PLANNING FOR CULTURAL HERITAGE TOURISM

April 2017 – Bellingham, Washington
Today’s Agenda

Review Progress to Date/ Survey Results
SWOT Analysis
Define Target Markets
Identify CHT Goals
How to Measure Impact
Bellingham Cultural Heritage Tourism Planning Process: January – August 2017

1. Inventory & Analysis
   - January – March
   - OUTCOME: Analysis Report

2. Stakeholder Engagement
   - January – March
   - OUTCOME: Stakeholder Recap

3. Market Trends & Segmentation
   - March – April
   - OUTCOME: Market Trends

4. Defined Goals & Outcomes
   - March – June
   - OUTCOME: SWOT Analysis, Goals & Obj

5. CHT Strategic Plan
   - May – July
   - OUTCOME: Final CHT Plan

6. Year One Action Plan
   - August
   - OUTCOME: Priority Projects, Specific Action Plans
CHT: Bellingham/Whatcom County’s Definition

- Travel directed toward experiencing the history, art and culture of a place

- “Culture” in this context is broadly defined to include:
  - All forms of traditional and contemporary arts such as sculpture, painting, photography, music, performance, dance and theatre
  - Heritage, which includes historic and prehistoric sites, architecture, native peoples, and traditional events
  - Culture and heritage may take the form of place-based activities and events unique to the area such as farmers’ markets, Bellingham Highland Games, the Lummi Stommish, etc.
Survey Results

Answers from 35 respondents
<table>
<thead>
<tr>
<th>Respondents</th>
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<tbody>
<tr>
<td>Allied Arts of Whatcom County</td>
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<tr>
<td>Bellingham/Whatcom County Tourism</td>
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<tr>
<td>City of Bellingham</td>
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<td>City of Blaine</td>
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<tr>
<td>Downtown Bellingham Partnership</td>
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<tr>
<td>Ferndale Chamber of Commerce</td>
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<tr>
<td>Ferndale Heritage Society</td>
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<tr>
<td>Historic Fairhaven Association</td>
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<tr>
<td>Lummi Indian Business Council</td>
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<tr>
<td>Lynden Pioneer Museum</td>
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<tr>
<td>Mount Baker Theatre</td>
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<tr>
<td>Mt. Baker Foothills Chamber of Commerce</td>
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<tr>
<td>North Cascades Institute</td>
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<tr>
<td>Pickford Film Center</td>
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<tr>
<td>Point Roberts Press</td>
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<tr>
<td>SeaFeast</td>
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<tr>
<td>Spark Museum</td>
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<tr>
<td>Sylvia Center for the Arts</td>
</tr>
<tr>
<td>Washington State Historical Society</td>
</tr>
<tr>
<td>Whatcom County Parks</td>
</tr>
<tr>
<td>Whatcom Maritime Association</td>
</tr>
<tr>
<td>Whatcom Museum</td>
</tr>
</tbody>
</table>
Q2 Where is your organization or business located?

Answered: 35  Skipped: 0

- Bellingham
- Downtown Bellingham
- Ferndale
- Fairhaven
- Blaine
- Highway 20
- Highway 542
- Lynden
- Other (please specify)
Q3 What category best describes the entity you represent?

Answered: 35  Skipped: 0
## SWOT Analysis - INTERNAL

### STRENGTHS
- Geographic location, features
- Quantity, diversity of events, orgs, experiences
- Trail systems
- Water, mountains, nature
- Maritime, fishing, heritage
- Native American

### WEAKNESSES
- Lack of cohesive theme
- Lack of communication, coordination
- Heritage undervalued
- Limited hours
- Lack of marketing/identity
- Lack of CH leadership
- Wayfinding
SWOT Analysis - EXTERNAL

OPPORTUNITIES

- Use waterfront for events
- Showcase maritime heritage, Native American history
- Collaborative partnerships
- Align attractions (food or beer destination)
- Promote variety

THREATS

- Lack of funding
- Homeless, crime, drug use
- Increased border issues
- Lack of leadership, local interest
- Competition between organizations
- Online entertainment
- Weather
Defining Target Markets

Who is desired?
When do you want them to visit?
Q6 Please rank, in order of preference, the importance of these demographic audiences to your organization and/or site in the next three years

Answered: 30  Skipped: 5

- Generation Z (age 18-21)
- Millennials (age 22-36)
- Generation X (age 37-52)
- Baby Boomers (age 53-71)
We Are Baby Boomers!
Millennial VS. Boomer
WHO ARE MILLENNIALS?

“GEN Y”

BORN BETWEEN

1980 2000

GREW UP ALONGSIDE TECHNOLOGY

LARGEST GENERATION YET

80 MILLION IN THE U.S

2.5 BILLION WORLDWIDE

MOST ETHNICALLY & RACIALLY DIVERSE

DOMINANCE OF SOCIAL NETWORKS

Y

DO THEY MATTER?

