



The second Cultural Heritage Tourism Exchange (the Exchange) was held May 3- 4, 2012 at the U.S. Department of Commerce. This national meeting of cultural heritage tourism practitioners and the public and private sector leaders charged by the President to develop and implement a new national travel and tourism strategy was both timely and instructive. The Secretary of the Interior Ken Salazar and Secretary of Commerce Bryson are driving the creation and implementation of a National Tourism Strategy. It is a great opportunity to position the arts, humanities and heritage as an integral piece of this national investment and effort. Approximately 55 delegates representing 22 federal agencies, non-governmental organizations, heritage areas, destination marketing organizations, state tourism offices and arts councils from 14 states and the District of Columbia attended the Exchange.

Through discussion groups and topical breakout sessions, the Exchange encouraged idea generation and strategy prioritization to help advance cultural heritage tourism in the U.S. This report provides a summary of key conversations and action steps discussed to continue the dialogues initiated during the Exchange. A list of specific strategies desired by delegates is outlined at the conclusion of this recap report. Additional information and images are available from the Cultural Heritage Tourism Exchange organizer, Cheryl Hargrove, Cheryl@HTCPartners.com or via www.culturalheritagetourism.org

Opening Remarks



The delegates were charged in opening remarks by Kimber Craine, chair of Partners in Tourism to “strategize, mobilize and organize. Use this day-and-a-half program to develop a plan and create a stronger collaboration to move the cultural heritage tourism sector forward.” They were also asked to consider how to foster and support leadership that acknowledges the power of the arts, humanities, history and natural landscapes to tell America’s story with authenticity. How do we empower the field to take greater ownership of opportunities and build connections among themselves that will move the cultural heritage tourism sector forward? And how do we link this new national travel strategy to “stewardship—an ethic we seem to have lost touch with—one that ensures the future of cultural, natural and heritage resources as assets for tourism and travel.”

Discussion 1: The National Travel & Tourism Strategy

On Thursday, May 3, Ken Hyatt, Acting Deputy Assistant Secretary for Services, International Trade Administration at the U.S. Department of Commerce, shared background and status of the National Travel & Tourism Strategy. He explained that a decline in U.S. market share of tourism led President Barack Obama to create an interagency Task Force in 2010 to identify ways of revitalizing tourism to and within the United States. A desired outcome is the creation of jobs. On January 19, 2012, the

Recap Report: Cultural Heritage Tourism Exchange 2012

President issued an Executive Order on “Establishing Visa and Foreign Visitor Processing Goals and the Task Force on Travel and Competitiveness” to formalize the effort.

Chaired by Secretary of Commerce John Bryson and Secretary of Interior Ken Salazar, the Task Force produced a National Strategy based on input from 160 individuals/groups. The document, submitted to the President for review/comment/approval, includes, among others, these components:

- ✚ How to promote the U.S. to the world
- ✚ What the government can do to improve the entry process and overall experience for the traveler, including assistance for small businesses to be more effective, involved in the visitor experience
- ✚ How federal agencies can better coordinate overlapping tourism policies, activities or processes
- ✚ Outline of specific research required to track and evaluate the impact of tourism
- ✚ Identification of other investments needed to sustain or support the next generation of various tourism infrastructures



Hyatt explained that the National Strategy is the roadmap to guide the development and implementation process. The Task Force is currently creating specific work plans and recommendations for implementation by the Tourism Policy Council (TPC: an interagency group charged with reinvigoration of tourism across all government agencies.) Once the President approves the National Strategy, it will be distributed widely to all stakeholders. (Note: The National Travel & Tourism Strategy was officially announced on Thursday, May 10. To obtain a copy of the document visit, <http://www.whitehouse.gov/the-press-office/2012/05/10/administration-officials-announce-national-strategy-increase-travel-and->). The process now is on defining the state, local, and private sector role, responsibility or opportunity to engage in the implementation of the National Strategy.

The dialogue among CHT Exchange delegates and Hyatt focused on several topics:

1. How will the federal government role out the National Travel & Tourism Strategy, especially to ensure a coordinated effort with states and local government agencies?
KH: The key question addressed in the National Strategy is where the government is responsible for or adds value to the visitor experience and then asking, “what can these organizations do that the government can’t (or shouldn’t)?” For instance, Brand USA and other associations are the key partners for promotion.
2. How does the National Strategy address the fragility and need for sustainability of fragile resources (natural as well as cultural and historic)?
KH: Interagency discussions have focused on the most appropriate needs to ensure protection as well as promotion of assets. The Task Force understands the relevant and important role these iconic assets play in why people travel to and within the U.S. The strategy addresses both opportunities and challenges to growing tourism.
3. Is there a technology infrastructure recommendation to ensure that data access is easily available?
KH: Communications is a very important aspect of the National Strategy and its implementation. The TPC is focusing on a work plan to define action, commitment, responsibility and outcomes to drive coordination across government. An online index to find information is certainly a consideration.

