Realizing
Cultural Tourism
Potential

In Small Midwestern Communities

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This research project is dedicated to my mother, Charlotte Allender.

In the deadliest of storms,
against the fiercest of winds,
you taught me to fly.

Today, I soar to my greatest heights,
chasing rainbows and searching for truth.

And as I look down to the world from which I am drawn,
I see that every living detail is indeed beautiful,
just as you said it would be.
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Preface

Robert Schuller (1989, 8) states, "What put's romance in a rose? If you did a biological analysis of a rose, you would study its various parts: thorns, petals, leaves, stem, and root system. You could carefully dissect the plant, part by part, and have a complete organic description and still not be able to answer the questions: What is love? What is romance?"

The same statement could be applied to culture. Where does one discover culture if one wishes to apply cultural tourism? It is not found through statistical analysis or by studying the physical components, historic structures, museums or even festivals of the community. Culture is a feeling, an intangible, that can be described, but never truly touched. Culture is a way of life, the way that people carry out their daily lives. Therefore, the best method for realizing culture is not through analysis of its physical attributes but through perceptions from the hearts and minds of those people that create culture daily, the residents of the community.

This research project is testament to the hypothesis that the culture that exists in small communities of the Midwestern United States is special. Although each community has a unique form of culture, these communities share many common elements. Those common elements, it is argued, have a particularly special place in the hearts and minds of all Americans. Those common elements are the basis for arguing that small Midwestern communities have a wonderful opportunity in cultural tourism. The fact that each is unique, makes every community equally marketable.

However, the question has been raised: What is a small Midwestern community? The answer is somewhat elusive, perhaps even frustrating, and far from exact. After all, what is the exact definition of small? Where are the exact boundaries of the Midwest? And what is a community?
The truth is that the answer is relative and left up to the reader with only a few constraints. This is done intentionally because the object is not the size or location which is of importance; rather, it is the perception of culture. It is not the right of the author to determine where the perception of the Midwest begins and ends. State boundaries do not define the Cornbelt, it ends when one feels that they have entered a different place. Likewise, a small community is recognizable as such by perception rather than statistical facts. The city of New Castle supports 20,000 residents, but still maintains a sense of the small town. However, another city of 10,000 may exist that does not create the small town "ambience."

This report has been written for use by all communities which carry the ambience of a small community of the Midwest. However, it primarily focuses on those that have once prospered, realized growth through the strength of the manufacturing industries, and more recently, met the woes and burdens of decline. It is these communities that need assistance most, not only through development, but through learning to understand and guide that development. By using cultural tourism to its full potential, these communities have the most to gain. However, if not used properly, then they also have the most to lose.
Culture, different in each community, is the sum total of things that shape daily life. By taking an inventory of local culture, by taking a hard look at resources, gaps and needs, we can begin to plan for better, more vibrant communities. We seek to foster a rich cultural life, accessible to all residents and visitors, as a starting point in building livable communities.

- Louise Stevens, Conducting a Community Cultural Assessment
Introducing the Project

This project provides an opportunity to realize the cultural tourism potential of small communities throughout the Midwestern United States. The hypothesis is that culture, the ways of life that take place daily in a particular community, provides a natural framework around which to build economic development. By using culture as a framework for economic development other considerations also become more important, particularly social, aesthetic and general quality of life impacts of development. In this case, culture is used as a guide for cultural tourism planning, which would then act as a guide for all tourism planning.

In addition, the research project fills gaps which exist in standard tourism planning processes. First, the process realizes potential, which means that it is: a) a process of discovery through self examination, and b) it extends beyond the boundaries of economic "reality," physical attributes, and statistical analysis to creatively examine possibilities. Second, such a process also allows the community to determine whether cultural tourism should be a primary mechanism for local economic development.

Using the city of New Castle, Indiana as a case study, this report will guide the reader through the creation and application of the process. The report will begin by developing the relationship between small Midwestern communities and cultural tourism. It will include the formulation of the process as well as a detailed description of each step. To test the validity and success of the process, it will be applied in the city of
New Castle, Indiana, assisting community leaders in realizing the community's cultural tourism potential. The report will conclude with an evaluation of the success of the process in New Castle, as well as recommended alterations in the program for improved future use.

The report focuses on small communities of the Midwest because of their special relationship with the American psyche. Perhaps nowhere else in the country can evoke such strong sentiment toward American nostalgia and heritage. As one author put it, "There is still a belief that democracy is more idyllic at the 'grass roots,' that the business spirit is purer, that the middle class is more intensely middling." (Lerner 1957, 151) However, even this description falls far short of the impact that these communities seem to have on Americans.

Small Midwestern communities represent those traits which Americans feel are most "American." For example, the small Midwestern community is a reflection of the frontier spirit which pumps relentlessly through the veins of the American psyche. It is the prime example of the constitution of the American people, the ability to carve a community from the wilderness and fight to make it prosper. Likewise, the land surrounding Midwestern communities is tilled by farmers, the quintessential breed of Americans.

Like other small communities across the United States, those in the Midwest represent freedom and independence. Images of a community which was forged from the hostile physical world by American hands only to struggle in the midst of a hostile economic world portray the fierce urge for the community to stand on its own, autonomous by nature. However, flags, memorials and parades along the Main Street are testament to the high level of patriotism and freedom reflected in the images of these communities.

At the same time, Americans embrace the small communities of the Midwest as manifestations of the American Dream. Each image of the community is pictured with a courthouse surrounded by trees in blossom and a historic downtown. Children play in the community without the risks of crime and accident. Even the night offers no
enemies or trespassers, with the possible exception of a few local
teenagers experiencing adventures of the "Tom Sawyer" tradition.
Only the front screen door is closed and all of the windows remain
open to allow fresh, rural air free access.

