New Directions in Heritage Tourism
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Oregon Trail sesquicentennial celebration
Photo courtesy of the National Trust
Louisiana Memorial, Gettysburg National Historic Park
Photo courtesy of the Civil War Trust
A Decade of Heritage Tourism

This marks the third time the Forum Journal has focused on the issue of heritage tourism. Earlier issues, published in 1987 and 1991, addressed the need to form partnerships with the tourism and arts industries, the problems associated with too many tourists, and the fact that historic sites are most often the draw that brings visitors to a community. Copies of these two journals have long since disappeared from our shelves, yet this topic still very much in the forefront of preservation. Furthermore, 1999 marks the 10-year anniversary of the start of the National Trust Heritage Tourism Initiative. In the last decade many states and communities have begun to actively promote heritage sites to travelers through innovative marketing programs and cooperative ventures.

The articles in this issue of Forum Journal reflect current trends and initiatives in heritage tourism. Edward McMahon reminds communities to develop strong heritage tourism programs to keep from becoming “Anyplace, USA.” The success of The Civil War Discovery Trail, described by Carole Mahoney in her article, provides a good example of the importance of cooperative efforts among heritage tourism destinations. Peter Brink notes the growing interest by Americans in the stories of everyday life. This expanding appreciation of history has supported the recent explosion of multi-cultural tourism programs, several of which are profiled here in the “Multi-Cultural Tourism Sampler.” Cheryl Hargrove’s discussion of the importance of authenticity demonstrates the value that heritage visitors place on “real” experiences.

The National Trust’s Heritage Tourism Initiative

In 1989 the National Trust for Historic Preservation launched an ambitious three-year Heritage Tourism Initiative with support from the National Endowment for the Arts. Nationally acclaimed experts were brought in to 16 pilot areas in Indiana, Tennessee, Texas, and Wisconsin to help them realize their heritage tourism potential. Through the collective experiences of the pilot areas, the National Trust developed guidelines to help others develop successful and sustainable heritage tourism programs.

These “lessons learned” became the basis of a primer called Getting Started: How to Succeed in Heritage Tourism. Funding from American Express enabled the National Trust to publish Getting Started in 1993 and release a companion video in 1995.

The Heritage Tourism Initiative, although it officially ended in 1993, effectively got the ball rolling. The original pilot states and most of the 16 pilot areas have thriving heritage tourism programs. Interest in heritage tourism and cultural tourism has spread to other preservation, tourism, museum, arts, and humanities organizations at the local, state, regional, and national levels.

In Indiana, one of the original pilot states, the Department of Tourism’s Development Division instituted the Hoosier Heritage Development (HHD) program at the end of the Heritage Tourism Initiative. Over the past six years, the HHD program has provided tourism development assistance to a variety of sites, communities, heritage corridors, and scenic byways in the state.

The National Trust pilot program served as the catalyst to establish a permanent Community Tourism Development division within the Tennessee Department of Tourism. In 1995 the Department of Tourism expanded the division. Now called Heritage and Community Tourism Development, the division is managed by three regional directors who help rural communities develop tourism programs that promote the preservation of local heritage and strengthen local economies. In 1996 the Tennessee Heritage Trails program was launched. This program offers trail itineraries for arts and crafts, history, and music to help visitors experience Tennessee’s rich and diverse heritage.

The Texas Historical Commission (THC), working closely with a variety of state and local agencies, launched the Texas Travel Trails Program in 1998 to “capitalize on the increasing popularity of learning vacations and heritage travel adventures.” The program is built around ten scenic drives or “travel trails” that were designated by the Texas Department of Transportation (TxDot) in 1968. This new statewide program, which was created to stimulate local economies and increase regional tourism, teaches destinations along the trail how to enhance, package, and promote their heritage resources.

The Wisconsin legislature voted to continue and expand
their statewide heritage tourism program following the pilot project. Under the current program, two new heritage sites are selected every two years. Today, ten regions in the state participate in the Wisconsin Heritage Tourism Program and a full-time heritage tourism coordinator is housed in the state tourism office. The Wisconsin Heritage Tourism Program has also created a statewide heritage directional sign program and publishes Wisconsin Heritage Traveler to highlight Wisconsin’s heritage areas, history museums, and historic sites.

The National Trust has a permanent Heritage Tourism Program that serves as a national advocate for heritage tourism issues and provides fee-for-service technical assistance. The popularity of the Getting Started primer carried the original publication through several reprints. With more than 10,000 copies in circulation, the National Trust recently updated and reprinted this publication to meet the ongoing demand. The accompanying video, Preserving Our Past: Building Our Future, has also been reissued as a companion piece. The National Endowment for the Arts recently awarded $25,000 to the Heritage Tourism Program to launch the first phase of a new cultural heritage tourism leadership workshop called Share Your Heritage. Over the next year, the NEA funding will be used to develop curriculum materials for the workshops including how-to worksheets and success stories. Additional funding will be secured to offer three pilot workshops during the second year of the project.

Heritage Tourism Developments in Other States

New statewide heritage tourism programs have not been limited to the initial four pilot states. Other states have also initiated heritage or cultural tourism programs in the past decade. The Kentucky Department of Travel has had a heritage tourism coordinator on staff since 1992. This year, the Kentucky Department of Travel and the Kentucky Education, Arts and Humanities Cabinet are teaming up to complete the first ever statewide Kentucky cultural heritage tourism strategic plan.

In 1994 Pennsylvania created a statewide heritage tourism partnership that pooled resources from the Pennsylvania Historical and Museum Commission; the Center for Rural Pennsylvania; the Pennsylvania Office of Travel, Tourism and Film Promotion; and the Pennsylvania Heritage Parks Program. Between 1994 and 1997, this program worked with four pilot areas in Pennsylvania and a statewide advisory committee consisting of a wide range of state agencies and organizations. A heritage tourism project coordinator was hired in 1998 to staff the Pennsylvania Heritage Tourism Initiative, and new pilot areas have since been added to the program.

Partners in Tourism—A New National Coalition

In 1996 a dozen national cultural agencies and organizations formed a coalition called Partners in Tourism to support the development and enhancement of cultural heritage tourism programs in the United States. To date, this national coalition has coordinated regional cultural tourism leadership forums, released a publication titled Partners in Tourism: Culture and Commerce, sponsored a national cultural tourism workshop, and provided a newsletter and publications to a mailing list of close to 2,000 leaders in the field.

The multi-disciplinary makeup of this national coalition demonstrates the kinds of partnerships necessary for a comprehensive cultural heritage tourism program. The national organizing partners include the American Association of Museums, Americans for the Arts, the Federation of State Humanities Councils, the National Assembly of State Arts Agencies, the National Association for African-American Heritage Preservation, the National Conference of State Historic Preservation Officers and the National Trust for Historic Preservation. Federal partners include the National Endowment for the Arts, the National Endowment for the Humanities, the Institute of Museum and Library Services and the President’s Committee on the Arts and the Humanities. Partners in Tourism has also worked closely with the Travel Industry Association of America, Tourism Industries and other tourism agencies.

Heritage and cultural visitors are often one and the same.

Heritage vs. Cultural Tourism

Working with new partners has created lively dialogue on the overlap and differences between heritage tourism and cultural tourism. There is no question that these two groups have much in common. Heritage and cultural visitors are quite often one and the same and thus it makes sense to work together to create appealing and well-rounded cultural heritage visitor experiences.

An informal survey of programs across the country reveals that “heritage” pro-
This distinction helps to clarify why preservationists refer to "heritage tourism" while museums and the arts use the term "cultural tourism." Preservation tends to address the built environment and the cultural landscape, and preservationists place a high value on maintaining the original context. On the other hand, museums and the arts are more likely to deal with collections and performances that can be transported and shared with other communities. As large metropolitan areas have the ability to finance such visiting collections and performances, it is not surprising that the term "cultural tourism" is more often used in urban areas.

Tourism Management

Tourism management has emerged in recent years as a critical issue for mature heritage tourism destinations. As the success in attracting visitors to certain historic communities has far surpassed local expectations, communities such as Charleston, Savannah, Annapolis, Santa Fe and others have realized the importance of ongoing tourism management strategies to balance the needs of residents and visitors alike. Charleston has emerged as a leader in this field, and Vanessa Turner Maybank shares its story in this journal.

The need for tourism management is not restricted to historic communities. Growing crowds on public lands such as national parks have necessitated the development of management strategies to protect irreplaceable resources and provide a positive experience for visitors. Clearly, tourism management will become an increasingly important component of heritage tourism programs in the future.

Conclusion

Heritage tourism is here to stay. How do we know? Looking back at the history of tourism, it is clear that travelers have always sought out historic sites and cultural attractions. We have always had heritage tourism. The difference is, now we have a name for it.

Amy Jordan Webb is the director of the National Trust Heritage Tourism Program. The Heritage Tourism Program provides fee-for-service technical assistance in heritage tourism development and serves as a national advocate for heritage tourism issues.

Tourism and the Environment: What's the Connection?

by Edward T. McMahon

So what did you do on your summer vacation? Was it rewarding and satisfying? Did the destination meet your expectations? Would you recommend it to a friend? Or were you disappointed? Did dirty air, traffic congestion, crowded beaches, slipshod service, or towns awash in tourist schlock leave you feeling frustrated and cheated?

Tourism is the world's largest industry. Today, Americans spend more than $500 billion a year on travel and recreation away from home. Travel and tourism account for 11.4 percent of employment—or one out of every nine jobs in the United States. Tourism is an exciting and dynamic industry. However, tourism is a two-edged sword and in many parts of America, haphazard development is harming the very assets that attracted tourists in the first place.

We are all familiar with the colorful ad that America's communities use to pro-
Traffic congestion and strip development in Lancaster, Pa., detract from the very assets that visitors come to see in the first place.

Photo by Edward McMahon

mote their charms. They are always thinned with attractive scenes: sunsets, azaleas in bloom, historic house museums beautifully photographed. But the reality is often not so lovely. Back away from the columned house and you'll find, as likely as not, a fast food restaurant with a screaming red roof on one side, and to the other a parking lot that is barren except for a flashing portable sign or a towering billboard. The advertisement is handsome; the city is not.