Recap Report: Cultural Heritage Tourism Exchange 2012

Discussion 2: U.S. Travel & Tourism Advisory Board

Robert Lynch, President/CEO of Americans for the Arts and 2012-2014 member of the U.S. Travel & Tourism Advisory Board (TTAB), shared his observations about how arts and heritage are important and transformative, yet the challenge is transmitting this message at a national level. Another challenge, especially for our industry segment, is demonstrating the value of art, culture (and heritage) to any partner group. As a new TTAB member, Lynch is concerned about the widespread global attitude about lack of (or no) culture in America, and how the international market has no knowledge about America's treasures.

As an advisory and policy body, the TTAB focuses on growing tourism and fostering the creation of jobs. Lynch cited a factoid to underscore tourism as a jobs engine: 32 visitors equal one new job. Earlier this year, TTAB was given 90 days to craft a domestic travel strategy as a way to strengthen the economy and grow jobs. The interests of most members of the TTAB are eliminating barriers to getting here. Lynch wants to emphasize why visitors come to the U.S.

Lynch stressed that while it is important to focus on the processes of travel, and the elimination of barriers, the true task is to sell our story better about why to visit the U.S. – stressing content not just logistics for visitors. The attention needs to shift to what draws people to visit the U.S., and get the industry to think differently (positively) about the motivations and contributions of our product. Authentic cultural experiences can help diversify US product offerings and artists can get audiences to think differently about the product. The cultural and heritage community needs to harness members in the tourism industry, tap business leaders to help make the case, partner with entities such as the U.S. Conference of Mayors, to identify and recognize the contributions of the arts (and heritage).

Although the cultural heritage sector has a “fire hose” of policy ideas, realistically “a word or phrase here is all you can get.” The key challenge for cultural heritage tourism is to narrow the priorities and identify a “powerful word or idea”. Four committees have been formed: 1) facilitation; 2) infrastructure and sustainability; 3) business climate; and 4) advocacy and engagement. Lynch sits on the advocacy committee, devising recommendations for communicating the impact of travel.

Lynch recently returned from his second TTAB meeting (held during the U.S. Travel Association's Discover America International POW WOW) in Los Angeles. He observed that the cultural section is underutilized at this international marketplace, and the arts/culture/heritage sector needs to infiltrate for greater exposure, education about our authentic and diverse assets.

Questions and comments from the audience centered on several issues:



1. What can DMOs (destination marketing organizations) do to help promote the arts (culture, heritage)?
RL: Help people understand when art is really art, telling the story of the artist and art as a contribution to community. For instance, showcasing art at airports (such as Dulles) for both visitors and business to see and appreciate.
2. There is often a disconnect between commercial arts and non-profit arts organizations, communicating differently and with different messages. How can we bridge the gap?
RL: We need a unified connection at the local level through

Recap Report: Cultural Heritage Tourism Exchange 2012

cultural chambers. Nationally, Congress needs to be aware that the arts – both commercial and non-profit organizations – work towards the same goals in promoting the U.S. as a travel destination.

3. How do we incorporate the arts at gateways, ports of entry?

Julie Heizer: There is a model ports program established for the 20 busiest U.S. airports. Orlando was the pilot where the airport authority, Convention & Visitors Bureau, Universal Studios and other private sector partners joined together to transform the arrival hall. Department of Homeland Security is hoping other ports will adopt these best practices. Current challenges are money and infrastructure, as many ports are operating over capacity. However, Disney and Marriott are training airport personnel on customer service. As registration/use of the frequent traveler pass increases, customs staff will have fewer visitors to screen.

4. Culture needs to be defined broadly, beyond just performing arts, to include food, craft and architecture—both traditional and contemporary.

RL: Synergistic partnerships and strategic alliances are vital to including all aspects of culture and heritage.

Updates from “Partners in Tourism” Representatives

Advisory Council on Historic Preservation (ACHP): Ron Anzalone explained ACHP’s mission as an independent federal agency to promote the preservation, enhancement, and sustainable use of our nation’s historic resources. The ACHP advises other federal agencies on their stewardship responsibilities. The Preserve America Program is a principal means of promoting and highlighting preservation, stewardship, and use through heritage tourism and heritage education. There has been a loss of funding for PA grants but the program otherwise is still active, and currently there are 872 communities participating and 34 PA steward volunteer organizations that have been recognized around the country. The ACHP has also been working actively with the America’s Great Outdoors Initiative (AGO) because cultural/heritage resources need a voice in this mix of federal lands/outdoor recreation values and partnership opportunities.

Alliance of National Heritage Areas: Beth Erickson, Vice President of Journey Through Hallowed Ground, one of the 49 Federally Designated National Heritage Areas focusing specifically on the region between Gettysburg to Monticello. The Alliance of National Heritage Areas was formed to promote what is truly unique and authentic in regional/urban settings through job creation; create tools for international visitors; and provide leadership in marketing to help products take flight.

