

"Recreational development is a job not of building roads into the lovely country, but of building receptivity into the still unlovely human mind. ~ Aldo Leopold

Civic Tourism

Aldo Leopold & Politics of Place



working landscapes

USDA Forest Service
Sustainable Operations Summit

Madison, Wisconsin
November 20, 2008

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"The embrace of tourism triggers a contest for the soul of a place." ~ Hal Rothman

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Pride in Place & Profession



A Model that Threatens

- Economy**
(Top-down, Distant, Low-wage, Leakage)
- Community**
(Ignored, Exploited, Us-and-Them)
- Environment**
(Commodifying & Destroying)

↓

"Triple Bottom Line"
(Three Es / Three Ps)

The Maldives, \$1,200 night eco-lodges built after the 2004 tsunami. What's missing?

"The embrace of tourism triggers a contest for the soul of a place." ~ Hal Rothman

Extension of... Supplement to... Tool for...

Alternative Tourism

What characterizes them all: A "place-based" tourism product.

- Adventure Tourism • Literary Tourism • Urban Tourism
- Agritourism • Green Tourism • Voluntourism
- Cultural Tourism • Heritage Tourism • Sustainable Tourism
- Ecotourism 1983 • Dark Tourism • Life-Seeing Tourism
- Ethnic Tourism • Geotourism

Yuma Territorial Prison: Prisons, cemeteries, concentration camps, battlefields, and other sites identified with human suffering and death are sometimes classified as "Dark Tourism."



Extension of... Supplement to... Tool for...

Not Working
Place Disappearing
Investment Dwindling

The Poetry and Politics of Place

- A **POETRY OF PLACE**
Product: Nature, Culture, Buildings
- A **POLITICS OF PLACE**
Process: How? Who? Why?

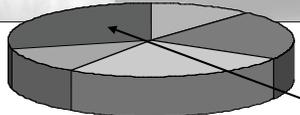
"A society to match our scenery."
process ~ Wallace Stegner *product*

Yuma territorial prisons and death sites are sometimes classified as "Dark Tourism."



Why Should We Care?

Cultural Heritage: One of the Fastest Growing Segments



- WTO estimates 37% of travelers fall into "Heritage" category; growing by 15% each year.
- Packaging your town, using your history, selling your environment, commodifying your culture – in the process sometimes changing the "story."

"Destination communities must not be sanguine about the effects of tourism." ~ Fred Bosselman

Why Should We Care?

Cultural Heritage: One of the Fastest Growing Segments

Tourism is the 1st, 2nd or 3rd largest industry in every state, with tremendous potential to change the look and feel of a community – especially when the tourism product is nature, culture, and historic streetscapes.

- V
- C
- P
- E

ing your
culture – in the
process of changing the "story."

"Destination communities must not be sanguine about the effects of tourism." ~ Fred Bosselman

"Sense of Place": Social, Cultural, Political, Economic Forces

Why Now? Part 1

- ~ **Mass Tourism & Culture**
 - Explosion of tourism in general
 - 1950: 25 million international arrivals
 - 2004: 750 million international arrivals
 - Increase in number of heritage sites
 - 1950: 2,400 museums in U.S.
 - 2005: 17,500 museums in U.S.
- ~ **Better Research Tools**
 - Internet: Research and bookings
 - Television travel programs, Books
- ~ **Culturalization of Travel**
 - Multiculturalism and narrative
- ~ **Globalization**
 - Disaster Capitalism



BEST PRACTICE: Tuzigoot National Historic Park is planning for the future with living history, video stations, gift shops, festivals, and children's programs. The site also partners with other missions on joint marketing ventures.

"To change ideas about what land is for is to change ideas about what anything is for." - Aldo Leopold

It's the Demographics Stupid

Why Now? Part 2

- ~ **Boomers**
 - Individualism over masses
 - Experimenters, "The Experience"
- ~ **Gen X / Yuppies**
 - Materialistic lives seek meaning
 - Ego, class: "BOBOs in Paradise"
- ~ **Gen Y / "Creative Class"**
 - Authenticity & uniqueness
 - Tolerance (multicultural, alternative)
- ~ **Education & Income**
 - Studied other cultures, other places
 - Interested in "otherness"
 - More disposal income for travel

"Oh, yes, we've hiked to the sun stone at Machu Picchu several times."



