

Sustainable Rural tourism development in West Virginia 2022 webinar series

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2022 SUSTAINABLE TOURISM WEBINARS

January 31, 11 a.m.

Intro to Sustainable Rural Tourism Development

February 28, 11 a.m.

Sustainable Rural Tourism and West Virginia: Lessons Learned

March 28, 11 a.m.

Marketing vs. Management

April 25th 11 a.m.

What is a Destination Management Organization?

May 23, 11 a.m.

The Role of Extension and Non-traditional Stakeholders

June 27, 11 a.m.

Leadership and Capacity

July 25, 11 a.m.

Making Informed Decisions – Tourism Area Lifecycle Model and Destination Assessments

August 29, 11 a.m.

Making Informed Decisions – Understanding Secondary Data and Collecting and Interpreting Primary Data

September 26, 11 a.m.

Product Development: Participatory Planning and Action

October 31, 11 a.m.

Product Development: Developing a Tourism Master Plan

November 28, 11 a.m.

Product Development: Funding Tourism Development

December 19, 11 a.m.

Sustainable Rural Tourism: Implementing and Evaluating a Destination Management Plan

Poll 1

- Who do you represent during our tourism series?
- Do you regularly incorporate data into your destination development decision making?

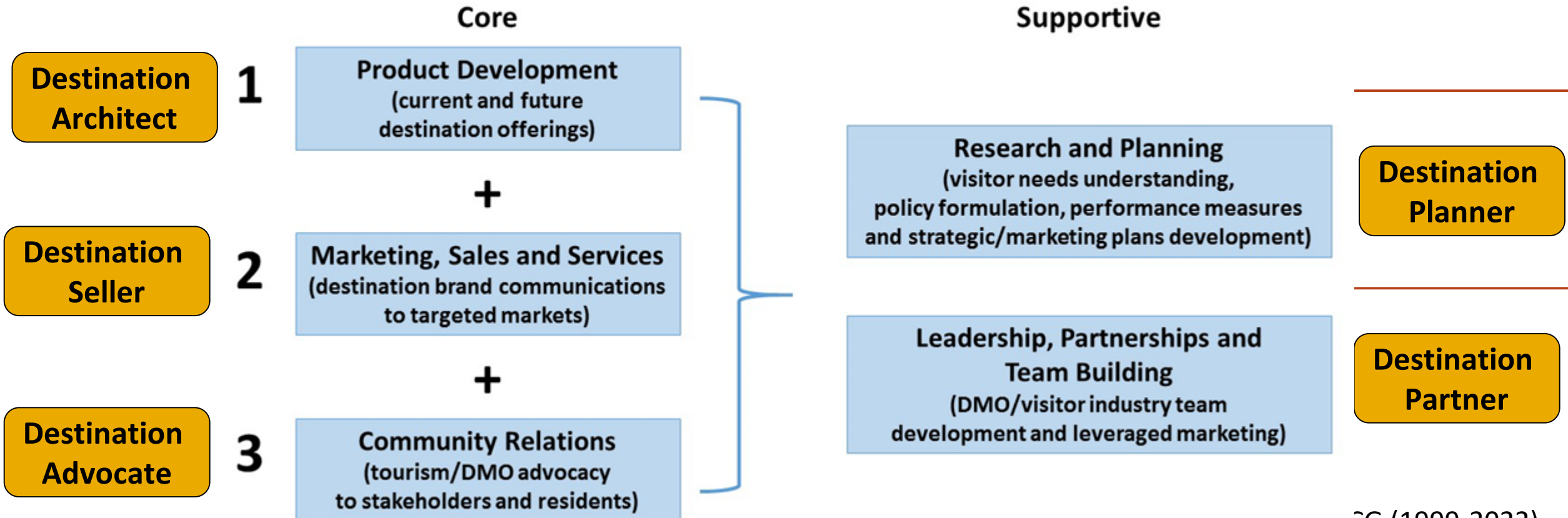
The **World Tourism Organization** defines sustainable tourism as:

“tourism that takes full account of its current and future **economic, social and environmental** impacts, addressing the needs of **visitors**, the **industry**, the **environment** and **host communities**”.

Community indicator systems reflect community values. Indicators should also take an integrative approach and consider the impacts of development not only in terms of economic, but social and environmental dimensions.

Five Component Roles and Responsibilities of Destination **Marketing and Management**

The Key Components of Destination Marketing, Management and Leadership (Creating Community Wealth Through Tourism)



Initial Steps: Gathering Baseline Data



Rural Destination Self-Assessment

The Rural Destination Management Self-Assessment will help to identify and assess local assets as part of a destination management planning process. Emphasis is on helping to identify opportunities to develop and enhance assets for recreation and tourism. Expanding assets helps attract more visitors and keep visitors longer in the region. This program seeks to satisfy community recreation and tourism needs, protect natural and cultural resource attractions, and identify sustainable development opportunities for future generations.

Destinations participating in this project will gain a deeper understanding of their recreation and tourism potential and ways to develop these opportunities. The program provides a unique view of the current state of recreation and tourism and tourism development potential. Using this information, communities consider development of these opportunities and create action steps to move forward.

Tourism development is a comprehensive effort involving many aspects of your destination. To help you and your destination team think about aspects of community life that can potentially impact the quality of tourism products and services; and to better gauge how a destination management program would be of benefit to your community, please complete the destination management self-assessment by determining how you feel your current tourism development efforts are achieving these aspects of community-oriented recreation and tourism development.

This manual is divided into 15 Best Practice Benchmark Areas:

1. Tourism Team
2. Tourism Management
3. Community Interaction
4. Transportation and Signage
5. Community Information
6. Hospitality
7. Aesthetics
8. Tourism Assets
9. Environment
10. Tourist Education
11. Services
12. Accessibility
13. Visitor Motives
14. Target Markets
15. Strengths, Challenges, Opportunities, and Goals

[Home](#) / [Community, Business & Safety](#) / [Tourism & Hospitality](#) / [Tourism First Impressions](#)

Tourism First Impressions

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Program Background

A Ten-Year Plan for Tourism in West Virginia developed by AECOM and Associates in 2012 called for an increase in technical assistance including implementing or expanding voluntary secret shopper programs, peer review programs and providing assessments of tourism potential. The Tourism First Impressions program is designed to help a destination learn about existing strengths and weaknesses as seen through the eyes of the first-time visitor. The program brings neutral, unbiased visitors to a region to assess destination attributes. Itineraries for groups of visitors are developed to assess current and potential tourist sites. An established manual is used by assessors to record their observations, and a report of destination strengths and weaknesses is presented to the client organization. The findings can then form the basis for future development.

What will I learn from the assessment?

The program has revealed tourism opportunities to destination leadership, some of which include: signage, website improvements, hospitality training, lack of community information, trail system improvements, unsightly billboards, need for additional food and beverage options, additional lodging and lack of recycling opportunities.

• <https://publicinterestdesign.wvu.edu/mon-forest-towns/downloads>

<https://extension.wvu.edu/community-business-safety/tourism-hospitality/tourism-first-impressions>

Why do we collect data?

Data helps us “know” the place and track outcomes...

Key Concept	Functions
Finding	<ul style="list-style-type: none">• Revealing core concepts• Identifying information gaps• Clarifying opportunities
Measuring	<ul style="list-style-type: none">• Tracking progress toward achieving result• Evaluating performance
Monitoring	<ul style="list-style-type: none">• Monitoring collaboration between citizens, experts, and decision makers• Producing a feedback system for decision makers• Identifying emerging threats to a community• Early warning system

Adapted from Phillips et.al, 2013 “State-level Applications: Developing a Policy Support and Public Awareness Indicator Project”

Why do we collect data?

Data helps us “understand” the place and facilitate change...

Key Concept	Functions
Setting	<ul style="list-style-type: none">• Setting communities priorities• Predicting quantifiable thresholds• Suggesting feasible goals• Implementing choices underlain by clear goals
Changing	<ul style="list-style-type: none">• Shifting attention to a particular area• Tracking the progress in new dimensions of responsibility and concern• Tracking progress in process and policy
Reflecting	<ul style="list-style-type: none">• Providing a broader perspective• Sharing decision making power via better information, communication, & dialogue• Increased public accountability

Adapted from Phillips et.al, 2013 “State-level Applications: Developing a Policy Support and Public Awareness Indicator Project”

Types of Data: Primary vs Secondary

	Primary Data	Secondary Data
Definition	First hand data gathered by the researcher	Data collected by someone else and used by the researcher
Data	Real time data	Past data
Process	More involved	Quick and easy
Source	Surveys, observations, experiments, interviews, focus groups, etc.	Government publications, websites, books, journals, articles, etc.
Cost effectiveness	Less economical	More (often very) economical
Collection time	Longer	Short
Specificity	Always specific to the researcher's needs	May be less specific to the researcher's needs
Available in	Crude/raw, require cleaning	Refined form
Accuracy and Reliability	It depends...	It depends...



