

# TOURISM HANDBOOK

*Putting Virginia's History to Work*



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Virginia Department of Historic Resources

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# INTRODUCTION

**T**ourism is the world's leading industry. And heritage and cultural tourism are among its fastest growing segments. Today's national and international travelers look for fulfilling travel destinations that provide authentic historical, cultural, and natural experiences of an area or region. To be able to provide exciting and competitive packages, travel-related organizations can maximize their strengths by forming public and private partnerships within communities and regions. Such partnerships leverage resources to develop and promote programs that meet travelers' needs for enriching, integrated experiences.

Now is the time for Virginia communities to join forces through local and regional tourism partnerships. In 2007, Virginia will commemorate the 400th anniversary of the landing at Jamestown, and an additional eight million tourists are expected to travel to the Commonwealth between now and that time. In 2007, the eyes of the world will look to Virginia as we commemorate the founding of a new nation. Communities across Virginia will have the opportunity to tell their full stories to the world as we commemorate more than 400 years of history. It is time to get ready!



*Historic resources provide a "living laboratory" in which to learn. They create an excellent opportunity to teach children about history and culture with hands-on experiences, such as the lesson this young visitor is receiving using navigational tools.*

This handbook is designed to take you through the process of developing a heritage tourism program that meets the needs and tourism goals of your community or region. The first portion of this guide explains the benefits of heritage tourism to communities. By understanding heritage tourism and the typical traveler, you will be poised to form public and private tourism partnerships and to develop tourism programs that highlight your community's defining historic,

cultural, and natural resources. Critical to your efforts, too, will be evaluating your program once it is in place.

The Department of Historic Resources (DHR) and the Virginia Tourism Corporation (VTC) can aid communities in using their historic resources in successful tourism programs. The Department of Historic Resources, the state's historic preservation office, through its regional office system, the department works closely with communities to help them realize their economic and cultural goals using their historic assets, including facilitating local and regional partnerships that reap the benefits of successful tourism programs and strengthen community vitality. Those benefits include:

- Attracting new investment
- Creating new jobs
- Revitalizing downtowns and neighborhoods
- Building community pride and citizenship
- Educating children about their heritage

The Virginia Tourism Corporation, the state's tourism office, is dedicated to making Virginia a premiere destination and to helping localities enhance what they can offer visitors. Staff at VTC can help communities realize their tourism goals through aid in tourism development, grants programs, marketing and

advertising, and an in-depth knowledge of tourism facts and figures and visitor demographics. Over the past several years, working in consortia or in various partnerships, the Department of Historic Resources, the Virginia Tourism Corporation, the Virginia Commission for the Arts (VCA), the Public Service Programs and Outreach Division of Virginia Tech, and the Virginia Association of Museums have worked together to present conferences and training sessions that have provided learning opportunities about cultural tourism development from a community and local perspective. On a larger scale, the Governor's Tourism Conference, held every spring, presents all aspects of tourism on a statewide level.

The VCA encourages Virginia arts organizations to explore partnership opportunities in cultural tourism development. Staff at VCA can advise arts organizations on how best to participate in such efforts and how to seek funding for these programs.

Together DHR, VTC, and VCA are poised to work with communities to help them develop a cultural legacy and to tell their stories to Virginia's visitors—an investment that will yield many dividends for years to come. You can reach VTC, DHR, or VCA staff at the following addresses.

**Virginia Tourism Corporation**  
901 East Byrd Street  
Richmond, VA 23219  
(804) 786-2051  
[www.vatc.org](http://www.vatc.org)

**Virginia Commission for the Arts**  
Lewis House, 2nd Floor  
223 Governor Street  
Richmond, VA 23219  
(804) 225-3132  
[www.artswire.org/~vacomm](http://www.artswire.org/~vacomm)

**Department of Historic Resources**  
2801 Kensington Avenue  
Richmond, VA 23219  
(804) 267-2323  
[www.dhr.state.va.us](http://www.dhr.state.va.us)

#### **DHR regional offices:**

**Capital Region Office**  
19-B Bollingbrook Street  
Petersburg, VA 23803  
(804) 863-1626

**Portsmouth Regional Office**  
612 Court Street, 3rd Floor  
Portsmouth, VA 23704  
(757) 396-6709

**Roanoke Regional Office**  
1030 Penmar Avenue, SE  
Roanoke, VA 24013  
(540) 857-7585

**Winchester Regional Office**  
107 North Kent Street  
Winchester, VA 22601  
(540) 722-3427

# HERITAGE AND CULTURAL TOURISM

## OVERVIEW

### **Historic Resources—*Putting Virginia's History to Work***

**H**istory is one of Virginia's leading assets. No other state in the country can match Virginia's rich legacy of history. The entire world knows of Jamestown, Colonial Williamsburg, Mount Vernon, and Monticello. At Virginia's roots lies not only the rich and diverse history of a state, but of a nation. And yet, as Virginians, we tend to take our history for granted. Communities, towns, and cities throughout the state can benefit from recognizing and using their historic resources—historic buildings, structures, landmarks, and archaeological sites—as economic assets and community-building tools.

A tremendous wealth of historic resources can be found in our communities, forming a rich collection of sites, many of which serve as cultural anchors. The ranges of resources encompasses not just mansions and monuments, but places such as:

- Farmhouses and barns
- Schools
- Mills
- Mining structures

- Covered bridges
- Warehouses and factories
- Churches, synagogues, and cemeteries
- Rural landscapes, and much, much more!

Historic resources give communities their sense of identity and sense of place. There are many benefits to using historic resources as assets. Among the most tangible effects of this forward-looking strategy are:

- Revitalization of neighborhoods and towns
- Increased and sustainable tourism
- Attracting investment for economic development
- Educating children
- Building citizenship

### **Revitalization**

Rehabilitation of old and historic buildings rejuvenates decaying neighborhoods, towns, and cities. The state tax credit, managed by DHR and one of the most generous of its kind in the nation, can recapture expenses used for the rehabilitation of both income-producing and residential historic properties. With the state credit, property owners can harness a 25% credit on eligible expens-

es. Income-producing rehabilitations are eligible for an additional 20% federal tax credit. Every community, city, and town can employ this tool to bring blighted areas back to life.

### Tourism

We can no longer ignore the potential that exists for doing more with our history. **Tourism is the world's #1 industry.** Heritage tourism is already an important part of Virginia's tourism industry, but much remains to be done through creative local and regional product development. Developing heritage tourism begins with caring for our authentic historic buildings and sites, and taking the initiative to work with local, regional, and out-of-state partners to develop a tourism strategy.

### Economic Development

A revitalized community can attract new businesses and stimulate additional economic development. In deciding where to build, investors weigh the underlying business considerations. If different locations have an equally strong economic base, quality of life considerations will weigh heavily in the outcome. Virginia offers a unique combination of history, culture, scenic natural beauty, and recreation. This combination many times allows companies to attract and hold onto their employees because they enjoy their living environment. **History can and**

**should be used as a selling point for community economic development.**

### Education

Historic places and museums provide excellent opportunities to teach children about history and culture. Historic places, buildings, and structures can be studied and interpreted. Interpreting archaeological and historic sites, like interpreting written documents, challenges us to think, and makes us more aware and understanding of the events, people, and ideas that shaped our present and that will influence our future. Our historic resources provide a “living laboratory” in which to learn. Educating with historic resources supports programs that satisfy the Standards of Learning while ensuring that future generations value the historic resources that provide a record of their heritage.

We are all searching for ways to strengthen our communities. Places of history are the most tangible reflections of a community's heritage and document the human experience. By respecting these resources, a community keeps its collective memory alive and develops a sense of place. This, in turn, fosters civic pride, citizenship, and a sense of personal responsibility.



*The Virginia Museum of Transportation in Roanoke houses the South's largest collection of transportation artifacts. Visitors tour authentic trains in the museum's outdoor exhibit.*

# WHAT IS HERITAGE AND CULTURAL TOURISM?

*Heritage and cultural tourism is travel directed toward experiencing the arts, history, and special character of a place in an exciting, informative way.*

**H**eritage and cultural tourism is a rapidly growing niche market. This market is fueled by an increasing number of domestic and international travelers, and by the increasing ease of global communication. To this demand, add the mindset of travelers who feel overwhelmed by fast-paced, compressed, distracted daily lives and fewer hours of leisure time. These travelers are looking for focused, fulfilling vacations that enable them to experience the authentic “look and feel” of a local or regional culture. All over the world, local and regional partnerships—among historic sites and museums, cultural attractions, local adventure businesses, hotels, bed and breakfasts, and restaurants—are forming to develop and interpret this quality of local authenticity, and to capture this growing tourism market.



*Annual wine festivals are among the special events regularly featured at many Virginia wineries. Creating unique and exciting ways for visitors to learn about an attraction will enhance their overall experience.*

# THE BENEFITS OF HERITAGE AND CULTURAL TOURISM

- **Protects historic, cultural, and natural resources in communities, towns, and cities.** People become involved in their community when they can relate to their personal, family, community, regional, or national heritage. This connection motivates residents to safeguard their shared resources and practice good stewardship.
- **Educates residents and visitors about local/regional history and traditions.** Through the research and development of heritage and cultural sites, residents will become better informed about local/regional history and traditions that can be shared with visitors.
- **Builds closer, stronger communities.** A knowledge of heritage provides continuity and context for communities that:
  - ◆ Instills respect in its residents
  - ◆ Strengthens citizenship values
  - ◆ Builds community pride
  - ◆ Improves quality of life
- **Promotes economic and civic vitality of a community or region.** Economic benefits of cultural and heritage tourism include:
  - ◆ Creation of new jobs in the travel industry, at cultural attractions, and in travel-related establishments
  - ◆ Economic diversification in the service industry (restaurants, hotels/motels, bed-and-breakfasts, tour guide services), manufacturing (arts and crafts, souvenirs, publications), and agriculture (specialty gardens or farmers markets)
  - ◆ Encouragement of local ownership of small businesses; higher property values
  - ◆ Increased retail sales; substantial tax revenues

# TRENDS, FACTS, AND FIGURES FOR HERITAGE AND CULTURAL TOURISM

*T*ourism is the world's largest industry with \$476 billion in annual revenues. Heritage and cultural tourism are among the fastest growing segments of the industry. Tourism, foreign and domestic, is a dynamic economic force in today's world economy.

International markets are clearly the growth centers for the future of tourism. Recent research shows that travel and tourism is a leading national export, generating \$90 billion spent by international visitors in one year. International travelers spent as much as \$337 million annually in Virginia in 1999. Top international markets for Virginia destinations continue to be Canada, the U.K., Germany, France, Japan, and Mexico. These countries claim more than 80% of Virginia's international market. Emerging international markets for Virginia destinations include South America, Australia, Italy, and the Netherlands.



*In 2007, the eyes of the world will be on Virginia, as the state commemorates the 400th anniversary of the beginnings of a new nation. At Jamestown Settlement, visitors shake their heads in wonder at the three ships, the Godspeed, Susan Constant, and Discovery, which transported 104 settlers to Virginia in 1607.*

The latest figures have found that among domestic travelers in the U.S., families accounted for 72% of all vacation travel.