Americans for the Arts (AFA): Randy Cohen, VP of Research and Policy, explained AFA is a national service organization for the nation’s 5000 local arts agencies and among the leading cultural research organizations in the US. The economic impact study concerning nonprofit arts/culture, attendance spending (including local vs nonlocal) will be released early next month.

Appalachian Regional Commission (ARC): Regional Planner Kostas Skordas explained that ARC funds economic development activities, stressing the importance of product/development at the local level, and instruction on how to use and package assets. ARC focuses on rural tourism as many people visit parks, wildlife reserves, and heritage sites. The Crooked Road Trail in Southern Virginia is an example of an ARC product development project to package together a bluegrass music route to harness its economic impact.

Cultural Tourism Alliance: Co-chair Tracey Wickersham described the CTA as a collective rather than an official agency. This is a network and representative voice of cultural heritage tourism practitioners. As a volunteer run entity, the challenge is how to stay connected and mobilize. CTA initially held a

Recap Report: Cultural Heritage Tourism Exchange 2012

series of conferences, but these were discontinued due to the funding burden. Representatives from the Urban Cities connected for a meeting in January 2012, and the group is now attempting to identify replicable practices.

Federation of State Humanities Councils (FSHC): Esther Mackintosh, President, recognized that the organization is becoming more interested in cultural heritage tourism. FSHC is interested in forging stronger relationships with state governments and seeing how the national strategy unfolds at the state level so local stories can be told well.

National Endowment for the Arts (NEA): Tony Tighe, Coordinator of Federal Partnerships, explained several funding sources including 1) Challenge America grants, focusing on underserved communities, has a deadline of May 24th; and 2) Our Town, described as creative place making, focusing on revitalizing downtowns and festivals in non-traditional areas; the application deadline has passed, but consider applying in 2013. The recently released National Governors Association Report (<http://www.nga.org/files/live/sites/NGA/files/pdf/1204NEWENGINESOFGROWTH.PDF>) also includes good data about the arts/culture industry.



National Endowment for Humanities (NEH): Danielle Shapiro, Senior Program Officer, described NEH funding for preservation, public programs, and research. Funding varies between \$6,000 and \$1 million. There is also a division of challenge grants (3:1 match grants for projects focusing on infrastructure). NEH also focuses on public programs that tell the story of place through various formats and also connect to the national story—for example, Lower East Side Tenement

Museum, Stories of Immigrant Families, Grand Canyon (human story of the Grand Canyon), Mississippi Blues Trail, Websites/Digital Projects (Hidden Histories of America's Front Lawn), Public Art (Murals, cell phone tours), Historic Sites (Mansion in Richmond, VA). NEH is interested in hearing about more digital projects.

National Oceanic Atmospheric Administration (NOAA): Cheryl Oliver with the Office of National Marine Sanctuaries described NOAA's mission as to protect various areas as well as celebrate the programs within fisheries, coastal areas, and work to promote heritage assets. NOAA also restores historic buildings within their boundaries, establishes visitor centers (in Hawaii and Galveston) and works to establish sanctuaries (such as protection of the Titanic). NOAA recognizes that not all people are divers and therefore wants to bring resources to the public through interactive, land-based experiences (Thunder Bay, whale-watching, etc).

National Park Service (NPS): National Register of Historic Places: Carol Shull, Chief of Heritage Education Services, described the Online Travel Itinerary Series featuring 54 itineraries on the NPS website promoting 2500 historic destinations. Current projects under development include an American Latino Heritage Historic Places, an Historical Landmark themed series, and also promoting

Recap Report: Cultural Heritage Tourism Exchange 2012

new summits – *EX*: Hispanic Heritage of Washington state, advising NPS on how to make national parks more interesting to younger generations and their families (Mt. Rainier). The Camino Real is another example of work on Historic Trails (first international foray – trail runs from Mexico to Santa Fe, NM).

National Park Service (NPS) Office of Sustainable Tourism: Dean Reeder, Chief, shared that after conducting a market analysis, the National Park Service discovered a huge gap of awareness about national park experiences. Consumers don't decide to take either a "cultural" trip or a "natural" trip. In the park service, the tourism function is cross cutting. The NPS National Tourism Strategic Plan anticipates cooperative marketing projects with tourism partners. Although the financial section of the plan has not been funded yet, we have been constructing pilot projects with our partners to demonstrate the value of working with the tourism community. For example, NPS just completed a three-year demonstration using International POW WOW as a platform for parks and partners. One of the themes we took to POW WOW was World Heritage Sites.

National Trust for Historic Preservation (NTHP): Amy Webb, Senior Program Officer, discussed the recent change of the organization and explained the new focus in on "Saving Places" through a National Treasures Program. This program assigns a team of National Trust staff to work on a project (*Ex*: national monuments, sites, heritage areas) for 1-2 years to produce actual results. NTHP wants more national treasures in the pipeline; Amy asked delegates to share descriptions of any endangered assets and buildings in need of preservation as potential National Treasures projects. A desired outcome is to capture lessons learned to expand program to other areas.