Tourist families at an archaeological dig

Partnership Tactics 101

- Serve on Boards
- Museums: Join the Chamber Tourism: Become a "Friend"
- Attend Conferences
- Provide Information, Artifacts
- Joint Projects: Try a Mixer
- Heritage Trainings for Tourism Staff & Vice Versa
- Assist with Lobbying

A TELL-TALE SIGN: When you arrive in a community, ask the cabbie, hotel clerk, or waiter where the museums are.

"Cultural tourism can survive only if its asset base is managed in a sustainable manner, and sustainability can be achieved only if tourism and cultural heritage management work in partnership."
~ McKercher & du Cross



Museum Association of Arizona hotel brochure

FRAGMENTATION

<ul style="list-style-type: none"> ◆ Tourism Industry - Travel Agents, Websites - Tour Operators, Guides - Planes, Trains, Buses (Big Oil) - Hotels, Motels, B&Bs - Marketing, PR Firms - Travel Magazines, Media - RVs, Cruises, Car Rental - Gift Shops, Restaurants - CVB, Chamber, DMO, State - National / International Assns. - Oh, yes: Attractions 	<ul style="list-style-type: none"> ◆ Place Community - Museums (local / state / federal) - Land & Parks (local / state / federal) - Archaeological Sites, "Ruins" - Events (festivals, fairs, folk arts) - Churches, Missions, Temples - Monuments, Shrines, Historic Markers - Historic Homes, Famous Buildings - Historic Districts (city / private) - Eco Attractions (passive / active) - Farms, Ranches - Themed Places: Williamsburg, etc.
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LARGE & SMALL, PRIVATE & PUBLIC, NO SINGLE VOICE
Good partnerships but ... episodic, partial, project-oriented.
Funding and support programs: scattered, inflexible, threatened.

Sharlot Hall Museum: Cultural Development + Tourism Development =

Community Development



1877 Bashford House: Moved to Museum Grounds in 1974

1. Lends artifacts/photographs
 - restaurants, hotels, stores
 - other cultural institutions
2. Partners on historic signage throughout Prescott
3. Helps position the entire town as a heritage destination
 - generates support for museum
4. Includes exhibits about the natural environment
 - part of Prescott's "story"
 - central to "place-making"
5. Functions as community center

Museums, Land Agencies, Preservation Groups, Heritage Sites, Arts Organizations.
BE AT THE TABLE.

Each With Its Own Purposes, Values & Methods

<ul style="list-style-type: none"> ◆ Tourism Industry Business \ Private Commercial Goal Customer-centered (use) Funded by Exchange Mass Market Fast, Assembly Line Standardization Corporate, Distant Management Success: More, More, More! Facilitates Experience Marketing Vocabulary: "Destination" 	<ul style="list-style-type: none"> ◆ Place Community Usually Nonprofit / Public Educational Goal, "Sacred" Product-centered (conserve) Largely Donations, Grants Individualistic Slower, Reflection Differentiation Local Oversight Success: Quality Before Quantity Provides Experience Product Development Vocabulary: "Place"
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Rather than trying to reach "compromise," can we respect each sector's values and operate along parallel - not competing - tracks toward the same end?

Each
Val

BRIDGING DIFFERENCE

"Many NGOs recognize that they cannot ignore the market if they want to find and deliver solutions to complex environmental and social problems.

These organizations may believe that the private sector and the market caused many of those very same problems, but a number of them realize that for that very reason these institutions are part of the solution."

Walking the Talk: The Business Case for Sustainable Development

Rather than "compromise," can we respect each sector's values and operate along parallel - not competing - tracks toward the same end?

Numbers Don't Tell the Whole Story

Tombstone, Arizona 1,200 residents / 500,000 visitors

Drive-by Tourism
Average stay: 2 hrs
Average spent: \$10

"Why are we doing this? What do we value?"

Reframe the Purpose

Connect the 9 dots with 4 lines, not lifting the pencil.