50% by 2020

75% by 2030

% of workforce in the coming years

ASPIRE TO

MAKE A DIFFERENCE WITH THEIR WORK

CONFIDENT

HAVE HIGH EXPECTATIONS

ACHIEVEMENT ORIENTED

Image from Why Millennials Matter (www.whymillennialsmatter.com)
Different Activities Appeal to Different Segments

Matures visit historic sites and want scenic drives and local crafts

Gen X and Y are more into nightlife

All age groups want to experience the local cuisine

Source: The Culinary Traveler Study, 2013
The Cultural Heritage Traveler (cont.)

- Older (49 vs. 47); Affluent
- Educated: Graduate +
- Baby Boomers still dominate
- Increase in Gen X (up to 33%)
- Multi-generational also on rise

Families: 1/3 of U.S. population but make half of all visits to attractions. Priorities are: togetherness, fun, variety, unique experiences, learn something new, go someplace new

Source: PGAV Destinations 2013
Top activities of Cultural Heritage Travelers:

1. Visiting historic sites (66%)
2. Participating in historical re-enactments (64%)
3. Visiting art museums/galleries (54%)
4. Attending an art/craft fair or festival (45%)
5. Attending a professional dance performance (44%)
6. Visiting state/national parks (41%)
7. Shopping in museum stores (32%)
8. Exploring urban neighborhoods (30%)

Source: Mandala Research 2009
Cultural Heritage behaviors of General Leisure Travelers

While culture or heritage activities may not be the MOTIVATOR for the trip, travelers often engage in culture and heritage as part of their visit to a destination.

- Visited heritage buildings/historical buildings (42%)
- Attended cultural/heritage fair, festival (40%)
- Attended historical reenactments (38%)
- Participated in an organized tour of local history or culture (37%)
- Visited living history museums (37%)
- Took a tour focusing on local architecture (34%)
- Researched family history (32%)
- Shopped for items made by local artisans, craftspeople (31%)
- Visited farms and ranches (25%)
- Explored small towns (24%)
- Experienced local or regional cuisine for a unique and memorable experience (23%)
- Self guided walking tour (22%)

Source: Mandala Research LLC, 2013
Q7: Please rank, in order of preference, the importance of these audience profiles to your organization and/or site in the next three years

□ Answered: 30    Skipped: 5
Q7: Please rank, in order of preference, the importance of these audience profiles to your organization and/or site in the next three years

- **Answered:** 30  **Skipped:** 5

<table>
<thead>
<tr>
<th>Audience Profile</th>
<th>Least important</th>
<th>Somewhat important</th>
<th>Important</th>
<th>Most important</th>
<th>Total</th>
<th>Weighted Average</th>
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<tbody>
<tr>
<td>Families</td>
<td>0.00%</td>
<td>13.79%</td>
<td>34.48%</td>
<td>51.72%</td>
<td>29</td>
<td>3.38</td>
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<tr>
<td>Couples traveling without children</td>
<td>3.45%</td>
<td>6.90%</td>
<td>41.38%</td>
<td>48.28%</td>
<td>29</td>
<td>3.34</td>
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<td>Adults traveling independently</td>
<td>0.00%</td>
<td>14.81%</td>
<td>51.85%</td>
<td>33.33%</td>
<td>27</td>
<td>3.19</td>
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<tr>
<td>Adult Groups (educational or special interest, group tours, niche audiences)</td>
<td>3.45%</td>
<td>13.79%</td>
<td>34.48%</td>
<td>48.28%</td>
<td>29</td>
<td>3.28</td>
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<td>School Groups</td>
<td>20.69%</td>
<td>20.69%</td>
<td>34.48%</td>
<td>24.14%</td>
<td>29</td>
<td>2.62</td>
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Q9 On a scale of 1-7, with 7 as most important, please rank the days of the week are you most interested in hosting more cultural heritage visitors to your organization or business in the next three years.

Answered: 27   Skipped: 8
Q10 What time of day are visitors most desired?

Answered: 25  Skipped: 10

- Morning
- Afternoon
- Evening
Defining SMART Goals

Strategic
Measurable
Actionable
Realistic
Timely
CHT Planning: 5 Steps

1. Identify and Analyze the Potential
2. Plan and Engage
3. Develop Authentically
4. Market for Positive Impact
5. Manage for Growth and Sustainability
The Holistic Approach

Authentic Experience

- Gateway, Signage, Visitor Information Center, Transportation
- Local Restaurants, Diners, Farmers Markets, Specialty Foods
- Cultural Heritage Attractions, Tours, Entertainment, Activities, Neighborhoods
- Local Shops, Art Galleries, Studios, Main Streets
- Distinctive Lodging, Historic Hotels, Local Rentals (Airbnb, VRBO)
- GREAT HOSTS!
Short Term Projects (6-12 months)

