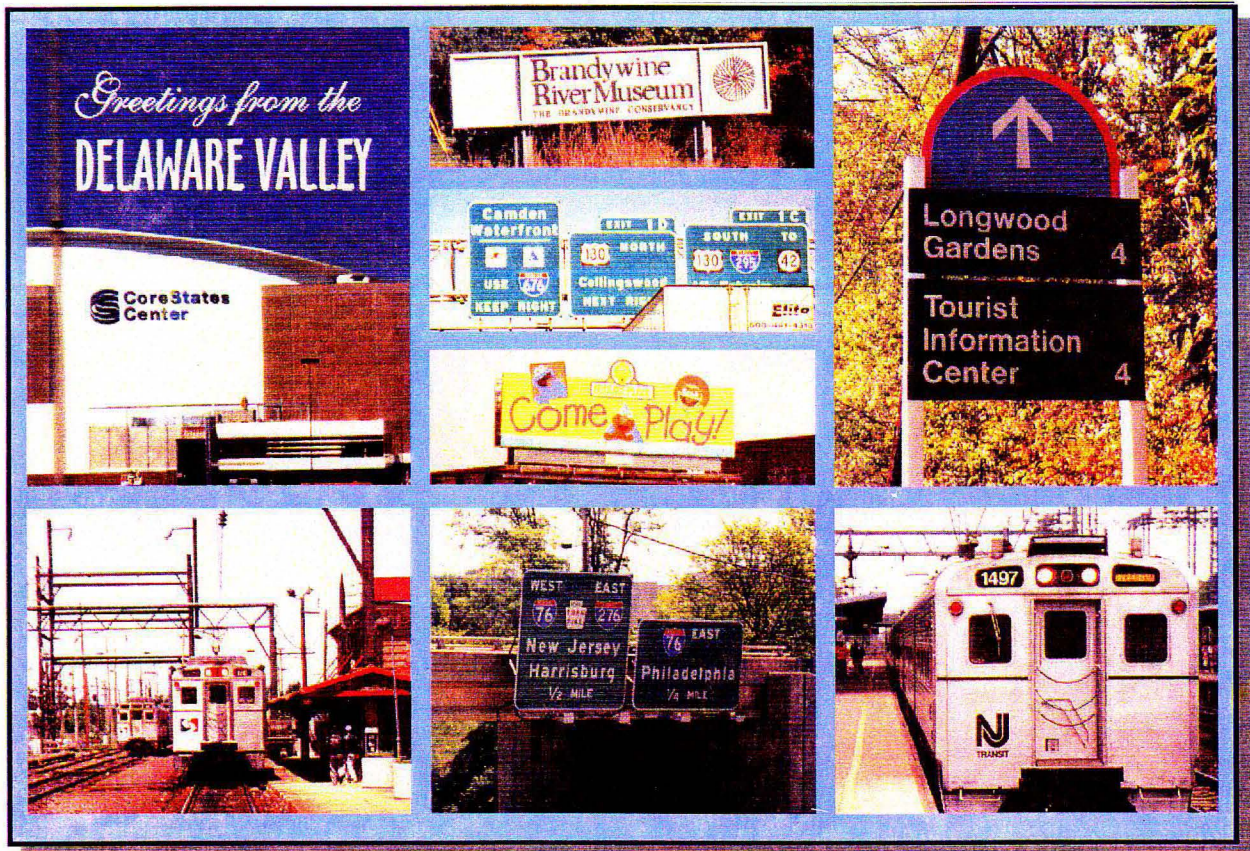


HOW DO WE GET THERE?

Improving Mobility for Tourists and Visitors



Delaware Valley Regional Planning Commission
October 1997

HOW DO WE GET THERE?

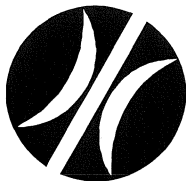
Improving Mobility for Tourists and Visitors



Delaware Valley Regional Planning Commission
October, 1997

The preparation of this report was funded through federal grants from the U.S. Department of Transportation's Federal Highway Administration (FHWA) and Federal Transit Administration (FTA), the Pennsylvania and New Jersey Departments of Transportation as well as by DVRPC's state and local member governments. The authors, however, are solely responsible for its findings and conclusions, which may not represent the official views or policies of the funding agencies.

Created in 1965, the Delaware Valley Regional Planning Commission (DVRPC) is an interstate, intercounty and intercity agency which provides continuing, comprehensive and coordinated planning for the orderly growth and development of the Delaware Valley region. The region includes Bucks, Chester, Delaware, and Montgomery counties as well as the City of Philadelphia in Pennsylvania and Burlington, Camden, Gloucester, and Mercer counties in New Jersey. The Commission is an advisory agency which divides its planning and service functions between the Office of the Executive Director, the Office of Public Affairs, and three line Divisions: Transportation Planning, Regional Planning, and Administration. DVRPC's mission for the 1990s is to emphasize technical assistance and services and to conduct high priority studies for member state and local governments, while determining and meeting the needs of the private sector.



The DVRPC logo is adapted from the official seal of the Commission and is designed as a stylized image of the Delaware Valley. The outer ring symbolizes the region as a whole while the diagonal bar signifies the Delaware River flowing through it. The two adjoining crescents represent the Commonwealth of Pennsylvania and the State of New Jersey. The logo combines these elements to depict the areas served by DVRPC.

DELAWARE VALLEY REGIONAL PLANNING COMMISSION

Publication Abstract

TITLE	Date Published: October, 1997
HOW DO WE GET THERE?.. Improving Mobility for Tourists and Visitors	Publication No. 97012

Geographic Area Covered: Nine-county Delaware Valley region, including Bucks, Chester, Delaware, Montgomery and Philadelphia counties in Pennsylvania and Burlington, Camden, Gloucester and Mercer counties in New Jersey.

Key Words:

Tourism, travel, access, annual attendance, transportation improvements, regional directional signage program.

ABSTRACT

This report considers the economic impacts of tourism and travel in the Delaware Valley and presents strategies for improving mobility for tourists. Over 130 regional attractions are mapped and surveyed, and primary access routes to and between these attractions are identified. Transportation improvements that would improve mobility are listed, and a detailed proposal to establish a regional directional signage program is presented.

For More Information Contact:



Delaware Valley Regional Planning Commission

Regional Planning Division

The Bourse Building

111 South Independence Mall East

Philadelphia, PA 19106-2515

(215) 592-1800

Fax: (215) 592-9125

e-mail: dvrpc@libertynet.org

website: <http://www.libertynet.org/~dvrpc/>

TABLE OF CONTENTS

Executive Summary	1
I. Introduction	3
II. The Impact of Tourism	5
National and International Tourism and Travel	5
Tourism in Pennsylvania	8
Tourism in New Jersey	16
Summary: Facts About Tourism in the Delaware Valley	19
III. Regional Developments and Initiatives	21
Facility and Infrastructure Improvements	21
The Renovation of Independence National Historic Park	23
Marketing Initiatives in Pennsylvania	23
Marketing Initiatives in New Jersey	25
New Jersey’s Tourism Master Plan	26
Hospitality Job Training Initiatives	27
IV. The Region’s Tourist Attractions	29
V. Improving Access to Tourist Destinations	41
Access to the Region’s Tourist Attractions	41
Enhancing Access through Transportation Improvements	45
Portfolio of Improvements by County	51
VI. Prospects for Improving Regional Directional Signage	63
Background Information	63
Existing Directional Signage Systems	64
Recommendations	66
VII. Summary and Recommendations	73
Regional Opportunities	73
Challenges	74
Recommendations	76
Bibliography	79
Appendix A: Federal and State Signage Policies and Regulations	A-1

LIST OF TABLES

I.	Travel Expenditures and Employment, 1994	6
II.	The Direct Impact of Travel and Tourism in Pennsylvania, 1993	9
III.	The Direct Impact of Travel by United States Residents in Pennsylvania, 1990	9
IV.	Economic Impact of the Pennsylvania Convention Center, 1994-2003	13
V.	The Impact of the Pennsylvania Convention Center on the City of Philadelphia's Tax Revenue, 1995-2001	14
VI.	The Impact of the Pennsylvania Convention Center on the Commonwealth of Pennsylvania's Tax Revenue, 1995-2001	14
VII.	The Economic Impact of Tourism in the State of New Jersey, 1995-1996	17
VIII.	The Impact of Tourism in New Jersey's Delaware River Region, 1991	18
IX.	Tourist Attractions in the Delaware Valley	31
X.	The Delaware Valley's 20 Most-Often Visited Tourist Attractions	37

LIST OF MAPS

I.	Regional Tourist Attractions and Parks in the Delaware Valley	33
II.	Types of Tourist Attractions	35
III.	Annual Attendance at the Region's Tourist Attractions	39
IV.	Travel Time from Center City Philadelphia to the Region's Tourist Attractions	43
V.	Primary Highway Access Routes to the Region's Tourist Attractions	47
VI.	The Location of the Region's Tourist Attractions in Relation to Congestion	49

EXECUTIVE SUMMARY

This report summarizes a project undertaken by the Delaware Valley Regional Planning Commission (DVRPC) to study the impact of tourism in the region and potential impediments to the continued growth of the industry. The purpose of this two-year effort was to consider the economic impact of travel and tourism in the Delaware Valley; to identify and survey regional tourist attractions; to identify existing problems in accessing these sites; and to present strategies for improving mobility for tourists and supporting the region's tourism industry.

The tourism and hospitality industry represents a vital and growing part of the region's economy. Each dollar spent by travelers generates additional expenditures in indirect spending and is indirectly responsible for the creation of numerous additional jobs. Although conventioners and overnight pleasure travelers spend the most on average per visit, most visitors to the Philadelphia region are day-trippers. The vast majority of these visitors travel by car or tour bus, highlighting the importance of the region's highway network in accessing attractions.

The report identifies over 130 regional tourist attractions, including art and cultural institutions; historic sites; science museums; arboretums, zoos and aquariums; retail centers; and spectator-oriented attractions, such as sporting arenas and racetracks. Thirty percent of these sites are located in the City of Philadelphia, illustrating its importance as the centerpiece of the Delaware Valley's tourism industry. These attractions vary widely in terms of annual attendance, ranging from the millions of visitors who annually tour Independence and Valley Forge National Historical Parks to a few thousand who visit some of the region's other historic sites.

The Philadelphia region has numerous strengths that contribute to its position as a competitive tourist destination. The region's historic sites are well-defined and highly recognizable. The region is located at the midpoint of the East Coast's commercial corridor, and is within a few hours drive of major cities such as New York, Baltimore, and Washington, D.C., as well as both the Pocono Mountains and the beaches of the Atlantic Ocean. Visitors leave with a good impression of the region's historic areas, architecture, parks, restaurants and overall attractiveness.

The completion of the Pennsylvania Convention Center has played a critical role in enabling Philadelphia to effectively compete in the conference and convention market. The City's art and cultural institutions are respected nationally and internationally, allowing them to sponsor special exhibitions that attract additional tourists to the region. Philadelphia's "signature events," including the Flower Show and the 4th of July "Welcome America" celebration, are also well recognized.

The region's tourist attractions are generally well served by the existing transportation network, and numerous improvements in recent years have enhanced the ability of tourists to access these destinations. A \$12 million commitment by the Commonwealth of Pennsylvania, the City of Philadelphia and the Pew Charitable Trusts will enable a non-profit group to develop a national and international marketing campaign aimed at promoting tourism in the region.

Certain weaknesses, however, must be addressed in order to enhance the region's potential for attracting a larger share of the national and international tourist market, including:

- poor directional signage, letting visitors know where they are and directing them to the region's attractions;
- certain shortcomings in the transportation network that impede access to attractions;
- a perceived lack of the critical threshold of activities necessary to attract overnight visitors;
- the lack of a coordinated regional marketing strategy that includes New Jersey attractions, particularly those located in the Cities of Camden and Trenton;
- limited nightlife and entertainment opportunities in close proximity to the region's hotels;
- a negative perception of the region by those who have not yet visited; and,
- a shortage of qualified employees trained to meet the demands of the hospitality industry.

The report identifies several recommendations for enhancing the region's tourism industry. Some of these recommendations, including the development of a coordinated regional marketing strategy and the advancement of hospitality job training initiatives, are currently being addressed by other more appropriate agencies and organizations, such as the Greater Philadelphia Tourism Marketing Corporation (GPTMC), county visitors' bureaus, the Greater Philadelphia Hotels Association, the Pennsylvania Convention and Visitors Bureau and the region's secondary schools and community colleges. This report focuses on recommendations that enhance mobility and are more appropriately advanced by the Delaware Valley Regional Planning Commission, given its transportation responsibilities as the region's Metropolitan Planning Organization (MPO). These recommendations include the following:

- Identify primary access routes to and between the region's attractions and target these corridors for necessary maintenance and improvements;
- Create a "portfolio" of specific transportation improvements in targeted areas and corridors that would improve access to the region's major tourist venues. This report includes more than 100 specific recommendations to improve the highways, transit system and other elements of our transportation network to improve mobility for tourists. This list of improvements should be reviewed by transportation planners and providers and considered for inclusion in future long-range plans and transportation improvement programs.
- Create a regional directional signage system that could be implemented throughout the Delaware Valley, to identify and link sites and direct visitors to the region's tourist attractions. This report includes a detailed proposal to establish a regional signage system. Such a system could incorporate several existing signage systems, and might also include attractive "gateways" located at points where visitors are most likely to first enter the region.

The Delaware Valley Regional Planning Commission will continue to assess the region's transportation system to identify access problems and devise solutions to improve mobility for visitors and residents alike.

CHAPTER I: INTRODUCTION

This report summarizes the findings of a two-year tourism initiative undertaken by the Delaware Valley Regional Planning Commission. The purpose of this effort was to:

- consider the economic impact of travel and tourism in the Delaware Valley;
- identify regional and county tourist attractions and rank these attractions by annual and seasonal visitor counts;
- map the attractions and identify the primary highway and transit access routes to and between these sites;
- identify existing problems in accessing these sites, considering highway and transit access as well as bicycle and pedestrian mobility;
- present strategies for improving mobility for tourists and supporting the region's tourism industry; and,
- expand upon two of these strategies, including the creation of a portfolio of specific transportation improvement projects which might improve access to the region's tourist destinations and an exploration of the prospects of implementing a regional directional signage program throughout the Delaware Valley.

A study steering committee was instrumental in providing information and setting the direction of the Commission's research. This committee included representatives of the following organizations:

- New Jersey's Department of Commerce and Economic Development, Division of Travel and Tourism;
- Pennsylvania's Department of Commerce, Bureau of Travel Development;
- county planning offices, economic development offices and tourism offices;
- Southeast Pennsylvania Travel Council (which includes representatives from Bucks, Chester, Delaware and Montgomery counties);
- Valley Forge Convention and Visitors Bureau;
- Center for Greater Philadelphia;
- Philadelphia's Convention and Visitors Bureau;
- Greater Cherry Hill Convention and Tourism Bureau;
- Delaware River Region Tourism Council;
- City of Philadelphia's Mayor's Office and City Planning Commission;
- Center City District;
- Greater Philadelphia First;
- National Park Service;
- Pew Charitable Trusts;
- Foundation for Architecture;
- representatives from some of the region's tourist attractions;
- representatives of some of the region's charter bus operators;

- transit providers, including SEPTA, PATCO and NJ Transit;
- Pennsylvania's Department of Transportation; and,
- New Jersey's Department of Transportation.

The next chapter provides an overview of and quantifies the impacts of tourism within Pennsylvania, New Jersey and the nation. Chapter III discusses recent initiatives to support the tourism industry. Chapter IV identifies and maps regional tourist attractions, while Chapter V discusses highway and transit access and provides specific targeted highway and transit improvements to enhance access. Chapter VI presents a proposal to implement a regional directional signage system, and the final chapter assesses the strengths and weaknesses of the region's tourism economy and provides recommendations to enhance the industry.

CHAPTER II: THE IMPACT OF TOURISM

This chapter summarizes and quantifies the direct and indirect impacts of tourism. The travel and tourism industry is an important and growing part of the American economy, and has been earmarked as a critical component of the long range economic plans of the states of New Jersey and Pennsylvania, the Delaware Valley region and the region's cities, especially Philadelphia.

National and International Tourism and Travel

The travel and tourism industry currently ranks as the nation's second largest employer, second only to the health care industry. More than 6.6 million people were directly employed in the travel and tourism industry in 1995, representing approximately 6% of the country's total non-agricultural work force. Almost nine million additional people worked in jobs that were indirectly linked to the tourism industry. The country's travel-generated employment payroll, including jobs in public transportation, automobile transportation, lodging, food services, entertainment and recreation, general retail and travel planning, totaled more than \$116 billion, an increase of 5.3% over 1994 figures.¹ Indirect and induced employment related to travel accounted for an additional \$171 billion, for a total impact on employment of almost \$288 billion.

During 1995, domestic and international travelers spent almost \$422 billion in the United States, on food service, public transportation (which includes air and rail travel), lodging, automobile services, entertainment, recreation and general retail sales. Indirect spending (which occurs as travel industry businesses purchase supplies and services from local suppliers) and induced spending (which occurs as travel business employees and their suppliers spend part of their earnings in the same area) amounted to an additional \$595 billion. Based on expenditures, travel and tourism was the third largest retail sales industry in the country as of 1996, behind only automotive dealers and food stores. Spending by international and domestic travelers generated almost \$64 billion in federal, state and local taxes.

Table I illustrates travel expenditures and employment in the ten states with the highest travel-related expenditures in 1994. New Jersey and Pennsylvania ranked 7th and 9th respectively in annual expenditures, and Pennsylvania had the 8th and New Jersey the 9th most travel-related employees.

Domestic travel volumes within the United States, including pleasure and business trips as well as trips for personal or unspecified reasons, increased by 45% between 1985 and 1995 (from 808 million person-trips to almost 1.2 billion person-trips), including a 3% increase during the most current year. Americans are now more likely to take a trip for pleasure than they were a decade ago;

¹Tourism Works for America Council, *The Tourism Works for America Report, 1996 Special Edition*, page 7.

Table I
Travel Expenditures and Employment, 1994

STATE	Expenditures (\$ millions)			Employment (thousands)		
	Domestic	International	Total	Domestic	International	Total
California	\$43,982	\$11,530	\$55,512	604.0	187.2	791.2
Florida	\$29,050	\$11,962	\$41,012	457.7	194.9	652.6
New York	\$20,713	\$7,583	\$28,296	266.6	101.6	368.2
Texas	\$21,157	\$3,004	\$24,161	389.4	53.5	442.9
Illinois	\$14,883	\$1,426	\$16,309	227.3	23.2	250.5
Nevada	\$14,485	\$1,791	\$16,256	274.6	29.7	304.3
New Jersey	\$11,187	\$749	\$11,936	165.7	9.7	175.4
Hawaii	\$6,179	\$5,679	\$11,858	85.6	77.5	163.1
Pennsylvania	\$10,589	\$769	\$11,358	169.6	14.4	184.0
Georgia	\$9,795	\$743	\$10,538	180.0	14.8	194.8
United States	\$340,029	\$58,092	\$398,230	5,439.7	947.9	6,387.6

Source: Tourism Works for America Council, *The Tourism Works for America Report*, 1996 Special Edition. Domestic estimates are based on travel 100 miles or more away from home or overnight trips with one or more nights in paid accommodations.

pleasure trips increased by 50% between 1985 and 1995, from 540 million person-trips annually to 810 million person-trips. Fifty-one percent of all pleasure travelers visited friends or relatives during 1995, while 33% traveled for entertainment purposes and 16% traveled for outdoor recreation purposes.²

Automobile travel is by far the preferred mode for pleasure travelers, with 84% of all domestic travelers using a personal car, truck, recreational vehicle or rental car to travel to and between destinations. Of all automobile trips taken in 1995, 72% were for pleasure travel, 20% were related to business, and 8% were taken for personal or unspecified reasons.³

²Ibid, page 4. A person-trip is defined as one person traveling 100 miles or more, one way, away from home.

³Ibid, page 15.

The number of business trips in the United States increased by 33% between 1985 and 1995, to almost 208 million trips annually. Business travel increased by 8% between 1994 and 1995, and the percentage of travelers who combined business with pleasure grew by four percentage points.

Foreign visitors comprise another important part of the country's tourism market. Almost \$80 billion was spent by international tourists in the United States in 1995 compared to \$60 billion spent by American travelers outside the United States, leaving a trade surplus of more than \$19.5 billion. Overseas travelers spend an average of 17 days visiting the United States, and usually visit two or more states. The majority of foreign visitors to the United States come from Canada and Mexico, followed by Europe, the Far East and other overseas locations.

Canadian arrivals to the United States, which account for 34% of all foreign arrivals to this country, decreased by 13% between 1993 and 1994 due to an unfavorable exchange rate, and decreased by an additional 3% between 1994 and 1995. Mexican arrivals, which experienced a significant increase in 1994, declined dramatically between 1994 and 1995 (decreasing by 29%). The two-year decline in Canadian arrivals and this past year's decrease in Mexican visitors were responsible for a 1% decline in international tourists between 1993 and 1994 and an additional 3% decline between 1994 and 1995. When Canada and Mexico are excluded, however, overseas arrivals increased by 12% between 1994 and 1995.

The tourism and travel industry has become an important component of the larger global economy. The World Tourism Organization (WTO) has estimated that international tourist arrivals increased by 4% in 1994 to 532 million, and that international tourism receipts increased by 10% to \$337 billion.⁴ The United States was the number one destination in terms of tourism revenues in 1994, and was second only to France in terms of tourism arrivals.

The tourism industry is likewise a vital component of the regional economy, and growth in the industry is an important facet of the region's long-range plan. The Delaware Valley Regional Planning Commission's (DVRPC's) long-range plan, *Year 2020 Comprehensive Plan for the Delaware Valley*, defines as one of its policies the preservation and promotion of historical and cultural resources, and identifies "increasing the number and value of business and tourist visits" as an important action. A major goal of the City of Philadelphia's long-range plan to improve their economy is the expansion and promotion of the City's tourism industry, particularly in its historic districts in Center City Philadelphia.

Though several reports on the subject have been written, it is difficult to pinpoint the direct and indirect impacts of tourism and travel in the nine-county Delaware Valley region. Available reports define tourism differently; each report covers a specific geographic area, addressing some but not all of the nine DVRPC member counties; and most use a slightly different economic model

⁴Ibid, page 29.

to estimate the effects of travel and tourism. Existing studies on tourism are reviewed below. Although individual studies disagree on the definition of tourism and the actual dollar value of its impacts, they generally agree on the following points: that the tourism and travel industry is an extremely important component of the regional economy, and that the tourism industry is one of the fastest growing economic sectors.