Types of Data: Quantitative vs Qualitative

- Quantitative data are data that can be measured, quantified, and described using *descriptive statistics*
 - average, median, and mode
 - variance and standard deviation
 - count
- Qualitative data is not numerical (and thus can't be quantified)
 - Surveys
 - Interviews/focus groups
 - Observation
 - Case studies
- Mixed methods include a combination of qualitative and quantitative sources and techniques

Geographic Scope of Data

Global	National	State	Regional (multi-county)	Local (County)
Global Sustainable Tourism Council	US Travel Association https://industryimpact.ustravel.org/	Economic Impact of Travel in West Virginia (Dean Runyan)	Resident Attitudes Toward Tourism and Visitor Preferences in the Mon Forest Region	Resident Attitudes Toward Tourism and Visitor Preferences in Ansted, Gauley Bridge, Summersville, Heritage Four, Tucker County, WV
		Longwoods Visitor Research https://wvtourism.com/information-and-press/tourism-partners/industry-resources/research-reports/	Destination Competitiveness in the NRG, Northern Panhandle, and Mountain Highlands https://extension.wvu.edu/community-business-safety/tourism-hospitality/destination-competitiveness	Garrett County, MD Market/Economic Impact Study
			Other?	Other?

Economic Impacts

These Activities Make Up The Outdoor Recreation Economy



CAMPING

RV campsite
Tent campsite
Rustic lodge



FISHING

Recreational fly
Recreational non-fly



HUNTING

Shotgun
Rifle
Bow



MOTORCYCLING

On-road
Off-road



OFF-ROADING

ATV
ROV
Dune buggy
4x4 and Jeep



SNOW SPORTS

Cross-country skiing
Downhill skiing
Nordic skiing
Snowboarding
Snowmobiling
Snowshoeing
Telemark skiing



TRAIL SPORTS

Day hiking on trail
Backpacking
Rock or ice climbing
Running 3+ miles
Horseback riding
Mountaineering



WATER SPORTS

Kayaking
Rafting
Canoeing
Surfing
Scuba diving
Sailing
Stand-up paddling
Boating:
cruising, sightseeing,
wakeboarding, tubing,
kneeboarding,
waterskiing



WHEEL SPORTS

Bicycling, paved road
Bicycling, off-road
Skateboarding



WILDLIFE VIEWING

Nationally:

- \$887 Billion in spending
- 7.6 Million jobs
- 59.2 Billion in state and local taxes

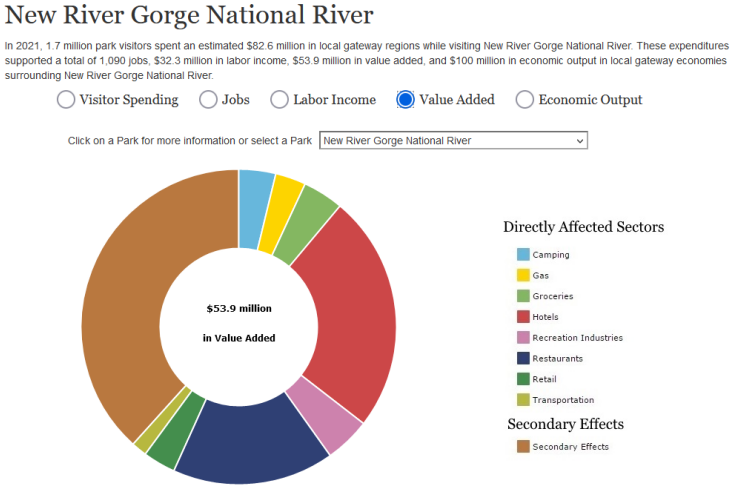
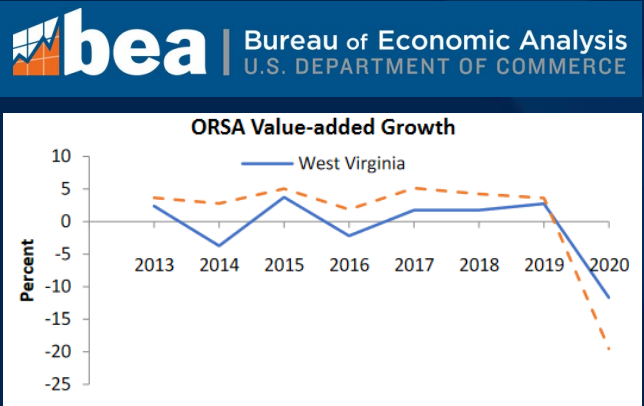
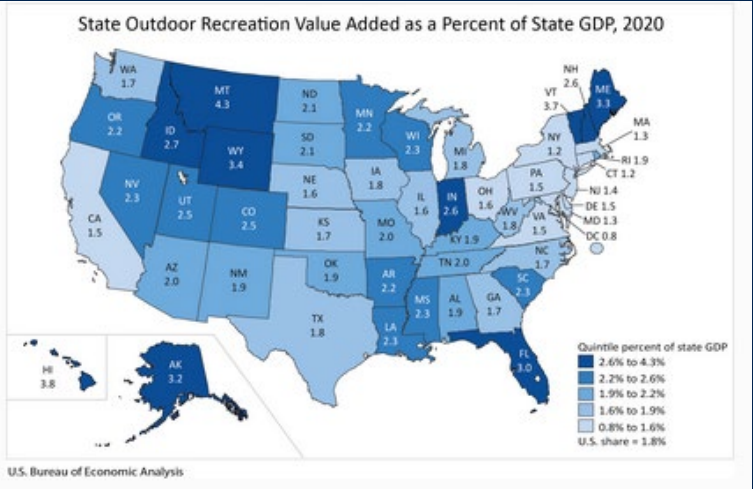
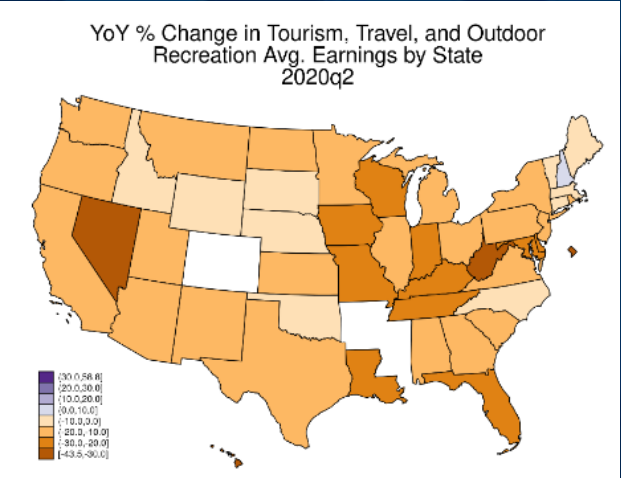
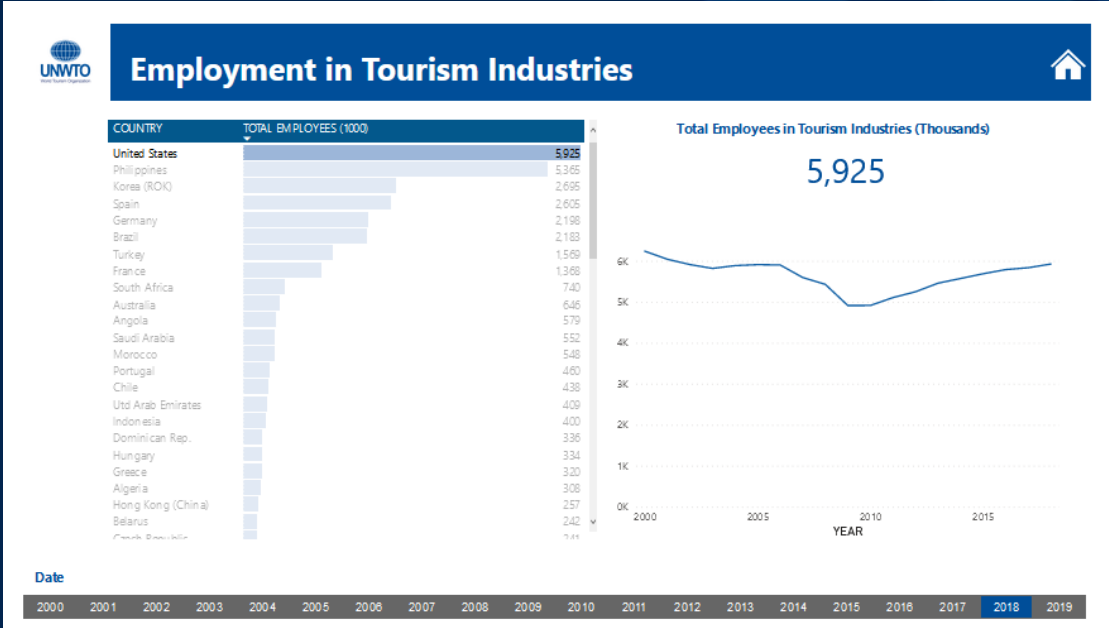
West Virginia:

- \$7.6 Billion in spending
- 82,000 jobs
- \$532 million in state and local taxes

Tucker County, WV

- Leisure and Hospitality =
 - 21% total employment
 - 27% private employment
- \$65 million in spending
- 970 jobs
- \$44 million in value added (income, taxes, rents)
- \$19.4 million in labor income (wages & benefits)

Data Sources: Official Statistics & Govt. Agencies



Data Sources: Industry Reports



The Economic Impact of Travel in West Virginia

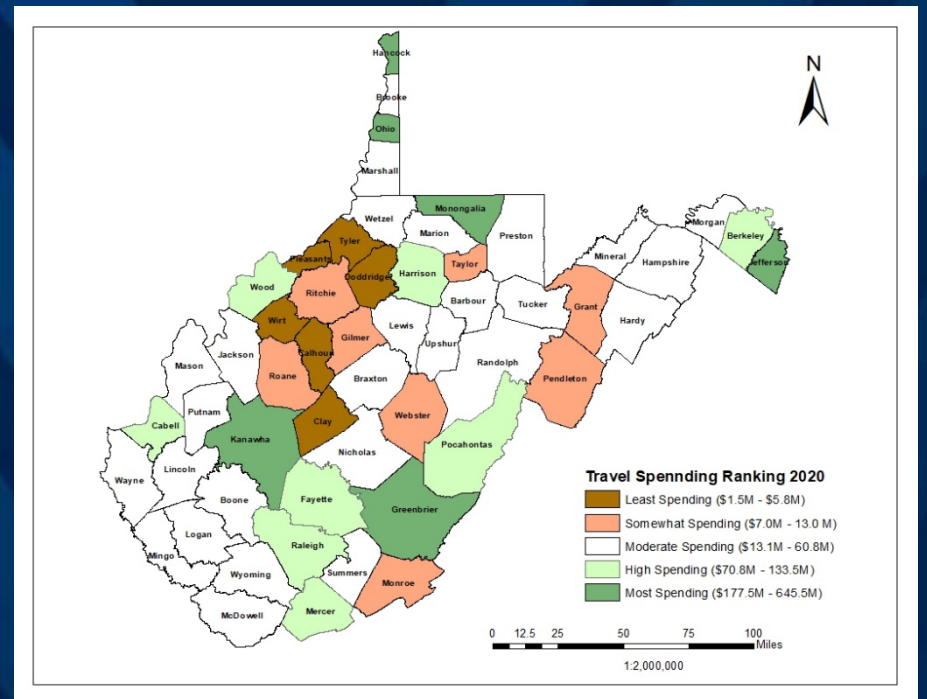
2020p
State, Region, County Impacts

West Virginia Department of Tourism

2/10/2022

PRIMARY RESEARCH CONDUCTED BY

Dean Runyan Associates
833 SW 11th Avenue Suite 920
Portland, Oregon 97205

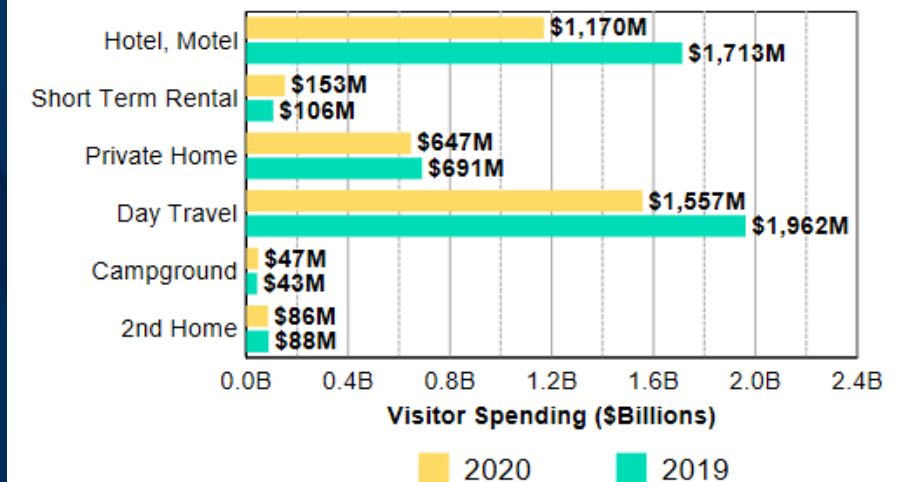


County / Summary Trend

Direct Travel Spending 2011-2020p

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	Avg. Annual % Chg.	
											2019-20	2016-19
Fayette												
Travel Spending (\$M)	78.3	79.9	78.4	75.5	65.5	65.0	69.5	71.4	79.6	70.8	▼ -11.1%	▲ 7.0%
Earnings (\$M)	15.1	15.8	16.2	16.1	17.1	18.2	18.8	19.3	25.3	17.8	▼ -29.8%	▲ 11.6%
Employment (Jobs)	780	810	810	790	770	790	780	790	1,050	680	▼ -35.0%	▲ 9.7%
Local Taxes (\$M)	0.8	0.8	0.8	0.7	0.7	0.7	0.7	0.7	0.8	0.6	▼ -25.6%	▲ 5.9%
State Taxes (\$M)	4.9	4.9	4.9	4.8	4.7	4.7	4.9	5.0	5.6	5.0	▼ -12.2%	▲ 6.5%

Visitor Spending by Accommodation Type / West Virginia



Sources: West Virginia city governments, Dean Runyan Associates, STR LLC., AirDNA

https://wvtourism.com/wp-content/uploads/2022/03/T01_CY_2021_15517-compressed-1.pdf

https://wvtourism.com/wp-content/uploads/2022/04/WV_Final_Economic-Impact-Report-2020p-1-compressed-1.pdf

Data tools like Headwaters Economics' "Economic Profile System" have made data quick and easy to access...



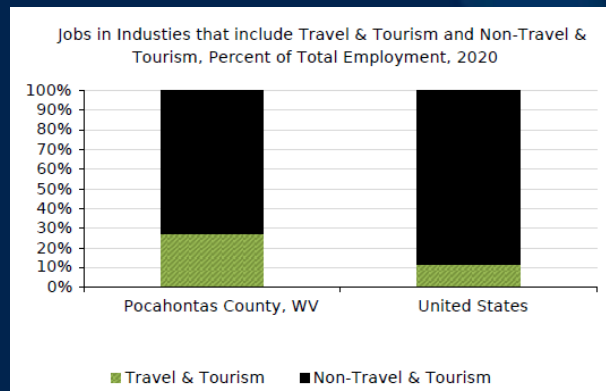
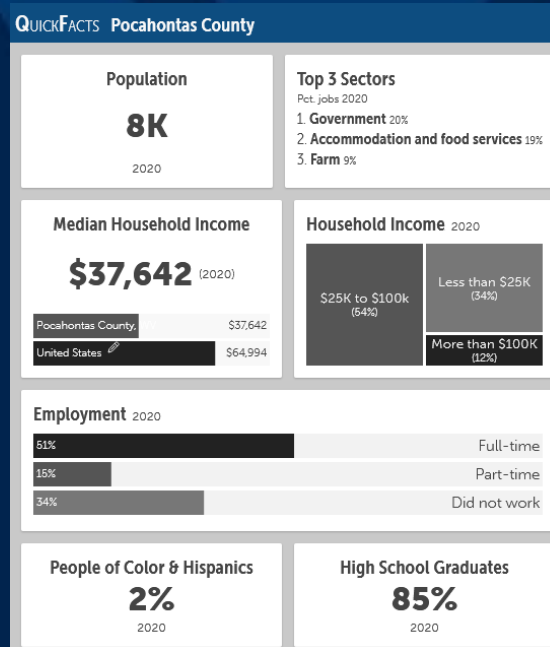
A Profile of Socioeconomic Trends

