Implementing Heritage Tourism

Downtown Galena which has been finely preserved for the last century

awareness of Galena’s historical and architectural heritage which had been finely preserved during the last century. These two elements and the growing tourism prosperity, which soon followed, provided Galena with the incentive and private capital to restore the community into a heritage tourism destination during the 1960s, 70s, and 80s.

Today, eighty-five percent of Galena is located in a National Register Historic District. The district encompasses Main Street and adjacent residential streets. Within the district, are fine examples of 19th Century architecture including: Federal, Italianate, Greek Revival, Queen Anne, Gothic Revival, Second Empire, Romanesque Revival, and vernacular. Many of the buildings bear plaques explaining their history. Because of Galena’s preservation efforts, unique shops, bed and breakfasts, and restaurants, recreation activities, and relaxed, small town atmosphere, Galena is a popular weekend getaway for Chicagowans and suburbanites.

With tourism growth and economic prosperity, Galena has faced many challenges. Management of over a million visitors annually burdens local public services, parking lots, and roads. This poses particular challenges since most of these were designed to accommodate the horse and buggy, not the automobile and recreational vehicle. Though other service and industrial activities currently operate in the downtown, retail activities are responsible for most the growth related issues facing the downtown today. These include parking, traffic circulation, loading and unloading zones, commercial expansion into residential areas, direction signage, pedestrian improvements, and
facilities, lighting, landscaping, and appearance, storm water, and public facilities and services. Perhaps the biggest problem in Galena is hostility from residents toward visitors and the local government.

Galena has become a heritage tourism destination after years of careful zoning and strict adherence to federal historic preservation guidelines. For the town’s property owners, this means no new gutters without the proper city permit and Federalist style doors only on a Federalist style house. According to the past mayor Terry Cole, the strict ordinances and other preservation efforts are part of what Galena is all about, why people come to Galena, and why it is special. Others say that what makes the town beautiful are the people who live there, and that the city is going to drive them away. These Galenans are becoming tired of keeping house in what they fear is becoming a living museum of antiquated small town life. Some people feel so confined that in 1989 they formed Citizens Against Excessive Zoning in 1989.

"We're not at ease in our own homes. We feel like the concerns of lifelong and long-term Galenans take a back seat to weekend Galenans," says Jim Holman, a long-time resident of Galena. Another resident who wished to remain unknown says Galena is being taken over by "Johnny-come-lately Chicagoans who control the [Zoning Board of Appeals and the Historic District Advisory] Board and want to place Galena into a 19th-Century time warp". Another long-time resident stated it is impossible to buy a spool of thread and the basic necessities in Galena because most of the downtown shops now cater only to visitors.

Citizens Against Excessive Zoning has one main goal: to make it clear to the city government that the residents of Galena are the majority and the majority want the town to be less like a showplace and more like an average working community. Early on, the Citizens Against Excessive Zoning circulated petitions to elect instead of appoint the members of the Historic District Advisory Board and to also appoint members of the Zoning Board of Appeals. They were set-aside soon after because both

**In Small Communities**
boards are advisory bodies, not elected bodies, under Illinois State Statute. But the organization was able to get the City to pay attention.

Prior to the departure of the Cole administration, Galena passed a new Comprehensive Plan. Adopted May 13, 1991, the Galena Comprehensive Plan serves not only as an ordinance specifying regulations of development, but as a reflection of the community’s goals and objectives, according to the city’s planning department. The Comprehensive Plan addresses those land use and public service demands which stem from the booming tourism economy, and valued environmental and scenic assets. The primary goal stated in Galena’s mission statement is to protect the character and qualities of the city. Other objectives listed in the comprehensive plan include: enhancement of the Galena River corridor; plan land uses to ensure that future development occurs in an orderly manner; preserve and regulate natural resources, wildlife habitats, drainage ways and scenic vistas; and plan the Highway 20 corridor to discourage strip development. According to the city planning department, the plan achieves a balance by maintaining the community’s historic character while providing opportunities for growth and development in government services and industrial and commercial facilities, as well as in diversified housing. The plan does not address the excessive zoning issue.

In 1992, residents did not reelect the incumbent Mayor Terry Cole. The new administration has been more responsive and wants and needs of the residents. Recently, the city has held public forums to discuss the issues of excessive zoning and enforcement.

Three important lessons can be learned from heritage tourism in Galena. First, in order for heritage tourism to be successful for all facets of the community, the lines of communication must be open to all. One reason Galena has had so many problems with residents’ hostility is because the lines of communication between the local government and its advisory bodies and departments were not very open. The new administration is attempting to reach out to residents more, but it was not that way in the past. Community participation in the planning process is essential because it helps develop local support and it determines what is appropriate and sustainable for the area.

Secondly, it is important to preserve and protect resources. By protecting the buildings and special places in the community, you can attract visitors. Quick-fix-it solutions do not work. The preservation of buildings and traditions are the heart of the tourism initiative and must be protected for the long term.

Finally, the approach taken to generate tourism in Galena is important. The community invested much in historic preservation after the building of the flood dike to preserve the character of the community for themselves and future generations of
Galenans. The community did not plan for visitors to come to the community. But soon, visitors began to outnumber residents and the priorities of the local government and local businesses changed. Visitor’s concerns took precedence over those of local residents. However, in tourism development, the local residents and business owners are just as important as visitors. Therefore, community participation in the planning process helps build local support because residents feel their needs are being met.

**Nappanee, Indiana**

Nappanee was home to Miami Indians for over 100 years before the Pottawattamis pushed them out around 1790. The first white settlers came to the area in about 1830 and by 1887 there were seven families in what is now Nappanee. Three men are credited with founding the town in 1874. Those men, Daniel Metzger, Henry Staudy, and John Cup, Jr., were solely responsible for platting what would then be known as a village. It was their trust that would provide an opportunity for the development of the town. It grew next to the five acres three pioneer farmers gave to the B&O Railroad for $1 to build a station along its new route to Chicago in 1874.

The families who populated the area were deeply religious and conservative with their hard won resources. People of the Old Order Amish faith came to Pennsylvania from Europe seeking refuge from religious persecution. Many of these Amish families worked their way from Pennsylvania and Ohio to Elkhart County, Indiana, bringing their conservative lifestyles with them.

The B&O is now the CSX, but Nappanee has in many ways stayed the same. The city remains surrounded by many farm families of the Anabaptist religious sects, among them the Amish, Mennonite, and German Baptist. The number of Amish living in the community has grown to about 2,500. At least 10 Amish schools can be found in the Nappanee area. The Amish clothing is simple and a look at their few modern conveniences often reminds one of simpler days. Horses pull the machinery that is used in tending fields and transportation is provided by horse-drawn buggies, bicycles or on foot. The buggies are still hitched next to the 1908 train station which now serves as an Amtrak stop for the Broadway Limited between Chicago and New York City. Many surrounding farms have no electricity, natural gas or telephone lines connecting them to the outside world.

Heritage tourism is a major draw to Elkhart County through Amish Acres, an 80 acre Amish farm located outside Nappanee, which has been open to the public for 20 years. It features guided tours of the restored house and farm, horse and buggy rides, family style dinners in the barn restaurant, a theater, and shops. Burkholders’ Dutch Village with its weekly auction, antique and craft mall, and antique shops...
Implementing Heritage Tourism

Amish Acres' round barn has been rehabilitated into a theater for the living history museum.

throughout the community are also major attractions. In addition to its antique stores and heritage sites, Nappanee has a small town character. Travelers come to Nappanee for its Amish, historical importance, antiques, and hometown pride.