The five top destinations were:

1. Cities
2. Historic sites
3. Beaches
4. Lakes
5. Family reunions

Travelers were found to combine shopping, outdoor activities, and visiting museums and historic sites in their top three activities.

### **Current Facts for Travel and Tourism in Virginia:**

- Traveler spending in Virginia generated \$13.1 billion in direct revenues in 2000. (Recently, Virginia was ranked 10th in the nation in domestic traveler spending.)
- Tourists contributed more than \$603 million in state taxes, and generate \$300 million in local travel-related excise taxes in 1999.
- Out-of-state traveler spending at arts and cultural organizations generates \$342 million in revenues for Virginia tourism businesses.
- In 1999, more than 33 million visitors traveled to and within Virginia.
- Travel is the third largest employer in Virginia, and accounted for 207,000 jobs in 2000, behind health services and business services.

- Travel is the third-largest retail industry behind automotive sales and food stores.
- Retail sales of more than \$70 billion were made by travelers in 2000, including lodging (2.3 bil.), food service (7.8 bil.), gasoline (3.6 bil.), car rental sales (633 mil.), and grocery (10.1 bil.).

# DEMOGRAPHICS OF THE CULTURAL TOURIST

*“These days people don’t travel just to escape. They travel to enrich their lives.”* — Arthur Frommer

**The cultural tourist seeks travel experiences that are challenging and thought provoking, and that broaden and deepen understanding of other lands and peoples.** Cultural tourists are looking to experience destinations with a distinctive sense of place, and are putting less importance on factors such as luxury resorts, shopping, and good night life. Communities throughout the country offer a wide variety of heritage and cultural opportunities for the cultural tourist. Some examples include:

- ◆ Museums, which are emerging as anchors for local culture
- ◆ Historic neighborhoods, sites, buildings, and rural landscapes
- ◆ Arts and crafts fairs
- ◆ Traditional music and dance festivals
- ◆ Theatrical shows

Today’s traveler, it seems, is in search of the “real” America. Meet the cultural tourist, or what some have dubbed the “intelligent traveler.”

Research by Louis Harris, Inc., Decima Research, and the National Trust for Historic Preservation gives us the following profile of the cultural tourist:

- **Well-educated**—Most cultural tourists have advanced degrees. Education level is the single most significant factor that influences cultural participation, environmental concerns, affluence, and travel.
- **Increasing age**—Baby boomers are in their mid-fifties. Participation in cultural and heritage events peaks between the ages of 45 and 65. These people are at the height of their careers, possess the highest earning power of their lives, and have the highest level of discretionary income. In 20 years, 54% of the U.S. population will be over the age of 50.
- **Decision-making role of women**—Women continue to control more personal discretionary income, a significant factor in today’s economy. Women typically set family vacation plans. Among tourism professionals, a majority of group trip planners are women. In education, schoolteachers, a large number of whom are women,

make decisions about destinations for their students.

- **Takes a global view**—International tourism is on the rise. If the price is right, the cultural tourist is just as likely to travel to Europe, Asia, or Africa as to come to the United States and Virginia.
- **More choices**—With travel options growing, competition will be keen.
- **Spends more money**—According to The Virginia Visitor Study (1997-1998) visitors whose trips included a cultural event, historic site, or heritage festival figures spent an average of \$167 per person, which is \$74 more than other pleasure visitors—an increase of 80%! Mean spending per travel party per day is 50% higher than for regular pleasure visitor travel parties—and because these visitors tend to stay longer, the mean spending per travel party is \$413, which is again 80% more than the \$230 mean for regular pleasure visitor travel parties. Cultural tourists often spend their money on:
  - ◆ Heritage experiences
  - ◆ Antiques and art
  - ◆ Gourmet food
  - ◆ Wine
  - ◆ Health food
- ◆ Outdoor experiences—biking, hiking, canoeing, kayaking, bird watching
- **Stays overnight in hotels**
- **Stays longer than the average traveler**—In 1998, 46% of United States travelers (92.4 million) included a cultural, arts, heritage, or historic activity while on a trip of 50 miles or more. Of those, 29 % (26.7 million) added extra time to their trip because of that activity or event.
- **Visits more sites, cities, and regions than the average traveler**
- **Demands high quality services**—Based on the latest evidence, cultural tourists look for high quality in infrastructure and services—good roads, hotels, motels, restaurants, restrooms, shuttles, bus stops, and other necessary amenities. They also require reliable ease, safety, and security in traveling to and from a destination.
- **Emphasizes authenticity**—The cultural tourist seeks out experiences that are genuine in order to learn more about a community or region's authentic history and culture. Along with authenticity, research shows that the cultural tourist is looking for

answers. In Virginia, we have the opportunity to fulfill the real need to make connections and deepen cultural understanding by interpreting our resources in programs that present a broad historical context. For example, after visiting the nine sites where Thomas Jefferson lived and worked, travelers learn more about the Jeffersonian principles of democracy upon which this country was founded.

- **Demands accountability**—Increasing access to global communication has made travelers more discerning. Cultural tourists will be better informed and more demanding of

accountability. They look for delivery of authenticity, value for the dollar, and experiences that will meet their needs and expectations, i.e.—regarding international travelers, can you speak their language? Do you deliver what you promise? Do you tell the whole story?

- **Looks for easy-to-do, accessible high-quality travel experiences**—

Because of time constraints, including less leisure time, cultural tourists look for unique and enriching travel experiences that will combine education, entertainment, and authenticity while satisfying varied interests: visits to historic sites, daytime or evening cultural events, outdoor experiences, and fine dining.

Travelers today want to be able to dial a toll-free number, and, for one package price, purchase a vacation experience that will take care of their basic needs and satisfy their varied interests. Or they want to arrive at a destination to find that attractions, dining, and lodging are well coordinated. To fulfill this demand, many communities are forming public and private partnerships and alliances.

*The cultural tourist is looking for experiences that are enriching and distinctive. Communities across Virginia offer a wide variety of authentic opportunities for the cultural tourist, including traditional music and dance festivals.*



# FORMING PARTNERSHIPS AND ALLIANCES

**T**ravelers are seeking new experiences; therefore, cultural attractions need to focus on what makes their site, area, or region unique. Forming public and private partnerships and alliances with other cultural attractions, organizations, or businesses in the area or region leverages resources to offer an attractive experience to visitors.

## Linking Resources

One creative collaborative approach to attract tourists is to link natural, historical, and/or cultural resources in an area or region using specific themes. This method draws tourists to attractions that they might not otherwise visit because of a lack of knowledge about the area, and provides an itinerary that will satisfy varied interests. Cultural attractions can leverage their resources when forming a partnership or alliance to create programs such as:

- **Historic trails**—trails that link historic sites thematically, such as the African American Heritage Trail being developed by the Virginia Foundation for the Humanities
- **Heritage corridors**—regional promotions that the focus historic sites along a scenic route, river, or geographical area, such as the industrial furnaces concentrated in the Shenandoah Valley
- **Special programs**—programs designed to attract visitors, such as the Banner Lecture Series presented by the Virginia Historical Society
- **Special events**—one-time, annual, or series of events designed to attract visitors, such as the Bedford Heritage Festival
- **Unique packaging concepts**—packages that link sites within a region usually for one- to three-day stays, such as the Colonial Trails—South of the River Tour that includes Virginia Indian sites, Civil War sites, manor houses, a visit with a Virginia wildlife artist, a walking tour, and a church for one price

## Special Events

Special events attract visitors to your community or region and are necessary elements of ongoing heritage and cultural tourism efforts. A series of events that explores different time periods and themes in the community or region's history greatly adds to the knowledge and appreciation of what took place there. Special events work on two levels:

- 1) To attract and excite visitors about your community or region
- 2) To raise residents' awareness about the breadth and depth of the community's or region's heritage

**Consider the following timeline when developing a special event or series of events:**

- 1) **Nine to 12 months before event:**  
Begin planning, include regular meetings with community and regional leaders to bring into focus themes, cooperative efforts, and promotional campaigns to develop signage, banners, posters, buttons, etc.
- 2) **Five to six months before event:**  
Seek local radio and/or TV sponsors—arrangements should be completed at least three months prior to event(s).
- 3) **One month before event:** Write and send copies of public service announcements to local radio stations; these should be timed for 10- to 30-second spots. Signage, banners, posters, buttons, etc., should be mailed to local merchants, historic sites, local government offices, restaurants, and schools.
- 4) **Two weeks before event:** Submit press releases to local newspapers, radio, and TV stations; ask for possible on-site coverage.

**Thematic Packaging**

The use of thematic collaborations and packages, as well as the creation of historic trails and heritage areas, combines

several experiences unique to an area or region and develops a more complete understanding and appreciation of the area. It also encourages communities to focus on product development distinctive to their specific area or region. These offerings are especially attractive to the cultural tourist who is looking for easily accessible high-quality travel experiences.

Examples follow of successful thematic and regional collaborations and partnerships, grassroots tourism development, and use of existing programs to raise visibility and public interest. Many of these program concepts could be emulated on larger or smaller scales, different themes, or packages that would work for your region. If you want to find out more about the nuts-and-bolts of how these programs were developed and implemented, or other tips for success, please call the appropriate listed contact.

***Gloucester County Country Store and Post Office Driving Tour***

The Gloucester County Country Store Driving Tour is a prime example of a locality taking stock of its historic resources, realizing what it has, and creating a heritage tourism program that tells its story. Gloucester County is home to many country stores and post offices that sprang up during the late 19th and early 20th centuries to trade with the



*Special events can act as hooks to attract visitors to a community or region. The Virginia Gold Cup steeplechases held each spring and fall in Warrenton bring thousands of visitors to the area.*

flourishing steamship lines. As the steamship trade shifted to automobile trade, the country stores started to dwindle. Recognizing this, the county documented the two dozen or so remaining stores and post offices through DHR's Survey and Planning Cost Share Program. Through the program, the department partners with localities to partially finance and administer survey projects. After the stores were surveyed, the county had detailed information with which to create a heritage tourism program to present Gloucester's story and relationship with the water to its visitors. Funds from the cost share project were used to create a driving tour

brochure, complete with a history of 16 of the stores.

The driving tour and the Web site version are extremely popular. Since the tour began, there have been hundreds of requests for the brochures, tourism has increased in the county, and store owners have reported an increase in customers. Teachers at half of the schools in the area have taken the fieldtrip guidebooks that were printed by the county as part of the project to plan school trips. The majority of people who take the driving tour are visiting Gloucester already, but stay longer because of the tour. The result of this is that more



*From very modest beginnings, Virginia's Civil War Trails has grown to become one of the leading thematic heritage tourism packages in the state.*

revenue is generated from gas, food, and lodging.

For more information, contact Carol Steele at Gloucester County Parks and Recreation: (804) 692-1261; or find the tour on the Web: [www.co.gloucester.va.us/pr/tourism/podt.htm](http://www.co.gloucester.va.us/pr/tourism/podt.htm)

### **Virginia Civil War Trails**

The Virginia Civil War Trails (VCWT) began when four county planners met for lunch and said, "Wouldn't it be great if Virginia's key Civil War sites were linked in a driving tour?" They took the idea to their supervisors, and the rest is history.