Office of Travel & Tourism Industries (OTTI), International Trade Administration, U.S. Department of Commerce: Julie Heizer, Acting Director, shared that their research department is developing a new economic impact study; the 2011 report should be posted on website by June 1st. **Note: Presidential Fiscal Budget 2013 has cut funding for the International Survey of Air Travelers (the survey will be eliminated). This survey provides the data that is used to develop the Cultural Heritage Traveler Study. Please educate your elected officials so that funding will not be cut!**

U.S. Travel Association (USTA): Sarah Gabrielle, the new Manager of National Council Relations, described US Travel as the umbrella organization representing the travel and tourism industry. For cultural and heritage organizations, the most relevant council within US Travel is the National Council of Attractions. Currently, US Travel is considering renaming this Council to be more inclusive and represent all types of attractions and aspects of culture and heritage. Sheila Armstrong now represents the culture/heritage sector on this council.

Discussion 3: Brand USA

Michael Carroll, Director of Partner Marketing, shared a profile of Brand USA, the entity charged with increasing international travel to the U.S. Through extensive research, Brand USA learned that when the international visitor sees the American flag, red, white and blue, Statue of Liberty and other iconic images, they turn-off because they think they have "seen" it all. Brand USA created a campaign to show America through a different lens and "push people to places off the beaten path". The "[Land of Dreams](#)" video featuring Roseanne Cash was commissioned to capture that spirit, showing a walk through a bayou and a sand artist creating a labyrinth. The goal is to create a movement that says "come to America, we are open for business, we want you to come, we have smiling faces, and we want you to see America like you've never seen it before." The marketing strategy includes advertising, social

Recap Report: Cultural Heritage Tourism Exchange 2012

media, digital assets, and a future television program all drive to online experience and trip planning information through “discoveramerica.com” (originally operated by US Travel and registered in 32 countries). The “Off the Beaten Path” lens helps position lesser known destinations and attractions to an international audience. Initial markets targeted are Japan, the UK and Canada with a goal of 1 billion in three months. Second phase markets include Brazil and China. Michael showed the Brand USA activation video to help set the stage for the Q&A discussion.

How can cultural and heritage tourism groups partner with Brand USA? Michael shared the following ideas for participation:

- ✚ Provide rights-cleared images and content for upload onto discoveramerica.com. Currently, information is organized by state and Brand USA is gathering information from various sources (including state tourism offices, DMOs) to build a robust and complete information hub for the U.S. Brand USA will bank information until the website is expanded. In particular, Brand USA seeks slightly different images and content (not the normal photo or widely known stories) to help “switch the lens” on what is the U.S.
- ✚ *Funding model:* Brand USA offers a 2:1 match until September 30, 2012 and then a 1:1 match from October 1, 2012 forward. A goal for Brand USA is to get its logo recognized and request federal funding with a match of either cash or in-kind donations; it must raise a minimum of \$50 million to receive \$100 million from the federal government. Also, help determine the in-kind value of organizational websites to help Brand USA broaden its reach (for instance, determine the monetary value of international hits/unique visits on cultural heritage destination or site websites by completing the [BUSA In-kind Partner Evaluation Form](#)).
- ✚ *Brand lead coop advertising:* Market by market media opportunities are available, using Brand USA creative executions.
- ✚ *Partner lead coop:* If you currently advertise internationally with trade media, and include the Brand USA logo on these spots and ads, then Brand USA will increase the media buy in the country.
- ✚ *Fully managed publisher coop programs:* Brand USA is utilizing Expedia, Travelocity, and Google to give in kind ad space.
- ✚ *Brand USA Extended Reach Partner Media Investment:* If a company or destination has a media campaign in a foreign market, Brand USA will review your media plan/strategy and compare with their program to ensure coordination/appropriate sequencing of advertisements. This value and insight also helps extend reach.
- ✚ *Partner activation of discoveramerica.com:* Share information about Brand USA and discoveramerica.com with constituents to help grow the website. As most organizations do not have international advertising budgets, Brand USA can leverage resources and define realistic steps to reach these audiences. The more widely distributed the discoveramerica.com URL, the more people may visit the U.S. and travel to off the beaten path destinations and events.
- ✚ *Non-advertising activities:* Brand USA will also engage in a number of tourism marketing activities including:
 - Participation or exhibition at trade shows around the world (30 are scheduled for 2013).
 - Coordination of a “Super Familiarization Tour” for travel trade (tour operators) and 150 international journalists to the U.S. to travel across the country for a two-three week period. Destinations can assist with the logistics of hosting these international guests during their visit.



