Freeholders and require an update to the bylaws of both groups and an assessment of any associated changes to the supporting roles played by the Planning and Land Preservation Departments.
- **Consider creating an Open Space Coordinator position.** In accordance with a recommendation of the 2008 Warren County Open Space and Recreation Plan, a coordinator of management activities could be established with the Land Preservation or the Planning Departments with the responsibility of coordinating and supervising maintenance, development, and other activities on county lands. The results of the public participation process identified the need to have additional staff collaborate with the WCMCC to: (1) monitor, maintain and patrol preserved canal properties; (2) organize, publicize and expand educational, recreational and volunteer programs; and (3) develop physical and economic development connections with local communities. The county should review its records to document how much time staff currently spends on canal activities on a yearly basis in order to determine if the responsibilities described above necessitate a full-time or part-time position and to develop an appropriate job description and pay scale. The Open Space Trust Fund is a potential source of funding source for such a position.
- **Consider Combining the Board of Recreation Commissioners and the Morris Canal Committee** into one new Board. The Board of Recreation Commissioners was created in accordance with N.J.S.A 40:12-1 et seq. A new board could be set up independent of state statute that would combine the duties and responsibilities of the current Board of Recreation Commissioners and the Morris Canal Committee. The new board could be staffed by both the Warren County Planning Department and the Warren County Department of Land Preservation. In the current organizational structure, acquisition, maintenance and management issues are raised at Morris Canal Committee meetings. If planning staff cannot resolve the issue(s), the Department of Land Preservation is then contacted subsequent to the meeting or the issue is deferred to the Board of Recreation Commissioners. Under the new board structure, when these types of issues are raised on Morris Canal properties, Land Preservation staff would be in attendance to discuss. The proposed change in organizational structure would require action of the Freeholder Board, and a clear description of the roles and responsibilities of the Planning Department and Land Preservation for the new board. It is possible that both departments would be able to complement each other’s strengths and be able to provide services to the board in an effective manner.

Recommendations: *greenway-wide*

- **Consider redistributing canal preservation responsibilities.** The WCMCC has benefited over the years from the administrative and technical support provided by the Planning Department, given its experience in integrating land use, open space and transportation planning activities on a county-wide scale. With the establishment of the Open Space Trust Fund and the purchase of a substantial amount of canal land, the role of the Land Preservation Department and the Board of Recreation Commissioners in creating the Morris Canal Greenway has grown over time. The work associated with managing more canal property has increased proportionately too, adding to the Land Preservation Department's and Planning Department's workload.
- **Consider shifting administrative and technical support responsibilities for the Morris Canal Committee** from the Planning Department to the Land Preservation Department since land conservation has been and will continue to be the core of the county's efforts to preserve the Morris Canal and the Open Space Trust Fund and is likely to remain the primary source of funding for this initiative. This shift should be done with the understanding that the Planning Department's regional perspective is still needed for the success of the 25-Year Action Plan. The Land Preservation Department staff could then be considered for expansion to include the proposed Open Space Coordinator previously described. If it is decided that the Land Preservation Department should focus only on land acquisition, then the Morris Canal Committee could remain with the Planning Department and the canal maintenance and management responsibilities could be transferred from the Land Preservation Department to the Planning Department or other appropriate county department. Another option would be for the proposed Open Space Coordinator to become the nucleus of a new department created to perform these functions.
- **Consider housing the Planning and Land Preservation Departments in one location.** The amount of coordination and cooperation that is needed between the two departments prompts consideration of relocating the Land Preservation Department to the County Administration Building to improve interdepartmental collaboration and interaction with the support services provided by the County Engineering Office. Some staffing, functional, and operational efficiencies could result by these functions being in close proximity to each other if adequate office space can be found in the Administration Building to facilitate this change. An analysis should be conducted to assess the feasibility of accommodating the Land Preservation Department at the County Administration Building.
- **Foster interdepartmental communication.** Regardless of the administrative changes described above, interdepartmental communication can be improved by sharing the minutes of the WCMCC meetings with other county representatives with other county boards and commissions to provide the latest information on canal preservation projects. Regularly scheduled interdepartmental staff meetings could be held to address specific projects such as land development proposals impacting canal preservation, major canal improvement projects or significant maintenance issues.
- **Evaluate funding sources and mechanisms.** The advantages of creating a new non-profit organization to solicit and receive funds from the private sector were discussed during the planning