I'll never forget our family vacation to "Pennsylvania Dutch Country." Expecting to see bucolic countryside where every farm is prosperous and every town is quaint (thanks to the Amish and Mennonites who settled there in the 18th century), we were disappointed to find a sprawling suburb dominated by traffic congestion and strip development. My most vivid memory is of our daughter saying, "Daddy, I didn't know the Amish lived in castles," as we sat stuck in traffic near the Dutch Wonderland theme park.

There is an immense but often ignored relationship between tourism and the environment. Unfortunately, many tourism officials are far more concerned with marketing and promotions—creating fancy brochures and compelling ads—than they are with protecting and enhancing the product they are trying to sell.

Tourism involves more than marketing. It also involves making destinations more appealing. This means conserving and enhancing a destination's natural tourism assets. In other words, protecting the environment. It is, after all, the unique heritage, culture, wildlife, or natural beauty of a community or region that attracts tourists in the first place.

Clearly, certain places have more appeal than others. But no place will retain its special appeal by accident. If the destination is too crowded, too commercial, or too much like every place else, then why go? The truth is, the more American communities do to conserve their unique resources, whether natural or man-made, the more tourists they will attract. On the other hand, the more a community comes to resemble "Amplace, USA," the less reason there will be to visit. This is why local planning, zoning, and urban design standards are so important to communities with tourism resources.

Studies reveal significant differences between tourist and resident perceptions of a community. Tourists are open and receptive to everything they see, while residents tend to tune out the familiar environment along the roads they travel day in and day out. This suggests that local officials need to become much more aware of the overall character of their community. This is particularly true because many tourists decide to spend time and money at a location before they actually see the place. If the character of your community is at odds with its description in advertising and promotional literature, the tourist will feel cheated. Creation of a false image can spoil a vacation. What's more, it can reduce repeat visitation: tourists may come once but they won't come back. Alternatively, happy memories
and word of mouth are the best public relations a destination can have.

Tourism is a voluntary activity, which means that tourists have a choice among competing destinations. Given a choice, where will they go? Virtually every study of traveler motivations has shown that, along with rest and recreation, visiting scenic areas and historic sites are two of the top reasons why people travel. Travel writer Arthur Frommer says that, "Among cities with no particular recreational appeal, those that have preserved their past continue to enjoy tourism. Those that haven't receive almost no tourism at all. Tourism simply doesn't go to a city that has lost its soul."

So how can a community attract tourists and their dollars without losing its soul? First, recognize that sustainable tourism is a long-term strategy, not a quick fix. Second, understand that people are tourists in order to visit a place. As economic development expert Don Rypkema says, "Nobody goes anywhere to go down a water slide or buy a tee-shirt. They may do both these things, but that isn't the reason they went there." People travel to see "places," especially places that are special, unusual, and unique. Put another way, any-place can create a tourist attraction, but it is those places that are attractions in and of themselves that people must want to visit.

Preservation-minded cities like Miami Beach, Fla.; Annapolis, Md.; Savannah, Ga.; Charleston, S.C.; Santa Fe, N.M.; Victoria, British Columbia; and Quebec City, Canada, are among North America's leading tourism destinations precisely because they have protected their unique architectural heritage. By contrast, cities that have obliterated their past attract hardly any tourists at all, except for the highly competitive and notoriously fickle convention business.

Not every community is blessed with a great natural wonder or a rich legacy of historic buildings, but most communities have tourism potential. Realizing this potential begins by inventorying existing assets--both existing and potential. What natural, cultural, or historic resources does the community have to offer? What features give the community its special character and identity? To preserve and enhance the resources that make a community interesting, memorable, and unique, local communities and the tourism industry should adhere to the following standards and recommendations.

Focus on the authentic. Make every effort to preserve the authentic aspects of local heritage and culture including handicrafts, art, music, language, architecture, landscape, traditions, and history. Sustainable tourism emphasizes the real over the artificial. It recognizes that the true story of an area is worth telling even if it's painful or disturbing. In Birmingham, Ala., for example, the Civil Rights Museum and Historic District tell the story of Birmingham's turbulent history during the Civil Rights Era. The authentic representation of the city's past adds value and appeal to Birmingham as a destination, and the museum and adjacent historic district have proved enormously popular with visitors from all over the world.

By contrast, many tourist attractions near the Smoky Mountains National Park portray Cherokee Indians as using tepees, totem poles, and feather war bonnets, even though this was never part of their culture. This commercialization of a stereotype Indian has caused anger towards the tourism industry and devalued the area as a destination.

Recognize that tourism has limits. Savvy communities always ask how many tourists are too many? Tourism development that exceeds the carrying capacity of the ecosystem or fails to respect a community's sense of place will result in resentment and the eventual destruction of the very attributes that tourists come to enjoy. Too many cars, boats, tour buses, condominiums, or people can overwhelm a community and harm fragile resources. A few communities have found ways to balance nature and commerce in ways that benefit both. One of them is Sanibel Island, Fla. A popular Gulf Coast resort, Sanibel is one of the world's premier places to collect seashells and see sub-tropical birds. To protect its abundant wildlife, white sand beaches, and quiet charm, Sanibel developed a master plan based...
Tourism development that exceeds the carrying capacity of the ecosystem or fails to respect a community's sense of place will result in resentment and the eventual destruction of the very attributes that tourists come to enjoy.

An analysis of what was needed to protect the island's natural systems. The plan set a limit on the island population consistent with its drinking water supply, the habitat needs of wildlife, the need to evacuate the island before hurricanes and other considerations. By establishing development standards based on ecological constants, Sanibel has managed to preserve one of America's most exceptional subtropical environments while also accommodating a high level of visitation.

Insure that tourism support facilities—hotels, motels, restaurants and shops—are architecturally and environmentally compatible with their surroundings. Tourists need places to eat and sleep. They also appreciate the dependable levels of service and accommodation one usually finds in American hotels and motels, but people crave integrity of place wherever they go, and homogeneous, "off-the-shelf" corporate chain and franchise architecture work against integrity of place. I remember how charmed I was, many years ago, on my first visit to New Orleans' French Quarter. Nor will I forget how offended I was on a later visit when I found a phalanx of enormous 50-story hotels overshadowing the area's historic buildings. By contrast, the new hotels in the nearby warehouse district are located in restored 19th-century buildings or new structures that respect the height and scale of the old.

Every development should have a harmonious relationship with its setting. Tourism support facilities should reflect the broader environmental context of the community and should respect the specific size, character, and functional factors of their site within the surrounding landscape. A community's food and lodging establishments are part of the total tourism package. Shouldn't hotels in Missouri be different in style than those in Maine, Maryland, Montana, Malaysia, or Morocco? It is this search for something different that has given rise to the booming bed and breakfast, adventure travel, and heritage tourism industries.

Interpret the resource. Education and interpretation are another key to sustainable tourism. Visitors want information about what they are seeing. Interpretation can also be a powerful story-telling tool which can make an attraction, even an entire community, come alive. For example, most tourists used to avoid downtown Gettysburg, Pa., instead spending their time at the battlefield or on the commercial strip outside of town. Then Gettysburg developed a comprehensive interpretation plan that uses interpretive markers, wall murals and outdoor sculpture to interpret the role of the town in the battle. As a result, downtown now attracts many more visitors who stay longer and spend more.

Interpretation can also result in better managed resources by explaining why the resources are important. Interpretation instills respect and fosters stewardship in both visitors and residents. Education about natural and cultural resources can instill community pride and strengthen sense of place.

"Watchable wildlife" sites, for example, include displays that help visitors to understand that without "habitat" there would be no wildlife to watch.

Consider aesthetics and ecology. Clean air, clean water, and healthy natural systems are fundamentally important to sustainable tourism, but as Mark Twain once said, "We take stock of a city like we take stock of a man. The clothes or appearance are the externals by which we judge." In other words, aesthetics is also important. Many cities have gotten used to ugliness, accepting it as inevitable to progress. However, other more enlightened communities recognize that the way a community looks affects its image and its eco-

New hotels in New Orleans' warehouse district are located in restored 19th-century buildings or new structures that respect the height and scale of the old.

Photo by Edward McMahon
Economic well-being. Protecting scenic views and vistas, planting trees, landscaping parking lots, and controlling signs are all fundamentally important to the economic health of a community.

Enhance the journey as well as the destination. Tourism is the sum total of the travel experience. It is not just what happens at the destination. It involves everything that a person sees and does from the time he or she leaves home until the vacation is over. Getting there can be half the fun, but frequently it is not. There are many great destinations in America, but, unfortu

nately, there are very few great journeys left, which is why it is in the interest of the tourism industry to encourage the development of greenways, heritage corridors, bike paths, hiking trails, and other forms of alternative transportation. This is also why local and state governments should designate scenic byways and protect roads with unique scenic or historic character.

In recent years American tourism has had less and less to do with America, and more and more to do with mass marketing. As open land decreases, tourism advertising dollars increase. As historic buildings disappear, theme parks proliferate. Unless the tourist industry thinks it can continue to sell trips to communities clogged with look-alike motels, polluted streams, traffic jams, and cluttered commercial strips, it ought to join in an agenda to protect the natural, cultural, and scenic resources on which it relies.

Experiencing America Through Heritage Tourism

Heritage tourism has permeated historic preservation efforts in the United States for several decades. Anyone involved in saving a threatened historic house knows that even before the battle is won supporters are suggesting restoring and opening the landmark as a historic house museum, both to share the particular history and design with visitors and, not incidentally, to generate money to care for the building. Early documentation makes it clear that Ann Pamela Cunningham’s purpose in saving Mount Vernon in 1859 was to open it to the public as a patriotic shrine and to share the site with Americans and other visitors. In the early 1970s preservationist Lee Adler regularly cited the growth of tourist dollars generated in Savannah, Ga., as a justification for historic preservation: $100,000 in 1955; compared to $31 million in 1971 ($800 million in 1997). One of the primary reasons for community support for the restoration of historic Galveston, Tex., was extending the island’s tourist season beyond the summer beach months.

Americans, as well as international visitors, have long shown an interest in experiencing a nation’s, region’s and community’s unique heritage and charm. Likewise, communities are almost always looking for new sources of revenue, and preservationists are almost always searching for ways to sustain the historic places they treasure. There is thus a natural confluence of interests, as well as significant risks, in how these interests are balanced.