Recap Report: Cultural Heritage Tourism Exchange 2012

- Building an international representation network with in-country tourism and satellite offices around the world to see tours and drive international visitation to the U.S.
- ✚ *Research studies:* Brand USA currently has access to U.S. Department of Commerce, Department of State, and Department of Homeland Security Data, along with research from credit card companies and hotel partners. However, any paid research studies are requested from destinations, associations or companies to help form different models and analyze different behaviors of travelers. Of particular interest is motivational data, identifying what triggers people to travel to certain destinations. When aggregated, Brand USA will be able to sell and share their research data with smaller organizations.

Michael Carroll engaged with delegates about specific ways and steps to collaborate with Brand USA:

1. How does a destination share photographs, B-roll, ads and other content with Brand USA?
MC: Provide assets, along with documentation showing ownership of all usage rights and permissions, to Michael Carroll at mcarroll@thebrandusa.com
2. Should assets be sent to Brand USA or the states?
MC: Send to both. Some destinations – New York City, Florida, Las Vegas, California – are working with entities as a whole. When assets cross over states, they are uploaded and shared across platforms. The eventual hierarchy of the site will be state, county, city.
3. Will “underwater” America be featured?
MC: Brand USA is working with Departments of Interior, Agriculture and Commerce to promote outdoors, underwater and coastlines. Outside of typical scuba diving, people also wreck drive in the northwest and in lakes. Each organization should share its mission to help Brand USA better understand its specific objectives and specific relation to travel and tourism.
4. How does a destination become part of the familiarization or mission trip?
MC: Jay Gray (jgray@thebrandusa.com) is the point of contact, but information should go through Michael.

Michael Carroll concluded with a comment about how New Zealand rethought its international tourism approach, focusing on people who respected and understand stewardship of natural resources. Tourism revenue went up, international visitation went down but wear and tear of treasures became less damaged. This is a sustainable tourism model for consideration.

To help manage information flow, Michael recommended consolidating into groups or sub groups to collectively send assets for discoveramerica.com. (Note: Before the June 19 meeting, Partners in Tourism will devise a strategy for the cultural heritage tourism community to funnel assets through a central portal to Brand USA.)

Facilitated Group Discussions: Urban, Rural/Regional

To identify specific needs and opportunities for various destinations, delegates broke into two geocentric groups: urban and rural/regional. The facilitated group discussions focused on four questions: 1) What are the group’s unique issues/opportunities? 2) What do these destinations have in common with other areas? 3) How do you connect/contribute to the National Travel & Tourism Strategy? 4) What is the top priority to move forward?

Urban Discussion facilitated by Barbara Steinfeld, Vice President of Tourism, Travel Portland and founder of the Cultural Tourism Alliance.

Issues/Opportunities:

- ✚ Concentration of assets
- ✚ Infrastructure already exists

Recap Report: Cultural Heritage Tourism Exchange 2012

- ✚ Density of young entrepreneurs, beginning to learn about/be engaged in cultural tourism: Food truck revolutions vs. brick and mortar food businesses
- ✚ Diversity of accommodation
- ✚ Universities drive innovation, reinvention, and are more receptive to new ideas
- ✚ Need to change perception of tourism as intrusive

Commonalities:

- ✚ Share same stories, or variation of theme
- ✚ Urban areas are gateways to regions, rural areas
- ✚ Cost of media and marketing increasing
- ✚ Greater local appreciation after there is external appreciation (by visitor, media)
- ✚ Gentrification
- ✚ Preservation without becoming homogenized
- ✚ Key market is “Friends and Family” / VFR (Visiting Friends & Relatives)

Contributing to the National Travel & Tourism Strategy:

- ✚ Targeting the international visitor, the strategic collaboration with Brand USA begins with urban gateways feeding to collaborations with regional and rural destinations
- ✚ Need to be authentic and offer authentic, rather than just iconic, experiences for travelers
- ✚ Need to understand the markets more – what do Brazilians, Canadians, Chinese, Japanese, and Brits want to see and experience?
- ✚ Need to invest in new product development and translate products/services in Portuguese and Chinese. Where can funding be found for these efforts?
- ✚ Arts and culture is not integrated into tourism. Need awareness and more collaboration.

Rural and Regional Discussion, facilitated by Dr. Jonathan Day, Purdue University.

After a round the table gathering of ideas and issues from the participants, the group exchange touched on a range of topics from the challenge of collective marketing and co-creation in rural areas to how to identify and nurture the game changers.