Oxford Furnace in mid-restoration
Photo courtesy the Warren County Cultural and Heritage Commission

Recommendations: *greenway-wide*

process. An analysis of potential funding sources and anticipated revenue should be investigated before time and money is invested in creating a new non-profit. Many funding sources do not donate to non-profit organizations during the first few years of their existence until these organizations have established a track record of success. This delay in funding may not be worthwhile if the county can create a system for receiving and utilizing donations permitted by the WCMCC bylaws or if the Friends of Shippen would be willing to accept donations for canal projects on behalf of the WCMCC. Current federal tax laws do allow individuals to count donations to local governments as charitable contributions, as long as the donations are used solely for a public purpose.



If a decision is made to establish a new non-profit organization to assist the county in implementing the 25-Year Action Plan, then the Friends of the Delaware Canal (FODC) is a good, nearby administrative model to use, since its function and scope mimics many of the characteristics of Warren County's efforts to preserve the Morris Canal. The FODC supports the preservation of the Delaware Canal throughout Bucks County in collaboration with the Delaware Canal State Park. Its 11-member Board of Directors, 8-member Advisory Board and Executive Director operate an interpretive center from its headquarters in a restored locktender's house in the Borough of New Hope, PA. Five committees support the Board of Directors, similar to the working groups previously recommended, by performing the organization's preservation work as follows:

- Advocacy, Restoration and Maintenance Committee – responsible for maintenance and the planning and implementation of capital improvement projects.
- Education and Recreation Committee – responsible for exhibits, signage and programs.
- Finance Committee – responsible for receipts, payments and other financial matters.
- Fundraising Committee – responsible for volunteer coordination and income generating activities.
- Membership Committee – solicits new members and serves existing membership.

The results of these investigative tasks will uncover the strengths and weaknesses of the existing WCMCC organizational structure and shed light on how modifications to this structure can best position the WCMCC to implement the entire vision of the 25-Year Action Plan for the Morris Canal Greenway.



Recommendations: *greenway-wide*

Alternative 3 – Strive for Heritage Area Designation

“A national heritage area is a place designated by Congress where natural, cultural, historic and scenic resources combine to form a cohesive, nationally distinctive landscape arising from patterns of human activity shaped by geography. These patterns make National Heritage Areas representative of the national experience through the physical features that remain and the traditions that have evolved in them. Continued use of National Heritage Areas by people whose traditions helped to shape the landscapes enhances their significance.”⁵⁰

The history of the Morris Canal – its purpose, physical location, resource diversity and integrity, role in the formation of local communities and industries, impact on the growth of our nation, and current preservation efforts – are characteristics that can be used to support a national heritage area designation. The prevalence of Morris Canal conservation activities in surrounding counties makes it reasonable to assume that the Morris Canal Greenway from Phillipsburg to Jersey City has the potential of becoming a state and national heritage area in the future. Two nearby heritage areas provide insight into how the activities of the Warren County might evolve into a heritage area in collaboration with other counties through which the Morris Canal passes.

