



# Heritage Tourism Planning Guidebook

## Methods for Implementing Heritage Tourism Programs in Sussex County, Delaware

August 2008

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and  
College of Marine and Earth Studies



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## **Preface**

As Director of the Institute for Public Administration (IPA) at the University of Delaware, I am pleased to provide this report, *Heritage Tourism Planning Guidebook: Methods for Implementing Heritage Tourism Programs in Sussex County, Delaware*. This report constitutes one component of a larger effort, undertaken in collaboration with the Center for Historic Architecture and Design (CHAD) at the University of Delaware, toward the development and promotion of heritage tourism in Sussex County, Delaware. The work has been funded through a grant from the Coastal Community Enhancement Initiative (CCEI), a multi-college program that seeks to focus scientific and policy-related research on Delaware's southernmost county.

This report examines existing state-of-the-practice examples of heritage tourism from across the country and the world and presents a series of recommendations and step-by-step procedures to ensure that these programs are successful. As our coastal communities face challenges from within and without, heritage tourism is seen as a promising tool to ensure that the dual goals of conservation and economic development can both be realized. The ultimate goal in this project, as with other CCEI efforts, is to enhance the health and welfare of both the county and its inhabitants.

Jerome R. Lewis, Ph.D.

Director, Institute for Public Administration

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**The College of Marine & Earth Studies**

**The College of Agriculture & Natural Resources**

**The College of Human Services, Education & Public Policy**



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## **Executive Summary**

This Guidebook is designed to help communities in Sussex County, Delaware, build and implement heritage tourism programs. The strategies and activities in this Guidebook can be adopted by local communities wishing to use their cultural and historic resources to strengthen the local tourism industry. Heritage tourism has been shown to be an effective tool in the development and diversification of local economies aiming to foster strong economic growth while protecting a valuable but vulnerable cultural heritage.

Heritage tourism is defined as “traveling to experience the places, artifacts, and activities that authentically represent the stories and people of the past and present. It includes cultural, historic and natural resources” (National Trust for Historic Preservation, 2008). Cultural heritage tourism has a wide range of potential benefits, a strong market potential, and has seen a surge in popularity and implementation in various places in recent decades. Many local government agencies, preservation groups, and economic development advocates have a very positive view of heritage tourism, since it can be a powerful engine of economic growth while helping improve the quality of life for local communities.

In 2007 the Center for Historic Architecture and Design (CHAD) partnered with the Institute for Public Administration (IPA) at the University of Delaware to release a report, *Toward Heritage Tourism in Sussex County, Delaware*, under the Coastal Communities Enhancement Initiative. Recognizing the value of heritage tourism to Sussex County, this report suggested seven themes for identifying local heritage resources and evaluated potential threats to these heritage resources. The themes of cultural and historic heritage encompassed all areas of the county, focusing on its long and diverse history, rich natural resources, and the lifestyles in its many picturesque towns. At the same time, development pressures and changing demographics were seen as possible threats to the viability of heritage tourism as an economic force when these resources become imperiled. Heritage tourism is a viable way forward, helping establish

a framework for protecting the county's cultural heritage while ensuring a continued bright economic future.

This Guidebook presents strategies that local communities and organizations can adopt toward promoting heritage tourism locally and provides guidance on producing individualized strategic plans. Four general steps are presented, and under each of these several detailed strategies and activities enumerated. Local communities can flexibly adopt, change, add, or alter some of these steps based on the local situation. Success stories from other communities in other states are also presented, which prove illustrative of approaches that Sussex County might find helpful to adopt.

The Guidebook is intended as a resource to help communities in Sussex County develop their own heritage tourism strategic plans, based on their particular conditions and characteristics. It should not be seen as a prescription for any one group acting in isolation. Indeed, collaboration and coordination among the many stakeholders who wish to see the county prosper is essential for any individual plan to succeed. Government, the private sector, and nonprofit organizations at all levels, from local to state-wide, should be part of any dialog toward implementing a comprehensive approach to heritage tourism. You are encouraged to use this Guidebook to help formulate strategies and design specific activities aimed at fostering heritage tourism throughout Sussex County.

## **Heritage Tourism Planning Guidebook**

### **1. Goal**

The Guidebook is intended to assist local communities and preservation planners in Sussex County, Delaware, develop their own heritage tourism strategic plans and implement individualized heritage tourism programs based on their particular conditions and cultural-heritage resources. The framework and suggestions in this Guidebook can be adopted by local communities in order to protect the local cultural and historic character, as well as promote their heritage tourism destinations in the state and beyond. The goal of this Guidebook is to use cultural and historic resources in Sussex County to build and strengthen the local heritage tourism industry. Heritage tourism can serve as an effective tool to generate income, tax revenues, and jobs, diversify local economies, and improve the local quality of life.

### **2. Heritage Tourism: Background and Benefits**

#### **2.1. Recent Developments**

In recent decades, the processes of suburbanization, regional competition, and globalization have been threatening the stability of the economic bases of many older cities and communities in the U.S., thus putting in peril the traditionally high quality of life these places have enjoyed. Many such places, whose way of life has been threatened either by rapid development or economic deterioration, have turned to tourism as an important and effective way to diversify their economic structures as well as attract people and investment. Heritage tourism, emphasizing cultural historic sites and heritage resources of a local area, has become one of the more rapidly growing fields of tourism industry in the U.S. (Brink, 1998).

Heritage tourism is defined by the National Trust for Historic Preservation (NTHP) as “traveling to experience the places, artifacts, and activities that authentically represent the stories and people of the past and present. It includes cultural, historic and natural

resources” (National Trust for Historic Preservation, 2008). These resources can encompass a wide variety of artifacts, events, ways of life, and historical themes, including:

- Art and music
  - Architecture
  - Dress
  - Education
  - Themed festivals and events
  - Gastronomy
  - Handicrafts
  - Historic sites
  - Language
  - Religion
  - Sense of place
  - The work environment and technology
- (Jamieson, 1994)

While the heritage tourism industry in Europe is quite mature and has proven beneficial there for several generations, in the U.S. the importance of this industry has been recognized only relatively recently. By late 1970s, following on the excitement generated by the celebration of the American bicentennial in 1976, the community of preservationists, planners, and others interested in cultural history realized that American history and heritage could serve economic development and resource conservation goals. Since that time, with assistance and guidance from the National Trust for Historic Preservation’s Cultural Heritage Program, heritage tourism has undergone a period of rapid growth in scope and popularity in the U.S. (Cultural and Heritage Alliance, 2008).

## **2.2. The Heritage Tourism Market**

Increasingly, more and more travelers seek to combine their recreational experiences with educational growth and, thus, are interested in involving cultural and historic elements into their trips. A recent survey conducted by the Travel Industry Association (TIA) shows that, in 2001, among the various activities people participated in while on vacation, visiting historical places or museums ranks third, at 14 percent, while 10 percent of respondents indicated they attended cultural events. Overseas tourists participated in historic and cultural activities to an even greater degree (TIA, 2002).