Nappanee was the smallest town of the communities to be selected for the pilot study by the National Trust. "The small city was fast approaching a crossroads of great importance to the future of the town" (Andrews 4). With tourism on the increase, the choice had to be made to either let this growth take its own unplanned course or to implement a responsible program to channel this growth in a way that would increase the quality of life for the community. The National Trust for Historic Preservation's Heritage Tourism Initiative provided a solution.

Elkhart County has approximately 300,000 visitors annually with an average length of stay being one day. If a family spends the whole day in the county, on average they spend $111 a day, per person (Andrews). The goal of heritage tourism in Nappanee, is to get a percentage of these 300,000 visitors to come to the downtown area. If visitors spend another half day in the downtown area of Nappanee, millions of new dollars would come into the community. Part of the main thrust of the Heritage Tourism Initiative in Nappanee, administered by the Nappanee Main and Market Streets, was to draw a percentage of those visitors to Nappanee's interesting downtown area, encouraging them to stay in Nappanee for a longer period of time to enjoy the heritage and culture of the town. Along with the downtown area,
Chapter Six  Case Studies

Nappanee's main areas of heritage involvement are the Amish Community, the railroad, and the woodworking industry. Historic and cultural attractions in the pilot area include the following:

- Downtown Nappanee Historic District;
- Hartman-Madison Historic Preservation District;
- Amish Acres;
- Nappanee Public Library;
- Evelyn Culp Heritage Center;
- Nappanee Apple Festival (held in conjunction with the Mennonite relief sale); and
- Amish Arts and Crafts Sale.

Early in 1991, the Nappanee Main and Market Street Program established two foundation goals that Nappanee Main and Market Streets wanted to accomplish:

- For Nappanee to enjoy a growing visitor industry which supports the heritage and character of the area.
- For the infrastructure and the amenities of Nappanee to enhance both the resident's quality of life and the visitor's enjoyment.

Throughout the three year pilot program, the National Trust for Historic Preservation joined with Nappanee Main and Market Streets to bring in several consultants, including Ball State University, as well as sponsoring several workshops. In attempting to plan and develop its heritage tourism program, these workshops have worked toward fulfilling the programs' established goals. The workshops allowed residents, business owners, and non-profit organizations to learn how to fund raise and to protect their cultural and heritage resources.

At time of grant application, the three most pressing issues in Nappanee were: controlled development of heritage tourism, cooperation among the private attractions, restaurants, lodging and public sectors, and promotions of the area in a more unified way. The primary goal of developing tourism in Nappanee was to control its development with a reasonable long term plan. Longer term goals were to promote the entire heritage tourism community surrounding Nappanee in a unified manner.

Having just finished the pilot program, the heritage tourism initiative is still in its infancy. Heritage tourism in Nappanee has been successful, thus far. Despite being the smallest community, both geographically and by population, involved in the National Trust program, Nappanee used the National Trust as a resource the best and took the best advantage of the program, according Karen Kiemnec the Historic Landmarks Foundation of Indiana regional representative for the area. According to
There have been several groups involved in the heritage tourism effort in Nappanee besides the Nappanee Main and Market Streets and the National Trust for Historic Preservation. Through public meetings during the initial stages there was a tremendous amount of citizen participation. During the three year pilot program over thirty consultants were brought in to discuss and educate the community on heritage tourism. Ball State University’s Community Based Projects Program held a charrette in the community. Historic Landmarks Foundation of Indiana was very involved in the process, suggesting design guidelines for the downtown area and the surrounding neighborhoods. Other groups involved include Amish Acres, the Nappanee Plan Commission, the Redevelopment Commission, which was established as a result of the pilot program, the local preservation organization, the chamber of commerce, and the Elkhart County Visitors Bureau which gave Nappanee Main and Market Street the $300,000 match for the National Trust’s grant.

As a result of the Heritage Tourism Initiative in Nappanee, many things have been accomplished to improve the quality of life besides generation of new dollars in the community. The Redevelopment Commission was formed and will be completing many new projects, as discussed earlier. Residents and local businesses are showing more community pride. There is more cooperation among business and attractions, as special promotions are becoming more unified. Businesses on the edge of town, such as Arby’s Restaurant and McDonald’s, are also showing more support of community activities. Nappanee has successfully used heritage tourism, thus far, as a vehicle to make a better life for its citizens.

As in Galena, there are negative effects to heritage tourism development in Nappanee. Because tourism development is in the first stages, few residents have complained about heavy traffic or lack of parking. At this point, there seem to be three strong conflicts that have arisen. First is a conflict between Nappanee residents and the Pletcher Family, who own Amish Acres. According to Larry Andrews, the Nappanee Main and Market Streets Executive Director, many residents feel the Plectchers are using the community for their own personal gain. After talking with Larry Andrews and representatives of Amish Acres, that accusation is only partially true. By supporting tourism development in downtown Nappanee, Amish Acres may increase its business, but the Pletcher family is also helping the community. The family, as well as Amish Acres employees, taking great pride in the community, contributed to the National Trust pilot program by participating in many public meetings and charrettes, and continues to support redevelopment initiatives and the Nappanee Main and Market Streets.

Secondly, the community is struggling to finding out what downtown should be like. Should it be a tourism center, like Galena, with cute shops or should it be a
Implementing Heritage Tourism

Larry Andrews, the director of the Nappance Main and Market Streets, Nappance was an especially unique pilot community because it attempted to combine the Main Street program, which also originated as a National Trust Program, and the Heritage Tourism Initiative.

Nappance, as a community, did not need to promote itself. Amish Acres, doing millions of dollars worth of marketing, was already doing the promotion for the community. The goal of the Nappance Main and Market Streets was to cash in on these visitors and attraction them to the downtown.

Until the heritage tourism pilot program, Nappance did not have much to attract the visitor to downtown. Thus far, the Nappance Main and Market Streets has addressed this problem in two ways, opening a welcome center and revitalizing the downtown. The welcome center, located within the Main and Market Streets offices, has brochures and general information about the area and what is going on downtown. Revitalizing downtown is a major project. The community has just received a Community Focus Fund grant from the Indiana State Department of Commerce for $500,000 to begin revitalizing downtown. A portion of that money will be used to restore the area around the Amtrak depot for parking and an Amish buggy parking lot. The buggy lot is particularly important to the redevelopment of downtown. Recognizing the Amish culture is the major draw to the community, Nappance Main and Market Streets would like the downtown to be attractive to Amish so they continue to shop there.

One of the many historic buildings in downtown Nappance. The central business district currently supports a feed store, antique shops, a bakery, a drug store, and other small businesses.
There have been several groups involved in the heritage tourism effort in Nappanee besides the Nappanee Main and Market Streets and the National Trust for Historic Preservation. Through public meetings during the initial stages there was a tremendous amount of citizen participation. During the three year pilot program over thirty consultants were brought in to discuss and educate the community on heritage tourism. Ball State University's Community Based Projects Program held a charrette in the community. Historic Landmarks Foundation of Indiana was very involved in the process, suggesting design guidelines for the downtown area and the surrounding neighborhoods. Other groups involved include Amish Acres, the Nappanee Plan Commission, the Redevelopment Commission, which was established as a result of the pilot program, the local preservation organization, the chamber of commerce, and the Elkhart County Visitors Bureau which gave Nappanee Main and Market Street the $300,000 match for the National Trust's grant.

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Implementing Heritage Tourism

One of the many Amish horse and buggy lots in the community.

retail area to serve the residents of the community? Local businesses, along with the Chamber of Commerce, the Redevelopment Commission, and Nappanee Main and Market Streets, are trying to find what is the correct fit. Downtown merchants hope the shopping area can serve local residents, including the Amish population, and visitors.

