

Strategies



for a

State Heritage Tourism Industry

to

Preserve Colorado's Great Places

Colorado
Heritage
Area
Partnership



Strategies

for a

State Heritage

Tourism Industry

to

Preserve Colorado's

Great Places

November 1999

Prepared by

Shauna Palmer, Tourism Planning Associate
with contributions by the late

John Sem, Tourism Development Specialist

Colorado Center for Community Development, University of Colorado

Funded by

State Historical Fund of the Colorado Historical Society
and

USDA Forest Service, Rocky Mountain Region

Prepared on behalf of the

**Colorado
Heritage
Area
Partnership**



Table of Contents

Page

iii Preface

iv Acknowledgements

v Executive Summary

I Introduction

I-1 What is the Purpose of this Plan?

I-1 What is Heritage Tourism?

I-2 Benefits: Why is Heritage Tourism Important to Colorado?

I-4 What Are the Elements of Successful Heritage Tourism Development?

II Strategies to Support a Successful Heritage Tourism Industry in Colorado

II-4 Names of Groups Listed in Activities

III Activities to Implement the Strategies

III-1 Strategy 1 ■ Communication and Partnerships: A Common Message and Cooperative Efforts

III-2 Strategy 2 ■ Management / Action Plan: Formulating a Plan To Include Goals, Coordination and Action Steps

III-3 Strategy 3 ■ Business and Community Development (Products, Attractions, Visitor Services, Community Infrastructure)

III-6 Strategy 4 ■ Resource Management: Protection, Site Enhancement, Interpretation, and Visitor Management

III-8 Strategy 5 ■ Heritage Tourism Marketing and Promotion

III-10 Strategy 6 ■ Monitoring, Evaluation and Practical Research

III-11 Strategy 7 ■ Support: Finances, Training, Technical Assistance, and Statewide Infrastructure

Appendix

A ■ Colorado's Great Places (CHAP Brochure)

B ■ Colorado Heritage Area Profiles

C ■ CHAP Heritage Tourism Fact Sheet

D ■ Heritage Tourism Network List (July 1999)

E ■ What Other States Are Doing

F ■ Bibliography

Preface

What is CHAP and how did it become involved with this plan?

The Colorado Heritage Area Partnership (CHAP) was formed in 1996 to help local areas acknowledge and care for “Colorado’s Great Places.” CHAP supports non-regulatory alliances across jurisdictional boundaries for the celebration, protection, enhancement, and interpretation of heritage resources. Heritage resources include historic, socio-cultural, natural, scenic, and related economic resources that define Colorado’s distinctive places.

To date, five self-defined heritage areas have met CHAP guidelines to be named Colorado Heritage Areas, four in rural settings and one in a metropolitan area. Nominated by CHAP, these areas receive designation by the Governor and technical assistance from CHAP’s Steering Committee to help them sustain their “sense of place.” For more information, see *Colorado’s Great Places* and the *Colorado Heritage Areas Profiles (Appendix)*.

As CHAP worked with these and other interested areas, heritage tourism emerged as an important vehicle for linking an area’s celebration and protection of its heritage to economic revitalization efforts. To reinforce this critical linkage, CHAP sought a way to further the development of heritage tourism in Colorado. Supported by 1998 grants from the Colorado Historical Society (CHS) and the USDA Forest Service, this strategic plan is the result. It is based upon ideas and feedback from local, regional and state tourism interests; representatives of local, state and national resource managers and development programs; and the expertise of national figures in heritage tourism.

What’s next?

This project is an excellent example of the important role that cooperative funding sources play in fostering progress toward a collective goal. Development of this grant-funded plan provided an opportunity to bring interested parties from around the state together to discuss heritage tourism in July 1999. That strategy session not only produced important input for the plan but also spawned several activities that are outliving the grant project and furthering Colorado’s prospects for developing heritage tourism:

Network: Communications on related matters continues to be aided by a contact list, produced for the strategy session, of parties interested in heritage tourism (Appendix).

Common Message: Statewide review and comment, subsequent revisions and possible endorsement by interested groups will help generate a common message with greater potential for effectiveness of local, regional and state efforts for heritage tourism.

Business Development: A cooperative proposal for business and community development training tailored for heritage tourism is under consideration.

Who benefits?

Anyone in Colorado interested in the quality of life, or in tourism marketing or management, has a stake in the practice of the principles of heritage tourism— though some more directly than others. This plan will inform citizens, elected leaders, resource managers and economic development interests about heritage tourism, how it can be better supported, and how it helps sustain the features that make an area attractive while accommodating high-potential visitors. See *Introduction: Benefits* for a discussion of the economic, social and environmental benefits of heritage tourism and its importance to the state’s identity.

Acknowledgements

Funding for this project was provided by the Colorado Historical Society, State Historical Fund, as well as the Rocky Mountain Region of the USDA Forest Service, with the support and guidance of the Colorado Heritage Area Partnership (CHAP) Steering Committee.

Invaluable review and comment were provided by the National Trust for Historic Preservation's Heritage Tourism Program. The Colorado Municipal League offered assistance and served as host for a strategy session on this plan. The League has volunteered the use of its web site for distribution of the plan for comment by interested parties, as did the Colorado Travel and Tourism Authority. Scribing for the strategy session was provided by Shapins Associates. Additional information was made available by the National Conference of State Legislatures and the Tourism and Travel Research Association's representative at the University of Colorado at Boulder's Business Research Division. Chris Ford of Ford Partners also contributed.

Thoughtful comments helpful in formulating this plan were provided by participants at a July 15, 1999 strategy session, including representatives of the following groups:

Local tourism and/or agency representatives who traveled to Denver for this session:

- Anasazi Heritage Center, San Juan National Forest
- Clear Creek County Tourism Board
- Colorado Welcome Center, Northeast Colorado Travel Region
- Fort Lewis College, Office of Community Services
- Logan County Lodging Tax Board, and Pawnee Pioneer Scenic and Historic Byway
- Greater Leadville Chamber of Commerce
- Northwest Colorado Council of Governments
- Park County Tourism Office
- Southwest Colorado Travel Region
- Town of Rangely

Tourism and/or agency representatives:

- Bureau of Land Management
- Colorado Capital Initiatives
- Colorado Counties, Inc.
- Colorado Department of Local Affairs, staff to Colorado Tourism Board
- Colorado Historical Society
- Colorado Municipal League
- Colorado Office of Economic Development, Small Business Development Program
- Colorado Scenic and Historic Byways Program, Colorado Department of Transportation
- Colorado State Parks
- Colorado State University Cooperative Extension
- Colorado Travel and Tourism Authority
- USDA Forest Service, Rocky Mountain Region

Executive Summary

Heritage tourism emerged as an important vehicle for linking a local area's celebration and protection of its heritage to economic revitalization efforts, during formation of the Colorado Heritage Area Partnership (CHAP) and several Colorado Heritage Areas in recent years. Supported by 1998 grants from the Colorado Historical Society and the USDA Forest Service, CHAP's efforts to further the development of heritage tourism resulted in this plan. The process was aided by a strategy session hosted by the Colorado Municipal League in summer 1999.

Heritage tourism is defined as travel to experience the distinctive places, activities and artifacts that authentically represent peoples and their stories, from the past to the present; and it can include visits to historic, cultural, natural, scenic and related economic attractions. This strategic plan is offered as a mechanism for encouraging and organizing cooperative efforts between communities, organizations, agencies, and entrepreneurial tourism providers interested in heritage tourism. As such, its greatest value is as a dynamic document —a work-in-progress that would undoubtedly benefit from revisions suggested by interested parties.

Heritage tourism helps protect the resources that define a community's distinctive character, thus sustaining interest for visitors and quality of life for residents. Heritage tourism provides an effective economic advantage by attracting higher-than-average yield visitors within an expanding market sector. A well-managed heritage tourism program integrates resource stewardship with economic development, allowing social and environmental benefits to accompany economic gains. For such integration to be successful, cross-discipline partnerships are key.

All Coloradoans concerned about the state's character— its essence and its image— have a stake in the outcome of a heritage tourism industry. With rural and urban areas working together, focusing on these heritage resources will sustain their capacity, help broaden the state's travel market appeal, engage the visitor in learning about the state's rich history, extend the average visitor's stay and per capita expenditure, enhance community pride and local control, and expand the tourism industry's direct benefits to more of the less-prosperous areas of the state.

This plan briefly addresses five basic principles of successful heritage tourism development, referring to a conceptual model and classification system that recognizes the importance of supply inputs and demand outcomes. Key resources are cited in a bibliography. Based upon these foundations, strategies and activities to implement the strategies are proposed.