<b>Activities</b>	<b>U.S. (2001)</b>	<b>Overseas (2000)</b>
Shopping	34%	87%
Outdoor Recreation	17%	NA
<b>Historical Places/Museums</b>	<b>14%</b>	<b>31.2%</b>
Beaches	11%	23%
<b>Cultural Events</b>	<b>10%</b>	<b>19.6%</b>
National/State Parks	10%	19.6%
Theme/Amusement Parks	7%	31.4%
Nightlife/Dancing	8%	NA
Gambling	8%	NA
Sports Events	6%	NA

Table 1 – Percentage of U.S. tourists who indicated they engaged in selected activities while travelling at home and abroad. (Source: Tourism Works for America 2002 Report, TIA, 2002)

Another recent survey conducted by TIA shows that “81 [percent] of the 146.4 million U.S. adults who took a trip of 50 miles or more away from home in the past year can be considered cultural/heritage tourists” (TIA, 2003). The survey also shows that compared with the average U.S. travelers, cultural/heritage tourists:

- Spend \$200 more per trip (\$623 versus \$457)
- Spend \$62 more per day
- Are more likely to spend \$1,000 or more (19% versus 12%)
- Take longer trips (5.2 nights versus 3.4 nights)
- Tend to include multiple destinations and stay half a day longer at each place
- Are more likely to stay in a hotel, motel, or bed and breakfast (62% versus 55%)
- Tend to travel by air (19% versus 16%)
- Have higher income levels
- Are more likely to have a graduate degree (21% versus 19%)
- Are older on average (49 versus 47)

### **2.3. The Benefits of Heritage Tourism**

An economic impact study is a useful quantitative way to assess the direct and indirect effects of the tourist expenditures on local and regional economies. The results of various economic impact studies focusing on heritage tourism show that it can be a powerful economic engine for creating jobs, increasing household incomes, and generating state and local tax revenues. Although a nationwide economic impact study of heritage tourism is not available at this time, some states have already conducted such studies. For example:

Florida is one of the “top ten states visited by cultural/historic travelers in 2002” (TIA, 2003). Heritage tourism in Florida was found to have a profound economic impact. In the year 2000 alone, heritage tourism in the state created

- \$ 3.712 billion in total expenditures, which generated
  - \$2.314 billion in household income
  - 107,607 jobs
  - \$4.552 billion in gross state product
  - \$1.093 billion in government, state, and local taxes

(The State of Florida, 2002)

In 2002 Georgia was also one of the most highly visited states by cultural/historic heritage travelers (TIA, 2003). A relatively recent economic impact study showed that in 1996 heritage tourism in the state created

- 42 million overnight visitors
- \$15 billion total expenditures, which generated
  - 445,153 jobs
  - \$1.26 billion in state tax revenues
  - Over \$800 million in local tax revenues

(Leithe and Tigue, 1999)

The extremely high expenditure on heritage tourism and its resultant economic impacts are undoubtedly due in large part to the fact that the Summer Olympic Games were held in Atlanta that year. Still, it is undeniable that cultural heritage destinations in the state are very attractive both to domestic and international visitors.

According to a recent study, in 2003 heritage tourism in Colorado generated

- \$3.4 billion total expenditures, which created
  - \$1.1 billion in household income
  - 60,964 jobs

(Colorado Historic Foundation, 2005)

In addition to its economic impacts, which include producing jobs, increasing income, and generating tax revenues, heritage tourism also has the potential to

- Diversify local economies
- Preserve a community's uniqueness, establishing and reinforcing identity
- Facilitate partnerships among people and organizations
- Foster sustainable development
- Strengthen community pride and sense of place
- Support culture and the arts
- Helps revitalize the tourism industry in general

(Jamieson, 1994, Richards, ed., 1996)

#### **2.4. The Case for Heritage Tourism in Sussex County, Delaware**

From 1990 to 2003, Sussex County attracted 12.1 million visitors in total, and “[93] percent, or 11.3 million, indicated that the county was their primary destination and/or that they stayed over at least one night” (DEDO, 2005, p3). Indeed, Sussex County is an attractive regional tourist destination, owing to the beautiful beaches and resort towns in the coastal area. In 2003 beach activities ranked first among visitors’ most popular activities in Sussex County, with 33 percent of respondents indicating that they participated in beach-related activities. (DEDO, 2005).

Tourism in Sussex County also presents many challenges. First, based on the national average, visitors to Sussex County spend relatively less money than average, and stay a shorter time. In 2003, per capita tourist spending was \$140 (versus \$457 nationwide) and the duration of each stay in the county was only 2.7 nights (versus 3.4 nights nationwide), (DEDO, 2005, TIA, 2003). Second, 91 percent of visits originated in-state or in one of the surrounding states, including Maryland, Pennsylvania, Virginia, New Jersey, and Washington, D.C. Only 9 percent of tourists came from other states or countries (DEDO, 2005). It would therefore be beneficial to focus on making the tourist destinations in the county more attractive to visitors willing to travel longer distances. These tourists are

also likely to stay longer in the county and spend more. A great deal of the county's tourist attractions are located at and centered around the beach and resort communities. However, such resources, while quite desirable, have competition from similar coastal counties along the eastern seaboard. More diverse, unique, and locally significant resources and attractions should be developed and promoted in order to strengthen the tourism industry as a whole in Sussex County, giving travelers a reason to visit here, and not somewhere else.

Besides the beautiful beaches and resort towns, Sussex County has rich and diverse cultural and historic resources and attractions. In 2006 Lewes, a historic town near the mouth of the Delaware Bay, was selected by the National Trust for Historic Preservation as one of the 2006 Dozen Distinctive Destinations (National Trust for Historic Preservation, 2006). In fact, in Sussex County there are more than 20 historic towns that have the potential to become distinctive destinations for tourists. The Center for Historic Architecture and Design (CHAD) at the University of Delaware cataloged a large number of historic resources in Sussex County (2007) and identified seven broad themes around which a heritage tourism program might be designed: the natural environment, the maritime tradition, beach resort communities, historic buildings and architecture, agriculture and agri-tourism, small towns, and religion. With its wealth of historic and cultural heritage, existing tourist infrastructure, and central position within the eastern coastal population centers, Sussex County is well positioned for the development of heritage tourism programs.

At present, Sussex County is at a critical stage in its history. The pleasant weather, lovely beaches, well-developed transportation network, and favorable tax burden has been attracting many summer tourists and retiree residents to the county in recent decades. The increasing number of visitors and residents, however, has resulted in rapid population growth and development pressures, which are projected to only increase in coming years. Additionally, increasingly widely divergent housing values across the county have precipitated intra-county demographic shifts in recent years. In all, these changes have the potential to threaten those cultural, historic, and natural features that

have traditionally defined the character of the county, and which comprise the primary reason that tourists choose to visit (CHAD and IPA, 2007).

Implementing heritage tourism programs can, therefore, have a significant impact both on maintaining a vibrant economy and protecting those features that form the basis for the tourist economy. An economic engine that can serve to increase household income, generate tax revenue, and introduce new employment opportunities, heritage tourism ultimately will serve to improve local communities' sense of place and improve the quality of life for all the county's residents.

### **3. Approaches to Implementing Heritage Tourism Programs**

Different communities will follow different paths in implementing heritage tourism programs, due to differing local conditions and characteristics. However, the principles and general strategies for building and implementing heritage tourism will have many things in common. In the U.S., the National Trust for Historic Preservation (NTHP) is the premier nonprofit organization for initiating and supporting cultural heritage tourism. NTHP (2008) has developed "five guiding principles" for building successful and sustainable cultural heritage tourism as well as a more concrete four-step program for implementing such a program. These principles and steps have been functioning as the foundation for heritage tourism programs both nationally and internationally. The five principles are

**Collaborate** with partners and stakeholders.

**Find the fit** between the needs of residents and visitors.

**Make sites and programs come alive** so they are worth visiting.

**Focus on quality and authenticity** of the sites and programs.

**Preserve and protect** local natural, cultural, and historic resources.

(National Trust for Historic Preservation, 2008)

The four steps for implementation are

**Assess the potential** for building heritage tourism program.

**Plan and organize** the human and financial resources.

**Prepare for visitors, protect and manage your cultural, historic and natural resources.**

**Market for success.**

(National Trust for Historic Preservation, 2008)

This planning Guidebook includes these four steps as the basis for and framework upon which heritage programs may be planned and implemented. Under each of these four general steps, a list of detailed strategies and activities that Sussex communities and organizations might consider for developing their own specific plans are suggested. Activities or programs that have already been implemented by one or more groups or agencies are in italics. Case studies and programs that have been successfully adopted or implemented by other communities or states are displayed in boxes. These real-world examples should provide a basis upon which local implementations might be more easily envisioned. These case studies, along with, many of the ideas presented in this report have come from various works and resources dealing with heritage tourism. In particular, the Guidebook relies heavily on resources provided through the NTHP as well as other resources, such as *Tourism Marketing for Cities and Towns* written by Kolb (2006) and *Preserving Our Past through Heritage Tourism* developed by Utah Division of State History (1995). The case studies have been excerpted from Kolb (2006), with the relevant page numbers indicated parenthetically beneath each text box.