Issues/Opportunities:



- ✚ Lost generation: a whole generation of Americans has no experience of rural America and stewardship is no longer an inherent value
- ✚ Capacity issues are more acute in rural areas, where projects are mostly volunteer driven
- ✚ Marketing issues are different: collaboration and co-creation are key to help pool resources
- ✚ Engagement: Young people are our game changers and future industry leaders. Get youth involved, both as visitors and in the industry
 - Mentor: Establish a mentorship program for people entering workforce (practicum, internships)
 - Youth Summits, such as the ones hosted by the History Channel and the National Park Service are a best practice of cultivating leadership among young people
- ✚ Champion the cultural heritage tourism sector
 - Innovation: find better ways to monetize the segment
 - Communications: Increase the echo chamber
 - Enlist businesses to tell the cultural heritage tourism story—culture/heritage/natural resources create a better business climate
 - Create a constant drumbeat of data and examples—jobs created, dollars leveraged, ROI—connecting the benefits of cultural heritage tourism to communities

Recap Report: Cultural Heritage Tourism Exchange 2012

- People still read print papers in rural areas; use them
 - Engage stakeholders (elected officials, residents, business, industry), combat loss of federal funding by demonstrating cause and effect/impact; contribution to enhanced quality of life; powerful messaging.
- Data: More than ROI, cultural heritage tourism's intangibles are the competitive edge for rural communities
- Best Practices: Currently there is no good platform for sharing success stories. Lots of good information, just no way to access easily and effectively.
 - Scenic Byways Resource Center: good information will be lost if a home is not found. Repurposing "survival toolkit" could be an opportunity to identify best practices.
- ✚ Collaboration: create holistic view of tourism, integrate with other industries and engage state tourism offices in the process;
 - Better stakeholder involvement across the vertical and horizontal spectrum. Need template for stakeholder groups to be involved (youth, minority groups, etc.)
 - Better models for funding long-term: benefits of Brand USA could take up to four years to be realized by the heritage/cultural tourism segment
- ✚ Product Development: must know value in order to develop and market well; identify stories and the best delivery mechanisms (historic sites, websites, mapping, etc.); include cultural intangibles such as food, traditions.
- ✚ Better Communication Networks: sharing, understanding what is transferable, identifying permanent home for information (where will byways resources go?) and expand internal capacity building, industry professional development.
- ✚ National Travel & Tourism Strategy: Group meetings are the most appropriate way for rural CHT efforts to connect and contribute with the larger national agenda.

Discussion 4: Role of Cultural & Heritage Assets in the National Travel & Tourism Strategy

Gail Adams, Director of Intergovernmental and External Affairs for the U.S. Department of the Interior (DOI), Immediate Office of the Secretary, shared how the National Travel & Tourism Strategy contributes to and enhances competitiveness. Referring to the June 2011 McKinsey Global Institute Report, *An economy that works: Job creation and America's future*, Adams said "leisure and hospitality" was singled out as "one of six sectors for job growth in this decade". Increasing domestic and international visitation is a key strategy for job growth. The Department of the Interior, along with the Department of Commerce, are partnering with Brand USA for a cohesive strategy to increase tourism and job-related growth.

The National Travel & Tourism Strategy includes three main sections:

- ✚ **Planning:** This includes visa processing, arrivals at ports of entry, transportation to connect visitors, and helping extend stays through trip itineraries. The federal government oversees these efforts in partnership, coordination with state and regional entities. DOI is currently expanding Recreation.gov, its main info hub, with hopes of making data portable and available to others.
- ✚ **Partners:** Utilize social media (groupon, facebook, twitter, others) to actively attract visitors. DOI now has an interagency HD video featuring public lands. DOI also had an exhibit booth at the recent POW WOW, sharing information about 14 different federal land management agencies (authenticating what tour operators are selling) and also offering itineraries from six gateways to get international visitors interested in nearby cultural, historic and natural attractions/activities (off the beaten path).
- ✚ **Providing:** To increase repeat visitation, the U.S. must provide a **consistent high quality visitor experience** across the entire value chain. Each agency must share and work toward a

Recap Report: Cultural Heritage Tourism Exchange 2012

common vision to provide the quality experience—from State Department to state lands. Experiences include authentic products made in the USA, so manufacturing jobs support this national strategy. It is important to encourage and support development of experiences embracing the diversity of peoples telling their own stories in their own ways.

Cultural heritage is a cornerstone of the tourism economy, provides increasingly popular experiences, especially as travelers that engage in these activities spend more. The cultural heritage segment needs to determine and create capacity but also think about how to preserve assets in the midst of demand. Adams stated that finding balance between preservation and promotion, and determining how and what to market, is up to each community. The federal government role is to support decisions with resources, workforce development, providing capital (through the Small Business Association), sharing data and information on travel trends, and improving the infrastructure at federally managed lands including National Parks and Wildlife Refuges.

Gail then engaged in a conversation about specific ideas and issues related to cultural heritage assets:

1. When exhibiting at trade shows, what does NPS offer tour operators to encourage them to sell your product?

GA: The participating agencies provide information about assets, and itineraries to help connect assets to nearby gateways, promoted Recreation.gov, etc. More of an education and validation than selling.

2. How are you tracking international visitors – where they are going, what they are spending? Is it through American the Beautiful Pass?

GA: DOI is currently looking at how to market the pass and work with vendors, currently in an evolution. Brazil and other countries are interested.