Finally, in relationship to the downtown facilities, the third dimension is the Amish Community. The Amish use the downtown stores. Nappanee Main and Market Streets wants to be very careful it does not make a circus out of Amish cultures and commercialize it. However, visitors do come to see the Amish. Through workshops and citizen input, the idea of getting the Amish to shop downtown and visitors could rub shoulders with the Amish and experience the culture that way was created. However, in order to get the Amish to continue to shop downtown, the area must have a hardware store, a feed store, a drug store, and others. Again, for this reason downtown merchants hope the shopping area can appeal both to tourists and local residents.

The National Trust’s Heritage Tourism Initiative gave Nappanee a start. The future of tourism in Nappanee looks bright. The community is beginning to look for revitalization and rehabilitation projects. Nappanee Main and Market Streets, late in 1993, hired a consultant to complete a marketing study to determine what kinds of businesses the community can support in the downtown and started a major fund raising project. The Redevelopment Commission would also like to do streetscape projects and other improvement projects around the railroad depot.
Nappanee could be used as an example for other communities to follow. Unfortunately, the National Trust, according to Larry Andrews, does not use the community as a resource for other towns. A strength of the heritage tourism development process in Nappanee is the accommodation of differing points of view. A good heritage tourism program requires moving beyond the differences of local residents, business owners, and visitors to points of common ground. Nappanee was able to collaborate, form partnerships, and, as a result, develop local support.

Unlike Galena, Nappanee has a long way to go in its development of tourism in the downtown area. Because of the amount of citizen participation, and the planning process taken, Nappanee will develop an approach to tourism that is appropriate for its community, while bettering the quality of life for its residents and providing quality attractions for visitors. With the new administration, the City of Galena is attempting better reach out to the community. The tourism program in Nappanee has had community support from the beginning, and should be more successful in reclaiming its heritage and allowing for it to belong to us all.

Galena and Nappanee are just two examples for how heritage tourism has been developed in small communities. The National Trust has helped sixteen other communities look inward and develop heritage tourism. Before the National Trust program, towns and regions, much like Galena and Jo Daviess County, were creating similar tourism destinations. Each community is different and will have its own unique resources and characteristics. Local leaders and residents must find these opportunities within their community in order to develop a manageable heritage tourism destination. Based on the research presented, the final chapter of this document describes general guidelines a community should follow when developing heritage tourism in the area.

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Chapter 7

Where to Begin: Guidelines to Developing a Heritage Tourism Program in a Small Community

Heritage tourism is a complex system that affects the economic, social, and physical character of every community in which it exists. Even though each community has its own attractions, community support, leadership, and financial capabilities, the general planning guidelines described in this research are applicable to all communities. Divided into three sections, this Where to Begin Guide first describes the general process for developing heritage tourism, based on findings from review of related literature and two case studies, the second section describes basic elements for managing tourists once they arrive, and the third section recapitulates many “Do’s” and “Don’ts” described in earlier chapters that should be kept in mind.
Implementing Heritage Tourism

A Heritage Tourism Development Process

Heritage tourism must have four aspects for its development to be successful.

A community must:

- ensure good planning practices are in place;
- follow a community tourism planning process;
- form partnerships; and
- raise funds.

Attracting, satisfying and keeping tourists and residents does not just happen. Small towns with limited staff and resources must have good planning practices before heritage tourism is developed to prevent sprawl and maintain the character of the heritage area. Only then can leaders begin the community tourism planning process. The community tourism planning process requires a multi-stepped process that involves forming a task force, assessing the community’s assets and attractions, completing a market analysis, organizing human and financial resources, setting attainable goals and objective, and much more. The formation of partnerships between governments, local businesses, preservation organizations, and the tourist industry develops local support for the process as well as enables everyone to coordinate visitors’ attractions more efficiently. Fund Raising is especially difficult for a small community. It is important for the leaders of the community to know their funding sources and potential funding sources.

Insuring Good Planning Practices are in Place

Planning and good planning practices are important to initiate before beginning the heritage tourism process, not after. Being reactive instead of proactive, as shown in Chapters 3 and 4 is the downfall in most communities who depend on any form of tourism as a community development resource. Planning tools such as land use regulations, design review, and sign control will help deter unwanted development, sprawl, and nuisances. Community residents will appreciate the effort of the local government later on when uncharacteristic development and unwanted traffic cannot be found their town.

The first step is to establish a plan commission, if one is not already established. The plan commission is responsible for preparing and recommending to the Town Council a comprehensive plan for the physical and economic development of the community. It is also responsible for land use and zoning ordinances and adjusting them to changing conditions. Zoning and land use, later
may be the only way to deter some of the negative impacts of heritage tourism that may come up later (West Baden Springs/French Lick Comprehensive Plan). The plan commission should do the following:

- address land use issues;
- preserve sense of place;
- address town design; and
- develop sign control.

Land Use Issues
Land use affects all aspects of a community. Strong land use policies can save money and preserve land by preventing sprawling development often associated with tourism. Directing tourism development in target areas is effective for preserving and enhancing small town character while being easy to implement and inexpensive. However, limited staff resources in many small communities makes it difficult to implement and monitor land use plans.

Zoning is the most common means of regulating local land use in the United States. Zoning ordinances will assist the government body and the planning commission in ruling on development proposals which would bring either small or large changes to the community. A zoning ordinance consists of text describing the different land use zones, some general development standards, the administration of the ordinance, and a map showing the location of the different zones. Zoning seeks to separate conflicting land uses that may pose a threat to personal health, safety, and welfare. Some land uses are not allowed in certain zones and others may be permitted on a conditional basis.

The major purpose of zoning is to ensure that new development in a community meets a set of consistent local quality standards. Small towns, typically, enact zoning ordinances in reaction to some undesirable development or series of developments, such as franchise restaurants and strip malls. Zoning can often prevent or discourage land use problems from happening or becoming worse.

Some communities are reluctant to enact a traditional zoning ordinance. Another option for land use regulation is Performance Zoning. Performance zoning regulates the effects on the land rather than the uses themselves.
Implementing Heritage Tourism

✧ Preserve Sense Of Place
The sense of community and history is what will attract visitors to your town. It is very important to preserve its sense of history and identity. The following are several options to best preserve and even enhance the quality of life in your community:

✩ Protect view sheds. Local preservation ordinances will help protect historic structures and sites. The acquisition of easements also guarantees the protection of the natural historic character of a property. An easement is simple an agreement between a property owner and an organization of town, giving the organization the legally enforceable right to protect the significance of the property.

✩ Establish gateways.

✩ Plant trees and other landscaping elements; and

✩ Place responsive architecture. Not all franchises and shopping centers must look alike. Franchises can be encouraged to make their buildings place-responsive. Some of the Fast-food chains and anchor stores are willing and even eager to give their restaurants more individual style.

✧ Address Town Design
Town design guidelines and the enhancement of the physical condition of a community can maintain the historical and small town character of the community. Town design improvement plans should include:

✩ Tree plantings/maintenance programs;

✩ Sidewalk improvements;

✩ Improve alleyways;

✩ Replacement of street lamps; and

✩ Placement of markers at entrances of town.
Design review is also necessary in a historic community. A design review ordinance seeks to protect the town from unsightly development which would detract from the historic appearance of the community and reduce property values. One type of design review ordinance is a historic building ordinance which can be applied to historically significant buildings. A historic building ordinance gives the design review board authority to review the design of all proposed demolitions, alterations, and new adjacent buildings before granting a demolition permit, building permit, zoning permit, or subdivision approval. The purposes of designating a historic building ordinance are:

- to preserve existing structures and facades;
- provide alternatives to demolition; and
- prevent the construction of incompatible adjacent buildings.