Economic Benefits

In recent years, as sprawling development and regional economic shifts have endangered the viability of many older communities, state and local leaders have often turned to tourism as a way to strengthen and diversify their economic bases. Travel and tourism, with a contribution of $502.4 billion in 1998 to the U.S. economy, is a major growth industry, and they want a share of it. In focusing on tourism, they often take a fresh look at the value of their historic sites and the historic character of their communities. They see the potential for
these to attract visitors who spend money on food, lodging, and attractions and support local businesses. Ideally, the end results will be historic buildings and sites preserved, rehabilitated, and cared for; strengthened community pride; and visitors experiencing more of our heritage.

There are hundreds of examples of this across the country:

- In Galveston more than $100 million has been attracted to rehabilitate the Strand National Historic Landmark District, restore and operate the 1877 Barque Elissa, and open the waterfront to the public with museums, restaurants, and hotels that fit the semi-industrial ambiance. Without heritage tourism, many of the fifty-plus 19th-century buildings of the Strand would have been demolished.

- Newport, R.I., represents a premier example of how historic sites generate economic benefits. The Preservation Society of Newport County operates eight magnificent historic homes, including The Breakers, which alone attracted 860,000 visitors in 1997. A 1994 economic impact study documented that visitors to historic sites in Newport County spent nearly $70 million annually.

- Annapolis, Md., is a community interested in both promoting heritage tourism and preserving the quality of life for residents in its National Historic Landmark District. In 1993 Annapolis' historic district drew more than one million overnight visitors. In response, the community is pursuing designation as a State of Maryland heritage area to balance enhanced visitor opportunities with increased protection for historic properties.

- The Oregon Trail Sesquicentennial Celebration exemplifies the striking potential of heritage celebrations. In the 1993 sesquicentennial year alone, an additional one million traveler visits were recorded in Oregon, adding $47.6 million to the state’s travel expenditures. Total economic impact in the state came to $333 million.

This grassroots focus on heritage tourism is accompanied by increased interest from leaders of our nation’s tourism industry. In 1997 the Travel Industry Association of America conducted its first survey to measure how many Americans were visiting “historical” and “cultural” attractions in the United States. Using the standard TravelScope sample of 250,000 households, TIA found that 53.6 million Americans, or one-fourth of U.S. adults, visited “an historical place or museum” in the past year. When expanded to include cultural events and festivals, the numbers increased to 65.9 million, or one-third of U.S. adults. Moreover, TIA found that these historic/cultural visitors spent an average of $615 per trip, compared to $425 for all U.S. travelers; stayed, on average, 4.7 nights away from home, compared to 3.3 nights for all travelers; and are more likely to stay in a hotel, motel, or bed and breakfast than in private homes. No wonder entertainment giants like Disney want to replicate historic sites.

The 1995 White House Conference on Travel and Tourism reported that tourism is the largest industry in 37 of 50 states and adopted cultural tourism as one of the ten objectives for the tourism industry. Specifically, objective four states: “Preserve our natural, historic and cultural resources for future generations and expand urban and rural economic development opportunities through a national strategy for fostering environmental and cultural travel and tourism.”

Statewide nonprofit organizations are evaluating the role of heritage tourism in the economic benefits of historic preservation. A Virginia study, for example, found that: “Historic preservation visitors stay longer, visit twice as many places, and spend, on average, over two-and-a-half times more money in Virginia than do other visitors. The economic impact of Colonial
Statewide nonprofit organizations are evaluating the role of heritage tourism in the economic benefits of historic preservation.

Williamsburg alone on Virginia's economy is over half a billion dollars a year.... The result: visitors coming to see Virginia's vast inventory of historic sites add their dollars to Virginia's economy""

Studies in Indiana, New Jersey, West Virginia, and North Carolina have reached similar conclusions.

Meanwhile, the historic sites in America's National Parks are in jeopardy. There are 375 park units, of which 216 were established to protect primarily historic values. These range from crown jewels such as Ellis Island and the Statue of Liberty, Mesa Verde, and Gettysburg to smaller gems such as Henry Wadsworth Longfellow's house in Massachusetts and Fort Laramie in Wyoming. Approximately 111 million people visit these historic National Parks every year. Although visits have increased, and Congress has established additional parks, funding has lagged far behind. The National Trust, National Resources Defense Council, and others have focused attention on inadequate funding to maintain the parks. The National Trust has advocated especially for the 11,000 "must save" and 5,000 "ought to save" historic structures in the National Parks, with an estimated cost of $1.1 billion.

Addressing the Dark Side
But there is also a dark side to the generally beneficial and constructive pursuit of heritage tourism. While residents have long complained that tourists increase traffic congestion, take parking places, and litter, today some premier historic communities are experiencing a near revolt. In Charleston, S.C., rising rents are forcing local businesses out of prime downtown locations in favor of chain stores, and residents of beautifully restored neighborhoods bitterly attack Mayor Joe Riley, a nationally respected leader in urban design and heritage development, for not controlling tourist intrusions on their lives. In Oak Park, Ill., with its major concentration of Frank Lloyd Wright-designed homes, residents have posted window decals telling tourists they are not welcome. In Annapolis, Md., residents are moving out of the downtown historic neighborhood because of the noisy bar traffic. And, New Orleans' Vieux Carré has been twice listed on the National Trust's list of 11 Most Endangered Historic Places because of overdevelopment.

Representatives of seven important historic cities met in November 1995 for a forum on these problems, "Living with Success." Participants pooled data on economic benefits, demographic trends, changes in taxes and property values, and residents' concerns with visitor intrusions. The forum agreed that protecting "the soul and history of these special places...is essential to the long-term success of these communities." Specific findings called for focused research on visitor impacts and management options, better communication among community interest groups, formal tourism planning and management, and adoption and enforcement of appropriate ordinances. Needless to say, part of the needed research is a better understanding of who are "visitors" and who are "residents" of the communities' metropolitan areas? For example, many of the young (and older) people flocking to bars and cruising downtown Annapolis or Georgetown, D.C., live in the greater suburban areas of these cities. The dialogue, fueled by residents' frustrations, is continuing, including at workshops at the National Trust's annual conferences.

"Commodification" of History
Mixing in with these positive and negative impacts are the ever-increasing attempts of commercial interests to use history or re-create it when the real thing does not exist. Thus, the proposed Disney's America in Virginia would have spawned sprawling development in one of our country's most historic areas, including the Manassas Battlefield, in order to contrive a historic experience.

One of the most absurd examples of theming is the New York, N.Y., casino/hotel in Las Vegas, representing what architectural critic Ada Louise Huxtable has dubbed "commodification." As defined by Huxtable, this increasingly common phenomenon turns authentic cultural expressions
"Commodification" reminds us that preservationists need to tell real stories about real people and real places in ways that appeal to a cross section of Americans and to international visitors. Advances in interpretation, including interactive technology, help, as do Web pages with cultural/historic itineraries by the History Channel, the National Park Service, and others.

Turning Up the Stage Lights

Two trends in heritage tourism are of particular interest—a growing interest in hitherto unappreciated aspects of our history, and regional approaches.

As historian David McCullough has said so well: "For a long time the spotlight has been on only a relatively few people—white, male descendants of Western Europeans. Now the lights on the stage are coming up, revealing for the first time all of the others who have been on the stage all the time." There is a burgeoning interest in the human drama of ordinary people as they were engulfed by and influenced great historical events: a lone Confederate soldier making his way home in the best seller Cold Mountain, Ken Burns’ popular television documentary on the Civil War that examined the war’s impact on ordinary soldiers and families, presentation of the lives of slaves and servants at great historic homes like Drayton Hall outside Charleston, S.C., and sharing the immigrant’s experience at Ellis Island or the Tenement Museum in Manhattan. This same interest fuels revivals in local history. For example:

- The Etowah Depot Museum, in the Tennessee Overhill Country, visited by 15,000 people annually, tells of the impact on people’s lives as the railroad created Etowah early in the century and then left in the 1950s.
- Lac du Flambeau, a Chippewa Indian reservation in Wisconsin, where tribe members share traditional building of lodges, seasonal villages, and birch bark canoes, is a leader in the Wisconsin Native American Heritage Tourism Initiative.
- The Oil Heritage Region in Pennsylvania, where museums, telling how the world’s first oil well, drilled in 1859, created an economic boom as well as environmental degradation, are coupled with picturesque Victorian towns and miles of new bike paths.

Indeed, the whole Main Street phenomenon, with 1,300 communities across the country participating in the National Trust’s Main Street program during the past 18 years, is related to this growing interest in local history. Many communities use heritage tourism to help revitalize downtowns. For example, Nappanee, Ind., a town of 5,500, has revitalized its downtown by sharing Amish culture with visitors without intruding on the privacy of the Amish farm families. Franklin, Tenn., now has a thriving historic downtown and generates more than $5 million annually from tourists at festivals.

This broadening American interest in U.S. history is extending to our pre-historic past. Record numbers also visit such nationally significant pre-historic sites as Mesa Verde in Colorado and Cahokia Mounds in Illinois. One regionally significant site, the Jefferson Patterson Park and Museum in Maryland, with its archeology trail, provides visitors with a 12,000-year chronicle of life in and around the Chesapeake Bay.

Regional Approaches

A second positive trend is regional collaboration. Today...
By the 1970s the canal was filled with debris and the limestone levees were crumbling. Because of the designation, the nonprofit Canal Corridor Association has received regional planning assistance and some funding from the National Park Service. The association has also initiated, with the National Trust, a successful Main Street program with the three major participating towns attracting more than $12 million of new investment; obtained $25 million in transportation enhancements funds to restore locks, a toll house, and the towpath, and to develop a system of walking and biking trails; organized visitor centers throughout the corridor, each certified by the State of Illinois; initiated a network of bed and breakfasts; and begun studies for a growth-management initiative.

Other longstanding and important National Heritage Areas include the Blackstone River Valley in Massachusetts and Rhode Island and the Southwest Pennsylvania Preservation Heritage Area, both focusing on early American industrial development.

The New Millennium

Heritage tourism today is widely viewed as an important economic development strategy. The challenge is to use sound principles to develop and manage historic destinations. The White House's Save America's Treasures Millennium Program is a major opportunity in this regard. With its focus on "honoring the past; imagining the future," it seeks to preserve for the next millennium authentic historic sites, documents, and artifacts across the United States. It does this by being a catalyst for federal and private action to raise both public awareness and generate challenge grants for specific sites. The priority is saving, interpreting, and sharing what is valuable in our nation's diverse history, with increased visitation a complementary development.