To begin the program, the seven partnering localities pooled \$25,000 to leverage \$650,000 in ISTEA (Intermodal Surface Transportation Efficiency Act, *see* Resources section) funds to create the first trail. Now the trails link more than 260 well-known and lesser-known Virginia Civil War related sites and attract thousands of visitors. Together, they tell the story of those who experienced triumph and tragedy during the war.

The sites are linked through directional trailblazing signs bearing the "Virginia Civil War Trails" name and logo. Map-brochures, as well as radio transmission on an AM band on the Lee's Retreat route, guide visitors. Interpretive signs

are located at each site to explain its significance in the war. The sites are organized into five trails:

- **Lee's Retreat**, linking 31 sites between Petersburg and Appomattox Court House
- **Lee vs. Grant: The 1864 Campaign**, an approximately 150-mile drive to 81 major historical sites in central Virginia
- **1862 Peninsular Campaign**, linking 51 sites between Portsmouth and Hanover County
- **Northern Virginia Campaign: Crossroads of Conflict**, consisting of 35 sites framed by the Rappahannock and Potomac Rivers
- **Shenandoah Valley: Avenue of Invasion**, 29 sites along the Shenandoah trail follow I-81 from Roanoke to Winchester

Since the inception of the trails, many additional sites have joined, increasing the breadth of the partnership. Of the more than 260 current sites, 208 of them have never been interpreted for the public before and have capitalized on the VCWT partnership to raise their profile. What began as a modest seven-county consortium has grown statewide, leveraging tens of millions of dollars to fund the expansion of the project. Now self-sufficient, the VCWT operates by charging sites a fee to maintain the Civil War Trails markers, and the money goes into

a pool for the shared expenses of signs and reprinting brochures.

Visitation to the trails has had significant economic benefit for Virginia. The Virginia Economic Development Partnership published an economic profile of the trails in 1998, estimating that 16,500 people had completed at least one of the five trails. These tourists spent, on an average, \$66 per person per day (as opposed to the \$42 of a normal traveler), totaling \$1.1 million spent by Virginia Civil War Trails travelers, in addition to the revenue from those tourists who do not complete an entire trail. Because the trails include so many sites, the stops across the state bring visitors into remote counties that have never before seen tourism revenue.

To find out more about the Virginia Civil War Trails, call 1-888-248-4592.

### ***Montgomery Coal Mining Heritage Education Park***

The Montgomery Coal Mining Heritage Education Park is a strong example of the power of once-forgotten stories to unite and transform a community. This 31-acre outdoor education park is poised to become one of Southwest Virginia's best heritage tourism success stories. After the mine was closed in 1934, the site became abandoned and the area impoverished. The revitalization process

began at Radford University, where Dr. Mary LaLone assigned her applied anthropology class to collect oral histories from the former mine workers. This, coupled with a newspaper series focusing on the county's history, sparked regional interest. Through partnerships set into motion by Lalone, the park was created. The partners involved were the mining association, the Montgomery County Planning Office, the Department of Historic Resources, other state and local government agencies, and local preservation organizations.

The heritage park will tell visitors the story of the coal-mining families who lived in the area during the past 100 years. It is linked to nearby communities along the recreational Huckleberry Rails to Trails project, increasing its regional visibility and accessibility. The park reaches 123,000 area school children, welcomes 17% of its total visitors from other counties and 8% from other states, and has created five new jobs. Most importantly, however, the park is rekindling pride in the mining families for their community and their heritage.

For more information, call Joe Powers, Montgomery County Planning Department: (504) 382-5750.

***George Washington's Office Museum***  
George Washington's Office Museum

could have remained a low-profile site, but instead examined what resources it had available and took steps to improve the existing museum, increase visitation, and raise awareness of its importance as a cultural asset in the community. The museum formed a partnership with the Department of Historic Resources through the Threatened Sites Program to help protect the fragile archaeological site near the museum. The program enables archaeologists and volunteers to record information about archaeological sites that are in danger of being bulldozed, vandalized, looted, sold, or eroded because of weather and the passage of time. The collected artifacts are placed in museums and cataloged in the statewide artifact inventory database. This excavation caught the attention of local media, and sparked local interest. As a result, the celebration of the 50th anniversary of the museum was attended by 500 people, far beyond the expected number.

The site has also increased visitation by joining TimeTravelers, a travel and learning program that links Virginia museums. Students who get their TimeTravelers passports stamped at six sites receive a certificate signed by the Governor and a T-shirt (*see* Resources section). Participating in TimeTravelers was especially beneficial to the museum in 1999 because in honor of the 200th

anniversary of George Washington's death, TimeTravelers who visited two Washington-related sites received a commemorative patch. Thanks to the program and the theme, George Washington's Office Museum saw a 100% increase in visitation that year.

For more information on the site, call Cissy Shull: (540) 662-4417. For information on the Threatened Sites Program, call the Department of Historic Resources: (757) 396-6709. For information about TimeTravelers, call (804) 649-8261.

### ***Williamsburg Flex Vacation***

"The Revolutionary Fun Family Vacation. Do whatever you want, as often as you want, for as long as you want, for one low package price." That is the slogan for the large-scale thematic package that was developed by Colonial Williamsburg and its partners, Busch Gardens, Water Country USA, Jamestown Settlement, Yorktown Victory Center, and the Williamsburg Hotel/Motel Association. The package includes unlimited admission to all five partnering attractions for four days and three nights for one packaged price. Package prices are based on a family of four (two adults and two children), and may vary depending on choice of lodging.

This program has been successful ever

since its inception in the mid-1990s. Approximately 40,000 people a year take advantage of the offer, and the six partners and local governments invest \$4 million a year. Even for such large-scale businesses, partnerships are beneficial, as this one allowed for advertisement that would not have been possible individually. While Williamsburg and the surrounding theme parks are the largest heritage tourism locations in the state, the use of a partnership to create something larger than all the individual components can be practiced on any scale and similar benefits will follow.

For more information on the Williamsburg Flex Vacation package, call 1-800-211-7169.

### ***Richmond Motorcoach Network Bus Tours***

Capitalizing on the wealth of sites in the metro Richmond area, this series of one- and two-day bus tours allows visitors to experience all different aspects of their heritage and cultural resources. The group tours include admission to several area historic sites, gardens, and museums, as well as meals and lodging for one package price. Packaged bus tours in general usually last from one to four days, and can concentrate on a specific area, or encompass several localities, linked by a theme. For more information on the Metro Richmond Bus Tour, call

(804) 782-2777, or 1-888-780-2577. Contact the Virginia Tourism Corporation for more information on group tours throughout the state, (804) 786-2051.



*In addition to historic and cultural resources, natural resources are important to consider when developing a tourism product. Parks, scenic vistas, rural landscapes, and scenic byways are also inspiring and thought provoking to the visitor.*

# DEVELOPING YOUR HERITAGE AND CULTURAL TOURISM PROGRAM

## Identifying a Purpose—Finding the Fit

Most often heritage tourism efforts begin with brainstorming and arrive at a “wouldn’t it be great if we” idea. Implementing the idea usually requires partnering and community-wide consensus. The first step, then, in developing your heritage and cultural tourism program is to identify a purpose, and in doing so, obtain the buy-in of key community leaders and players. The effort should create an incentive for, and maintain, broad local involvement so that the end result will accurately reflect the community’s culture, values, and goals. A community—town, county, or region—can collectively decide which resources it wants to share with visitors and then develop a strategy. Long-term heritage tourism development allows communities with a rich and attractive cultural, natural, and historical environment an unparalleled opportunity to capitalize on these resources for the economic benefit of the entire community.

Another consideration is to understand your community’s needs. It is important

that heritage and cultural tourism development find the fit between community demands and tourism needs while maintaining a community’s unique character. Careful planning will ensure meeting tourist needs and building a sound community infrastructure—roads, airports, water supplies, and public services. A successful management strategy recognizes that residents and resources must come first to maintain quality of life within a community.

Planning for heritage tourism begins with developing a shared vision for the community. Does your community want to attract more visitors? Extend visitors’ stays? Preserve the resources that drive the program? Develop an education component for local schoolchildren? Increase residents’ knowledge of their heritage? These are some elements to consider.

Positive visitor experiences and resource stewardship can be the outcome of sound cultural tourism planning. Historic and natural resources house the “permanent collection” of much that tourism has to offer and must be managed wisely.

## Planning for Heritage and Cultural Tourism

### Step 1: Identify Resources

To develop the most effective tourism plan, it is important that all of the community's resources be identified--public and private. You cannot fully develop your product until you know what resources you have at your disposal. In addition to determining the number of cultural resources available, the goal is to assess the potential of those resources for creating tourist attractions. The list of cultural resources should include:

**Historical:** Museums, landmarks, historic properties, neighborhoods, or districts listed on the National Register of Historic Places, archaeological sites, train stations, lighthouses, bridges, barns, battlefields, parks, fountains, sculptures, monuments, and courthouses or other buildings or structures that because of their architecture, the people associated with them, or their role in historic events, have local historical significance.

**Cultural:** Written records, oral histories, traditional music and dance, theaters, artists, craftspeople, folklorists, singers, storytellers, special events (religious, festivals, craft fairs), and other community practices or traditions. Land uses unique to the area

should also be included, such as agriculture or mining.

**Natural Resources:** In addition to local, state, and national parks, this category could include privately owned properties or parks, scenic vistas, unique or rural landscapes, wilderness areas, wildlife habitats, riverfronts, canals, lakes, beaches, marshes, or scenic byways.

Other resources that should be surveyed include: public and private recreation areas—hiking trails, picnic areas, camping, hunting, fishing, etc.; commercial recreation and convention facilities—golf, ski resorts, conference centers, theme parks; traveler services—accommodations, food and beverage, shopping, transportation access, and visitor information.

### Step 2: Identify Possible Themes

Historic resources are connected to each other by time, location, and how they fit into broad themes of human activity. Some themes to consider when developing a heritage and cultural tourism plan could include:

- Agriculture
- Archaeology
- Architecture
- Art
- Commerce
- Communications
- Community planning/development

- Conservation
- Economics
- Education
- Engineering
- Entertainment/ recreation
- Ethnicity
- Health/medicine
- Industrial
- Invention
- Landscape architecture
- Law
- Literature
- Maritime history
- Military
- Performing arts
- Philosophy
- Politics/government
- Religion
- Science
- Social history
- Transportation

**Time Periods to Consider:**

Prehistoric	18th century
Historic	19th century
17th century	20th century

**Regional Focal Points in Virginia:**

Coastal Plain—Northern/Southern  
 Eastern Shore  
 Northern Virginia  
 Piedmont—Northern/Southern  
 Roanoke Valley  
 Shenandoah Valley  
 Southwest

**Step 3: Identifying Partners**

Building partnerships is essential. Tourism demands resources that no single organization can supply. Through regional alliances and partnerships, communities can build local support, pool and leverage financial and community resources, build enriching, integrated travel experiences, and expand their marketing potential. Success depends on the active involvement of the whole community. Key groups to bring on board can include:

- Educators
- Political, civic, and business leaders
- Public and private property owners
- Investors and developers
- Preservationists and conservationists
- Curators and administrators of tourist sites
- Tourism professionals
- Artists and craftspeople
- Hotel/motel operators
- Restaurant staff
- Volunteers, who play an essential role in making any community effort a success

Resources to consider when forming a partnership include funds for marketing development and campaigns, facilities to accommodate visitors, and expertise in tourism and historic resource stewardship. By focusing on shared visions and interests, heritage tourism development will unite preservationists, tourism

business professionals, and economic developers.