- **Crossroads of the American Revolution.** This heritage area was established in recognition of New Jersey’s strategic location between the British forces headquartered in New York City and the Continental Congress in Philadelphia during the Revolutionary War. A state heritage area designation encompassing all or parts of 14 counties was granted on August 5, 2005 by Executive Order #48 by Richard J. Codey, Acting Governor of New Jersey. A national heritage area designation was awarded by an act of the U.S. Congress on October 12, 2006 (Public Law 109-338). As the only existing state and national heritage area in New Jersey, The Crossroads of the American Revolution Association is managed by a 501(c)(3) non-profit organization funded in part by the National Park Service, New Jersey Historical Commission, a Division of Cultural Affairs in the Department of State, and the PSEG Foundation. The headquarters of the association is at the Morristown National Historic Park in Morris County. An executive director (position currently vacant) provides sole staff support to a board of directors consisting of leaders from state and local government, business and industry and education and conservation organizations. Primary responsibilities of the executive director include promoting awareness and visibility of the heritage area and building partnerships to implement the corridor management plan (presently in draft form). Heritage area funding from the federal government can not be used to buy land but can be used to:
 - Prepare and implement a corridor management plan;
 - Hire staff with selected expertise;
 - Obtain funds or services from other sources;
 - Contract for goods and services; and
 - Support any activity that is consistent with and furthers the corridor management plan.
- **Delaware & Lehigh Canal National Heritage Corridor (D&L Corridor).** “In 1978, the Delaware Canal was declared a National Historic Landmark, and portions of the Lehigh Navigation Canal were placed on the National Register of Historic Places and designated a National Recreation Trail.”⁵¹ Visionary community leaders from the public and private sectors subsequently joined forces to pursue a heritage area designation, volunteering many hours to this grassroots effort. In 1988, the U.S. Congress established the Delaware and Lehigh Navigation Canal National Heritage Corridor due to its role of these canals in “transforming Pennsylvania from an agrarian region to the center of an

⁵⁰ National Park Service. <http://www.nps.gov/history/heritageareas/FAQ/>

⁵¹ The Delaware and Lehigh Navigation Canal National Heritage Corridor Act of 1988, Public Law 1090-692, 100th Congress. November 18, 1988.

Recommendations: *greenway-wide*

industrialized society.”⁵² The Commonwealth of Pennsylvania subsequently designated this 5-county region a State Heritage Area in 1993. The authority to manage the heritage area was given to a 21-member commission consisting of 8 individuals from the general public, 8 representatives of local government, and one representative each from the National Park Service, PA Dept. of Environmental Resources, PA Dept. of Community Affairs, PA Dept. of Commerce/Economic Development Partnership and the PA Historical and Museum Commission. This commission has been replaced by a non-profit organization governed by a board of directors in response to the phase-out of federal funding. Day-to-day operations are



The Morris Canal Arch in Phillipsburg

performed in by a 12-member staff consisting of a president, vice president, director of advancement and administration, anthracite towns coordinator, landmark towns coordinator, outreach coordinator, stewardship and trail manager, corridor resource specialist, resource conservation specialist, accounting manager, and two administrative assistants. These individuals have experience in natural and historic resource protection, recreation planning and programming, education, land and construction management, community and economic development, and fundraising. Services are provided through three separate offices in Bristol, Easton (main office) and Lehighton, PA.

- The D&L Corridor offers several programs in conjunction with local stakeholders.
 - The Trail Tenders “are dedicated men, women and youth who maintain and enhance the 165-mile D&L Trail,”⁵³ which follows rail-trail and canal towpath routes, “by eradicating invasive plants and replacing them with native grasses, wildflowers, shrubs and trees,...maintaining the physical integrity of historic structures such as canal locks and railroad turntables, performing regular site cleanups,...and building picnic tables, benches and bicycle racks for the benefit of trail users.”⁵⁴ A complementary Trail Patrol program has been established to monitor trail use.
 - The “D&L Trail Alliance brings together municipal, state and non-profit landowners to coordinate the stewardship and promotion of the D&L Trail. The Alliance includes a Stewardship Council of land managers who own or manage portions of the D&L Trail and three regional councils that include partners, volunteers, and concerned citizens in the northern, central and southern sections of the Corridor. The Stewardship Council is working to develop stewardship guidelines for the maintenance of the trail, which ensures that best management practices and sustainable trail development are consistently implemented along the entire trail. The regional councils provide technical assistance to the Alliance and attend to local trail issues, such as building volunteer capacity, marketing, and programming...A major goal...is to promote awareness of the long-distance connectivity that the D&L Trail provides and the many economic, health and recreational benefits for the public”⁵⁵

⁵² Ibid.