Notes:
American Pathways 2000: Honoring the Past, Imagining the Future

by Leslie R. Doggett

"The creation of the United States of America is the greatest of all human adventures. No other national story holds such tremendous lessons, for the American people themselves and for the rest of mankind. It now spans four centuries and, as we enter the new millennium, we need to retell it, for if we can learn these lessons and build upon them, the whole of humanity will benefit in the new age which is now opening."

Paul Johnson, A History of the American People

Several years back I was delivering a speech at the annual conference of the American Association of Museums. Upon leaving for the airport for my return to Washington, I had the opportunity to share a ride with Julian Bond, the Atlanta Civil Rights leader and current chairman of the NAACP. During our ride, I discovered that Mr. Bond had a detailed civil rights tour mapped out in his mind that would explain to visitors the experiences he and his colleagues encountered in their quest for a true American democracy.

Interestingly, he was fascinated by the idea that the travel and tourism industry could be a vehicle that would allow him to share his American experience with others. I realized then that millions of Americans have unique, diverse, and interesting experiences and histories to share, not only with their fellow citizens, but with the 45 million international visitors we host annually.

These diverse American stories are the heart and soul of the very image of the United States: a democracy that encourages and supports individuality and freedom. From a marketing perspective, these attributes are at the core of the "U.S.A." brand and are a factor in the successful export of U.S. entertainment products, including tourism. And so it was in a car on the way to an airport that the seeds were planted for a program that would offer genuine opportunities for the U.S. travel industry to showcase, through public-private partnerships, our country's extraordinary heritage to a worldwide audience. Today that program has breadth, life and a name: American Pathways 2000. Designed to encourage the development and sales of American cultural heritage tourism products, American Pathways 2000 supports national efforts to "ensure an American travel experience that is second to none" as set forth at the 1995 White House Conference on Travel and Tourism.

What do we mean by American cultural heritage tourism?

American cultural heritage tourism is a profile of travelers who engage in cultural heritage activities in the United States while 50 miles, or more, away from home. American cultural heritage tourists visit:

- Historic sites
- Art galleries, theaters, and museums
- Cultural events, festivals and fairs
- Ethnic communities and neighborhoods
- Architectural and archeological treasures
- National and state parks

How popular is American cultural heritage tourism with U.S. travelers?

American cultural heritage is more popular than ever! Museums have eclipsed theme parks in popularity with a record 225 million visits in 1997. The hosts of the popular Today show spent a week in April tracing their roots and visiting their ancestral homes. And history tours now outnumber the ever popular fall foliage itineraries offered by the nation's tour operators. Clearly cultural heritage activities are entering mainstream American popular culture. As we look to the future preparing to enter a new millennium, the American people are demonstrating an active desire to experience where we as a people have been. Which begs the question, how does this phenomenon impact the nation's $502 billion tourism industries?

Nearly 66 million traveling Americans engaged in cultural heritage tourism activities in 1996, according to the Travel Industry Association of America (TIA). This represents one-third of U.S. adults. The domestic American cultural heritage traveler is characterized as upscale, spending on average $248 more per trip than his or her generic traveling counterpart. In addition, they are generally:

- Older (46 years vs. 46 years for total travelers, with one-third 55 years or older)
- Retired (18 percent vs. 15 percent of total travelers)
- More educated, with postgraduate college education (21 percent vs. 18 percent of all travelers)
- Have no children in their household (41 percent vs. 45 percent of all travelers)
- Take longer trips (4.7 nights vs. 2.9 nights)

As we look to the future preparing to enter a new millennium, the American people are demonstrating an active desire to experience where we as a people have been.
Does this popularity in American cultural heritage tourism expand beyond our borders?

An American just has to go abroad to understand the global reach of our “pop culture.” It’s Law and Order on a television set in Frankfurt, Germany; Garth Brooks beating from an apartment in Argentina; or an eager line of people waiting outside a Tokyo movie theater to see Saving Private Ryan. Everything from the Nike swoosh to the golden arches serves as advertising for the freedom of the American experience and, as a result, lures international visitors to our shores, thus contributing to tourism’s $592 billion success as this country’s third largest export, behind capital goods and industrial supplies and materials.

Beyond its glitz and glazz, its sex, speed, and violence, U.S. pop culture sells abroad because it reflects the appealing themes and myths of American freedom and individuality. This interest in the “American Dream” is reflected by the more than 23 million overseas visitors who come to the United States annually and in many cases is translated into further action once that traveler steps foot on our shores. According to a recent study done by the office of Tourism Industries (TI), close to eight million overseas visitors engaged in American cultural heritage activities in 1997. With nearly one third of the market attracted to such activities, American cultural heritage tourism products provide added value to U.S. tourism marketers. Like their domestic colleagues, overseas cultural heritage travelers to the United States represent the “high-end” of the overseas travel market to the United States, spending an average $1,784 per trip as opposed to the $1,558 spent by the generic overseas visitor.

Looking at the U.S.’ top producing overseas markets, cultural heritage travelers make-up:

- 16 percent of Japan’s visitors to the U.S. (893,000 people)
- 38 percent of the United Kingdom’s visitors to the U.S. (1,395,000 people)
- 49 percent of Germany’s visitors to the U.S. (971,000 people)
- 43 percent of Brazil’s visitors to the U.S. (403,000 people)

How does cultural heritage tourism impact the U.S. economy?

Looking at the 1996 TIA domestic study and TI’s 1997 international study, estimates indicate that American cultural heritage tourism generates in excess of $164 billion annually. Within this industry segment, overseas American cultural heritage travelers infuse in excess of $14 billion in foreign revenues into the U.S. economy, more than the export of our energy products ($13.1 billion) in 1997.

An American just has to go abroad to understand the global reach of our “pop culture.”

Why American Pathways 2000?

As we approach a new millennium in an era of fast-paced technology, people around the globe are interested in the history of human experience which can help explain our sense of time, place and purpose. American Pathways 2000 sets forth to tell and share the stories and experiences of the American people by developing and promoting cultural heritage itineraries around one of four uniquely American themes: “From Sea to Shining Sea” (the story of the indigenous peoples of the Americas), “I Have A Dream” (from slavery to civil rights... America’s striving for a true democracy), “Lady Liberty” (immigration and the building of America) and “America’s Cultural Mosaic” (ethnic influences in American popular culture).

In October of 1998, First Lady Hillary Rodham Clinton announced that the Department of Commerce would take the lead on the American Pathways 2000 project as part of her White House Millennium Trails initiative. The following month, the Department of Commerce’s office of Tourism Industries joined forces with the project’s founding partners, the National Tour Association (NTA) and the International Association of Convention and Visitor Bureaux (IACVB), to issue a challenge to the nation’s tour operators to submit itineraries to be considered for designation as official American Pathway 2000 itineraries. Before year’s end, the American Bus Association (ABA), United States Tour Operators Association (USTOA), and Receptive Services Association
how we are different, but for how we are one people bound by a love for democracy. Corporate America will see diversity as an asset to global competitiveness. And it will be understood that American cultural heritage tourism is a means by which the democratic heart and commercial spirit of America converge to a positive end.

Leslie R. Daggett is the Deputy Assistant Secretary of Commerce for Tourism Industries.

Tourism Management: The Charleston Experience

by Vanessa Turner Mayhank

In 1980, many American cities had become very successful in attracting tourists, but very few cities were strategically developing and planning tourism management initiatives. In 1984 Charleston, S.C., enacted its first tourism management ordinance in order to protect the quality of life enjoyed by city residents and at the same time promote tourism. City officials have revised the ordinance several times over the past 15 years in response to the increased number of visitors who come to enjoy the city’s historic sites. Charleston has been considered by some as one of America’s most historic cities. It has been rated by Condé Nast Traveler and Glamour magazines as one of the top 10 travel destinations within the United States. The city’s popularity is due in part to the restoration and preservation programs initiated in the mid 1950s which are still a major part of the city’s planning and urban design projects today.
As Charleston's popularity as a tourism destination increased so did the need to manage tourism.

**The 1984 Tourism Ordinance**

The comprehensive tourism management ordinance ratified in 1984 was a product of approximately four years of subcommittee meetings of a “Blue Ribbon” committee appointed by Mayor Joseph P. Riley, Jr., which addressed various issues pertaining to the growth of tourism and its effects on residential neighborhoods. The overall purpose of the ordinance was to maintain and promote the city's tourism industry and economy and, at the same time, maintain and protect the aesthetic charm and quality of life for its residents.

The ordinance also sought to reduce unnecessary traffic and pollution, protect land values, and regulate commercial and other vehicles entering the city for the purpose of touring.

The 1984 ordinance outlined the following tourism management strategies:

1) Licensing of tour guides;
2) Restricting the hours of touring;
3) Certifying local tour vehicles (buses and carriages);
4) Issuing of tourism permits to other commercial vehicles; and
5) Routing and parking of tourism-related vehicles.

The intent of the ordinance was to disperse various types of vehicles throughout the city by restricting them to specialized routes depending on the size and type of vehicle used for touring.

The ordinance also created the Tourism Commission as well as the Office of Tourism. At that time the commission was composed of 11 members including a chairperson. Six members were persons with knowledge and appreciation of the history and architecture of the city. At least three of these members were residents of the historic district. Three members were active participants in the tourism industry. One city council member and the mayor also served on the commission.

The commission oversaw a broad range of tourism-related matters that affected the economic and general welfare of the citizens and their quality of life. It also made recommendations to the mayor and city council to further the goals of tourism management. A tourism director and staff enforced the ordinance, acted as staff to the commission, advised the mayor, the city council and the commission on matters that affected tourism management in Charleston, and coordinated the activities of the commission with appropriate groups and organizations.

The Visitor Reception and Transportation Center (VRTC), another component to the tourism management initiative, opened in May 1991. Visitor center staff encourage visitors to park their cars in a central location and use other methods of transportation to tour the Old and Historic District. They also help plan the visitor's itinerary, and provide information on the various tours that can be accessed from the center or by using the Downtown Area Shuttle Bus (DASH) to various points of interest throughout the city.