Selected Geographies:
Pocahontas County, WV

United States

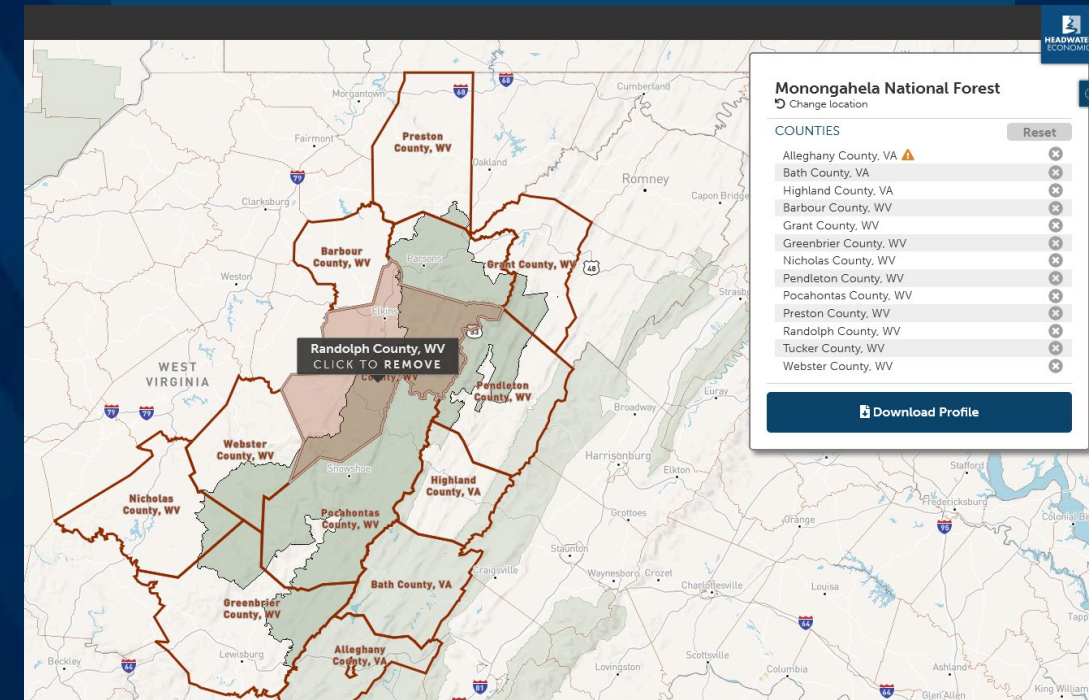
Comparison Geographies:
U.S.

Produced by
Headwaters Economics'
Economic Profile System (EPS)
<https://headwaterseconomics.org/eps>
August 24, 2022



Analysis Tools

Our free, easy-to-use analysis tools help users better understand socioeconomic data and trends for their communities, counties, states, or regions.



<https://headwaterseconomics.org/tools/>

Special Topics Reports



Library of Trails Benefits

This Trails Benefits Library is a collection of studies on the positive impacts of trails on businesses, public health, and quality of life. Use this form to search by type of benefit, use, year, and region.

Benefit	Use	Year	Region
Select Benefit...	Select Use...	Select Year...	Select Region...
Access (7)	Cycling (70)	1985–2000	Midwest
Business impacts (77)	Equestrian (14)	2001–2009	Northeast
Consumer surplus (15)	Hiking (13)	2010–present	South
Property value (14)	Mountain biking (35)		West
Public health (31)	Nordic skiing (9)		
Trail use estimates (55)	Other (9)		

Apply filter

In addition to individual data points, reports and studies compiled by others can become a starting point for our own local destination development efforts.

1. The research was framed using the results from previous studies. Many of these were found in the Headwaters database.

Economic Impacts of Mountain Biking and Bike Trail Events and Festivals in West Virginia

WVU Extension Service Working Paper FCD-MTB-0519

Daniel Eades, Associate Professor and Extension Rural Development Specialist
Doug Arbogast, Associate Professor and Extension Rural Tourism Specialist

Local and Regional Impacts of Mountain Biking

There are multiple examples of how small towns, especially those transitioning from economies dominated by natural resource extraction are leveraging their natural resources for outdoor recreation tourism, and mountain biking specifically. For example:

- Oakridge, Oregon struggled after the closure of a local mill in the 1980s. Since 2004, the town has rebranded itself as a mountain biking destination; riders spend an estimated \$2.4 to \$5 million a year in the local economy⁸.
- In the former iron ore mining town of Crosby, Minnesota, within seven years of opening a trail network, at least 15 new businesses—including a wood-fired pizza restaurant, a yoga studio, and a craft brewery have been opened to serve visiting riders⁸.
- The Nantahala and Pisgah National Forests of North Carolina have become important mountain biking destinations; Pisgah is routinely listed as one of the most visited destinations for avid bikers. Mountain biking generates more than \$48 million in regional spending including \$30 million in visitor spending. The sport supports 366 full time jobs and \$9 million in labor income⁹.

2. We conducted our own survey analysis to gather primary data, but compared our results to earlier studies to make sure our estimates of rider spending were reasonable.

Table 1. Survey Collection by Event

Event	Surveys Collected	Event Attendance	Response Rate
2018 Slatyfork WVMBA Enduro Race	32	57 ¹⁵	56%
2018 Snowshoe FreeFall Festival/Enduro Race	31	86 ¹⁶	36%
2018 Canaan Valley Mountain Bike Festival	19	292	7%
2018 Dirtfest WV	122	952	13%
2017 Blackwater Classic Race	45	82 ¹⁷	55%
2017 Canaan Mountain Bike Festival	93	249	37%
2017 Dirtfest WV	132	807	16%
Total	474	2,525	19%

Table 10. Estimated Average Spending by Local and Non-Local Users for Selected Mountain Bike Trail Systems

Trail System and State	Local User Daily Expenditure (2018 dollars)	Non-Local User Daily Expenditure (2018 dollars)
Coldwater Bike Trail ²⁰ (AL), 2012	\$68	\$154
Jackson Hole ²¹ (WY), 2011	\$8	\$144
Chequamegon area ²² (WI), 1997	No separation of users, average of \$43	
Nantahala and Pisgah National Forests ⁹ (NC), 2018, Est.	\$68	\$155
Kingdom Trails ¹⁵	\$115	\$120
Tucker County, WV, 2018	\$20	\$143

3. Spending estimates were analyzed using IMPLAN, an economic impact modeling data and software package.

Table 12. Economic Impact of 1,000 Non-Local MTB Riders

	Direct Impact	Indirect & Induced Impacts	Total Economic Impact
Output (Sales)	\$113,700*	\$58,700	\$172,400
Employment	1.5	0.5	2
Labor Income	\$40,700	\$18,600	\$59,300
State & Local Taxes	--	--	\$13,000

*The direct impact is less than the estimated \$143,300 due to the application of retail margins.

4. Results from our analysis have been used to secure grant funding and technical assistance that are generating new partnerships and trail development .

Snowshoe-Highlands Ride Center Review Score

Minimum Scores			Category	Points Available	Your Scores	Award Level
Bronze	Silver	Gold				
60	75	90	Services	20	17	Silver Level Ride Center
			Destination Best Practices	30	26	
			Trail Types	50	32	
				100	75	
10	20	30	Quality Trail Experience	40	20	

Economic and Quality of Life Indicators for Monongahela National Forest Communities

Daniel Eades and Doug Arbogast
Associate Professors and Extension Specialists

West Virginia University Extension Service
PO Box 6031, Morgantown, WV 26505-6031

March 2019

Indicators like second home ownership address both economic and social dimensions of destination development.

Second and seasonal home owners are a vital source of income for the region; however, they may put additional pressure on already limited housing stock.

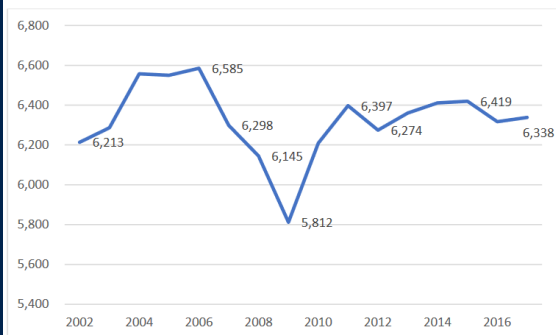
In some cases they are less invested in the community, in others they may be a source of human capital.

The report uses state and national data to create a profile for component counties and the region.

Table 5. Leisure and Hospitality Employment in the MNF Component Counties, 2002-2017

	Grant	Greenbrier	Nicholas	Pendleton	Pocahontas	Randolph	Tucker	Webster	Total
2002	202	2,651	798	127	1,005	909	577	82	6,351
2003	211	2,724	782	137	1,005	925	551	89	6,424
2004	205	2,730	806	141	971	1,008	607	89	6,557
2005	204	2,732	797	139	974	987	630	87	6,550
2006	205	2,794	802	166	910	1,014	603	91	6,585
2007	228	2,690	779	138	865	949	558	91	6,298
2008	237	2,553	784	126	846	937	566	96	6,145
2009	243	2,323	792	117	782	913	534	108	5,812
2010	255	2,778	792	110	786	876	504	108	6,209
2011	271	2,986	809	113	753	861	507	97	6,397
2012	232	2,887	804	113	757	878	519	84	6,274
2013	252	2,811	820	117	771	944	569	76	6,360
2014	230	2,850	815	103	767	986	583	77	6,411
2015	224	2,864	854	124	757	955	559	82	6,419
2016	215	2,796	848	126	727	962	560	83	6,317
2017	218	2,880	838	117	752	953	506	74	6,338

Figure 6. Leisure and Hospitality Employment in the MNF Region, 2002-2017



Much of the data are economic in nature, but we also include environmental and especially social indicators. A goal of the initiative is attracting and retaining a young, and competitive workforce.