The foundation of all heritage tourism is a healthy base of cultural and natural resources with protection mechanisms in place and good planning for resource management to balance development with careful stewardship— plus interpretation to tell the story and help manage visitation. To focus efforts for greater success, seven strategies suggest the necessary steps for support of a flourishing heritage tourism industry in Colorado and its communities.

Activities designed to implement one or more of these strategies follow. Several activities are identified with a symbol (◆) as high-priority. An effort has been made to

identify potential partners for many of the activities, to help stimulate the thought process and discussion that hopefully will ensue. Most of these suggestions are based upon input from the summer strategy session and other information and experience gained during the formation of this plan. Considering this list of activities as a starting point, heritage tourism interests are encouraged to find, modify, and/or add activities or strategies deemed appropriate for their involvement.

Marketing (Strategy 5) is often the most immediate avenue pursued in tourism. But equal commitment to tourism development (Strategy 3) and resource protection (Strategy 4) are critical, particularly to sustainable heritage tourism. Such a commitment makes communication and partnerships (Strategy 1), management planning (Strategy 2) and support (Strategy 7) all the more invaluable. It should also be noted that this plan is intended to be consistent with *Colorado Preservation 2000*¹, a five-year plan to make the most of the valuable resources that Colorado has set aside for the long-term integrity of the cultural heritage of the state and its communities.

¹ *Colorado Historical Society, Colorado Preservation 2000 Executive Summary October 1996.*

Introduction

What is the Purpose of this Plan?

This document is offered as a strategic plan in support of a successful heritage tourism industry for Colorado. Outlining strategic actions, the plan is envisioned as a mechanism for encouraging and organizing cooperative efforts between communities, organizations, agencies, and entrepreneurial tourism providers involved in heritage tourism. As such, it is a dynamic document— a work-in-progress that will undoubtedly benefit from revisions suggested by interested parties.

By working together, all affected parties— including existing organizations representing various types of tourism— can strengthen Colorado’s efforts to respond to a growing interest in heritage tourism. As discussed below (Benefits), the economic, social and environmental benefits of well-managed heritage tourism make this a matter of importance to all Coloradoans. These benefits are recognized by more and more small rural communities, but heritage tourism ultimately is critical to the character and image of the entire state. Whether preserving the quality of life of the state and its communities, or broadening the state’s travel market, heritage tourism is an important mechanism requiring cooperation among all affected parties.

As with other types of tourism, heritage tourism is inherently a public–private venture involving many partners: Often the attractions and related infrastructure are managed by public entities within host communities who work closely with the private sector. The plan addresses local, regional and state-level partnerships or other possible collective actions, along with related entrepreneurial opportunities. Also discussed in the plan are state policies and agency assistance which affect, or could affect, the state’s heritage tourism industry.

... heritage tourism is defined as travel to experience the distinctive places, activities and artifacts that authentically represent peoples and their stories, from the past to the present.

What is Heritage Tourism?

Heritage tourism may overlap many other expressions of leisure travel. For purposes of this strategic plan, heritage tourism is defined as travel to experience the distinctive places, activities and artifacts that authentically represent peoples and their stories, from the past to the present; and it can include visits to historic, cultural, natural and scenic and related economic attractions.¹

There’s been considerable dialogue recently on similarities and differences particularly between heritage and cultural tourism. Some view cultural tourism as a subset of heritage tourism (since natural and cultural elements in combination are thought by some to comprise heritage); others view heritage tourism as a subset of cultural (since the latter is thought to differ by including contemporary as well as past elements).

¹ Adapted from the definitions by the National Trust for Historic Preservation and CHAP’s Heritage Tourism Session of the 1998 Colorado Travel and Tourism Conference. See *Heritage Tourism fact sheet (Appendix)* for more information.

A useful differentiation offered by the National Trust's Heritage Tourism Program recognizes that heritage tourism is the term more likely to be used by preservation groups and tends to refer to "place" based experiences. On the other hand, cultural tourism proponents typically associated with the arts and museums place less emphasis on place, often utilizing traveling exhibits— a difference more of context than content. More importantly, writes program director Amy Jordan Webb:

“...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.”²

And there may be more in common than first appears with other terms commonly brought to mind by Colorado's striking resources, such as enviro-tourism or adventure tourism. The important thing is that all parties communicate and cooperate with all other groups— tourism business interests and resource or infrastructure managers— that may be involved in affecting the outcomes. Important outcomes include not just the visitor experiences but all other benefits of heritage tourism to the community and the resources.

Distinguishing characteristics of heritage tourism are:

- Connection to local people and community
- Importance of protection and preservation of resources through careful site planning
- Need for visitor services providing good information, education and interpretation
- Importance of authenticity
- Dependence on cultural sensitivity

In a discussion of what he terms cultural tourism, Robert McNulty highlights “...a need to preserve the character of the community, and its heritage resources, offer an authentic experience, respect the social and cultural way of life of the host community— all the while ensuring the sustainability and authenticity of the tourist product.”³

Heritage tourism helps protect the resources that define a community's distinctive character, thus sustaining interest for visitors and quality of life for residents.

Benefits: Why is Heritage Tourism Important to Colorado?

A well-managed heritage tourism program integrates resource stewardship with economic development. For such integration to be successful, cross-discipline partnerships are key and allow social and environmental benefits to accompany economic gains. Whether from a rural setting, the Denver metropolitan area or otherwise, all Coloradoans concerned about the state's character and quality of life have a stake in the outcome of a heritage tourism industry.

Colorado's rich history in mining, transportation, agriculture, forestry, and outdoor recreation as well as its world-class prehistoric resources combine to make the state a place of dramatic experiences. Many of these resources which are integral to the state's character— its essence and its image— are usually associated with the state's rural areas and often are found on public lands which comprise roughly one-third of

² Webb, Amy Jordan, "A Decade of Heritage Tourism," Forum Journal, Summer 1999

³ Remarks at a symposium on cultural tourism held at the University of Calgary in March 1989.

the state. Small business and community initiatives often have little or no budget for visitor and attraction management; and public land agencies responsible for managing heritage sites and recreational resources do so with relatively smaller budgets than for traditional commodity uses. Given small or shrinking public budgets, thoughtful collaboration will be critical to sustaining the state's heritage tourism resources as visitation increases with the resumption of promotional spending.

With urban and rural areas working together, focusing on these heritage resources will sustain their capacity, help broaden the state's travel market appeal, engage the visitor in learning about the state's rich history, extend the average visitor's stay and per capita expenditure, enhance community pride and local control, and expand the tourism industry's direct benefits to more of the less-prosperous areas of the state.⁴

Making the most of Colorado's distinctive character: As societies become more industrialized and mobile, the unique traditions, customs, beliefs, knowledge and lifestyles shared by its communities becomes less discernible. Heritage tourism helps protect the resources that define a community's distinctive character, thus sustaining interest for visitors and quality of life for residents. Heritage tourism is supported by the Colorado Historical Society⁵, Colorado Preservation, Inc., the Colorado Heritage Area Partnership and other agencies for these reasons. Community pride and the focus on resource preservation are enhanced as community members participate in honoring and sharing past and present-day lifestyles with others.

An effective tool for economic revitalization: For many, an important goal is to increase jobs and income, especially in Colorado's rural economies. Heritage tourism can become an effective tool for economic diversification and revitalization, because of the economic impact of tourism and heritage tourism specifically. Heritage tourism provides an effective economic advantage by attracting higher-than-average yield visitors within an expanding market sector.

Looking at economic impact, tourism:

- Ranks as Colorado's second-largest industry, generating more than \$6.25 billion every year.⁶
- Contributed \$502.4 billion and seven million jobs directly to the 1998 U.S. economy, placing as the third largest retail industry and second largest employer in America.

Specifically, heritage tourism is good economics⁷ because:

- Historic and cultural travelers tend to spend more (on average, \$615 per trip, compared to \$425 per trip for the average U.S. traveler).
- Visitors to historic attractions tend to stay longer (5.2 nights away from home on average, as compared to 3.3 nights).
- Historic sites topped the list for family vacation plans in 1998.
- It can leverage private sector matching funds for historic preservation projects.
- Its resources can broaden an area's market appeal, especially when packaged with other tourism destinations that draw families with diverse interests.
- It supports business recruitment by helping to sustain Colorado's cultural and natural resources and quality of life which are important to companies considering relocating to the state.