Life seems to jaunt, rather than rush, in the small Midwestern
community. An occasional stop along the leisurely walk home from
the local grocery provides one the opportunity to visit with friends.
Then, finally, off to home once again, to the beautiful residence on the
acre lot complete with a white picket fence, a new car, two adorable
children, and a dog named Spot.

The key which ties this all together is the brilliant history of the
small Midwestern community. In many of these communities, one
can walk along the sidewalks of Main Street and almost witness time
unfolding. Many of the beautiful homes and business buildings still
stand. Although the era of the train may have passed, tracks still
stretch through the town, interrupted only briefly by use. A meeting
with an occasional elder of the community is an invitation to hear
tales of an entertaining past, some of which are true. Life in the
community is romanticized, simple and fulfilling.

Whether these images of the Midwest are somewhat exaggerated is
irrelevant. They exist; even more, they are embraced by the minds of a
large majority of Americans, including those that live in these small
communities. In fact, it could be said that a significant portion of
American culture is dependent upon them; and if they were lost, a
tragedy would have truly occurred. Thus, it is in the best interest of not
only these communities but the entire nation to preserve their
character.

Cultural tourism provides an excellent opportunity to do just that,
preserve the character that exists in small Midwestern communities.
However, most small Midwestern communities simply do not have
the physical amenities to naturally draw tourists. Neither do they have
the financial ability to create major tourist attractions such as
amusement parks or a domed sports complexes. In the realm of
cultural tourism, most lack the resources to create an ethnic niche or a major event to build around. In honesty, most methods of tourism planning would find that these communities have very little to offer the tourist in search of cultural attractions. But what each of these communities have to offer is a story, a story of light hearted nostalgia and a glimpse of those traits which are at the root of the American spirit. Each represents both the reality and the dream for which Americans yearn. That is the niche of the small Midwestern community.
Reviewing Literature & Establishing the Hypothesis

A tale fit for telling...

The story of the small Midwestern community is a mixture of culture and heritage, although even the difference between those two words can often be obscure. It is a careful blend of past and present, of tradition and evolution, of man and his dreams. To articulate, consider the following story of New Castle, Indiana.

New Castle was first settled in 1822, and the first commercial establishment was opened along what is now Broad Street in 1823. Pioneers of the area came primarily for farming, hunting, and living in absence of slavery (Ratcliffe 1987, 30). Early pioneer life was certainly not easy; nevertheless, growth continued. As noted in an early recording of the history of New Castle, "By 1833, New Castle had grown to be a village of about 300 inhabitants, of whom one-tenth died of cholera in that year" (Higgins 1875, 25). But here, like other places, the frontier spirit prevailed, and families continued the struggle to keep their community in the wilderness alive, regardless of hardships.

Settlers came to the area with a very strong belief in God and their country. Both had provided them the freedom to search for their own happiness and prosperity, and it was to both that the settlers remained undauntingly loyal. It was only a short time before the first church and the first courthouse were constructed. When the Civil War broke out, Major General William Grose, the local war hero, and over a thousand local troops fought courageously for the Union Army and the right to individual freedom for all men. Even before the war many families in the area served as "conductors" on the Underground Railroad, sending runaway slaves farther north to exile.

New Castle and surrounding Henry County enjoyed early growth as a result of close proximity to the National Road. Yet, like most other communities of the Midwest, growth and prosperity substantially increased as a result of the railroad, which opened the doors to the
industrial revolution. The first to operate in New Castle was the Great Eastern Railroad, which began service in 1853; and by the 1880s, three other railroad companies also serviced the city. In 1887, natural gas was discovered in various areas of Central Indiana, including New Castle. Citizens of the community began to lure prospective industrial employers to the area, in hopes of reaping the benefits provided from large manufacturing plants with a large need for employees.

![1884 Lithograph of New Castle](image)

Previous to the turn of the century, the city had little industrial success. Rather, if the city of New Castle had gained a reputation of any kind, it was not from industrial strength but the sweet air of roses. The city was home to a significantly large amount of greenhouses and florists, nearly one hundred by 1900. The World's Prize winning "American Beauty" rose was developed in New Castle, earning the city the title of the "Rose City" (Ratcliffe 1987, 30).

The new century marked a turning point in the history of New Castle, as well as the rest of the Midwest. The 1900s ushered in an age of unprecedented prosperity, an age the historian Walter Lord came to call "The Good Years" (Lingeman 1980, 258). The industrial era had arrived with a vengeance. The first industrial factory, the Hoosier Kitchen Cabinet Company, located in New Castle and began production
in 1900. Two years later, the Pan-American Bridge Company and the Krell-French Piano Company located in the city as well.

It was only four years later that the city of New Castle struck a deal with two businessmen, Jonathan Maxwell and Benjamin Briscoe, prospective automobile developers searching for a location for their automobile plant. In 1907, the Maxwell-Briscoe automobile manufacturing plant was completed, the largest automobile factory in the world (Beckner 1972, 117). The impact of the automobile, both in terms of employment and use, ushered in a new way of life in the community just as it did across the globe.

New Castle, as did the majority of the Midwest, prospered in the wake of the industrial revolution. Theaters were built to provide entertainment; a new post office was constructed, as was a Carnegie library. The city continued to expand, adding homes, parks, churches and schools along the way. In 1925, Walter Chrysler purchased the Maxwell-Briscoe company, including the plant in New Castle. A year later, another large industry, the Perfect
Circle Company, came to the community.