⁵³ Delaware & Lehigh National Heritage Corridor. <http://www.delawareandlehigh.org/index.php/volunteer/program/dl-trail-tenders/>

⁵⁴ Ibid.

⁵⁵ Delaware & Lehigh National Heritage Corridor. <http://www.delawareandlehigh.org/index.php/community-outreach/program/dl-trail-alliance/>

Recommendations: *greenway-wide*

- The Landmark Towns project “is a regional economic development initiative of four boroughs located along the Delaware Canal and River...Each has a traditional historic downtown business district. The Landmark Towns project is designed to help these small towns breathe renewed economic life into their business districts, while preserving and enhancing the industrial and cultural heritage they share.” Using “the four-point Main Street revitalization approach – promotion, organization, economic development and design,”⁵⁶ town representatives work with D&L’s professional Main Street coordinator to develop and administer a Regional Downtown Revitalization Plan with funds from local, state and federal sources.

Since a heritage area designation represents a significant commitment in time and financial resources to maximize its benefit, Warren County should work with representatives of Essex, Hudson, Morris, Passaic and Sussex Counties to pursue a state and national heritage area designation to minimize duplication of effort and reap the potential benefits of a regional heritage area. Some initial steps include:

- Open a dialog with the National Park Service to fully understand the long-term commitment and partner collaboration required to establish a heritage area. Congress typically authorizes a national heritage area “for a ten-year period”⁵⁷ and provides “limited federal financial assistance of up to one million dollars per year. The designating legislation authorizes the Secretary of the Interior to provide technical assistance to the heritage area through its managing entity. The intent of the federal investment is to provide seed money that can be leveraged locally for the preservation and interpretation of heritage area resources. The effort is directed



A trail along the canal in the D&L Corridor.
Image courtesy www.delawareandlehigh.org

by a local management entity that, upon designation, develops a comprehensive plan for the heritage area. The plan contains strategies for natural and cultural resource protection; plans for interpretation of resources based on themes for the area; and a methodology for including various public and private partners in its implementation. Partnerships and local commitments are keys to the success of the enterprise. The management plan requires the approval of the Secretary of the Interior.”⁵⁸ In 2006, the National Park Service prepared a Sustainability Study Report⁵⁹ summarizing the accomplishments achieved and challenges faced by the D&L Corridor since its inception, providing an excellent view into the day-to-day workings of a canal-based heritage area. The National Park Service can guide stakeholders in developing a management structure and financing approach to meet the needs of the proposed heritage area.

⁵⁶ Delaware & Lehigh National Heritage Corridor. <http://www.delawareandlehigh.org/index.php/community-outreach/program/landmark-towns-project/>

⁵⁷ Crossroads of the American Revolution in New Jersey - Special Resource Study, National Heritage Area Feasibility Study and Environmental Assessment. National Park Service. August 2002. Page 62.

⁵⁸ Ibid. Pages 62 and 63.

⁵⁹ Connecting Stories, Landscapes, and People: Exploring the Delaware & Lehigh National Heritage Corridor Partnership – Sustainability Study Report – A Technical Assistance Project for the Delaware & Lehigh National Heritage Corridor Commission and the Delaware & Lehigh National Heritage Corridor, Inc. Conservation Study Institute, Northeast Region, National Park Service. 2006.