Sign Control
Signs attract attention and provide advertising or information. A local sign ordinance is a special kind of design review ordinance that may restrict type, size, and location of signs as well as sign materials. The control of signs is a matter of safety and aesthetics. Many towns have prohibited signs above a certain height or signs which extend beyond a certain distance from a building. A sign ordinance in a historic town should:

- prohibit off-premise signs;
- limit each business to one freestanding sign with a maximum height of six feet;
- allow a size bonus for ground-mounted signs of erected in lieu of a freestanding sign;
- prohibit such problem signs as portable signs and flashing or intermittent lights;
- limit shopping centers, office parks, and similar large developments to one group-identification sign with no separate freestanding signs for individual businesses; and
- impose special controls in the historical area.

These are basic planning practices, supported by most professional planners and planning educators. These basic ideas are not guaranteed to help reduce sprawling development and unsightly town design. Some of these techniques will be more effective, while others must be altered through trial and error, with the involvement of local officials and town residents. These ideals are based on a longing for maintaining a sense of place and a sense of community - qualities that most present-day communities lack. They will make your community appealing to tourists.
Implementing Heritage Tourism

Developing a Heritage Tourism Plan

Unlike cities having large staffs focusing on community improvements, most small towns have limited personnel and resources to dedicate to community development, much less heritage tourism development. This means that the people of the community and local business leaders have to develop heritage tourism themselves. To do so, a Task Force dedicated to heritage tourism and the improvement of the community needs to be created to improve communication, community awareness, and citizen participation associated with heritage tourism development. The organization should be voluntary and non-political. Later, the task force may develop into a non-profit corporation through a public-private partnership and hire a staff person. The staff person should be well trained in planning, tourism, historic preservation, economic development, or a related field.

By combining many of the key aspects of the plans, such as those suggested by the Texas Department of Commerce and the National Trust for Historic Preservation, discussed in Chapter 5 and the two case studies, a heritage tourism plan can be developed for a small town. The key aspects are that should be taken by the Heritage Tourism Task Force are:

- decide if heritage tourism is appropriate in the community;
- identify assets;
- identify target markets;
- set goals and objectives;
- establish action steps;
- implement action steps; and
- evaluate and monitor progress.

Decide if Heritage Tourism is Appropriate

The first step in a heritage tourism planning process is to decide if tourism can be a community and economic development tool. Are members of the community ready to consider tourism as an alternative? What opportunities will tourism provide for local residents? Worksheet 1 in Appendix B will help assess the needs of the community and the potential benefits of heritage tourism.
Identifying Assets

A community analysis requires that the Task Force thoroughly assess strengths and weaknesses of the community's heritage tourism foundation. This may also mean some in depth research of the history of the community to find common themes. You may find that there are many very important eras in your community's history and architecture.

A series of public meetings should be held to identify projects the community is interested in. At three or four public forums, members of the task force act as moderators as the community:

- Identifies attractions;
- Creates listings; and
- Ranks the listings including attractions, commercial services (including hotel and lodging services), public facilities and services, transportation, communication strategy, government regulations, and community attitudes.

Worksheet 2 in Appendix B provides a checklist for your attractions inventory. This checklist may suggest attractions that could easily be developed and might be otherwise overlooked.

Once the task force has taken an inventory of the attractions you, it can begin to identify tourism strengths and concerns. Worksheets 3a and 3b in Appendix B will help task force members do this. When all possible strengths and concerns are listed, the next step is to rank the most important strengths and weaknesses to
Implementing Heritage Tourism

identify those that are of highest priority. If the community has a special tourism consideration such as a desire to maintain residential parking or preserve a particular building, do not hesitate to introduce ranking criteria that are relevant to the towns’ needs.

Citizen participation is very important. The process used to assess the potential for heritage tourism must be designed and thorough to embrace and build upon the quality of life in the community. The people involved in the development of heritage tourism must represent all who have a stake in the immediate area and the larger community. Include people who support and those who oppose the process. It is easy to include people inclined to support and implement a particular project. It is harder, but no less important, to include those individuals and organizations who may have different perspectives on the initiative.

Initial Market Analysis

The strengths and weakness identified suggest the kinds of tourism experiences available within the community. The second step is to identify those markets to whom tourism experiences should be directed.

Identify target markets, if there are already visitors to the community. Talk with your state travel office, major tourist attractions, and other entities to gather information that can help define your visitor profile. Utilize what information is already out there. In the case of Nappanee, visitors were already coming to the county, so the community utilized the already existing tourist market, facts, and findings.

In the long term, an outside consultant may be hired to complete a more thorough market analysis. The marketing plan should include: public relations; advertising; graphic material; and promotions.

The Task Force should assess demographic information about who comes to visit the area, why they come, how much they spend, and what services they want. The Task Force will also want to know how to reach the target markets.

Focus first on your existing market, if there is one, since fewer scarce resources and less time are needed to develop them. The more the community knows about the current and potential markets, the better the community will be able to understand, satisfy, and communicate with tourists.
Chapter Seven  Where to Start

Set objectives

Tourism objectives outline the specific steps necessary to address heritage tourism development goals. According to the Texas Department of Commerce, objectives should be:

- Specific
- Stated in terms of desired results
- Expressed in quantitative terms so that actual results can be measured
- Achievable within a specified period of time

There should be two types of objectives, those that capitalize on existing strengths and markets or short term objectives, and those that discover potential markets or long-term goals.

Establish and Implement Action Steps

An action step should be established for each objective. Worksheet 4 is designed to summarize the work and thinking that goes into each step. The tourism task force should receive all the recommended action steps and rank them according to priorities established by the community. This will help address short term objectives while keeping longer term concerns in mind.

The action steps should indicate who will be taking action and when. For this reason, it is very important for the community to form partnerships as discussed later in this chapter.

Evaluate and Monitor Progress

As the community sets its goals and objectives, it should establish benchmarks. These benchmarks establish specific targets on the road to achieving set goals. They are essential for purposes of accountability and measuring progress. Benchmarks can help chart progress from present conditions to the achievement of a sustainable tourism destination. For example, the benchmarks should include timetables and numerical targets for supporting economic development and developing tourism services, attractions, and other improvements.

Evaluating heritage tourism progress requires gathering baseline information at the outset. Facts about the present economic impact, number of facilities, number of jobs, and number of visitors should be obtained. Then, as new attractions are developed, as new civic improvements are made, as businesses
Implementing Heritage Tourism

improve their orientation to visitors, and more effective promotion is undertaken, results should be monitored. This data will assist in understanding successes and obstacles in the heritage tourism development process.

Monitoring tourism growth is essential to successful tourism planning and maintaining participation. Residents and local businesses need to feel that they are receiving a return of their investment.

Forming Partnerships

As stated in Chapter 4, building partnerships is very important because they develop local support of political leaders, business, leaders, operators of tourist sites, hotel/motel operators, local residents, and many other people and groups. Tourism demands resources that no single organization can supply. The advantages of cooperation are extraordinary. A key aspect to developing heritage tourism is understanding that tourism is a system of interrelated parts should help every segment of the community learn how it is related to others. Heritage tourism calls for much greater integration and networking than any other industry (Texas Department of Commerce 61). When the lodging, food service, and transportation decision makers are more aware of the role of community attractions and attractiveness, they can foster needed improvements. When governments and public agencies reach out to the commercial sector, regulations and tax programs can be more appropriate. When governments and the business sector understand the vital role of the non-profit sector in tourism, many projects and programs, for tourists can be developed.