⁴ See the Heritage Tourism fact sheet (Appendix) for additional information on benefits.

⁵ Colorado Historical Society, "Executive Summary," Goal G, Colorado Preservation 2000, 1996.

⁶ Colorado Association of Commerce and Industry's 1999 Legislative Agenda and Top Ten List

⁷ For data sources and more information, see the Heritage Tourism fact sheet (Appendix)

Heritage tourism provides an effective economic advantage by attracting higher-than-average yield visitors within an expanding market sector.

“Whereas the ranchers were the first to speak out against the Pawnee Pioneer Scenic and Historic Byway, now they are saying that the Byway was the best thing that has happened because it gives all the people a place to go.” —Mary Stewart Glover, Logan Lodging Tax Board, and Pawnee Pioneer Byway Organization

Heritage tourism business opportunities— businesses that capitalize upon heritage tourism attractions or resources— include, for example:

- A guided interpretive tour of an historic site or structure
- A shop selling traditional craftsman products made from the area’s natural resources and displaying and/or demonstrating craftsman’s skills
- A community theater production of re-enactments of historic events
- A restaurant in a historical setting and/or featuring authentic ethnic or indigenous cuisine of the area
- A bed & breakfast operated within a restored, historic residence with authentic period décor and interpretive displays.

Expanding the support base for Colorado tourism: Many Colorado communities have expressed enthusiasm for heritage tourism because it helps maintain the area’s sense of place and natural resource base, relating the tourism resources of an area to the community’s value system (i.e., social and environmental benefits). It can provide visitor management opportunities by directing travelers to interpretive sites which increase their understanding of the area’s lifestyle as well as history.

Regarding economic benefits, many smaller communities can gain financially from heritage tourism development even if otherwise not identifying economic benefits from what they see as corporate tourism industry attractions (i.e., the metropolitan area attraction base, ski resorts). Through rural heritage tourism business development— consistent with the administration’s commitment to expand economic development assistance to the outstate areas— the number of “local cash registers” could be increased to better capture the benefits accruing from the state’s tourism marketing. Local support for the state’s tourism program is thus strengthened as heritage tourism extends the direct benefits of tourism to more areas of the state.

What are the Elements of Successful Heritage Tourism Development?

Basic principles⁸: The five basic principles of successful heritage tourism development are:

- Find the fit between community values and heritage tourism.
- Focus on authenticity and quality.
- Preserve and protect historic, cultural and natural resources.
- Make the sites “come alive.”
- Collaborate with others.

All strategies for successful heritage tourism development will involve close attention to one or more of these principles.

Conceptual model and classification system⁹: To aid heritage tourism development, heritage resources can be organized according to a conceptual model (Figure 1) and inventoried using a simple but instructive heritage resource classification

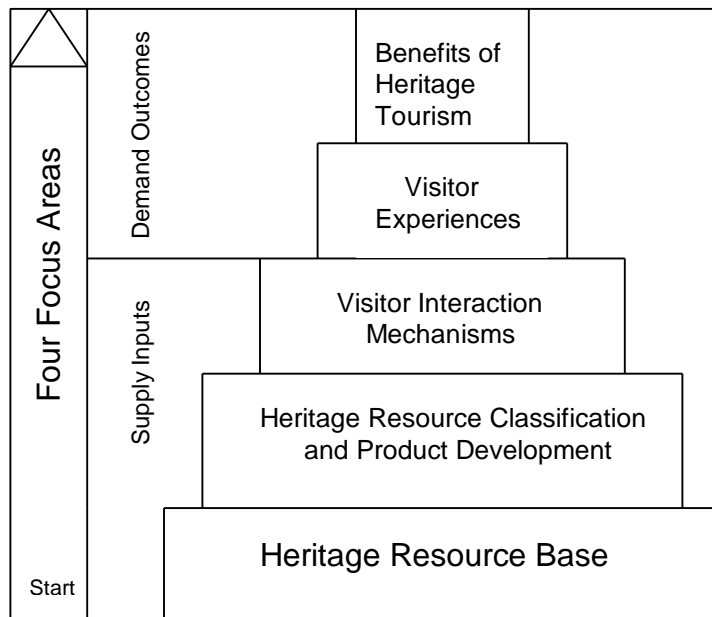
⁸ Webb, Amy Jordan, *Getting Started: How to Succeed in Heritage Tourism, 1999 ed., the National Trust for Historic Preservation.*

⁹ Sem, John, Mike Teskey and Liz Watchorn, *Experiences and Benefits: A Heritage Tourism Development Model, USDA Forest Service, July 1997.*

system. Unlike some, this system recognizes the importance of the outcomes. It uses a combination of the following criteria:

- *Degree of development*: Fully–developed, partially–developed, or under-developed.
- *Type of resource*: Physical (“hard”) or cultural (“soft”).
- *Magnitude of the physical heritage attraction* : site, community, or region.
- *Four areas of focus in the heritage tourism development conceptual model* :
 - Supply inputs:
 - The nature of the heritage resource or product
 - Visitor interaction mechanisms or other management techniques
 - Demand outcomes:
 - The visitor’s corollary experiences
 - The resulting benefits (i.e., to the visitor, the heritage resources,the host community).

Figure 1. Heritage Tourism Development Model



Strategies

to Support a Successful Heritage Tourism Industry in Colorado

“It is important that the culture manage tourism and not the other way around.”

—Greg Gilstrap, Director of Arizona Office of Tourism,
1994 SouthWest American Indian Tourism Conference

The foundation of all heritage tourism is a healthy base of cultural and natural resources with protection mechanisms in place and good planning for resource management to balance development with careful stewardship— plus interpretation to tell the story and help manage visitation. To focus efforts for greater success, the following seven strategies suggest the necessary steps for support of a successful heritage tourism industry in Colorado and its communities. Activities designed to implement these strategies follow.

Though speaking about Colorado tourism in general, Dr. Chuck Goeldner of the University of Colorado at Boulder’s endowed chair in Tourism offered a caveat in his opening remarks for the 1999 Colorado Travel and Tourism Conference:

“Recognize that promotional money is an important element to build a successful future for tourism, but it is only one element. Also needed (are)...efforts to sustain the resources that attract tourists and tourism product development techniques.”

As Dr. Goeldner’s remarks might reflect, marketing (Strategy 5) is often the most immediate avenue pursued in tourism. But equal commitment to tourism development (Strategy 3) and resource protection (Strategy 4) are critical, particularly to sustainable heritage tourism. Such a commitment makes communication and partnerships (Strategy 1), management planning (Strategy 2) and support (Strategy 7) all the more invaluable. It should be noted that this plan is intended to be consistent with *Colorado Preservation 2000*¹, a five-year plan to make the most of the valuable resources that Colorado has set aside for the long-term integrity of the cultural heritage of the state and its communities.

1 ■ Communication and Partnerships: A Common Message and Cooperative Efforts

All interested communities, organizations, agencies and individuals will strive for:

- (a) Consensus on industry strategies so that heritage tourism interests have a role in management of the information necessary for effective marketing and management;
- (b) formal or informal cooperative efforts that will contribute to the success of their collective and individual missions to advance heritage tourism in Colorado and its communities;
- (c) local tourism leadership and organizational development; and
- (d) outreach efforts to advance understanding and support of heritage tourism among the general public and their representatives.

¹ *Colorado Historical Society, Colorado Preservation 2000 Executive Summary, October 1996.*

2 ■ Management / Action Plan: Formulating a Plan To Include Goals, Coordination and Action Steps

Guided by the five principles for successful heritage tourism development (page I-4) and with reference to the *Colorado Preservation 2000* plan: (a) All communities and/or regions interested in heritage tourism development will strive to develop a basic plan for coordination of action steps as soon as possible; and (b) A network of heritage tourism interests statewide will re-evaluate and elaborate upon this plan— including more specific action steps, incentives to help build the capabilities of heritage tourism interests to implement these steps, and mechanisms for monitoring the plan’s effectiveness— with the assistance of the new Colorado Tourism Office.

“...Small- and medium-sized businesses (are) the lifeblood of the American travel industry... integral in the sharing of our traditions with the people of the world... (and in) the telling of the stories that comprise the depth and breadth of the American experience... American cultural heritage tourism is a means by which the democratic heart and commercial spirit of America converge to a positive end.”