- Marketing/PR/Advertising/ Website
- Inventory and Map of Cultural Heritage Sites
- Organization with Leadership
- Certification hospitality program
- Lummi and Nooksack involvement in SeaFeast
- Thematic identity to connect cultural heritage
- Waterfront parks with public access to shoreline
- Boat tour
- ADA Compliant sidewalks
- Community-wide arts district
- Improved interpretive signage/ Wayfinding
Long-Range Projects (Five Years)

- Interpretive/Wayfinding
- Coordinated network
- Walking/biking trail
- Cultural Access WA tax
- Culture presented in context with place
- Funding for Pioneer Park
- More tours, experiential and educational activities
- Marketing
- Waterfront Development with Cultural Center
- Integrate Native American cultural experiences into tourism offerings
5 Principles of CHT

1. Focus on Authenticity and Quality
2. Preserve and Protect Resources
3. Make Sites & Programs Come Alive
4. Find the Fit Between Community & Tourism
5. Collaborate
Q11: What types of partnerships would you like to see result from this plan?

- Answered: 29   Skipped: 6
Q11: What types of partnerships would you like to see result from this plan?

- **Answered:** 29  **Skipped:** 6

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<tr>
<th>Category</th>
<th>Least important</th>
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<th>Most important</th>
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<td>Marketing</td>
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<td>3.45%</td>
<td>44.83%</td>
<td>51.72%</td>
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<td>3.48</td>
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<td>Networking</td>
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<td>42.86%</td>
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<td>3.29</td>
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<td>County-wide Planning</td>
<td>3.70%</td>
<td>14.81%</td>
<td>40.74%</td>
<td>40.74%</td>
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<td>Programs/Activities</td>
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<td>25.00%</td>
<td>53.57%</td>
<td>21.43%</td>
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<td>Funding</td>
<td>3.57%</td>
<td>14.29%</td>
<td>32.14%</td>
<td>50.00%</td>
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<td>3.29</td>
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<td>Experience Development, Enhancement</td>
<td>3.70%</td>
<td>14.81%</td>
<td>44.44%</td>
<td>37.04%</td>
<td>27</td>
<td>3.15</td>
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<td>Interpretation</td>
<td>14.81%</td>
<td>29.63%</td>
<td>44.44%</td>
<td>11.11%</td>
<td>27</td>
<td>2.52</td>
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“ACTION IS THE FOUNDATIONAL KEY TO ALL SUCCESS.”

- Pablo Picasso
Defining Success

What is the most important impact?
How will impact(s) be measured?
Who will measure impact?
When will impacts be measured?
Q14 Please rank, in order of priority, how the success of the Cultural Heritage Tourism plan and its implementation should be measured.

Answered: 28    Skipped: 7

- Increased awareness about cultural heritage
- Increased economic impact
- Increased resident awareness
- Positive quality
- Additional/New funding...
Q14: Please rank, in order of priority, how the success of the Cultural Heritage Tourism plan and its implementation should be measured.

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>Total</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional/ New funding for cultural heritage tourism</td>
<td>19.23%</td>
<td>7.69%</td>
<td>7.69%</td>
<td>26.92%</td>
<td>19.23%</td>
<td>19.23%</td>
<td>26</td>
<td>3.23</td>
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<td>Positive quality cultural heritage visitor experiences</td>
<td>29.63%</td>
<td>14.81%</td>
<td>18.52%</td>
<td>18.52%</td>
<td>14.81%</td>
<td>3.70%</td>
<td>27</td>
<td>4.15</td>
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<tr>
<td>Increased economic impact from cultural heritage tourism</td>
<td>3.85%</td>
<td>19.23%</td>
<td>23.08%</td>
<td>15.38%</td>
<td>19.23%</td>
<td>19.23%</td>
<td>26</td>
<td>3.15</td>
</tr>
<tr>
<td>Increased resident engagement in cultural heritage tourism activities, events, programs</td>
<td>7.41%</td>
<td>7.41%</td>
<td>22.22%</td>
<td>22.22%</td>
<td>29.63%</td>
<td>11.11%</td>
<td>27</td>
<td>3.07</td>
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<tr>
<td>Increased awareness about Bellingham/Whatcom County as a cultural heritage destination</td>
<td>33.33%</td>
<td>25.93%</td>
<td>18.52%</td>
<td>0.00%</td>
<td>11.11%</td>
<td>11.11%</td>
<td>27</td>
<td>4.37</td>
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<tr>
<td>Increased public recognition for the value of cultural heritage tourism</td>
<td>7.41%</td>
<td>22.22%</td>
<td>7.41%</td>
<td>18.52%</td>
<td>7.41%</td>
<td>37.04%</td>
<td>27</td>
<td>2.93</td>
</tr>
</tbody>
</table>
TOURISM DOES NOT GO TO A CITY THAT HAS LOST ITS SOUL.

- Arthur Frommer
Cheryl Hargrove

cheryl@HTCPartners.com

www.HTCPartners.com