Most importantly, partnerships between non-profit organizations, local governments, local businesses, and the tourist industry can better coordinate preservation activities, and the administration of tourist sites. The travel industry, state, and local government, and preservation groups must work together to see that the identification and preservation of a community’s heritage resources become integrated elements in local planning; and to ensure that tourism growth and development is carefully planned and managed so that the resources which giving rise to them are enhanced, not destroyed.
Chapter Seven  Where to Start

Raising Funds

Fund raising is perhaps the most difficult element of heritage tourism. A community may find it very difficult to initiate a heritage tourism program without significant amounts of money. In Nappanee, Indiana, for example, financial resources were very limited. Most leaders in the community knew very little about grant writing and seeking funding. The National Trust required a $300,000 match in order for the community to be a Heritage Tourism Pilot Community, which the Nappanee Main and Market Streets did not have. The Elkhart County Visitors Bureau donated the $300,000. However, Nappanee is an exceptional community. There happened to be two funding sources, the National Trust for Historic Preservation and the Elkhart County Visitors Bureau, to help the initiative. Most communities will not be that lucky. The following discussion describes some techniques to developing funds.

* Asking for Money

The Task Force must ask for money with courage and confidence. The first step is to designate a task force member as being in charge of fund raising. This individual should be willing to commit much time and energy and be well connected in the community. Later it may be necessary to organize a committee of five to ten motivated persons to raise funds. The committee should set specific personal goals for the amounts each committee or task force member should raise. The organization is a valuable resource that deserves the support of the community.

The committee’s first task is to seek contributions from each local business in the tourist industry, each local preservation organization, and even each local government which may benefit from the heritage tourism initiative. These initial funds may be used to cover operating expenses, to produce promotional literature, and to sponsor educational events that will introduce the community to the task force and stimulate interest.

Next, the fund raising committee should draw up a list of individuals who appear capable of making major contributions to the effort. Each prospective major donor should be solicited in person by someone on the committee.

The committee should know its funding sources. It should evaluate all potential sources of income and assess the likelihood and amount of giving anticipated in each category. Prospect files on each funding source can be established. This will help the committee budget time and fund raising energies and create the most cost-effective fund raising strategies.

General gifts of $1-$100 are critical. Accumulate a list of potential donors and their addresses for use in a direct mail appeal. Obtain membership lists from historical societies, garden clubs, service clubs, and churches. Keep track of person attending your special events, workshops, and public meetings by using a guest register.

Methods of solicitations depend on the funding source, but the fundamental guidelines follow a marketing orientation. It is very important for the members of the task force to learn how to write a grant proposal. They must also learn how to ask over and over again, for support. The task force has something valuable to offer.
Implementing Heritage Tourism

Special Events

Fund raising should be fun for those who are asked to donate money to your organization. It should be an enjoyable experience for the organization members who are working to raise money, and for the public who are asked to contribute. Giving people in your community a good time may mean they are more likely to support your organization. Special events and celebrations are great fund raisers and enjoyable too. For the purpose of the Heritage Tourism Task Force, the special events should raise funds, stimulate interest in the community, and attract visitors.

The examples of special events and celebrations are endless. Street fairs and festivals can take place during several different seasons. Try selling the unusual and unique. Walking tours of historic buildings and homes can be fun and educational. A variation on the historic home tour is a Christmas Home Tour which features homes decorated for the holidays. Your organization can cash in the love of competition and testing of endurance by sponsoring races and competitions. Races and competitions are exciting and bring out enthusiastic crowds of participants and spectators. Something that attracts everyone is good food. Food may even be used as entertainment itself it is served in an outstanding manner. The creative task force will lead the way to fun and profit.

It is important to remember that all projects the task force may want to complete do not necessarily result in large amounts of money. The task force should utilize volunteer resources and man-power. Simple beautification projects, park clean-ups, newsletters, community bulletin boards, and welcome signs can be low-cost and effective.

Levi Coffin Days, Fountain City, Indiana. Fairs and festivals are great ways to raise money for heritage tourism. Not only do they attract local residents, visitors will also come to the special event.
Managing Heritage Tourism

The planning process described above is designed to help communities foresee many of the negative impacts of heritage tourism. Inevitably, problems and conflicts do arise once tourists arrive. Parking may not adequately serve local residents and visitors, attractions may be hard to find, or tourists may flock to your community for only a few months or weekends of the year. Not every problem can be predicted, and therefore, prevented. It is the responsibility of task force or tourism development corporation to continually seek solutions to problems to continue the success and sustainability of the tourism initiative.

Chapter 4 described many strategies for dealing with many of the social, economic, and physical impacts of heritage tourism. The following paragraphs briefly describe solutions to solving the most common problems of seasonality, traffic, hostility, and resource and infrastructure deterioration.

Seasonal Tourism

Unfortunately heritage tourism may be seasonal in nature. In Nappanee, the off-season was welcomed by many business owners. In many communities, however, the seasonality of tourism may cause problems of high unemployment and lack of public revenues. The issue of seasonality can be addressed by extending the tourist seasons and offsetting seasonal unemployment with the creation of other jobs.

Extending the tourist season can be done through special market strategies. Examples of market strategies include the following:

- Conducting special events and festivals during slower periods;
- Offering year-round outdoor recreation activities; and
- Targeting growing travel segments, such as senior citizens, who are not restricted to structured vacation times, as a family with children.
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Offsetting seasonal tourism jobs with other opportunities will help relieve some of the pressures of high unemployment. Nappanee is a very fortunate community in that the summer season tourism jobs are offset in the winter by the number of jobs available in the large manufactured home industry there. Some include the following:

- **Develop job networks.** Employers may be able to help employees find other jobs by opening communication between local business and industries. There may be opportunities for a group of employees to circulate between one or two businesses during the off-season, and return to the tourist industry during in the summertime.

- **Hire college and high school students.** College students are particularly ambitious and willing to work hard. Not only do they make great employees, but their vacation schedules also coincide with typical tourism seasons.

- **Prepare for the next season.** Many attractions do repair work, construction, and general improvements during the off-season. Keep seasonal employees on to complete this or other work.

Traffic and Parking

Many historic downtown streets and sidewalks were not built to accommodate the automobile and many pedestrians. In Galena, for example, the narrow streets were built for horse and buggies and daily shoppers. Now local residents compete, daily, for parking spaces and fight heavy traffic. Traffic and parking problems are best solved through long range planning techniques. Initial tourism planning can help anticipate overcrowding. For example, a community may want
to consider making land use changes in particular areas of the community, such as separating conflicting land uses. This may better integrate the tourist trip into the community experience. Nonetheless, some strategies for alleviating traffic and parking problems include the following:

- **Improve signing.** Signs better direct automobiles to visitor parking and attractions. Signs may also direct them to the best exiting route.

- **Provide visitor information** such as maps of the town, with particular emphasis on the location of parking and sites; location and description of pedestrian paths, bicycle paths, or other interesting pedestrian experiences and a description of alternative methods of making trips within the historic community.

- **Improve the circulation system.** Linking the several historic sites and other attractions by means of a clearly signed pedestrian pathway, is an integral part of the reduction of automobile use within the community. Installation of traffic control devices at intersections heavily used by tourists can help alleviate congestion. One-way streets may represent an important improvement. In some instances, closing heavily used intersections of a street and re-routing the vehicles can eliminate traffic congestion and create the environment for a very pleasant pedestrian experience. Efforts to reduce automobile speeds in areas of high pedestrian volumes are also useful. As your tourism destination grows, it may prove necessary to develop a shuttle bus system providing service to sites and designated parking locations.