Figure 11. Educational Attainment for the Population 25-44 Years in the MNF Component Counties and Comparison Geographies, 2013-2017

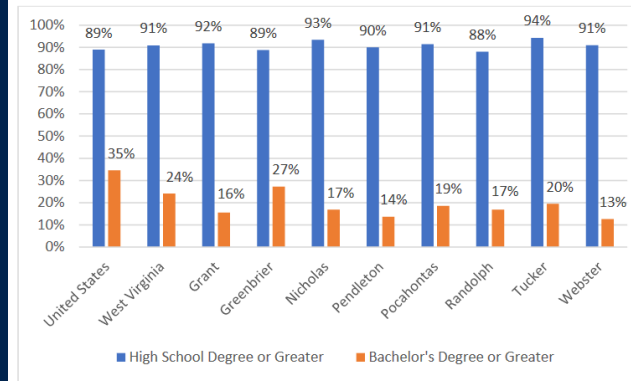
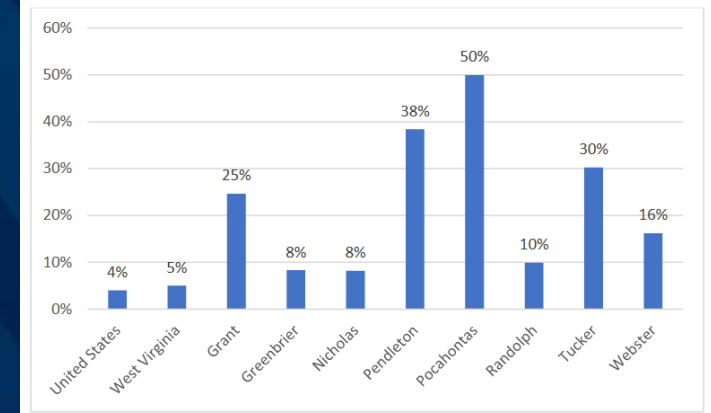


Figure 13. Share of Seasonal, Recreational, or Occasional Use Homes in the MNF Component Counties and Comparison Geographies, 2013-2017



Qualitative data collection provides an opportunity to better understand local needs.

What do you think is the biggest challenge for bringing new businesses to Tucker County?

- Lack of workforce, lack of workforce housing for newcomers.
- Workforce, affordable housing.
- If locals are on board.
- Not enough employee base, not enough information about the local economy, trends, etc.
- Finding good employees.
- Lack of a labor pool and affordable housing for employees in the service industry.
- Rent is increasing due to buildings being renovated and increasing property values, finding places to for staff to live.
- Lack of store fronts and lack of rental housing.

Primary Data Collection

- Two broad types of research and evaluation designs in recreation, leisure, and tourism (Henderson & Bialeschki, 2002):
 - Experimental designs
 - Descriptive/non-experimental designs
- Experimental designs are seldomly used in our study field
- Descriptive designs are more commonly used

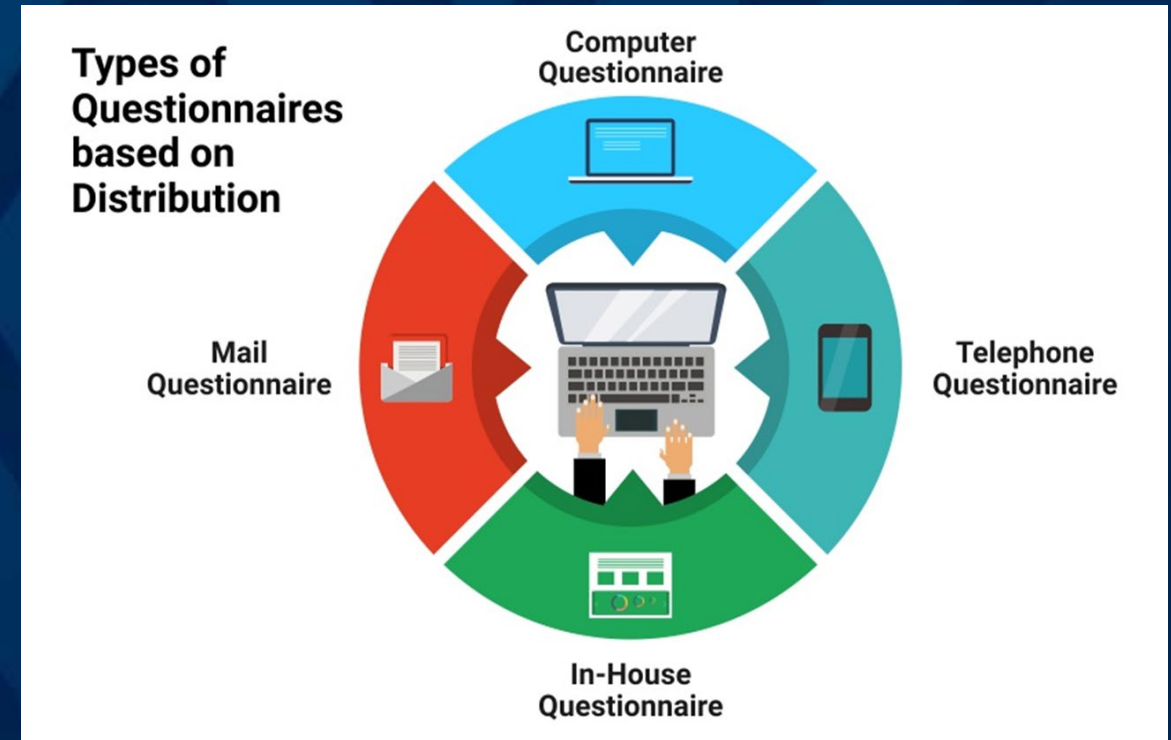
Descriptive designs

• Surveys

- Self-Administered Questionnaires
- Interview (focus groups)

• Observations

• Unobtrusive observations



<https://www.questionpro.com/blog/what-is-a-questionnaire/>

Descriptive Designs (Electronic Data Collection)

- Three major types
 - Email surveys
 - Survey programs
 - Web-based surveys

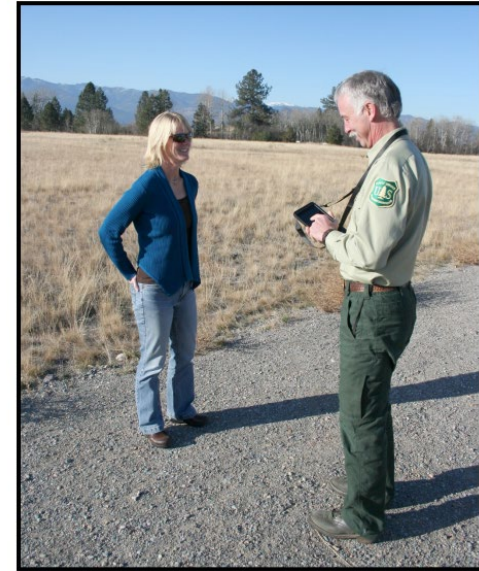


Descriptive Designs (Interview)

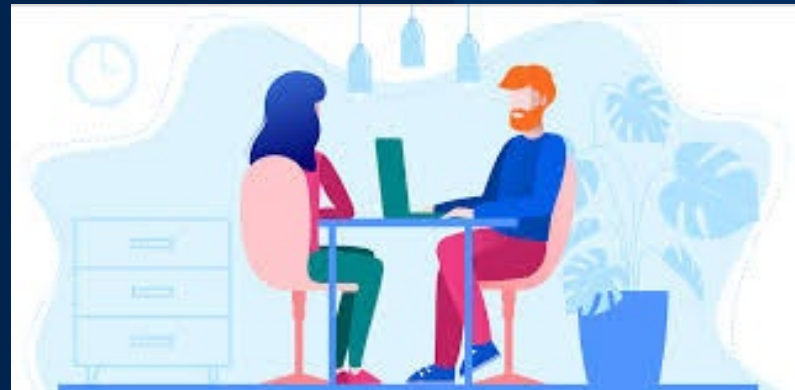
- Three types
 - Telephone interviews
 - Individual personal interviews
 - Focus group interviews