The city of New Castle was successful, and the residents reflected that success. Prosperity continued as time passed; and for the first time, the American Dream became possible for the blue collar middle class. It wasn't until the early 1960s that the glamour and prosperity which was the manufacturing industry began to show signs of transition.

Despite the significant amount of industrial development and, consequently, overall growth of New Castle, the community remained a vision of the small Midwestern town. In addition, the unique mix of agriculture, the automotive industry, and undying love for basketball (appropriately titled "Hoosier Hysteria) made the city distinctively Hoosier.

Today, after the peak of the manufacturing industry, that small town atmosphere remains, complete with a heritage that most Americans can relate to, and that any Hoosier would embrace as his own. The downtown remains largely intact, although time, alteration and recent economic woes have worn the historic exterior. Nevertheless, it is there, extending for a number of blocks before disappearing into the surrounding residential areas. Many of the factories still operate, a shadow of their former stature. And beyond the commercial buildings, factories and homes, farmers continue to till the land and reap the harvests that make America strong.
A time for yearning...

Stevens (1987, 4) concedes that in dealing with community culture and its development, timing can make or break a project. If such can also be said of cultural tourism, now is the perfect opportunity for the introduction of this project for two reasons. First, Americans, in general, are beginning to discover a significant appreciation for many of the images depicted by small Midwestern communities. Second, for a variety of reasons, the images evoked by these towns are in jeopardy, requiring new understanding, appreciation and maintenance.

To begin, Americans across the nation are portraying an international trend toward cultural autonomy -- a direct countertrend in response to an increasingly uniform, international culture absent of regional differences. As noted by Naisbitt and Aburdene in Megatrends 2000 (1990, 117), "... even as our lifestyles grow more similar, there are unmistakable signs of a powerful counterrattro: a backlash against uniformity, a desire to assert the uniqueness of one's culture... The more homogeneous our lifestyles become, the more steadfastly we shall cling to deeper values -- religion, language, art, and literature. As our outer worlds grow more similar, we will increasingly treasure the traditions that spring from within." Americans are seeking ways to fight the "cultureless" culture of McDonald's, Benetton and "cookie-cutter" architecture by cherishing local flavor, products and heritage.

Not only has this counterrtrend meant an appreciation of local flavor, but an infatuation with American culture, both as a reflection of the American psyche and the unique heritage of other communities. This has meant an increase in domestic tourism as people realize that heritage found within the United States has as much to offer as international cultural tourist destinations. Hence, the urge to experience various aspects of American culture has translated into cultural tourism throughout the nation.

On a more intimate scale, the perceptions of the small Midwestern community share a direct relationship with popular American culture. This is true not only for the reasons previously mentioned but also
because of the general characteristics of the small Midwestern community. To many people, the small community appears as a place where life is "simpler" and less hectic. It is a place where one can relax under the calm of a tree and listen to the birds singing joyfully in the distance. The air is clear and untainted by the amalgam of urban noises. Others find the small town ideology appealing because of the strong sense of belonging to a community, a group in which others are genuinely concerned for each other. Safety in the small town, as the image goes, is a given in comparison to the hazards living in a metropolitan area (Hummon 1980, 52).

Unfortunately, at the same time as tourists are searching for their own culture they are discovering that it is becoming increasingly harder to find, a result of society's push for technology, mobility and a break from traditionalism. Negative attitudes toward heritage have caused decay and deprivation of local culture. The high mobility of Americans has literally dismantled any social connection to a particular community. According to Edmondson (1991, 33), one of six Americans changes residence annually. As people dig up their roots -- their understanding of the local culture and heritage -- they leave a vacancy in the community. As they plant those roots in a new location, they disrupt that area's unique sense of community as well. As a result, strong cultural links to the community have begun to disintegrate.

Small Midwestern communities are experiencing a great deal of stress as a result of such trends. The technology of the manufacturing industry has allowed employers to move plants away from railroads, valuable resources and other constraints in order to maximize profit and minimize cost. This, of course, meant migration from the small union towns of the Midwest to the South and the West. For example, in the city of New Castle, many of the industries which once thrived have now closed or moved, leaving only the hulking, vacant plants as a constant reminder of brewing problems. In 1988 Dana Corporation, which had taken over the Perfect Circle Company, closed down production in the New Castle area. Likewise, the Chrysler Corporation
has only barely managed to escape a similar fate. One Department of Agriculture spokesman (Edmondson 1991, 32), remarked that, "small towns and countryside are in big trouble. In an economic sense, a lot of these little places just aren't needed anymore."

Hence, the time is right for utilizing the cultural tourism potential in the United States. In the same instance, small Midwestern communities have quite possibly never faced a more bleak moment in history. The relationship between the cultural traits of small Midwestern communities and the rising desire to experience traditional American culture can quite possibly mean an opportunity for renewed vigor in these communities.

**What are the impacts of cultural tourism?**

Cultural tourism certainly does not stand alone as an opportunity for prosperity among small Midwestern communities. Tourism, in general, provides a large number of positive impacts that any community could use. However, it is the potential additional impacts provided by cultural tourism that make it special. Economically, one would find little difference among the two. Socially, cultural tourism offers impacts beyond the spectrum of standard tourism. The reason for such is actually quite simple; cultural tourism is specifically related to a community's culture. Other forms of tourism are not.

The majority of communities across the United States have invested in tourism, including cultural tourism, possibly primarily for its economic impact. Simply put, tourism is the largest industry in the world and is growing fast (Frenchman 1988, lecture). According to Roddewig (1988, 2), "Tourism is the second largest retailing industry in the United States. Only grocery stores and supermarkets exceed it in sales volume."