Tourism in Pennsylvania

Tourism is currently the second largest industry in Pennsylvania, second only to agriculture. Total travel-related expenditures, including both direct and indirect sales, were estimated at more than \$16.2 billion in 1990, a 10% increase over 1989.⁵ These expenditures directly or indirectly generated over 290,000 jobs, representing almost 6% of the state's total non-agricultural employment.

Table II estimates the direct expenditures and travel-related employment attributable to United States residents and international visitors traveling in Pennsylvania in 1990. Travel and tourism generated an estimated \$9.7 billion in direct expenditures, with the largest expenditures for public transportation (which includes air travel) followed by food services. Almost 166,000 people were employed in jobs directly related to the hospitality and travel industry, including almost 54,000 food service workers, 37,500 lodging employees and over 25,000 public transportation employees.

Table III indicates the economic impact of travel by United States residents in each of the five Pennsylvania counties in 1990. United States residents traveling in Pennsylvania include both in-state and out-of-state residents traveling away from home and staying overnight elsewhere, or on day trips of over 100 miles. The model used for these estimates excludes travelers commuting to and from work, operators of passenger or carrier transportation vehicles (such as bus or truck drivers and air or rail employees), students traveling away from home and anyone on active military duty.⁶

As indicated, United States residents spent an estimated \$9.1 billion in Pennsylvania in 1990, 35% of which was spent in the Delaware Valley. Philadelphia ranked first of all Pennsylvania counties in terms of travel expenditures, with 22% of the Commonwealth's travel expenditures. Travel expenditures generated over 154,000 jobs in Pennsylvania in 1990, with over 33,000 of those positions in the City of Philadelphia. Approximately \$336 million in state tax revenue was generated, including \$54 million in the City of Philadelphia (16% of the state's total) and \$27.5 million in Montgomery County. Local taxes generated by travel expenditures, which vary depending on the local tax structure, totaled over \$20 million in Philadelphia in 1990.

⁵U.S. Travel Data Center, *The Economic Impact of Travel on Pennsylvania Counties, 1990*.

⁶Ibid, page 2.

Table II
The Direct Impact of Travel and Tourism in Pennsylvania, 1990

Category	U.S. Traveler Expenditures (\$ millions)	International Visitors Expenditures (\$ million)	Total Expenditures (\$ million)	Travel-generated Employment
Public transportation	\$2,398.7	\$73.2	\$2,471.9	25,400
Auto transportation	\$1,875.9	\$12.3	\$1,888.2	8,700
Lodging	\$1,314.8	\$158.2	\$1,473.0	37,500
Food services	\$2,017.2	\$114.4	\$2,131.6	53,900
Entertainment/recreation	\$712.4	\$41.1	\$753.5	23,000
General retail trade	\$778.3	\$154.6	\$932.9	9,300
Travel planning	---	---	---	8,000
Total	\$9,097.3	\$553.8	\$9,651.1	165,800

Source: U.S. Travel Data Center, *The Economic Impact of Travel on Pennsylvania Counties, 1990*. Columns may not add due to rounding.

Table III
The Direct Impact of Travel by United States Residents in Pennsylvania, 1990

County	Expenditures (\$ million)	Payroll (\$ million)	Employment	State taxes (\$ million)	Local taxes (\$ millions)
Bucks	\$296.4	\$70.1	5,390	\$12.8	\$2.7
Chester	\$144.4	\$30.3	2,440	\$6.4	\$1.2
Delaware	\$203.7	\$47.8	3,850	\$8.6	\$1.8
Montgomery	\$573.1	\$118.6	10,750	\$27.5	\$4.4
Philadelphia	\$1,987.7	\$576.1	33,370	\$54.0	\$20.9
DVRPC 5-County Region	\$3,205.2	\$842.9	55,800	\$109.3	\$31.0
Pennsylvania	\$9,097.3	\$2,119.8	154,110	\$335.5	\$107.0

Source: U.S. Travel Data Center, *The Economic Impact of Travel on Pennsylvania Counties, 1990*, pages 21-22. Totals may not add due to rounding.

In 1991, the travel and tourism industry directly or indirectly generated an estimated \$16.4 billion in Pennsylvania, which increased by 6% in 1992 to \$17.3 billion. The economic impact of tourism increased by an additional 7% to \$18.5 billion between 1992 and 1993. Travel-related employment increased by 2.5% statewide between 1991 and 1992, to 308,000 employees, and by an additional 12% between 1992 and 1993 to 344,000 jobs. The travel and tourism industry in Pennsylvania continues to grow, and tourism in the Philadelphia region in particular remains a vital component of the statewide tourism market.

The Impact of Tourism in the City of Philadelphia

The City of Philadelphia has defined the expansion of the City's tourism and convention industries as one of its major economic initiatives. A 1993 study by the Philadelphia City Planning Commission found that a total of 24 million people visited the City in 1991, including almost three million tourists; nine million day-trippers (visitors who live within the metropolitan region); 11 ½ million general business visitors; and 500,000 group meeting attendees⁷.

The report suggests that these visitors spent over \$667 million on lodging, food, transportation, admission fees and retail purchases. Over 80% of these expenditures were by visitors from outside this region (including 26% by tourists, 31% by group meeting attendees, and 24% by general business visitors) while 19% were spent by visitors who live in the Philadelphia metropolitan area. Visitors spent the most on lodging, followed by retail sales at restaurants, bars and nightclubs; other retail purchases; entertainment; and local transportation.

Direct visitor spending at the City's cultural attractions indirectly supports numerous other services. It has been estimated that for every dollar spent on museum admission and performance tickets, approximately \$2.50 is spent on dining and drinking and \$.80 is spent on transportation, parking and related expenses.⁸ For every \$100,000 in services purchased in this region by people from outside the region, the hotel sector adds approximately 5 new employees, and each new hotel room in the region generates 0.17 new employees.

Travel and hospitality accounted for 56,000 jobs in Philadelphia in 1990. Nearly two-thirds of these jobs were in the hospitality industry, primarily in hotels and restaurants. While the number of manufacturing jobs (which currently make up 11% of the total job base in the City) decreased by 47% between 1977 and 1990, the number of jobs in travel and hospitality increased by 17%.⁹ The tourism industry has expanded significantly since the above-referenced data was collected, with the opening of the Pennsylvania Convention Center in July of 1993.

⁷Philadelphia City Planning Commission, *Destination Philadelphia: A Strategic Plan for the Visitor Industry*, February, 1993: page 5.

⁸Ibid, page 16.

⁹Ibid, page 17.

The Philadelphia Convention and Visitors Bureau estimates that over 10 million people on business or leisure trips visited the Philadelphia region in 1994. These visitors included over 730,000 convention and meeting attendees; 565,000 general business travelers staying at hotels; 1.2 million leisure travelers from outside the region attending special events or shows; and almost 8 million visitors who attended the region's museums and attractions.

These travelers as a whole were responsible for an economic impact of almost \$700 million, with the majority (71%) attributable to travelers who lived outside the Philadelphia metropolitan area. Convention and meeting attendees were responsible for an economic impact of approximately \$204 million; business travelers staying at hotels, for over \$150 million; and other leisure travelers from outside the region, \$145.3 million. Approximately \$200 million was attributable to visitors who live within the region but visited and spent money in the City.¹⁰

Philadelphia's Center City District, a public/private partnership supported by over 2,500 Center City property owners, estimates that over 8 million people visit Philadelphia annually. The Center City District notes that the City offers the facilities available at the Pennsylvania Convention Center; Independence National Historical Park, which alone draws millions of visitors annually; 32 museums and cultural institutions and 24 hotels, including some within walking distance of the Convention Center; three major shopping centers and over 1,900 retail establishments; and 123 restaurants, including seven of the country's top 50 as well as the country's top two restaurants.

The Impact of the Pennsylvania Convention Center on the Region's Tourism Industry

Prior to 1993, the City of Philadelphia lacked adequate meeting facilities to host major international, national or regional conferences. Success in the convention and conference arena, however, is considered a critical step towards effectively competing for general tourism and travel dollars. Studies have shown that many visitors leave Philadelphia with a positive impression of the City and an interest in returning, while many potential travelers who have never visited the City cite a negative image of the City as a reason to avoid visiting. Every conventioneer hosted by the City represents a potential return or referral trip if they leave the City with a positive initial impression.

The Pennsylvania Convention Center opened on July 4, 1993. Constructed at a cost of over \$525 million, the Convention Center features 475,000 square feet of exhibit space, a 35,000 square-foot Grand Hall and 125,000 square feet of ballroom and conference space. The Center incorporates the Reading Train Shed in its design and is connected to the Philadelphia Marriott, which opened in 1994 on Market Street.

Conventionneers represent a lucrative component of the travel and tourism industry. The International Association of Convention and Visitors Bureaus estimates that the average delegate

¹⁰Philadelphia Convention and Visitors Bureau, *Business and Leisure Travel Report with Philadelphia Market Facts*, page 4.

spends an average of \$260 per day on hotels, restaurant food, gifts, retail purchases and other goods and services, and stayed an average of 4 days. In Philadelphia, the average spending per delegate was estimated to be \$879 during an average stay of 3 ½ days as of 1994. Eighty percent of attendees at conventions stay in hotels and 61% arrive by air, adding to their contribution to the local economy. The average spending per association was estimated to exceed \$80,000 in 1994, and the average spending per exhibitor was approximately \$2,500 per event.¹¹

Delegate attendance at the Pennsylvania Convention Center increased from approximately 180,000 during each of its first two full years of existence to over 290,000 in 1996.¹² This number, however, includes only attendees at activities that draw visitors from outside the City, thus bringing new money into the City. It does not include, for example, meetings of local companies who used the facility (even though they might have used facilities outside of the City if the Convention Center was unavailable), gate shows (like the Flower Show or the Boat Show) or other special events. In 1995, a total of more than 860,000 people used the Convention Center; by 1996, the total number of people attending meetings and events at the facility exceeded 1 million.¹³

A 1997 report by the Pennsylvania Economy League (PEL) conservatively estimated that between 1994 and 1996 the Pennsylvania Convention Center generated \$363 million in direct spending by trade show and convention delegates plus an additional \$315 million in indirect spending, for a total of \$678 million in total spending during its first three years of operation. The report suggests that economic activity at the Convention Center supported more than 6,200 jobs in 1996, with total wages of almost \$129 million.¹⁴ Table IV summarizes the economic impact of the Pennsylvania Convention Center, illustrating and projecting total spending impact, the total jobs supported by the Center and total wages supported by the Center from its first year of operation in 1994 to its tenth year in 2003.

¹¹Philadelphia Convention and Visitors Bureau, *Business and Leisure Travel Report with Philadelphia Market Facts*, page 4.

¹²Pennsylvania Economy League, *The Economic and Revenue Impact of the Pennsylvania Convention Center*, May, 1997, page 4.

¹³Belden, Tom. *Rave Reviews for the Convention Center*, published in the **Philadelphia Inquirer**, July 1, 1996.

¹⁴Pennsylvania Economy League, *The Economic and Revenue Impacts of the Pennsylvania Convention Center*, May, 1997, page 5. PEL estimates are considered to be conservative, because they include in their attendance figures only those events or conferences that draw the majority of their visitors from outside the City; consider only the jobs, spending and tax revenues created or generated inside the City; and use only 95% of total estimated spending to calculate the economic impacts, to account for a small percentage of delegates who might elect to stay overnight outside the City and visit suburban attractions.

TABLE IV
ECONOMIC IMPACT OF THE PENNSYLVANIA CONVENTION CENTER, 1994-2003

Year	Attendance	Total Convention-Center Related Spending (in 1,000's)	Total Jobs Supported by the Convention Center	Total Wages Supported by the Convention Center (in 1,000's)
1994	185,000	\$179,026	3,977	\$80,107
1995	183,514	\$194,056	4,230	\$84,692
1996	292,615	\$304,994	6,225	\$128,978
1997	357,232	\$383,926	7,660	\$166,169
1998	280,000	\$309,637	5,995	\$131,692
1999	300,000	\$344,408	6,396	\$145,004
2000	300,000	\$354,740	6,396	\$149,292
2001	300,000	\$365,382	6,396	\$152,303
2002	300,000	\$376,344	6,396	\$156,865
2003	300,000	\$387,634	6,396	\$161,358

Source: Pennsylvania Economy League, *The Economic and Revenue Impact of the Pennsylvania Convention Center*, May, 1997. Annual attendance after 1996 are estimates based on future bookings and PEL analysis.

Activity at the Convention Center has also generated significant tax revenues for both the City of Philadelphia and the Commonwealth of Pennsylvania. Table V illustrates the projected impact of the Convention Center on the City's tax revenue through the year 2001, while Table VI illustrates the projected impact of the Convention Center on the Commonwealth's tax revenue. The Convention Center is projected to have a cumulative impact of over \$141 million in City taxes and almost \$130 million in state taxes during the seven operational years between 1995 and 2001.

Conventions and shows with the highest average spending per delegate tend to be trade shows and medical and educational conventions, all of which have been prominent bookings for the Philadelphia Convention Center. Health-care conventions have been particularly popular in Philadelphia; in 1993, the City hosted 54 health-care conventions, and in 1994 that number more than doubled to 134. The American College of Physicians will hold its annual convention at the Center in both 2002 and 2006.

Larger groups which have held conventions at the Pennsylvania Convention Center include the International Fancy Food and Confection Association, which convened at the Center in June of 1996 and hosted over 30,000 people; Moose International, whose convention attracted over 25,000 people in July of 1996; the International Air Conditioning, Heating and Refrigeration Expo, which

TABLE V
THE IMPACT OF THE PENNSYLVANIA CONVENTION CENTER
ON THE CITY OF PHILADELPHIA'S TAX REVENUE, 1995-2001

Fiscal Year	Sales Taxes	Wage Taxes	Business privilege, property and hotel occupancy taxes	Annual Impact	Cumulative Impact
1995	\$960	\$1,914	\$7,907	\$10,781	\$10,781
1996	\$1,870	\$3,510	\$9,081	\$14,461	\$25,241
1997	\$2,839	\$4,800	\$9,966	\$17,605	\$42,846
1998	\$2,738	\$4,640	\$14,864	\$22,243	\$65,089
1999	\$3,147	\$5,260	\$15,374	\$23,781	\$88,870
2000	\$3,522	\$5,834	\$17,389	\$26,744	\$115,614
2001	\$3,026	\$5,158	\$17,311	\$25,495	\$141,109

Source: Pennsylvania Convention Center Authority, October, 1996. Numbers are in \$1,000's. May not add due to rounding.

TABLE VI
THE IMPACT OF THE PENNSYLVANIA CONVENTION CENTER
ON THE COMMONWEALTH OF PENNSYLVANIA'S TAX REVENUE, 1995-2001

Fiscal Year	State Sales Tax	State Income Tax	Annual Impact	Cumulative Impact
1995	\$6,053	\$1,015	\$7,067	\$7,067
1996	\$11,753	\$1,862	\$13,165	\$20,682
1997	\$17,759	\$2,547	\$20,306	\$40,989
1998	\$17,132	\$2,462	\$19,594	\$60,583
1999	\$19,677	\$2,791	\$22,468	\$83,051
2000	\$22,012	\$3,095	\$25,107	\$108,158
2001	\$18,939	\$2,737	\$21,675	\$129,834

Source: Pennsylvania Convention Center Authority, October, 1996. Numbers are in \$1,000's. May not add due to rounding.

hosted 25,000 delegates in January of 1997; the Instrument Society of America, with 25,000 attendees in May of 1997; A.E.C. Systems International, which hosted over 20,000 delegates in June of 1997; the Lions Club International, which hosted over 25,000 attendees in July of 1997; and the General Convention of the Episcopal Church, which hosted over 20,000 participants in August of 1997.

Center City Philadelphia's hotel occupancy rate has increased every successive year for the last six years, from 60% in 1991 to 76% in 1996.¹⁵ Room rates have likewise increased each year, from an average of \$88.35 per night in 1992 to \$115.60 in 1996. Significant increases in occupancy between 1995 and 1996 were due to several factors, including the lack of any new additions to the inventory during that year; a significant increase (over 60%) in the number of attendees at the Convention Center; and the City's hosting of several high profile but one-time events, including the Major League Baseball All-Star Game and the Cezanne exhibit at the Philadelphia Museum of Art.

Limited downtown hotel space has hurt the City, however, with at least 77 major conventions bypassing Philadelphia in recent years because of insufficient hotel space. The Philadelphia metropolitan area has approximately 23,600 hotel rooms, compared to almost 55,000 in Atlanta and 68,000 in Chicago.¹⁶ The metropolitan area surrounding Atlantic City, which opened its new \$268 million Convention Center in May of 1997, has over 6,000 more hotel rooms than does metropolitan Philadelphia.¹⁷

Another issue is the limited number of large-sized Center City hotel facilities. Convention planners prefer to accommodate their delegates within as few separate facilities as possible. Eight separate Philadelphia hotels are currently needed to provide enough rooms for conventions that will require 2,500 rooms per night, as opposed to only 3 in Washington, Boston or New York.

The City of Philadelphia has established a goal of 2,000 additional new hotel rooms in Center City by the year 2000, preferably within larger facilities that would accommodate numerous convention delegates. Hotel development is recognized as an important economic development objective. In addition to attracting larger groups to the Convention Center, revenue generated from Philadelphia's hotel room tax is used in part to offset the debt service on bonds used to finance construction of the facility. Hotel development also represents additional real estate, business-privilege and wage taxes.

¹⁵Crone, Theodore. *The Regional Economy: Where are we Headed in 1997?*, presentation to the Board of Directors of the Federal Reserve Bank of Philadelphia, April 17, 1997, page 5.

¹⁶Armstrong, Janice. *A Hotel Boon May be in Our Future*, printed in the **Philadelphia Daily News**, February 10, 1997.

¹⁷Belden, Tom. *Two More Locations Emerge in Center City Hotel Push*, printed in the **Philadelphia Inquirer**, March 24, 1997.

Approximately \$100 million is available for financial aid for hotel development, mainly in the form of either low-interest federal loans (to be administered by the City) that could finance up to 30% of a project's development costs or advances on real estate taxes. Developers of the proposed Hyatt Regency facility at Penns Landing will utilize surplus Urban Development Action Grant (UDAG) funding to help offset construction and development costs.

Other proposals for downtown hotels include the conversion of much of the Reading Terminal headhouse at 12th and Market Streets into a 200-room Marriott hotel as an extension of their existing facility across 12th Street; a second Marriott facility in the Old City Hall Annex; the conversion of the PSFS building into a 600-room Loews Hotel; the construction of a 282-room Hilton Garden Inn atop the Galley II's parking garage at 11th and Arch; the conversion of the Mellon Bank complex on South Penn Square into a 372-room hotel; the adaptive re-use of an old garment factory in the 1100 block of Vine Street into a 292-room Hawthorne Suite Hotel; the development of a 148-room Hampton Inn in the American Patriots Building on 16th Street; and the renovation of 200 rooms in the old Barclay Hotel.

The University of Pennsylvania also plans to build a 250-room hotel in West Philadelphia as a part of a larger retail complex. A smaller luxury hotel (25 rooms), The Inn on Locust, has also been proposed in an existing office building at 13th and Locust, although City-backed financing for smaller hotel projects is unlikely given their goal of developing larger facilities.

Tourism in New Jersey

The New Jersey Division of Travel and Tourism defines travel and tourism to include any activity which takes a person away from their normal area of residence and employment. Thus, reported data on expenditures and other impacts may appear higher than those impacts reported in Pennsylvania, which include only overnight trips and day trips of 100 miles or more.

Table VII illustrates the economic impact of tourism in the State of New Jersey in 1995 and 1996. As defined in New Jersey, the tourism industry directly supported over 403,000 employees statewide in 1996, and an additional 181,000 people were employed in jobs that were indirectly attributable to tourism. Wages were highest in the Greater Atlantic Region, where the wage scale is generally higher than in other areas. The tourism industry is most important in the counties of Bergen, Essex, Atlantic and Cape May, which jointly account for over half of the total tourism expenditures statewide.

The State of New Jersey defines six separate travel regions: the Skylands region, located in the northwestern, mountainous part of the state; the Gateway region, in eastern North Jersey; the Shore region; the Greater Atlantic City region; the Southern Shore region, which includes Cape May; and the Delaware River region, which includes DVRPC's four member counties and Salem. The Greater Atlantic City region totaled the highest travel and tourism related expenditures in 1996 (\$8.2 billion) followed by the Gateway region (\$5.9 billion). The least tourism-related spending during that year was in the Skylands region (\$2.1 billion) followed by the Delaware River region,

Table VII
The Economic Impact of Tourism in the State of New Jersey, 1995-1996

	1995	1996
Traveler expenditures	\$23.4 billion	\$24.6 billion
Direct employment	390,400	403,000
Direct wages	\$6.2 billion	\$6.6 billion
Direct state taxes	\$1.5 billion	\$1.9 billion
Direct local taxes	\$200 million	\$200 million
Total employment	575,800	584,300
Total wages	\$10.5 billion	\$11 billion
Total state taxes	\$2.6 billion	\$2.9 billion
Total local taxes	\$1.2 billion	\$1.2 billion

Source: Longwoods International, presentation at the Governor's Conference on Tourism. Atlantic City, New Jersey: March, 1997.

with expenditures totaling \$2.5 billion. Travel and tourism expenditures have risen by almost 30% since 1993, from \$19.2 billion to \$24.6 billion.¹⁸

Table VIII illustrates the impact of tourism in DVRPC's member counties in 1991. Of New Jersey's six regions, the Greater Atlantic City region totaled the highest expenditures in 1991 (as it did in 1996); the least travel-related expenditures at the time were noted in the Delaware River region.¹⁹ As a group, daytime visitors in New Jersey who did not stay overnight spent the most money of all tourists, while overnight travelers (as a group) spent slightly less. Overnight travelers spend more on average per visitor than day-trippers, but were far outnumbered by visitors on a one-day trip. The significance of the day-tripper to New Jersey's tourism economy is highlighted by the fact that hotel, motel, campground and other lodging fees accounted for only 12% of the total travel-related expenditures in the State in 1991.

¹⁸Longwoods International, presentation at the Governor's Conference on Tourism, March, 1997.

¹⁹New Jersey Division of Travel and Tourism. *The Economic Impact, Performance and Profile of the New Jersey Travel and Tourism Industry, 1990-1991*. Page 6.