**3.1. Assess the Potential**

To assess how feasible heritage tourism is in a particular situation, local communities should evaluate and assess their local conditions and characteristics, including building stock and general quality and integrity of the built environment, tourism-related services, socioeconomic environment, and the scope of potential markets.

1. What is the attraction?
  - Find out which properties and districts have been listed on the NTHP's National Register of Historic Places (NRHP) in each local community.
    - *There are currently about 140 places listed on the NRHP in Sussex County, including 14 registered historic districts.*
  - List the historic sites eligible for the NRHP and also list the historic sites designated by state and local communities.

- Contact the Delaware State Historic Preservation Office (SHPO) to get the historic-resources survey guidelines and maps showing the locations of buildings of potential historic significance.
- Local historical societies and groups, such as Preservation Delaware, are valuable resources for locally specific information. Often local knowledge is important when identifying resources important to a particular locality.
- *In cooperation with SHPO, CHAD has begun developing digital GIS files of these properties, based on Cultural Resource Survey information, which indicates any building greater than 50 years old.*
- Never underestimate other cultural and natural resources.
  - Communities should not ignore local cultural elements such as museums, theaters, arts, crafts, food, historic recreation areas, and so on, since these cultural elements can be combined with elements of the physical heritage to enrich and lengthen a visitor's stay. There is often the potential for synergy among such resources, which can help propagate a strong, distinctive local character.
  - Communities also should effectively use the natural and recreational attractions in or around local communities, especially if they already attract visitors. This way will not only draw more tourists to the heritage sites in your communities but also encourage them to stay longer. Combining the natural and recreational features into a heritage tourism program augments its draw and robustness.
  - Think flexibly about what constitutes a cultural resource. Contact the many organizations and government agencies in Delaware, Sussex County, and local communities for more information. Often local chambers of commerce, realtors, or citizens' groups can provide valuable insights and opinions.
  - *A list of potential heritage sites, including natural, cultural, and historical sites, which could serve as the basis for developing heritage tourism in Sussex County, has been compiled using information from the NRHP, the Delaware Department of Natural Resources and Environmental Control*

*(DNREC), and the Delaware Economic Development Office (DEDO).*

*The list can be found in “Small Town Economic Development in Delaware: Is Heritage Tourism an Overlooked Tool?” (McIlvaine, 2006).*

- Identify the themes and categorize the resources by these themes.
  - *Seven broad cultural themes involving heritage resources have been identified by CHAD: the natural environment, maritime tradition, beach resort communities, historic architecture, agriculture and agri-tourism, small towns, and religion (CHAD and IPA, 2007). While not comprehensive or definitive, these themes provide a structure within which the resources may be organized and marketed.*
- Determine the viability of designating a scenic byway linking specific historic, cultural, and natural attractions.
  - Driving, biking, or walking tours that are attractive and tie together thematically consistent elements can actually enhance a visitor’s stay and provide a more cohesive experience.

### **A New Tourism Theme Brings Benefits**

Norfolk, Virginia, is currently known as a Navy town. It wasn’t until recently that the city decided to promote the military installations of the U.S. Navy in local area. The Norfolk Convention and Visitor Bureau has packaged the military attractions into a new tourism theme (“Rediscover Your Freedom”) package, including hotel accommodations and admission to the Armed Forces Memorial, the MacArthur Memorial, the Virginia War Museum, and the Battleship Wisconsin. Other businesses and attractions have also benefited from it, and attendance and revenue have increased for the MacArthur Center Mall, the Chrysler Art Museum, local restaurants, and other nonmilitary attractions (Connolly, 2003).

What communities can learn from Norfolk’s experience is not to ignore what is right under your nose and that what is taken for granted by local communities could be an exciting attraction for outsiders.

(Kolb, 2006, p. 9)

## 2. Prioritize the resources.

Determining the priority sites and themes for heritage tourism involves assessing the character and flavor a place wishes to convey, the condition and situation of resources

that would make up the thematic elements, and the realistic potential of the resources to serve as a draw for tourists.

- Evaluate the historical significance of the heritage resources. In general, resources of higher significance will prove more attractive to visitors, but only if in good condition, and only if they fit into one or more themes characteristic of a place.
- Identify local destinations that have already proven that they can attract tourists. Existing attractions that are widely known and proven draws may be a logical starting point on which to build future efforts.
- Consider the geographic extent of each heritage tourism theme. If the resources are clustered, access is easier, but more widely scattered elements may benefit from walking maps, brochures, or thematic signage, which can help guide a visitor.
- Evaluate the degree to which a resource or theme is threatened by development, natural disasters, neglect, or other factors. If these resources are deemed important, make sure to address the sources of threat early.
- Examine local zoning ordinances, demographic trends, and land-use change to assess the threat to the heritage resources. Be aware of projects such as highway expansions or development proposals that may impact resources in the future. Evaluate the structural integrity and condition of structures and properties.
  - *The University of Delaware's Institute for Public Administration (IPA) has evaluated the potential threats stemming from population growth, shifting housing values, use change, and per-capita land consumption, to the heritage resources in Sussex County. A county-wide "threat map" was created to predict where the threats may be highest (see "Chapter 4: Threats to Heritage Resources" in "Toward Heritage Tourism in Sussex County, Delaware" (CHAD and IPA, 2007)).*
  - *The "Delaware Comprehensive Historic Preservation Plan" (Ames, et al. 1989) developed by CHAD also provides relevant information.*

- *CHAD has designated three broad historical themes that are of particular importance to Sussex County: agriculture and agri-tourism, the maritime tradition, and small towns.*
3. Assess other tourism-related resources.
- Identify relevant local agencies and organizations.
    - Local organizations and government offices relevant to tourism, history, preservation, culture, planning, economic development, business development, and so on need to be identified, since they may become partners as well as providers of funding and expertise.
    - *Based on initial meetings conducted by CHAD in Sussex County, the following agencies have expressed interest in partnering in the development of heritage tourism programs in Sussex County: more than 20 municipal governments as well as the county, the Lewes Chamber of Commerce and Visitors Bureau, Inc., the Greater Seaford Chamber of Commerce, Rehoboth Beach-Dewey Beach Chamber of Commerce, SHPO, the Historical Society of Delaware, and several historical societies.*
    - Assess their financial and networking capabilities. Many organizations may provide funding opportunities in support of heritage tourism efforts, and they may have mechanisms for generating revenues. The contacts and knowledge that these individual groups have can also prove valuable in forging further partnerships and relationships.
  - It is important to assess supporting services necessary for a successful heritage tourism program. In order for a program to succeed, there needs to be adequate lodging, shopping opportunities, restaurants, and transportation and parking infrastructure. Generally, in localities where an organized tourist industry does not yet exist, these facilities are not adequate to support an expansion in tourism. Economic development groups, realtors, and the business community at large need to become stakeholders in the process to help anticipate and prepare for

future tourist demands. Groups such as DEDO’s Delaware Main Street Program can be valuable partners in coordinating such efforts.