"REFRAME"
**Out of the Box
New Perspectives**

"Things don't change.
You change your way of looking, that's all."
~ Carlos Castaneda

Standard Tourism Frames

- ✓ Tourism is economic development.
- ✓ Tourism serves visitors.
- ✓ Tourism ruins towns.
- ✓ Tourism is gift shops & restaurants.
- ✓ Tourism is managed by the chamber.

Example: Heritage Trails

Reframe the Purpose

HandMade in America
www.handmadeinamerica.org

Heritage trails, such as HandMade in America in North Carolina, introduce visitors to the culture, history, and natural environment - using tourism as a means to help enhance the "sense of place."

"I remember the country I come from and how it informs my life." ~ Terry Tempest Williams

Reframe the Purpose

Does "Place" Serve Tourism OR Does Tourism Serve "Place"?

Flip the Frame

Use tourism as a "tool" to enhance your economy *and* preserve your history, protect your natural environment, save your built heritage, and **serve & engage** your residents.

The Number One Industry in the World

More Frame Flips

- ✓ Planning for tourists or residents?
- ✓ Commercialize culture or culturalize commerce?

Reframe the Purpose

Does
Dec

Out of Place

"The economy is a subsystem of the environment."
- Herman Daly

"The GDP is simply a gross measurement of market activity, of money changing hands. It makes no distinction whatsoever between the desirable and the undesirable, or cost and gain."
- Jonathan Rowe

More
✓

culturalize commerce?

A Different "Social Construction" for Tourism

Part of the Solution, Not the Problem

"Reframing is changing the way the public sees the world." ~ George Lakoff

CIVIC TOURISM

A "CIVIC" PRODUCT
Tourism as an enabler of healthy place-making.

A "CIVIC" PROCESS
Tourism as an activity that might foster civil society.



A different perspective can often serve as a catalyst for changing the way we perceive, value, and act.

"Travel is fatal to prejudice, bigotry, and narrow mindedness." ~ Mark Twain

Reframe the Purpose: Best Practice

Hands of Harvest, Montana



Duncan Furniture Blackfeet Nation Moccasins Wheat Weaving Fiber Arts

Ask: In what way does a proposed tourism activity add to / detract from the following?

Cultural Use tourism to commemorate history, promote understanding and instill pride.

Natural Use tourism to protect and improve the environment.

Built Use tourism to preserve and reuse pieces of the past.

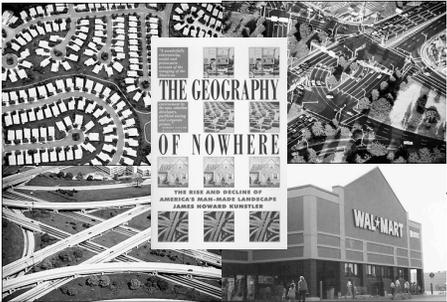
Economic Use tourism to keep money circulating *locally*.

Society Use tourism to bring citizens together.

"The substance of man cannot be measured by Gross National Product." ~ E.F. Schumacher

Strategy #1: Rethink Economics

Industrial Age Economics



"Where once there were places, we now find nonplaces." ~ Ray Oldenburg

Anti-Place: Industrial Age Thinking

A concept of place-based tourism but not a culture.

Tourism: Aligned with GDP-driven growth industry, not place. (What department houses your tourism office?)

Misplaced Priorities

- "more" at the expense of "better"
- "use" at the expense of "preservation"
- "superficial" at the expense of "authentic"

Hijacked Terms

- "Eco" that destroys resources (*Greenwashing*)
- "Heritage" that reinforces stereotypes (*Human Zoos, Bluewashing*)
- "Preservation" that creates cartoon streets (*Boutique Towns: "Façadomy"*)

Growth Can Overwhelm

- visitor experience
- tourism product
- community
- economy

("uneconomic development")

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Who labels, monitors, and accredits the use of "eco" and other terms?

Who is the industry responsible to?