Recommendations: *greenway-wide*

- Understand how the new organizational structure presented in Alternative 2 can support a future heritage area designation. The county should seek the advice of representatives of The Crossroads of the American Revolution National Heritage Area and the Delaware and Lehigh Canal National Heritage Corridor in restructuring its canal preservation responsibilities so that newly created duties and staff positions can support a future heritage area. Note that heritage areas are a unique blend of traditional park programs, cultural/educational activities and economic development initiatives that require a certain mix of skills to build the partnerships needed for their success. Careful consideration should therefore be given as to how the county should restructure its canal preservation efforts to achieve the entire vision for the 25-Year Action Plan.
- Seek assistance from the State of New Jersey's Heritage Tourism Task Force. Having recently completed its Heritage Tourism Plan, the Task Force is in the process of identifying regions to be included in a pilot program to test recommended strategies to promote heritage tourism⁶⁰. The county should contact the Task Force to request assistance and find out how it can help advocate for state support of heritage tourism activities.
- Host cultural heritage tourism workshops offered by the National Trust for Historic Preservation. This non-profit organization can tailor a workshop specific to the needs of the Morris Canal Greenway whether it's a general introduction to heritage tourism or a focused session on interpretation, marketing, visitor-oriented customer service or strategic planning.



Delaware Canal Trail Tenders erect a sign for Lehigh Canal Park.
Image courtesy carboncountymagazine.com

⁶⁰ Linking Our Legacy to a New Vision – A Heritage Tourism Plan for New Jersey – Master Plan. New Jersey Heritage Tourism Task Force. Trenton, NJ. June 2010. Page 27.

Recommendations: *greenway-wide*

Organizational Structure Recommendations

The existing organizational structure of the Warren County Morris Canal Committee in conjunction with the county government support staff has been successful in preserving many canal resources through land/easement acquisition and archaeological investigations, developing interpretive facilities and programs, and performing routine maintenance. However, continued preservation work will require new partnerships, improved interdepartmental coordination and a broader funding base. A reassessment of the existing organizational structure is needed to reveal opportunities for expanding the management and financial capabilities of the county in order to achieve the vision for the canal.

Legend



primary support of vision statement



secondary support of vision statement

Recommendation ID

Project Strategy

Greenway Wide: Organizational Structure

- H1 Alternative 1 - Use Existing Authorities
- H2 Alternative 2 - Consider a New Organizational Structure
- H3 Alternative 3 - Pursue Heritage Area Designation

Vision Statement

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

highlights its distinctive characteristics and the ingenuity used in its construction to distinguish it from other historic resources and canals

tells the story of life along the canal, its influence on past events and its relevance to today's society to support public education and foster community pride.

interconnects communities and links points of interest by serving as a continuous greenway of open space across the county.

provides convenient access to a towpath trail for non-motorized passive recreational use as an integral part of a unique educational, travel and fitness experience.

stimulates the local economy through heritage tourism.

leverages the value of the canal to support sound land use planning decisions.

increases public and private support for and involvement in canal preservation efforts.

H1						
H2						
H3						

Recommendations: *greenway-wide*

Alternative 1, Recommendation H1: Use Existing Authorities

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...stimulates the local economy through heritage tourism.

...leverages the value of the canal to support sound land use planning decisions.

...increases public and private support for and involvement in canal preservation efforts.

Project Description:

The existing organizational structure can be used to implement several procedures to increase public awareness and involvement in canal preservation activities, particularly with regard to facilitating productive relationships with a variety of stakeholders. However, this approach does not build organizational capacity to significantly advance canal preservation efforts beyond their current scope and pace.

Recommendation(s):

Enact measures to improve public appreciation and participation in greenway development.