- Assess area infrastructure and related resources that will be critical to supporting a tourist industry. These include quality of streets and sidewalks, general walkability and amenities such as street plantings, benches, etc., the character and condition of storefronts, the availability of parks and open space, and the perception of safety.

**Sample Resource Analysis Worksheet**

The following table represents a Resource Analysis Worksheet, which can help a community determine the core, supporting, and augmented resources/products necessary for building a successful heritage tourism program. In addition, the worksheet can be used to assess strengths of potential competing tourism destinations.

<b>Core Resource/Product</b>	<b>Description</b>	<b>Benefits</b>
Tourist attractions		
Cultural organizations		
Historical sites		
Entertainment venues		
Sports		
Shopping		
Other		
<b>Supporting Resource/Product</b>	<b>Description</b>	<b>Benefits</b>
Souvenirs		
Tours		
Transportation		
Restaurants		
Lodging		
Other		
<b>Augmented Resource/Product</b>	<b>Description</b>	<b>Suggested Improvement</b>
Sidewalks		
Streets		
Buildings		
Storefronts		
Safety		
People		
Parks, paths		
Other		

(Kolb, 2006, p. 98)

4. Assess the market for your heritage tourism program.

Generally, given the fact that human and financial resources are limited, targeting all tourist segments may be impossible or ineffective. Focusing on specific market segment(s) will tend to be more viable.

- Conduct or analyze surveys into the backgrounds and behaviors of current visitors and/or past visitors. Future planning may be influenced by visitors' demographic profiles and socioeconomic backgrounds, their places of origin, the purposes of their trips, their trips' duration, their expenditures, and the facilities that they made use of or desired. In some cases there may be other markets deemed appropriate to pursue; in others building upon existing strengths might be a better approach.
  - Contact government offices and organizations such as SHPO, DEDO, Lewes Chamber of Commerce and Visitors Bureau, Inc., Greater Seaford Chamber of Commerce, Rehoboth Beach-Dewey Beach Chamber of Commerce, parks, and major tourist attractions to get a sense of the character of their target markets.
  - *DEDO has conducted a visitor profile study about the visitors of Sussex (See Section 2.4 of this Guidebook. For detailed information, see "Visitor Profile Study, Sussex County" (DEDO, Feb, 2005)).*
- Tourism is highly competitive, so do not forget to study your competitors.
  - Analyze the geographic extent of the theme and then check the capacities of local competitors. In many cases the programs of both groups might be strengthened through cooperation and coordination of efforts. An example of this might be county-wide driving tours centered around a given theme.
  - See what other places in other regions have done to promote similar types of tourism. Evaluate which approaches have worked, which have not, and which might be able to be translated to your particular situation.
- Assess the current "self-image" of your community by looking at the types of cultural events and activities that regularly occur. Evaluate whether the historic and cultural themes you wish to promulgate match this existing character. If possible, it is advantageous to make sure that significant tourist activities

complement, or at least do not detract from, the themes you are attempting to develop.

5. Conduct a SWOT analysis.

SWOT analysis refers to the procedure by which the advantages and disadvantages relating to a given project, program, or problem may be evaluated. The acronym stands for strengths, weaknesses, opportunities, and threats. In terms of heritage tourism, strengths are the resources and features within the community that are attractions for potential tourists. Weaknesses are the resources and services that a local community currently lacks, or which may not be inadequate, and therefore discourage or prevent tourists from visiting. Opportunities include the macroscopic factors that can serve to facilitate and encourage heritage tourism in your community: a vibrant, growing population, increasing prosperity, new opportunities for jobs, and existing amenities (e.g. fine natural resources or cultural amenities that will encourage people to travel to your local area). Threats are the macroscopic factors negatively affecting the local, regional, or even national heritage tourism industry, such as economic recession, natural disasters (or the threat of natural disasters), or sprawling growth. These threats imperil the physical and cultural fabric you are seeking to promote and may discourage visitors from coming to your community (Kolb, 2006).

It is important also to assess current local, regional, and national demographic, social, and economic trends, so that your plan can complement trends happening elsewhere. For instance, increased awareness of and interest in the period of slavery in this country or the importance of everyday, vernacular landscapes and ways of life may influence decisions about what types of programs get implemented. Further, demographic trends, such as a burgeoning population of more elderly travelers, or of those seeking eco-tourist opportunities, might affect both the programs chosen and the character of supporting services that are developed.

An example of a SWOT analysis for Williamsport, Pennsylvania, is presented below.

### **An Example of SWOT Analysis**

Williamsport is a small community located in the heart of north-central Pennsylvania, a rural area of rivers, steams, and hills. The city is the regional hub of culture, education, and finance. It is best known as the birthplace of Little League Baseball and the home of the Little League World Series. At the same time, it also has magnificent Victorian buildings and architecture built when the city was a prosperous lumber-industry town. With these rich cultural and historic resources, Williamsport is developing its tourism industry.

The city developed a SWOT analysis based on the local conditions:

#### **Strengths**

- Name recognition because of Little League Baseball World Series
- Victorian buildings and architecture
- Lovely old churches and other public buildings
- Beautiful scenery
- Fine restaurants (particularly Italian)
- Live music consisting of folk singers at restaurants and bars
- Inexpensive art and antiques stores
- Home to artisans making handcrafted jewelry
- Accredited local history museum

#### **Weaknesses**

- Empty storefronts on Main Street
- Limited opening hours for existing businesses
- Lack of nightlife because of the limited opening hours for bars and restaurants
- Lack of opportunities to view interiors of historic buildings and homes
- Limited tourist services such as walking tours
- Little League Baseball activity only two weeks a year

#### **Opportunities**

- Growing popularity of Little League Baseball due to national press coverage
- Interest in historic-home renovation
- Interest by Philadelphia and New York City residents seeking weekend getaway locations

#### **Threats**

- Increasing cost of travel due to the increasing price of gasoline
- Long travel time required to the city from major population centers
- Competitor cities as historic Victorian destinations

(Kolb, 2006, p. 85)

- A prerequisite for successful SWOT analysis is advanced planning, during which relevant stakeholders—local officials, state and county government officials, private and nonprofit groups, the business community, and private citizens—are involved. Some central coordinating body or individual is also necessary.
  - *On May 16<sup>th</sup> CHAD and IPA held a heritage tourism-planning committee meeting in Georgetown, Sussex County, which included many of the interested players and began the dialog toward a comprehensive approach to heritage tourism planning in the county.*

**Sample SWOT Agenda Worksheet**

A sample SWOT agenda for a hypothetical planning or “brainstorming” session is presented below. It can be used to conduct a half day/full day SWOT analysis.

<b>Time</b>	<b>Task</b>	<b>Responsibility</b>
	Welcome	
	Presentation on environmental inventory results	
	Presentation of cultural resource analysis results	
	Explanation of SWOT process	
	Break	
	Brainstorming on strengths	
	Brainstorming on weaknesses	
	Lunch	
	Prioritize strengths and weaknesses	
	Brainstorming on opportunities and threats	
	Break	
	Prioritize opportunities and threats	
	Write Mission Statement	
	Wrap up and next steps	

(Kolb, 2006, p. 98)

6. Create a mission statement.

The statement should summarize the results of your assessment and analysis, and clarify the desired outcomes of your strategies. The following questions should be addressed: Who are we? What is (are) our heritage tourism “product(s)”? Whom do we serve? What are our values as a community?

Below is a sample mission statement for Williamsport, Pennsylvania.

**An Example of a Mission Statement (Williamsport, Pa.)**

***Who are we?***

A small, historic city in north central rural Pennsylvania; a regional hub of industry, finance, education, and culture; the birthplace of Little League Baseball; home to the Little League World Series.

***What is our tourism product?***

Beautiful natural scenery, unique Victorian buildings and architecture, and an old-fashioned downtown that brings back memories of Main Street.