CreativeClass.org

HOME OF THE RICHARD FLORIDA CREATIVITY GROUP

Newsweek the **creativity exchange**

The official **blog** of the Richard Florida Creativity Group

the new megalopolis

Our focus on countries is wrong. Growth and innovation come from **new urban corridors.**

The Rise of the Creative Class

and how it's transforming work, leisure, community and everyday life

THE FLIGHT OF THE CREATIVE CLASS

The New Global Competition for Talent

RICHARD FLORIDA

Renowned author of *The Rise of the Creative Class*

"The deep and enduring changes of our age are not technological but social and cultural."

Creative Economy
New Economy
Restorative Economy
Knowledge Economy
Heritage Economy
Experience Economy

the new megalopolis
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From *The Rise of the Creative Class*¹

- ◆ "Place and community are more critical factors than ever before."
- ◆ "The Creative Class is drawn to more organic and indigenous street-level culture."
- ◆ "The Creative Class lifestyle comes down to a passionate quest for experience."
- ◆ "Members of the Creative Class prefer more active, authentic and participatory experiences."
- ◆ "We are shifting from the 'consumption of goods' to the 'consumption of experiences.'"

1. BUT DON'T DO TOURISM. EH?

"The deep and enduring changes of our age are not technological but social and cultural."

1. Rethink Economics: More Than Any Other Industry . . .

Tourism Contributes To & Benefits From a Healthy "Triple Bottom Line"

WHY?

ECONOMIC
Tourism businesses must earn a profit.
Tourism provides jobs for regions & sectors.
Tourism taxes fund community programs.

SOCIAL
Tourism "sells" the places where people live.
Tourism can affect residents more than anyone.
Customers following social & ethical beliefs.

ENVIRONMENTAL
More and more the tourism product is the environment (natural & built).
An unsustainable approach can threaten the tourism resource.
More customers want to buy "green."

RELATED DEVELOPMENT TRENDS

- Eco-efficiency
- Creative Economy
- Natural Capitalism
- Economic Biomimicry
- Ecological Economics
- Factor Four/Factor Ten
- Sustainable Development
- Corporate Social Responsibility

1. Rethink Economics: More Than Any Other Industry . . .

Tourism From

MYTH: Strict environmental policies hurt the economy.
REALITY: Environmental protection is not only good for residents but **helps build** a strong economy.

TOP STATES	Gold Rank	Green Rank
Vermont	3	1
Hawaii	1	4
New Hampshire	6	2

BOTTOM STATES	Gold Rank	Green Rank
Mississippi	49	43
West Virginia	48	45
Louisiana	50	50

RELATED DEVELOPMENT TRENDS

- Eco-efficiency
- Creative Economy
- Natural Capitalism
- Economic Biomimicry
- Ecological Economics
- Factor Four/Factor Ten
- Sustainable Development
- Corporate Social Responsibility

"Society assumes, falsely I think, that the economic parts . . . will function without the uneconomic parts."
~ Aldo Leopold

An unsustainable approach can threaten the tourism resource.
More customers want to buy "green."

Strategy #2: Connect to the Public

HOW: A "Civic" Process

TOURISM ↔ **PLACE** ↔ **PUBLIC**

tourism ↔ tourism
tourism ↔ policy

place ↔ place
place ↔ tourism

public ↔ public
public ↔ tourism
public ↔ place

"Local involvement and control contributes to successful tourism development." ~ Erve Chambers

So, what's different about

Civic Tourism?

"Engage the Community"

Geotourism
Community Tourism
WTTTC: Blueprint for New Tourism
National Park Service Gateway Communities
Protected Landscapes
WTO: Agenda 21

So, what's different about Civic Tourism?

"Communities should be allowed to decide for themselves how far tourism is a potentially positive development option." ~ Melanie Smith

"Tourism development issues should be handled with the participation of concerned citizens." ~ Rio Earth Summit

"Consultation between the tourism industry and local communities ... is essential if they are to work together." ~ Tourism Concern

"No tourism product should be developed or marketed without the involvement and support of the local residents." ~ David Edgell

"Participation by the local community is key to the long-term viability of tourism." ~ Commission for Environmental Cooperation, Canada

"Involve the community in the cultural tourism development process." ~ Partners in Tourism

"Ideally, alternative tourism regulations are established and monitored by the local community." ~ David Weaver