Table VIII
The Impact of Tourism in New Jersey's Delaware River Region, 1991

COUNTY	EXPENDITURES (\$ MILLION)	DIRECT EMPLOYMENT	DIRECT WAGES (\$ MILLION)	DIRECT STATE TAXES (\$ MILLION)
Burlington	\$602.5	11,100	\$167.5	\$51.0
Camden	\$559.3	10,500	\$154.3	\$46.3
Gloucester	\$179.0	3,900	\$49.3	\$14.6
Mercer	\$610.1	10,800	\$169.6	\$51.7
Salem	\$74.1	1,500	\$20.5	\$6.1
Delaware River Region	\$2,025.0	37,800	\$561.2	\$169.7
DVRPC Region	\$1,950.9	36,300	\$540.7	\$163.6
State of New Jersey	\$17,835.4	270,500	\$5,532.5	\$1,546.7

Source: Department of Commerce and Economic Development, Division of Travel and Tourism. *The Economic Impact, Performance and Profile of the New Jersey Travel and Tourism Industry, 1990-1991*, page 16.

The type of expenditure varies by county; for example, overnight visitors using hotels, motels or resorts accounted for 37% of the total tourism expenditures in Cape May County while accounting for only 10% in Cumberland County. Overall expenditures were dominated by restaurant and retail purchasing. Food and restaurant expenditures continued to exceed other types of spending in 1996, followed in order by retail sales, gaming, automobile expenses and lodging.

Tourism generated approximately \$2.2 billion in state taxes and \$395 million in local taxes in 1991, including approximately \$1.5 billion in revenue directly generated by the tourism industry and an additional \$1.1 billion indirectly linked to the industry. As a means of comparison, total state and local revenues in 1987 were \$24.9 billion; when converted to 1991 dollars, tourism and travel would have accounted for 9% of these total revenues.

Tourism in the Delaware River region is relatively less important than in other areas of New Jersey, such as the Shore regions or areas near New York City. The Delaware River region has ample capacity overall in terms of accommodations, although particular areas (including the City of Trenton) lack adequate lodging facilities to support a strong overnight tourism industry. Average hotel rates in New Jersey are generally well below those in other areas of the Northeast while still within a day's drive of higher-priced tourist destinations such as New York City, giving the State some advantage in terms of attracting overnight visitors.

Summary: Facts about Tourism in the Delaware Valley

Though each of the studies reviewed defines tourism differently and likewise estimates the financial impact of tourism differently, the following general conclusions were common to all:

- Tourism, travel and hospitality are a vital part of the region's economy, representing a multi-billion dollar industry;
- Tourism is expected to be one of the most important and fastest growing revenue and job-generating sectors in the next few years;
- Each dollar spent by travelers generates additional expenditures in indirect spending and is responsible for the creation of numerous jobs indirectly linked to the tourism industry;
- Conventioneers and attendees at large group meetings spend the most on average per visit;
- Overnight travelers spend more on average per visit than day-trippers, since a large component of travel-related expenditures is restaurants and lodging. Day-trippers, however, far outnumber overnight travelers, and spend more as a group than do overnight travelers;
- The largest percentage of visitors to the region currently are day-trippers, with the general impression being that the Philadelphia region lacks a critical threshold of attractions and activities necessary to justify an overnight trip; and,
- The vast majority of visitors travel by automobile or tour bus, highlighting the importance of the region's highway network in accessing attractions.

CHAPTER III. REGIONAL DEVELOPMENTS AND INITIATIVES

This chapter discusses initiatives which have been undertaken in recent years which have directly or indirectly supported the region's tourism industry, including physical improvements to the region's tourism facilities and infrastructure, the upcoming redesign and renovation of Independence National Historic Park, the adoption of New Jersey's Tourism Master Plan and ongoing marketing and hospitality job training initiatives.

Facility and Infrastructure Improvements

A number of major development projects which either directly or indirectly support and promote the tourism industry have been completed in recent years. These include improvements to existing attractions and facilities, improvements along the waterfront in both Philadelphia and Camden, and improvements to the region's transportation network. Significant improvement projects at the region's major attractions and along the Delaware Riverfront include the following:

- the completion of the Franklin Institute's Futures Center in 1990;
- a major expansion at the Academy of Natural Sciences in 1991;
- the construction of the New Jersey State Aquarium in 1992;
- the opening of the Pennsylvania Convention Center in 1993;
- the expansion of the Please Touch Museum between 1993 and 1995;
- the renovation of the American Museum of Art in 1995;
- the renovation of the Atwater Kent Museum in 1995;
- the reinstallation of collections at the Philadelphia Museum of Art, in 1995;
- the construction of Mercer County's Waterfront Park;
- the opening of the Blue Cross RiverRink at Penns Landing;
- the initiation of ferry service between the New Jersey Aquarium in Camden and Penn's Landing in Philadelphia;
- the opening of both the Independence Seaport Museum and Camden's Waterfront Entertainment Center in 1995;
- the completion of the Core States Center in 1996; and,
- the construction of the Apollo at Temple University, a 10,000 seat arena scheduled to be completed by December of 1997.

New hotel and entertainment developments that have been approved or proposed in Center City and that will support and advance the tourism industry include:

- the development of a Hard Rock Cafe and Marriott Hotel in the Reading Terminal headhouse at 12th and Market Streets;
- the conversion of the Old City Hall Annex into a second Marriott facility;
- the development of a major family entertainment complex at Penns Landing, including an AMC multiplex theater, theme restaurants and retail stores;

- the adaptive re-use of an old garment factory on Vine Street into a Hawthorne Suites;
- the construction of a new Hyatt Regency at Penns Landing;
- the renovation of the Barclay Hotel on Rittenhouse Square, which will add 200 hotel rooms and 30 luxury apartments to the building's existing 31 condominium units;
- the conversion of the PSFS building into a Loews Hotel;
- the conversion of the Mellon Bank complex on South Penn Square into a Westin Hotel;
- the construction of the Billie Holiday Entertainment Plaza in North Philadelphia, next to the Apollo at Temple University;
- the opening of a Planet Hollywood in the Gallery at Market East; and,
- the construction of a 282-room Hilton Garden Inn atop the Gallery II parking garage at 11th and Arch, adjacent to the Convention Center.

Recent transportation initiatives which have improved access to the Delaware Valley and within the region and thereby supported the region's tourism industry include the following:

- the completion of the International Terminal at Philadelphia International Airport in 1991;
- the renovation of 30th Street Station in 1991;
- the completion of the Vine Street Expressway, also in 1991;
- the completion of I-476 (the Blue Route) in 1992;
- the initiation of the Philly Phlash visitors shuttle bus route in 1994;
- street improvements around the Pennsylvania Convention Center in 1994 and 1995;
- the reconstruction of Market Street East from 5th Street to Front Street, completed in 1996;
- ongoing improvements along Delaware Avenue/Columbus Boulevard;
- substantial completion of \$500 million in capital improvements at the Philadelphia International Airport;
- improvements on Broad Street's Avenue of the Arts;
- implementation of the "*Direction Philadelphia*" signage program in Center City; and,
- the installation of the pedestrian-oriented *Walk Philadelphia* signage system by the Center City District in Center City Philadelphia.

In addition to these improvements and projects, numerous other collaborative efforts and initiatives have enhanced the tourism and travel industry throughout the Delaware Valley, including those undertaken by the Tri-State Coalition of Historic Places and the Gardens Collaborative. Additionally, a major tourism planning effort was undertaken by the Philadelphia City Planning Commission in 1993. The resulting study identified a myriad a measures that could be taken to bolster tourism in the City.²⁰ These include recommendations for creating high profile tourist districts (such as Old Philadelphia, the Parkway Area and the Avenue of the Arts); enhancing the City's existing attractions (such as Penn's Landing and City Hall); dramatizing special events (such as the "Welcome America" celebration, the Mummers Parade and the Flower Show); exploiting the

²⁰See *Destination Philadelphia: A Strategic Plan for the Visitor Industry*, published by the Philadelphia City Planning Commission, February, 1993.

City's historic resources; enhancing transportation in and around the City; expanding lodging opportunities and improving hospitality in the region; and expanding and strengthening regional marketing initiatives.

The Renovation of Independence National Historical Park

Another project which will have a significant impact upon tourism in the City is the upcoming renovation and redesign of Independence National Historical Park. After much debate and numerous revisions, final plans for the park were released by the National Park Service in October of 1997. These final plans call for a rebuilt and relocated Liberty Bell Pavilion, improved restrooms, a large cafe and shaded seating areas in the first block of the Independence Mall, bounded by 5th and 6th Streets between Chestnut and Market. The Liberty Bell Pavilion will be relocated to the western edge of this first block (along 6th Street), to bring it closer to Independence Hall, improve the view of the Hall from Market Street and accommodate sheltered waiting areas behind the new pavilion along 6th Street. A large lawn suitable for events of any size will dominate the middle of the Mall. Unlike the current lawn, this open space will be crossed by east-west walkways, which restore the original side streets that were eliminated when the Mall was constructed.

A new Gateway Visitors Center and Independence Park Institute, orienting visitors to the national historic park, city and region, will be located along the western edge of the second block. A National Constitution Center, currently being privately planned and promoted, will dominate the third block, located at the corner of 6th and Arch Streets. The Center will be built as an interactive museum focusing on the Constitution, the Declaration of Independence and the Bill of Rights. The underground parking garage located under the second block of the Mall (between Market and Arch Streets) will be renovated. New buildings will be kept in scale with Independence Hall, with none built higher than 40 feet (the height of the highest eave on the Hall) except the Constitution Center, which will rise to 60 feet as a strong terminus at the north end of the Mall.

The City of Philadelphia has approved most of the details of this final plan. The National Park Service originally requested that the City close Chestnut Street between 5th and 6th Streets to vehicular traffic, to protect Independence Hall and improve pedestrian circulation within the park. Final plans instead call for a narrowing of Chestnut Street from 44 feet to 24 feet in the block in front of the Hall. The Park Service has also requested that standing areas for rubber wheeled trolleys and horse-drawn carriages be relocated away from the 500 blocks of Chestnut and Market Streets. City officials have agreed to improve the physical environment of the surrounding neighborhood, and the Greater Philadelphia Tourism Marketing Corporation and the Philadelphia Convention and Visitors Bureau will increase their marketing efforts and provide pre-trip information to prospective visitors.

Marketing Initiatives in Pennsylvania

In addition to these improvements to the region's infrastructure and facilities, several state, county and regional marketing campaigns and initiatives are underway that are designed to support

and enhance the region's tourism industry. In Pennsylvania, these include activities by the Pew Charitable Trust, the City of Philadelphia and the Commonwealth of Pennsylvania; the Southeast Pennsylvania Travel Council; the Pennsylvania Economy League; and individual city and county tourism and visitors bureaus.

In May of 1996, the Commonwealth of Pennsylvania, the City of Philadelphia and the Pew Charitable Trust joined in a \$12 million partnership to market the five-county Philadelphia region as an extended-stay tourist destination. A non-profit corporation, known as the Greater Philadelphia Tourism Marketing Corporation (GPTMC), was created and charged with marketing the City and its surrounding region to national and international tourists. Funding for the initiative will be provided by the City of Philadelphia (\$3 million); the Commonwealth of Pennsylvania (\$3 million); and the Pew Charitable Trust (\$6 million).

These funds will be used to create an overall tourism and image-enhancing advertising campaign and to promote specific exhibitions and events, in cooperation with cultural institutions and attractions. The GPTMC is working closely with the Southeast Pennsylvania Travel Council, which includes representatives of the five Philadelphia area counties and which initiated the concept of regional tourism with its *Philadelphia and It's Countryside* campaign.

As a part of its initial research, GPTMC commissioned a survey by Longwoods International to update and clarify data on regional tourism. Survey results indicated that most visitors to Philadelphia stay only a few hours; that the region in general lacks a focus or identity; and that the region suffers from a negative image among people who have never visited. The challenge facing the group is therefore to create this regional identity, to increase the region's share of both national and international visitors, and specifically to attract a larger share of overnight visitors.

In the fall of 1996, the GPTMC hired Tierney & Partners, an advertising agency, to develop a regional marketing campaign. In the spring of 1997 the group announced the adoption of a new slogan for the region: *Philadelphia, the Place that Loves You Back!* The marketing campaign will focus on the concept of Philadelphia and its region as the perfect "getaway" in an attempt to attract extended-stay tourism. In addition to this campaign, the GPTMC has created a matching grant program for projects which advertise the Philadelphia area outside of this region.

This \$12 million initiative is particularly significant given the level of funding that has historically been dedicated to marketing the region's tourism industry. In 1994 the City spent a total of \$252,000 for tourism promotion, ranking 20th nationally among major metropolitan areas. The City of Philadelphia spent less that year to promote tourism than did many other competitive tourist areas regardless of size, including Virginia Beach; Ocean City (Maryland); Atlantic City; and Lancaster County.

The States of New Jersey and Pennsylvania have committed less per capita to tourism development than most other states; the projected 1996-1997 budget for Pennsylvania's state tourism office ranks 34th in the nation (at approximately \$1.35 per capita) while New Jersey's ranks 45th

(at \$0.69 per capita). In contrast, the budget for the State of Virginia's tourism office is \$2.69 per capita, while Maryland's is \$1.73 per capita.²¹

Another initiative currently being undertaken by the Pennsylvania Economy League is the *Regional Arts and Culture Economic Initiative*, which will convene a task force of business, civic and cultural leaders for the purpose of advancing and promoting the region's "cultural competitiveness." This project should provide a major boost to ongoing efforts to promote economic development through the arts.

Tourism and economic development officials in the City of Philadelphia have focused their attention in recent years on attracting significant, high-profile events to the City, in an effort to enhance the region's image and market the region to prospective visitors. Philadelphia hosted the Major League Baseball All-Star Game and the Cezanne Exhibit at the Philadelphia Museum of Art in 1996, and in April of 1997 hosted the Presidents' Summit on Volunteerism at the Convention Center and Independence Mall. Future high-profile events will include the 1998 U.S. Figure Skating Championship; the 1999 NBA All-Star Game; the NCAA Women's College Basketball Final Four in 2000; and the NCAA Men's College Basketball Eastern Regional Championships in 2001, all at the CoreStates Center. Additionally, city officials have worked to promote Philadelphia's signature events, including the annual Welcome America Celebration during the first week of July, its Spring Flower Show and the annual New Year's Day Mummer's Parade. The City hopes to host a national political convention in the year 2000.

Marketing Initiatives in New Jersey

The New Jersey Department of Commerce's Division of Travel and Tourism is responsible for marketing the state as a travel destination and assists in the development of policies, regulations and legislation affecting tourism. The goal of the Division is to build awareness of New Jersey as a tourist destination and to enhance the state's image. One of the agency's initiatives is the development of a "Vacation Planner" highlighting packages of New Jersey attractions and themed vacations which can be marketed through travel agents. Another is the State's merchandising program, through which promotional items are offered for sale to the public. These include standard items such as shirts, tote bags, coffee mugs and beach towels as well as a collection of limited edition "Lighthouses of New Jersey."

The Division is also currently working to develop a multi-cultural tourism plan, and will be conducting focus groups to assess cultural tastes and biases and develop a multi-cultural tourism strategy. Other program elements offered by the Division include promotional guides and brochures and various cooperative programs. Another initiative which the Division intends to pursue is the Gateway America International Regional Alliance, where an alliance with Pennsylvania, New York and Delaware would be forged to market the region as a gateway to the rest of the country.

²¹*Dollars for Tourists*, in **Governing**, May, 1997, page 76.

New Jersey's Tourism Master Plan

Recognizing that the key to continued expansion of the State's tourism industry lies in having a plan for the future, the State of New Jersey recently completed a draft 10-year Tourism Master Plan, sponsored jointly by the State's Division of Travel and Tourism and Prosperity New Jersey, Incorporated, a public/private partnership created by Governor Whitman to spur economic growth. The goals of the draft Plan, the first of its kind in the State in 17 years, are as follows:

- to assess the state's current assets and competition;
- to develop a 10-year vision of New Jersey's tourism industry;
- to formulate strategies to achieve that vision;
- to develop action steps to implement these strategies;
- to enhance communication and collaboration between stakeholders;
- to maximize the impact of the State's existing resources; and,
- to optimize future return on investment.

Initial research and data collection yielded the following key findings, which serve as the basis of the 10-year plan:

- Day trips far outnumbered overnight trips to the State in 1995, with 127.1 million day person trips as opposed to 36.1 million overnight person trips.
- New Jersey's primary markets, especially for day trips, are metropolitan New York City and Philadelphia. Sixty-three percent of all day trips to the state in 1995 were from New York City, and an additional 28% of all day trips originated in Philadelphia. Thirty-four percent of all overnight trips to New Jersey were from New York City that same year, and 19% were from Philadelphia.
- New Jersey has a strong market share in each of its primary markets. Of all visitors from New York City, 17% visited New Jersey, as opposed to 17% visiting some other part of New York State and 15% visiting Pennsylvania. Of all visitors from Philadelphia, 19% visited New Jersey, while 20% visited Pennsylvania and 9% visited New York State.
- New Jersey has a diverse set of well-developed tourism assets, including its shoreline, amusement parks, retail outlets and casinos, in addition to several under-utilized resources, including its natural resource areas, historic sites, and cultural and ethnic resources.
- The State of New Jersey continues to suffer from a negative image, with a significantly higher percentage of people who have visited the State giving it good ratings for attributes such as family atmosphere, popularity, accommodations and food, and sun and sand than did people who had never visited.
- Many of New Jersey's regions have very distinct seasonal cycles, with average hotel and resort occupancy peaking during a three-month season between June and September and declining dramatically in other months.
- The State of New Jersey and its convention and visitors bureaus spend significantly less on tourism funding than many of its competitors, including Pennsylvania, New York, Virginia and Maryland.

Given these findings, the Tourism Master Plan focuses its attention on several strategic themes, including:

- targeting specific geographic areas, market segments and visitor interests;
- promoting the state's tourism industry and enhancing its image, both within and outside of the State;
- improving the product offered to visitors, by tapping currently under-utilized resources, developing clusters or corridors of attractions, and promoting cultural events and festivals;
- improving the services offered to visitors, including accommodations, the quantity and quality of information available to the visitor and enhanced transportation infrastructure and services;
- improving the organizational structure of the state's tourism industry, by coordinating the efforts of state, county and local agencies, Regional Tourism Councils and industry associations and promoting interstate collaboration; and,
- investigating potential sources of financing tourism initiatives, including state funding, private investment and cooperative programs.

Hospitality Job Training Initiatives

Given the growing importance of tourism to the region's economy and the City of Philadelphia's goal of developing 2,000 additional new hotel rooms in the City by the Year 2000, the demand for hotel and hospitality workers in the area can be expected to increase dramatically over the next few years. The continued success of the region's tourism industry is dependent upon the ability of the hospitality work force to provide quality services and enhance the visitor's experience. Additionally, given the current emphasis on moving welfare recipients into the work force in the near future, the hospitality and visitors industry may provide a number of jobs that current welfare recipients may be interested in and qualified for if offered the necessary training.

The first impression that a visitor has of an area is often shaped through contact with employees in a variety of diverse positions, including the region's transportation workers (such as airport personnel, public transit workers and taxi drivers), restaurant personnel (including waitresses, bus boys and managers) and hotel and lodging employees (including executives, front desk management, concierges and housekeeping staff). The ability of these "front-line" employees to convey a positive image is critical to the ongoing success of the industry.

Numerous training programs are currently available to existing and prospective hospitality employees, offering training in both technical skills (such as management and finance) and the perhaps even more important "people" skills that visitors remember the longest. These include programs offered by the region's community colleges, the Southeastern Pennsylvania Transit Authority (SEPTA) and the Philadelphia Police Department. The Pennsylvania Convention Center's Education and Training Fund has been instrumental in offering hospitality training in the Philadelphia School District and at Mercy Catholic Vocational High School.

Additional, the Greater Philadelphia Hotel Association (GPHA) offers classes on hotel operation and hospitality through their GPHA Educational Institute. Ten-week courses train employees in such areas as hospitality supervision, hotel and motel law, front-office procedures and housekeeping management, and are certified by the American Hotel and Motel Association, which provides the teaching materials. Numerous Philadelphia area hotels participate, paying course fees for their employees, donating space for the courses and having experienced staff volunteer their time and expertise to teach.

Previous chapters provided background information on the economic impacts of tourism and recent and ongoing initiatives that support the industry. The following chapter identifies and maps regional tourist attractions, and Chapters V and VI present strategies for improving the mobility of the region's tourists.

CHAPTER IV: THE REGION'S TOURIST ATTRACTIONS

This chapter identifies and maps regional and county tourist attractions, illustrating them by both type of attraction and annual visitor count. The list of attractions is based on travel guides, county tourism brochures, marketing materials and reported information. Attractions were listed based on their significance for the tourism industry within their respective county, recognizing that a limited number of attractions could realistically be illustrated on a regional-scale map. Some attractions located in Philadelphia and not included in our listing, for example, may actually have more annual visitors than many of those listed in the suburban counties. Attractions which are open for very limited hours (three hours on weekends only, for example); for a very short season (only at Christmas, for example); or by appointment only were excluded from the inventory.

Table IX lists 134 of the region's primary tourist destinations, and Map I illustrates the relative locations of these attractions. The map also includes the region's primary highway network, the regional passenger rail system, and the locations of federal, state, county and significant municipal parks. Thirty percent of the attractions are located in the City of Philadelphia, highlighting its significance as the centerpiece of the region's tourism industry. Furthermore, 11 of the region's 20 most-visited attractions are within the City of Philadelphia.

Map II illustrates the location of the region's tourist attractions by type. The majority of the region's attractions are historical attractions. These attractions have been classified as either historic or cultural museums, which may take a half a day or more to explore, or historic sites or monuments, which in general take considerably less time to visit and could be visited along with several other sites in a day. Also identified on the map are arboretums, zoological gardens and aquariums; art galleries or museums; and science or natural history museums.

The final two classifications on Map II are retail/outlet centers (such as Franklin Mills) and spectator or event-oriented attractions, which include amusement parks, racetracks, sporting arenas and entertainment centers. This last category includes, for example, the Pennsylvania Convention Center, the CoreStates Center, Camden's Waterfront Entertainment Centre, Clementon Amusement Park and Garden State Park. Annual attendance at these attractions is extremely high relative to other destinations. Franklin Mills Mall, a retail/outlet center located in Northeast Philadelphia, for example, hosts more than 18 million shoppers annually and is visited by 4,000 tour buses per year. Shopping plays an important role in the tourism industry; 85% of overseas travelers and 34% of U.S. resident travelers list shopping as one of their preferred activities while vacationing.²²

Apart from the shopping centers, attendance at these venues is concentrated on specific days or during specific events or seasons, and visitors generally enter and exit at specific beginning and ending times. For example, events at the CoreStates Center or Camden's Waterfront Entertainment

²²Tourism Works for America Council, *Tourism Works for America 1996 Report*, pg. 21.