Tourism creates employment in the community. Vital to many small Midwestern communities, many of the jobs created are for unskilled, blue collar workers (Blank 1989, 88), matching the
description of the many residents -- jobless as a result of closed or relocated manufacturing plants. In addition, the tourism industry has proven to be "recession resistant" relative to various other industries in times of stress (Roddewig 1988, 3).

Tourism is largely an entrepreneurial industry. Very little of the tourism industry is managed or owned by large companies. Hence, not only does tourism create an opportunity for employment in the blue collar job market but also for the educated, white collar employee.

Tourism spurs investment in the area. As competition, both within the industry and from investors outside of tourism, increases, the quality of development in the area will improve. As it does, the value of local property will increase, providing prosperity to residents and local government alike.

Tourism provides dollars for the community. When tourists arrive in a community, they spend money. They purchase gas, one or more meals, gifts, admission to events or attractions and sometimes even spend the night. These are generally funds brought in from outside of the community, meaning more funds circulating in the local economy (Murphy 1985, 89).

Finally, the impact of tourist expenditures filters through the local economy producing a "multiplier effect." To borrow an example from Murphy (1985, 91), suppose a tourist pays for accommodations at a local inn. The inn then passes a portion of its earnings to staff as salary with the remainder "leaking" out of the community to pay for imported goods. Staff, as householders, then use their salary to purchase goods within the community, further stretching the use of the tourist's dollar. This process continues until the hotel's earnings have been drained from the local economy. Hence, each dollar spent by tourists is likely to have a larger impact than first perceived.

Physically, tourism is considered a relatively "pollution free" industry (Murphy 1985, 39). In addition, competition in the industry has resulted in a race for excellence which is not only to the benefit of
tourists but also residents of the local community. Today, a community vying for tourism must supply more than excellent attractions. A community must also provide an aesthetically and functionally superior environment, including design quality, transportation and infrastructure (Gunn 1988, 7).

Also, as a result of outside appreciation on the part of tourists, many resources are maintained and even enhanced which might have otherwise been left to decay. For example, cultural tourism in particular has resulted in the conservation of numerous historic and cultural features in communities across the United States (Inskeep 1988, 360).

On a social level, Mill and Morrison (1985, 232) observe that, "Tourism appears to act as a medium for social change . . . rather than as the cause itself." One example of such is that host communities, "are enriched by newcomers with new ideas, new social interests, and even greater respect for their own cultural qualities and traditions" (Gunn 1988, 5).

In addition, the members of the community gain an enhanced sense of pride as a result of both new prosperity and appreciation by tourists. According to Patton (1985, 7), Reading, Pennsylvania, known for its successful retail outlet development, has benefitted most as a result of the, "generally favorable image of Reading as a city in transition."

It is at this point that cultural tourism has the potential to perform better than any other industry -- pride in the community. Inskeep (1988, 369) states that, "some areas in danger of losing their cultural heritage due to the general development process can revitalize some of their traditions through tourism." As a result, "residents develop renewed pride in their culture when they observe tourists appreciating it."

Whereas tourism, in general, has the ability to generate a sense of pride in the community; cultural tourism digs far deeper. Cultural
Realizing Cultural Tourism Potential

tourism provides an opportunity to understand and appreciate the community not only as it is, but also as it has evolved -- its history, its ambience, its reasons for existence. Because cultural tourism is based upon one community's particular ways of life, it looks to not only what exists, but why it exists. Cultural tourism brings to surface the "roots" of the community, and while it supposedly does so for the benefit of the tourist, the ultimate beneficiaries are the members of the community.

**Barriers in tourism planning**

For various reasons general tourism planning processes do not provide a solution capable of maximizing the cultural tourism potential of small Midwestern communities. The following four pages provide a brief examination of four planning processes used for general tourism planning.

*The Tourism Initiative planning process: National Trust for Historic Preservation*

The National Trust for Historic Preservation has created a process for tourism planning which contains six points. NTHP notes that these points are not chronological, and may overlap. The process has been created for a project known as, Tourism Initiative, a "program designed to help communities develop long-term travel strategies; build partnerships between the preservation community, tourism industry, corporations, civic organizations and government agencies; prepare attractions and build infrastructure to support increased visitation" (National Trust 1990, Executive, handout)

*Resource Identification and Assessment*

Identify a list of built, human and natural resources (historic, cultural and new) that can attract tourists to the destination. Qualify these resources into categories of immediate, short-term and long-term opportunities for tourism development and promotion.
Investigation of Opportunities

Seek out additional partners (neighboring communities, corporations, nearby attractions) that enhance the destination’s opportunities to attract tourists. Include events, special designations, cultural connections and other non-product-related activities.

Program Design and Administration

Create a customized "road map" or program design based on the community’s overall goals incorporating how tourism can best complement and achieve these objectives. Design a work plan (including short- and long-term calendar of activities) to implement the development process.

Product Development

Build the infrastructure to support enhanced visitation. Preserve, protect and enhance historic structures. Address appropriate planning issues including growth management, zoning, sign ordinances, design review process and other elements of development. Conduct hospitality training programs for tourism management and front line personnel.

Marketing and Communications

Design the collateral materials (print and visual) to support a targeted awareness campaign to attract visitors to the destination. Include promotions, public relations, advertising and other elements needed for a comprehensive marketing program.