Stuck in Boxes: Imagine Outside the Debate Paradigm

Focus on Process

"I know of no safe depository of the ultimate powers of society but the people themselves; and if we think them not enlightened enough to exercise their control with a wholesome discretion, the remedy is not to take it away from them, but to inform their discretion by education." ~ Thomas Jefferson

Stuck in Boxes: Imagine Outside the Debate Paradigm

Focus on Process

Example: Forest Stewardship Council

"economic impact" "ruined my town - not the way it used to be"

"more jobs" Partnerships between residents, environmentalists & Big Timber. "traffic, congestion, crime"

"taxes that underwrite social services" Sustainable forests. "T-shirt shops and tacky attractions"

"better restaurants" Stable economy. Civic participation. "more for visitors than us"

"I know of no safe depository of the ultimate powers of society but the people themselves; and if we think them not enlightened enough to exercise their control with a wholesome discretion, the remedy is not to take it away from them, but to inform their discretion by education." ~ Thomas Jefferson

Maximize vs Optimize

Distinguish Between More & Better

In the Box

- Just adding "more"
- Sometimes inappropriate
- Quantitative
- Incomplete, Disconnected
- Solitary, Secretive

Out of the Box

- Enhancing what's there
- Organic, Specific to place
- Qualitative
- Comprehensive, Holistic
- Inclusive, Transparent

"The main mistake made by pro-tourist planners is that they see tourism only in traditional economic terms as a new kind of industry." ~ Dean MacCannell

Distinguish Between "either/or" and "both/and"

Can it? Yes. Does it have to? No. That's the point. Communities have a choice.

Tourism isn't going away. It's not "if" but "how."

FREE EDITORIAL

There's a Catch-22 to the "No Growth" opposition to tourism: If advocates succeed at creating livable places, *people (tourists) are going to want to visit!* Rather than the age-old antagonistic frame, these groups can get out in front and help to *create a vision for tourism that benefits residents as much as tourists.*

Strategy #3: Invest in the Story

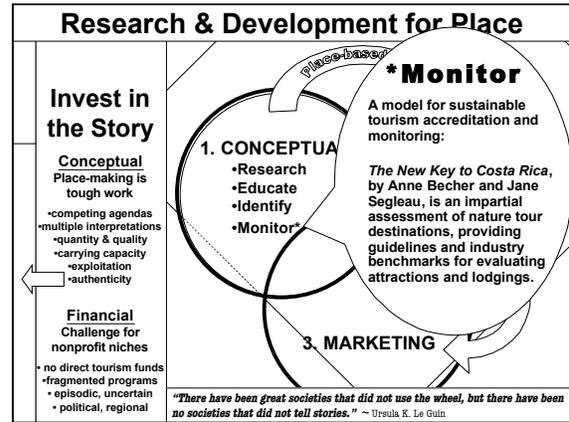
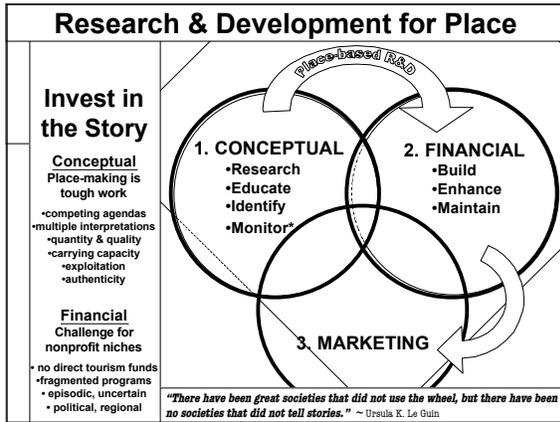
COMPLETE THE CYCLE

The Missing Link: Product Development

Where is Product Development Now?

- Local
- State
- Federal
- Some Private
- Land
- Buildings
- Cultural

1. No coordinated vision.
2. Few tourism-specific programs.
3. Few long-term opportunities.
4. Difficult for rural.



Conceptual Challenges to Place-Making

What's "Authentic"?