Center are held on specific days and begin and end at specific times. These characteristics present unique challenges when considering problems in accessing the site via the regional and local transportation network. Solutions have included shuttle services from public transit stations and satellite parking lots and variable message signing directing travelers to alternative routes.

The region's attractions vary widely in terms of annual attendance, ranging from the millions of visitors who annually tour Valley Forge and Independence National Historical Parks to only a few thousand who visit some of the historic houses and sites in Bucks and Chester Counties. These less heavily visited destinations are an important part of the regional tourism economy; various travel and tourism agencies are now marketing the concept of themed vacations, where a traveler is invited to visit two or more smaller attractions with similar themes as a part of an extended stay "package tour."

The region's two most-often visited attractions are its two national historical parks. Attendance at Valley Forge National Historical Park is based on a count of all visitors who sign in at either the Visitors Center or any of the park's historic sites, and probably double-counts many tourists. The official visitors count at Independence National Historical Park, however, where sites are more widespread, is based only on the number of visitors to the Liberty Bell Pavilion, and probably under-counts the actual number of people visiting the park.

The region's single attractions with the most number of annual visitors include the Liberty Bell Pavilion at Independence National Historical Park (which is the 23rd most-often visited site in the country); the Philadelphia Zoo; the Franklin Institute Science Museum; Longwood Gardens, located in Chester County; and Sesame Place, in Bucks County. Table X identifies the region's 20 most heavily attended attractions, excluding retail centers and event-oriented destinations such as Franklin Mills and the CoreStates Center. Map III illustrates the relative number of annual visitors at each of the region's major attractions.

Table IX: TOURIST ATTRACTIONS IN THE DELAWARE VALLEY




MAP #	Tourist Attraction	MAP #	Tourist Attraction
PHILADELPHIA			
A-01	Morris Arboretum	A-20	Atwater Kent Museum
A-02	Franklin Mills Outlet Center	A-21	African-American Museum
A-03	Glen Foerd on the Delaware	A-22	United States Mint
A-04	Mann Music Center	A-23	Nat. Museum of Am. Jewish Hist.
A-05	Philadelphia Zoological Gardens	A-24	Betsy Ross House
A-06	University Museum	A-25	Elfreth's Alley
A-07	Eastern State Penitentiary	A-26	Christ Church
A-08	Fairmont Park Waterworks	A-27	Independence Nat. Historic Park
A-09	Philadelphia Museum of Art	A-28	Norman Rockwell Museum
A-10	The Rodin Museum	A-29	Polish-American Cult. Museum
A-11	Please Touch Museum	A-30	Blue Cross RiverRink
A-12	Franklin Institute Science Mus.	A-31	Independence Seaport Museum
A-13	Academy of Natural Sciences	A-32	Mummers Museum
A-14	Civil War Library and Museum	A-33	Bartrams Gardens
A-15	Museum of American Art	A-34	American-Swedish Hist. Museum
A-16	Edgar Allen Poe Historic Site	A-35	Veterans Stadium
A-17	Gallery at Market East	A-36	CoreStates Spectrum
A-18	Pennsylvania Convention Center/ Reading Terminal Market	A-37	CoreStates Center
A-19	Balch Institute	A-38	Fort Mifflin
BUCKS			
B-01	Pearl S. Buck House	B-08	Village of New Hope
B-02	Nat. Shr./ Our Lady of Czestochaya	B-09	Washington Crossing State Park
B-03	Moravian Tileworks and Pottery	B-10	Philadelphia Park
B-04	Fonthill Mansion	B-11	Sesame Place
B-05	James Michener Museum	B-12	Historic Fallsington
B-06	Mercer Museum	B-13	Pennsbury Manor
B-07	Peddlers Village	B-14	Andalusia
MONTGOMERY			
C-01	Pottsgrove Manor	C-06	Mill Grove
C-02	Pennypacker Mills	C-07	Valley Forge National Park
C-03	Peter Wentz Farmstead	C-08	King of Prussia Plaza/Court
C-04	The Highlands	C-09	The Barnes Foundation
C-05	Hope Lodge		
CHESTER			
D-01	Hopewell Furnace Nat. Hist. Site	D-06	Longwood Gardens
D-02	Water World	D-07	Barns-Brinton House
D-03	Historic Yellow Springs	D-08	Chaddsford Winery
D-04	Wharton Eshrick Studio	D-09	American Christmas Museum
D-05	Phillips Mushroom Museum		

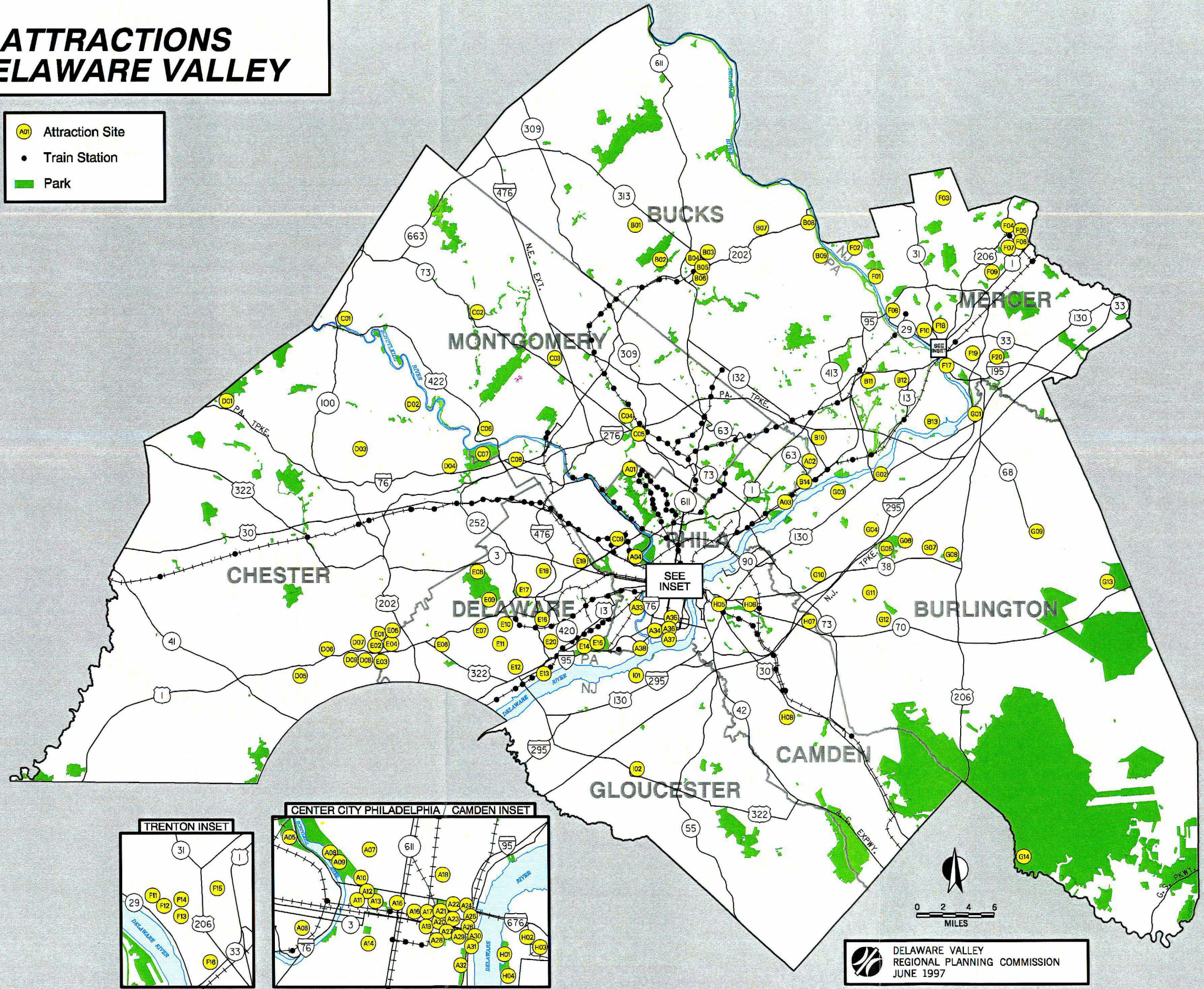
Table IX (continued): TOURIST ATTRACTIONS IN THE DELAWARE VALLEY

MAP #	Tourist Attraction	MAP #	Tourist Attraction
DELAWARE			
E-01	John Chads' House	E-11	Linvilla Orchards
E-02	Christian Sanderson Museum	E-12	Caleb Pusey House
E-03	Brandywine River Museum	E-13	1724 Old Chester Courthouse
E-04	Brandywine Battlefield Park	E-14	John Morton Homestead
E-05	Brinton 1704 House	E-15	John Heinz Nat. Wildlife Refuge
E-06	Newlin Mill Park	E-16	Scott Arboretum
E-07	Franklin Mint Museum	E-17	Rose Tree Park
E-08	Colonial Pennsylvania Plantation	E-18	Thomas Massey House
E-09	Tyler Arboretum	E-19	The Grange Estate
E-10	Media Theater	E-20	Leiper House
MERCER			
F-01	Washington Crossing State Park	F-11	New Jersey State Museum
F-02	Howell Living History Farm	F-12	New Jersey State House
F-03	The Hopewell Museum	F-13	Old Masonic Lodge (Visitors Bur.)
F-04	Bainbridge House	F-14	Old Barracks Museum
F-05	Nassau Hall	F-15	Meredith Havens Fire Museum
F-06	Princeton's Mus. of Natural Hist.	F-16	William Trent House Museum
F-07	Princeton University Art Museum	F-17	Mercer County Waterfront Park
F-08	New Jersey State Police Museum	F-18	Boehm Porcelain Studio Gallery
F-09	Port Mercer Canal House	F-19	Kuser Farm Mansion
F-10	Trenton City Museum at Ellarslie	F-20	John Abbott II House
BURLINGTON			
G-01	The Firehouse Gallery	G-08	Smithville Mansion
G-02	Burlington City Historic District	G-09	Fort Dix Military Museum
G-03	Beverly National Cemetery	G-10	Smith-Cadbury Mansion
G-04	Rancocas Historic Village	G-11	Air Victory Museum
G-05	Audubon Nature Center	G-12	Kirby's Mill
G-06	Rancocas Am. Indian Reservation	G-13	Whitesbog Village
G-07	County Hist. Courthouse/Prison	G-14	Batsto Village
CAMDEN			
H-01	Thomas H. Kean State Aquarium	H-05	Pomona Hall
H-02	Stedman Art Gallery	H-06	Garden State Park
H-03	Walt Whitman House	H-07	Garden State Discovery Museum
H-04	Waterfront Entertainment Centre	H-08	Clementon Lake Amusement Park
GLOUCESTER			
I-01	Red Bank Battlefield	I-02	Mullica Hill

Source: Delaware Valley Regional Planning Commission, June, 1997.

Map I
TOURIST ATTRACTIONS
IN THE DELAWARE VALLEY

-  Attraction Site
-  Train Station
-  Park



Map II
REGIONAL TOURIST
ATTRACTIONS BY TYPE

- Art Galleries / Museums
- Zoos / Aquariums / Arboretums / Nature Centers
- Science / Natural History Museums
- Historical / Cultural Museums
- Historic Sites or Monuments
- Entertainment Venues
Amusement Parks, Racetracks, Convention Centers, Concert Facilities, etc.
- Retail Center / Outlet Center / Antique Sales

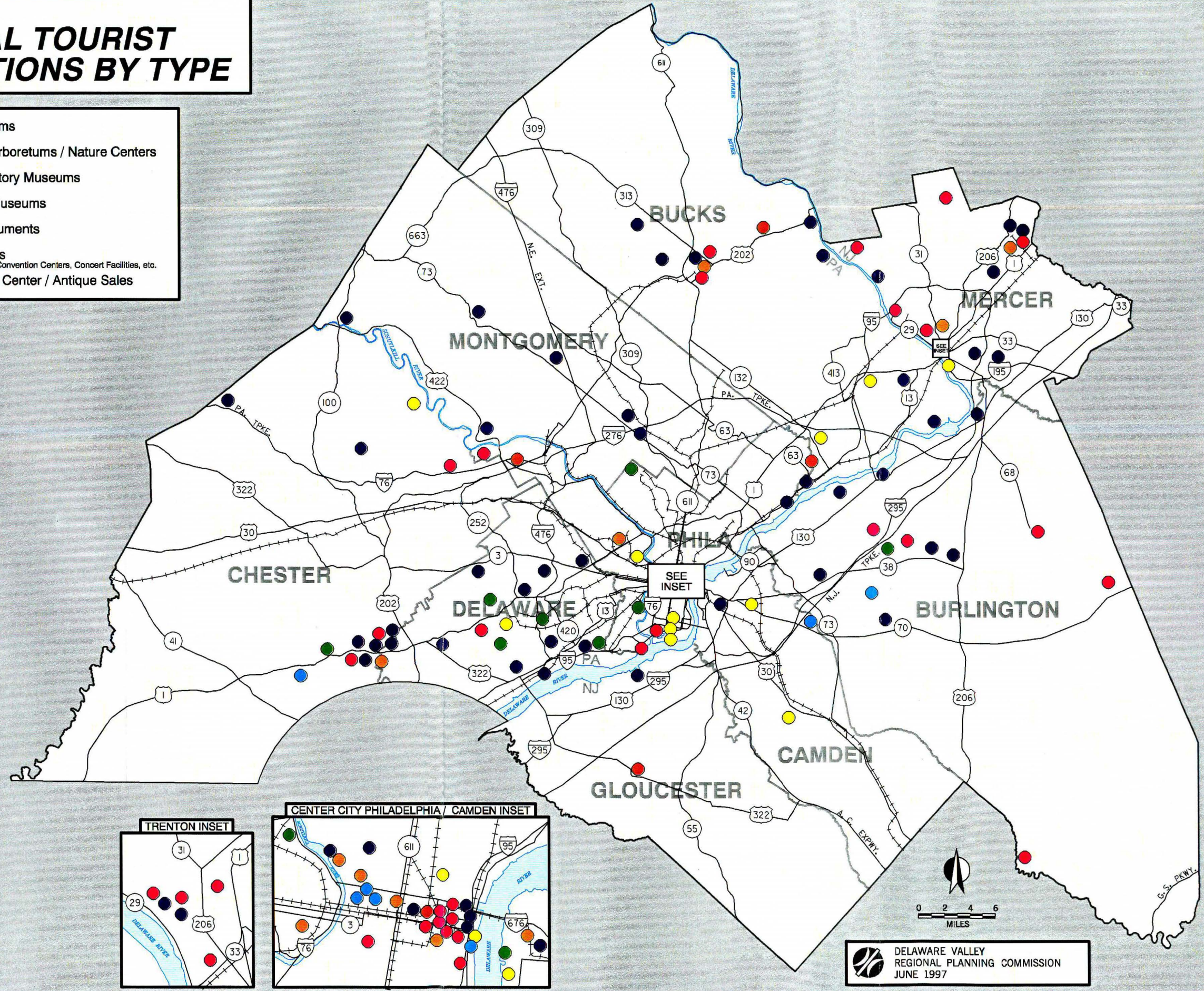


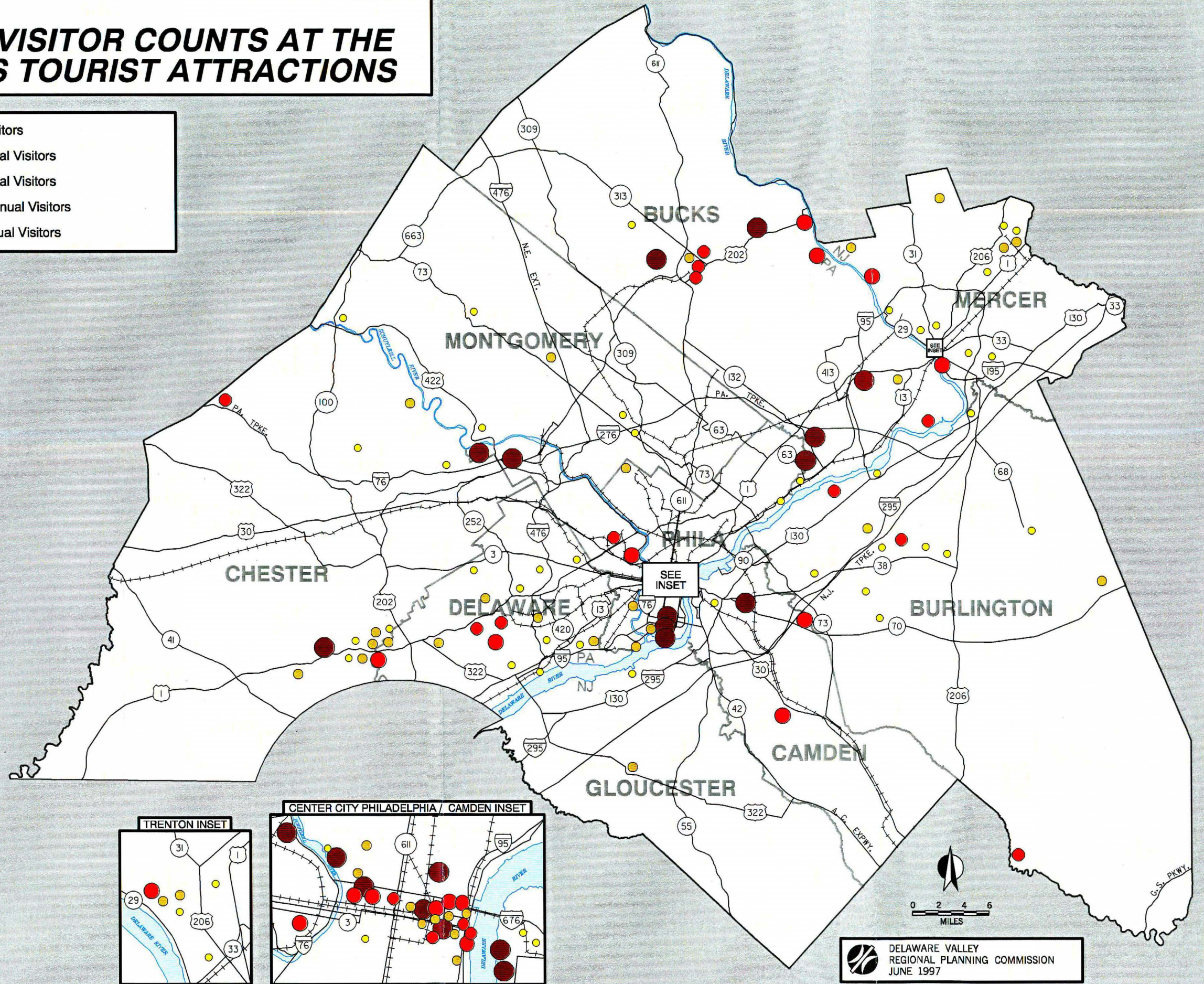
Table X
The Delaware Valley's 20 Most-Often Visited Tourist Attractions

	Attraction	County	Annual Attendance
1	Valley Forge National Historical Park	Montgomery	7,000,000
2	Liberty Bell Pavilion (at Independence National Historical Park)	Philadelphia	1,516,781
3	Philadelphia Zoo	Philadelphia	1,400,000
4	Franklin Institute Science Museum	Philadelphia	938,029
5	Longwood Gardens	Chester	860,000
6	Sesame Place	Bucks	840,000 +/-
7	Philadelphia Museum of Art	Philadelphia	513,431
8	New Jersey State Aquarium	Camden	511,000
9	Nat.Shrine/Our Lady of Czestochowa	Bucks	500,000 +/-
10	New Jersey State Museum	Mercer	350,000
11	United States Mint	Philadelphia	300,000
12	Washington Crossing Historic Park	Bucks	281,418
13	Linvilla Orchards	Delaware	250,000 +/-
14	Betsy Ross House	Philadelphia	250,000 +/-
15	Academy of Natural Sciences	Philadelphia	211,000
16	Independence Seaport Museum	Philadelphia	200,000 +/-
17	Please Touch Museum	Philadelphia	182,370
18	Brandywine River Museum	Delaware	165,000
19	Afro-American Hist.& Cult. Museum	Philadelphia	150,000
20	University Museum	Philadelphia	134,000

Source: Delaware Valley Regional Planning Commission, Spring, 1996. Most attendance figures are based on 1995 counts or estimates. This list does not include spectator or event-oriented attractions or retail centers (such as Franklin Mills Mall or CoreStates Center). Independence National Historical Park's annual attendance figure is based on the annual number of visitors to the Liberty Bell Pavilion; actual attendance at all attractions in the Park is probably much higher. Valley Forge's attendance includes visitors to the visitor's center and other historic sites in the park, and probably double counts some tourists.

Map III
ANNUAL VISITOR COUNTS AT THE
REGION'S TOURIST ATTRACTIONS

- 0 - 14,999 Annual Visitors
- 15,000 - 49,999 Annual Visitors
- 50,000 - 99,999 Annual Visitors
- 100,000 - 499,999 Annual Visitors
- 500,000 or More Annual Visitors



CHAPTER V: IMPROVING ACCESS TO TOURIST DESTINATIONS

This chapter considers highway and transit access to the region's tourist attractions and provides a list of prospective improvements that should be reviewed by the region's transportation planners and providers and considered for inclusion in long range plans and future transportation improvement programs. Information on access and the list of improvements were developed through surveys conducted by the Delaware Valley Regional Planning Commission of representatives of the region's tourist attractions, tour bus operators, and city and county planning commissions and visitors bureaus. Prospective transportation improvements identified in this report include highway, transit, bicycle and pedestrian improvements, and range from specific, short-term actions to longer-range and region-wide improvements.

Surveys have found that the Delaware Valley's visitors arrive and travel throughout the region by automobile. Studies have shown that over 90% of the region's visitors use either a personal automobile, tour bus or recreational vehicle to travel to and around the region. Many of the area's destinations are not easily accessible by transit, and most are within a relatively short drive of Center City Philadelphia. Map IV illustrates the average daily travel time between City Hall in Philadelphia and the region's tourist destinations using an automobile (Center City Philadelphia was used as a reference point given its role as a centerpiece of the region's tourism industry).