**Hostility**

Activities of visitors may conflict with lifestyles of local residents. Residents, as stated earlier, may feel in competition with visitors for use of local facilities and services such as parking, food services, parks, and stores. Conflicts between tourists and residents can foster hostility between the two groups and lessen and even eliminate community support of tourism. It must be remembered one goal of heritage tourism development is to preserve the heritage and culture of the
Implementing Heritage Tourism

community. Again, this problem is best solved initially through tourism planning. Awareness programs, regulated tourism growth, and community task forces can minimize these problems. Other strategies to minimize the conflict between residents and tourists include:

- **Finding the fit between the culture and potential tourism market.** Target visitors who are sensitive to lifestyles.

- **Marking off special community structures and making them inaccessible to the tourist.** Access to these areas might be limited by simply not putting up signs to direct outsiders to them.

- **Marking tourist sites and developing well-marked roadways to direct tourists to find designated sites are extremely helpful.**

- **Developing local efforts to cope during peak seasons.** Church schedules may be changed, residents may avoid popular visitor places.

- **Educating visitors about local cultures and lifestyles.** Visitors can be educated through the use of brochures, the development of living history museums, displays at libraries, historic sites, historic society offices, and visitors' centers.

**Resource and Infrastructure Deterioration**

The overuse of infrastructure and natural and heritage resource deterioration are critical problems. Because heritage tourism is often based around natural resource attractions, fragile environments, and historically significant buildings, a long range outlook is essential for tourism success. During the tourism planning process, it is important to identify ways of maintaining these assets. However, there is no one simple solution. The National Park Service, for example, has been struggling with the problem of presenting a full image to a visitor without deteriorating the historic integrity of the site. This is topic of further study, beyond the scope of this research.
As a final suggestion, the development of a tourist center can be one of the keys to the success control of tourism within the community. A tourist center serves many purposes. For example, it is an information center, providing maps and directions to major sights in the area. It may be a place for visitors to rest, eat lunch, and use the restrooms. Equally important, a visitors' center provides tourists a place to park.

The center should be located in a relatively central area next to adequate parking and within walking distance of most major sites. A signing system should initially direct visitors to the center and the information the center provides.

*Nappanee Welcome Center.* Visitor centers provide parking, restroom facilities, and information for tourists.
Conclusions

There is no guarantee of success in heritage tourism. Tourism is an unstable industry. This research has given the reader some ideas of how to create, plan, and direct heritage tourism without knowing the exact resources, needs, and social and political environment in your community. These suggested guidelines are often derived from good common sense. Start with a real need and desire to implement heritage tourism and pay heed to the following do’s and don’ts:

- Do research and assess your community thoroughly;
- Do spread the word and publicize the fun;
- Do find community leaders willing to dedicate their time and work hard;
- Do educate your leaders, volunteers, local residents, and business owners;
- Do reinforce the idea that the community has a product to promote that is unique;
- Do involve citizens in decision making;
- Do seek the commercial and historical mixture proper to the community; and
- Do have sound planning practices in place.

- Don’t leave out any special interest groups in the planning process;
- Don’t allow the concerns of life-long and long-term citizens take back seat to weekend visitors.
- Don’t let success spoil preservation;
- Don’t commercially homogenize your community;
- Don’t allow all the costs of building tourist facilities fall on the residents;
- Don’t allow let tourism planning be the only element of comprehensive planning for the area; and
- Don’t be discouraged by public outcry. Make it work to your advantage!
The development of heritage tourism in small towns is still in its infancy. The growing demand for quality and increased segmentation of the tourist market highlights the importance of bringing heritage tourism into higher profile within the tourist industry. Increased tourism growth will result in greater challenges for the integration of heritage tourism and community planning. These challenges will be bought about by the need for the development of attractions, tourist services, and infrastructure, and the implications this will have for land use planning. As governments, businesses, and preservationists learn more about the importance of tourism, as an industry, and heritage tourism, these entities can better serve visitors’ needs.

Heritage tourism is not always easy to develop. It involves examining the entire community through the eyes of the tourist and coordinating both physical and program development and improvements. At the same time, heritage tourism is not always beneficial. Heritage tourism can adversely affect the economic, social, and physical environment of a community. While the benefits of heritage tourism are readily recognized, its development also imposes costs and liabilities. The trade-offs between benefits and costs must be clearly understood and carefully evaluated by everyone in the community. Determining if heritage tourism is right for a community takes careful planning.

Communities interested in tourism should develop a strategy with clear and attainable goals and objectives. With a series of planned steps, a community has a better chance of success. A comprehensive strategy should involve analysis of the community’s resources, identification of existing and potential markets and have quality community input. The plan should generate an appropriate image and character and encourage efficient links between tourism, preservation, and governments. The steps outlined in this study encourage commitment by all members of the community, as well as partnerships between local governments, non-profit organizations, and local businesses. The approach presented here should facilitate and generate conditions that will enhance heritage tourism’s success rate in small, rural communities. History and heritage resources can be a linking element, bringing improved quality of life and economic revitalization to small communities.
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Nappanee Area Chamber of Commerce. *Experience Nappanee.*


Seigenhaler, Katherine. "Not All of Galena Likes Living in the Past" *Chicago Tribune.* November 9, 1989. 1A 1:2 CT.


Walters, Jonathan. "History is Hot! Cities and States are Cashing In" *Governing.* June 1988.


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Local Resources

Local organizations, both public and private, can provide considerable assistance, expertise, and support. Make contacts with these groups early on. Keep them informed of your progress and encourage their participation. A local group may be able to provide manpower to your effort. These groups may also be able to provide you with valuable statistics, regional trends, and government programs. Local businesses and corporations can be a source of financial assistance and other services.

These local resources may include:

- Historical Societies
- Museums
- Visitors and Conventions Bureau
- Land Trusts
- Rotary, Lions, Kiwanis, and other community service-related groups
- League of Women Voters
- Junior League
- Chambers of Commerce
- Board of Realtors
- Office of the mayor or city manager
- Small Business Administrations

State Resources

Every state has an official state historic preservation office usually housed within a statewide agency. This is the place to find educational information: what has been nominate to and listed on the National Register of Historic Places or the statewide inventory of properties; projects qualifying for federal tax benefits; information on funding sources; and advice on restoration and rehabilitation. A list of all state historic preservation offices is available by writing to:

National Conference of State Historic Preservation Officers
444 North Capital Street, NW
Suite 332
Washington, DC 20001
In addition to the state historic preservation office, most states have private statewide historic preservation organizations, such as the Historic Landmarks Foundation of Indiana and the Landmarks Preservation Council of Illinois. The state historic preservation office will have information about the statewide organization.

The state Department of Commerce may also provide valuable information and financial support. Housed within the state Department of Commerce may be several divisions that can be helpful. For example, in Indiana, the Department of Commerce houses the Tourism Division, the Main Street Program, as well as other divisions which administer grants and funds.

Other information on planning and zoning in your state can be received from your state association of cities and towns or your state association of counties.

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**National Resources**

Often it is necessary to call upon a national organization in order to gain additional support for a project, financial assistance, or information.

The National Trust for Historic Preservation is a private, nonprofit organization chartered by Congress to help protect America’s historic and cultural programs. The National Trust helps plan and carry out preservation programs, issues publications, and provides technical support. Specifically, the National Trust will provide paid consulting services to communities who wish to develop heritage tourism.