- A. Reach out to individuals who attended public meetings about the 25-Year Action Plan and expressed an interest in canal preservation activities.
 - Keep records of participants who attended Action Plan meetings and invite them to join the WCMCC, attend upcoming events and/or volunteer.
- B. Utilize the press, internet and social media outlets to inform the public about the status of canal preservation work and attract new WCMCC members, volunteers and donors.
 - Prepare and maintain a list of media representatives and contact information for use in notifying them of WCMCC activities.
 - Find out the preferred procedure and format for notifying these media outlets of WCMCC news
 - Notify the media of WCMCC activities as appropriate. Make sure the notifications include information on how the public can support greenway development efforts (i.e., make donations, volunteer, etc.)
 - Use the media attention to recognize the contributions of donors and volunteers.
- C. Develop financial policies and procedures for tracking, allocating and distributing private donations targeted for canal improvement projects.
 - Work with county finance personnel to develop appropriate accounting procedures to record cash and in-kind goods and service contributions.
 - Document contributions in a financial report on a monthly basis.
- D. Host an annual county Open Space Forum to bring the WCMCC together with representatives from a variety of other public and private agencies to discuss common goals for the Morris Canal.
 - Develop and conduct the program to highlight key accomplishments and future projects associated with greenway development, including a tour of key sites as appropriate.

Recommendations: *greenway-wide*

- Include opportunities for participants to present their plans for contributing to canal preservation efforts.
- E. Meet regularly with each municipality through which the Morris Canal passes to encourage adoption of the Planning Department's model ordinance to protect the canal.
- F. Network with organizations from Essex, Hudson, Morris, Passaic and Sussex Counties to keep abreast of the status of Morris Canal preservation activities across the state in anticipation of pursuing heritage area status.

Time Frame and Milestones:

- A. Complete within 1 month of each Action Plan meeting.
- B. Complete on an on-going basis.
- C. Complete within 3 months.
- D-E. Complete on an annual basis.
- F. Complete on an on-going basis.

Costs:

Initial: Utilize existing staff and funding resources

Operational: Utilize existing staff and funding resources

Funding Sources:

- Warren County

Benefits:

Potential revenue and/or cost savings resulting from increased public participation, media publicity, improved financial procedures and networking. Broader support for canal preservation activities due to increase knowledge and awareness of greenway development efforts and adoption of land use policies to preserve the canal in otherwise unprotected areas.

Suggested Implementation Agencies:

- Warren County Board of Chosen Freeholders
- Warren County Land Preservation Department
- Warren County Morris Canal Committee
- Warren County Planning Department

Recommendations: *greenway-wide*

Alternative 2, Recommendation H2: Consider a new organization structure

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...interconnects communities and links points of interest by serving as a continuous greenway of open space across the county.

...leverages the value of the canal to support sound land use planning decisions.

...increases public and private support for and involvement in canal preservation efforts.

Project Description:

A new organizational model is needed to increase the administrative capacity needed to undertake many of the 25-Year Action Plan recommendations. These changes should include efforts to improve the county's ability to support WCMCC activities through the formation of key partnerships, hiring of new staff, and enhanced interdepartmental collaboration.

Recommendation(s):

Modify the existing organizational structure to enhance administrative functions.

A. Develop a formal relationship with NJDEP State Parks.

- Meet with representatives of NJDEP State Parks to critique the previous draft agreement. Modify the agreement as needed prior to execution by the Board of Chosen Freeholders.

B. Consider establishing working groups to accomplish specific tasks.

- Identify major projects that would benefit from the input of working groups and the skills needed.
- Establish procedures for working groups to use in conducting business on behalf of the WCMCC, reporting on their progress and developing the needed work products.
- Form the working groups to include members of the public with appropriate skills.
- Monitor and support their activities through project completion, obtaining feedback on ways to improve working group performance.

C. Expand membership on the WCMCC to include representatives from the educational, conservation, recreation, and economic development sectors in keeping with the vision for the greenway along with municipal representation.

- Review bylaws and existing membership characteristics to identify additional expertise and input needed.
- Modify and enact new bylaws as needed to accommodate all perspectives with approval of the Board of Chosen Freeholders.
- Solicit new members to fill gaps in representation.