3. Getting people “off the beaten path” is a common conversation. How are agencies communicating this message to audiences that don’t speak English?

GA: Understanding the market is key, who goes where in order to provide the appropriate communications.

4. Will there be additional opportunities for people to provide suggestions and revisions to the National Strategy?

GA: This is a five-year strategy, so there is flexibility with the roadmap. Implementation is when the real work begins, so the conversation must continue. The Tourism Policy Council is designed to foster this type of dialogue. Identify the agency connected to your idea, suggestion and make sure it is brought up as a topic for discussion (in future meetings, agendas.)

What’s Next for Cultural Heritage Tourism?

Cheryl Hargrove, President of HTC Partners and founder/organizer of the Exchange, provided an overview of the four discussion groups, emphasizing the need to understand and offer what customers want as well as making sure our own messages are consistently heard. The unique selling proposition for culture and heritage is authenticity and distinctiveness. Our challenge is to be relevant, demonstrate value, and keep the message current – effectively conveyed through or as a story. Our segment also has to look holistically, at how culture and heritage contribute to sense of place, providing a positive triple bottom line: economic, social and environmental benefits to community, resource and customers (residents as well as visitors).

While tourism trends are important, consumer trends help us anticipate the external factors impacting travel growth or motivations. JWT, Brand USA’s advertising agency, produces an annual trend list.

Recap Report: Cultural Heritage Tourism Exchange 2012

JWT also offers a broader lens on trends through its Top 100 Trends. Interestingly, 20 of these trends specifically mention or focus on culture and heritage. A few to consider: Antique Eats; Digital into Physical Postcards; For Profit Chains creating Non-Profit Stores; Peer-to-Peer Experiences; Roots Revival; Unwrapping the Process; and developing “Your Public Story: The Museum of Me.”

Destinations must also decide their own destiny. In his recent article on *Distinctive Cities*, Ed McMahon, Fellow at the Urban Land

Institute, says “sense of place is what makes one city or town different from another, but sense of place is also what makes our physical surroundings worth caring about.” Findings from a 2010 Knight Foundation “Soul of the Community” Survey (cited in the article) state that the most important factors –beyond economies to include social and environment impact – are creating emotional bonds between people, physical beauty, opportunities for socializing and an openness to diversity.

According to JWT, The top 10 Trends for 2012 are:

1. Navigating the New Normal
2. Live a Little
3. Generation Go
4. The Rise of Shared Value
5. Food as the new Eco-Issue
6. Marriage Optional
7. Reengineering Randomness
8. Screened Interactions
9. Celebrating Aging
10. Objectifying Objects

Facilitated Group Discussions: Research, Product Development, and Marketing

Research Discussion was facilitated by Laura Mandala, Mandala Research and TTAB member; assisted by Randy Cohen, Americans for the Arts. Needs identified include:

- ✚ Getting micro research on a community scale, in comparison with macro (state, national)
- ✚ Greater frequency of data
- ✚ Sharing of data (National Park Service, Universities, Americans for the Arts, private firms, states and others have studies or research but not widely available. Need one source of information (Research Advisory Committee?)
- ✚ Need qualitative, quantitative information about motivations, behavior, demographics, spending and impact

Product Development Discussion was co-facilitated by Amy Webb, National Trust for Historic Preservation, and Frances Boggus, North Central Heritage Tourism Program consultant. Priorities identified are Knowledge and Money.

- ✚ Knowledge to tie all the fragmented pieces of the story together, to mentor, to educate about what already exists so don't waste time reinventing the wheel.
- ✚ Funding is a priority, and need to advise people on where they can get funding for their projects. Is there a matchmaking website to connect specific projects with locations of where funds are available? Ex: National Trust's “Show me the money” blog

Suggestions to move the process forward:

- ✚ Start a listserv, Google Docs for information storage/updating/editing; Linked In Account; find a new host for CHT website
- ✚ Start mentoring program—especially for smaller organizations that don't have the resources or expertise. Humanities Council has a list of local scholars for reference. Universities are also a good source, a repository for product development
- ✚ Tap into existing association resources: National Association For Interpretation, American Association for State & Local History; National Association for Public History, etc.
- ✚ Create a dedicated trade association for cultural heritage tourism.