Of the 123 attractions noted on Map IV, 38 (31%) are within a 20-minute drive of Center City Philadelphia. Of these 38 destinations, 27 (72%) are located either within Center City itself or within 10 minutes of Center City and can be accessed relatively easily by users of public transit and by pedestrians. The remaining 69% of the region's attractions, however, are more than 20 minutes away from Center City Philadelphia, including 30 (24%) that are over an hour away. Visitors to these attractions are unlikely to utilize public transit even if it is available. The highway network therefore plays a critical role in shaping a visitor's perception of the area and in the continued expansion of the regional tourism economy.

Access to the Region's Tourist Attractions

In the Spring of 1996, the Delaware Valley Regional Planning Commission conducted a survey of 88 of the region's tourist attractions. Representatives were sent questionnaires and asked to provide information on the attractions' visiting hours, attendance, related attractions often visited in the same trip, primary access routes, and the site's accessibility by public transit. Survey responses were received from 23 Pennsylvania attractions and 15 New Jersey attractions, for an overall response rate of 45%. A similar survey was distributed to county and city planning commissions and visitors bureaus in the Fall of 1996. Additional information on primary access routes was obtained through telephone conversations.

A separate survey was also conducted in the Spring of 1996 of several of the region's tour guides and operators. Surveys were sent to 28 separate operators; a total of 6 responses were

received, for a return rate of 21%. The tour companies that responded all offer organized bus tours to groups. These operators were questioned as to the number of tours offered each season; the average number of visitors taking tours; the attractions typically visited by organized tours; the locations from which their tours depart and their typical departure time; and the roadways most often used by their buses and their criteria for choosing these roadways.

The tour companies that responded are of varying sizes, with their annual number of tours within the region ranging from 80 to over 2,700. The six companies jointly run over 5,300 tours annually; assuming that a fully loaded charter bus averages 47 passengers, these tour operators carry up to a quarter million visitors annually.²³ Their destinations include both regional attractions and destinations outside the Philadelphia region. Regional destinations include Independence National Historic Park; Bucks County attractions such as New Hope, Peddlers Village and Washington's Crossing; and other cultural attractions, such as the Barnes Foundation, the Mercer Museum and the Delaware River mansions, such as Glen Foerd, Andalusia and Pennsbury Manor.

Several of the operators offer tours to attractions and destinations located outside the DVRPC region, which are also major destinations for automobile travelers. The proximity of these tourism venues contributes to the overall image of the Delaware Valley region as an attractive destination for tourists from outside the region. Destinations outside of the Philadelphia region to which the tour companies offer guided tours and which are major destinations for automobile tourists as well include Atlantic City; Cape May and other parts of the Jersey Shore; New York City, Baltimore and Washington, D.C.; Lancaster, Reading and Hershey; the Poconos; and Annapolis.

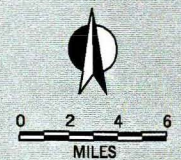
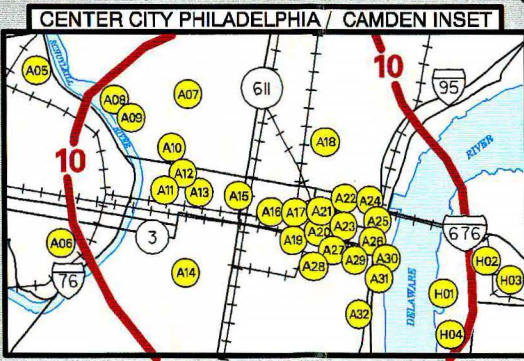
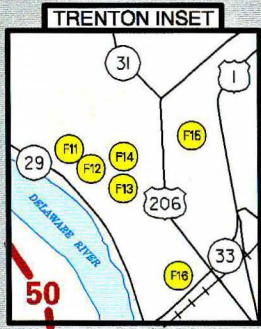
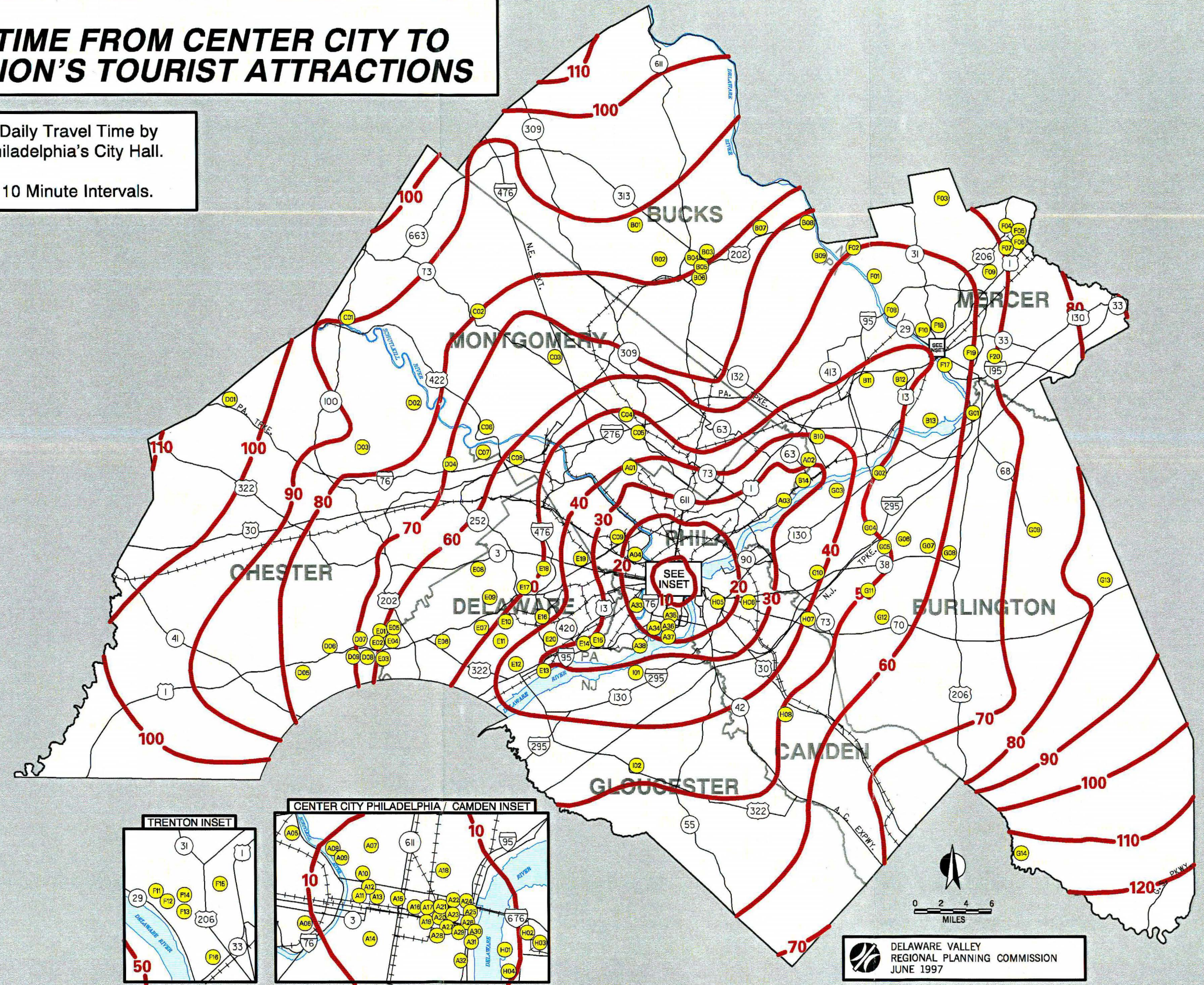
While not directly generating tourism dollars inside this region, travelers to these destinations contribute significantly to regional traffic and in some cases are the main causes of traffic congestion problems in specific locations. An example occurs on Route 322 in Gloucester County, a prime access route for many travelers bound for the Jersey shore, where major traffic jams occur every weekend during the summer. Other examples of routes which are heavily used by tourists bound for destinations outside the region include the PA Turnpike, I-476 and Routes 30 and 422 in Pennsylvania and I-295, the Atlantic City Expressway and Routes 73, 70 and 55 in New Jersey.

A majority of the region's attractions (almost 60%) listed Interstate 95 as one of the primary means of accessing their site (not surprising, given its position as a spine through the center of the region and the fact that it serves most of the East Coast's major population centers). Other major roads identified as the primary access routes for several attractions include the Schuylkill Expressway (mentioned in 35% of the responses), the Pennsylvania Turnpike, Interstates 295 and 676, and the Garden State Parkway. Over 50 separate state, county and local roads were mentioned as primary access routes for at least one of the responding attractions. Although many of the suburban attractions are accessible via public transit, most visitors arrive by car.

²³The average number of passengers on a charter tour bus is from the *Tourism Works for America 1996 Report*, published by the Tourism Works for America Council, Washington, D.C.

Map IV
TRAVEL TIME FROM CENTER CITY TO
THE REGION'S TOURIST ATTRACTIONS

Illustrates Average Daily Travel Time by
 Automobile from Philadelphia's City Hall.
 Contours Shown in 10 Minute Intervals.



DELAWARE VALLEY
REGIONAL PLANNING COMMISSION
 JUNE 1997

Tour bus operators identified several of the same highways used by automobile travelers as the primary roadways used to access the region's tourist attractions. These include the region's interstate highways, especially Interstate 95, Vine Street (I-676), the Blue Route (I-476), I-295 and I-676; the New Jersey and Pennsylvania Turnpikes; Route 202, Route 611, Route 313, Route 1 and Route 52 in Pennsylvania; and several streets in Center City Philadelphia, especially Market Street, Chestnut Street and 2nd Street. The operators noted that the fastest, safest and most direct routes to and between their destinations are usually chosen, although they on occasion may take a scenic route as a part of a tour (through an historic area, for example). It is likely that tourists using their own cars choose their route using similar criteria.

The cumulative data from the surveys of attractions, tour bus operators, visitors bureaus, and planning commissions as well as additional telephone conversations was used to produce Map V, which illustrates primary access routes used by visitors traveling by automobile to tourist destinations. Included are routes to regional attractions plus those routes used by travelers to attractions located outside the Delaware Valley, such as the Pocono Mountains, Reading, Atlantic City and other New Jersey shore destinations.

Map VI illustrates the relationship between the locations of the region's tourist attractions and congested segments of the region's highway system. Routes to most of the region's attractions require visitors to utilize congested highways for at least a part of their trip.

Enhancing Access through Transportation Improvements

Millions of dollars have been invested in recent years in projects which enhance and support a growing regional tourism industry. In addition to providing information on access, representatives of the region's major tourist destinations and tour bus operators were asked to list improvements that might support the regional tourism industry and increase attendance at their attractions and at others around them. Additional, more specific improvements were identified in the fall of 1996 by the region's city and county planning commissions and visitors bureaus.

Proposed improvements to the regional transportation network that were identified by operators of the region's tourism attractions and tour operators are listed below. While these ideas are included as an indication of transportation needs as perceived by the users of the system, it should be noted that these recommendations have not been reviewed in any detail by the appropriate agencies and authorities and may or may not be effective, cost-efficient or otherwise advisable. DVRPC will continue to work with its state and local member governments to review these proposals in order to incorporate the best ideas into the regional Transportation Improvement Program.

- **Improved directional signage:** A majority of the survey's respondents noted the need to improve directional signage to assist prospective visitors in accessing the region's attractions. One respondent commented that the number one complaint from their visitors is the lack of directional signage and the resulting difficulty in touring the region. The need for a

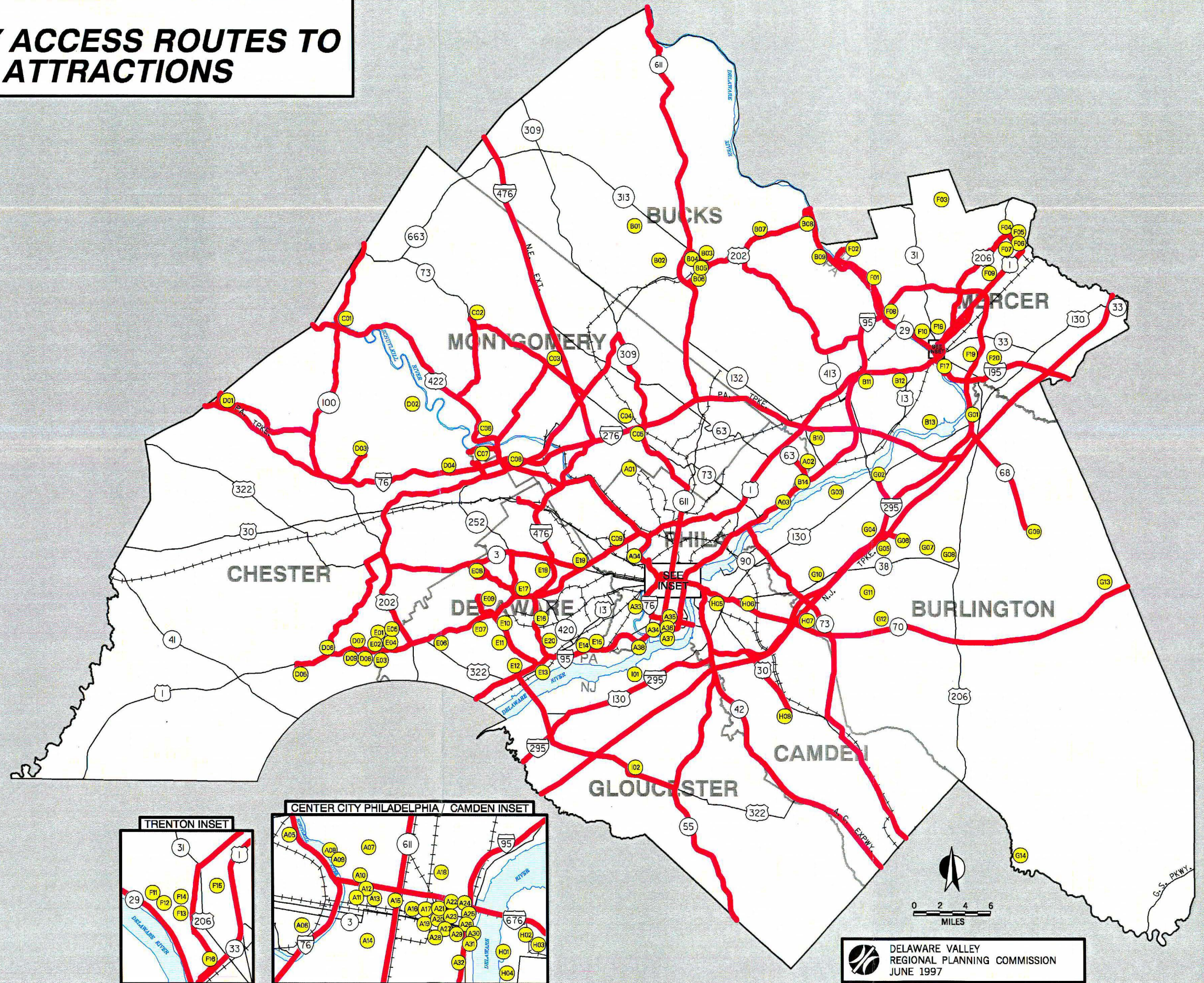
recognizable and easy-to-follow regional signage system was noted by a quarter of the respondents; other specific recommendations included improved signage in the cities of Trenton and Camden; along Routes 70, Interstate 295 and the New Jersey Turnpike in New Jersey; and along Interstate 95 and Route 1 as well as the Philadelphia Waterfront and the Benjamin Franklin Parkway in Pennsylvania.

- **Revisions or expansions to transit services:** Almost one-third of the survey respondents suggested revisions to existing transit routes or schedules or extensions of transit service as ways to increase attendance at their facility and simultaneously encourage tourists to utilize the region's transit systems. Specifically, respondents suggested more convenient service between downtown Philadelphia and parts of Bucks County, such as New Hope, Peddler's Village and Doylestown; improved service along Route 1 in Delaware County; more convenient transit service between the Cities of Camden and Trenton; expanded transit service between Mercer County's Waterfront Park and the Trenton Train Station, especially on game nights; and additional transit stops at attractions located along existing routes, such as Sesame Place in Langhorne and at Springdale Road and Route 70 (in Cherry Hill) for the Garden State Discovery Museum. New transit service was suggested for southern Chester County, providing service between West Chester, the Philadelphia Airport and Center City.
- **Improved or expanded parking:** Many of the survey respondents noted that parking in the vicinity of their sites is currently inadequate and that additional parking would encourage increased attendance at their facilities. Specific areas in need of better parking that were noted on the surveys include the Logan Circle and Parkway museum areas; in Old City and around Independence Mall; at Penn's Landing; and at Trenton's Waterfront Park Stadium. Several tour bus operators noted the need for improved or expanded bus parking facilities throughout the region, especially in the vicinity of Independence Mall; along Delaware Avenue; near the Parkway museums; around Penns Landing; near the Philadelphia Sports Complex; at the region's shopping malls; and in Doylestown and New Hope, Bucks County.

One respondent noted that all of the region's attractions as well as its major hotels need convenient stopping and/or parking areas for charter buses. Another suggested that the region's rest areas need better accommodations for buses, located closer to rest rooms and protected from the weather. Yet another noted that airport parking is very inconvenient for buses picking up incoming groups. He noted that groups often collect their luggage and only then realize that they are waiting in the wrong location, and suggested that "greeters" with signs be used to direct groups to a convenient holding area where buses could be waiting.

- **Roadway widening in specific locations:** Twenty-six percent of the survey's respondents noted specific locations in the region's where a roadway widening would significantly improve access to their specific attraction. These locations included sections of Route 202, Oxford Valley Road, Interstate 95, Route 1 and Route 413 in Bucks County; Route 41, Route 926 and Route 52 in Chester County; Route 1 in Delaware County; Springdale Road and Route 70 in Camden County; and Rancocas Road in Burlington County.

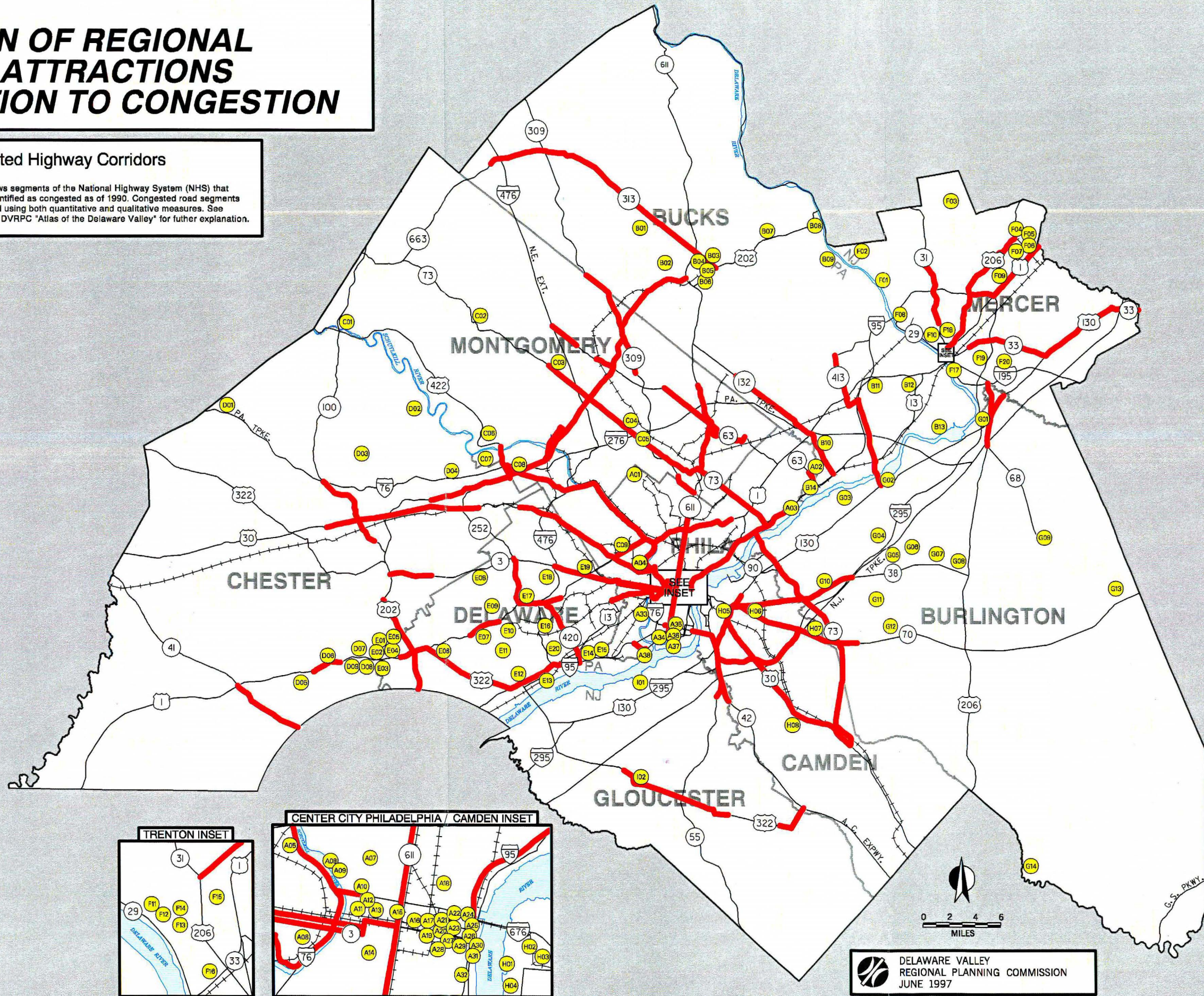
Map V
PRIMARY ACCESS ROUTES TO
TOURIST ATTRACTIONS



Map VI
LOCATION OF REGIONAL
TOURIST ATTRACTIONS
IN RELATION TO CONGESTION

— Congested Highway Corridors

This map shows segments of the National Highway System (NHS) that have been identified as congested as of 1990. Congested road segments were identified using both quantitative and qualitative measures. See Map 13 of the DVRPC "Atlas of the Delaware Valley" for further explanation.