In fact, the majority of both out-of-town and local tour buses begin their tours from this location. The VRTC assists in the collaborative effort to alleviate traffic congestion caused by tour vehicles, mitigate the negative impacts of tourism, and maintain and preserve the quality of life for residents.

**During the past two decades, Charleston has experienced a substantial amount of growth in the number of visitors to the city as well as an increase in the number of tourism-related industries.**

During the past two decades, Charleston has experienced a substantial amount of growth in the number of visitors to the city as well as an increase in the number of tourism-related industries. For example, requests for bus and carriage certificates increased steadily from 1984 to 1989, as did the number of tour permits issued to out-of-town buses visiting the city. The number of hotel rooms increased, as did the number of people visiting attractions. Those numbers declined in 1991 due in part to the effects of Hurricane Hugo. Tourism rebounded in 1992, and it became clear that existing tourism management regulations needed to be revisited.

Here, in 1994 the city produced the Tourism Management Plan which was later updated in 1998.

As public and private investments in Charleston increased with renovations of historic properties in residential neighborhoods and the business district, so did tourism. To understand how Charlestonians viewed the influx of visitors to their city, the city's Department of Planning and Urban Development surveyed downtown residents on tourism issues.

A major concern that surfaced during the survey was the fear that Charleston was losing "uniqueness and charm." Other concerns included congestion caused by tour vehicles, lack of residential parking, and nighttime noise.

The 1994 Tourism Advisory Committee appointed by Mayor Riley defined four primary goals:
A major concern that surfaced was the fear that Charleston was losing "uniqueness and charm."

1) To preserve Charleston and its uniqueness;
2) To preserve the quality of residential neighborhoods;
3) To manage tourism for the benefit of residents, the industry and visitors; and
4) To encourage economic diversity.

Although the goals in 1994 were almost identical to those of the 1984 initiative, the methods for attaining those goals had changed. The committee suggested that the city, the convention and visitors bureau, and others involved in tourism management, planning, and promotion should maintain a healthy balance between tourists and residents.

For example, greater tourism business could be encouraged for the slowest months and significant increases in tourism should be discouraged during peak months. Today, for example, the city hosts the Southeastern Wildlife Exposition during February, traditionally a slower month for tourism.

Another suggestion was to diffuse downtown tourism, which has a year-round impact, by developing a wider radius of tourist destinations. When VRTC staff members help a visitor plan his or her itinerary, for example, they encourage the visitor to explore other attractions in the tri-county area such as nearby beaches or gardens.

The committee also examined the volume of visitors to the city. As the number of visitors increased, the need to reevaluate the regulations on various tourism-related vehicles became apparent. Although the number of carriages and buses utilizing various zones of operation in the residential districts for tours was limited, residents were concerned about carriages and nighttime tours. The city responded by restricting nighttime tours to commercial areas in the city, with special provisions for weddings and other events that would impact the residential community at night. Proper lighting for nighttime carriage use was determined by the city's Department of Traffic and Transportation.

Tour buses were classified into four types: small buses, charter buses, large buses, and extra large buses. Depending on the size of the vehicle, each category utilized specific routes and/or streets. For example, large and extra large buses were required to get permits from the tourism office and only a limited number of permits were issued per hour. Local or small/charter buses were certified by the city to use specified zones. Safeguards were then put in place to ensure that when the number of certified tour buses using the residential districts for tours reached the maximum number, a permit system would be implemented for certified local tour vehicles.

The study group looked at other vehicles being used in a tourism-related capacity such as quadracycles (a type of double bicycle), which were no longer permitted in downtown Charleston in 1997. Rickshaw vehicles were prohibited from conducting tours and were primarily used for taxi purposes.

All in all, the 1994 plan explored the area of long-range planning and proved to be a proactive approach to tourism activities and growth.

Although great strides in tourism management were occurring, numerous questions were raised about the city's image and the implementation and enforcement of previous recommendations during a one-day Tourism Management Forum sponsored by the College of Charleston, Historic Charleston Foundation, the Preservation Society of Charleston, and the City of Charleston in the spring of 1997. This forum ultimately led to the 1998 Tourism Management Plan Update.
The 1998 Tourism Management Plan Update

The Tourism Advisory Committee looked closely at Charleston's image and the importance of preserving its unique qualities in 1998. The committee studied the expectations of residents and visitors and found that although their desires for Charleston were similar, there were built-in conflicts between those desires. For example, both want clean, safe streets, but visitors also want to tour the city in buses and animal-drawn carriages that create congestion and pollution problems for residents.

Recognizing that these types of conflicts would continue in a tourism-dependent economy, the committee began to tackle issues that were relevant to maintaining a positive image for the city. These issues included sanitation, public restrooms, directional signage, sandwich boards/sidewalk encroachments, noise and night life, street vendors, history/preservation, appropriate waterfront development, casino gambling, and gateways.

Resolutions to many of the issues pertaining to the city's image had already been found or were underway. For instance, recommendations pertaining to sanitation, such as uniform garbage containers, an effective clean-up system for carriage horses, an additional street sweeper for the Market and other areas, had been implemented. Other improvements like restaurant trash pick up were ongoing. Commercial signs were regulated by type and appearance by the city's Board of Architectural Review. The locations of restroom facilities are noted in visitor guides provided by the Convention and Visitors Bureau. Regulations pertaining to street vendors and encroachments such as sandwich boards on the sidewalks were established and enforced.

Efforts are also under way to work cooperatively with other attractions within the region to better integrate tourism activities and economic development with the arts, ethnic and special interest tours, and future waterfront development with emphasis on residential, recreational and educational opportunities.

Other regulations adopted in 1998 included reduced hours for touring the residential districts, guidelines pertaining to the number of visitors constituting a walking tour, and reduced number of tour vehicles utilizing the districts per hour.

The city's tourism enforcement program was strengthened and it has since tripled in size resulting from combining the duties of the tourism enforcement officers with those of the city's parking enforcement officers, and having them work directly under the police department's supervision.

Another concern that is becoming more and more important to Charlestonians is casino gambling (video poker). The city's legal staff is still working under the auspices of the state legislature in developing rules and regulations to govern gambling.

Tourism is a very important industry to Charleston but like any other industry, it must be properly managed. Successful tourism management requires an interdisciplinary approach to solving vital issues facing municipal governments. For Charleston, tourism management is an evolving commitment to the citizens and visitors to provide each with the quality experience they so richly deserve.

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Venessa Turner Maybank is the director of tourism and the clerk of council for the city of Charleston. She serves on the National Trust Board of Advisors.
Authenticity: The Essential Ingredient for Heritage Tourism

Imagine a visit to San Antonio to find only a sign describing the Alamo. Would a stroll along Miami's South Beach be as festive without its colorful Art Deco structures? Could New York still be the Big Apple minus the Statue of Liberty, the Empire State Building or Central Park?

Authentic sites or destinations tell a distinctive story of our nation's development. In many situations, the visual vestiges of the past help interpret the people and places that have shaped that particular site or destination. Visitors are drawn to the "real feeling" that historic, cultural, and natural resources offer.

Authentic Products

Is authenticity important to visitors? According to promoters at some destinations, absolutely. In Columbus, Ind., located an hour south of Indianapolis, the most frequently asked question by visitors is "how did this community of 35,000 come to be ranked sixth in the U.S. for architectural innovation and design?" The answer? Vision. At the beginning of this century, corporate leaders from Avon and Cummins Engine, two major corporations based in Columbus, hired nationally-acclaimed architects to design the public buildings in Columbus. Today, the architecture of the early 1900s is an integral part of Columbus. Tourism promoters use the city's distinctive architecture to attract sophisticated visitors willing to spend money. A new advertising campaign showcasing the city's unique heritage has helped double inquiries over the past year.

According to Rene Campbell, executive director of the Columbus Convention & Visitors Bureau, this "real experience cannot be recreated or replicated." Visitors value the architecture, not only because it is well designed, but also because of the materials used at the time. "If we were creating something today, it [the city] would not represent the spirit in which it was originally created," she continued.

Columbus is realizing measurable results from its targeted markets. In 1998 Columbus hosted 31 more architectural tours than the previous year. Tour participation increased by almost 400 percent from 1997. In addition, income from tours and museum shop sales was up by $10,000. To continue this growth, Columbus has partnered with Madison, one of the original National Trust Main Street communities, and Bloomington to promote "Naturally Arts and Architecture" as a regional marketing program targeted to heritage travelers.

Charleston, S.C., also recognizes the importance of authenticity to its visitor experience. Visitor comments from the city's annual tourism study substantiate the importance of authenticity. According to Helen Hill, executive director of the Charleston Convention & Visitors Bureau, visitors remark on the value of "seeing something real" and express their experience as one of "living history" and show an interest in plans for continued preservation.

Touring and sightseeing is the most popular activity for visitors to Charleston, followed by shopping. "Our goal is to ensure that the experience is always greater than perception," says Hill. Obviously, Charleston is successful at providing a quality heritage experience as more than 50 percent of its visitors return to the destination. One of the city's challenges is often how
to provide a fresh perspective on the past. Some of Charleston's most popular tours today are ghost tours, Civil War walking tours and African-American heritage tours, telling traditional history in new ways and from different perspectives.

Authentic Culture

Colonial Williamsburg in Virginia is nationally recognized as a leader in interpreting the past. Last year, market researchers at the historic attraction interviewed scores of visitors to identify and rank key elements of customer satisfaction. Results of this detailed study underscore the importance of authentic historical interpretation to the visitor. The key experiences defined by visitors include

1) important place to visit;
2) place with historical interest;
3) educational (for yourself, children); 
4) much to see and do;
5) relaxing, a place to tour at your own pace; and
6) building memories.

These research findings support the mission of most heritage attractions--to provide a quality visit based on fact, appreciation for the resource's historic character, and support for preservation.

Authentic interpretation is not limited to the built environment. Arts, crafts, and the stories that celebrate the diversity and talent of America's people--past and present--also play a role in authenticity. Tamarack, the first and only statewide retail store for handmade arts and crafts, depends on authenticity and quality to generate sales at the 59,000 square foot complex in Beckley, W.Va.

Tamarack's mission is to create jobs, stimulate the state's economy through visitor spending, and preserve and strengthen West Virginia's rich cultural heritage and traditional skills for future generations. It also must create a net positive economic impact for its 1,800 juried West Virginia artisans.