Research and Evaluation

Collect data that will determine existing and suggested travel audiences for the destination. Put in place research mechanisms to monitor visitations. Gather qualitative and quantitative data for periodic analysis (National Trust 1990, Six-Point, handout)
A Community Tourism Planning Approach: Clare Gunn, Tourism Planning

Clare Gunn proposes that tourism planning should exist on three levels: regional, local and a continuous cooperative planning effort integrating both. His community tourism planning approach is unique in the sense that it is meant to be completed by members of the community rather than outside consultants. The planning effort is to be developed and implemented with the assistance of the public sector, the private sector and nonprofit organizations.

Establish Leadership

"Identify individuals with sufficient motivation, reputation, and commitment who can lead a program of tourism development in a community...Not only will individual leadership be necessary, but usually a new organization will be required. Such an organization should guide what should be done to enhance tourism development and how to do it."

Evaluate Assets and Liabilities

Conduct an "objective study of those aspects of the community and surrounding region that are most important to tourism...A community should investigate...eight topics...if it expects to develop tourism." These eight topics include evaluating the market situation, the attraction potential, transportation, tourist oriented businesses, information, promotion, infrastructure and regulation policy.

Identify Opportunities

Compare "market demand...and the existing supply and resource base" to "reveal those gaps that may be filled with new supply development. New opportunities for attractions, service businesses, information, and promotion should become apparent. Special emphasis should be placed on attractions and attractiveness."

Establish an Action Program

Develop an action plan "with clearly presented for all sectors. All three sectors [the public sector, private sector, and nonprofit sector] should cooperate in the action plan." Evaluate "all concepts for development...for economic,
social, and environmental impact." Identify "project proposals for physical and program development."

Conduct a Postdevelopment Evaluation

Regularly collect data to analyze the progress, weaknesses, and successes of tourism development (Gunn 1988, 250).

A Tourism Planning Model: Robert Mill & Alastair Morrison, The Tourism System

Of the four models presented in this section, this process by Mill and Morrison is the most comprehensive and general. It is a process which depends upon exhaustive data collection and complex analysis for recommendations. Therefore, it is very likely that implementation of this process would primarily be the work of outside consultants.

Background Analysis Phase

Review public-sector policies, goals, objectives, and programs related to tourism. Inventory existing tourism resource components including natural features, historical and cultural features, tourist operations and facilities, hospitality services, infrastructure, human resources, general socioeconomic characteristics and present land uses. Describe existing tourism demand including modes of travel, visitation volumes, geographical origins and destinations of tourists, tourist demographics, trip purposes, activity participation, market segments, length of visit, tourist expenditures and usage of facilities. Review the major strengths, weaknesses, problems and issues within the existing industry.

Detailed Analysis Phase

Detailed research is to be conducted in four areas: resources, activity, market and competition. Resources are to be mapped and compared according to specific characteristics when possible. Each resource and activity, is to be rated according to market appeal. The market is to be analyzed through surveying existing and potential tourists. Consider the competitive advantages and future plans of other areas.
Synthesis Phase

Determine "position statements on current conditions of the destination area with respect to tourism development, marketing, industry organization, awareness, and support services." Conduct group workshops to discover "where community leaders would like the community to be." Develop "position statements on desired conditions of the destination area with respect to tourism development, marketing, industry organization, awareness, and support services."

Goal Setting, Strategy Selection, and Objective-Setting Phase

Develop statements of goals, objectives and strategies and visually show the linkages between the three.

Plan Development Phase

Develop recommendations for tourism planning according to development, marketing, industry organization, awareness and support services. Programs and actions should be finalized and noted, as well as the "roles and responsibilities of the public and private sector in carrying on these programs and actions." Also, "the specific development and marketing concepts and opportunities that will help achieve certain objectives, the funds required to carry out specific programs and actions, the sources of these funds, the timetable for carrying out specific programs and actions, and the method for monitoring the success of the plan on a periodic basis during its term" should be determined and noted (Mills and Morrison 1985, 292).


Alastair Morrison, professor at Purdue University, assisted in the completion of the Tourism Economic Development Manual, a manual created to assist communities across the State of Indiana with the development of local tourism. In this document, Morrison developed a tourism planning process which is somewhat similar to that proposed in The Tourism System. However, the planning process
developed by Morrison is more sympathetic to the tourism newcomer and is therefore worth noting.

Getting Organized and Taking Inventory

This stage is divided into two sections: 1) getting organized and 2) taking and evaluating inventory. Getting organized deals with organizing a framework for developing and maintaining tourism in the community. Particularly, Morrison takes the opportunity to express the need for cooperation between various organizations which have a vested interest in tourism. The second section includes determining the community's resources and evaluating those resources based upon strengths and weaknesses, as well as the other elements found in the background analysis phase stated above.

Selecting Goals and Objectives

The first step of this phase is to determine where leaders would like the community to be in the future in terms of tourism development. To aid in the establishment of goals and objectives for the community, Morrison offers a tourism opportunity matrix which is based upon increasing tourism business through repeat visitors, new visitors and increased per capita spending. Objectives should be developed in measurable terms and should address the following topics: "target markets, amount of increased volume sought by target market, time of year when increased volumes are required, per capita spending, length of stay, types of attractions, events, facilities, and services to be developed, expanded or improved, specific improvements desired in tourism industry organization, support facilities and services and specific improvements sought in the image of your community as a tourism destination."

Developing a Strategic Tourism Plan

In this phase, Morrison recommends that the community determine a marketing plan to achieve objectives for each target market. Second, the community should develop a plan for tourism development, organization, support facilities and services.
Monitoring the Plan

This phase includes determining milestones on which to measure the objectives of the plan. These milestones should be used to measure the progress in achieving the objectives for each target market, as well as other goals and objectives.