—Leslie R. Doggett, Deputy Assistant Secretary of Commerce for Tourism Industries, writing about 128 itinerary applications received this year for designation under the *American Pathways 2000* program. This Tourism Industries program is operated in partnership with the Smithsonian Institution, the National Endowments for the Arts and for the Humanities, and others.²

3 ■ Business and Community Development (Products, Attractions, Visitor Services and Infrastructure)

Acknowledge that heritage tourism is a tool for— and inseparable from— community development especially in small communities. All parties involved in heritage tourism will strive to: (a) Plan for small business, product and community development as appropriate based upon situational assessments; (b) resolve to increase the number of local “cash registers” or business operations to help capture the benefits of the state’s tourist traffic; and (c) consider historic character to the extent feasible in community infrastructure development to avoid unnecessarily “generic” qualities.

4 ■ Resource Management: Protection, Site Enhancement, Interpretation, and Visitor Management

All parties involved in heritage tourism resource management will strive to: (a) Provide authentic, sustainable heritage resources for the present generation (traveler and resident) while preserving those resources for future generations; and (b) provide programs which result in meaningful, enjoyable, educational, interactive, engaging, high-quality visitor experiences.

5 ■ Heritage Tourism Marketing and Promotion

All interested parties will strive through marketing plan(s) and strategic promotional mixes to: (a) Increase the visibility of heritage tourism in the state’s domestic and international marketing program; (b) match their community’s sustainable heritage tourism industry supply with demand (addressing expectations of residents as well as visitors); and (c) link their heritage tourism attractions into appropriate regional, national and/or international tourism marketing networks.

²Doggett, Leslie R., “*American Pathways 2000: Honoring the Past, Imagining the Future.*” *Forum Journal, Summer 1999.*

“Local communities responding to tourism’s economic benefits must provide a tourism experience that is tailored to their resources and values, one which attracts the type of tourist whose expectations and expenditures are matched with the experience the community provides. This requires a greater local commitment to tourism planning and the establishment of more stringent tourism policies.” —Patrick Long³

6 ■ Monitoring, Evaluation and Practical Research

All parties involved in heritage tourism will arrange for effective monitoring and evaluation techniques to determine: (a) Whether strategies and related activities are effective; (b) whether supply and demand are well-matched (i.e., whether traveler and resident consumers’ expectations are being met by the heritage tourism attractions, products and services); and (c) whether the resource is being protected from deterioration. If not, revision of the management plan and practices are called for.

Where appropriate, practical research will be developed to provide a good factual basis for such monitoring and evaluation. This will assist efforts to better match attractions, products and services with the expectations of the consumers—visitors and residents of the host community.

7 ■ Support: Finances, Training, Technical Assistance, and Statewide Infrastructure

State leadership and all parties involved in heritage tourism will strive for: (a) Consistent and supportive climate among state agencies directly or indirectly involved in heritage tourism; (b) widespread knowledge of, and delivery of, potential support (private and public) to small businesses and community initiatives; (c) adequate statewide infrastructure (i.e., highways, air service including to more outstate areas, rural telecommunications accessibility, etc.); and (d) development of heritage tourism leadership and cooperative efforts.³ All parties involved in heritage tourism will strive to coordinate regarding assessment of need and feasible delivery of technical assistance, financial resources, and adequate visitor infrastructure.

About the Activities

The next section contains activities designed to implement these strategies. Each activity will help implement one or more strategy. Several activities are identified with a symbol (♦) as high-priority.

An effort has been made to identify potential partners for many of the activities, to help stimulate the thought process and discussion that hopefully will ensue. Most of these suggestions are based upon input from the summer strategy session and other information and experience gained during the formation of this plan. Considering this list of activities as a starting point, heritage tourism interests are encouraged to find, modify, and/or add activities or strategies deemed appropriate for their involvement.

³ Long, Patrick, “*Tourism Makes a Difference in Rural Colorado*,” *Insight: The American West*, November 22, 1998. Patrick Long is a Professor of Business and Past Director of the Center for Sustainable Tourism at the University of Colorado at Boulder. He also serves on the Faculty Advisory Council for the Center of the American West and as President/CEO of the National Rural Tourism Foundation.

Names of Groups Listed in Activities

AAM— American Association of Museums	CRDC— Colorado Rural Development Council
AASLH— American Association for State and Local History	CSC-USA— Colorado Ski Country USA
Action 22— Action 22	CTO— Colorado Tourism Office (proposed)
AFT— American Farmland Trust	CTTA— Colorado Travel and Tourism Authority
CACI/TC— Colorado Association of Commerce & Industry’s Tourism Committee	DCVB/CT— Denver Convention and Visitors’ Bureau Cultural Tourism Committee
CAF— Colorado Agricultural Foundation	DOLA— Department of Local Affairs
CALT— Colorado Agricultural Land Trust	EDCC— Economic Development Council of Councils
CAS— Colorado Archeological Society	FHWA/TEA-21— Federal Highway Administration/Transportation Equity Act for the 21 st Century
CCA/Folk.— Colorado Council on the Arts/Folklorist Program	HUD-RH&CD— HUD Rural Housing and Community Development program
CCC&OES— Colorado Community College & Occupational Education System	NASAA— National Assembly of State Art Agencies
CCI— Colorado Counties, Inc.	NTHP— National Trust for Historic Preservation
CCPA— Colorado Council of Professional Archeologists	NTHP/HT— National Trust for Historic Preservation’s Heritage Tourism Program
CCRA— Colorado Community Revitalization Association	NTHP/ST— National Trust for Historic Preservation’s Study Tour Program
CDA— Colorado Department of Agriculture	OED— Office of Economic Development
CHAP— Colorado Heritage Area Partnership	Regional Councils— Regional councils of governments/planning
CHLA— Colorado Hotel and Lodging Association	SHPO— State Historic Preservation Office
CHS— Colorado Historical Society	SHF— State Historic Fund
Club 20— Club 20	SW CO Travel— South West Colorado Travel Region
CML— Colorado Municipal League	USDA-FRA— USDA Fund for Rural America
CO Byways— Colorado Scenic and Historic Byways Commission and/or Program, and/or designated Byways	USDA-RE&CD— USDA Rural Economic and Community Development program
COL— Colorado Open Lands	US-DOC— US Department of Commerce
CORRP— Colorado Outdoor Recreation Resource Project	Welcome Ctrs— Colorado Welcome Centers
CPI— Colorado Preservation, Inc.	

Activities

to Implement the Strategies

Strategy 1 ■ Communication & Partnerships

All interested communities, organizations, agencies and individuals will strive for: (a) Consensus on industry strategies so that heritage tourism interests have a role in management of the information necessary for effective marketing and management; (b) formal or informal cooperative efforts that will contribute to the success of their collective and individual missions to advance heritage tourism in Colorado and its communities; (c) local tourism leadership and organizational development; and (d) outreach efforts to advance understanding and support of heritage tourism among the general public and their representatives.

1.1. ♦ Consider endorsement of strategies and activities in this plan, following amendments as necessary for harmony with existing plans of potential partners.

Partners might include: CTO / DOLA / OED, CTTA, SW CO Travel., Club 20, Action 22, CO Byways, CHAP, CCRA, CHS/SHF, CHS/SHPO, DCVB/CT, CAC/TC., CORRP, Welcome Ctrs, other assoc. of tourism providers, CML, CCI, regional councils, CRDC, EDCC, university-based assistance programs.

1.2. Seek ways to increase awareness and understanding of heritage tourism interests on the new Colorado Tourism Office Board, through avenues such as:

- Requesting a subcommittee to include representation on heritage tourism, including appropriate resource preservation and public land management interests; and/or
- Supporting efforts of other outstate organizations supportive of heritage tourism to obtain seats; and/or
- Seeking representation through a seat dedicated to a network or coalition of *existing* organizations interested in heritage/cultural tourism.

1.3. ♦ Include appropriate information on heritage tourism on the state's web site(s).

1.4. ♦ Discuss cooperative heritage tourism efforts with tourism partners and use other venues— existing regional / state organizations, the annual statewide tourism conference, the Network List (Appendix), etc.— for developing cooperative efforts beyond the usual partners.

Partners might include: Ranching associations, AFT; parks, trails, open space groups; Welcome Ctrs., local byway groups & historical societies, CORRP.

1.5. Discuss local tourism leadership and organizational needs with tourism partners.

1.6. Examine how outreach efforts for public understanding might be incorporated into local/regional efforts.

1.7. Incorporate outreach efforts for public understanding into the state's marketing campaign, possibly with a distinct funding source.