- **Bicycle and Pedestrian Improvements:** Many of the survey's respondents mentioned a need for bicycle or pedestrian improvements around tourist attractions. Recommended enhancements include sidewalk improvements; the construction of overpasses and walkways over major roadways; improved timing of signals to allow pedestrians to cross; and improved curb cuts and crosswalks, particularly in the areas around Independence National Historical Park (especially at 5th and Market Streets) and the Benjamin Franklin Parkway museums.
- **Improved maintenance of the existing transportation network:** One common complaint was the condition and maintenance of the existing roadway network. Twenty-one percent of the region's attractions and over 80% of the tour bus operators mentioned the need for improved maintenance of the existing transportation system. Some of the routes specifically cited included I-95, Route 202, Route 1, Route 413 (Bucks County), Route 13 (Bucks County), Christopher Columbus Boulevard and the Art Museum Drive.

Portfolio of Improvements by County

The combined results of the surveys of visitor attractions, tour bus operators, and city and county planning commissions and visitors bureaus identifying specific potential improvements by county to the highway, bicycle, pedestrian and transit systems are listed below. Some of the improvements identified by survey respondents as being critical to the continued growth of the tourism industry are already being implemented or have been programmed on the region's Transportation Improvement Program (TIP). Descriptions of programmed projects can be found in DVRPC report #97000, entitled *Transportation Improvement Program, FY 1997-2001*.

Those improvements which are already programmed on the current TIP are identified as such. It should be noted that this list includes proposed improvements that would specifically improve access to visitor destinations, and that under more careful scrutiny some ideas may or may not prove to be cost-effective or advisable.

PHILADELPHIA

Highway:

- Repair, clean or replace as necessary the roadway surface, sidewalks and balustrades on the Market Street Bridge over the Schuylkill River
- Continue to implement a priority re-surfacing program for Center City streets.
- Improve the installation and maintenance of pavement markings on state highways located within Philadelphia.
- Improve the connection between Interstate 95 and the Schuylkill Expressway (I-76) at Penrose Avenue/26th Street, possibly through the construction of a flyover ramp.

- Reconstruct streets and sidewalks in the City's historic area.
- Improve the Benjamin Franklin Parkway, from Logan Circle to the Art Museum.
- Redesign and reconstruct Chestnut Street west of Independence Hall.²⁴
- Redesign and reconstruct Independence Mall East and West (5th and 6th Streets) from Race Street to Chestnut Street, including sidewalk expansion and redesigned ramps to and from the underground parking garage.
- Improve intersections and streets in the Main Street area in Manayunk.

Signage:

- Expand the "Direction Philadelphia" signage program beyond Center City Philadelphia
- Initiate a "Philadelphia Gateways" program to enhance points of entry into the region.

Parking:

- Construct a tour bus parking facility in the area of Independence Mall.
- Construct collector parking lots with jitney or shuttle services to areas such as Manayunk, Chestnut Hill, Penn's Landing and Delaware Avenue.

Bicycle/Pedestrian:

- Improve pedestrian crossings along Market Street between City Hall and 34th Street.
- Improve pedestrian access along the Benjamin Franklin Parkway, particularly to the Philadelphia Museum of Art.
- Complete the Riverwalk along Columbus Boulevard.
- Implement the City's bicycle network plan.
- Add bicycle racks and facilities at major tourist venues.

²⁴Plans are currently being developed to reopen Chestnut Street to vehicular traffic by widening the street from 20 feet to 28 feet, incorporating a transit/bicycle lane along the street's south side, a single vehicular lane in the middle and a parking lane along the north side of the street. If operational and funding issues are resolved, construction may begin as early as 1998.

- Implement pedestrian signage systems similar to Center City's *WalkPhiladelphia* program in other appropriate areas, such as Chestnut Hill, Germantown and Manayunk.

Transit:

- Expand service to midnight on all routes except Cynwyd, with hourly service at a minimum.
- Expand weekend SEPTA service to hourly at a minimum, except on routes to Cynwyd.
- Add more frequent service on the Route 76 to the Art Museum.
- Revise scheduling on Routes 90 and 40, adding more frequent service and eliminating detours off of South Street.
- Add passenger rail service to Lancaster from Manayunk.
- Renovate the Manayunk train station to be more attractive, and actively market the use of this line as an alternative to expanded parking along Main Street.
- Initiate shuttle service from the Pennsylvania Convention Center to Franklin Mills and Manayunk.
- Add a transit stop on the Market-Frankford line, at 20th-21st Streets.
- Develop a downtown historic trolley network linking Penn's Landing, South Street, Society Hill, Old City, Independence Mall, the Convention Center, the Benjamin Franklin Parkway and its museums, the Philadelphia Zoo, the Mann Music Center, Fairmount Park, Manayunk and the Wissahickon, utilizing the SEPTA Schuylkill Valley Metro as its basis.²⁵
- Include a stop for Valley Forge National Historic Park on the proposed Schuylkill Valley Metro route.
- Implement SEPTA's proposed program of improvements on the Airport Rail Line.

²⁵SEPTA is currently considering two new routes that would significantly impact the tourism industry. The first would be an historic trolley loop, running south on 12th Street from the Pennsylvania Convention Center to Chestnut Street, east to Penns Landing, north along Front Street to Arch Street and return west along Arch to the Convention Center. This route would link the Convention Center to several hotels, Independence Mall, Old City, Penns Landing and Chinatown. The second, the Schuylkill Valley Metro proposal, would create a regional light rail line connecting King of Prussia, Manayunk, the Philadelphia Zoo, the Philadelphia Museum of Art and the Convention Center, and possibly extend service to Lancaster and Reading.

- Operate the R-7 Trenton rail line on a 24-hour schedule to connect with New Jersey Transit service to New York City.
- Market SEPTA day passes to passengers arriving at the Airport.
- Reduce headways on the Airport Rail Line to 15 minutes.

Miscellaneous:

- Improve drainage along the Schuylkill Expressway.
- Install bridge lighting similar to that currently in place on the Ben Franklin on the Walt Whitman, Betsy Ross, Platt and Girard Point bridges.

BUCKS COUNTY:

Already programmed:

- Advance the construction of a connection between the Pennsylvania Turnpike and I-95.

Highway:

- Widen Route 202 to improve access to attractions in Doylestown.
- Improve highway maintenance along Route 313.
- Improve signalization of key intersections along Oxford Valley Road and widen Oxford Valley Road between Business Route 1 and the Route 1 Bypass.
- Widen and improve Interstate 95 between New Hope and Center City Philadelphia.
- Widen Route 413 from Doylestown to Bristol.

Parking:

- Improve or expand bus parking facilities in Doylestown and New Hope.

Signage:

- Improve directional signage to county attractions along I-95, the Route 1 Bypass and Oxford Valley Road.

Bicycle/Pedestrian:

- Improve pedestrian access along Route 263 to Peddler's Village.
- Install a pedestrian crosswalk over Oxford Valley Road from the Sheraton Hotel to the Oxford Valley Mall.

Transit:

- Restore passenger rail service to Newtown.
- Improve transit service between Center City Philadelphia (particularly from the Pennsylvania Convention Center) and Doylestown, Lahaska and New Hope.
- Establish passenger rail service between the terminus of the SEPTA R-2 line at Warminster and New Hope (this service was operated briefly in 1976).
- Expand R-3 and R-5 service during the mid-day and on weekends.
- Add transit stops on SEPTA bus routes 14, 127, 128, 129 and 130, at Sesame Place and Langhorne.

CHESTER COUNTY:**Highway/miscellaneous:**

- Widen Route 52 south and Route 926 west.
- Improve maintenance along Route 252 north and North Valley Road in Tredyffrin Township.

Signage:

- Install and/or improve directional signage from the Pennsylvania Turnpike, Route 202 south and Route 76 west to tourist venues in the Brandywine Valley.

Transit:

- Implement transit service to the Route 1 corridor from Philadelphia and King of Prussia.
- Expand or initiate where necessary transit service in southern Chester County, improving service to West Chester, the Philadelphia Airport and Center City.

DELAWARE COUNTY:

Highway:

- Design and construct a new connection between US 322 eastbound and Interstate 95, improving access from Route 322 to the Commodore Barry Bridge.
- Widen US Route 322 between US 1 and PA 452 to improve access to the Brandywine River Museum and the Brandywine Battlefield Park from I-95.
- Construct a new ramp from PA 352 onto southbound I-95 in Chester City, to improve access to historic sites in the City of Chester (including the 1724 Old Chester Courthouse), Rose Tree Park, Ridley Creek State Park, the Colonial Pennsylvania Plantation and the Tyler Arboretum.
- Widen I-476 between PA3 and I-95 to improve access to Ridley Creek State Park, the Colonial Pennsylvania Plantation, the Tyler Arboretum and the Franklin Mint and Museum.
- Widen the PA 252/Rose Tree Road intersection in Upper Providence Township (including the relocation of the Rose Tree Tavern, the future home of the Delaware County Convention and Visitors Bureau), adding a left-turn lane.
- Improve the intersection of US 1/202/322 at Painters' Crossroads to improve access to the Brandywine River Museum and the Brandywine Battlefield Park.
- Improve timing of signals at the intersection of US 322 (Conchester Highway) and Cherry Tree Road in Upper Chichester Township to avoid back-ups onto US 322.
- Rehabilitate the Lindbergh Bridge (Bridge Street/Maple Avenue) over the Darby Creek in Clifton Heights.
- Prioritize and improve highway maintenance throughout Delaware County.

Parking:

- Expand or enhance the parking facilities at the Media Theater (on State Street in Media) and at the Ridley Creek State Park nature trails.

Signage:

- Improve signage for Brandywine Battlefield Park (particularly on northbound US Route 1), Newlin Mill Park, the Tyler Arboretum, the Media Theater and the County's historic sites.

Bicycle/Pedestrian:

- Provide or improve sidewalks in Chadds Ford, connecting the Brandywine River Museum, the Sanderson Museum, John Chads' House, and hotels, restaurants and stores.
- Provide pedestrian signals and crosswalks at the US Route 1/PA 100 intersection in Chadds Ford, to enhance pedestrian access to the Brandywine River Museum, John Chads' House, the Sanderson Museum and the Barn Shops.
- Construct a bike trail on the former Octoraro rail line between Wawa and Chadds Ford, to improve pedestrian and bicycle access to the Brandywine River Museum, Brandywine Battlefield Park, Newlin Mill Park and the Franklin Mint.
- Construct the Chester Creek Branch bike trail between Wawa and Upland Borough to improve access to the Caleb Pusey Plantation, Linvilla Orchards and the Franklin Mint.

Transit:

- Extend SEPTA's passenger rail service to Chadds Ford on the Octoraro line.
- Restore SEPTA rail service to West Chester.
- Provide more frequent service (at least hourly) service on the SEPTA Media rail line, including hourly service on weekends.
- Simplify SEPTA's fare structure, to make it is easier for the occasional user to understand.
- Extend R-2 regional rail service beyond Wilmington to Newark, Delaware.

MONTGOMERY COUNTY:**Already programmed:**

- Rehabilitate the Betzwood Bridge/Route 363, which connects the Schuylkill River Trail to the Visitors Center in Valley Forge National Historical Park.

Highway:

- Widen US Route 202 in the vicinity of King of Prussia Plaza and Court.
- Widen North Gulph Road from Richards Road to Route 23 in Upper Merion Township.
- Install left turn signals at North Gulph Road and Route 23.

- Improve the intersection at King Street and Shoemaker Road in Pottstown, where traffic currently cuts through parking lots to avoid the intersection.
- Construct a left turn lane on Route 73 at Shearer Road in Worcester Township.
- Improve signalization on Easton Road from the Route 309 exit to Keswick Avenue in Abington Township.
- Install left turn lanes at Easton Road and Keswick Avenue to improve access to Keswick Village and the Keswick Theater.
- Rehabilitate the Route 422 Bridge over the Saratoga Creek
- Improve maintenance of Route 363 from Ridge Pike in West Norriton Township to Sumneytown Pike in Upper Gwynedd Township.

Parking:

- Expand parking facilities at the Barnes Foundation in Lower Merion Township.
- Construct a new parking garage or deck on or near Easton Road in Abington Township to supplement parking for the Keswick Theater.

Signage:

- Install additional signage to Valley Forge National Historic Park on Route 202, routing traffic from Route 202 on to Route 422 West.
- Improve directional signage on Route 363 at its intersection with Ridge Pike in West Norriton Township.
- Install signage for Pottsgrove Manor on Route 422.
- Install signage for Keswick Village on Route 309, Route 611, Easton Road and the Pennsylvania Turnpike (exits 26 and 27).
- Improve directional signage to county attractions outside of the County's boroughs and towns (such as Collegetown and Skippack) and along major routes.

Bicycle/Pedestrian:

- Improve bicycle and pedestrian access from Schwenksville and from Central Perkiomen Valley Park to Pennypacker Mills.

- Install bicycle racks at all county tourist attractions.

Transit:

- Restore passenger rail service from Pottstown and points west to metropolitan Philadelphia to provide an alternative means of visiting Valley Forge National Park.
- Expand transit service to Pottstown and along the Route 422 corridor.
- Expand transit service on Route 73 and/or on Route 29 north.

Miscellaneous:

- Improve drainage along Route 363 in Worchester Township from Germantown Pike to Skippack Pike (Route 73).

BURLINGTON COUNTY

Highway:

- Widen or otherwise improve Route 70.
- Investigate the feasibility of providing access to Burlington Island, either through bridging or via ferry service.

Signage:

- Install signage directing travelers to the Betsy Ross Bridge in appropriate locations.

Transit:

- Implement the proposed light-rail system connecting the City of Camden and points west and south (including Philadelphia and Washington, D.C.) to Trenton and points north (including New York City) and providing access to the county's historic riverfront downtown areas.

CAMDEN COUNTY:

Already programmed:

- Rehabilitate the Flanders Street and Broadway bridges in Camden City.
- Reconstruct Admiral Wilson Boulevard.

- Improve transit service between the Cities of Camden and Trenton by implementing light rail service from Camden along the Burlington County riverfront to Trenton.

Highway:

- Widen Springdale Road.
- Improve the roadways and intersections in the vicinity of Clementon Amusement Park, to mitigate existing peak-hour congestion.
- Upgrade traffic signals in the downtown and waterfront areas, to allow re-programming or timing of lights during large events at the Waterfront Entertainment Centre.
- Expand the ramp on Mickle Boulevard which provides access from Camden's waterfront area to I-676 from 1 lane to 2 lanes (Mickle Boulevard and Haddon Avenue).
- Improve access between the Camden's downtown and waterfront areas and Interstate 676.

Signage:

- Expand the existing *Wayfinder* Signage Program throughout the entire City of Camden.

Transit:

- Construct the Burlington/Gloucester light rail system alignment through the downtown area of Camden to the waterfront.
- Improve connections between existing transit routes within the City of Camden.
- Revise schedules or stops to improve transit service to Springdale Road and Route 70 (for the Garden State Discovery Museum).

Miscellaneous:

- Expand the City of Camden's Streetscape program (initiated in 1995 by Rutgers University along Cooper Street).

GLOUCESTER COUNTY

Already programmed:

- Complete the reconstruction and widening of the Route 55/Route 42 northbound interchange.

- Complete the reconstruction of the Route 295/Route 42 interchange.

Highway:

- Continue to explore potential alternative routes for traffic traveling between the New Jersey beaches and the Commodore Barry Bridge on Route 322 through Mullica Hill, and reconstruct or improve Route 322 and other alternative routes as appropriate.

Transit:

- Implement light-rail transit service linking the Cities of Camden, Trenton and Philadelphia to Glassboro.

MERCER COUNTY

Already programmed:

- Improve directional signage to and within the City of Trenton.
- Reconstruct Route 29 from Mercer County Waterfront Park to Interstate 295.
- Improve transit service between the Cities of Camden and Trenton by implementing light rail service along the Burlington County riverfront.

Highway:

- Redesign the Barlow Circle, improving access to Route 1 and Route 29.
- Replace the Calhoun Street Bridge, currently operating beyond capacity during peak hours.
- Consider alternatives for improving the existing long and circuitous route from the New Jersey Turnpike into the City of Trenton.
- Improve access to and from Route 1 at various locations throughout the City of Trenton.

Parking:

- Expand or improve parking around Mercer County's Waterfront Park.

Transit:

- Expand transit service between the Trenton Train Station and Mercer County's Waterfront Park, particularly during scheduled events.

- Explore the expanded use of charter buses to reduce the demand for additional parking at the stadium.

Bicycle/Pedestrian :

- Improve pedestrian access within the City's downtown and historic areas by improving crosswalks at major intersections.

CHAPTER VI: PROSPECTS FOR IMPROVING DIRECTIONAL SIGNAGE TO THE REGION'S TOURIST ATTRACTIONS

A consistent response to the DVRPC surveys was the need for an improved and expanded regional directional signage program as a means of improving the visitor's experience and enhancing the overall image of the region. Several other studies have likewise demonstrated a need for a coordinated signage system to direct visitors. A lack of clear directional signage informing travelers as to where they are and where they are going negatively affects their impression of the area, and in turn impacts whether they will visit again in the future or refer other potential visitors.

Survey respondents generally recommended implementing an integrated regional signage system similar to the *Direction Philadelphia* series but expanded beyond Center City. This chapter discusses existing signage polices and regulations; identifies existing attraction signage systems; presents recommendations for improving directional signage throughout the region; and considers the potential for implementing a regional directional signage system.

Background Information

The federal Manual on Uniform Traffic Control Devices (MUTCD), published by the United States Department of Transportation and the Federal Highway Administration, establishes standards for traffic control devices on all streets open to public travel. Traffic control devices are required to conform to a state manual that is in "substantial compliance" with the MUTCD. Directional signs can generally be classified into one of three broad categories: regulatory signs (stop signs and speed limit signs, for example); warning signs (for potential dangers such as railroad crossings and curves in the roadway); and guide signs (that provide general information). This report focuses specifically on guide signs directing visitors to tourist destinations.

The MUTCD allows for green or brown general guide signs to attractions and authorizes the use of blue and white "logo" signs directing travelers to motorist services (such as gasoline, lodging or food services). The manual also authorizes states to install blue and white tourist-oriented directional signs (TODs) on conventional highways. The following entities have specific roles and responsibilities related to the installation of directional signage for tourist-oriented destinations:

- State departments of transportation: install and maintain signs on all state highways, whether numbered routes or not, excluding street signs.
- Municipalities: provide street signs on all roads and all other signs on local roads.
- Attractions: provide on-site directional signage. Some have erected large directional signs, billboards or even painted water towers as a way of directing visitors to their site.

Both the Pennsylvania Department of Transportation (PennDOT) and the New Jersey Department of Transportation (NJDOT) have adopted signage policies that are consistent with the policies promulgated by the federal MUTCD. Additionally, PennDOT has assigned the

responsibility for administering the Commonwealth's logo sign program to the Pennsylvania Travel Council. Current federal and state signage regulations and policies are discussed in greater detail in Appendix A.

Both Pennsylvania and New Jersey allow signs to tourist attractions along their highways, provided that they have a certain minimum number of annual visitors, that the attractions pay for the signs and that they meet certain technical and design criteria. Both states, however, do not generally allow signs for attractions which are located on any state or federal numbered route. While this policy is designed to minimize clutter and thereby maintain the effectiveness of highway signage, it presents a significant problem for the region's attractions, since many if not most of them are located on numbered routes.

Although not the primary focus of this report, general information signs can be as important to the visitor as signage directing them to specific attractions. These signs, which are installed by the state on state roads and list such things as political divisions, names of unincorporated places (such as villages or developments) and geographic elements (such as rivers), are important as a means of path finding. Street signs, another important piece of the puzzle for tourist and visitors, are the responsibility of each municipality, although the federal Manual on Uniform Traffic Control Devices suggests color, size and type style.

PennDOT installs general information signs only when specifically requested to do so; earlier DVRPC studies have demonstrated that many are missing or poorly maintained. Existing policies adequately address the need for informational signs, but installation and maintenance of the signs is dependent on available funding and is often not a priority. NJDOT has recently undertaken a major initiative under which cross streets along major routes have been identified through overhead "mast arm" signs, and will be replacing regulatory signs as well in the near future.

Existing Directional Signage Systems

Several signage systems have been implemented within the region in recent years which direct visitors to specific attractions. These programs would need to be incorporated into any regional signage system to ensure consistency and minimize confusion. Existing signage programs include the following:

- **Brandywine Valley** signage: An integrated signage system for attractions along Route 1 in the Brandywine Valley was implemented in the late 1980's. Based on the recommendations of a DVRPC study completed in 1986, the area was designated by PennDOT as a special signing district.²⁶ Other areas with similar sign districts include Doylestown (see below), the Delaware and Lehigh Canal area, and a trail system located in Altoona, in southwest Pennsylvania.

²⁶Delaware Valley Regional Planning Commission, *Suburban Directional Sign Policy Guide*, June, 1986.

- **Doylestown:** A “mini” version of the Brandywine signage system was implemented within a special district designated within Doylestown, identifying locations such as the Mercer Museum and the Moravian Tile Works and Pottery.

- ***Direction Philadelphia:*** *Direction Philadelphia* is a signage system which was initiated and is administered by the Foundation for Architecture utilizing a multi-year grant from the William Penn Foundation. The project was originally undertaken in order to make metropolitan Philadelphia more visible, understandable and accessible, by improving signage directing motorists to and identifying districts or neighborhoods and the attractions located within those districts throughout Philadelphia. Goals and objectives of the system include the following:

- Upgrade the physical image of the Philadelphia area;
- Make metropolitan Philadelphia accessible to both visitors and residents;
- Improve “legibility” in the Philadelphia area, by clarifying the major routes to and from the City’s various districts, identifying distances between major points and making the primary street patterns understandable to visitors;
- Contribute to marketing and promoting the Philadelphia area; and,
- Establish a mechanism to ensure ongoing administration and maintenance of the system.

A steering committee of stakeholders worked with the Foundation for Architecture to guide the planning and implementation of the system. The Foundation is responsible for ongoing management of the program, with other responsibilities shared by the Philadelphia Streets Department, the Mayor’s Office, the Fairmount Park Commission and the Art Commission. Participating attractions contribute funds under a five-year contract with the Foundation for ongoing maintenance and program administration.

- **The City of Trenton:** The City of Trenton recently completed the initial design for a Wayfinder signage system. The system will include complementary gateway signs, street signs, directional signs to common destinations (such as the Hughes Justice Complex, the Mercer County Courts, Trent House Historic Site and State of New Jersey office buildings) and signs to parking locations. The system also incorporates informational kiosks, including historic markers, maps and time-lines designed to assist visitors interested in the City’s historic sites. Specifications for the system have been developed, and implementation of the system should begin by the Fall of 1997.