Evaluating the Results

"Analyze the degree of success in achieving individual goals and objectives. Broadly evaluate the overall success of the strategic tourism plan" (Morrison 1991, I-1)

When compared to the needs and abilities of cultural tourism each of these processes lacks several key ingredients needed for success. First, the community must be actively involved in the process from conception to completion. Of course, consultants or other outside participants in the process can inventory physical resources and historic events, but these are not culture. Rather, they are pieces to a very complex and evolving puzzle, held together by an intangible glue which is culture. Only the community can correctly interpret and describe local culture.

Not only must the community be involved to truly discover local culture, but it must be the community that makes the discovery if cultural tourism is to be used to its full potential as an agent for the purpose of building pride. It is possible that pride in local culture will be even more enhanced through an educational process in which the residents uncover their heritage, than as an indirect result of tourism development.

Second, none of the processes examined above offer a step in which the community, or a consultant for that matter, seeks to discover local ways of life. Rather, each process deals specifically with discovering all of the physical attractions, both existing and potential, available in the community. Unfortunately, culture and many aspects of heritage, such as legends, folklore and traditions, are intangibles and would not be found through these processes. Thus, if cultural tourism is to be fully
realized, these ways of life and their aspects, both tangible and intangible, must be uncovered.

Finally, each of these processes assumes that a community has already determined that a cultural tourism plan is necessary. However, nowhere does a process exist which can bridge the gap between curiosity and action. The fact is that many community leaders may be curious about cultural tourism and the potential of their community to act upon it. Unfortunately, most small communities in the Midwestern United States cannot justify hiring consultants and spending valuable tax dollars to research each project in which they are curious, nor do they have sufficient staff to conduct such a project without outside assistance. With the deterioration of the local economy and a grim outlook ahead, every dollar must be invested wisely.

Thus a need exists for a process by which community leaders can realize their community’s cultural tourism potential. Such a process should educate the community in aspects of both local culture and ways to protect and celebrate it. In addition, the process should cater to the unique qualities of cultural tourism, addressing intangible cultural resources as attractions on an equal level with physical attractions and examining each attractions as a mere piece to a much larger, more crucial picture, the local way of life. Likewise, the process should bridge the gap between curiosity and action and, in doing so, should provide an agenda for tourism planning that is based upon the decisions and desires of an educated, supportive, and actively involved community. The creation of such a process is the purpose of this research project.

Back to New Castle . . .

Based upon the literature review and in addition to all information previously mentioned, New Castle is an appropriate candidate for case study for two reasons. First, the city of New Castle is moving towards revitalization, and the community is excited about the future. After
several years of decline, the past three years of events in New Castle have been a positive trend toward recovery, all as a result of work by community members. Second, members of the community are curious about tourism as well. Community leaders are beginning to act on recommendations made by the Demaree Consulting Group in a tourism plan which follows the same pattern as the four previously analyzed. The Demaree plan provides an example of the inability of current tourism planning processes to meet the needs of cultural tourism and thus allows a perfect opportunity for comparison with the proposed methodology of this research project.

Perhaps the most extraordinary and important feat of the community has been the acquisition of the Indiana State Basketball Hall of Fame. Constructed within sight of the world’s largest high school fieldhouse, the Hall of Fame offers the city of New Castle an excellent attraction for tourists across the State of Indiana and possibly across the nation.

In addition, several years ago, a local downtown revitalization organization, Heritage In Progress, began looking into methods of reviving the downtown. In 1988, this group invited Community Based Projects, a College of Architecture and Planning professor/student studio from Ball State University which assists communities throughout Indiana with design
problems, to perform a design study on revitalizing the downtown of New Castle.

With the assistance of the "New Castle Urban Design Studio," the CBP group participating in the New Castle project, members of the community set forth to revive their ailing downtown. In 1989, the New Castle Urban Design Studio, began working on a series of downtown design guidelines which would coordinate with a recently created downtown facade renovation loan program (F.A.C.E.L.I.F.T.), a low interest loan pool developed by the four local financial institutions.

In 1989 the State of Indiana reconstructed State Road 38, which, as Broad Street, runs through downtown New Castle. In cooperation with designers from the New Castle Urban Design Studio, engineers agreed to remove the downtown mall in order to create additional parking along the Broad Street and to add pedestrian islands at the corners of each block along the downtown. In addition, Heritage In Progress gathered funds to pay for aesthetic lighting along the new street.

In 1990, the city of New Castle successfully completed a small cities Community Development Block Grant for $300,000 to revitalize and reuse two historic buildings in the downtown area. At the same time, another grant provided by the National Trust for Historic Preservation provided the money necessary to complete a nomination to the National Register of Historic Places for the downtown area.

In 1991, residents of Henry County, of which New Castle is the county seat, completed the Henry County Strategic Plan. This plan included proposals for continued revitalization of New Castle and the need for an investigation into the possibilities of tourism in the county.

But tourism development has already gained a great deal of momentum in the last few years. The acquisition of the Basketball
Realizing Cultural Tourism Potential

Hall of Fame, which officially opened in 1990, has already had an impact upon the community.

In early 1990, the Henry County Convention and Visitors Bureau was created, and a full time director was hired. This was in response to a recently completed tourism plan for Henry County by the Demaree Consulting Group, a consulting firm from Muncie, Indiana. Although the tourism plan does indeed offer some very valuable recommendations, it also unfortunately follows a planning format similar to those listed above. As a result, many of the aspects and resources vital to utilizing cultural tourism are missing from the report. Likewise, if the community was interested in investing in cultural tourism, it would likely follow the format presented by the Demaree Consulting Group and, therefore, also find nothing available.