#### **Step 4: Identifying Audience**

Once a community or regional partnership has identified the fit between its own needs and those of tourists, and once it has taken full stock of its resources and other partners, it can next identify the audience it wants to attract. These three components will determine the kind of travel experience the partnership creates.

Identifying the audience depends on compiling accurate demographics of those who visit your area based on local/regional visitation records and surveys—most often kept by museums and tourism offices. Also, consult the research department at the Virginia Tourism Corporation for the latest city, county, regional, and statewide demographic statistics. You should round out your audience picture by including the profile of the cultural tourist found on pages 7-11.

Study the comprehensive audience picture to ensure that the current audience is the one the partnership wants to attract. Is your community/region drawing empty nesters, but wanting also to appeal to families? Do visitors statewide enjoy hiking and biking, yet this is an underdeveloped activity in your area?

Can you identify cities across the state, or in another state, that share the same audience you want to attract? These are the questions you should consider.

Remember that travelers are culturally diverse. Ask yourself where your visitors come from and what you can do to accommodate them. For example, if you are seeing a large influx of Russian or Japanese travelers, what steps can you take to enhance their stay in your area? For advice and information about accommodating international travelers, contact the Virginia Tourism Corporation.

#### **Step 5: Clarifying the Purpose—Goals and Objectives**

Once the above aspects of the partnership have been identified—purpose, resources, audience—the next step is to define in detail the role of each partnering organization in attracting the audience beyond informal coordination of event schedules and cross-marketing attractions. As the partnering organizations become more familiar with each other's resources, a more ambitious collaboration can be created.

Develop the long-range vision of the partnership over three to five years; that is how long it takes a successful program to get underway. If the collaboration has begun with support from outside funding sources, develop plans to

become financially independent over time. Know at each stage what the developmental and financial responsibilities of each partnering organization will be. In some collaborations, for example, large organizations pay the partnership costs of small ones to foster regional development. Determine how to increase your economic influence, perhaps by directing an appropriate amount of revenues from tourism towards maintaining and protecting historic, cultural, and natural resources in your community or region. If you need help creating a funding plan, contact the Virginia Tourism Corporation.

## Developing A Tourism Product

### **Focus on authenticity and quality.**

The stories of your area are worth telling. Stories that reveal the authentic contributions that previous generations have made to the history and culture of your community are the ones that will interest visitors, because they distinguish your area from every other place on earth. The fabric of your story may be made of different threads; it is important to remember that each voice is worth being heard, and **each story is worth being told.**

The way you tell your story will vary depending on the number and type of resources available, but success will depend on the degree of authenticity and

the extent of creativity used in interpreting that story. Make sites come alive! By hearing an effective and inclusive story, visitors will learn how the resource is important to the community or region. Engage your visitors! People remember 90% of what they do, so be sure to create interactive experiences for them. **The human drama of history is what visitors want to discover, not just names and dates.** Creating an effective interpretation results in a better-managed experience for both the visitor and the resource.

Create activities that appeal specifically to the audiences you want to attract, including travelers of all ages and cultures. Next, consider that travelers experience the world differently. Educator Howard Gardner recognized this fact and was the first to identify "Seven Styles of Learning." These seven styles can be useful tools for understanding how travelers experience the world and for developing experiences that will be enriching and rewarding.

### **Seven Styles of Experiencing the World:**

***Verbally/Through Language***—  
these visitors...

- Like to read, write, and tell stories
- Learn best by saying, hearing, and seeing words

*What can I do to reach them?* These



*The human drama of history is what cultural tourists want to discover, not just names and dates. Costumed militiamen drill and fire authentic arms of the Revolutionary era in Colonial Williamsburg's Market Square.*

tourists enjoy guided tours, guidebooks, storytelling, oral histories, and living histories.

### ***Logically/Through Analysis—***

these visitors...

- Like to do experiments, figure things out, work with numbers, ask questions, and explore patterns and relationships
- Learn best by categorizing, classifying, and working with abstract patterns and relationships

*What can I do to reach them?* These tourists enjoy hands-on problem

solving, such as figuring out how a machine works.

### ***Spatially—***

these visitors...

- Like to draw, build, design and create things, look at images, watch movies, and play with machines
- Learn best by visualizing, dreaming, using the mind's eye, and working with colors and images

*What can I do to reach them?* These tourists enjoy imaging things, sensing changes, working with mazes and puzzles, and reading maps and charts.

### ***Musically—***

these visitors...

- Like to sing, hum tunes, listen to music, play an instrument, and respond to music
- Learn best by rhythm, melody, and music

*What can I do to reach them?* These tourists enjoy background sounds, and music at exhibitions, musical events, and concerts.

### ***Kinesthetically/Through Movement—***

these visitors...

- Like to move around, touch and talk, and use body language
- Learn best by touching, moving, interacting with space, and processing knowledge through bodily sensations

*What can I do to reach them?* These tourists enjoy physical activities such as sports, dance, and acting, and also enjoy crafts.

### ***Interpersonal Traveler—***

these visitors...

- Like to have lots of friends, talk to people, and join groups
- Learn best by sharing, comparing, relating, cooperating, and interviewing

*What can I do to reach them?* These tourists enjoy participating in period dances, games, debates, acting, and craft making.

### ***Intrapersonal Traveler—***

these visitors...

- Like to work alone and pursue own interests
- Learn best by working alone, individualized projects, self-paced instruction, and having own space

*What can I do to reach them?* These tourists enjoy touring at their own pace and prefer not to be part of a large tour group.



*Visitors to historic sites spend more money and stay longer than the average traveler. Historic districts attract visitors to browse at their leisure while shopping for unique items.*

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To attract visitors and stay competitive, your programs should be creative and exciting. Studies show that no one learning style is more common than any other, so make an effort to reach all of your visitors by including aspects of each. By understanding and incorporating these learning styles into the planning stage, you can bring very creative aspects into your activities and programs.

There is a wealth of resources available to assist communities and regions in developing their historic, cultural, and natural assets to enhance existing heritage and cultural tourism activities. Please take advantage of the Resources

section of this handbook, which contains information on publications, videos, educational tools, Web sites, support, and funding to assist you in your program development. Additionally, the National Trust for Historic Preservation's Information series is an excellent resource that contains guides on getting started in heritage tourism, hospitality, touring historic places, and public relations strategies. The National Trust also has a Heritage Tourism Program that offers several key resources including reference information, product development, marketing and research. For more details, turn to the "Development Information and Support" portion of the Resources section.

# IMPLEMENTING YOUR HERITAGE AND CULTURAL TOURISM PROGRAM—

## Marketing For Success

A heritage and cultural tourism market will take time to develop and generate results (three to five years on average). The program's marketing strategies should advance the mission of the heritage and cultural tourism program.

To make the most effective use of available marketing resources, you should employ existing marketing and promotional venues, such as non-profit tourism councils, state tourism agencies, and convention and visitors bureaus. Cooperative marketing efforts will increase awareness, generate sales, and stimulate visitation.

There are three types of cooperative marketing efforts that will help leverage the resources in your area/region to develop a successful marketing program:

- **Inter-Community/Inter-Industry:** Two or more organizations within the same industry or area pool their resources and financial support to promote the area as a destination.
- **Corporate-Community/Industry:** A major corporation provides resources or funding to help support promotional efforts that will attract tourism into the area.
- **Regional-Multi-City/County:** Two or more cities or counties join in a partnership to promote themselves as a regional destination. This method will target the largest audience.

In any of the three types, to create a successful marketing plan, cooperative marketing partners should focus on the following:

- **Analyze each partner's needs, assets, and liabilities.**
- **Examine what resources each partner has to offer.**
- **Establish a working committee** that will include a representative from each participating organization, decision makers, and members who are committed and available.

The committee should determine how to market the heritage or cultural tourism program and who the competition is by examining the following:

- **Program development and enhancement based on tourism trends and numbers.**
- **Program assets**—what makes your site or area unique?
- **Discover what other resources in the area or region are similar.**
- **Analyze others' product assets and liabilities.**
- **Examine how other attractions are being marketed to attract visitors.**

Finally, the committee can concentrate on the following:

- **How much will it cost?** Determine the total marketing project or operational cost and the cost structure for participants—dollar for dollar, in-kind contributions, accounting and billing procedures, and participant payment.
- **Who would be most interested in the product and why?** Define the audience and market, focus on why there is or could be a demand for the product or service, and what drives people to want it?

Targeting your communication and advertising efforts to those areas where awareness is the highest can sometimes be the most effective strategy. Although these areas are already producing the most visitors, the intention is to get

those who are already visiting the area to come to the area more often, to stay longer, and to invite them to tell others about your community and your program.

### How do you tell people about your product or service?

- Develop a marketing strategy that includes product awareness and product delivery. Remember, developing a marketing strategy requires understanding the "mind set" of your audience or market.
- Use the program's mission statement to create a theme for any and all advertising efforts that will promote the heritage and cultural program, including promotional brochures, letterhead, signs, newspaper advertisements, press releases, maps, etc.
- Good places to market include: AAA, trade magazines, and the VTC.

### Marketing Timeline

- **One year before:** Create a promotion planning schedule.
- **Eleven months before:** Contact AAA to become part of its schedule.
- **Six to eight months before:** Contact magazines to run ads two to three months before the event takes place.
- **Four to five months before:** Contact radio stations about airing a Public Service Announcement repeatedly for

two weeks before the event (most stations will do it for free).

- **Three months before:** Contact radio stations about paid advertisements to air repeatedly for two weeks before the event.
- **Two to two-and-a-half months before:** Contact newspaper reporters about doing a feature article that will go to press with the week of the event.
- **One month before:** Contact newspapers about producing a paid advertorial (provided you are ready with content and potential ad sponsors).
- **Two to three weeks before:** Contact newspapers about paid advertisement to run repeatedly the week before and of your event.

The benefits of cooperative marketing activities not only affect the partners

directly involved, but also have an effect on the entire community and tourism industry. Here are some of the benefits that cooperative marketing and promotion can have for your heritage and cultural tourism program:

- Less spending on promotional efforts by individual organizations
- More matching monies available to allow more promotional “clout”
- Broader exposure of the area or program
- Promote the area as a destination, enhancing the image of the community
- Enhanced opportunity for lasting heritage and cultural tourism in your community
- Encouragement for visitors to stay longer and spend more money

# EVALUATING YOUR HERITAGE AND CULTURAL TOURISM PROGRAM

Continued monitoring of the heritage and cultural tourism is essential and needs to be built into any program. **Regular evaluation measures the level of visitor satisfaction and the effectiveness of the program, providing insight into how the program can be improved and refined.** Evaluation can also show if the audience is changing.