- **The City of Camden:** The City of Camden and the Cooper’s Ferry Development Association have also designed and implemented a Wayfinder signage system. The system currently covers the Camden’s Central Business District and waterfront areas, but is being expanded throughout the entire City. Waterfront attractions listed on signs include the New Jersey State Aquarium, the Sony-Blockbuster Waterfront Entertainment Centre (the E-Centre), the ferry connecting Camden’s waterfront to Penns Landing, Wiggins Park and the new Delaware River Port Authority administration building, One Port Center. The core of the Central Business District includes city, county and state office buildings, while its perimeter includes medical and educational institutions such as Cooper Hospital/University Medical Center, the University of Medicine and Dentistry

(UMD of NJ), the Mediplex Center, Rutgers University, Camden County College and Rowan College Center as well as the historic Walt Whitman House. “Trailblazer” highway markers utilize graphic images to reinforce the sign text. Signs located along major roadways in downtown Camden provide directions to and from I-676, Route 30 and the Benjamin Franklin Bridge. The signage program was funded by NJDOT, and was installed during 1995 and 1996.

- ***WalkPhiladelphia:*** *WalkPhiladelphia* is a pedestrian signage program installed as a part of the Center City District’s Streetscape Improvement Project. This signage system, administered by the Foundation for Architecture and the Center City District, features “heads-up” mapping, whereby whatever direction is immediately ahead of the walker is illustrated at the top of the map (rather than the top always being oriented to the north). The system features both signs directing visitors to specific attractions and a grid map located in the center of each pedestrian block, and will at its completion include signage on all city blocks located between the Delaware and Schuylkill Rivers.

In addition to these signage systems, some signs to visitors attractions have been installed on the region’s interstate and limited-access highways by the state Departments of Transportation under MUTCD guidelines. For example, *E-Centre* signs, with their prominent star logo, have been installed and are maintained by NJDOT along I-676, and variable message signing (VMS) is utilized to direct entertainment center traffic during specific events.

Recommendations

Recommendations to improve directional signage and thereby enhance the visitor’s experience while traveling within the Delaware Valley include the following:

- **The State of New Jersey and the Commonwealth of Pennsylvania should increase the amount of transportation funding available for the installation and maintenance of directional signage on the region’s transportation network.**

Both PennDOT and NJDOT representatives acknowledge that signage system installation and maintenance programs are consistently under-funded. Given the limited availability of funding and shortages in staffing, improvements and even system maintenance are usually done only in response to complaints or problems. Increased funding would allow the Departments of Transportation to act proactively in developing more effective signage and in scheduling routine system maintenance rather than being forced to react to complaints and problems as they arise.

- **The state Departments of Transportation and the region’s tourism and economic development agencies should work within existing policies and regulations to install as many signs on the region’s freeways and limited access highways as allowed and in the most effective locations.**

Current signage policies and programs should be utilized to the most effective extent possible to implement reliable signage to the region’s attractions. Tourism and economic development

officials should be involved in decisions regarding which attractions or areas are to be listed on supplemental exit signs and the locations and designs of allowable signs. To some extent this is already being accomplished; in Pennsylvania, for example, the responsibility for logo signing along the interstate highways (including I-95) has been assigned to the Pennsylvania Travel Council, which will expand their logo program to include attraction signage in the Fall of 1997.

- **Both PennDOT and NJDOT should work with state and county tourism and economic development representatives to revise existing attraction signage policies to allow the installation of more effective yet safe attraction signage.**

Representatives of both transportation and economic development agencies should review existing policies and consider changes which might allow more effective signing of attractions without compromising the intent of the MUTCD regulations. For example, both PennDOT and NJDOT should reconsider the minimum number of annual visitors required before an attraction is eligible for signage, and should reconsider their respective policies of not allowing signage for most destinations which are located on numbered routes.

- **The region's economic development, tourism and transportation agencies should work cooperatively to develop a coordinated and integrated regional signage system, modeled after the *Direction Philadelphia* signage system initiated by the Foundation for Architecture for the City of Philadelphia but extended throughout the Delaware Valley.**

The majority of respondents to DVRPC's surveys of visitor attractions, tour operators, planning commissions and visitors bureaus recommended an integrated regional directional signage program as a means of improving the visitor's experience and enhancing the overall image of the region. Lack of clear directional signage negatively impacts the visitor's impression of the region, and in turn effects whether or not that visitor refers other potential travelers or returns in the future.

One example of a coordinated, regional signage system is the **Laurel Highlands Wayfinder System**, a regional signage system which is currently being designed for the southwestern part of the Commonwealth of Pennsylvania. This system will eventually include 2,000 signs in parts of Allegheny, Fayette, Somerset, Washington and Westmoreland Counties. The program was recently initiated as a pilot project testing the effectiveness of implementing a wayfinder system over a diverse geographic area.

A \$250,000 grant, awarded to the Laurel Highlands Visitors Bureau by the Pennsylvania Department of Community and Economic Development, will be used for preliminary planning and program design. Additional funding for program implementation, administration and maintenance is expected to come from philanthropic foundations and participating municipalities and attractions. Regional agencies, including the regional economic development council, the regional planning commission and the regional visitors bureau, will contribute in-kind services. A Regional Sign Trust will be responsible for the administration and management of the system.

One option for developing a regional signage system in the Delaware Valley may be the creation of numerous separate districts in appropriate locations (similar to the systems already in place in the Brandywine Valley and Doylestown). These individual districts would operate under separate administrative agencies but adhere to common policies and design guidelines. In Pennsylvania, such districts could be identified under existing PennDOT policies for sign districts. These districts would then be linked by signage on the region's highways directing visitors to each individual district.

If separate signing districts are created in appropriate areas, the most important issue then becomes the adoption and implementation of common eligibility criteria and design standards. Standard signage design guidelines and eligibility criteria should ideally be adopted and mandated by both PennDOT and NJDOT. The adoption of regional criteria and standards would allow organizations interested in installing signage within a particular location (a municipality, for example) or for a particular set of attractions (signing for the region's parks, for example) to utilize their available funding to either participate in the regional program or to develop their own signage system utilizing these common designs and criteria.

Another alternative may be to work within existing PennDOT rules and designate all of Southeastern Pennsylvania (PennDOT's District 6-0) as a "signing district", similar to the Brandywine Valley signage system. This option may be administratively difficult, given PennDOT's requirement for one single administrative liaison between the district and the Department. If this option was to be pursued, a second separate but similar system could be developed for the four New Jersey counties located within the DVRPC region, linked to the Pennsylvania system with signs along the region's interstate highway network.

Based on the experiences of the Foundation for Architecture in developing the *Direction Philadelphia* program and the implementation of a regional signage program in the Laurel Highlands region of Pennsylvania, the following steps would need to be considered and undertaken in order to implement a regional signage system:

① **Establish a Steering Committee** of interested stakeholders, to provide guidance on the definition of sign districts, attractions to be included, locations of signs, funding and maintenance, and how to best incorporate existing signage systems (including those in Philadelphia, Trenton and Camden). These stakeholders might include representatives of public agencies, cultural and recreational attractions, the private sector and marketing agencies.

② **Estimate the cost and identify available funding sources.** In order to implement a regional signage system, the program will need funds for initial planning and organization; capital expenses; reserve funding for replacing damaged signs as necessary; and annual maintenance of the system (including removing illegal signs). In the case of *Direction Philadelphia*, initial planning and design funding was provided by the William Penn Foundation.

As noted previously, the Laurel Highlands Wayfinder System, a regional signage system recently implemented in the western part of Pennsylvania, utilized a \$250,000 grant from the Pennsylvania Department of Community and Economic Development for initial planning and design. Potential sources of funding for planning and design include private foundations, the Pennsylvania Department of Commerce and Economic Development, the New Jersey Departments of Commerce or Community Affairs, and the Pennsylvania and New Jersey Departments of Transportation.

Capital costs for *Direction Philadelphia* system came from the Pennsylvania Department of Transportation, the City of Philadelphia (using city capital funds) and the Fairmont Park Commission (for capital expenses of signs located along their roads). Capital funding for a regional system would most likely require federal, state, county and/or local funding from capital budgets.

Funding for maintenance of the *Direction Philadelphia* signs is obtained through fees paid by the attractions listed on the signs, administered by the Foundation for Architecture. Attractions enter into a five-year renewable agreement with the Foundation and are assessed a fee based on the number of times that their name appears on a sign. In the case of a regional signage system, similar agreements could be used to collect fees from participating attractions and municipalities.

③ Identify who will be responsible for ongoing **administration** of the program. *Direction Philadelphia*, for example, is administered by the Foundation for Architecture. Based on previous experiences with smaller scale signage systems, PennDOT will likely require that a regional system have a single agency that is responsible for administration and ongoing maintenance of the system. This organization would be responsible for administering the programs rules and policies, answering questions and/or complaints from prospective participants or other interested parties; and facilitating ongoing system maintenance. If separate signage programs were established in appropriate locations throughout the region and common design standards were implemented within each, each separate district might then have its own individual administrative organization.

④ **Map signage “districts”** based on clusters of attractions and the roadway network. In order to accomplish this, background data would have to be collected on the region’s attractions, including annual attendance and transportation characteristics (including primary access routes and available parking). Some of this data collection has already been completed through other studies, including DVRPC’s current tourism initiative and numerous county and city tourism and visitor studies.

Direction Philadelphia identifies 21 different districts in and around the City of Philadelphia; a regional system for the suburban areas could incorporate additional districts in Southeastern Pennsylvania and New Jersey. A 1986 DVRPC Steering Committee identified 15 potential areas in Southeastern Pennsylvania that might be the location of a sign district, including the following:

- Bucks County: Oxford Valley, Doylestown (which has an existing signage program), Bristol Borough and Point Pleasant.

- Chester County: Brandywine Valley (with its existing signage program), Great Valley, Exton, and West Chester.
- Delaware County: Brandywine Valley, Tinicum Township and Radnor
- Montgomery County: Fort Washington, Valley Forge, Center Square, Willow Grove and the Pottstown Corridor.

Existing Wayfinder systems in the cities of Camden and Trenton might be incorporated into the regional system, and additional signing districts, such as Mullica Hill and the City of Woodbury in Gloucester County, might be identified in New Jersey. As noted, regional directional signage could be improved either by establishing separate signing districts in each of these areas and implementing common design standards in all areas throughout the region, or by establishing one single regional signing program with one single administrative authority.

Arrival in a specific signing district could be announced with signs located at identified “gateways”, and program signs would direct visitors to specific attractions within each district. Travelers could be directed to these districts either via traditional highway signage installed under MUTCD guidelines by the state DOT’s or with program signs with common designs.

⑤ **Determine the criteria for listing attractions** on signs within each district, based on annual attendance, the function of the attraction and/or some other criteria. In the *Direction Philadelphia* system, attractions eligible for signs must have at least two-thirds the median annual attendance of all attractions within the district, must be “functionally appropriate” and must not already have adequate signage. Appropriate functions are specifically defined and include such diverse functions as sports, educational purposes, libraries, parking garages, historically significant religious facilities, special events, exhibitions or visitors services.

Using annual attendance as the primary criteria for inclusion in the program may prove to be more difficult in suburban settings than in the City. In general, PennDOT is reluctant to sign for any attractions with less than 15,000 annual visitors, and NJDOT requires a minimum of 25,000 annual visitors for historic sites and museums. Many of the suburban attractions have less than 15,000 annual attendees but are still important when discussing the packaging of a number of attractions into full day trips for visitors.

Given the scale of Philadelphia’s attractions, this was not an issue in developing the *Direction Philadelphia* program. In Philadelphia’s Historic District (as an example) the median number of visitors to all attractions is 36,500; two-thirds of that number is 24,333, so attractions with an average of at least 24,333 visitors are signed (a number well within PennDOT’s policies). Suburban attractions will have a significantly lower number of annual visitors than do the City’s attractions.

⑥ **Establish design guidelines.** The Steering Committee would need to determine appropriate messages, sizes, colors and locations of signs. In doing so, federal and state regulations and policies would of necessity need to be either be incorporated or revised.

Implementation of a regional program with standardized design guidelines would require the cooperation of individual city and municipal planning commissions, which may or may not prove to be an obstacle. Generally, guide signs designed to facilitate the safe flow of traffic by providing directions to services and attractions are not subject to the mandates of local ordinances within the rights-of-way of state-designated highways. However, both PennDOT and the Pennsylvania Travel Council (in implementing the logo sign program) choose the location of signs so as to avoid blocking the line of vision of motorists entering the highway from side streets or driveways.

NJDOT policy requires that written permission be received from the respective governing bodies for signs on all roads (regardless of whether the roadway is state, county or local). In developing the Brandywine Valley signage program, PennDOT required that all municipalities agree to the design and location of signs on state and federal routes. Although municipalities were generally in favor of participating, obtaining municipal approvals required numerous presentations before local boards. Thus, while it may not represent a formidable obstacle, securing municipal agreement may lengthen the time it takes to implement the project.

⑦ **Develop a procedural process** for fabrication and installation of signs. *Direction Philadelphia* relies on the Philadelphia Streets Department and the Fairmont Park Commission as the responsible agents for advertising, soliciting bids, selecting contractors, overseeing production and coordinating installation. Again, securing inter-municipal cooperation may represent a formidable obstacle.

⑧ **Remove illegal and outdated signs.** In order for the program to be effective in guiding the visitor, a method must be adopted for removing illegal or outdated signs from the region's transportation network. The question arises as to who would be responsible for doing so. Under *Direction Philadelphia*, the Philadelphia Streets Department and the Fairmont Park Commission are responsible for removing illegal or outdated signs in Philadelphia. Under a regional system, would individual municipal public works departments be responsible for physically removing nonconforming signs?

⑨ **Re-evaluate as necessary** the parameters of the system and the attractions that are included. In the case of *Direction Philadelphia*, the Foundation for Architecture signs five-year contacts with all attractions listed on the signs and re-evaluates at the end of the five-year period.

⑩ **Arrange for ongoing administration and annual maintenance** and repair of system signs. Again, under *Direction Philadelphia* the Philadelphia Streets Department and the Fairmont Park Commission are responsible for ongoing maintenance and repair of system signs. In preliminary discussions on the concept of a regional signage system, PennDOT representatives have indicated that they would require a single administrative authority that would be responsible for system

administration and maintenance, act as a liaison with the Department and field future questions or complaints about the system.

This chapter has presented recommendations for improving signage to the region's tourist attractions, including a detailed proposal to develop a coordinated regional directional signage system. Whether this system ultimately consists of one single program administered by one single authority or several individual signing districts, the most important step will be the development of regional eligibility criteria and design guidelines, which would be adopted and mandated by the state Departments of Transportation. This would ensure that organizations or municipalities that wanted to implement local signage programs in the future would be required to either participate in the regional program or utilize common regional standards and criteria within their own individual programs. This would in turn ensure that visitors would be able to rely upon consistent, coordinated signage directing them to all of the region's many attractions.

CHAPTER VII: SUMMARY AND RECOMMENDATIONS

This report has presented an overview of the region's tourism industry and provided specific recommendations to improve the region's transportation network, thereby enhancing access to the region's tourist attractions. This chapter summarizes the opportunities available to the region's tourism economy as well as challenges facing the industry.

Regional Opportunities

The Philadelphia region has numerous strengths that contribute to its position as a competitive tourist destination. The region's primary tourist attractions, its historic sites, are well-defined and highly recognizable, enabling the City to sponsor special events such as its 4th of July "Welcome America" celebration. The impressions that visitors have of a number of City attributes, including its historic areas, architecture, parks, restaurants, shopping, safety, friendliness and overall attractiveness, are generally rated as good to excellent. The region is located at the midpoint of the East Coast's commercial corridor, and is within a few hours drive of major cities such as New York and Baltimore, as well as both the Poconos and the beaches of the Atlantic Ocean.

The region offers a large variety of attractions, including historic and cultural attractions, science museums, zoos and arboretums, amusement parks, quality retail establishments, some of the country's top-rated restaurants, and sports and music venues. According to the Tourism Works for America Council, a coalition of travel-related trade associations and organizations, the top four destinations for family vacations (which accounted for 72% of all vacation travel in 1996) were historic sites (41%); a city (40%); oceans or beaches (36%); and lakes (34%). The Philadelphia region offers all of these.

The completion of the Pennsylvania Convention Center has played a critical role in making the City of Philadelphia competitive in attracting major conferences and conventions. The City's art and cultural institutions are respected nationally and internationally, allowing them to host special exhibitions and shows which attract additional visitors to the region. The Cezanne exhibit, housed in the Philadelphia Museum of Art during the Summer of 1996, for example, generated an additional \$50 million in direct and indirect revenue in the City during an otherwise normally slow season.

The region's tourist attractions are generally well served by the existing transportation network, and numerous improvements in recent years have enhanced the ability of tourists to access these destinations. Directional signage systems have been implemented in recent years in the Cities of Philadelphia, Camden and Trenton, as have smaller systems in the Brandywine Valley and Doylestown. Recent commitments by the Commonwealth of Pennsylvania, the City of Philadelphia and the Pew Charitable Trusts will enable the Greater Philadelphia Tourism Marketing Corporation (GPTMC) to develop a national and international marketing campaign aimed at promoting tourism in the region.

Challenges

The region must also overcome a number of weaknesses, however, if it is to remain competitive in attracting potential visitors. As *Destination Philadelphia* points out, the Philadelphia visitors' industry is small relative to other major metropolitan areas, and the industry has grown more slowly in recent years than has the industry in other areas. The proportion of visitor-related employment ranked last among twelve competing metropolitan areas in 1991, and visitor-related employment in the Philadelphia region grew by only 22% between 1980 and 1990 as compared to 58% nationally²⁷. These percentages have risen significantly, however, since the opening of the Pennsylvania Convention Center in 1993.

Visitors to the region consistently complain that signs identifying sites and directing them to attractions are poor. Many of the points where visitors first enter the region by automobile are either not marked or are marked with unremarkable or unattractive signs. While improvements to the Philadelphia International Airport and the 30th Street Station have improved the initial impression of Philadelphia and its surrounding region for air and rail passengers, more attention must also be paid to the "welcome" given to automobile and bus travelers. Additionally, transportation planners and providers have indicated that certain specific shortcomings in the region's transportation network impede access for tourists.

The Philadelphia region suffers from being located in close proximity to other cities that compete for available tourist business, including Baltimore, Boston and New York City. The average distance between the City and its other major competitors is only 90 miles; in other major tourist venues, the average distance is over 200 miles. This could potentially be a strength, if visitors could be convinced to use Philadelphia as their "home base" as they visit nearby destinations. Unfortunately, the City of Philadelphia has historically been viewed as a one-day stop on the way to some other destination. This region must work to highlight attractions unique to this area, in order to differentiate itself from the competition. In the past, cities with competitive convention facilities have had a major advantage in attracting visitors; the completion of the Pennsylvania Convention Center has "evened the score" in this regard.

Despite their prominence, the average visit to Philadelphia's historic sites lasts only 2 hours, with little opportunity for spill-over spending. Fewer visitors stay in hotels overnight than do visitors to other cities; many visitors believe that the Philadelphia region lacks some "critical threshold" of activities to warrant an overnight visit. Attracting overnight visitors from outside the region is critical to the success of a regional tourism initiative, since they represent the greatest potential in terms of expenditures at retail establishments, restaurants and lodging facilities.

Although conference planners at the Pennsylvania Convention Center have access to over 6,500 hotel rooms and the region's average hotel occupancy rates hover around 76%, the number of

²⁷Philadelphia City Planning Commission, *Destination Philadelphia*, page 6.

hotel rooms located within single large hotel developments and within reasonable proximity to the Convention Center has proven to be inadequate for several large conventions, which instead have opted for competitive facilities in Washington or Boston. Of twelve major metro areas (only one of which was larger in population than Philadelphia), the City ranked last in the number of hotel rooms per capita in 1990, with 4 rooms per 1,000 residents as opposed to an average of 12 rooms per 1,000 residents in other cities.²⁸ Hotel development since 1990 has improved this ratio, and city officials are committed to adding 2,000 additional hotel rooms in Center City by the Year 2000.

Although the Philadelphia region generally has an adequate number of good restaurants, hotels and other services, certain areas within the region lack the necessary services to attract overnight visitors. Numerous survey respondents in the City of Trenton, for example, noted that although the City is the State's capitol, is home to several historic attractions and is located in close proximity to other attractions in Princeton and Bucks County, there are few if any quality hotels or overnight accommodations in the City.

While the City of Philadelphia has seven of the country's top ranked restaurants (including the 2 top-ranked restaurants in the country), studies by the City's planning commission and visitors' bureau note that a lack of restaurants and nightclubs accessible to hotel guests limits the attractiveness of the area to overnight visitors. The development of the Hard Rock Cafe in the Reading Terminal Headhouse, Planet Hollywood in the Gallery and the proposed entertainment complex at Penns Landing should help to remedy this problem.

One major weakness that the region must continue to try to overcome is its relatively negative image. Philadelphia City Planning Commission surveys of visitors have shown that the most favorable impressions of Philadelphia as a tourist destination have been from visitors who have already spent at least one night in the City. A 1991 image/marketing survey in which a national sample of major meeting and convention decision-makers were asked to rank competitive regions on specific attributes found that Philadelphia was competitive with other destinations in terms of being relatively easy to get to and to move around in, and that the City had good restaurants, good sightseeing opportunities and convenient air service. The same survey, though, revealed that potential visitors also believed that the City has expensive food and lodging; is relatively unattractive and unkempt; does not offer a great nightlife; has few interesting outlying areas; does little advertising; has a poor image as either a family-oriented destination or as a "romantic" stop; and has a high crime rate.²⁹

The Greater Philadelphia Tourism Marketing Corporation is currently working to enhance the region's image. Recent focus-group testing by consultants for the GPTMC has shown that most potential visitors still think of Philadelphia primarily in terms of its historical attractions. Marketing

²⁸Ibid.

²⁹Ibid, page 14.

efforts are now aimed at showcasing both the region's historical amenities and its other attractions, including its cultural institutions, family attractions, sports events and shopping venues. Although the GPTMC's marketing efforts will greatly enhance the tourism industry, the region should also incorporate New Jersey attractions, particularly those in the Cities of Camden and Trenton, into its marketing strategies.

Finally, the region is currently experiencing a shortage of qualified employees to staff the growing tourism and hospitality industry. The demand for both skilled and unskilled individuals in the hospitality industry can be expected to increase exponentially in the next few years, as the Pennsylvania Convention Center reaches its full potential for attracting large conferences and the City works towards its goal of 2,000 additional hotel rooms by the year 2000.