***Whom do we serve?***

Visitors who love history, Victorian homes and buildings, nature, and small towns; in August, the best Little League Baseball players in the world.

***What are our values?***

Maintaining a beautiful city for the enjoyment of its residents and visitors, as well as encouraging the values of community caring for the present and future generations.

**Mission Statement:**

The tourism office of Williamsport is committed to attracting visiting couples and families from the tri-state area to our city to enjoy its architectural heritage and beautiful scenery while at the same time using tourism to realize local economical development.

(Kolb, 2006, p. 94)

**3.2. Plan and organize**

Building and implementing heritage tourism programs is a complex process and cannot be conducted by a single person or organization. Support and input from other sectors, such as business owners, community members, government stakeholders, and academic institutes are necessary. Balancing various stakeholders' interests, garnering support from government agencies at various levels, local residents, and members of the private sector, and effectively using human and financial resources, are critical for building a successful heritage tourism program.

1. Build a strong local network.
  - Gain the support of local governments (e.g., planning departments, county and town council members), since they will likely take a leadership role in certain aspects of program implementation, such as designating historic districts and

- creating preservation ordinances. They may also be important partners in securing future financial support.
- *At this writing, several local government entities, including the county and 25 towns in Sussex County, and SHPO have already agreed to be involved in the process.*
  - Support from the private sector, including nonprofit organizations at the local, state, and national level, chambers of commerce, the tourism industry, banking, and businesses related to lodging, food service, and shopping, is needed.
    - *In Sussex County, the Lewes Chamber of Commerce and Visitors Bureau Inc., the Greater Seaford Chamber of Commerce, and Rehoboth Beach-Dewey Beach Chambers of Commerce have already agreed to become involved.*
    - DEDO and the three local chambers of commerce in Sussex County should provide entrepreneurs and heritage tourism-related business people services and training. For example, long-term business permits could be provided to decrease the business investment risk.
    - The Delaware Main Street Program, administered by DEDO, can develop workshops on downtown revitalization and cultural and historic district (re)development in historic towns in Sussex County, in order to offer more opportunities for heritage tourism-related businesses.
      - ✓ *In Sussex County, Rehoboth Beach is already one of the seven Main Street Communities in Delaware.*
    - Tax incentives can be a useful tool for involving the for-profit sector in rehabilitating and renovating historic properties in Sussex County. In this way, the public and private sectors can act in tandem to encourage a result beneficial to all involved.

**Building Public-Private Partnership**

The State of Maryland decided to designate some art districts to revitalize downtown areas. Tax credits and financial aid were offered as incentives to artists and arts-related businesses to attract them to locate in these art districts. Silver Spring, Maryland, has a successful case for revitalizing blighted areas. The tax credits and additional funding enabled a nonprofit arts organization to redevelop older buildings into an arts complex. The designation of arts districts and an amusement sector tax break also helped for-profit entertainment businesses such as cinemas stay in the area. With the increasing number of people visiting the districts in the evening, bars and restaurants have brought in live music. Local residents have also been attracted there. A housing unit including an art gallery is being created (Hooker, 2004).

Communities need to know whether they can work with governments to obtain tax breaks for arts and entertainment venues that agree to promote to tourists, whether they can work with local artists to design work and living spaces ... and whether they can provide tourists with ... tours of the arts district.

(Kolb, 2006, p. 301)

- Gain the support of membership-based service organizations, such as AAA.
  - Gain the support of local nonprofit organizations.
    - ✓ *The Historical Society of Delaware has already agreed to become a partner.*
  - Gain the support of the local residents, since they constitute the cultural fabric of the place and will be the ones who can make the visitors feel welcome.
  - Do not ignore the individual stakeholders who have political, social, and financial influence and credibility, because their influence, credibility, and knowledge will bring more support for local heritage tourism programs.
2. Identify and secure sufficient financial resources.
- Create a financial plan, showing phasing and related costs of your heritage tourism project(s).

- Explore funding sources, including the government (at all levels), private establishments (nonprofit and for-profit), individuals, grants, loans, endowments, and so on.
  - In Sussex County, for instance, the local agricultural industry may be a good funding resource for agri-tourism programs.
  
- 3. Build broad support to promote buy-in at all levels.
  - Encourage partnership among groups such as the Sussex County government, municipal governments, the three chambers of commerce in Sussex County, DEDO, SHPO, the Delaware Department of Transportation, the Department of Education, DNREC, the Department of Agriculture, the Delaware Division of History, the Historic Society of Delaware, the Delaware Division of Arts, the Division of Historical and Cultural Affairs, NTHP, other local merchant associations, etc.
    - Gather the representatives of these organizations and establishments to work toward the necessary strategies for implementing heritage tourism programs at the local level. By including organizations with a more regional or statewide perspective, continuity and complementarity among various heritage tourism efforts across the county will be more likely.
  - Become active in the local political environment so that your agenda becomes prominent and the shared benefits become widely accepted.
  - Formally or informally form a heritage tourism planning committee involving relevant people, including a diverse group of citizens, community stakeholders, and business people.
  - Use surveys to collect stakeholder opinions about local heritage tourism programs or to help develop a set of shared values and goals for the community.

### Using a March to Gain Support of Local Residents and Government

On International Tourism Day in 2004, the Jakarta Chapter of the Indonesian Tourism Community organized a march of thousands of people wearing T-shirts with slogans such as “I Love Tourism” and “Enjoy Jakarta” in front of City Hall. One of the reasons for the march was to impress the local community with the importance of tourism industry to the local economy. Another objective was to encourage government officials to provide a safe and livable community for residents as well as tourists. In order to add a festive feel, the march included songs, balloons, and contests. The participants also picked up litter as they walked, in order to impress upon everyone the importance to tourism of the city’s having a positive image (*Jakarta Post*, 2004).

The story shows it is important to know how a community views the tourism industry, in what way (e.g., through marches, open houses, volunteering, etc.) people in the tourism industry can interact with local citizens to promote tourism, and how to approach government officials in a positive manner about what is needed to ensure the growth of the tourism industry.

(Kolb, 2006, p. 46)

- Show that heritage tourism is worthwhile.
  - Demonstrate recent exciting trends in, and opportunities and economic benefits of, heritage tourism. Use existing successful heritage tourism programs developed by other places as exemplars.
    - ✓ *The planning committee meeting in Georgetown in May 2008 and a public workshop to be held in the summer, both conducted by CHAD, will help explore the feasibility of a heritage tourism program or programs in Sussex County.*
  - It may be worthwhile to organize visits to the places with successful heritage tourism programs and/or invite experts from those places to Sussex County to explain the feasibility of, strategies for, and benefits of the programs.

### **Using Public Relations to Gain the Support of Local Residents**

When Alaska planned to promote tourism, the Matanuska-Susitna Convention and Visitor's Bureau knew that the attitude of the Alaskan residents would be very critical in getting support for the tourism industry, so they produced press releases emphasizing how taxes on tourists and tourist services shifted some of the tax burden from Alaskan residents. However, it was stressed that there should be some limit to the tax burden shifted to tourists, since overtaxing tourists could discourage their coming.

The Convention and Visitor's Bureau decided to use public relations to change the image of local tourism programs among local residents. The message for the public was that tourism benefits the state, because it has huge economic impacts (taxes, income, and jobs). Radio and television campaigns publicized real Alaskans' stories of having benefited from tourism, such as that of a local graphic artist employed to produce brochures. The campaigns also showed that many local businesses, such as the finer restaurants, cannot exist on the patronage of locals alone. One ad presented a local celebrity, the winner of the Iditarod Dog Sled Race, to emphasize that the attention of tourists helped keep Alaskan tradition alive (Tobin, 2004).