- Does Not Always Mean...
 - Stuffy & boring
 - Complete
 - Static, unchanged history
- Can Mean...
 - Entertaining, fun, enjoyable
 - Relevant, connected to viewers
 - "Staged" (D. MacCannell)
- Probably Should Mean...
 - Tell the story, not the photo-op
 - Dispel myths & stereotypes
 - Don't knowingly misrepresent
 - Always being reinterpreted

Are Apache dances performed for tourists, which leave out sacred elements, "authentic"? Should tourists be told they're not seeing the "real" thing?

"Authenticity is not an objective phenomenon but, rather, authenticity is a 'negotiable concept' which is open to change." ~ Kathryn Burnett

Authenticity: 10 Views

1. Authenticity is a "socially constructed concept" and the meaning is negotiable. ~ E. Cohen
2. One person's absolute fake is another's meaningful experience. ~ D. Getz
3. Authenticity is neither a unified static construct nor an essential property of objects and events. ~ T.B. Jamal and S. Hall
4. Give me purposefully inauthentic in a heartbeat! ~ H. Rothman
5. The notion that authenticity is a concept which is open to various interpretations and experience is crucial, for it then informs our discussion of the nature of commodification of culture. ~ S. Drummond
6. The United States makes the rest of the world seem authentic. ~ D. MacCannell
7. An authentic culture is not one that remains unchanged, which seems impossible under any condition, but one that retains the ability to determine the appropriateness of its adaptations. ~ B. Duggan
8. The search for authenticity has been seen very much as a response to the dissatisfaction with "modern" living. ~ M. Mowforth
9. Is anything authentic or genuine? ~ L. Lippard
10. The most authentic moment occurs when the audience confronts what it does not understand. ~ B. Kirshenblatt-Gimblett

Authenticity, in this fluid, relativistic, socially constructed sense, is not unlike "beauty" — that which we agree upon.

Practical Challenges

Carrying Capacity of Place

- Carrying Capacity is not just about numbers. It's also about the actions of people, the timing of visits, and the social and economic consequences of tourism.
- Are there chapters of the local narrative, pieces of the land, or parts of the neighborhood that are off-limits to tourists? If so, establish a "front room / back room" strategy.

Hohokam Village Site, Pueblo Grande Museum, Phoenix

Most cultural sites have a carrying capacity – beyond which the product might be compromised.

OPTIONS:

1. Channel tourists differently
2. Create codes of conduct
3. Design a replica
4. Post "proactive" interpretation
5. Restrict altogether

Conceptual & Financial: Connecticut Heritage Development Fund

3. Invest in the Story

www.ctheritage.org
Connecticut's Heritage Gateway

- ✓ Grants for heritage tourism product development
 - technical assistance
 - planning
 - implementation
 - monitoring and reports (economic impact studies)
 - staff and operations (not just "project" funding)
 - professional development; capacity building
- ✓ Mandates several levels of partnerships
 - between and among heritage sector
 - heritage sector & chamber, CVB, city departments
 - engage business community and general public

"Can anyone deny that the vast fund of time, brains, and money now devoted to making our city big would actually make it better if diverted to betterment instead of bigness?" ~ Aldo Leopold

"Your task is not to plan but to reveal."
 Benton MacKaye

Reveal The Stories That Inspire Pride
 Unique
 Authentic
 Sustaining
 Diverse

Microbrewed Communities

Are you growing the same "place" people can find anywhere, or sowing and reaping an organic place – a "microbrewed community" instead of another can of Budweiser?

Invest in the Story: Create the Experience of Place
Beyond a Commodity Transaction

"Heritage attractions of the future will be mediators of experience, encouraging postmodern tourists to construct their own sense of history and place, and to create their individual journeys of self-discovery."
 ~ Szilvia Gyimóthy & Nick Johns

Montezuma Castle National Monument.
 What really happened here? We don't know the full story. That's part of the allure, part of the "experience of place":

- What would I have done if . . . ?
- How did they . . . ?
- Will the same thing happen to us?
- Beyond information, it's imagination.

The challenge: Create that sensation (the great "aha!") in your community.