NVUM Interviewer Mobile User Guide



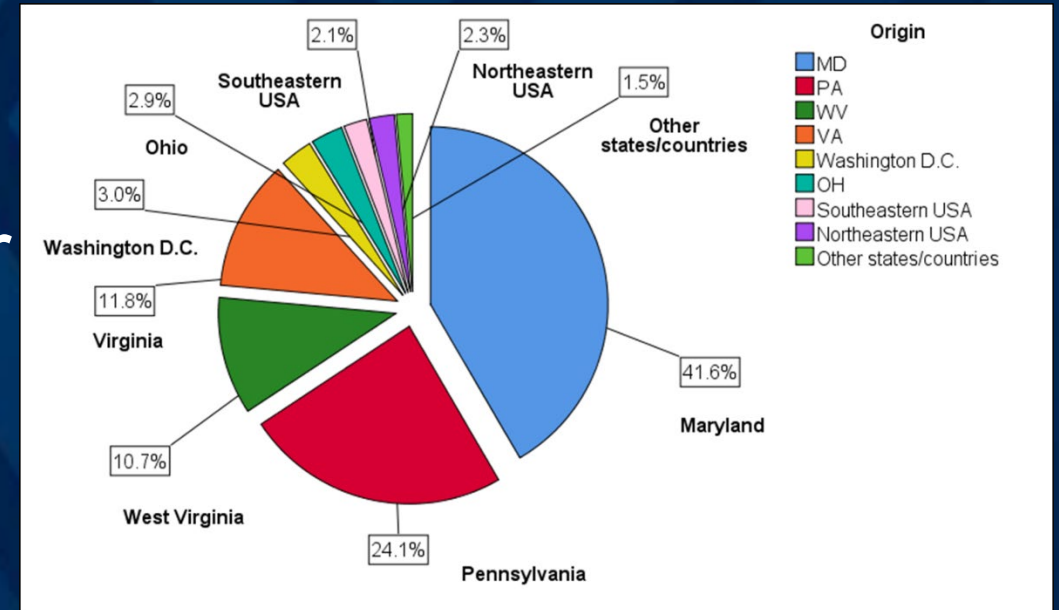
USDA National Visitor Use
Monitoring (NVUM) Program



Case studies

(Garrett County Market Survey)

- Purposes of the study
 - Visitor profiles
 - Market share and change over a period of 10 years
 - Visitor volume
 - Visitor spending
 - Economic impact



Survey period 2019-2020

MD: 41.6%
PA, WV, VA: 46.6%

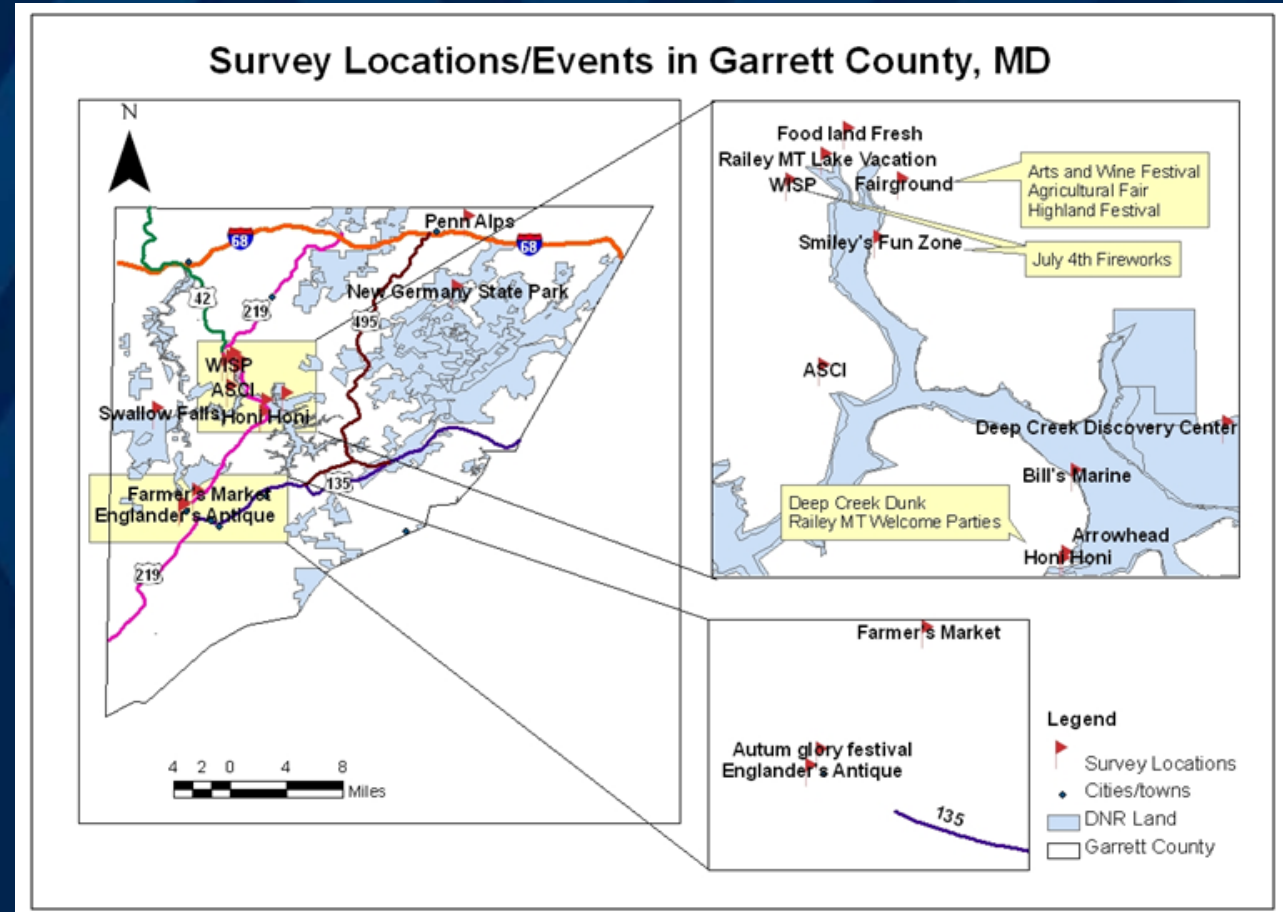
Survey period 2008-2009

MD: 41.3%
PA, WV, VA: 46.7%

Case studies

(Garrett County Market Survey)

- Onsite self administered
- Questionnaire (paper and pencil)
- Year round
- 20 survey sites
- 2693 participants











Case studies

(Garrett County Market Survey)

	Total person-trips	Total spending (million)
2008-2009	1,117,744	\$243.32
2019-2020	1,398,150	\$314.79
	25.09% increase	29.37% increase

Case studies

(The Mon Forest Towns Surveys)

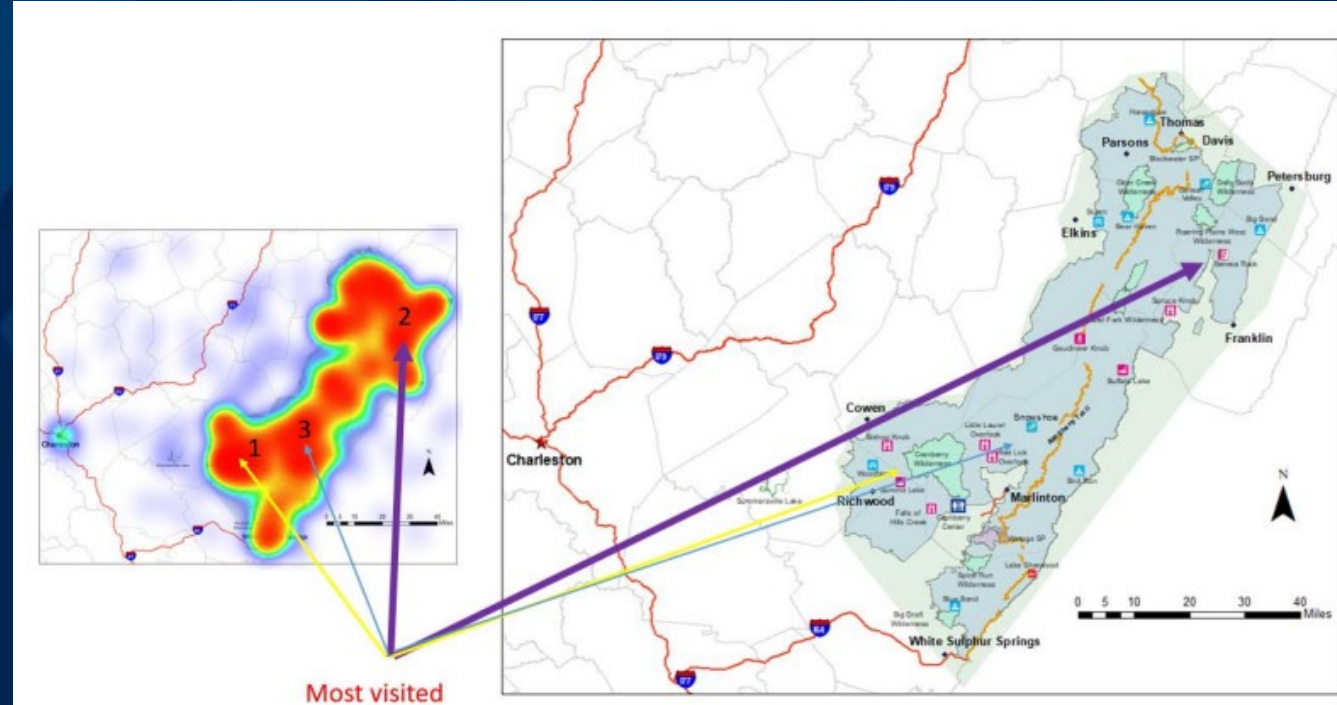
- Online survey (Qualtrics)
- 1145 resident participants and 815 visitor participants
- https://publicinterestdesign.wvu.edu/files/d/1a66bb8b-8470-4915-9747-f6adaf5896e2/mon_forest_towns_resident_survey_report.pdf (resident report)
- https://publicinterestdesign.wvu.edu/files/d/ed1e936d-91b3-4a8f-b4e3-fd4b3a51eab7/mft_visitor_survey_final_report_updated_with_questionnaire.pdf (visitor report)