Strategy 2 ■ Management / Action Plan

Guided by the five principles for successful heritage tourism development (page I-4) and with reference to the *Colorado Preservation 2000* plan: (a) All communities and/or regions interested in heritage tourism development will strive to develop a basic plan for coordination of action steps as soon as possible; and (b) A network of heritage tourism interests statewide will re-evaluate and elaborate upon this plan—including more specific action steps, incentives to help build the capabilities of heritage tourism interests to implement these steps, and mechanisms for monitoring the plan’s effectiveness—with the assistance of the new Colorado Tourism Office.

2.1. ♦ Agree within your community/region upon a process to develop a management plan for coordination of action steps as soon as possible, making the most of your distinctive resources and incorporating community values.

Examples: South Park Heritage Resource Area; Top of the Rockies National Scenic Byway corridor management plan.

2.2. Support such heritage tourism coordination by “adopting” the plan via a simple letter of agreement between all involved parties.

2.3. ♦ Consider incorporating cooperative rural preservation “growth management” techniques into the management / action plan.

See Activity 4.6 for more detail and examples.

2.4. ♦ Consider including objectives consistent with the goals in the state’s *Colorado Preservation 2000* plan.

2.5. Include heritage resources in long-term community/regional planning efforts, to ensure protection of the resources and their economic as well as intrinsic value.

2.6. ♦ Use regional meetings to ask area providers to help develop an inventory of heritage resources to be used for a situational assessment and joint marketing; coordinate with existing CO Byway, Heritage Area and Main Street management plan assessments.

2.7. Include objectives in the management / action plan that are measurable, attainable, and framed in some level of a time schedule, to assist in the periodic monitoring and evaluation of the plan’s effectiveness.

2.8. ♦ Include provision in the management / action plan for incentives to help build the capabilities of heritage tourism interests to implement these steps, such as challenge grants and technical assistance programs.

See Activities 3.5, 3.6, 4.3, 4.4, 5.10, 5.12, 5.14, 6.2, and all Strategy 7 activities for details on possible incentives.

2.9. Find ways to work closely with federal agencies that manage the rich heritage and recreational resources on Colorado’s vast public lands, such as:

(1) Form on-going public-private partnerships to aid resource management.

Example: San Juan Forest Association.

(2) Include heritage tourism representatives at the table during upcoming USDA Forest Management Plan revisions.

(3) Work with groups that are striving to enhance collaboration in public land management issues.

Examples: CORRP.

Partners might include: USDA Forest Service Recreation and Heritage Programs, NPS Recreation, Trails and Conservation Assistance Program; State Parks and Trails, etc.

2.10. Provide a clearinghouse function to, for example, maintain network contact information, keep a heritage events master calendar, announce/arrange an annual meeting (in conjunction with an existing annual conference) of heritage tourism interests to discuss research (i.e., *Activity 6.1*) and cooperative marketing efforts (i.e., *Activity 5.10*).

2.11. Conduct a statewide process (primarily through electronic communications) to re-evaluate and elaborate upon this strategic plan within a certain time period— to include more specific action steps, incentive provisions, and mechanisms for monitoring and evaluation of this plan.

Strategy 3 ■ Business and Community Development (Products, Attractions, Visitor Services, Community Infrastructure)

Acknowledge that heritage tourism is a tool for— and inseparable from— community development especially in small communities. All parties involved in heritage tourism will strive to: (a) Plan for small business, product and community development, based upon situational assessments; (b) resolve to increase the number of local “cash registers” or business operations to help capture the benefits of the state’s tourist traffic; and (c) consider historic character to the extent feasible in community infrastructure development to avoid unnecessarily “generic” qualities.

3.1. ♦ For a situational assessment to guide development of your community/region’s heritage tourism, inventory and assess your community/region’s:

- heritage tourism attractions and retail products,
- visitor services (accommodations, restaurants, etc.),
- infrastructure serving heritage tourism visitors
- organizational capacity, technical needs, and financial resources

3.2. ♦ Seek to enhance existing— and introduce new— *products and attractions*, that tie in with existing attraction(s), such as:

(1) An interpretive tour of an historic site or building (consider one that can be linked with the NTHP’s Study Tour program).

(2) Heritage retail products at a variety of price points, from an authentic reproduction of an item to quality souvenir items (under \$10).

(3) A hands-on archeological experience such as a CAS field school at a dig site.

Partners might include: CHS (Goal G), CCA/Folk., NTHP/ST, OED, USDA/RE&CD, university-based assistance programs, CAS.

3.3. Help develop opportunities for hands-on agricultural experiences, perhaps in conjunction with an existing event such as a related annual fair or a living historical farm.

Example: South Dakota Farm & Ranch Vacation Business Guide

Partners might include: Ranching and farming communities, state/county fairs, dude ranch association(s), CDA, CAF, Association for Living Historical Farms and Agricultural Museums.

3.4. ♦ Develop combinations of related heritage products, attractions and services that can be offered as a *package* deal, for added value, longer stays, increased expenditures, broader appeal to the family market, etc.

3.5. ♦ Offer mini-grants using a portion of the community/county's lodging tax revenues to encourage development of new events, products or cooperative marketing initiatives. *Example: City of Fruita's mini-grant program administered by their Tourism Advisory Council.*

3.6. Offer a portion of potential CO Byway marketing funds (future FHWA/TEA-21 grant monies) to stimulate development of a heritage attraction itinerary connected to state/ national byway(s).

3.7. Cooperate to develop heritage marketing products that could be marketed statewide (i.e., at museums, visitor centers, appropriate retail outlets) or nationally / internationally on the web, such as:

(a) A Colorado heritage tourism "passport" to encourage visitors to travel to and stop at out-of-the-way places that also represent the rich heritage of the state—which would also help to extend Colorado tourists' stay and increase expenditures.

Example: Dinosaur Diamond Prehistoric Highway Passport.

(b) Heritage attraction itinerary maps.

Examples: Lancaster County, Pennsylvania heritage maps; Civil War Discovery Trail, a multi-state project.

(c) ♦ A catalog of heritage tours (hard-copy and on-line), a cost-effective way to promote existing and encourage formation of new tours.

Partners might include: Tourism groups, CTO, CTO's marketing firm, CO Byways, tourism marketing publications (who might distribute it as an insert, providing "match" toward a development grant), the NHTP/HT, AASLH, university-based technical assistance programs..

3.8. Seek opportunities for special designations of itineraries.

Example: An early January 2000 deadline for an itinerary for designation as an official American Pathways 2000 itinerary, as part of the Millenium Trails initiative administered by the US Department of Commerce's Tourism Division (including national and international marketing).

Partners might include: Tour groups, travel region(s), communities, regional councils.

3.9. Develop links to other resource management or community development strategies, such as:

(1) Public land tours of heritage sites that are developed in coordination with nearby town services and products or attractions.

Example: Bureau of Land Management's Canon Pintado tours near Rangely.

(2) Added-value wood products made from indigenous materials.

3.10. ♦ Seek to enhance existing— and introduce new— *visitor services* if needed according to the situational assessment, which may include:

- (1) A restaurant in a historic location and/or serving indigenous menu items and exhibiting interpretive information.
- (2) Bed & Breakfasts with historic architecture, authentic period decor, and/or historic photographs, etc..
- (3) Expanded restaurant dinner hours.
- (4) Increased number of total motel beds.
- (5) Front-line employees/volunteers who interact with visitors at retail stores, visitor centers, etc. that are trained, knowledgeable and helpful.

3.11. ♦ Communities could consider policies that discourage franchises and provide incentives such that franchises— if they prove necessary— would be housed in historic structures.

3.12. Seek to enhance existing— and introduce new— *visitor infrastructure* as needed: Modify public capital improvement plans and establish public-private partnerships to provide public parking, improved signage (directional, orientational), enticing public spaces and necessary services (drinking fountains, benches, rest stops, RV dump facilities, etc.).

Examples: Town of Meeker and the Meeker Sheep Dog Trials event facilities; and the Alpine Loop Backway Scenic Byway restrooms.

3.13. ♦ Provide workshop training on topics tailored for heritage tourism, such as:

- Business and community plan development training
- Authenticity documentation and management
- Visitor management techniques and quality experiences
- Marketing of heritage tourism product & services
- Site development, interpretation, development of heritage tours or other heritage products or attractions
- Hospitality training
- Technical skills, i.e., historic structure restoration, archeological dig certification, etc.

Partners might include: University-based technical assistance programs, CRDC, CO Byways, Welcome Ctrs, Main Street/Heritage Area Program, SBDC, EDCC, EDC, USDA Rural E&CD, CCC&OES, Center for the American West, CAS, NTHP/HT.