"The best interpretation engages the visitor both intellectually and emotionally, and is personal, relevant, and meaningful." ~ Sam Ham & Betty Weller

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A WHOLE NEW MIND

Moving from the Information Age to the Conceptual Age

"Here survival today depends on being able to do something that overseas knowledge workers can't do cheaper, that powerful computers can't do faster, and that satisfies one of the nonmaterial, transcendental desires of an abundant age." ~ Daniel Pink

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3. *Conceptual Investment: What Is Your Story?*
Place: The Story of Cultural, Natural & Built Environments

Place-Based

Heritage Tourism Cultural Environment Story of People Museums, Sites	Ecotourism Natural Environment Story of Land Parks, Outdoors	Preservation Tourism Built Environment Story of Town Buildings, Urbanism
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People Land Town

The Creative Economy: "Place is becoming the central organizing unit of our economy and society." ~ Richard Florida

Natural/Cultural/Built Environments = Social Ecology

Ecotourism
Natural Resources

Preservation
Built Resources

Heritage Tourism
Cultural Resources

Sense of Place
 Toward an organic, integrated, experience.

"Story"
 "Brand"
 "Identity"
 "Character"

Fort Verde State Historic Park

The landmark 1987 "Brundtland Report" (*Our Common Future*) on sustainable development urged: "overcome sectoral fragmentation."

Natural/Cultural/Built Environments = Social Ecology

Ecotourism Preservation Built Resources **Sense of Place**

"Think like a mountain."
"A thing is right when it tends to preserve the integrity, stability, and beauty of the biotic community. It is wrong when it tends otherwise."
~ A Sand County Almanac.
Aldo Leopold

"Think like Aldo Leopold thinking about your community."
~ Dan Shilling

The landmark Brundage Report (Our Common Future) on sustainable development urged: "overcome sectoral fragmentation."

Natural/Cultural/Built Environments = Social Ecology

Ecotourism Preservation Built Resources **Sense of Place**

"Successful places are built up as complex, multifaceted ecosystems that, like those occurring in the natural world, defy simplistic linear thinking." ~ Richard Florida

From an Economic Perspective:
Avoid mono-economies where tourism is the only economic engine.

From a Tourism Perspective:
Avoid tourism development where all your marbles are in one "product basket."

The landmark Brundage Report (Our Common Future) on sustainable development urged: "overcome sectoral fragmentation."

Integrated Stories = "Place"

What does the streetscape reveal about a community's history or values?

CULTURAL HERITAGE
HISTORIC PRESERVATION
NATURE

What role did nature play in local history?
How does the natural setting affect the built environment?

"The evolution of our built environment, and the ways in which we modify and interact with the natural environment, are themselves a manifestation of our society values." ~ Timothy Beatley & Kristy Manning

Best Practice
In Detail

When La Ruta de Sonora, an ecotourism organization representing destinations in southwestern Arizona and northwestern Sonora, Mexico, decided to create a product to attract visitors, the organization had significant challenges. Distances were long, cultures disparate, and experiences ran the gamut from near wilderness to the nightlife in Puerto Peñasco. The group decided to divide the landscape into three major itineraries. The Desert Experience focuses on Organ Pipe National Monument and the Pinacates Biosphere Reserve. The Colorado River Delta (or Sea) Experience includes a trip to La Cienega, the Santa Clara Field Station, and Yuma's desalination plant. The Heritage Tour takes guests to a petroglyph field in Mexico and through several missions built by Father Kino. Every itinerary offers unique experiences that introduce visitors to the people of the region ("life seeing" tourism). La Ruta shows its guests how the natural environment, cultures, and historic built structures add up to a "sense of place."

"Place" creates meaning and connects to visitors in a personal, emotional, even spiritual, way. ("Voluntourism": Habitat for Humanity)

Best Practices

3. Invest in the Story

Monitoring

- Phillip Island Nature Park
- Product development committee: Establishes design and benchmarks
- Partnership between Park, tourism industry, researchers, public

Questions: How to agree on benchmarks? Who monitors?

Educational

- Green Globe
- Awards, recognition, accreditation
- Tourism-community educational events

Questions: "Greenwashing" or authentic? Who sets criteria?

Funding

- Iowa "Great Places"
- 34 State agencies
- Established 7 dimensions of a "great place"
- Provides funding and technical assistance

Questions: How to maintain state funding? Engage rural sites?