Case studies

(The Mon Forest Towns Surveys)

- Purposes of the study
 - Perceptions of the recreation economy in the Mon National Forest area
 - Branding
 - COVID-19 impact
 - Regional collaboration
 - Image
 - Competitiveness



Case studies

Comparisons of the two survey methods

• On site (Garrett County)

- Representative
- More personnel costs
- Flexible
- Quality control
- Suitable for market survey and economic impact analysis

• Online (Mon Forest Towns)

- Faster
- Less expensive
- Selective (pre-screen participants)
- Ready for analysis (in the form of SPSS, Excel, etc.)
- Suitable for surveys focusing on attitudes and perceptions measured in Likert scales

Resident Attitudes toward Recreation/Tourism

Items measuring high in agreement:

- **Tourism development will provide more economic opportunities for the area**
- **The area should invest in tourism development**
- **The area should do more to promote its tourism assets to visitors**
- **Long-term planning and managed growth are important to control any negative impacts of tourism (highest agreement rating)**

Items with some level of uncertainty:

- **Tourism development will only produce low-paying service jobs**
- **An increase in tourism will increase the cost of living**
- **The area should discourage more intensive development of facilities, services, and attractions for tourists**
- **An increase in tourism will lead to unacceptable amounts of traffic, crime, and pollution**

	Strongly Disagree (SD) (%)	Mildly Disagree (MD) (%)	Neutral (%)	Mildly Agree (MA) (%)	Strongly Agree (SA) (%)	SD+MD (%)	SA+MA (%)
1. An increase in tourism will increase the cost of living in the Monongahela National Forest area.	8.7	21.8	16.9	35.6	17.0	30.5	52.6
2. Tourism development will provide more economic opportunities for the area.	4.1	4.7	3.5	38.6	49.1	8.8	87.7
3. Tourism development will only produce low-paying service jobs.	13.0	32.3	19.9	25.8	8.9	45.3	34.8
4. I support taxes for tourism development in the area.	14.4	14.4	20.5	33.3	17.4	28.7	50.7
5. Tourism development will help to protect natural/heritage resources in the area.	10.0	13.9	14.8	38.7	22.6	23.9	61.3
6. Tourism will improve the wellbeing of communities in the area.	7.5	8.4	15.5	40.6	28.0	15.8	68.6
7. The area should invest in tourism development.	6.3	4.1	12.6	37.4	39.6	10.4	77.0
8. An increase in tourism will lead to crowding of outdoor recreation, historic, and cultural sites/attractions.	4.4	15.4	17.4	39.6	23.2	19.8	62.8
9. Long-term planning and managed growth are important to control any negative impacts of tourism.	2.2	1.3	6.5	28.4	61.6	3.5	90.0
10. The area should do more to promote its tourism assets to visitors.	5.9	6.0	13.5	37.5	37.1	11.9	74.6
11. The area should discourage more intensive development of facilities, services, and attractions for tourists.	25.4	28.2	21.7	14.7	10.1	53.5	24.8
12. An increase in tourism will lead to unacceptable amounts of traffic, crime, and pollution.	19.5	28.3	19.1	21.3	11.9	47.8	33.1

Visitors Perceptions of Relative Competitiveness

- **Most competitive :**
 - Recreation
 - Rural tranquility
 - Local people
- **Least competitive:**
 - Lodging
 - Festival/events
 - Nightlife
 - Shopping

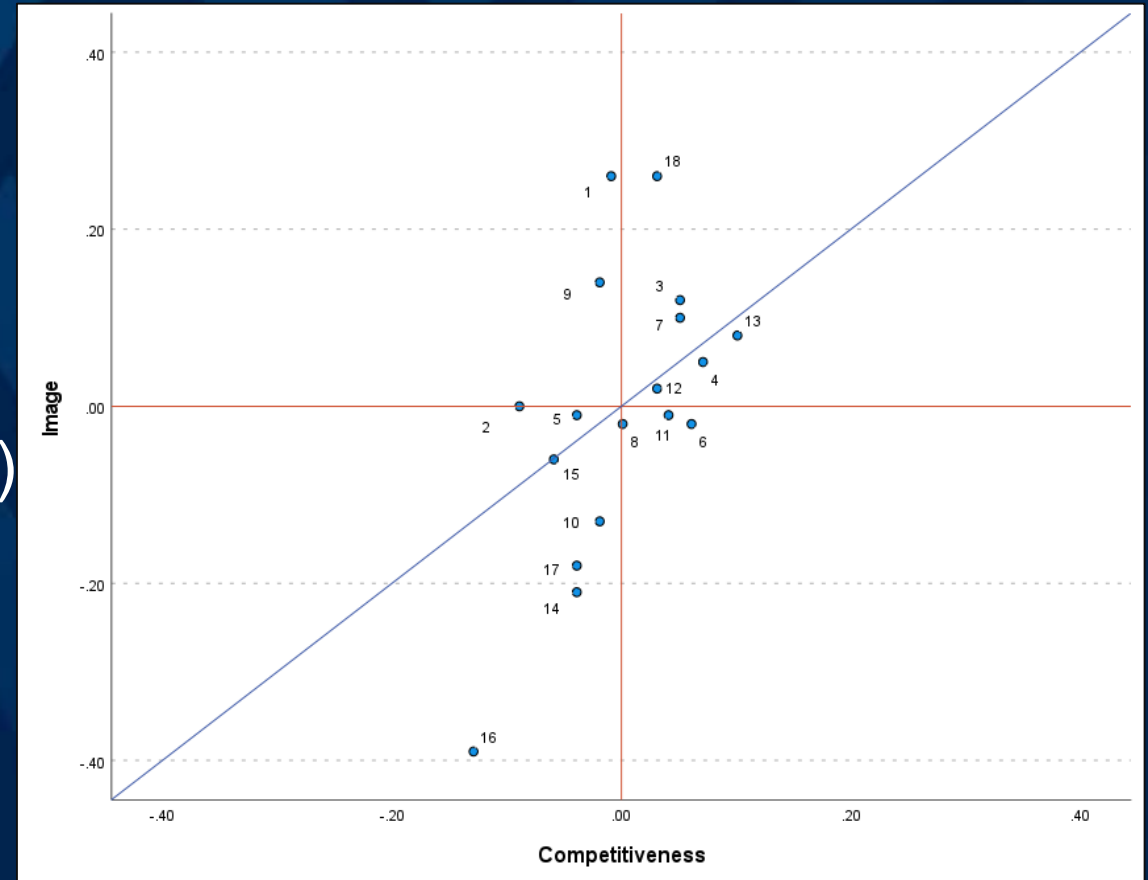
Items	Much worse (%)	Somewhat worse (%)	About the same (%)	Somewhat better (%)	Much better (%)	Last two combined
13. Outdoor recreation opportunities	1.4	3.7	30.7	35.1	29	64.1
3. Rural tranquility and authenticity	2.6	4.6	29	37.1	26.7	63.8
4. Hospitality and friendliness of local people	1.7	5.5	29.6	34.8	28.4	63.2
6. Accessibility	2	6.9	28.4	32.2	30.5	62.7
12. Prices	1.7	7.5	28.2	35.6	27	62.6
1. Natural attractions	4.3	6.9	27.9	31.6	29.3	60.9
11. Local food/eatery	1.7	7.5	29.9	30.7	30.2	60.9
2. Heritage and cultural assets	3.4	6.3	31	37.9	21.3	59.2
8. Infrastructure	2.3	6	32.5	32.2	27	59.2
5. Diversity and uniqueness of local products	2.3	6.9	31.9	34.5	24.4	58.9
7. Security and safety	2	4.3	35.1	27.9	30.7	58.6
9. Resource conservation	2	7.2	32.2	32.5	26.1	58.6
17. Lodging	2.9	6.3	33.6	30.7	26.4	57.1
10. Festivals and events	1.4	8.6	33.3	28.2	28.4	56.6
15. Crowding	1.4	8	33.9	31.9	24.7	56.6
14. Entertainment and night life	2.6	6.6	34.5	29	27.3	56.3
16. Shopping	1.4	9.2	38.2	27.3	23.9	51.2
18. Overall competitiveness	1.7	7.5	27.9	36.2	26.7	62.9

Visitors: Gap Analysis of Image, Competitiveness, and Satisfaction

High images (above the mean value):

- Rural tranquility and authenticity (item 3)
- Hospitality and friendliness of local people (item 4)
- Security and safety (item 7)
- Prices (item 12)
- Outdoor recreation opportunities (item 13)
- Overall (item 18)