3.14. Work closely with the new Colorado Main Street / Heritage Area Program (a demonstration project administered by Colorado Community Revitalization Association), regarding the importance of technical assistance in heritage tourism and related business development to interested participants in these preservation-based economic revitalization efforts.

3.15. Work with infrastructure providers regarding consideration of historic and aesthetic character to the extent feasible to avoid unnecessarily “generic” qualities.

Example: Maryland State Hwy. Admin.. “Thinking Beyond the Pavement” Program.

Strategy 4 ■ Resource Management: Protection, Site Enhancement, Interpretation, and Visitor Management

All parties involved in heritage tourism resource management will strive to: (a) Provide authentic, sustainable heritage resources for the present generation (traveler and resident) while preserving those resources for future generations; and (b) provide programs which result in meaningful, enjoyable, educational, interactive, engaging, high-quality visitor experiences.

4.1. ♦ Prioritize the community/region's heritage resources to be stabilized, restored, or rehabilitated (based upon the situational assessment, technical advice, and review of the priorities in the state's *Colorado Preservation 2000* plan).

4.2. Use the Historic Preservation Act (Sections 106 and 110), the National Historic Landmark Program, the State and National Register of Historic Places program (which provides guidance on surveys, inventories, restorations, tax credits, etc.), and other Colorado historic preservation guidelines as tools to help with development of heritage sites.

Partners might include: State/National Register Review Board, CHS/SHF Advisory Committee, CHS/SHPO, NPS, NTHP.

4.3. ♦ Seek ways to assure authenticity— before it's lost— so the term heritage retains its meaning and differentiating value; through some combination of the following:

(1) Utilize the criteria of existing certification programs, such as those of the National Register of Historic Places, the American Association of Museums (AAM), the local historic preservation commission, etc.

(2) Develop an authenticity program, including the use of a protected logo, designed to encourage high standards for authenticity, help heritage resource managers meet those high standards, and help the public find experiences based upon authentic resources.

Example: Lancaster County, Pennsylvania's authenticity program.

(3) Adopt a code of ethics for use with a protected logo and a system of voluntary pledges by providers to certify their process to assure authenticity (such as local Historical Society review).

Partners might include: Network or coalition of providers, local historical societies, etc., CHS/SHPO, NTHP, CCA/Folk., AASLH, AAM, university-based technical assistance programs.

4.4. Seek funding and technical assistance to preserve heritage resources for education, interpretation or other re-use.

Examples: South Park Heritage Resource Area mining dredge project; San Juan Historical Society's efforts to preserve the Mayflower Mill, the Old Hundred Board House, and the Animas City townsite in the Silverton area.

Partners might include: CHS/SHF (Goal G), CHS/SHPO, CAS, NPS historic preservation programs, USDA RE&CD, CO Byways (future FHWA/TEA 21 monies) for communities on byways, etc.

4.5. Include interpretation to tell the story in a way that will enhance the visitor experience (meaningful, enjoyable, interactive, educational, engaging, etc.) and help manage visitation (educational about resource protection).

Examples: Dinomation Discovery Museum, City of Fruita; and CO Byways including the Flat Tops Scenic Byway audio tape tour, the Top of the Rockies National Scene Byway interpretive plan, and the award-winning South Platte River Trail Scenic and Historic Byway interpretive series.

4.6. ♦ Encourage and develop cooperative rural preservation “growth management” techniques, such as open-space “buffers” built into adjacent communities’ comprehensive plans, conservation easements, transferable development rights, agricultural enterprise districts, educational materials.

Examples: Buffer zone between the Town of Palisade and unincorporated Clifton in Mesa County; the Leadville area’s historic Hayden Ranch project; handbooks on rural living, in use in the Counties of Routt, Custer, and Pueblo among others.

Partners might include: DOLA, Great Outdoors CO, CO Byways (for communities on byways), CHAP (for heritage areas), CO Chapter of APA, CO Coalition of Land Trusts, CDA Agricultural Preservation Program, CML, CCI, etc.

4.7. Encourage planning and coordination between communities that are “gateways” to public lands, state/regional tourism promoters, and public land managers regarding short- and long-range implications for public heritage resource management of increasing visitation.

Partners might include: Four Corners Gateway Project, CORRP, Southwest Colorado Cultural Stewardship Program; CHS/SHF, CHS/SHPO; CHAP; Center for Sustainable Tourism, CCCD and other university-based assistance programs; CTO, SW CO Travel and other tourism entities; USDA Forest Service; BLM; NPS Recreation, Trails and Conservation Assistance Program; State Parks, etc.

4.8. ♦ To aid the measurement of prevention of deterioration of the heritage resource itself and of the visitor satisfaction and quality of experience:

(1) Establish or make use of existing heritage resource advisory boards that will report periodically on the condition and capacity of the community/regions’ resources.

Example(regional): Dinosaur Diamond Prehistoric Highway Advisory Task Force being formed, to be comprised of paleontologists and archeologists.

(2) Establish a statewide heritage resource advisory board as part of the monitoring and evaluation process, which will work with regional advisory boards and other interested parties to identify heritage resource carrying capacity indicators.

Partners might include: CHS, CHS/SHPO, CCA/Folk., local/regional historical preservation commissions, historic landmark commissions, historical societies, Certified Local Governments, public resource managers, agricultural associations, Center for Sustainable Tourism and other university-based assistance programs, associations such as CCPA, AASLH, NTHP, etc.

Strategy 5 ■ Heritage Tourism Marketing and Promotion

All interested parties will strive through marketing plans and strategic promotional mixes to:

(a) Increase the visibility of heritage tourism in the state’s domestic and international marketing program; (b) match their community’s sustainable heritage tourism industry supply with demand (addressing expectations of residents as well as visitors); and (c) link their heritage tourism attractions into appropriate regional, national and/or international tourism marketing networks.

5.1. ♦ Complete and periodically update a marketing plan to guide efforts to:

(a) Target domestic and international heritage travelers;

(b) Target increased visitor expenditures through longer stays and higher expenditures (typical characteristics of heritage travelers), not just increased visitation numbers;

(c) Develop Colorado’s heritage-based tourism image and message, i.e., focus on the idea you want to get across via a protected logo and slogan for use in marketing campaigns (i.e., “Authentic Colorado Experience” or “Colorado—from the Frontier to the Future” or “Real Colorado” or simply “Colorado Heritage” or some other phrase).

Example: Lancaster County, PA heritage marketing campaign.

(d) Incorporate the heritage tourism image into the state marketing plan and the state’s web site(s).

(e) Emphasize packages, regional itineraries, and other cooperative marketing development efforts.

Example: Grand Mesa National Scenic Byway marketing plan.

5.2. Establish a clearinghouse–type master calendar of all heritage events around the state.

5.3. Consider designating a Colorado Heritage Week during a “shoulder season.”

Example: State of Virginia has declared a week in May “Heritage Tourism Week” (combining the celebrations of National Preservation Week and National Tourism Week).

5.4. Include an “internal marketing” or educational program, designed to explain the heritage tourism program to the public (without which support may be weak from Colorado’s taxpaying citizens), including steps such as:

(a) Earmark a share of private and/or non-state tax revenue marketing funds for an educational campaign about the benefits of heritage tourism, targeting public policy makers, various tourism associations, in-state travel writers and editorial boards, tour guide trainers, etc.

(b) Incorporate into press releases and other public relations mechanisms information on the benefits of heritage tourism.

(c) Reinvest a share of revenues from heritage tourism into school programs that create a greater awareness and appreciation of local heritage.

(d) Consider inviting key in-state travel writers along on heritage tourism familiarization (“fam”) tours.

5.5. Market heritage tours, possibly in conjunction with a program such as the National Trust's Study Tours Program or the Smithsonian Institute's.

5.6. ♦ In cooperation with an authenticity program, market through a catalogue (i.e., *Activity 3.7*):

- (a) Heritage tours (both hard-copy and on the web), to promote existing tours and encourage development of others; and
- (b) Heritage retail products, since purchase of goods is a major part of the tourist experience;

possibly in a distribution partnership with a marketing publication as match for a project grant.

5.7. Utilize a Colorado heritage tourism passport in state/regional marketing strategies (i.e., *Activity 3.7*).

5.8. ♦ Market regional heritage itineraries and maps (consider the National Register heritage itinerary web site, that is linked to printed regional maps).

Example: Pennsylvania's Lancaster County Explorer's Map and Guide.

5.9. Consider designing cooperative marketing initiatives to convert business travel to pleasure travel, using heritage tourism attractions packaged with other attractions to extend stays and increase expenditures.