**National Trust for Historic Preservation**

**National Headquarters**

1785 Massachusetts Avenue, NW
Washington, DC 20036
(202) 673-4000

**Northeast Regional Office**

45 School Street
4th Floor
Boston, MA 021088

**Mid-Atlantic Office**

6401 Germantown Avenue
Philadelphia, PA 19144

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Midwest Regional Office
53 West Jackson Boulevard
Suite 1135
Chicago, IL 60604

Mountains/Plains Regional Office
511 16th Street
Suite 700
Denver, CO 80202

Southern Regional Office
456 King Street
Charleston, SC 29403

Texas/New Mexico Field Office
511 Main Street
Suite 606
Fort Worth, TX 76102

Western Regional Office
One Sutter Street
Suite 900
San Francisco, CA 94104

In addition to the National Trust, there are numerous private national organizations that focus on some aspect of historic preservation including the American Association for State and Local History and the American Institute of Architects.

American Association for State and Local History
172 Second Avenue, North
Nashville, TN 37201

American Institute of Architects (AIA)
Committee on Historic Resources
1735 New York Avenue, NW
Washington, DC 20006
Heartland Center for Leadership Development
941 O Street, Suite 920
Lincoln, NE 68508
(402) 474-7667

Small Business Administration
500 West Madison Street, Suite 120
Chicago, IL 60606
(312) 353-4508

United States Department of Commerce
Economic Development Administration
Regional Office
111 North Canal Street, Suite 855
Chicago, IL 60606-7204
(312) 353-8143

The National Park Service maintains the National Register of Historic Places and provides technical cultural resource assistance on a variety of topics, including: the identification and evaluation of resources; the restoration, rehabilitation, and preservation of historic properties; and archeology.

National Park Service
National Register of Historic Places
P.O. Box 37127
Washington, DC 20013-7127
(202) 343-9500

The Department of the Interior provides matching grants-in-aid directly to states for the acquisition, development, protection and preservation of properties listed in the National Register of Historic Places.

US Department of the Interior
Cultural Resources Management
National Park Service
18th and C Streets, NW
Washington, DC 20240
(202) 343-5181
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If tourism in your community is based around cultural resources on a military base, the Department of Defense can provide information regarding DoD cultural resource regulations, policy directives, funding, and management plans.

Department of Defense
Deputy Under Secretary of Defense (Environmental Security)
400 Army Navy Drive, Suite 206
Arlington, Virginia 22202-22884

Tourism Resources
Besides your local and state visitor and tourism bureaus, there are many organizations for tourism planning and development.

Fund Raising Resources
For advice about fund raising through private philanthropies contact:

The Foundation Center
79 Fifth Avenue
New York, NY 10003

The Taft Group
12300 Twinbrook Pines
Suite 450
Rockville, MD. 20852
Planning Resources

The American Planning Association is an organization for professional planners and appointed and elected officials in local government. Activities include research and a wide variety of planning publications. Divisions of the APA focus especially on tourism planning and small town and rural planning.

American Planning Association
1313 E. 60th Street
Chicago, IL 60637

Books and Publications

Fund Raising

Bimonthly magazine devoted to grantsmanship. Valuable resource guide for all nonprofit organizations.


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Historic Preservation


Small Town Planning and Design


Tourism


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Appendix B
Worksheets

The following worksheets are designed to help a community efficiently develop its heritage tourism program. These worksheets are models. Leaders should modify these worksheets to best meet the resources of the community.
Worksheet 1  
Assessing Community Needs and Potential Benefits

<table>
<thead>
<tr>
<th>Needs</th>
<th>Community Assessment</th>
<th>Impacts from Heritage Tourism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unemployment</td>
<td></td>
<td>Tourism provides job opportunities for large number of service workers with minimum skills. This would be a desirable direction for areas where large proportions of those seeking work fit this category.</td>
</tr>
<tr>
<td>What types of people are unemployed?</td>
<td></td>
<td>Tourism, if developed during the slack season, may allow the community to moderate the seasonality problem.</td>
</tr>
<tr>
<td>Skilled</td>
<td></td>
<td>Frequently, low employment rates and cyclical economies cause the young to leave the community and seek their fortunes elsewhere. Increased opportunities can allow those who wish to remain and do so.</td>
</tr>
<tr>
<td>Unskilled</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Part time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Full time</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is unemployment seasonal?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Do young people leave the community to seek employment?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Level of Economic Activity</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are local businesses and shops expanding, stable, or declining?</td>
<td></td>
<td>If your answer is “stable” or declining then tourism may give your local business the needed stimulus.</td>
</tr>
<tr>
<td>Is the local income level below average for the state?</td>
<td></td>
<td>Tourism may increase the general level of economic activity and produce a corresponding income for owners and workers in businesses ranging from banks to retail stores to dry-cleaning and other service establishments.</td>
</tr>
<tr>
<td>Are you satisfied with the diversity of shops and stores in your area?</td>
<td></td>
<td>If not, the expanded economic activity may provide for more diversity.</td>
</tr>
</tbody>
</table>

Adapted from Developing Tourism in Your Community, Texas Department of Commerce.
### Appendices

<table>
<thead>
<tr>
<th>Needs</th>
<th>Community Assessment</th>
<th>Impacts from Heritage Tourism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taxes</td>
<td></td>
<td>Tourist spend money and create jobs.</td>
</tr>
<tr>
<td>is the per capita tax revenue in your areas below average for your state?</td>
<td></td>
<td>This results in direct increases in sales taxes and indirect increases in both the sales and income taxes as workers collect and spend their new earnings.</td>
</tr>
<tr>
<td>Is the total tax revenue for local government below average for your state?</td>
<td></td>
<td>These dollars can support or facilitate an increase in the level of public services. Hotels, restaurants and attractions as well as new homes, will expand the base upon which property taxes, which typically support schools, are assessed. Thus tourism could bring a measure of relief to hard-pressed property owners.</td>
</tr>
</tbody>
</table>

### Stability

| is your community over-dependent on the health of one industry? |                      | Is so perhaps tourism could be advantageous merely because it diversifies the economic base. |
| Are there seasonal fluctuations in economic activity? |                      | The potential of tourism would local economy from situation to situations. |

### Social / Cultural Needs

| Does your community need of sense of identity? |                      | The very act of engaging in an organized effort can develop the community’s sense of identity. The fact that outsiders spend time and money to visit a community can increase community pride. |
| Has your community lost its sense of heritage? |                      | Many programs will emerge around historical themes. Developing heritage tourism will enhance the residents’ understanding of, and pride in, their heritage. |
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<table>
<thead>
<tr>
<th>Needs</th>
<th>Community Assessment</th>
<th>Impacts from Heritage Tourism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do members of your community understand local cultural groups?</td>
<td></td>
<td>Promoting an ethnic background increases exposure of this culture to both residents and visitors.</td>
</tr>
<tr>
<td>Are you satisfied with the diversity of leisure activities within your community?</td>
<td></td>
<td>Attractions developed for tourists will also be available to local residents?</td>
</tr>
</tbody>
</table>

### Physical Environment

<table>
<thead>
<tr>
<th>Needs</th>
<th>Community Assessment</th>
<th>Impacts from Heritage Tourism</th>
</tr>
</thead>
<tbody>
<tr>
<td>Is your community concerned about pollution?</td>
<td></td>
<td>Little pollution is created by increased heritage tourism relative to that of other industries.</td>
</tr>
<tr>
<td>Does your community have a pleasant appearance?</td>
<td></td>
<td>If so, you can expect to have greater success in attracting and holding tourists.</td>
</tr>
<tr>
<td>Are areas of your community in need?</td>
<td></td>
<td>If not, you may have a built-in attraction? If so, saving historic or ethnic areas may be made possible by the tourists attracted to restaurants, shops, and other attractions.</td>
</tr>
</tbody>
</table>
Worksheet 2
Checklist of Attractions