Employees in this "people-oriented" service field, particularly those in hotel and restaurant positions, can dramatically impact upon the impression given to conventioners, meeting delegates and first-time visitors, and thus play a major role in the number of repeat or referral visits to the region. These employees need to possess "people" skills very different from the technical skills required in the past, and must be adequately trained to meet the demands of the hospitality industry.

In summary, the following challenges have been identified and must be resolved in order to enhance the region's potential for attracting a larger share of the tourist market:

- Poor directional signage identifying the region's attractions and directing visitors to their intended destinations;
- Certain specific shortcomings in the region's transportation network which create problems in accessing certain sites and attractions;
- A perceived lack of a critical threshold of activities necessary to attract overnight visitors;
- A shortage of hotel rooms in certain locations, particularly in Center City Philadelphia;
- Limited nightlife and entertainment opportunities in close proximity to hotels, which are critical if the region hopes to expand the number of overnight visitors;
- A negative image of the City and its surrounding region, mainly on the part of people who have never visited the region;
- The lack of a coordinated, bi-state marketing strategy promoting the entire region as an attractive destination, including attractions in New Jersey; and,
- A shortage of qualified employees trained to meet the demands of the hospitality industry.

Recommendations

In recent years, numerous tourism initiatives and activities have been launched or expanded. The Greater Philadelphia Tourism Marketing Corporation recently launched its regional marketing campaign, adopting *Philadelphia, The Place that Loves You Back!* as its marketing slogan. Numerous studies and campaigns aimed at promoting the region to prospective tourists, including the packaging of similarly themed attractions, have been undertaken by the planning commissions and visitors bureaus of the region's member counties and cities. Several hotel and entertainment

developments have been proposed and/or approved that will resolve Philadelphia's problems of limited hotel spaces and night life. Hospitality job training initiatives have been pursued by the Philadelphia Convention and Visitors Bureau, the Greater Philadelphia Hotel Association and the area's secondary schools and community colleges.

Given these ongoing tourism initiatives and activities, recommendations to enhance the region's ability to attract a greater share of the growing tourism market that are more appropriately addressed by agencies or organizations other than DVRPC include the following:

- Develop a regional, bi-state approach to marketing the Delaware Valley as a prime overnight destination, by expanding the current "Philadelphia and Its Countryside" campaign to include tourist destinations in Trenton and Camden and other parts of southern New Jersey. Initial bi-state marketing efforts are in place; Bucks and Hunterdon Counties, for example, maintain an "Historic Delaware Valley" site on the Internet that provides browsers with information on things to do, places to visit, eateries, lodging facilities and special events in New Hope, Bucks County and Lambertville, Hunterdon County.
- In an effort to attract a greater percentage of overnight visitors, market concentrations of tourist destinations of similar interest and location as a part of larger package tours, creating identifiable districts which integrate historic and cultural attractions with a variety of entertainment and support services.
- Continue to support and encourage the development of additional hotel space and entertainment venues, particularly in and around Center City Philadelphia.
- Expand available job training programs, beginning at the secondary school levels, to adequately train prospective workers for jobs in the growing people-oriented hospitality field (such as hotel and restaurant jobs and other service positions).

In light of DVRPC's transportation responsibilities in its role as the region's Metropolitan Planning Organization (MPO), the most appropriate actions for the agency to pursue are those that would improve access for tourists and thus enhance and support the tourism industry. Recommended actions for the Delaware Valley Regional Planning Commission are as follow:

- Create a regional directional signage system to be implemented throughout the Delaware Valley, to identify visitor destinations and direct travelers to and between the region's tourist attractions. Chapter VI presents a detailed proposal to implement such a system.
- Create attractive "gateways" to the Delaware Valley Region at points where visitors are most likely to first enter the region (such as the Philadelphia International Airport, 30th Street Station and points along the region's primary highway network). These gateways could be incorporated into the regional signage system described above.

- Develop a strategy of maintaining the region's transportation infrastructure and completing improvements in targeted areas and corridors that have the potential to attract a high volume of visitors. This report identifies the locations of the region's primary tourist attractions as well as the primary access routes to and between them.
- Identify and advance recommended highway, transit, parking, pedestrian and bicycle improvements that support the region's tourism industry. Chapter V presents a portfolio of over 100 proposed improvements to the highways, transit system and other elements of the region's transportation network.

The Delaware Valley Regional Planning Commission will continue to assess the region's transportation system, to identify access problems and devise solutions to improve mobility for both visitors and residents alike.

BIBLIOGRAPHY

Apt, Jay. *Hospitality 101*, published in **Business Philadelphia**, June, 1996.

Armstrong, Janice. *A Hotel Boon May be in Our Future*, published in the **Philadelphia Daily News**, 2/10/97.

Belden, Tom. Articles published in the **Philadelphia Inquirer**: *No End in Sight to Hotel Proposals*, 6/9/97; *Two More Locations Emerge in Center City Hotel Push*, 3/24/97; *New Hotels as a Boon to Taxpayers*, 1/13/97; *Two Take a Fling on a Hotel*, 12/11/96.

Binzen, Peter. *Days are Long, Action-Packed for Head of CoreStates Complex*, published in the **Philadelphia Inquirer**, 1/13/97.

Center for Survey and Marketing Research, University of Wisconsin. *The Economic Impact, Performance and Profile of the New Jersey Travel and Tourism Industry, 1990-1991*. Prepared for the New Jersey Department of Commerce and Economic Development, Division of Travel and Tourism. Trenton, New Jersey: May, 1992.

Coughlin, Robert E. *Tourists in Philadelphia: A Report to the Philadelphia Convention and Visitors Bureau, April 30, 1990*. By Coughlin, Keene and Associates in association with the Regional Science Research Institute. Philadelphia, Pennsylvania: April, 1990.

Crone, Theodore. *The Regional Economy: Where are We Headed in 1997?* Presentation to the Board of Directors of the Federal Reserve Bank of Philadelphia, April 17, 1997.

Delaware Valley Regional Planning Commission, *Suburban Directional Sign Policy Guide and Suburban Directional Sign Policy Guide Executive Summary*. Philadelphia, PA: June, 1986.

Eisenberg, Paul. *Destination Philadelphia: ETA:2000?* Published in **Business Philadelphia**, April, 1997: pages 29-31.

Ferrick, Thomas. *Market East Projects Fall into Place*, published in the **Philadelphia Inquirer**, June 6, 1997.

Ferrick, Thomas. *Independence Mall Planners in Agreement*, published in the **Philadelphia Inquirer**, October 1, 1997.

Ferrick, Thomas. *Independence Mall Plan Offers Better Scale and Focus*, published in the **Philadelphia Inquirer**, October 7, 1997.

Freyman, Russ. *The Fare and the Foul*, published in **Governing**, May, 1997, page 50.

Greater Philadelphia Cultural Alliance. *Pennsylvania Cultural Directory: A Comprehensive Guide to Nonprofit Cultural Organizations in the Commonwealth of Pennsylvania*. Produced by the Pennsylvania Governor's Office and the Pennsylvania Department of Commerce. Harrisburg, Pennsylvania: 1994.

Gorenstein, Nathan. *Riverfront Plans Stir Waters Anew*, printed in the **Philadelphia Inquirer**, April 14, 1997.

Longwoods International, *New Jersey Travel Research Program, 1991 Travel Year*. Prepared for the New Jersey Department of Commerce and Economic Development, Division of Travel and Tourism. Trenton, New Jersey: 1992.

Moran, Robert and Peter Dobrin. *Pennsylvania House Expected to Fund Center on Independence Mall*, published in the Philadelphia Inquirer, October 1, 1997.

Muckenfuss, Laura A. *Lost in America*, published in **Planning**, February, 1997, page 15.

Myers, Nan. *How Are We Doing?*, published in **Business Philadelphia**, January 1996. Page 41-52.

1997 National Lodging Forecast, E&Y Kenneth Leventhal Real Estate Group, 1997.

New Jersey Department of Transportation, *Draft Policies on Supplemental Guide Signing*. Trenton, New Jersey: May, 1997.

New Jersey Division of Travel and Tourism, presentation at the Governor's Conference on Tourism, March, 1997; and presentation by Jonathan Savage, Deputy Director, to the New Jersey Recreational Travel Committee, May, 1997.

1997 New Jersey Travel Guide.

Olin, Laurie D., Bernard J. Cywinski and James Nelson Kise. *Knitting Together a City with a Great American Space*, published in the **Philadelphia Inquirer**, October 7, 1997.

1997 Pennsylvania Visitors Guide.

Pennsylvania Convention Center Booking Update, January, 1995 through December, 2011. Memorandum from Tom Muldoon and Bob Butera to Governor Ridge, Mayor Rendell and others dated September 25, 1995.

Pennsylvania Department of Transportation, *Traffic Engineering and Operations Manual, Sections 1.7.1-1.7.9 (Attraction Signs)*. Harrisburg, Pennsylvania: January 5, 1993.

Pennsylvania Department of Transportation, *Policies for Tourist-Oriented Directional Signs*. Harrisburg, Pennsylvania: August 10, 1993.

Pennsylvania Department of Transportation, *Publication 46: Traffic Engineering and Operations Manual, Chapter 1, Section 22: Logo Signs (proposed revisions)*. Harrisburg, Pennsylvania: April 3, 1997.

Pennsylvania Economy League. *The Economic and Revenue Impact of the Pennsylvania Convention Center*. Philadelphia, Pennsylvania: May, 1997.

Philadelphia City Planning Commission, *Destination Philadelphia: A Strategic Plan for the Visitor Industry*. Philadelphia, Pennsylvania: February, 1993.

Philadelphia Convention and Visitors Bureau. *Business and Leisure Travel Report with Philadelphia Market Facts*. Philadelphia, Pennsylvania: October, 1995.

Priven, Joseph. *Welcome Wagon*, published in **Business Philadelphia**, January, 1997, page 42.

Tourism Works for America Council, *The Tourism Works for America Report, 1995 Special Edition*. Washington, D.C.: 1995.

Tourism Works for America Council, *The Tourism Works for America Report, 1996 Special Edition*. Washington, D.C.: 1996.

United States Department of the Interior, National Park Service. *Draft General Management Plan and Environmental Impact Statement: Independence National Historic Park*. Philadelphia, Pennsylvania: August, 1995.

United States Department of the Interior, National Park Service. *Abbreviated Final General Management Plan and Environmental Impact Statement: Independence National Historic Park*. Philadelphia, Pennsylvania, March, 1997.

United States Department of Transportation, Federal Highway Administration. *Manual on Uniform Traffic Control Devices for Streets and Highways* (1988 Edition, Revision 5). Washington, D.C.

United States Travel Data Center, *The Economic Impact of Travel on Pennsylvania Counties, 1990*. Prepared for the Pennsylvania Department of Commerce, Bureau of Travel Marketing, July, 1992.

Various county and city travel guides and marketing brochures, including the *Philadelphia Official Visitors Guide*, the *Valley Forge and Montgomery County Visitors Guide and Calendar of Events*, *Delaware County Magazine*, *Bucks County Visitors Guide and Map*, *Philadelphia and Its Countryside* marketing information and the *Burlington County Profile*.

APPENDIX A: FEDERAL AND STATE SIGNAGE POLICIES AND REGULATIONS

This appendix provides a more detailed discussion of current federal and state policies and regulations regarding directional signage to tourist attractions, as a supplement to Chapter VI. This includes regulations promulgated by the federal Manual on Uniform Traffic Control Devices (MUTCD), the Pennsylvania Department of Transportation (PennDOT) and the New Jersey Department of Transportation (NJDOT).

Existing Federal Signage Policies

The federal Manual on Uniform Traffic Control Devices (MUTCD), published by the US Department of Transportation and the Federal Highway Administration, establishes standards for traffic control devices on all streets that are open to public travel. Traffic control devices are required to conform to a State manual that is in “substantial compliance” with the MUTCD.

According to the MUTCD, the five basic requirements that must be met by all signs include fulfilling a need; commanding attention; conveying a clear, simple message; commanding respect of the road users; and giving adequate time for a proper response. The five characteristics of signs that affect whether these requirements are met include design, placement, operation or application, maintenance, and uniformity.

The MUTCD specifically requires that traffic signs be placed only by an official public body for the purpose of regulating, warning or guiding traffic, and that any non-official or non-essential signs be removed. The Manual directs that “primary” exit signs on expressways be placed at specific intervals before and at exits, and that these primary signs must indicate the route accessed by the interchange and the names of two intersecting streets or adjacent communities. An additional “supplemental” exit sign may be placed between the first and second primary exit signs showing two additional destinations that can be reached from the ramp, which may include municipalities, neighborhoods, streets or visitor attractions. In addition to these interchange signs, “post-interchange” signs can list the distances of up to three additional destinations.

The MUTCD states that supplemental signs should be used “sparingly”, noting that excess supplemental signing may reduce the effectiveness of other more important signing. It notes that guide and information signs should be used solely for the purpose of traffic control, and should not be used for advertising. The manual also states, however, that while the over-use of regulatory and warning signs tend to reduce their effectiveness, “a frequent display of route markers and directional signs to keep the driver informed of his location and course will not lessen their value”.³⁰ The

³⁰United States Department of Transportation, Federal Highway Administration. *Manual on Uniform Traffic Control Devices for Streets and Highways*, Section 2A-6, page 2A-3.

manual directs state transportation agencies to develop appropriate policies for supplemental signing, taking into account such factors as population, traffic generated, overall significance and distance from the expressway route when considering whether to sign for specific destinations.

In addition to general guide signs (which are usually green or, in the case of natural recreation areas, brown in color), the MUTCD allows blue and white “logo” signs on any class of highway (although they are intended for use primarily in rural areas). These logo signs may identify the location of specific motorist services, such as food, lodging or gasoline service.

The MUTCD also authorizes the installation of blue and white tourist-oriented directional signs (TOD’s) on conventional highways. Each state is given the discretion of defining specific criteria if they elect to use TOD’s. States may decide, for example, how to define eligible attractions, how much to charge for installation and maintenance of the sign, the maximum allowable distance from the road to the facility, how to limit the number of eligible signs, and whether or not advance signing will be permitted.

State Directional Signage Policies and Regulations

The state Departments of Transportation install and maintain all signs except street signs on state highways, whether numbered or not. Both PennDOT and NJDOT have adopted signage policies which are consistent with the policies promulgated by the federal Manual of Uniform Traffic Control Devices (MUTCD). Additionally, PennDOT has assigned the responsibility for administering the Commonwealth’s LOGO sign program (which includes signs for motorist services on freeways and limited access highways) to the Pennsylvania Travel Council.

Existing PennDOT Policy

PennDOT’s current policies provide for attraction signs on freeways (divided highways where the only means of entering and exiting is by interchange ramps), expressways (divided arterial highways with limited access and with interchanges at junctions with high volume highways) and conventional highways, provided that certain criteria are met and a fee is paid by the attraction. Current PennDOT policies for signing attractions are summarized as follows:

① Attractions eligible for signage include airports, amusement parks, arenas, business districts, colleges, cultural centers, fairgrounds, historical sites, institutions, military bases, national recreation areas or forests, parks, religious sites, scenic sites, tourist information, zoos and botanical gardens. Some other attractions, including armories, campgrounds, golf courses, industrial parks, resorts, schools, shopping centers and ski areas, are eligible but cannot usually be signed on freeways.

② Eligible attractions must:

- be open to all persons
- be attractive in appearance

- be in compliance with all health and safety regulations
- have clearly stated admission prices and policies
- attract or, if new, anticipate attracting 15,000 or more visitors per year
- be open at least 6 days per week, 3 months per year, and maintain regular hours
- comply with all other applicable sign regulations
- be located on crossing routes or have trail blazing signs
- be easy to identify or have identification signs on the premises
- be accessible in both directions on the same route
- the sign cannot direct travelers on to a freeway, and,
- the sign cannot conflict with any regulatory or warning signs

③ The following additional regulations apply to freeways:

- Airports must have at least 25 regular daily departures
- Universities must have an enrollment of at least 7,000
- Business districts must have at least 100 stores
- All other attractions must have at least 500,000 visitors per year
- Signs cannot be located more than five miles from an interchange

④ Important locational and design criteria on conventional highways (defined as any public highway other than a freeway or expressway) include the following:

- The Commonwealth’s policy states that PennDOT’s purpose is to “establish guidelines for providing directional signage to attractions from the nearest numbered traffic route...”. This statement has been interpreted to mean that attractions located on numbered routes are not eligible for signage.
- Signs can be located up to five miles away from the attraction, on the nearest numbered highway; exceptions are allowed when (1) the attraction is equidistant from two numbered highways, (2) the nearest highway carries fewer than 1,500 vehicles per day, or (3) the attraction is owned by the Commonwealth.
- Signs for no more than 6 attractions can be located at any one intersection; up to 3 attractions may be listed per sign assembly; those located straight ahead are listed on top, followed by left turns and then right turns; closer attractions are listed above more distant ones.
- The message must take up no more than two lines, using only the name or an abbreviation; a direction arrow and mileage may be used only if the attraction is farther than 3 miles away.
- Allowable signs are usually 48" wide; 72" inches is allowed if the highway is multi-lane, the speed limit is over 40 MPH and space is available.

⑤ Criteria for locating signs on freeways include the following:

- Supplemental guide signs may be installed between first and second “major” guide signs.
- Guide signs cannot be located before an interchange, when two destinations already exist on a supplemental sign or when the sign cannot be located at least 800' from other signs.

⑥ The cost of the sign is borne by the owner of the attraction. As of 1993, attractions paid a one-time application fee of \$100 plus \$200 - \$250 for the sign, depending on the size, on conventional roads. For signs on freeways, owners are charged the application fee plus the actual cost of installation (which can range from \$3,000 to \$6,000, depending on the size of the sign and the legend).

PennDOT's policies allow signage for visitor attractions on both conventional highways and freeways. Signs for attractions which are located on federal or state numbered traffic routes, however, are generally not allowed. While this policy is designed to minimize clutter and thereby maintain the effectiveness of highway signage, it presents a significant problem for the region's attractions, since many if not most of them are located on numbered routes.

Signs for large attractions (defined as having an average annual attendance of at least 500,000) are usually permitted on freeways, however, even if they are located on a numbered route. Current policy would therefore permit the installation of a sign on the Schuylkill Expressway to an attraction, for example, but would not permit another sign on a conventional highway directing visitors once they've left the expressway. This policy promotes a lack of "trail blazing" signs throughout the region.

Depending upon their location in either a rural or urban area, tourist destinations must generally attract an average of at least 15,000 annual visitors in order to be eligible for signage. This presents an additional impediment for suburban attractions, since many do not attract the minimum but may be important to tourists visiting several sites in one day.

Pennsylvania's "Logo" signage

PennDOT has assigned the responsibility for administering logo signs on both freeways and (as of four years ago) limited-access highways to the Pennsylvania Travel Council. "Logo" signs identify a business' trademark or name, and are attached to a specific service sign, ramp sign or trailblazer. Four types of attractions are currently listed on the blue signs installed under this program; hotels and other lodging (including bed-and-breakfast facilities), restaurants, gasoline and service stations, and campgrounds. Over 1,000 business currently take advantage of such signs. Of these, the most predominant are restaurants, followed in order by hotels and lodging, gasoline stations and campgrounds. Only 10 campgrounds have signs posted on interstate highways throughout the Commonwealth.

The Pennsylvania Travel Council is currently developing proposed regulations which will also allow certain tourist attractions to be included on signs under the LOGO system. Only New York and Kentucky have similar signage systems along their interstate highways, having developed them under a pilot program sponsored by the federal Department of Transportation.

Under the proposed regulations, educational institutions, business districts, commerce parks, recreational areas and certain attractions located within three miles of an urban interstate or highway

and within ten miles of a rural interstate or highway will be eligible to be named on a logo sign. Eligible tourist attractions, which include arenas, cultural centers, historic sites or areas, zoos and botanical centers must have annual visitor counts of at least 50,000 in an urban area and at least 20,000 in a rural area. Additionally, attractions must have adequate parking, provide restrooms and drinking water and operate at least eight hours a day for five days per week during their annual or seasonal operation (with seasons being at least 30 days long). The new regulations must be reviewed and approved by PennDOT and the US DOT, but should be implemented by the Fall of 1997.

New Jersey Department of Transportation Signage Policies

In 1997 the New Jersey Department of Transportation (NJDOT) drafted revised policies for signing traffic generators and motorist services on both non-freeways and freeways in the State of New Jersey. The revised policies were drafted to minimize sign clutter, ensuring that only the most appropriate traffic generators be selected for identification on highway guide signs.

Under these policies, certain types of traffic generators that meet specific criteria are normally signed, subject to the findings of an engineering field study. These include transportation facilities; colleges and universities; military bases; and tourist destinations, including arenas, auditoriums, convention halls, stadiums, state and national parks and monuments; and major recreation areas, such as fairgrounds, amusement parks and zoos. These tourist destinations are required to have average annual attendance figures ranging between 200,000 and 300,000 (depending on the type of the surrounding area) and be within 2 to 5 miles from the interchange.

Additional sites that, based on an engineering evaluation and other considerations, may warrant signage include historical homes, buildings and museums as well as recreational points of interest. Historic sites must be listed in the National Register of Historic Places and be promoted by the New Jersey Division of Travel and Tourism, and museums must be accredited by the American Association of Museums. Sufficient off-street parking must be available, and the site must have an average annual attendance of at least 25,000 visitors. The sites must be within 2 miles of the State highway to be signed, and must be open year-round.

New Jersey has recently completed a project under which over 5,000 mast-arm signs were installed at signalized intersections along state highways. These signs, which are attached to the arm of the signal, identify cross streets from the vantage point of the main highway, and have vastly improved the ability of visitors and residents alike to navigate the state's roadway network.

Unlike Pennsylvania, which assigns responsible for logo signs identifying the locations of motorist services to the Pennsylvania Travel Council, NJDOT has retained the primary responsibility for signage for motorist services. New Jersey's logo-signing program is administered by NJ Logos, Inc., under the supervision of NJDOT. Service facilities that may be signed in rural areas include food, telephone, gas and lodging (which might include campgrounds). Roadways in the state which have signs installed on them include Routes 42, 55, 18 and 25, as well as Interstates 295, 78, 80, 95, 195, 280 and 297.

The annual fee for a business to participate in the logo signing program in the Delaware Valley is \$1,500 per direction. Six businesses are permitted per direction, and food, gas and lodging facilities must be located within 3 miles of the signs. Campgrounds must be located within 7 miles of the sign.