Hence, as a case study, the city of New Castle not only provides a community that meets the criteria for this project but also allows an opportunity to compare the results of the research methodology with those of standard tourism planning to determine the rate of success. However, as important, this case study provides an opportunity to show the community that they have more potential than was realized by Demaree Consulting Group. This project can show that by maximizing their cultural tourism potential the community will not only be providing an additional form of economic development; rather, they will be providing a mechanism which will tie into each of the accomplishments of the past three years and will enhance them as elements of the local culture.
Evaluating Cultural Tourism Potential

The methodology which follows is an attempt to unveil the cultural tourism potential of New Castle and other small communities of the Midwest. The process has been designed not only to educate, but also inspire community leaders and, in doing so, develop a sense of pride and responsibility in relationship to local culture and heritage. To realize potential in an exciting and inspirational fashion, the process is developed around creativity and brainstorming. Economic constraints and the time needed to complete an exhaustive inventory of resources have been removed.

The methodology, as shown in Figure 3.1, can act as a preliminary investigation to any of the four tourism planning processes. At the end of the methodology, the community may make a decision about cultural tourism based upon a sound understanding of the capabilities of the local culture. If community leaders determine that cultural tourism should be developed, the process has provided a list of goals and recommendations based upon desires of the local community which can be used to guide the tourism planning process. If, for some reason, community leaders determine that cultural tourism does not offer a great deal of opportunities for the community, then little has been lost either financially or in terms of effort, and the community has still gained through an understanding of local culture.
The methodology has been divided into seven stages; the first six of which are to be performed by community leaders with the option of including the entire community through public meetings. It is assumed that one person or affiliation has taken an interest in the possibility of cultural tourism development within the community and has looked to this process as a means to discover the cultural tourism potential of the community. In actuality, the lead role can be conducted by a community leader, a consultant or an expert in the field of cultural tourism.

In the case of New Castle, the process was mediated by the author and was conducted by a committee of eleven leaders of the community. Those committee leaders agreeing to participate on the committee included:

- Dave Copenhaver, City Attorney for New Castle and Coordinator for Heritage In Progress
- John Holmes, Director, Henry County Convention and Visitors Bureau
- Richard McKnight, Director, Henry County Historical Society
- Jeanine Mathes, Director, Raintree County Arts Council
- Robert Mathes
- Nadine Kirkpatrick, Director, New Castle Area Chamber of Commerce
- Cheri Sawicki, Downtown Manager, Heritage In Progress
- Darrel Radford, Reporter, New Castle Courier-Times
- Marynell Bogue
- Tom Miller, Director, New Castle/Henry County Economic Development Corporation
The case study took place between January 21 and March 14, 1991. The process was divided into a series of four meetings, as shown in Figure 3.2. The location for the meetings was the Henry County Historical Museum, once the home General William Grose, located near downtown New Castle.

**STAGE ONE:**
**PRELIMINARY PREPARATIONS**

The methodology begins by addressing the preliminary needs of the process. This includes the need to determine the participants in the process, particularly those who will be members of the committee to conduct the process. These people should include any members of the community who will have an impact upon cultural tourism development. Among those may be local historians, politicians, businessmen, preachers, investors, educators and the media.

Once the committee has been selected and solicited for participation, a meeting should be conducted to provide the committee with an introduction to the methodology of the process, the goals of the process and a brief background into the various aspects of cultural tourism. While the obvious purpose of the meeting is to introduce the community leaders to the upcoming project, the underlying premise is to create a feeling of hope and excitement among the participants.
Such an introductory meeting was held in New Castle on February 4 at 7:00 and was well attended by committee members. The meeting was opened with a welcome and brief word of thanks to all community members for agreeing to participate in a process which had the possibility of becoming an asset to the community. A series of handouts, found in Appendix B, was distributed to the committee and a discussion of the potential impacts of cultural tourism development on New Castle and the components of cultural tourism followed. The process in which the committee members had agreed to participate was introduced, complete with a list of anticipated procedures and products of each stage.

As an introduction into the remainder of the process, the next two stages of the process were briefly introduced to the committee. Both of these stages were to be covered in the next meeting of the committee. As a catalyst for thought, the author provided a list of various existing attractions as noted by the Demaree Consulting Group and dates of historic events previously compiled by the New Castle Urban Design Studio. The opportunity to involve the local residents through a questionnaire was discussed with the committee, particularly Darrel Radford. Darrel agreed that the idea was valid and consented to discuss it with the editors of the New Castle Courier-Times. Few questions were raised and the meeting was adjourned after slightly more than one half hour.
STAGE TWO: DETERMINE ATTRACTIONS

Roddewig (1988, 5) states that the "most critical element of a tourism development plan is identification and survey of the resources." Determining the resources of the community was mentioned as a priority in each of the four tourism planning methods studied, and is appropriately included in this process as well. However, the purpose of this phase is not to create an exhaustive inventory, but to provide the committee with an overall glimpse of the community's resources and capabilities. Therefore, determining attractions is to be a "brainstorming" process conducted on the part of the committee.

If a previous study has inventoried a number of resources which could be potential cultural tourism attractions, then that study could be used as a catalyst. However, it is important to remember that even standard tourism studies will miss some of the potential attractions unique to cultural tourism, such as legends, folktales, historical events and cultural practices. It will likely be the responsibility of the committee to discover these attractions.