The lesson from this story is that local communities can change the negative attitude toward tourism that may exist. The facts available about tourism-related benefits can be used to persuade people. Public relations tools, such as press releases, speakers, and feature articles, can be used to communicate this information to the public.

(Kolb, 2006, p. 251)

- Encourage cooperation among local communities and even with communities in other states across the region.
  - Promote collaboration rather than competition among communities, especially if you share the same or complementary heritage themes.
  - Collaboration with communities in other states allows you to share risks and costs by developing a corridor-based tour program.

#### 4. Ensure long-term support through the education of young people.

Interpretive and interactive educational programs highlighting local heritage that involve young children and students foster an appreciation of local and historical contexts. This appreciation, engendered at an early age, makes it more likely that young people will support these efforts in the future.

- Educate children and young students to make them take pride in their culture and history.
- Educate the teachers, training them to develop more innovative, interpretive, and interactive educational programs for children and young students.
  - Illustrative books and magazines are effective ways to motivate children to learn.
  - Inviting folklorists to spend a short period of time in schools can be a fun way for children and students to learn local folk culture.
  - In-service workshops or other kinds of public programs can be conducted, in which students research a topic of local historical interest and present their findings. This would increase their knowledge of and interest in local culture and history.
- Historical and tourism-related internships could be developed for college and graduate students in local historical societies, preservation organizations, or government agencies.
- Encourage higher-education students to conduct research and writing projects relating to the economic development aspects of preservation.
  - *Completed research projects and papers, such as “Toward Heritage Tourism in Sussex County, Delaware” (CHAD and IPA, 2007), “Small Town Economic Development in Delaware: Is Heritage Tourism an Overlooked Tool?” (McIlvaine, 2006), and brochures relating to certain historic towns in Sussex County, produced by CHAD, are extant examples of such work.*

### **3.3. Prepare for Visitors, Protect and Manage Your Cultural, Historic and Natural Resources**

1. Package heritage tourism products.
  - Elements of the package
    - The core attraction of the package should be of local significance and reflect the image of the area.

- The price of the package should be lower than the sum of prices of the individual components.
- The package should be unique and the components of the package should have the consistent theme and quality.

### **Combining Images**

San Diego is a city combining two distinct images: beach bums and cultural aficionados. The city tourism officials decided to promote a combined image reflecting both the beach and the arts. They developed a new slogan “San Diego Art + Sol” and a website [www.sandiegoartandsoul.com](http://www.sandiegoartandsoul.com). Since 2000, San Diego has been successfully promoting itself as one of the great cultural cities in the country, without overshadowing its beach-oriented image (Bowen, 2004).

Therefore, if a community has more than one image, these images, even if they are conflicting, can be creatively packaged together to position the local community as truly unique.

(Kolb, 2006, p. 13)

- New and existing programs, activities, and events and/or promoting can be developed and promoted around heritage destinations.
  - Deep-sea sport fishing opportunities along the Sussex shore can be coordinated with and marketed in conjunction with historic amenities.
  - A train-based tour through Sussex County, development of rails-to-trails routes, bike routes, carriage rides in towns, etc. are activities that complement heritage tourism.
  - Highlight local heritage tourism-related festivals such as Millsboro’s Festival Hispano and the Apple Scapple Festival in Bridgeville. Similar programs elsewhere could complement these existing events.
  - More supporting and augmented heritage products, such as live shows, ballet, opera, antique shows, parades, celebrations of local foods, and cookbooks offering recipes for these foods can be developed to enhance tourists’ experiences and increase economic returns.
  - “Hands-on” experiences for agri-tourists, such as feeding chickens or picking strawberries, are good ways to augment the visitors’ experience.

### **South Beach’s Distinctive Architectural Style**

Miami has many art deco buildings in the South Beach area of the city. Although the art deco style had previously not been considered “historical” enough to motivate heritage tourists to visit, the Miami Design Preservation League believed that art deco lovers were a potential tourist segment. Once these tourists came, it was felt that funds sufficient to restore the buildings would also arrive.

To attract tourists, they developed the annual Art Deco Weekend in South Beach. After 25 years, this annual event has grown to include walking tours, lectures, films, music, and a parade. Vendors come from all over to sell everything art deco. The festival has grown to over 300,000 participants, and art deco devotees now also visit year round (Cross, 2005).

The lesson here is that it is important to check whether there is a distinctive architectural style used in the commercial buildings, churches, schools, or even cemeteries, whether there are groups or associations devoted to the study and appreciation of this architectural style, and whether the community can develop a tourist package to motivate the tourists to visit the community.

(Kolb, 2006, p. 59)

- Products reflecting the culture and history of local communities can be produced for sale in gift shops.
  - For example, good quality replicas of an important historic lighthouse along East End Breakwater might be for sale. In historic towns such as Lewes, Milton, and Milford, others goods such as arts, crafts, or models of buildings are also possibilities.

### **Tourists Love Culture, Especially If They Can Take a Piece Home**

Albuquerque, New Mexico, is a city offering more history than most to tourists. Its history includes the earliest Native Americans—the Navajo, the Apache, and the Pueblo people—as well as the Spanish colonizers. Tourists can learn about arts and culture at various places, including Petroglyph National Monument, the Indian Pueblo Cultural Center, and the National Hispanic Cultural Center.

Today, the Old Town area of the city is a magnet for tourists because they can still experience various cultures expressed in the variety of architectural styles and the diverse products for sale. Tourists can buy jewelry, art, and souvenirs reflecting the cultures of many groups. Learning about other cultures is more fun when you can take a bit of the culture home as a reminder of the visit (Handley, 2003).

The important questions that should be asked here are: What cultural and ethnic groups resided here, or perhaps reside to this day? Are there tours, museums, monuments, or cultural centers that invite visitors to learn more about the history and culture of these groups? Do visitors have an opportunity to purchase souvenirs to take home?

(Kolb, 2006, p. 265)

- Sell the heritage tourism packages to visitors.
  - They may be marketed through local tourism offices directly to visitors using mail, telephone, or the Internet.
  - Other entities including business (e.g., hotels), travel agencies, and tour intermediaries (e.g., tour operators, convention planners, trade associations) can also promote and distribute the packages.
  
- 2. Prepare for visitors.
  - Improve the quality and capacity of services and facilities.
    - Provide hospitality training to members of the local tourism industry to help them better understand the local community and better serve potential heritage tourists.
    - Employ appropriate signage, maps, and information centers to make local heritage attractions and local tourist services more visible and accessible.
    - Provide convenience for visitors and encourage them to stay close to attractions by locating services for shopping, lodging, and dining located historic buildings and in historic districts.
    - To the extent possible, make sure that historic sites are physically accessible to the disabled.
    - Use cohesive motifs, such as signage, to attract and guide a visitor's experiences site by site.
    - Keep attractions open at convenient times for visitors.
    - Develop service directories.
      - ✓ Develop service directories to inform visitors about accommodations, dining, and shopping opportunities.

- ✓ Develop group service directories offering information about special arrangements, tours, and discounts for large groups.
- Improve the interpretation of the heritage attractions.
  - Interpret the local historic and cultural resources using materials, such as signs, brochures, maps, videotapes, guidebooks, shows, and exhibits.
  - Develop educational products (e.g., travel tapes) that will introduce local music, culture, and history.
  - Gain the support of local tour operators by showing them that interpretation is a value-added activity for local heritage tourism.
  - Ensure the quality of interpretation by hiring guides with professional certification, using “step-on” guides, and/or using professional heritage-tour companies.