Heritage and cultural attractions must be able to prove the amount of dollars they generate into local economies to become full partners in economic development. Developing a tracking system to measure a program's success will help win local and regional support for your heritage and cultural tourism product. Here are some effective ways to measure your results:

**Sign-in guest books**—This is the simplest way to get a headcount and to record where your visitors come from. Have a volunteer stand by the entrance and invite visitors to sign in.

**Admission**—Credit card use will automatically give you a zip code; ask for the zip code of visitors paying cash. Enter

zip codes into a computer database to track visitor demographics.

**Numbers**—Results can be measured, and an increase in cost can be gauged, by tracking the numbers from the following:

- **Tourism**—Visitors to events, brochures distributed, media coverage, inquiries received, media tours hosted, and hospitality training programs
- **Organizations**—Grants received, staff hired, volunteers needed, membership increases, and new programs created
- **Economic Development**—New businesses that opened, increases in capital investments, and increases in retail sales
- **Preservation**—Rehabilitated and saved buildings in your community, and national register listings of buildings, historic sites, bridges, rural landscapes, and battlefields

**Visitor Survey/Questionnaire**—Surveys measure the level of visitor satisfaction and product effectiveness. Responses can be fed back into the planning process to refine and improve the program. The Virginia Tourism Corporation



*Developing a tourism product includes taking all of a community's resources into account including theaters and storytellers. Presenting theatrical performances can be an effective method to tell the stories about your area or region.*

can provide sample surveys and questionnaires for those who want to conduct their own visitor research. Contact the Virginia Tourism Corporation for more information, (804) 371-8218.

**Economic Impact Statement**—This is an essential tool to build support for your program. An economic impact statement reports the amount of dollars your program has generated for your organization and community and how that attraction has benefited the local economy.

To get the most out of an economic impact statement:

1) Conduct a study for one to one-and-a-half years to track the direct and indirect tourism dollars spent at the

attraction and in the community in food, gas, lodging, and shopping. Good resources for tracking such information are chambers of commerce, visitor centers, convention and visitor bureaus, and merchant associations. If your locality does not have these organizations, consider creating a task force of merchants willing to track this information.

- 2) Write a concise, easy-to-read one-page summary that reports all of the important facts and figures of tourism spending at the attraction and in the community based on your study. Use pie charts and graphs to illustrate visitor spending.
- 3) Use this summary to build local and regional support for your partnership and alliance. Make presentations to your chambers of commerce, visitor centers, convention and visitors bureaus, town councils, board of supervisors, media, and various business forums, or meet with community and business leaders individually.



*Tracking the number of visitors to a site or attraction will determine the level of visitor satisfaction and the effectiveness of the program. Measuring the program's success will ensure local and regional support for your tourism product.*

# IN CONCLUSION

**R**egional heritage and cultural tourism programs are changing the face of tourism in Virginia. Success depends on the development of alliances and packages that are community driven, and that come from the heart of a community's or region's values and needs. As we draw closer to 2007, the programs that convey the true stories of Virginia's people, events, and sites found there will capture the attention of world travelers. Using our rich and diverse legacy of history, we can focus on 2007 and make Virginia one of the leading tourist destinations in the world.

The staffs at the Department of Historic Resources, the Virginia Tourism Corporation, and the Virginia Commission for the Arts are experienced in heritage and cultural tourism development and can serve as facilitators and contributors to your local and regional efforts.

For assistance, please contact:

**Virginia Tourism Corporation**  
901 East Byrd Street  
Richmond, VA 23219  
(804) 786-2051  
[www.vatc.org](http://www.vatc.org)

**Virginia Commission for the Arts**  
223 Governor Street  
Lewis House, 2nd Floor  
Richmond, VA 23219  
(804) 225-3132  
[www.artswire.org/~vacomm](http://www.artswire.org/~vacomm)

**Department of Historic Resources**  
2801 Kensington Avenue  
Richmond, VA 23221  
(804) 367-2323  
[www.dhr.state.va.us](http://www.dhr.state.va.us)

**DHR Capital Region Office**  
19-B Bollingbrook Street  
Petersburg, VA 23803  
(804) 863-1626

**DHR Portsmouth Regional Office**  
612 Court Street, 3rd Floor  
Portsmouth, VA 23704  
(757) 396-6709

**DHR Roanoke Regional Office**  
1030 Penmar Avenue, SE  
Roanoke, VA 24013  
(540) 857-7585

**DHR Winchester Regional Office**  
107 North Kent Street  
Winchester, VA 22601  
(540) 722-3427

# RESOURCES FOR PLANNING AND DEVELOPING HERITAGE AND CULTURAL TOURISM IN YOUR COMMUNITY



Funding resources are available to help communities create and develop programs that celebrate the diverse folk traditions of Virginia. Here, traditional musicians gather at the Old Fiddler's Convention in Galax.

## Heritage and Cultural Tourism Information and Programs

### Booklets

***New Directions in Heritage Tourism: Forum Journal.*** The 60-page issue of the National Trust's Summer 1999 issue of *Forum Journal* is entirely dedicated to articles about heritage tourism. To order, contact National Trust for Historic Preservation, 1785 Massachusetts Avenue, NW, Washington, DC 20036; (202) 588-6286; [www.nationaltrust.org](http://www.nationaltrust.org).

***Tourism Works for America Report.*** A yearly report that provides up-to-date facts, trends, and issues in the travel and tourism industry. To order, contact the Travel Industry Association of America, 1100 New York Avenue, NW, Suite 450, Washington, DC 20005; (202) 408-8422; or order online at [www.tia.org](http://www.tia.org). \$35.

### Books

***Habits of the Heart.*** Offers a penetrating look at who we are as a people and what we are becoming. Good fundraising

starts with a basic understanding of sociology. Author Robert Bellah examines American values and the pressing need for a new "social and economic ecology" based on cooperation and community. We are all affected by this dynamic process that is having a powerful influence on philanthropic decision-making. This book can serve as an excellent resource to strengthen arguments in funding proposals to institutional and individual philanthropists. By Robert Bellah et al. Berkley: University of California Press, 1985. To order, contact the press at 1-800-UC-BOOKS; University of California Press, 2120 Berkley Way, Berkley, CA 94720; [www.ucpress.edu/books/pages/5572.html](http://www.ucpress.edu/books/pages/5572.html)

***Heritage and Tourism.*** Looks at the interface of historic sites and tourism from a global perspective. By Priscella Boniface and Peter J. Fowler, Rutledge Press; ISBN 0415-07237-9.

### Programs

***Teaching with Historic Places.*** An educational program of the National Park

Service that helps teachers nationwide use historical and cultural resources to enrich their teaching and learning in history, geography, the social sciences, and other subject areas. The program does not focus on program development, but rather 1) promotes the concept of teaching with, not just about, historic places, 2) focuses on ways to use historic places and records to address Standards of Learning and other requirements already in the state and local curriculum, 3) shares useful examples and success stories that teachers, museum educators, and others can borrow or adapt for use in their own communities. Lesson plans are also available on the Web at [www.cr.nps.gov/nr/twhp](http://www.cr.nps.gov/nr/twhp). To order, call the National Park Service at (202) 343-9536.

***TimeTravelers.*** This travel and learning program creates a unique opportunity that is exciting students and families. Armed with TimeTravelers passports—downloaded from the Web, or picked up at schools, libraries, visitors centers, or participating museums—students K-12 travel to any of more than 280 participating museums and historic sites in Virginia. Students who visit six or more sites can send in passports for TimeTravelers certificates, signed by the Governor, and T-shirts. TimeTravelers fulfills the goal of maximizing the cultural, educational, and economic benefits of

Virginia's historic resources. Participating museums and historic sites have seen increases in visitation because of TimeTravelers. For more information, visit the TimeTravelers' Web site at [www.timetravelers.org](http://www.timetravelers.org), or contact Leighann Boland, Virginia Association of Museums, 2800 Grove Avenue, Richmond, VA 23221; (804) 649-VAM1.

### **Research**

***Profile of Travelers Who Participate in Historic and Cultural Activities.*** Includes results from the TravelScope Survey of the Travel Industry Association. Released in August 1997, ISSN: 0737-2620. To order, call the Travel Industry Association at (202) 408-8422.

***The Economic Impact of the Arts and Cultural Organizations in Virginia.*** This recently conducted study presents figures on the economic benefits of the arts and culture in Virginia. The full study is available online at [www.vaforarts.org/pdfs/Wessex.pdf](http://www.vaforarts.org/pdfs/Wessex.pdf).

### **Videos**

***Preserving Our Past: Building Our Future.*** Describes the economic impact and other benefits of heritage tourism. Available from the National Trust for Historic Preservation, 1785 Massachusetts Avenue, NW, Washington, DC 20036; (202) 588-6286; [www.nationaltrust.org](http://www.nationaltrust.org). \$10, order number 2POP.

### ***Reinvesting in Virginia's Past.***

Describes the benefits that preservation offers your community—new jobs, new businesses, tourism, and economic benefits. For more information or to order, contact the Preservation Alliance of Virginia, 108 East Grace Street, Suite #1, Richmond, VA 23219; (804) 421-9800; fax: (804) 421-9810; pav@vapreservation.org. \$10 in state, \$25 out-of-state.

### **Web Sites**

***International Trade Administration, <http://tinet.ita.doc.gov/>.*** Contains research, articles, and information about tourism and its role as a fast-growing national export, emerging international markets, economic figures on international tourism, and grant opportunities.

***Partners in Tourism, [www.aamus.org/cultural](http://www.aamus.org/cultural).*** A coalition among nine national service organizations and four federal agencies representing a broad spectrum of arts, humanities, heritage, and tourism organizations throughout the country. Purpose is to advance the role of culture and heritage, and national, state, and local travel and tourism policy and practice, resulting in sustainable places that will educate, elevate, and entertain the visitor. Offers online tourism newsletter and articles about cultural tourism.

***Travel Industry Association of America, [www.tia.org](http://www.tia.org).*** This nonprofit organization promotes tourism in the United States, researches and forecasts the industry, publishes tourism reports, and sponsors National Tourism Week. Membership benefits include money-saving programs, facts about travel trends, training, and networking. For more information, visit the Web site.