The center, designed and built by West Virginia architects and contractors, hosted 1.12 million visitors in its first two years of operation. Since Tamarack opened in May 1996, the facility has generated $9 million in sales and contributed $500,000 to the state in sales tax. In fact, the construction and operation of Tamarack pumped $12.3 million back into the state's economy. Further, 90 percent of Tamarack's visitors are from outside West Virginia and they purchase 80 percent of the arts and crafts.

Individual artisans are the real beneficiaries of Tamarack's success. Teresa Pauley has seen the retail sales of her wool business, Only Ewe, grow by 20 percent. Her wholesale business has increased by 65 percent due to the exposure and publicity from Tamarack. By leveraging West Virginia's uniqueness, Tamarack is bringing new money into the state and creating jobs--two of the key benefits of tourism.

Although increased economic benefit is a key motivator for most destinations interested in tourism, authenticity and quality elevate perception and increase pride in a destination or product as well. The crafts on display provide a unique forum to tell about West Virginia traditions, either in profiles of the artists or gallery exhibitions. The 178-seat theater also allows

Arts, crafts, and the stories that celebrate the diversity and talent of America's people--past and present--play a role in authenticity.

Tamarack to showcase West Virginia musicians, entertainers, and storytellers. "It's a great opportunity to educate local kids on how they can make a living from tourism and crafts; we show them they don't have to move away to prosper," says Debbie Grove, director of Marketing, Public Relations and Tourism for the West Virginia Parkways, Community Development & Tourism Authority.

Most tourists visit Tamarack initially out of curiosity. Tamarack uses interpretation to challenge preconceived opinions about Appalachia.

"We stimulate every sense. For example, we play only West Virginia music and serve up regional dishes prepared by Greenbrier Resort chefs. We visually entice customers with interesting architecture and surprising elements such as the unconventional trash cans and stained glass insets throughout the exhibit space, art galleries, theater and courtyard," Grove continues. Exit surveys show a complete turnaround in perception about the site and West Virginia. When leaving Tamarack, visitor comments range from "first rate" to "proud to be a West Virginian" to "wish we had [one] in [our] state."

Marketing Authenticity

The proliferation of brochures touting "real," "authentic," or "distinctive" destinations or tour products--both here and abroad--demonstrates that authenticity is considered a marketing draw for heritage tourists. Why? The term "authentic" lends credibility to the resource, and provides the most direct connection to a specific time or place.

To draw visitors to Tamarack, a series of well-designed signs dotted along the West Virginia interstate south of Charleston touts "Best of

West Virginians rich cultural heritage and traditional crafts attract visitors who are interested in authentic arts and crafts from Appalachia.
program includes extensive research, travel shows, promotions, quality brochures, advertising, and public relations.

Tour operators also use authenticity to help elevate and diversify their product base. Tour operators create and market group tour packages that include transportation, lodging, attractions, selected meals, and a tour escort for one price. Tour packages can be sold directly to the consumer or "wholesaled" to travel agents.

TOURCO, one of the largest wholesale tour operators in the United States, introduced its "Scrapbook of Learning Adventures" last fall. Its catalog of tours includes 40 heritage tours along the East coast. The operators of more than 800 group tours annually have 80,000 visitors--including 40,000 international passengers--say response to the catalog has been phenomenal. Marion DiPietro, president of TOURCO, says the biggest sellers are Civil War, lighthouse, garden, and ethnic tours. "Authenticity is very important. I rely on Destination Marketing Organizations (local tourism marketing organizations promoting a specific destination, such as a convention and visitor bureau or chamber of commerce) to tell me the truth about their product. It is the site or destination's responsibility to provide factual information so that customers are not disappointed with their travel experience.

The catalog has been a popular marketing instrument to generate fresh ideas for the group tour market. Several tour operators in the United States have purchased portions of the heritage tours to include in other tour itineraries. A Dutch tour operator has purchased three of the tours--Coastal Ghosts (of South Carolina and Georgia), a Taste of New England and Capital Gardens (Virginia, Maryland and Washington, D.C.)--to tailor the product into fly-drive (airfare and rental car) itineraries. "Authentic heritage tourism packages provide new opportunities to increase group tours for families, especially by offering customized itineraries for small groups traveling in vans and staying in historic hotels or country inns," DiPietro said.

DiPietro cautions destinations that authenticity is just one ingredient of a quality tourism experience. The destinations must also provide quality service. For example, Main Street communities such as Newburyport, Mass., and Salisbury, N.C., offer enough distinctive boutiques, restaurants and attractions to capture visitors' time and spending. Although authenticity is the foundation for heritage tourism, the economic impact and quality experience is generated by providing a place to eat, a place to shop, a place to tour, and a place to sleep.

Sometimes, a single resource can serve as a catalyst for developing and marketing a robust product offering. John Hickenlooper, president of Wynkoop Brewing Company in Denver, Colo., appreciates and uses--the valuable marketing opportunities that historic buildings afford. In 1987, recognizing the restoration potential, Hickenlooper purchased a 19th-century building in Lower Downtown to open his brew pub. The old

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It is the site or destination's responsibility to provide factual information so that customers are not disappointed with their travel experience.
mercantile building, which originally sold goods to pione-
er and miners, was con-
verted to a brewery producing beer the old-fashioned way.
"Heritage opens so many doors. With research and un-
derstanding about the building's past, and the people
associated with it, events can be created to celebrate its sig-
nificance or interesting associ-
ations," he says. Recently, the
brewery hosted a Civil War reenactment complete with
authentic band instruments
and a drinking toast. A short
biography of the brewery's
namesake, the colorful Ed-
ward W. Wynkoop--Denver's
first sheriff and leading protec-
tor of Indian rights--is includ-
ed on the restaurant menu and
in the employee manual. "The
historic connection adds a
tremendous amount of value
to both customers and staff," Hickenlooper says.
In fact, a marketing edge
is just one byproduct of Hick-
enlooper's vision. He believes
that a more sophisticated and
affluent audience is attracted
to historic sites. "Many of our
original investors came on
board not just for the tax
tax break, but because we were
housing our business in a his-
toric building," Hickenlooper
says. The investment has paid
off. Lower Downtown has
experienced rapid growth and
reinvestment and is now
appreciated by visitors and
residents alike. Nearby, old
warehouses--including the top
tree floors of the Wynkoop
building--have been converted
into residential lofts. With
Lower Downtown Denver's
renaissance, property values
have increased substantially.
The brewery headquarters pur-
chased for a little more than
half a million dollars seven
years ago is now appraised at
$5 million.

Authenticity: Real People,
Real Places--Connecting
Past to Present

Many towns and cities sched-
ule seasonal historic house
tours to attract visitors. For

the past six years, Marietta,
Ga., has hosted an annual
holiday historic homes tour
in December as an easy way
to educate the public on the
importance of historic pres-
servation. Cosponsored by
the Marietta Visitors Bureau
and the Cobb Landmarks & His-
torical Society, the homes
tour draws 3,500 to 4,500 vis-
itors each year, many of
whom are repeat visitors,
mostly from metropolitan
Atlanta and surrounding
states. Organizers select six
private historic homes and
six to eight public buildings
of various architectural peri-
ods to showcase the unique
history or design of each
building during the tour. The
appeal of these tours is
offering a glimpse behind
closed doors--private homes
usually not open to the
public. Visitors want to learn
about the owners, past and
present, and their impact on
the community.

In 1998, this southern
city's tour featured the home
of Teresa Jenkins, executive
director of the Marietta Wel-
come Center and Visitors
Bureau. Why? For years, she
marketed the event to resi-
dents and visitors. When she
purchased a Victorian cottage
built around 1900 on Kenne-
saw Avenue, it was an oppor-
tunity to not only market but
also participate in a project
she believes in. "Because of a
love of history and architec-
ture, owners here in the his-
toric district see a responsi-
bility of stewardship and need to
share these assets with others."

The individuality of
authentic sites provides
a competitive edge
for marketing, funding,
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community pride.

said Jenkins. "As a host, it's
very heartening that guests are
interested in the people who
live there now, as well as sto-
ries about previous owners.
Visitors want to understand
how real people have adapted
the historic treasures for their
everyday use," she continued.
To interpret her home, Jen-
kins prepared information on
the former owners, included
old family portraits as Christ-
mas tree ornaments, and was
on hand during the tour to
point out family heirlooms
and furniture. As a result,
Jenkins has been tapped to
write about her experiences in
"Diary of a Pilgrimage Home Owner" for the November 1999 issue of Southern Living. The tours have also helped generate greater awareness of Marietta's heritage, introduce Atlantans to the historic district, increase membership in the historical society, and escalate real estate prices.

As cities and regions become popular heritage destinations, authenticity is critical to maintaining a sense of place where people can connect the past to present. Lancaster, Pa., recently developed a planning process to protect its local heritage resources. Through innovative authenticity guidelines, the county identifies "heritage" as something passed down from preceding generations.

The guidelines, developed by the Pennsylvania Dutch Convention & Visitors Bureau and the Lancaster County Planning Commission, also define "authentic resource," "authentic interpretation," "heritage site," "heritage service," "heritage event," and set criteria for inclusion in heritage tours and itineraries. The heritage tourism program establishes a preservation standard and guidelines for credible representation of authentic history, culture and nature. The standards also reinforce to visitors that Lancaster County is a place where past and present live together and deserve respect.

The continued growth, popularity, and economic benefits of heritage tourism depend on authenticity. Certainly, destinations must also provide a standard of service and enough attractions to capture visitors and their spending. However, heritage tourism differs from other travel industry segments in its dependence on the quality and integrity of real historic, cultural and natural resources. Places that are worth a visit or a detour simply because of their significant historic or cultural value are assets that cannot be replicated or re-created.

The individuality of authentic sites, therefore, provides a competitive edge for marketing, funding, partnerships, tourism and increased community pride. Authenticity is the cornerstone for heritage tourism. It provides a firm foundation for honoring and understanding the Americas of yesterday and today.

Cheryl M. Mangrove is the president of The HTC Group, a heritage tourism marketing communications group located on St. Simons Island, Ga.