<table>
<thead>
<tr>
<th>Historical Attractions</th>
<th>Community Potential to Develop This Attraction within 1 year/3 years/5 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Battlefields</td>
<td></td>
</tr>
<tr>
<td>Birthplaces of famous people</td>
<td></td>
</tr>
<tr>
<td>Burial grounds</td>
<td></td>
</tr>
<tr>
<td>Famous historical buildings</td>
<td></td>
</tr>
<tr>
<td>Forts</td>
<td></td>
</tr>
<tr>
<td>Historic tours</td>
<td></td>
</tr>
<tr>
<td>Landmarks</td>
<td></td>
</tr>
<tr>
<td>Markers</td>
<td></td>
</tr>
<tr>
<td>Memorials</td>
<td></td>
</tr>
<tr>
<td>Monuments</td>
<td></td>
</tr>
<tr>
<td>Museums</td>
<td></td>
</tr>
<tr>
<td>Pioneer churches</td>
<td></td>
</tr>
<tr>
<td>Reenactments of historical events</td>
<td></td>
</tr>
<tr>
<td>Reconstructed historical buildings/towns</td>
<td></td>
</tr>
<tr>
<td>Ruins</td>
<td></td>
</tr>
<tr>
<td>Underground railroad sites</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cultural and Ethnic Attractions</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Antiques</td>
<td></td>
</tr>
<tr>
<td>Archeological sites</td>
<td></td>
</tr>
<tr>
<td>Art galleries</td>
<td></td>
</tr>
<tr>
<td>Conservatories</td>
<td></td>
</tr>
<tr>
<td>Ethnic celebrations</td>
<td></td>
</tr>
<tr>
<td>Exhibits</td>
<td></td>
</tr>
<tr>
<td>Museums</td>
<td></td>
</tr>
<tr>
<td>Native folklore</td>
<td></td>
</tr>
<tr>
<td>Unique life-styles</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
</tr>
</tbody>
</table>

Adapted from Developing Tourism in Your Community, Texas Department of Commerce.

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### Implementing Heritage Tourism

<table>
<thead>
<tr>
<th>Recreational Activities</th>
<th>Attraction Currently Exists</th>
<th>Community Potential to Develop This Attraction Within 1 year/3 years/5 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beach combing</td>
<td></td>
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<tr>
<td>Bird-watching</td>
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<tr>
<td>Baseball</td>
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<tr>
<td>Basketball</td>
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<tr>
<td>Boat rides</td>
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<tr>
<td>Bowling</td>
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<tr>
<td>Camping</td>
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<tr>
<td>Canoeing</td>
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<tr>
<td>Fishing</td>
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<tr>
<td>Golf</td>
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<tr>
<td>Hiking</td>
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<tr>
<td>Horseback riding</td>
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<tr>
<td>Hunting</td>
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<tr>
<td>Ice skating</td>
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<tr>
<td>Sailing</td>
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<tr>
<td>Skiing</td>
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<tr>
<td>Softball</td>
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<tr>
<td>Spelunking</td>
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<tr>
<td>Swimming</td>
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<tr>
<td>Tennis</td>
<td></td>
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<tr>
<td>Water-skiing</td>
<td></td>
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</tr>
<tr>
<td>Other</td>
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</tr>
</tbody>
</table>

### Special Events

| Air shows                                |                            |                                                                          |
| Arts and crafts fairs                    |                            |                                                                          |
| Barbecues                                |                            |                                                                          |
| Barn Dances                              |                            |                                                                          |
| Fairs                                    |                            |                                                                          |
| Music festivals                          |                            |                                                                          |
| Pageants                                 |                            |                                                                          |
| Races                                    |                            |                                                                          |
| Rodeos                                   |                            |                                                                          |
| Shows (cars, dogs, horse)                |                            |                                                                          |
| Tournaments                              |                            |                                                                          |
| Tours                                    |                            |                                                                          |
| Cultural celebrations                   |                            |                                                                          |
| Holiday events                           |                            |                                                                          |
| Other                                    |                            |                                                                          |
### Appendices

<table>
<thead>
<tr>
<th>Attraction Currently Exists</th>
<th>Community Potential to Develop This Attractions Within 1 year/3 years/5 years</th>
</tr>
</thead>
</table>

#### Natural, Scenic, or Environmental Attractions
- Beaches
- Canyons
- Caves
- Farms, ranches
- Forests
- Golf Courses
- Lakes
- Marinas
- Orchards and vineyards
- Parks (national, state, local)
- Picnic areas
- Playgrounds
- Rivers
- Springs
- Views
- Waterfalls
- Wildlife sanctuary
- Other

#### Man-made Attractions
- Airports
- Amusement parks
- Bridges
- Churches
- Dams and power stations
- Fish hatcheries
- Gambling casinos
- Harbors
- Libraries
- Military installations
- Planetariums
- Rest areas
- Roadside parks
- Shopping centers
- Swimming pools
- Stadiums
- Theatres
- Universities and colleges
- Unusual buildings
- Windmills
- Other
Implementing Heritage Tourism

Worksheet 3a
Strength of Tourism Attractions

This worksheet can be used to assess the strength of attractions. Criteria that can help rank the relative strengths of attractions are:

- Strengths that are important or essential to maintaining and further developing your existing tourist markets. These should rank higher than assets that may be important to future markets.
- Strengths that are unique to your community. These will help to position your destination among existing and potential markets.
- Strengths that are important to many or all markets. These should rank higher than those that affect only one or two of your markets.
- Strengths that can be easily developed and promoted.

<table>
<thead>
<tr>
<th>Attractions</th>
<th>Strengths</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Example</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Levi Coffin House</td>
<td>State Historic Site</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>20,000 visitors a year</td>
<td></td>
</tr>
</tbody>
</table>

A worksheet similar to this one should be completed for commercial services, public facilities and services, transportation, communication and promotion systems, government policies, and community attitudes.

Adapted from Developing Tourism in Your Community, Texas Department of Commerce.
Worksheet 3b
Weaknesses/Concerns of Tourism Attractions

This worksheet can be used to assess the weaknesses and concerns of attractions. Criteria that can help rank the relative concerns of attractions are:

- Concerns that have a negative effect on your existing tourist markets. These should rank higher than those that may affect potential tourism markets.
- Concerns that have a negative effect on many or all tourist markets. These should rank higher than those that affect only one or two of your markets.
- Concerns that are easy to address. Consider the amount of time, effort and money needed to address each concern. Obvious concerns that can be easily addressed should rank higher than concerns requiring a substantial commitment.

<table>
<thead>
<tr>
<th>Attractions Example</th>
<th>Weaknesses/Concerns</th>
<th>Rank</th>
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<tbody>
<tr>
<td>Levi Coffin House</td>
<td>Limited Parking</td>
<td>2</td>
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<tr>
<td></td>
<td>Closed part of the year</td>
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<td></td>
<td>Limited funding</td>
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</tbody>
</table>

A worksheet similar to this one should be completed for commercial services, public facilities and services, transportation, communication and promotion systems, government policies, and community attitudes.

Adapted from Developing Tourism in Your Community, Texas Department of Commerce.
Implementing Heritage Tourism

Worksheet 4
Heritage Tourism Action Steps

After the goals and objectives have been determined, the task force or commission should establish action steps. For each set of goals and objectives, a worksheet similar to this should be completed. Once these are completed, the community’s heritage tourism plan has basically been completed. It is then up to the heritage tourism task force or commission and the community to see that most of these action steps are completed.

<table>
<thead>
<tr>
<th>Goal</th>
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<tr>
<th>Objectives</th>
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<table>
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<tr>
<th>Strengths/Concerns Addressed:</th>
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</thead>
<tbody>
<tr>
<td>Action Steps</td>
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Adapted from Developing Tourism in Your Community, Texas Department of Commerce.