### **Learning Rather Than Just Having Fun**

Officials at the Malaysian Tourist Center understood that, before visitors to the country can understand and enjoy its art forms, they first need information on the local culture. Tourism officials decided on an ingenious method of helping visitors learn about Malaysian culture. A theatrical performance was produced in collaboration with the Majlis Kuala Lumpur Theater Company to teach tourist about *ghazal* dance, a Malaysian art form that is still used today at weddings and other formal occasions. The play entertained tourists while teaching them about a Malaysian art form, and it also communicated important Malay cultural values, such as friendship and cooperation (Alwi, 2004).

(Kolb, 2006, p. 124)

3. Protect the heritage resources for the long term.
  - Develop a preservation plan or a preservation guidebook, providing overall guidance for protecting the local cultural and historic resources.
    - *The “Delaware Comprehensive Historic Preservation Plan” (Ames, etc. 1989) developed by CHAD is a good reference point.*
  - Protect historic and cultural resources from environmental damage and from deterioration due to neglect.

- Ensure that all the buildings including those renovated, rehabilitated, and newly built, are compatible with surrounding historic environment.
  - Consider charging a fee for special programs, events, and activities, in order to control the number of visitors as well as pay for the building and rehabilitation of historic buildings.
4. Develop a management plan to coordinate various activities.
- Include remedies to improve local heritage-tourist support services, facilities, and infrastructures.
  - Prevent the authentic historic environment from being threatened by an influx of businesses selling non-local products or by the development or incompatible buildings.
    - *See the “Delaware Comprehensive Historic Preservation Plan” (Ames, etc. 1989) developed by CHAD for more ideas and approaches.*
    - *The report “Toward Heritage Tourism in Sussex County, Delaware,” developed by CHAD and IPA (2007), provides information about the threats stemming from demographic shifts, human development, and land-use change.*
  - Balance the carrying capacity of the services, historic sites, and local communities with projected visitor demand to simultaneously ensure the quality of services and protect local heritage resources.
    - Develop supplementary attractions around the key attractions, in order to direct tourists away from the crowded key attractions to the surrounding areas.
    - Protect the sensitive sites by controlling the number of tourists permitted access.
  - Quantitatively measure the costs and benefits of local heritage tourism, in order to better understand your progress, and identify problems, and manage the program more effectively and efficiently.

### **3.4. Market for Success**

Marketing strategies are an essential component in the development of heritage tourism programs. A successful marketing campaign serves to “get the word out”, creates a recognizable “brand,” and will not only attract visitors but also encourage investment and partnerships. A multi-year and multi-tiered marketing plan is needed.

1. Public relations efforts help to publicize your messages.

Public relation is important, since third-party information, such as that provided by media outlets, is generally regarded as objective, and thus trustworthy.

- Develop a good relationship with members of the media, such as local newspaper journalists and broadcast reporters, to generate a sense of familiarity, trust, and shared purpose.
  - Prepare a press kit with useful background information on the community’s heritage resources.
  - Arrange heritage tours for members of the media to make them fully appreciate local cultural and historic resources and attractions.
  - Maintain contact with media of varying markets (local, regional, national, and international) and types (e.g., both electronic and print media).
- Build community awareness.
  - Arrange educational tours, special activities, and special events for local officials and the public to arouse their interests and gain their support.
  - Allow local residents visit some heritage attractions for free.
  - Use interpretive and interactive educational programs to involve children and students in local heritage tourism programs.
- Press releases, publicity photos, and public speeches are also important tools for developing public relations; choose the most appropriate tool for a particular task.
  - Set up an image library to inventory and document photos, digital images, and scanned documents, PowerPoint files, and other related material.

- A speaker’s bureau can respond to the requests for the information about local heritage by providing willing and knowledgeable speakers for groups, events, etc.
- Develop a crisis-management plan to respond to any unexpected disaster or crisis. A coordinator should be specified, and the response to a potential crisis should be determined ahead of time.
- Announce all local cultural events in a press release.
- Continually conduct public relations activities, since it is an efficient and cost-effective way to help a community retain its attractiveness to visitors.

**Sample Public Relations-Plan Worksheet**

First make sure the message and target are clearly laid out. The table below can help organize the plan by identifying major tasks, the person(s) responsible, and associated costs.

<b>Method</b>	<b>Person Responsible</b>	<b>Estimated Cost</b>	<b>Proposed Idea</b>
Media kit (brochure, photos, article)			
Press releases (general, event-specific, crisis)			
Speeches (public service organizations)			
Sponsorship (races, concerts, contests)			
Photographs (city, people, core product)			

(Kolb, 2006, p. 258)

2. Advertising

Advertising—“a paid promotion involving either print or broadcast media to communicate the marketing message where the [payer of] the ad is identified” (Kolb, 2006, p. 237)—can be used to promote local heritage tourism programs and your community to your target audiences, finances permitting.

- Choose a medium based on budget and the desired message.
  - For print advertising, newspapers and magazines are obvious choices, but other low-cost print media, such as bus placards, posters, brochures, flyers, bumper stickers, postcards, and the like should not be ignored.

- ✓ Low-cost print advertising can be distributed by direct mail to companies and local business, colleges, libraries, community centers, hotels, etc.
- ✓ Kiosks and banners at transportation hubs, tourist attractions, and town centers, or advertising on items such as the back of ticket stubs, can also be effective.
- ✓ Students can be hired to circulate and distribute print advertising where tourists congregate.
- Broadcast advertising can be distributed by TV, radio, videos, CDs, DVDs, online video clips, etc., particularly when visual communication is warranted.
- Consider the geographic extent of the local heritage tourism program.
  - At the local scale, local newspapers, radio, or cable TV stations should provide sufficiently wide coverage.
  - At the regional scale, media that reaches a wider audience in the surrounding metropolitan areas is necessary (e.g., *The News Journal*, *Philadelphia Inquirer*, or *Washington Post*).
  - Nationally and internationally, it is likely that major media outlets would have to be used.
- Beyond consumer advertising, it can also be beneficial to advertise in trade journals or publications of professional associations to reach travel-industry and related professionals.
- Look for a partnership if you are short of funding.
  - Consider developing a partnership when there is high risk, for example, when targeting a new market or using an expensive medium such as television.
  - Consider developing a partnership with a higher-level travel organization, state tourism office, or larger retail outlet.
- Conduct a coherent advertising campaign and develop a plan to measure its effectiveness.

**Making the Website Address the Main Message**

Several hurricanes in one year brought a negative image to tourism in Florida, so the Greater Fort Lauderdale Convention & Visitors Bureau realized they had to show potential tourists that Fort Lauderdale is still a desirable tourism destination, with plenty of sunshine and beautiful scenery. They used ads showing photos of sunny beaches, the traditional image of Florida. The ads ran in traditional magazines and newspapers, as well as non-traditional media such as bus wrappers and CNN TV feeds in the airport. What is unique about those ads is that the only written information included on ads was the Convention & Visitor’s Bureau’s website address. The purpose was to direct people to access the website for further, detailed information (Schoettle, 2004).

(Kolb, 2006, p. 274)

**Sample Advertising Plan Worksheet**

Once the targeted market segment has been identified and the marketing message developed, the table below can help guide appropriate advertising avenues.

Method	Message	Estimated Cost	Proposed Idea
Print advertising (newspaper, magazine)			
Broadcast (TV ads, radio spots, videos)			
Brochures (mailers, general, event specific)			
Other print (Posters, buttons, flyers)			

(Kolb, 2006, p. 257)

3. Develop imagery that will be used for promotion.

Use these images on a variety of graphic outlets and materials.

- Create a logo representing the identity of local heritage and the values of the local community.
- An effective and attractive website is a necessity, since the Web is often a key, or even sometimes the sole source of information used by tourists.
  - The website should be more functional than a brochure on the screen. It should be able to identify potential tourists and capture basic information about them (e.g., zip code).
  - The website should be interactive, allowing users to request information and get meaningful answers. Simple ways to achieve this include placing “Contact Us” and “Frequently Asked Questions” sections on the site.