***Virginia Public Education Network (PEN), [www.pen.k12.va.us](http://www.pen.k12.va.us).*** The Department of Education's online network connects to all Virginia public schools to advance and promote public K-12 education in Virginia. One of the nation's first statewide K-12 Internet systems, this system facilitates interactions among teachers and students in different geographical locations. The developers of Virginia PEN conceived of an "electronic academical village" that would extend Thomas Jefferson's vision across the Commonwealth of Virginia. Virginia PEN established electronic pavilions that house professional development and instructional resources related to the subject for use by teachers, students, and members. Subjects include: English, History and Social Studies, Math and Science, Multicultural, Art, Museums, Special Projects, and Internet Resources. For more information, contact the Virginia Department of Education, 101

North 14th Street, Richmond, VA 23219; 1-800-292-3820. (Note: *Tourism programs directed at school children will be strengthened by linking them to the Standards of Learning. Contact the Department of Education for a copy of the Standards of Learning.*)

**VISIT Virginia Web System, [www.virginia.org](http://www.virginia.org).** A free Internet travel-marketing service offered by the Virginia Tourism Corporation. Includes descriptions, admissions, and contact information for more than 6,100 Virginia attractions and accommodations from all six regions of the state. Also included are nearly 1,000 images from areas of interest around the state. The Web site attracts more than 2,000 new users per week and is a great way users all over Virginia, the United States, and the world can find out about you and your community. For more information on including your program or site, contact Mary Bishop, Virginia Tourism Corporation, 901 East Byrd Street, Richmond, VA 23219; (804) 371-0275.

## Development Information and Support

### Booklets

Available from the National Trust for Historic Preservation's Information series:

- ***Getting Started: How to Succeed in Heritage Tourism.*** A 48-page four-color guide on the principles and steps of sustainable heritage tourism with updated heritage tourism statistics from 1999. \$15, order number 2150.
- ***Public Relations Strategies for Historic Sites and Communities: Offering a Media Tour.*** A how-to guide, describing the organization of a media tour and how to measure its success. \$6, order number 2127.
- ***Touring Historic Places.*** A 16-page guide for group tour operators and managers of historic sites to develop, market, and host group heritage tours. \$10, order number 2THP.
- ***Welcoming Visitors to Your Community: Training Tour Guides and Hospitality Ambassadors.*** A guide to help train hospitality workers to welcome visitors to historic attractions. \$6, order number 2130.

To order, contact *Information* series staff, National Trust for Historic Preservation, 1785 Massachusetts Avenue, NW, Washington, DC 20036; (202) 588-6286; [www.nationaltrust.org](http://www.nationaltrust.org)

### Books

***Ecotourism Development Manual***, by Camilla Romund. This manual includes step-by-step guidance for ecotourism development along with a number of case studies. To order, contact the

Northwest Arkansas Resource  
Conservation and Development Council  
at (870) 741-7475.

***Rural Tourism: Marketing Small  
Communities***, by Arlene Heatherington.

To order, contact Meta-Link, Box 11349,  
Bainbridge Island, WA 98110; (206) 842-  
9575. \$20 plus \$3 shipping and handling.

**Organizations**

**Advisory Council on Historic  
Preservation**

1100 Pennsylvania Avenue, NW  
Suite 809  
Old Post Office Building  
Washington, DC 20004  
[www.achp.gov](http://www.achp.gov)

The federal agency responsible for advis-  
ing the President on historic preserva-  
tion. The council aids organizations in  
conflicts between federal law and local  
historic preservation goals and holds  
training programs so that individuals can  
best work with federal law when imple-  
menting a historic tourism program. For  
more information, call (202) 606-8503.

**Americans for the Arts**

1000 Vermont Ave. NW  
12th Floor  
Washington, DC 20005  
[www.artsusa.org](http://www.artsusa.org)

Focuses on three main goals: more  
money for the arts, more art education,  
and community involvement through the

arts. It supports cultural tourism that has  
some focus on cultural art and aims to  
educate the community. For more infor-  
mation, call (202) 371-2830 or fax (202)  
371-0424. To receive a publication, 1-  
800-321-4510, ext. 241.

**Federation of State Humanities  
Councils (FSHC)**

1600 Wilson Boulevard  
Suite 902  
Arlington, VA 22209  
[www.acls.org/fshc.htm](http://www.acls.org/fshc.htm)

Aids in the planning process of tourism  
ventures, especially grassroots pro-  
grams. The councils look to community  
needs and aid groups by helping to gen-  
erate and apply ideas and programs. For  
more information, call (703) 908-9700 or  
fax (703) 908-9706.

**Forest Service/Economic Action  
Program Cooperative Forestry**

P.O. Box 96090  
Washington, DC 20090-6090  
[www.fs.fed.us/spf/coop/eap.htm](http://www.fs.fed.us/spf/coop/eap.htm)  
[www.ims.gov](http://www.ims.gov)

Helps communities and businesses,  
including tourism programs, find new  
and expanding marketing opportunities  
based on forest resources. Provides aid  
in the form of planning and grants for  
organizations trying to profit from forest-  
based tourism projects. For more infor-  
mation, call (202) 205-1389 or fax (202)  
205-1271.

### **International Festivals and Events Association (IFEA)**

P.O. Box 2950  
115 E. Railroad Avenue  
Suite 302  
Port Angeles, WA 98362  
[www.ifea.com](http://www.ifea.com)

Represents festivals and events from around the world, a large number of which are based in the heritage and cultural resources of an area, ranging from crop harvests and history to cultural diversity. Brings together members with like entities to network and receive training in festivals including marketing, sponsorship, and development. It includes membership on a state or regional level. For more information, call (208) 433-0950.

### **National Association of State Arts Agencies (NASAA)**

1029 Vermont Avenue, NW  
2nd Floor  
Washington, DC 20005  
[www.nasaa-arts.org](http://www.nasaa-arts.org)

State art agencies, together with cultural organizations, promote the awareness of the contributions of the arts to communities in a variety of ways including cultural tourism. Grants are offered at both the national and state levels for organizations promoting the role of art in American lives. For more information, call (360) 457-3141 or fax (360) 452-4695.

### **National Conference of State Historic Preservation Officers (NCSHPO)**

444 North Capitol Street NW  
Suite 342  
Washington, DC 20001  
[www.sso.org/ncshpo](http://www.sso.org/ncshpo)

The NCSHPO Web site features information about current federal legislation before Congress that affects Virginia's funding. For more information, call (202) 624-5465 or fax (202) 624-5419.

### **National Park Service**

1849 C Street, NW  
Washington, DC 20240- 0001  
[www.cr.nps.gov/](http://www.cr.nps.gov/)

The Web site describes several resources for tourism ventures including grants, tax credits, and examples of successful organizations. It also includes different types of historic places—such as battlefields and archaeological sites—that have linked together in tourism under the umbrella of the NPS. The site also includes a link to the Teaching With Historic Places Program.

### **National Register of Historic Places National Park Service**

1849 C Street, NW  
NC400  
Washington, DC 20240  
[www.cr.nps.gov/nr/index.htm](http://www.cr.nps.gov/nr/index.htm)<http://www.cr.nps.gov/nr/nrhome.html>

The register is the nation's official list of important cultural resources. It is part of

a national program to utilize public and private support to protect historic and archaeological resources. Placement on the list begins with a nomination from the State Historic Preservation Office, the Department of Historic Resources. The register also lists thematic groupings such as women's history site and battlefields. The site serves to provide a national perspective on heritage tourism.

**National Tour Association, Inc.**

546 East Main Street  
Lexington, KY 40508-2300  
[www.ntaonline.com](http://www.ntaonline.com)

Aids businesses involved in selling packaged travel plans. Member businesses receive aid in the form of economic planning. Also, events that partner with member travel businesses are advertised on the association's Web site. For more information, call (800) 682-8886 or fax (606) 226-4414.

**National Trust for Historic Preservation  
Heritage Tourism Program**

1032 Hawthorn Avenue  
Boulder, CO 80304  
[www.nationaltrust.org](http://www.nationaltrust.org)

Provides the following complimentary services or services at a nominal cost to interested audiences:

- Limited statistical information on economic impact of heritage tourism.
- Information and lessons learned from the three-year demonstration program

“Getting Started: How to Succeed in Heritage Tourism” –a 48-page, four-color guide focusing on the principles and steps of sustainable heritage tourism programs (\$15).

- Reference information on heritage tourism including publications and guidebooks available from various non-profit tourism and preservation organizations.
- Product development (feasibility studies, museum development, historic preservation, interpretation, hospitality training, tour development, infrastructure improvements, scenic byway designation, business recruitment, and specialty retailing).
- Marketing (multi-year marketing plans, media relations programs, public relations campaigns, community pride programs, brochure development, and other collateral materials).
- Research (resident and visitor surveys, collection of baseline data, focus groups, demographic analysis, and economic impact information).
- Other publications include *Touring Historic Places*, a 16-page guide for tour operators, and *Preserving Our Past*, a video on heritage tourism. (Both available for \$10). Due out in the summer of 2001 is an 80-page, color publication of cultural heritage tourism success stories and a 44-page color publication of rural tourism success stories.

Fee-for-service programs are available on a contractual basis with the National Trust Heritage Tourism office for individual projects or for a comprehensive, multi-year program that is tailored to the unique needs of the state, region, or individual city or community. Requests for proposals are welcomed. Technical assistance is provided on a fee-for-service basis in the following areas:

- Assessment of heritage tourism potential (addressing current visitor services, marketing, protection, attractions, and organization).
- Organizational development and strategic planning (including creation of regional or local associations and tourism growth management plans).

For more information on this program, contact Amy Webb at (303) 413-1986.

### **Virginia Association of Museums**

2800 Grove Avenue  
Richmond, VA 23221  
[www.vamuseums.org](http://www.vamuseums.org)

A nonprofit, professional membership organization for museums and individuals associated with museums, primarily in Virginia, serving all museum disciplines. The association provides education, information, training, publications, and advocacy, and serves as a clearinghouse of information for museums, historic houses and sites, art and nature centers, and related cultural organiza-

tions. Services include seminars and training workshops. For further information, call (804) 649-8261.

### **Virginia Historical Society**

428 North Boulevard  
Richmond, VA 23221  
[www.vahistorical.org](http://www.vahistorical.org)

Serves the Commonwealth through its museum, library, and a variety of educational programs. These include traveling exhibitions, classroom kits and materials for students, in-service programs, and workshops for teachers. The VHS library also serves a community of national and international scholars. For more information call, (804) 358-4901.

### **Virginia Main Street Program Department of Housing and Community Development**

510 North Second Street  
Richmond, VA 23219  
[www.dhcd.state.va.us/mainst.html](http://www.dhcd.state.va.us/mainst.html)

Provides marketing and direct technical assistance to towns and small cities willing to commit local resources toward the revitalization of their downtown commercial districts. Communities are competitively selected to participate in the Virginia Main Street Program; criteria include the presence of at least 50 businesses and 70 commercial buildings. Those localities with populations up to 75,000 are eligible to apply to the program. For further information, call

(804) 371-7030; fax (804) 371-7093; or email [mainstreet@dhcd.state.va.us](mailto:mainstreet@dhcd.state.va.us).

### **Web Sites**

The online *Ecotourism Planning Kit* includes *An Ecotourism Business Planning Handbook* by Sherry M. Buslinell and *A Guide for Ecotourism Policy* by Dr. Juanita Luis. The handbook is designed for people who want to establish ecotourism-based businesses and can be downloaded at [www.cba.hawaii.edu/pbcp](http://www.cba.hawaii.edu/pbcp).