Networking

- CHT Alliance
- Resources
- Economic reports
- Conferences

www.culturalheritagetourism.org

"The answers to the human problems of ecology are to be found in economy. And the answers to the problems of economy are to be found in culture and in character." ~ Wendell Berry

Beyond Industry "Studies": Verifiable, Transparent Results

Vision Must Lead to ACTION

"Be great in act, as you have been in thought." ~ Shakespeare, King John

- Partner**
 - Invite all stakeholders.
 - Meet often and regularly.
 - Be transparent, be accountable.
- Deliberate**
 - Not debate; use one another's strengths; agree on ends; study civic research.
 - Consider all viewpoints, all values.
- Act**
 - Committee: Reframe tourism's purpose.
 - Create funding mechanism(s).
 - Design labeling & accrediting systems.
 - Provide "Triple Bottom Line" reports.

Public

Social Services Education
Culture Religion

Tourism

"The city of the future will depend on the goodwill of citizens for its well-being."
~ Witold Rybczynski

REALISE

[Example]

Shell provides space in its annual report for environmental groups to comment on the company's performance.

Hopeful Developments: A Young "Industry"
Positioned to Meet the Challenge

Managed appropriately, tourism can be the leading force for transforming our cities and towns.

- **Explosion of Mass Tourism**
 - 1950: 25 million international arrivals
 - 2004: 750 million arrivals (1 billion by 2010)
- **Chamber, CVB, Tourism Depts**
- **Tools: Internet, TV, Books**
- **Demographics & Worldviews**
 - Boomers Seeking "Experience," "Otherness"
 - Education, Income, Free Time
 - Globalization, Culturalization of Commerce
- **Research, University Courses**
 - No longer a boutique industry, Partnerships
 - Sociological, Environmental, Cultural Studies
- **New Development Theories**
 - The Creative Economy, Natural Capitalism
 - Asset Maps, CSR, Sustainability, Eco-efficiency
 - New Urbanism, Regionalism, Holistic Planning

"It is reasonable to contend that every place on the world's surface can now be considered a tourist destination."
 ~ David Weaver

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"A generation of people in search of deeper meaning in their lives is now taking over the corporate suites." ~ Andrew Savitz

Sample Reframing
Apply the Mission & Principles



MISSION: Tourism as a Tool for Preservation

IMMEDIATELY (Rethink)

- Create "Place" Committee (standards, benchmarks)
- Frame tourism as *community* development
- Leverage the "Triple Bottom Line"

NEXT STEPS (Engage)

- Forums, surveys, heritage trainings
- Reports, media, officials ("leaders")
- Own the Creative Class discussion
- What is your story? (identity, brand)
- Beyond single attractions (diversity, context)

FUTURE (Invest)

- Build capacity, conceptualize, monitor (audit, label, awards program)
- Dedicated funding (determine: advocacy, funding stream, decision makers)
- Purchase, planning, preservation, renovation, interpretation, education

Towns that are historic, diverse, authentic, dense, and pedestrian-friendly have an advantage when it comes to attracting high-value heritage visitors.
 Ex: Savannah, Charleston.

"Heritage is a way of producing 'hereness.'"
 ~ Barbara Kirshenblatt-Gimblett

Civic Tourism: The Poetry & Politics of Place
Project Overview

- ✓ **Four Prescott Summits**
 March-June 2005
- ✓ **Eleven Town Halls**
 October 2005-January 2006
 Wickenburg, Flagstaff, Bisbee, Cave Creek, Winslow, Sedona, Camp Verde, Lake Havasu City, Yuma, Fountain Hills, Phoenix
- ✓ **National Conference**
 March 16-18, 2006 • Prescott
 35 presenters, 330 delegates from 35 states, Canada, and Mexico
- ✓ **Book**
 January 2008
Civic Tourism: The Poetry & Politics of Place
- ✓ **Conference II: Defining and Animating Place**
 Oct. 15-18, 2008
 Blackstone River Valley, RI

"We can speak of a real community as a 'community of memory,' one that does not forget its past."
 ~ Robert Bellah

"The work of belonging to a place is never finished." ~ Scott Russell Sanders



www.civictourism.org