- Prominently position the branded image, such as the logo, on the website.
- Continually test and evaluate the website to see whether it is attractive, helpful, and user-friendly.
- *A website introducing heritage tourism, recent development trends in Sussex County, heritage resources, and potential threats to the cultural and historic amenities of the county is being developed by IPA, to be hosted on the CCEI website.*

### Visit Texas Online

The website [www.traveltex.com](http://www.traveltex.com), developed by the Texas Economic Development and Tourism Office, provides both information and fun. The site provides information about cities, activities, and events and allows users to search for lodging and itineraries for driving tours. The website even has a special section targeted at the market segment of Canadians who travel to Texas during the winter months. Their homepage especially welcomes them by providing special offers and customized information.

The website also allows users an interactive experience. The website has a shopping site where viewers can purchase Texas merchandise; it provides fun games such as a Texas Trivia Quiz to teach browsers more about Texas; it also offers potential tourists sales incentives, such as free coupons (Office of the Governor, 2005).

Here, the questions for communities are: What types of services does or will your tourism website provide? What amenities such as games, contests, etc. might be included? Do you have current listings for all festivals and events? Do you want to address the needs of particular segments of tourists (e.g., seniors, children, or any particular cultural or ethnic group)?

(Kolb, 2006, p. 277)

- Print brochures or produce videos promoting local heritage attractions and directing visitors to specific localities in Sussex County.
  - Consider first how the material will be distributed, where, and to whom, as well as how to respond to requests for further information (such as a website, toll-free phone number, or mailing address).
    - ✓ *CHAD has created a booklet generally introducing heritage attractions in Sussex County and another specifically introducing the heritage of the Town of Milton, one of the county's historic treasures.*

- Include the brochures and/or video in a press kit and distribute them through established public relations channels. Also display them at trade shows and other key locations such as visitor centers and tourist attractions.
  - Develop specialized brochures or videos for specific special sites and activities.
  - Continually evaluate the effectiveness of graphic materials by determining whether tourists have been influenced by these materials.
4. Promote your local heritage tourism programs.
- Promote the local heritage tourism programs at tourism industry shows, if it is financially feasible.
    - Check SHPO and other tourism organizations, such as the Historical Society of Delaware, to find out the schedule of heritage tourism industry shows. If the expense, including exhibit design, hand-out materials, registration, travel, lodging, and staffing, is too high, consider partnering with another group to share costs.
  - Develop familiarization tours (or “fam tours”) to help promote your program. Fam tours are “free trips to the city that are offered to the decision-makers who work for travel intermediaries, such as tour operators and convention-planning businesses” (Kolb, 2006, p. 290).
    - Steps include developing a budget and invitee list, sending invitations, producing tours, preparing promotional packets, arranging for lodging, identifying business partners, and arranging for transportation.
  - Go beyond Sussex County to promote your heritage tourism program.
    - Contact key people in the target location outside Sussex County, including travel agents, tour operators, journalists, and others.
    - Promote the heritage tourism program in Sussex County at various scales and through various outlets, such as tour bus companies, airlines, or the Travel Industry Association of America.

5. Cooperate with others if you lack expertise, funding, or staff resources.
  - Collaborate with SHPO to create joint promotional messages, joint distribution of promotional material, marketing advice, mailing lists, and training information.
  - Hire an advertising agency to research the target market, determine appropriate marketing strategies, develop the market message, design the promotional material, choose the appropriate media, and evaluate the effects of advertising.
  - Hire a marketing consultant when conducting special tasks, such as developing a new image for a local community.
    - Assess the reputations and capacities of the candidate consulting companies.
    - Before signing the contract with the chosen consulting company, clearly communicate your expectations and clearly understand what they will deliver and at what cost.

#### **Even New York City Needs Collaboration**

Even though tourism is the number one industry in New York City, the city still feels that it has been under-spending on tourism promotion in comparison with competing cities. Rather than simply spending money to print brochures, NYC & Co., the official marketing arm of New York City, adopted an innovative promotional strategy in collaboration with cable TV's History Channel. The goal of the effort is to brand the city as a place rich in history.

An official History Center will be opened in lower Manhattan as the starting point of historic tours, activities, and events. The History Channel will help develop the tour and organize and promote a campaign to save New York's historic monuments and sites. NYC & Co. will buy advertising time on the History Channel and its affiliates to run 30-second spots promoting tourism in New York City, and the city will promote the History Channel on bus stop shelters, phone kiosks, and street-pole banners.

Both NYC & Co. and the History Channel will benefit. The city will get new tourism opportunities. The History Channel sells broadcast time, gets free advertising, and associates their name with one of the greatest cities of the world (PR Newswire, 2004).

(Kolb, 2006, p. 294)

- Collaborate with neighboring places, such as Kent County and New Castle County in Delaware, communities within those counties, or communities and counties in neighboring states. The synergy produced by collaborating with

places sharing similar markets and with similar-sized budgets can be mutually beneficial.

#### **Collaboration Among Six Cities**

Cities in western Kansas realized that tour operators thought of them as “drive-through” country for people heading to the Rocky Mountains. Six of these cities—Salina, Dodge City, Hays, Liberal, Hutchinson, and Garden City—began working together in order to attract attention. They launched a campaign to brand themselves as “Wild West Kansas.” They produced a brochure highlighting unique and quirky activities and sent it to tour bus operators. The brochure, “101 Reasons to Visit Wild West Kansas,” was so well-received that it won an award as one of the ten best marketing ideas of the year from the American Bus Association (Montague, 2004).

(Kolb, 2006, p. 299)

#### **4. Using This Guidebook**

The Guidebook will help communities in Sussex County, Delaware, to build and implement heritage tourism programs, in order to use cultural and historic resources to strengthen the local tourism industry and use heritage tourism as an effective tool to develop and diversify the local economy.

A variety of possible strategies and activities for implementing heritage tourism programs in Sussex County have been presented in a comprehensive way. “Four steps” (NTHP, 2008) for implementing heritage tourism programs are adopted as the framework and guiding principle. Under each of these four general steps, a list of detailed strategies and activities that Sussex communities might consider for developing their own specific plans are suggested. Examples of the activities successfully adopted by other communities or states are also provided, in order that communities in Sussex County might have concrete examples of how to implement these strategies and conduct these activities.

The approaches presented here are intended to help communities in Sussex County develop their own heritage tourism strategic plans based on their particular conditions and characters. Since each community is unique, each might utilize this Guidebook in a

different way. Some locales may already have mature heritage programs; it is hoped that these groups, along with outside resources, can provide advice and support to others seeking to develop similarly. Communication and partnerships among all interested groups is paramount for heritage tourism as an integrated approach to preservation and economic development to succeed. Communities can adopt, add, change, or delete the strategies and activities suggested, according to their unique natural, social, and economic environments, conditions, and resources. For example, the historic communities in eastern Sussex may develop heritage tourism programs based on maritime tradition, and those in western Sussex may favor agri-tourism programs.

The audience for this Guidebook is intended to be wide. It is hoped that state and local government agencies, nonprofits, chambers of commerce and other business interests, as well as individual citizens can use the ideas presented here to better understand how to get involved supporting heritage tourism programs in Sussex County. For example, governments can provide tax incentives to attract the private sector to rehabilitate, renovate, or adaptively reuse historic buildings in communities. Governments can designate historic and cultural districts to create opportunities for heritage-relevant activities and businesses opportunities. Business interests can take the lead in creating the necessary infrastructure of the tourism industry and promote the preservation of significant buildings and sites through adaptive reuse. Individuals can participate through local organizations and by becoming “ambassadors” of preservation and guides to the lesser-known treasures to be found throughout the county.

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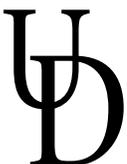


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