## **Financial Aid**

### **Foundation Guides**

Foundation Center  
1001 Connecticut Avenue, NW  
Washington, DC 20036

Publishes *The Foundation Directory*, a nationwide listing of private foundations and corporations. The directory can be used to obtain additional sources for funding or support. This publication is also available at large libraries (reference section). For more information, call (202) 331-1400.

### **The Grants Connection**

8522 Ben Nevis Drive  
Virginia Beach, VA 23235  
[www.grantsconnection.com](http://www.grantsconnection.com)

Provides contract consulting services and grant-writing seminars. The service publishes *The Directory of Virginia*

*Foundations*, a complete listing of more than 1,000 Virginia privately owned foundations and corporations and includes contacts, decision makers, giving history and patterns, and financial information. Recent grant recipients are also included. Available from \$150-\$350, comes in two or three volumes of binders, also available on CD-ROM. An example can be downloaded from the Web site prior to purchase. The directory is also available in the Resources section of large libraries.

Also publishes *200 Terrific Web Sites for Non-Profit Organizations*, listing online resources for non-profit groups. Available for \$10.

For more information, call Browning Hamilton at (757) 496-9143 or 1-800-532-7934.

## **Grants**

### **American Association of Museums**

1575 Eye Street, NW  
Suite 400  
Washington, DC 20005  
[www.aam-us.org/index.htm](http://www.aam-us.org/index.htm)

A national membership organization representing the museum community and addressing the following needs: the ability of museums to serve the public interest; the advocated interests of museums, understanding of the responsibilities, functions, and needs of museums

among the general public; maintaining and strengthening professional standards. The association offers:

### **Museum Assessment Programs**

Provides practical assistance to museums through self-study and on-site peer review, resulting in a detailed report of recommendations. Museums may participate in an assessment as frequently as necessary and beneficial. Three components of the program are available:

- **Collections Management**

Assessment: Focuses on collections policies, documentation, and preservation within the context of the museum's total operation.

- **Institutional Assessment:** Reviews entire management, overall operations, and programs. Especially valuable for planning.

- **Public Dimension Assessment:**

Assesses the public's perception of, and experience and involvement with, museums. Helps a museum effectively communicate with the public, resulting in increased audiences and financial support.

### **Non-Competitive MAP Grants**

Cover most of the costs of the assessment program. Available through the Institute of Museum and Library Services. The museum will be responsible for covering the differ-

ence in the grant award amount and the assessment's total cost. Costs are determined on a sliding scale determined by the operating budget of the museum.

### **Technical Information Services**

Assists museums in improving the professional standards in their program operations.

For more information, call (202) 289-1818.

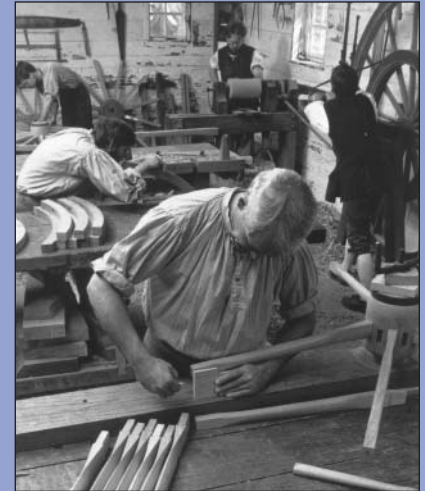
### **Institute of Museum and Library Services**

1100 Pennsylvania Avenue, NW  
Room 510

Washington, DC 20506

[www.ims.gov](http://www.ims.gov)

Grants support museums and nonprofits in their role as educational institutions. Support is available for technical assistance, general operations, conservation, and collaborative outreach programs. Also offers Museum Leadership Initiatives that provide assistance for planning projects to strengthen and expand existing partnerships between museums and schools. (Technical operating grants also available to museums with budgets of less than \$250,000.) For more information, call (202) 606-8536.



*Research, education, and public programs including the implementation of exhibits, interpretation of historic sites, and educational programs can be funded through nationally available grants. The wheelwrights seen in this photo are producing wheels for vehicles still in use.*

### **National Endowment for the Arts**

Nancy Hanks Center  
1100 Pennsylvania Avenue, NW  
Washington, DC 20506  
[www.arts.gov](http://www.arts.gov)

A federal grant-making agency that Congress created to support the visual, literary, design, and performing arts, to benefit all Americans and broaden public access to the arts.

#### **Creation and Presentation Grants**

Funds projects that range from the creation of new works to the presentation of new or existing works. Projects might provide the resources, time, and space to create or present art to audiences through a diverse range of activities.

#### **Education and Access Grants**

Supports projects that broaden and deepen arts and educational experiences for all ages and make the arts more widely available. Education in the arts includes pre-K through grade 12 and post-secondary programs, career development, teacher training, and culturally specific traditions of learning. Access entails a deliberate attempt to reach audiences that have not been reached before, or where exposure has been limited.

#### **Heritage and Preservation Grants**

Supports projects that honor, assist,

and make visible artists and artistic expression that are rooted in and reflective of cultural groups; preserve significant artistic accomplishments for future generations, and conserve important works of art.

#### **Planning and Stabilization Grants**

Provides funding to help organizations develop structures that will enable them to carry on their work effectively and creatively. Project could focus on strategies for building partnerships and resources among a group of organizations linked by geography, programming, or mission.

For further information on available grants, call (202) 682-5400.

### **National Endowment for the Humanities Division of Public Programs**

1100 Pennsylvania Avenue, NW  
Room 426  
Washington, DC 20506  
[www.neh.fed.us](http://www.neh.fed.us)

An independent grant-making agency established by Congress to support research, education, and public programs in the humanities with the purpose of sustaining and enriching the nation's cultural life. Four different programs support work to advance and disseminate knowledge in all the disciplines of the humanities:

### **Challenge Grants**

[challenge@neh.gov](mailto:challenge@neh.gov); (202) 606-8390;  
fax (202) 606-8579

Assists nonprofit institutions interested in developing new sources of long-term support for educational, scholarly, preservation, and public programs in the humanities.

### **Preservation Access Grants**

[preservation@neh.gov](mailto:preservation@neh.gov); (202) 606-8570; fax (202) 606-8639

Made available for projects that will create, preserve, and increase the availability of resources important for research, education, and public programming.

### **Public Program Grants**

[publicprograms@neh.gov](mailto:publicprograms@neh.gov); (202) 606-8570; fax (202) 606-8557

Support the implementation of exhibits, the interpretation of historic sites, production of related publications, and educational programs.

### **Research and Education Grants**

[research@neh.gov](mailto:research@neh.gov) or  
[education@neh.gov](mailto:education@neh.gov); (202) 606-8200;  
fax (202)-606-8204

Support for independent research and writing in the humanities.

### **Virginia Commission for the Arts**

Lewis House, 2nd Floor  
223 Governor Street

Richmond, VA 23219

[www.artswire.org/~vacomm](http://www.artswire.org/~vacomm)

Provides Technical Assistance Grants for general operating support to Virginia arts organizations to continue, strengthen, and expand their programs and to assist arts organizations in improving their artistic quality, community service, or management. These grants are designed to provide outside help for organizations on particular problems. The commission staff will help organizations find the appropriate consultants or workshops for their needs, as requested. For further information, call (804) 225-3132, or email Peggy Baggett, executive director at [pbaggett.arts@state.va.us](mailto:pbaggett.arts@state.va.us)

### **Virginia Department of Conservation and Recreation**

203 Governor Street  
Suite 213

Richmond, VA 23219

[www.dcr.state.va.us](http://www.dcr.state.va.us)

Dedicated to conserving Virginia's natural and recreational resources. The department enhances natural and recreational resources through land-management planning, funding, education, and regulation.

### **Natural Heritage Program**

This program manages standardized information on endangered plants, animals, and ecological communities. The department protects these

resources by locating and keeping track of them, and by making this information available to landowners. The department will work with public and private landowners to ensure the future of wildlife and natural areas.

#### **Virginia Land Conservation Fund**

Awards and manages real property and easement acquisition grants available for private institutions and local governments. After an initial appropriation of around \$435,000 for historic preservation generally and a special appropriation of \$3.4 million primarily targeted at battlefield preservation, this fund now has about \$1 million available in each year of the biennium for historic preservation projects around the Commonwealth.

#### **Virginia Outdoors Fund**

A grant-in-aid program for the acquisition and development of public outdoor recreation areas and facilities. The grant provides 50% matching fund assistance for towns, cities, counties, regional park authorities, and state agencies. Eligible projects could include campgrounds, picnic areas, trails, public utilities, internal roads, and parking lots.

#### **Virginia Outdoors Fund Revolving Loan Program**

Facilitates the availability of outdoor

recreation areas and facilities for all political jurisdictions in Virginia that do not have the financial resources to participate in the 50% matching grant program. Annual repayments will begin one year from receipt of the loan funds and shall continue until the total loan debt is paid within specified time limits.

#### **Virginia Recreational Trails Fund**

Established to provide and maintain recreational and heritage trails and trail-related facilities, and is funded by the National Recreational Trails Act. Eligible projects include construction of new trails, maintaining existing recreational trails, development of trail facilities (signage, shelters, parking, and access facilities), and urban trail linkages. Grants are available to private individuals, organizations, city governments, county governments, and other government entities. This is a reimbursement program; therefore, the grant recipient must pay 100% before submitting a request for eligible costs. National Recreation Trail funds cannot exceed 50% of total project cost.

For more information on these programs, call (804) 786-1716.

## Virginia Department of Historic Resources

2801 Kensington Avenue  
Richmond, VA 23221  
[www.dhr.state.va.us](http://www.dhr.state.va.us)

### **Certified Local Government Program**

Recognizes sound local preservation programs and encourages local governments to become active partners in the state and federal preservation program through a certification process. The CLG program provides financial assistance in the form of matching grants for preservation planning, survey, national register nominations, public education, and development activities. Applicants are asked to provide 40% of the project cost. Twenty-four Virginia localities are currently designated as CLGs. For more information, call (804) 367-2323.

### **Survey and Planning Cost Share Program**

A competitive state assistance program in which local governments and planning districts submit proposals for eligible projects and agree to provide a cash amount that will be matched by the department. Eligible projects include surveys of architectural and archaeological resources; preparation of stewardship plans; assessments of existing survey mate-

rials, and preparation of national register historic district nominations. Proposal evaluations are based on the need for and scope of the project. Once the award is made, the department administers the project by hiring a qualified consultant to do the work and provides oversight and monitoring of the project. Proposal submissions are due in early May. Project cycles run October 1-September 30. For more information, call (804) 367-2323.

### **Virginia Rehabilitation Tax Credit**

Rehabilitating historic homes and businesses can save thousands of dollars, protect Virginia's heritage, and generate economic benefits in your community. Virginia property owners can take advantage of a state tax credit for rehabilitation of historic properties that meet the criteria for listing on the Virginia Landmarks Register. The state tax credit can be used to recover 25% of the expense of renovating a historic building and can be combined with a 20% federal tax credit for rehabs of income-producing properties. For more information, contact Virginia McConnell at (804) 367-2323, ext.137 or [gmccconnell@dhr.state.va.us](mailto:gmccconnell@dhr.state.va.us).