Heritage Tourism: Strategies for Implementation and the Model of the Civil War Discovery Trail

The phenomenon of heritage tourism--its potential, its uses, and its ability to promote and, in some ways, save our nation's historic sites--has captured the attention and efforts of preservationists, historians, and historic site administrators for the last decade. With the launch of its Civil War Discovery Trail in 1995, the Civil War Trust joined a growing number of organizations that have benefited from heritage tourism philosophy and concepts.

The Civil War Discovery Trail, a diverse group of public and private Civil War heritage sites in communities across the country linked by theme and mission, tells the story of the American Civil War and its impact on the development of our nation. Developed by the Civil War Trust, the Discovery Trail has significantly enhanced the Trust's mission of preserving Civil War battlefields and historic sites.
Developing a Strategy

As planning for the trail got under way, project planners realized they had no idea how many people actually visited Civil War sites across the country; from the standpoint of their battlefield mission, this seemed a logical audience to reach. This audience alone, however, would probably not be sufficient to adequately and indefinitely sustain the trail project.

The challenge would be to reach beyond this audience of Civil War enthusiasts and provide the general public with a broader appreciation for Civil War heritage. In order to do that, the Trust needed to know a great deal more about the nature of existing Civil War heritage assets, and how visitors were finding out about them.

The Civil War Trust called roughly 25 state tourism offices requesting copies of their tourism materials, particularly any Civil War-related brochures and flyers. It then contacted state historic preservation offices in the same states and requested similar materials on heritage resources, including battlefields, cemeteries, and other Civil War sites.

These research efforts uncovered a vast array of potential, tourist-ready Civil War destinations beyond the well-traveled battlefields. The Trust also gained a general sense of how history was already being marketed. It also became apparent that few materials dedicated solely to Civil War resources were readily available.

Program planners had several other questions to answer during the initial research. Was the public interested in experiencing what the existing Civil War heritage resources had to offer? Would current infrastructure support an influx of heritage travelers to these sites? Would such an influx harm the resources? Could the Trust identify likely corporate partners to help finance a Civil War heritage tourism venture?

The Trust set several goals for the trail against which it could measure the program's success. Encouraging persons to visit Civil War sites and tracking increased site visits topped the list. Project planners hoped this exposure would prompt visitors to get excited about battlefield preservation and make future contributions to that cause. The Civil War Trust felt that a significant increase in the number of Civil War heritage travelers would attract the partners and financial resources necessary to grow and maintain the Discovery Trail program.

Developing media awareness of the Civil War Discovery Trail and the significance of Civil War heritage preservation efforts, tracked by monitoring press placements, ran a close second. The Civil War Trust also hoped that the prestige of being part of such a notable national program would make it possible for potential trail site participants to leverage the financial resources necessary to undertake restoration projects, or develop interpretive and other programs.

Developing Partnerships

The last phases of Civil War Discovery Trail program development were accomplished with input from several partners whose buy-in and support were instrumental in bringing the trail to fruition. The National Trust for Historic Preservation, with its wealth of expertise in the heritage tourism arena, provided critical counsel. The National Park Service, which enthusiastically supported participation by its more than 40 significant Civil War sites, was pivotal in providing the solid foundation of quality on which the trail could build. The American Association for State and Local History helped promote the Civil War Discovery Trail, its criteria, and the benefit of participation to its members.

Backed by its partners, the Civil War Trust successfully approached several corporations that its research indicated might be interested in participating, such as Alamo Rent-A-Car, LaQuinta Inns and Suites, and Cracker Barrel Old Country Store, Inc. Their funding support enabled the Trust to develop the marketing initiatives and produce the promotional materials necessary for the project's success.
Promoting the Civil War Discovery Trail

The proposed trail needed a name and a brand identity for marketing purposes. Ironically, the program’s original moniker, the Civil War Trust’s Civil War Heritage Trail, was short-lived. An informal survey among friends, relatives, Trust board members, and others revealed a decidedly negative response to the word heritage in the title. Those surveyed agreed that heritage sounded too scholastic and, frankly, dull. So the Trust replaced heritage with “discovery,” a word that conveys the promise of a learning experience that is adventurous and fun, as well as substantive.

To support the project and get the word out to visitors, the Trust envisioned a map and booklet that would link, in visual and narrative form, diverse Civil War heritage sites under the Civil War Trust umbrella. Travelers, with map in hand, could then explore a profusion of interpretive sites such as historic houses, stops on the Underground Railroad, medical museums, battlefields, and antebellum plantations. Visitors would learn about military campaigns, as well as the social, political, and human dimensions of the Civil War.

States As Partners

The development of the Discovery Trail has complemented the heritage tourism efforts of state heritage councils and state tourism offices. A number of state tourism offices promote Civil War sites in their general guidebooks. State tourism offices are producing stand-alone brochures and guides on the Civil War as well. This marketing effort works for the tourism industry by helping place more “heads in beds,” thus boosting hotel and associated revenue.

In turn, the increased visibility for Civil War heritage spawned by this tourism industry-funded marketing effort has resulted in putting more visitors on the Civil War Discovery Trail—at no cost to the program. The benefits are potentially far-reaching to both the trail and the mission of Civil War battlefield preservation.

Why It Works

The trail effectively filled a need in the heritage tourism market; there was an identified interest and resources to meet that interest. The Civil War Trust created a program that caught the attention of the heritage and tourism industries in each state. And, since the vast majority of heritage sites function on shoestring budgets, project planners had to create a program in which heritage sites could initially participate at no cost. Partnerships with private companies made much of this possible. Linked by the Discovery Trail, Civil War sites can stand together rather than alone in the heritage tourism market.

Authenticity

Authenticity of experience is the cornerstone of heritage tourism. In order to develop and maintain the preeminent authoritative database of Civil War sites, the Trust turned to staff in the state historic preservation offices for help in developing a set of eligibility guidelines for trail sites. Sites could nominate themselves, but they would have to demonstrate that, among other criteria, they represented a significant destination associated with the Civil War; they provided accurate interpretation and a quality educational experience; they were accessible to visitors; and they were open to the public during regular hours.

Long-term Commitment

At the project’s inception, the Trust had looked forward to the Discovery Trail’s inauguration as the culminating event. By the time launch day approached, it was apparent that the development process had merely been prologue to the real work. The launch was a beginning, not the end. Simply creating the trail and then walking away would have doomed it to flounder and die. Who would ensure trail sites remain as enthusiastic and committed to participating three years from now as they are today? Who would ensure that heritage tourists find the same authenticity of experience along the trail a decade from now?

On its surface, administering the Civil War Discovery Trail may appear to be a less stimulating task than creating the trail. But the reality is that a trail, or any similar endeavor, will rise and fall on the foundation organization’s ability and determination to consistently nurture, support, coordinate, communicate, market, and service it.

To provide the necessary long-term support for the trail, the Civil War Trust plans to develop an expanded Civil War Trust web site (www.civilwar.org) that includes posting a comprehensive Discovery Trail calendar of events, accessible geographically by state, or by monthly calendar, and a quarterly media release on the top Discovery Trail events nationwide. A listserve enabling Discovery Trail sites to share information and communicate directly with each other on issues of mutual concern is now up and running.

The Trust has expanded its efforts to help sites secure funds for development through the Intermodal Surface Transportation Efficiency Act (ISTEA) and Transportation Equity Act for the 21st Century (TEA-21). The Civil War Trust’s TEA-21 workbook and resource guide, a collaborative venture with the American Battlefield Protection Program supported by a generous grant from the Nathan Cummings Foundation, has now been distributed to more than 300 sites. Recent technical assistance efforts targeted the
John Hunt Morgan Heritage Trail driving tour in Indiana, which traces the confederate general's great cavalry raid and a unified, statewide Civil War trail system in Mississippi.

The Trust is establishing a Civil War Discovery Trail Advisory Council, a 10-member working group composed of site representatives, and heritage and tourism professionals from among the 28 participating Trail states. Not only will the council provide assistance with quality control, site selection and administration, it will create important communication links between the national Discovery Trail office and heritage, preservation, tourism, and economic development offices at community, county and state levels.

In January 1999, the Civil War Trust began a multi-year Civil War Discovery Trail revitalization initiative in partnership with national, state, and local tourism, heritage, and preservation communities. Under this initiative the Trust is developing Civil War heritage itineraries that connect sites thematically in a cooperative effort to relate a cohesive story of the American Civil War. Each itinerary will explore either a Civil War theme, a Civil War personality, a major military campaign, or a state or jurisdiction's role during the conflict. Since the collections, programs or interpretation at most Discovery Trail sites can support a variety of Civil War topics, most trail sites will become part of multiple itineraries.

Explorers following Abraham Lincoln's footsteps along the Civil War Discovery Trail in the mid-Atlantic region, for example, will stop at Baltimore's President Street Station. With a plot brewing against him, a disguised Lincoln was spirited through this depot in the dead of night on his way from Philadelphia to Washington, D.C. for his first inauguration. Since the President Street Station also figures prominently in the story of enslaved African Americans' escape to freedom, it is also a stop on the Discovery Trail's Underground Railroad itinerary.

Under this initiative the Trust will host Discovery Trail events and promotions, creating a series of Discovery Trail navigation aids and products, and developing other programs, services and trail-related merchandise to encourage and enhance participation. Ultimately, this initiative will launch a multitude of trails within the trail to link sites across state lines, increase site visitation, and foster managed economic development, particularly in rural communities and less-traveled urban neighborhoods.

The Civil War Trust hoped to have 10 states and 100 sites on board for the launch of the Discovery Trail in 1995. In fact, interest in the Discovery Trail was so great project planners had to cut off participation at 16 states, 275 sites, in order to meet the launch deadline. Four years later, the trail had grown to 28 states and 500-plus sites. The planned original brochure became a self-published booklet. By 1998 the booklet had metamorphosed into the third edition of the Frommer's travel publication, The Civil War Trust's Official Guide to the Civil War Discovery Trail, published by Macmillan in March 1998. To date, almost 40,000 copies of the Civil War Trust's guidebooks have been sold. The four-color Civil War Discovery Trail map, underwritten by Cracker Barrel Old Country Store, Inc., folds out to poster size, doubles as a Civil War primer, and has been purchased by the thousands.