Recommendations: *greenway-wide*

- D. Encourage the formation of canal preservation committees at the municipal level.
- Discuss the need for local government involvement in greenway development activities with municipal leaders.
 - Evaluate the feasibility of establishing a new canal preservation committee in each municipality or using an existing committee for this purpose.
 - Work with each municipality to establish a committee and set forth its function and relationship with WCMCC, including its role in greenway preservation, education, recreation and fundraising activities.
- E. Explore collaborative opportunities with the Warren County Cultural and Heritage Commission (WCCHC).
- Meet with representatives of the WCCHC to discuss the feasibility of joint ventures in light of current bylaw provisions.
 - Identify those collaborative opportunities best suited to facilitate the implementation of the 25-Year Action Plan
 - Modify existing bylaws as needed to memorialize any new relationship with approval of the Board of Chosen Freeholders.
- F. Explore collaborative opportunities with The Canal Society of New Jersey (CSNJ).
- Meet with Society representatives to discuss the status of canal preservation activities and identify opportunities to collaborate on specific projects.
 - Present the results of the discussion to the WCMCC and CSNJ membership for concurrence.
 - Enter into a collaborative agreement as appropriate to formalize the partnership and document responsibilities.
 - Meet annually to review the progress of joint initiatives.
- G. Consider reconstituting the Board of Recreation Commissioners.
- Meet with the Board of Recreation Commissioners to review current bylaw provisions and discuss ways to improve coordination of activities between the BRC and WCMCC.
 - Modify the bylaws as needed with approval from the Board of Chosen Freeholders.
- H. Create an Open Space Coordinator position.
- Develop a job description and pay scale for an Open Space Coordinator, assigning responsibilities associated with implementing the 25-Year Action Plan. This information can be described in the County Open Space Plan.
 - Determine the placement of the Open Space Coordinator position within the county's organizational structure.
 - Advertise and hire the coordinator with approval from the Board of Chosen Freeholders.
- I. Consider redistributing canal preservation responsibilities.
- Hold a meeting to evaluate the manner in which the county staff currently supports WCMCC activities.
 - Identify ways of redistributing WCMCC administrative support responsibilities to maximize their effectiveness.
 - Redistribute responsibilities as needed to improve administrative support with approval from the Board of Chosen Freeholders.
- J. Consider housing the Planning and Land Preservation Departments in one location.

Recommendations: *greenway-wide*

- Evaluate the office space/facility needs and interdepartmental communication requirements of the Planning and Land Preservation Departments in comparison to existing office accommodations.
- Relocate offices to improve interdepartmental communication if such accommodations can be made.

K. Foster interdepartmental communication.

- Hold a meeting to discuss interdepartmental communication needs as they relate to canal preservation efforts, identifying any gaps.
- Develop and implement procedures to improve interdepartmental communication. Evaluate the success of these procedures on an on-going basis.

L. Evaluate funding sources and mechanisms.

- Discuss the pros and cons of creating a non-profit organization to solicit and receive donations for greenway development projects including, but not limited to, an evaluation of the:
 - Potential funding sources that could not otherwise be tapped.
 - Need to clarify responsibilities of the non-profit in relationship to the management of county-owned lands.
 - Need for a new avenue of communication with the non-profit's leadership.
 - Potential loss of control over fundraising practices in addition to project priorities and expenditures.
 - Logistics (legal and accounting issues) of raising funds to be spent on property not controlled by the non-profit.
 - Existence of individuals interested in forming and managing the non-profit.