### **Virginia Department of Transportation**

1401 East Broad Street

Richmond, VA 23219

[www.vdot.state.va.us](http://www.vdot.state.va.us)

Offers **Transportation Equity Act for the 21st Century Grants** (TEA-21) that direct funds toward specific types of transportation enhancements that increase the value or worth of a project, make it aesthetically pleasing, or reflect environmental awareness. Eligible transportation enhancement activities include: facilities for bicycles and pedestrians; acquisition of scenic easements and scenic or historic sites; scenic or historic highway programs; landscaping and other scenic beautification; historic preservation; rehabilitation and operation of historic transportation buildings, structures, or facilities including historic railroad facilities and canals; preservation of abandoned railway corridors, including the conversion and use as pedestrian and bicycle trails; control and removal of outdoor advertising; archaeological planning and research; and mitigation of pollution due to highway run-off. For more information, call 1-800-444-7832, or (804) 786-4100 in Richmond, or (804) 786-0765 for the hearing or speech impaired.

### **Virginia Foundation for the Humanities and Public Policy**

145 Ednam Drive

Charlottesville, VA 22901

[www.virginia.edu/vfh](http://www.virginia.edu/vfh)

Develops and supports public programs, education, and research in the humanities.

#### **Discretionary Grants**

The Virginia Foundation for the Humanities awards a small number of discretionary grants under \$1,500, primarily for program development.

#### **Educational Grants**

Supports a variety of educational programs for community audiences. Events may explore or focus on historical events, people, and documents; literary works and other texts and artifacts; the law; religious and cultural traditions; and other issues and stories that inform and shape people's lives. Supported activities include: community forums, seminars and public lectures, exhibits, and oral history projects.

#### **The Virginia Folklife Program**

Established to document the diverse folk traditions of Virginia; advance understanding and appreciation of traditional culture through the development of public programs; support traditional artists and performers; and help communities develop plans and projects to strengthen their own cultural traditions. Serves as a consultant for groups that want to develop projects and works in collaboration with cultural organizations and communities to research and develop projects,

sometimes providing technical assistance. Soon to come is Virginia Folklife Program Digital Archive online.

For more information on these programs, call (804) 924-3296.

### **Virginia Tourism Corporation**

901 East Byrd Street  
Richmond, VA 23219  
[www.vatc.org](http://www.vatc.org)

#### **African American Heritage Cooperative Marketing Program**

Funds allocated by the Virginia General Assembly are available for use in assisting communities in marketing and promoting Virginia's African American heritage sites, programs and events. A lead applicant must have at least two partners to apply. For more information, contact: Bruce Twyman at (804) 371-8243 or [btwyman@virginia.org](mailto:btwyman@virginia.org).

#### **Cooperative Advertising Program**

Funds allocated by the Virginia General Assembly are available for use in the implementation of tourism marketing programs. Funds are awarded for projects directed at out-of-state and in-state marketing targets that are either new marketing programs or incremental to existing marketing programs. Preference is given to projects showing commitment to

regional partnerships. For more information, contact: Ralph Earnhardt at (804) 371-0048 or [rearnhardt@virginia.org](mailto:rearnhardt@virginia.org).

#### **Matching Grants Program**

Funds allocated by the Virginia General Assembly are available for use by Virginia communities toward their marketing efforts. At least three jurisdictions must partner to apply. Preference is given to pure advertising costs. For more information, contact: Ralph Earnhardt at (804) 371-0048 or [rearnhardt@virginia.org](mailto:rearnhardt@virginia.org).



*Heritage and cultural tourism safeguards historic, cultural, and natural attractions for current and future generations. An attraction can include natural or scenic wonders, theme parks, cultural or historic resources, or wildlife habitats. This grist mill was rescued from ruin and rebuilt with materials and machinery from a similar mill period.*

# GLOSSARY

*Partners in cultural tourism development come from different industries that use different languages and operate by different values. To facilitate discussion with your partners, here are some travel terms used most often in the tourism industry. (The Virginia Tourism Corporation also offers an online glossary at [www.vatc.org/glossary/glossary.htm](http://www.vatc.org/glossary/glossary.htm) with additional terms).*

**Attraction:** A natural or man-made facility, location, or activity that offers items of specific interest. Can include natural or scenic wonders, theme parks, cultural or historic resources, or wildlife habitats.

**All-Expense or All-Inclusive Tour:** A misused expression since virtually no tour covers every expenditure. This tour offers all or most services—transportation, lodging, meals, sightseeing, etc., for a pre-established price.

**Bed and Breakfast (B&B):** Overnight accommodations usually in a private home or boarding house, often with either a full, American-style breakfast or Continental breakfast included in the rate.

**Block:** A number of rooms, seats, or spaces reserved in advance, usually by wholesalers or travel agents in anticipation of resale.

**Booking or Reservations Form:** Signed by customers purchasing tours and stating exactly which tour is being purchased. The form also outlines all liability requirements.

**Charter:** To hire the exclusive use of a motor-coach, aircraft, vessel, or other vehicle.

**Circle Trip:** A journey with a stopover that returns to the point of departure without retracing its route.

**Conservation:** Planned management of the environment and natural resources to ensure their preservation and sustainable use; managing change and development so that heritage values continue to be considered, as in maintaining the character of cultural landscapes and viewsheds.

**Consortium:** A loosely knit group of independently owned and managed companies such as travel agencies, tour operators, hotels, etc., with a joint marketing distribution process.

**Cultural Diversity:** The variety of life, traditions, values, beliefs, and practices of communities and people.

**Cultural Heritage:** Expressions of culture that have been inherited from previous generations—beliefs, social forms, traditions, practices, thoughts, language, and skills.

**Cultural Resources:** Materials or places that show evidence of human activity that have shaped culture.

**Escorted Tour:** A prearranged travel program, usually for a group, with escort service. Fully escorted tours may also use local guide services.

**Ecotourism:** Tourism that focuses on nature-related experiences that enhance or foster an appreciation and understanding of natural resources.

**Familiarization Tour or FAM Tour:** A complimentary or reduced-rate travel program for travel agents, tour operators, airline employees, and travel writers to acquaint them with a specific destination and to stimulate the sale of travel.

**FITs:** Frequent Independent Travelers—people who travel frequently on their own or outside of a tour.

**Gateway:** City, airport, or area from which a flight or tour departs.

**Group Leader:** An individual, frequently acting cooperatively with a tour operator, designed to handle tour and travel arrangements for a group. In some cases may also serve as the escort.

**Group Tour:** Assembly of 15 or more persons traveling together, via a common mode of transportation, to a common destination, on a pre-set itinerary. May be a pre-formed church, club, senior center, school, etc., or

an individually ticketed publicly advertised/sold tour.

**Heritage:** The set of all things, places, and ideas we have inherited from the past; usually holding special value and importance.

**Historic:** Having importance or significance in history.

**History:** The record of past events; the story of what happened in the past, detailing significant events.

**Historic Site:** Buildings and landscapes that have been the location of historic events or are associated with important persons or periods in history. Historical significance can be attributed to age, architectural design, or archaeological findings. Also, a site can be historically significant on a local, state, or national level.

**Hub & Spokes Tour:** Tours that utilize a central destination with side trips of varying length to nearby destinations.

**Incentive Tour:** A trip offered as a prize, usually by a company to stimulate sales or productivity.

**Interpretation:** An educational activity that explains or reveals a site of attraction's local, regional, or national significance and its relationship to the visitor. Can include showing original objects, giving first-hand experiences, and using various methods of illustration.

**Itinerary:** The travel schedule provided by a travel agent for the client. A proposed or preliminary itinerary may be rather vague or very specific. A final itinerary, however, spells out all details, i.e., flight numbers, departure times, etc., as well as describes planned activities. Should be delivered shortly before departure.

**Markup:** Difference between the cost and the selling price of a given product. Difference between the net rate charged by a tour operator, hotel, or other supplier and the retail selling price of the service. It is generally a percentage (usually 20%) of the net rate rather than a fixed amount.

**Marketing:** The total of activities involved in the moving of goods from the producer to the consumer, including selling and advertising.

**Motorcoach:** A large, comfortable, well-powered bus that can transport groups and their luggage over long distances.

**Natural Heritage:** A term used to describe nature, or specific natural resources, in order to recognize its present value to our culture today and for future generations.

**Packager:** Anyone who organizes a tour including prepaid transportation and travel services, usually to more than one destination.

**Package Tour:** A saleable travel product that offers an inclusive price with several travel elements that would otherwise be purchased separately.

**Partner:** One who joins with another or others for mutual benefit; a player on the same team.

**Rack Rate:** Regular published rate of a hotel or other tourism service.

**Receptive Operator:** A tour operator or travel agent specializing in services for incoming visitors.

**Restoration:** Returning a degraded ecosystem, building, site, or natural resource to its original condition. Also, renewing original elements of a cultural resource to represent it as it was during a specific time period.

**Sales:** Offering of goods for sale at a pre-set or fixed price for profit.

**Shoulder Season:** The period of time between the “high” tourist season (busiest) and the “low” tourist season (slowest); usually in the spring and fall for areas that have high summer popularity.

**Special Interest Tour:** A tour designed around a specific theme with special interest of the participants, such as fall foliage.

**Stewardship:** A proactive approach to caring for, maintaining, and using cultural, natural, and historic resources for the benefit of the entire community or region.

**Technical Visit:** Tour designed for a special interest group, usually to visit a place of business with a common interest. The tour usually includes part business/part leisure and is customized.



*In promoting the history of a region, all its voices and its stories need to be heard. Be sure to include all possible partners at the planning table. At the Mattaponi Indian Reservation in King William County, a young boy visits a museum modeled after a traditional Virginia Indian longhouse and learns about the people who greeted the settlers and helped them through times of starvation with gifts of corn.*

**Tourism:** The business of providing and marketing destinations, services, and facilities for travelers. Thus, the concept of tourism is of direct concern to governments, carriers, lodging, restaurant, and entertainment industries and of indirect concern to virtually every industry and business in the world.

**Tour Operator:** A company that creates or markets inclusive tours, performs tour services, or subcontracts their performance. Most tour operators sell through travel agents and directly to clients.

**Travel Trade:** Organizations that provide the link between suppliers and consumers. These organizations include tour operators, wholesalers, travel agencies, travel clubs, government marketing departments, and convention organizers.

**Vouchers:** Documents issued by a tour operator to be exchanged for accommodations, meals, sightseeing, admission tickets, etc.

**Wholesaler:** A company that usually creates and markets inclusive tours for sale through travel agents. Often used interchangeably with “tour operator,” but several distinctions might be drawn: 1) a wholesaler presumably sells nothing at retail; a tour operator often does both, 2) a wholesaler does not always create its own products; a tour operator virtually always does, 3) a wholesaler is less inclined than a tour operator to perform local services. Industry writers often fail to make distinctions and, to compound things further, many travel companies perform any or all of the functions of a travel agent, contractor, tour operator, and wholesaler.

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