No process is perfect. To make the Discovery Trail a reality and effect its timely premiere, the Trust had to remain flexible during the planning process. For instance, the organization had hoped to have a consistent system of roadside signs in place for the launch. But the red tape involved in negotiating and coordinating with countless state, regional and local transportation authorities in, initially, 16 states proved too cumbersome. The trail opened anyway, however, the Trust continues to work closely at the state and local level to develop a unified approach to signage.

Lessons learned:
If you build it and don't tell them, they won't come. You simply can't rely on word of mouth and stories in the press to lead the hordes to your door. Every successful heritage tourism program has committed a portion of its budget to marketing or secured marketing partnerships or both.

Carole C. Maloney is the director of heritage tourism at the Civil War Trust in Arlington, Va.

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Multi-Cultural Tourism Sampler

The Chicago Neighborhood Tours

by Jovana Gugman

Chicago visitors who want to explore the Chicago beyond the Loop and other familiar downtown landmarks now have the opportunity, thanks to Chicago Neighborhood Tours (CNT). Offered through the Chicago Department of Cultural Affairs (DCA), these tours increase and support cultural tourism in partnership with other governmental agencies, community-based cultural centers, redevelopment corporations, chambers of commerce, local businesses, and neighborhood residents.

These tours came out of a comprehensive cultural plan that was developed by the Chicago Department of Cultural Affairs to help cultivate and nurture the arts and culture in the city of Chicago. The economic impact of the arts became an obvious factor in the plan. Information gathered from countless meetings held in church basements, bank boardrooms, union halls, community centers, and theaters throughout Chicago's neighborhoods strongly supported arguments in favor of the arts' impact on the local economy. These arguments were supported by the fact that the arts employed thousands of people, attracted new businesses, revitalized neighborhoods and were able to draw hundreds of thousands of tourists to the city each year.

Van tours of Chicago's ethnic neighborhoods were initially offered as part of a community outreach effort in 1994. The popularity of the tours led to the launch of a full-scale program in 1997. Funded with a $200,000 three-year grant from Sears Roebuck & Company and matching dollars from the city of Chicago, the program was developed as a specific unit with the Office of Tourism, a division of the Chicago Department of Cultural Affairs.

Neighborhood tours include visits to community cultural facilities, architectural sites, refreshments, and a brief artistic demonstration or performance by a local artist. In addition to nine rotating weekly tours, CNT employs more than 100 community guides, supports more than 50 artisans, utilizes neighborhood restaurants and works closely with neighborhood cultural facilities. New 1999 tours include Roots of Chicago Blues, Gospel and Jazz, Village in the City, and Women of Chicago.

The Chicago Neighborhood Tours program has created a successful market for community tourism by assisting and training cultural organizations to develop cooperative promotions to targeted tourism markets. The CNT also serves as a vehicle for avenues of financial support by establishing cultural enterprise zones and creating arts businesses. Through its partnership, the Chicago Coalition of Community Cultural...
Centers, CNT facilitated and secured, as liaison to the Department of Planning's Empowerment division, $8.3 million, which was administered by CNT's director for the DCA. Eleven cultural organizations were beneficiaries, using the funds for capital improvements and leverage to secure matching funds from other sources.

The Chicago Neighborhood Gift Shops project was established in 1997 with a grant from the National Endowment for the Arts and Nathan Cummings Foundation. The purpose of the project was to generate alternative sources of income for community-based arts organizations benefiting from the audiences visiting their sites through the CNT program. The market for ethnically specific merchandise has increased in the last ten years by individuals seeking unusual gift items.

The tours have proved to be popular with a variety of visitors, from international tourists to families from across the Midwest. The tours have also been well-liked by local Chicagoans who were not comfortable exploring unfamiliar neighborhoods on their own. The development of gift shops has ensured that local cultural centers benefit economically from visitor spending on the tours. The tours have also helped to build community pride. As residents see visitors reacting positively to the neighborhood, local groups have been spurred on to complete improvement projects and enhance accessibility. The success of the Chicago Neighborhood Tours has turned the program into a rational model for other cities with diverse populations. To date, the program planners have worked with New York, Philadelphia, Birmingham, Washington, D.C., and are also developing a pilot program in Durban, South Africa.

For more information on Chicago Neighborhood Tour, visit their web site at www.chgoctours.com.

Juanita Guzman is the director of Community Cultural Development for the Chicago Department of Cultural Affairs.

Native American Tourism in Wisconsin:
"Preserving Our Past, Sharing Our Future"
by Jerry Kaydah

A pilot project launched by the National Trust for Historic Preservation in 1990 established four Wisconsin heritage tourism projects. One very successful project involved the Lac du Flambeau Band of Lake Superior Chippewa. This tribe lives in a prime tourism destination of northern Wisconsin. During the course of the three-year project, an ambitious list of heritage tourism projects and marketing initiatives were undertaken. The project's success caught the attention of the Great Lakes Inter-Tribal Council, a consortium for the Wisconsin tribes, and it was decided to expand the tourism initiative statewide.

In early 1995, representatives from all the Wisconsin tribes were appointed to an advisory committee and the Wisconsin Native American Heritage Tourism Initiative was launched. The group quickly ran into problems. Not everyone could agree on how tourism should be promoted on the reservations and if, in fact, any tourism should be promoted. To move the project forward, the group hammered out a set of principles to guide the initiative. Group members agreed to strictly adhere to these principles, modeled from information provided by the National Trust.

Of primary concern was the first principle: Preserve and Protect Resources. The project had to be especially sensitive for two reasons: 1) it had to protect both the historic and cultural resources on the reservations, and 2) it could not exploit the tribe's heritage and their culture in any way.

Wisconsin celebrated its 150th birthday in 1998, and sesquicentennial events and celebrations took place throughout the year. The tribes undertook two projects in conjunction with the celebration, both spearheaded by the Wisconsin Native American Heritage Tourism Advisory Committee. One project involved the staging of the New Dawn of Tradition Powwow in the state capital of Madison. The powwow took place at the same time as the Wisconsin Folk-life Festival, the major state celebration held during the month of August. Nearly 30,000 people attended the spectacular four-day event featuring drummers and dancers from eight Indian nations.

The second project featured a Wisconsin Inter-Tribal exhibit on the grounds of the state capitol. The exhibit provided information on tribal histories and cultural traditions of the Wisconsin tribes. The exhibit also served as the stage for an inter-tribal speaker's bureau, where tribal members explained various aspects of
tribal cultures and the impact the tribes have had on Wisconsin.

With a new name and expanded mission statement, Native American Tourism of Wisconsin kicked off the new year with an ambitious list of goals and objectives. The agenda developed by the advisory committee includes making a bid for the year 2000 American Indian Tourism Conference, a national conference attracting participants from across North America. Wisconsin is home to the largest number of tribes east of the Mississippi River, and group members feel they can proudly showcase their Wisconsin presence to the rest of the nation and the continent.

Other goals include the expansion of tourism marketing efforts. Research indicates that there are significant opportunities to tap new tourism markets, especially from the international sector. The group has begun to explore ways to bring foreign tourists to Wisconsin, where they can enjoy the thrill of a Native American experience as well as other popular Wisconsin destinations.

In summary, Native American tourism is alive and well in the state of Wisconsin! The tribes are looking forward to new challenges and welcome the opportunity to develop partnerships that provide benefits for all.

Jerry Repala is a coordinator for the Native American Tourism of Wisconsin Initiative which is administered by the Great Lakes Inter-Tribal Council in Lac du Flambeau, Wisconsin.

Heritage Tourism and Cultural Preservation — A Partnership Approach
by Angela da Silva

"If you love your job, then you will never work another day in your life." This may not be exactly the way Confucius said it, but it is close. It isn’t every day that one gets to do exactly what he or she loves and get paid at the same time. Yet for the last six years I have been amazingly lucky in that my avocation has also been my vocation — heritage tourism.

Six years ago, after working as a travel agent for more than two decades, I launched the National Black Tourism Network, a destination management company in St. Louis that promotes and develops tours devoted to the history and culture of African Americans.

My new company was truly a leap of faith, and I use the word “faith” very sincerely since all I had was a concept. What I had planned had not been tried before. There were no guides, no models, no yardsticks to measure success, and definitely no advice on pitfalls to avoid. I had a detailed and exhaustive knowledge of the travel industry and a passion for Black history.

Because there was no blueprint, I had to develop and market my own destinations. Since only minuscule parts of Black history have been written, the challenge has been to capture the bits and pieces that did exist and present them to the public in a way that was exciting, educational and fulfilling. It took seven years of research for me to put together a three-hour Black history tour of St. Louis.

In order to pull together the materials and resources to develop tours that focused on Black history in Missouri, I worked closely with the state’s Department of Natural Resources (DNR) which houses the Historic Preservation Program. The DNR has surveyed buildings in every town, county and district, and their files along with census records and probate records have provided important clues that helped me identify significant sites related to Black history in Missouri.

In the Greater St. Louis Black Tourism Network tour, for example, participants visit churches that Blacks built, Underground Railroad stops, and pass the homes of well-known Black Americans. The Black Tourism Network Tour also provides an interactive tour where visitors meet with actors in costumes and
The marriage of tourism and heritage preservation is here to stay, and my guess is that it can only grow.

cultural character who help recreate historical events relating to Black history.

Educational programs, carried out in cooperation with the DNR and others, have been key to developing a successful product that will entice visitors. In order for everyone, from county economic development officers to the owners of Mom and Pop house museums, to take advantage of heritage tourism, they have to understand how to tap into the market. When I started, nobody was even sure what was a valid site, or how to present and market sites in a tasteful, dignified way so that ethnic tourists would respond. Saving historic sites was one thing, making them economically viable was something else altogether.

Every year the National Black Tourism Network par-
ticipates in a spring conference on the preservation of African American history and culture with the Department of Natural Resources and other state agencies such as the Missouri Division of Tourism. In the two years since this conference has taken place, some 16 new and potentially culturally significant sites have been identified.

The marriage of tourism and heritage preservation is here to stay, and my guess is that it can only grow. I have experienced a 200 percent growth in my tour business in three years. I am constantly working with DNR to create and market new destinations and to enhance old ones. By taking a new look at some of Missouri’s historic resources, I am bringing tourism to parts of the state where there has never been any. And because of the economics involved, we are compelling everyone to rethink and re-colorize the history of the state to really reflect the truth.

Angela da Silva is the president and founder of the National Black Tourism Network.