Recap Report: Cultural Heritage Tourism Exchange 2012

Marketing Discussion was facilitated by Tracey Wickersham, Seattle Convention & Visitors Bureau and Co-Chair, Cultural Tourism Alliance. Key discussion points include:

- ✦ Urban centers are the key, as the gateway for urban and rural communities. Tourism begins in the urban centers – how can we leverage this opportunity? After the tourists visit cities, they might be interested in learning more about regional and rural tourism.
- ✦ The US Travel Association proposed expanding the National Attractions Council to get a broader cultural and heritage tourism perspective. US Travel encourages everyone to think about names of people that could represent Partners and cultural heritage tourism, but they have to be members of US Travel Association.
- ✦ Tracey suggested that the US Travel Association should be the point of contact for CHT practitioners to contact Brand USA because they are already working with them.
 - Networking
 - Education
 - Influence
 - Community
- ✦ In-kind contribution (promotion from Brand USA) is a good strategy to work together to promote the greater goal, which is to promote the U.S. as a destination.
- ✦ Leverage DMOs: Enlist/encourage smaller local cultural organizations to join destination marketing organizations (DMOs). Benefits: linkages between businesses, tourism, cultural organizations at networking events; marketing and other benefits, value for investment. Federal entities such as National Park sites should be encouraged to join their local DMOs.
- ✦ Strengthen local and state tourism collaboration on marketing.
- ✦ The US Travel Association proposed a “Cultural Heritage Tourism” POW WOW Exhibit. The US Public Lands recent exhibit demonstrated an informational exhibit can add value to POW WOW. CHTA, Partners can follow up in terms of content and planning with US Travel. Can organizations afford this event? Can US Travel Association offer a special non-member fee?
- ✦ The US Travel Association suggests the 2013 ESTO (Education and Networking) conference have a panel on cultural heritage tourism in Richmond, VA. US Travel invited Kimber to attend this year’s meeting in Boston. Partners, CHTA will work with US Travel on logistics.
- ✦ Create a National Discount Cultural Card to hand out to international tourists, similar to Macy’s. Brand USA would like this idea. Kimber will bring it up in the Partners in Tourism meeting in June.

Call to Action/Schedule of Next Steps

Partners in Tourism chair Kimber Craine provided the closing remarks. He opened the final session citing two action items:

- ✦ Activate Partners state and local offices/agencies to hold meetings in each state about the roll-out of national travel and tourism strategy to engage governors, legislators and private sector leaders around cultural and heritage resources as vital to the success of this plan. Each state would develop an action plan, similar to regional meetings held in 1996-97.
- ✦ Identify additional funding to host and enhance www.culturalheritagetourism.org

The facilitators then shared their discussion group highlights.

Marketing

- ✦ Need concrete steps to incorporate into the National Strategy’s Action Plan
- ✦ Pursue a collective booth at POW WOW next year in Las Vegas

Product Development

- ✦ Consider how to increase, share and leverage knowledge if we want to move forward

Recap Report: Cultural Heritage Tourism Exchange 2012

- ✦ It's not easy to come up with money to fund product development and other needs, so determine how to work together to generate money.
- ✦ Establish Mentoring Programs to attain knowledge, especially in and through technology.

Research

- ✦ Publicize list of existing tools and data: American for the Arts, Destination Marketing Association International (DMAI Event Evaluation), American Association of State & Local History (Visitor Counts) and the U.S. Department of Commerce/OTTI research reports.
- ✦ Have an Advisory Committee on Research. Laura Mandala offered to chair. Note: Partners has a research working group chaired by Randy Cohen.; invite Laura Mandala to participate.

The audience suggested the following ideas as well:

Idea	Due Date	Person(s) Responsible
Coordinate booth at POW WOW – provide update on what is possible, cost, and other requirements at next or future Partners in Tourism Meeting. Also provide information about presenting at ESSTO, and representation on Attractions Council	June or Sept	Nan Marchand Beauvois (US Travel) and Claudia Vecchio, Nevada Dept of Tourism and Cultural Affairs, CHTA (Barbara), Partners (Kimber)
Funding + new home, enhanced functionality for www.culturalheritagetourism.org	ASAP	Kimber Craine
Set up Facebook, linked in, Google Hang Out, Skype, Twitter and other social media sites for Partners to continue conversations, share information.	June	Cheryl Hargrove
Build the “family tree” to identify all the partners at the table, for connections/communications. Also help identify who’s missing: for profit, foundations, other associations	Summer	Kimber to secure university intern (GWU, American, Purdue?)
Promote the Brand USA Video. Consider including it as part of overseas cultural performances and exchanges.		Exchange community
Devise strategy and integrate “culture” into airports and international ports of entry		Julie Heizer
Get DMOs more involved with NPS		Dean Reeder
Convene research committee	June	Randy Cohen, Partners
Facilitate engagement of cultural agencies and federal agencies in national strategy roll-out		Julie Heizer, requesting this action via TTAB/TPC
Encourage tourism industry to use local or regional artists, musicians for trade shows, promotions		Exchange community
Disseminate Brand USA contacts for asset upload and DiscoverAmerica.com (figure out how to manage flow for Brand USA – request for single source)	May	Cheryl Hargrove to Partners

NOTE: At the June 21 meeting, Partners in Tourism will review evaluations of the May event and discuss whether to host another Exchange in 2013.

For additional information about the Cultural Heritage Tourism Exchange, contact Cheryl Hargrove at 202-547-0959 or Cheryl@htcpartners.com