5.10. Consider utilizing a stand-alone workshop section to be added to existing tourism-related conferences (with partial registration cost), as a venue for facilitation of collaborative regional marketing packages between Denver metro area attractions and other regional attractions.

Example: Partnering session of the Cultural Tourism Conference of the DCVB.

5.11. Strengthen relationships with national associations, such as:

- (1) Heritage Tourism Program of the NTHP.
- (2) Partners in Tourism and the web site clearinghouse operated by NASAA.

5.12. Attractions that are, or could partner with, a destination marketing entity might consider pursuing international marketing funding/assistance.

*Example #1: An application (with a January deadline) by an eligible** destination marketing entity to CIMO for matching funds (50%) for five-year initiatives to increase summer and winter international visitation (arriving in Colorado via DIA); cooperative regionals applications (i.e., Roaring Fork Valley Association) stand a better chance of a higher award*

**Eligibility requires membership in one of CIMO's partner organizations, including CTTA, CADMO, CSC-USA, DIA, etc.

Example #2: Local byway groups market internationally via the CO/National Byways Program, by access to the Colorado Scenic and Historic Byways Internet site, and potential TEA-21 marketing grant monies.

5.13. ♦ Complete and periodically update a promotional plan to guide efforts to:

- (1) Set standards for promotion reflecting the values of authenticity and enhanced visitor experience;
- (2) Assure some form of affordable promotional access to the state’s web site(s) by small business operators with no feasible alternative.

Example: Colorado.com access via CTTA small business membership.

(3) Market via web sites developed for local/regional heritage attractions with links to niche market sites;

(4) Market local and regional packages, among heritage attractions and between heritage and other industry attractions— for added value, broadened appeal, and a more regional product.

5.14. ♦ Develop familiarization (“fam”) tours to bring in travel writers (syndicated, if possible).

Example: NW Pennsylvania’s Oil Heritage Region’s low-cost cooperative fam. tour of syndicated writers, which resulted in 35 articles and 1500 inquiries.

5.15. Reserve a portion of marketing funds for practical market research, to inform an on-going evaluation of marketing effectiveness—to better match products with the expectations of the customers. (See *Strategy 6* for more details.)

Strategy 6 ■ Monitoring, Evaluation, and Practical Research

All parties involved in heritage tourism will arrange for effective monitoring and evaluation techniques to determine: (a) Whether strategies and related activities are effective; (b) whether supply and demand are well-matched (i.e., whether traveler and resident consumers’ expectations are being met by the heritage tourism attractions, products and services); and (c) whether the resource is being protected from deterioration. If not, revision of the management plan and practices are called for. Where appropriate, practical research will be developed to provide a good factual basis for such monitoring and evaluation. This will assist efforts to better match attractions, products and services with the expectations of the consumers— both visitors and residents of the host community.

6.1. ♦ Cooperate to devise a practical monitoring and evaluation plan to measure objectives in heritage tourism management/action plans, for all areas of the plan (organization/communications, authentic product development, resource protection, marketing, etc.) and:

- (1) Agree upon a statewide approach and timeline so that a baseline, comparable between areas of the state, will be measured and re-measured over time to evaluate the effectiveness of the investments called for in this plan; and
- (2) Meet annually (in conjunction with an existing conference) to evaluate changes in direction based upon monitoring information.

Partners might include: Network of heritage tourism interests, other tourism associations, CTO/DOLA/OED, CTO’s marketing firm, guide/outfitter associations, CORRP and other public resource managers and vendor associations, professional applied science associations such as the Colorado Council of Professional Archeologists, CHS, NTHP/HT, university-based assistance programs (i.e., Center for Sustainable Tourism, Center for the America West, CCCD, Center for Rural Assistance, etc.), local historical societies, etc.

6.2. Set aside a percentage of marketing monies and revenues from heritage tourism for monitoring and evaluation costs including research.

6.3. Partner with agencies and non-profits that can provide technical assistance to guide the monitoring and evaluation while helping to keep costs down; make use of the resource advisory committees (*Activity 4.8*), CORRP, and CHS' Preservation Information Exchange (Goal C).

6.4. ♦ Survey heritage attraction visitors (and repeat periodically) to determine their motivations, expectations, experiences, level of satisfaction, characteristics and if they fit the higher-than-average-yield expectations.

Examples: Surveys of visitors to CO Scenic and Historic Byways; TIAA's TravelScope survey, NTHP/HT's surveys.

6.5. Study economic impact (and repeat periodically).

Examples: CHS/SHF study (in progress) of economic impact of historic preservation; TIAA visitor studies.

6.7. Periodically update the inventory and situational assessment of your heritage attractions, products, services and infrastructure.

Strategy 7 ■ Support: Finances, Training, Technical Assistance, and Statewide Infrastructure

State leadership and all parties involved in heritage tourism will strive for: (a) Consistent and supportive climate among state agencies directly or indirectly involved in heritage tourism; (b) widespread knowledge of, and delivery of, potential support (private and public) to small businesses and community initiatives; (c) adequate statewide infrastructure (i.e., highways, air service including to more outstate areas, rural telecommunications accessibility, etc.); and (d) development of heritage tourism leadership and cooperative efforts. All parties involved in heritage tourism will strive to coordinate regarding assessment of need and feasible delivery of technical assistance, financial resources, and adequate visitor infrastructure.

7.1. All relevant state agencies could be directed to review this strategic plan for ways in which the agency's activities directly or indirectly support or could support heritage tourism.

7.2. ♦ Make available, at a bulk discount price, to all interested parties:

(1) Heritage tourism toolkits and resource guides.

Examples: Getting Started: How to Succeed In Heritage Tourism (NTHP/HT); Heritage Tourism Resource Manual (NTHP/HT); CHAP Heritage Tourism Toolkit (in progress) and Heritage Area Community Resource Guide.

(2) Self-assessment tools to aid situational assessments.

Example: Self-assessment tool prepared for Certified Local Government certification (as in Iowa's NTHP pilot heritage tourism project).

Partners might include: CTO/DOLA/OED, CHS, university-based assistance programs.

7.3. Refer inquiries to an on-line directory of possible grant funding sources, in cooperation with the clearinghouse function (*Activity 2.10*) and DOLA's on-line grant listings.

Partners might include: DOLA, OED, CHS, university-based assistance programs.

7.4. ♦ Provide general economic development assistance needed by rural communities and small business operators—including the retail service industries—so they are less reliant upon franchises with accompanying corporate business training & support.

Partners might include: DOLA, OED/EDC, SBDC, university-based assistance programs, trade associations, CO Byways (for communities on byways).

7.5. ♦ Provide training and technical assistance in the following areas:

(a) Heritage tourism business / community development, i.e., industry knowledge and resources; partnership, organizational and funding development; market research, feasibility studies, and business plans; authentic product/attraction development, etc., including on-going new product development to adjust to market shifts.

(b) Tourism service provider skills, i.e., hospitality, retail sales, employee and volunteer management, etc.

(c) Historic preservation and re-use, authenticity, restoration and traditional building techniques, etc.

(d) Marketing, i.e., marketing toolkits (at cost) and assistance from the state's tourism marketing firm on cooperative ventures; marketing workshops, training on the use of the Internet particularly for international marketing, etc.

Partners might include: CTO, DOLA, OED/EDC, SBDC, EDCC, COGs, USDA-RE&CD, HUD-RH&CD, CCC-OES, CRDC, CCRA, Main Street/Heritage Area Program, CO Byways (potential FHWA/TEA-21 monies, for byway communities), CML, CHS, CPI, NTHP/HT, university-based assistance programs, Assoc. for Preservation Techniques.

7.6. Financial resources— existing:

(a) Business / community development

Examples/potential partners: Revolving loan funds, other loan or grant programs (USDA–Rural Economic and Community Development, Small Business Administration, US Department of Commerce, etc.), DOLA, EDCC, COGs, Colorado Trust.

(b) Tourism service provider skills

Examples/potential partners: USDA– Rural Economic and Community Development, Small Business Development Centers, DOLA, EDCC, regional councils, FHWA–TEA 21 (for byways)

(c) Historic preservation and re-use

Examples/potential partners: CHS/SHF, USDA-RE&CD, EPYCS (small annual grant), Enhancement Program (for transportation resources).

(d) Marketing

CTO, CO Byways (potential FHWA/TEA-21 grant monies, for byway communities), CHS/SHF (Goal F).