Time Frame and Milestones:

- A,C,E,F-L. Complete within 5 years
- B,D. Complete on an on-going basis

Costs:

Initial: Task A: Utilize existing staff and funding resources
Task B: \$1,500 (\$50/hour x 30 hours)
Task C: Utilize existing staff and funding resources
Task D: \$5,000 (\$50/hour x 80 hours)
Task E: Utilize existing staff and funding resources
Task F: \$3,000 (\$25/hour x 80 hours + \$50/hour x 20 hours)
Task G-L: Utilize existing staff and funding resources

Operational: Task A-C: Utilize existing staff and funding resources
Task D: \$4,000 annually (\$50/hour x 80 hours)
Task E: Utilize existing staff and funding resources
Task F: \$2,000 (\$25/hour x 80 hours)
Task G: Utilize existing staff and funding resources
Task H: \$80,000 annually for new personnel (includes full-time salary, benefits and cost of quarters)
Task I-L: Utilize existing staff and funding resources

Funding Sources:

- Warren County

Recommendations: *greenway-wide*

Benefits:

Potential cost savings resulting from improved administrative efficiency and fundraising ability. Expenditures for new staff may be offset by increased capacity to broaden public support for greenway development activities. Better coordination of stakeholders will improve ability to preserve canal resources and create open space and trail linkages.

Suggested Implementation Agencies:

- Local municipalities through which the canal passes
- New Jersey Department of Environmental Protection - State Parks
- The Canal Society of New Jersey
- Warren County Board of Recreation Commissioners
- Warren County Cultural and Heritage Commission
- Warren County Land Preservation Department
- Warren County Morris Canal Committee
- Warren County Planning Department

Alternative 3, Recommendation H3: Pursue Heritage Area designation

Vision Statement:

To preserve and enhance the historic Morris Canal, a national engineering treasure, and the cultural landscape through which it passes in a manner that...

...stimulates the local economy through heritage tourism.

Project Description:

The pursuit and operation of a heritage area designation requires significant organizational resources to capitalize on the heritage tourism potential of the Morris Canal Greenway. Warren County should carefully prepare for designation by implementing the recommendations of Alternatives 2 and 3 and exploring the benefits and obligations of a heritage area designation with county, state and national partners.

Recommendation(s):

Begin to position the Morris Canal Greenway for heritage area designation by improving the organizational structure and obtaining technical assistance from heritage area experts.

- A. Open a dialog with the National Park Service to fully understand the long-term commitment and partner collaboration required to establish a heritage area.
 - Host a meeting with National Park Service representatives to show them the Morris Canal Greenway and discuss the heritage designation process with greenway stakeholders.

Recommendations: *greenway-wide*

- Invite representatives from NJDEP State Parks and other counties involved in Morris Canal preservation activities.
 - Maintain regular contact as needed in preparation for a formal request for designation and associated funding support..
- B. Understand how the new organizational structure presented in Alternative 2 can support a future heritage area designation.
- Review the recommended organizational changes with the National Park Service in light of the administrative structures typically associated with heritage areas.
 - Modify the organizational changes as appropriate based upon the input received.
- C. Seek assistance from the New Jersey Heritage Tourism Task Force.
- Present the Morris Canal Greenway project at a task force meeting and request pilot program assistance in establishing a heritage tourism area.
 - Maintain regular contact as needed.
- D. Host cultural heritage tourism workshops.
- Ask the National Trust for Historic Preservation to conduct introductory workshops on establishing a heritage area to prepare for designation.
 - Invite representatives from NJDEP State Parks and other counties involved in Morris Canal preservation activities.

Time Frame and Milestones:

A-D: 5 to 25-year implementation process in preparation of possible Heritage Area designation

Costs:

Initial: \$50,000 budget for labor, conferences, workshops and technical support services from state and national agencies in preparation for designation.

Operational: None, unless heritage area designation is pursued.

Funding Sources:

- American Express
- National Park Service
- New Jersey Historic Trust

Benefits:

Potential revenue from heritage tourism. Improve administrative capacity of county to pursue heritage tourism designation with support of key partners.

Suggested Implementation Agencies:

- National Park Service
- New Jersey Heritage Tourism Task Force
- Other counties through which the Morris Canal passes

Recommendations : *greenway-wide*

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