Although the process is not meant to be comprehensive, if the methodology is conducted solely through a committee of community leaders, rather than a public hearing, the committee may wish to find some method of determining more attractions. Interviews with other members of the community may be necessary. Another method of discovering such elements would be a simple questionnaire printed in the local newspaper.
In addition to determining attractions of the community, the committee should also look at attractions available in other communities. In many instances other communities may have attractions or events which might share a relationship with those of the host community. These relationships could work as linkages, combining assets to form a stronger attraction for tourists. Any pertinent information will be used later in the process.

The *determine attractions* stage should result in an inventory, not necessarily comprehensive, of potential attractions available to the community. It should include not only the physical attractions of the community but also intangible cultural attractions. In addition, an inventory should be started examining the various attractions of surrounding communities.

In New Castle, the committee dealt with the *determine attractions* stage as a part of the second meeting, held on February 25, once again at 7:00. This meeting was also fairly well attended and included Hilary Greenburg, a North Carolina consultant recently hired by Heritage in Progress to conduct a market study for downtown New Castle.

The meeting opened with the author defining the attractions as demand generators of the community. Following this, a brief discussion of determining attractions, both physical and intangible, as well as evaluating attractions was conducted. The author passed out the evaluation matrix, found in Appendix C, and requested that the committee examine the predetermined attractions and list others that came to mind.

Upon receipt of the handouts, the committee had several questions. Many of committee members were unsure of the validity of attractions such as the story of Catherine Winters and the Legend of the Raintree. Neither, it was argued, had the potential to draw a large amount of interest from tourists. The Catherine Winters story, a true tale of a nine year old child that vanished from the streets of New Castle in 1913 and the nationwide search for her discovery, was dubbed by one
member as, "an old piece of history that some people just won't let die!"

The Legend of the Raintree, a legend which states that Johnny Appleseed planted the seeds of the exotic Raintree in Henry County and that those who found it would live a happy, wealthy life, was considered only slightly worthwhile. The fact that the legend was created by Russ Lockridge for his book Raintree County in the 1930s left many to feel that it lacked authenticity and sufficient heritage. It appeared that despite discussion concerning the viability of intangible cultural attractions, many committee members still found reservations in their use to attract tourists.

Unfortunately, only a few attractions were added to the evaluation matrix by the committee. No maps locating the attractions of the community were developed. Likewise, no questionnaire was available as a result of reluctance on behalf of the New Castle Courier-Times.

**STAGE THREE: EVALUATE ATTRACTIONS**

Similar to the previous stage, this stage judges the attractions based on draw (i.e. nationwide, statewide, local appeal), scope (i.e. primary or secondary attractions), and permanency (i.e. four day June festival, open during the summer, annual, etc.) (Mill and Morrison 1985, 204). In this manner the committee can see the potential of each of its attractions and determine if any are capable of becoming primary attractions.

During this phase the committee is likely to find that the community does not have the specific attractions necessary to develop a substantial cultural tourism
industry. However, at the same time, the committee will have the opportunity to discover that what the community has is a network of cultural activities and facilities that, if combined, tell a story that would be attractive to potential tourists.

The result of this stage is a matrix measuring the scope, draw and permanency of the attractions determined in the second stage. Such a matrix was provided during the second meeting of the community participation committee to evaluate attractions compiled through a combination of various inventories and discussion by the community leaders.

In addition to the question concerning the feasibility of intangible attractions cited in the previous stage, the committee expressed other concerns. For example, some committee members were extremely disconcerted by the absence of consideration for tourism demands. Although the intent of the project was to deal specifically with the assets of the community rather than the desires of tourists, members of the committee found it hard to separate the two.

Also, several members of the committee were specifically confused by the evaluation matrix. Participants did not know if they were to fill out the matrix individually or as a group (the committee decided to complete the matrix individually). The committee also questioned whether each attraction was to be evaluated based upon existing and potential demand.

For the purposes of this report, scope was divided into three categories. Primary attractions were considered to be those attractions that could entice tourists to come to a community. Secondary attractions were attractions which were inviting to tourists but not attractive enough stand alone as a tourist destination. Third, tertiary attractions were determined to be the "pleasant surprises" that a tourist enjoyed once in the community, such as restaurants, recreation opportunities and local entertainment (although these could also be secondary or primary attractions).
Drawing power was divided into five categories: local, micro-regional, statewide, macro-regional and national. Local was considered to include New Castle and surrounding Henry County. The "micro-regional" level of appeal included all counties contiguous to Henry County. The "macro-regional" level was composed of all states contiguous to Indiana. Of course, statewide covered the state of Indiana and national appeal included the United States.

No categories were created for permanency. Rather, the committee was urged to write down the period of time in which the attraction was popular. For example, in 1990, HeritageFest took place in September and lasted for only one day. Therefore, permanency would be noted accordingly. On the other hand, the Indiana State Basketball Hall of Fame receives an annual crowd of tourists, and thus is marked, "annually."

The results of the evaluating the attractions of the community are shown in Chart 3.1, below. The scope of each attraction was measured in three categories, primary attractions, worth a value of one; secondary attractions, worth a value of two; and tertiary attractions, designated a value of three. Scope was determined for each category of drawing power by the committee members. The scores received were combined and divided according to the number of responses to provide the average perception of scope for each geographic category of drawing power. For example, the Henry County Historical Museum received a combined rating of 1.0 in the local category, thus making it a primary attraction on the local level. On the micro-regional level, it received a 1.5 and was considered between a primary and secondary attraction.

Needless to say, the process appeared to lack organization and planning. However, in the midst of the mayhem, the group began to discuss and debate many issues which may have been ignored if the situation had occurred otherwise. Specifically, many committee members disagreed upon the value and validity of various attractions.