7.7. Financial resources— to be explored:

(a) ♦ A dedicated, challenge grant program to serve as match for other funding sources or otherwise help small communities and business operators establish a marketing and promotional program for their heritage resources, as well as product / attraction development initiatives, and innovative cooperative resource protection mechanisms; and consider structuring it to reward multi-tiered partnership-building proportionately.

Example: CHS/SHF's mini-grant program (similar program structure); State of Kentucky's cultural heritage tourism plan (grant program currently under development).

(b) ♦ New, expanded revolving loan fund use (for business development, historic preservation/re-use, telecommunications infrastructure access, etc.)

(c) Consideration of the use of a Request For Proposal (RFP) process to spur private-sector involvement in appropriate heritage resource development.

Example: Utah Division of State History uses this process.

(d) Expanded use of cooperative financing mechanisms.

Example: Colorado Capital Initiatives.

(e) Proceeds from proposed cooperative heritage tourism retail products sales initiatives.

(f) Proceeds from sale of space in a proposed heritage tourism catalogue.

Partners might include: CTO/DOLA/OED/EDC, SBDCs, CHS (Goals F,G), CO Byways (potential FHWA/TEA-21 grant monies, for eligible projects in byway communities), Colo. Cap. Init., USDA-RE&CD, HUD-RH&CD, CCC-OES, CO Trust (for eligible projects), CIMO (for international marketing), corporate match/sponsors

7.8. Infrastructure needs:

(a) ♦ State web site(s) linkage access, particularly important for small businesses.

(b) ♦ Adequate telecommunications infrastructure in rural areas.

(c) ♦ Adequate air service including to more outstate areas.

(d) Adequate interstate and intrastate highways, based upon situational assessments.

Partners might include: CTO/CTO's webmaster/DOLA/OED, Beanpole Project (CRDC), CACI, CIMO, Club 20, Action 22, COGs, EDCC.

Appendices

NOTE:

Only Appendices E and F are included in this web site publication. Inquiries about other appendices listed in the Table of Contents may be directed to email address spalmer@carbon.cudenver.edu.

Appendix E ■

What Other States Are Doing

Wondering what other states are doing in heritage tourism? Numerous local and regional efforts aside, over half of the country's fifty states have some sort of cultural/heritage tourism program, including the following:

Arizona

The state's humanities council has published *Arizona History Traveler* targeting a niche market of travelers, funded by a grant from the Arizona Office of Tourism and featured sites. The publication is promoted through the tourism office, at trade shows and in history-related journals.

Illinois

The Illinois Bureau of Tourism initiated a three-year heritage tourism program in 1996 to support communities in efforts to develop and promote new heritage tourism programs.

Indiana

Indiana was one of four states which participated in a Heritage Tourism Initiative pilot project established by the National Trust for Historic Preservation in partnership with the National Endowment for the Arts in the early 1990's. Shortly after that initiative formally ended, Indiana established the Hoosier Heritage Development (HHD) program. Under the direction of a part-time coordinator, the HHD program has provided tourism development assistance over the past six years to a variety of Indiana sites, communities, heritage corridors, and scenic byways.

Kentucky

A cultural heritage* tourism coordinator has been on board in the Kentucky Department of Travel since 1992. In cooperation with the Education, Arts and Humanities Cabinet, the Department of Travel is currently developing a cultural heritage tourism plan, as called for in its state tourism master plan. Facilitated by the National Trust for Historic Preservation's Heritage Tourism Program Director, the planning process will include is expected to be presented to the legislature in January 2000. This plan is considered an important step in protecting state investment in a new \$25 million History Center and an Artisan's Craft Center. (*The state's use of cultural heritage tourism includes natural as well as historic and cultural resources— like the term used in this plan.)

Missouri

The state tourism office and the state arts council have teamed up to release a long-term cultural tourism plan that calls for exploration of statewide partnerships to create a grant and revolving loan program to fund technical assistance and product development.

Pennsylvania

Pennsylvania has established a statewide heritage tourism program which established a heritage park system and targets specific areas for pilot program. The state's new five year strategic plan will focus on its heritage tourism, which entered Phase Two in 1998.

Tennessee

Since 1995, the state's Heritage and Community Tourism Development Division has been helping rural communities develop tourism programs that promote the preservation of local heritage while strengthening local economies. This division evolved from an earlier community tourism division that grew out of the state's participation in the National Trust's Heritage Tourism Initiative. Since 1996, the Tennessee Heritage Trails program has offered trail itineraries to help enrich the experience of visitors to the state, in the areas of arts and crafts, history and music.

Texas

The Texas Historical Commission, the state's historic preservation agency, offers a Heritage Tourism Program within its Community Heritage Development Division. It maintains an atlas of historic sites on the web, publishes the official Texas State Travel Guide and other topical educational guides. The November/December 1998 issue of its bi-monthly publication focuses on heritage tourism and its Texas Travel Trails Heritage Tourism Program. This community-based heritage program was formed in 1998 to "capitalize on the increasing popularity of learning vacations and heritage travel adventures" and has been developed with assistance from the Center for Nature and Heritage Tourism at the Southwest Texas State University among other state and local agencies.

Utah

The state of Utah has published a 17-page heritage tourism plan prepared by the Utah Division of State History, following a public meetings in 1994 and review and comment by government agencies including the state's Travel Council and Arts Council. The plan is entitled *Preserving Our Past Through Heritage Tourism* (see bibliography).

Virginia

Recognizing that the state's historic atmosphere and resources attract more tourists than any other reason, the state of Virginia has declared one week in May as Heritage Tourism Week— combining two previous official observations of Preservation Week and Tourism Week.

Wisconsin

The Wisconsin Heritage Tourism Program works with ten regions in the state, with two new heritage sites are selected every two years. The legislature voted to continue their statewide heritage tourism program following the state's participation in the National Trust's Heritage Tourism Initiative. Since 1990, a full-time heritage tourism coordinator has been housed in the state tourism office. The program publishes *Wisconsin Heritage Traveler* and has created a statewide heritage directional sign program.



Main Street Programs: Also, states that have established preservation-based main street revitalization programs— which typically incorporate heritage tourism elements— include the following: Alabama, Arkansas, Florida, Georgia, Kentucky, Louisiana, Tennessee, Texas, and Vermont.

Appendix F ■

Bibliography

Baird, Susan and Tina Bishop, ASLA; *Colorado's Cultural Landscapes: A Guide to Recognizing and Preserving the State's Historic Landscapes*; 1998.

Byway Resource Protection: A Workbook of Methods and Techniques; Colorado Scenic and Historic Byways; Conservation Resource Center, Shapins Associates, Boulder, Colorado; July 1999.

Colorado Association of Commerce and Industry 1999 Legislative Agenda and Top Ten List; 1999.

Colorado Historical Society; *Colorado Preservation 2000 Executive Summary*; October 1996.

Doggett, Leslie R., "American Pathways 2000; Honoring the Past, Imagining the Future;" *Forum Journal*; National Trust for Historic Preservation; Summer 1999.

Goeldner, Charles, Dr., comments made at the opening ceremony of the 1999 Colorado Travel and Tourism Conference in Colorado Springs.

Long, Pat, "Tourism Makes a Difference in Rural Colorado," *Insight: The American West*, University of Colorado at Boulder, November 22, 1998.

National Trust for Historic Preservation; *Forum Journal*; Washington, D.C.; Summer 1999.

National Trust for Historic Preservation; *Heritage Tourism Resource Manual*; 1998.

Oldham, Sally G., *Thinking Beyond the Pavement: Context Sensitive Design for Scenic Byways' Managers; A Resource Guide to Sources of Information to Encourage Highway Design Compatible with Intrinsic Resource Preservation*; Oldham Historic Properties, Inc., August 1999.

Rafool, Mandy, and Laura Loyacono; *Travel and Tourism: A Legislator's Guide* (second edition); National Conference of State Legislatures: The Forum for America's Ideas; July 1999.

Sem, John, Mike Teskey and Liz Watchorn; *Experiences and Benefits: A Heritage Tourism Development Model*; a USDA Forest Service project; July 1997.

(continued)

Travel Industry Association of America; *Profile of Travelers Who Participate in Historic and Cultural Activities*; August 1997.

Utah Division of State History, *Preserving Our Past Through Heritage Tourism: Developing a Heritage Industry*.

Webb, Amy Jordan; *Getting Started: How to Succeed in Heritage Tourism* (1999 edition); National Trust for Historic Preservation; February 1999.

Webb, Amy Jordan; "A Decade of Heritage Tourism," *Forum Journal*; National Trust for Historic Preservation; Summer 1999.