Related to high competitiveness

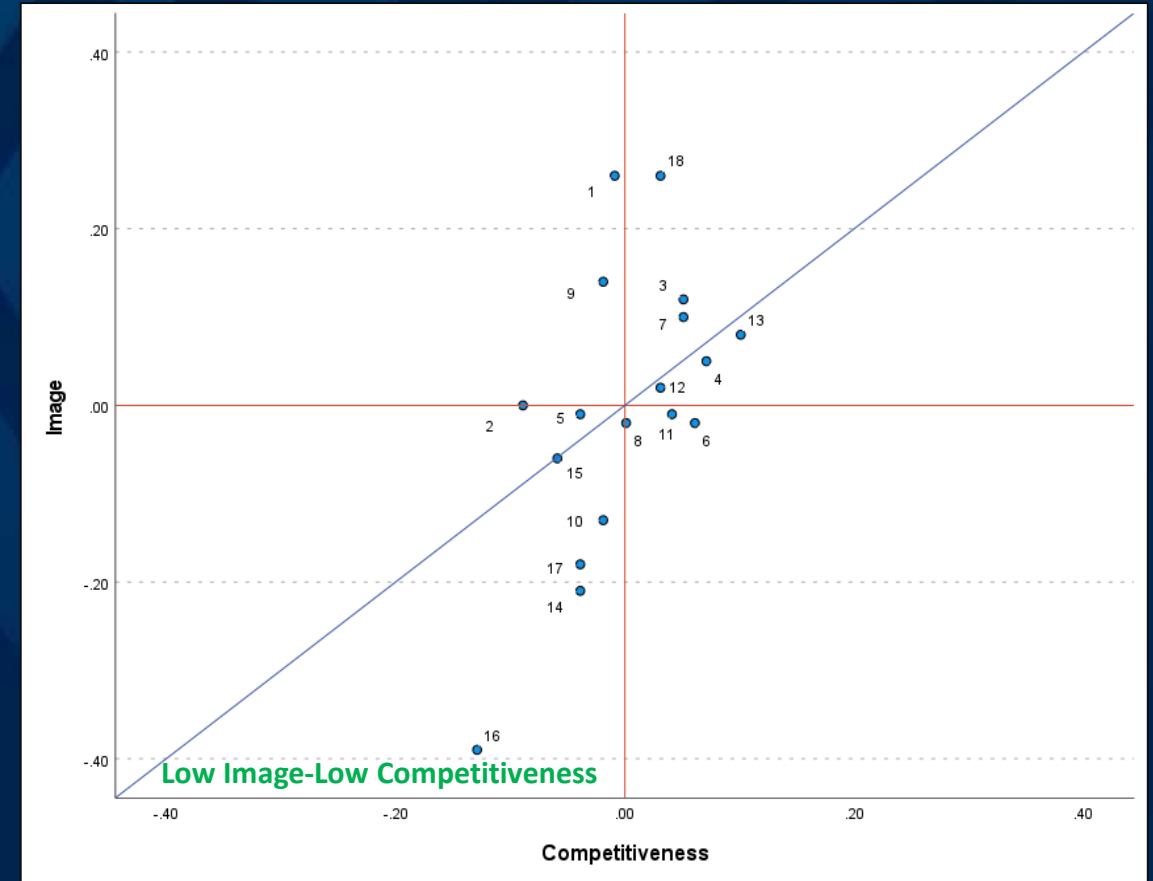


Visitors: Gap Analysis of Image, Competitiveness, and Satisfaction

Low images (below the mean value):

- Diversity and uniqueness of local products (item 5)
- Festivals and events (item 10)
- Entertainment and night life (item 14)
- Shopping (item 16)
- Lodging (item 17)

Related to low level of competitiveness





[Office of the Governor](#) > [News](#) > [Press Releases](#) > [2022 Press Releases](#) > Gov. Justice announces over \$18.1 million in ARC grant awards for projects across West Virginia

Gov. Justice announces over \$18.1 million in ARC grant awards for projects across West Virginia

7/18/2022

AREA DEVELOPMENT

STATEWIDE

Partner Community Capital

\$2,700,000

West Virginia Recreational Economies Initiative

Project will provide technical assistance services to tourism and recreation-based businesses across the state. Assistance will include business consulting, raising capital, financial packaging and management, real estate consulting, legal issues, and branding, design, and marketing strategies. Project partners include WV Department of Tourism, Woodlands Community Lenders, and the Hatfield-McCoy Trails Regional Recreation Authority. The project will create an estimated 585 jobs and leverage over \$18 million in private investment into the state's tourism and recreation-based economy.

Using Data Collection and Analysis to Inform Destination Planning Processes in Tucker County, WV

Tucker County Cultural Tourism Planning

WVU Extension Service

Surveying resident and visitor attitudes towards tourism, assets and identity

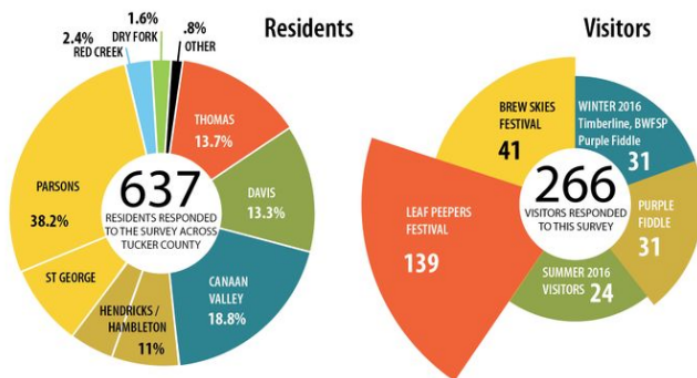
Doug Arbogast, Rural Tourism Specialist, WVU Extension Service

Dr. Jinyang Deng, Assistant Professor of Recreation, Parks, and Tourism Resources

Daniel Eades, Rural Economics Specialist, WVU Extension Service

These WVU faculty members conducted quantitative and qualitative participatory research to help the TCCDA in planning and decision-making. The data were gathered through several means in order to solicit input from a broad spectrum of stakeholders including the following:

- Key informant interviews
- Resident attitudes survey
- Visitor preferences survey
- Community profile & economic impact analysis (current and development options)



Experiences, assets and data

Findings of some of the questions as interpreted by our partner, WVU Graphic Design:



Funded by the Claude Worthington Benedum Foundation through the Tucker County Cultural District Authority

- **Transdisciplinary partnerships** improve upon interdisciplinary experiences by immersing and engaging the breadth of actors simultaneously, and allowing partners to share assets rather than separately provide expertise (Gibbs, 2017).
- a **mixed methods approach** to the study of sustainable tourism can promote societal change, manage social desirability, create more robust data through stakeholder triangulation, (Molina-Azorín & Font, 2016).
- **Triangulation** uses multiple distinct methods of both qualitative and quantitative evidence to establish a particular finding which increases confidence in a result by showing that distinct methods and sources point to the same conclusions (Stynes, 1991).

- <https://publicinterestdesign.wvu.edu/sharing-tucker/wvu-extension-service>

Key Informant Interviews



1 Article

2 DMOs and Rural Tourism: A Stakeholder Analysis 3 the Case of Tucker County, West Virginia

Sustainability 2017, 9, x FOR PEER REVIEW

7 of 15

Table 2. Interview candidates.

- President, Tucker County Cultural District Authority
- President, ~~Antarctica~~
- Owner, Canaan Realty
- Owner, ~~Whitegrass~~ Ski Touring Center
- Tucker County Commission, Development Director, Tucker Community Foundation, and Tucker County Cultural District Authority
- Owner, The Purple Fiddle
- Superintendent, Blackwater Falls State Park
- Executive Director, Tucker Community Foundation and Tucker County Cultural District Authority
- Superintendent, Canaan Valley National Wildlife Refuge
- Owner, Ben's Old Loom Barn
- Director, Tucker County Cultural District Authority
- Marketing Director, Tucker County Convention and Visitors Bureau
- Tucker County Planning Commission and Friends of the Blackwater
- Executive Director, Tucker County Convention and Visitors Bureau
- Heart of the Highlands and Friends of the 500th
- Timberline Four Seasons Resort
- Mayor, Town of Thomas
- Superintendent, Canaan Valley State Park
- CEO, Canaan Valley Resort
- ~~Verglass~~ Media
- Owner, Bright Morning Inn
- Owner, Hellbender's Burrito's
- Owner, Stumptown Ales
- Owner, ~~Verglass~~ Media
- Owner, Big Belly Deli
- Owner, Creature Gallery and the ~~Whiteroom~~ Gallery
- Buxton and ~~Landstreet~~ Gallery and Studios
- Owner, the Cooper House and the Billy Motel
- Owner, Three Castle Antiques
- Director, New Historic Thomas

A CDA board member discussed the role of the CDA in comparison to the other organizations in the county:

We're moving slowly through the process to establish ourselves, we need to understand our role, we need to make sure that we are engaged in all of the groups in the county who make up the culture of Tucker county, it goes everything from outdoor recreation to the historical attractions to the arts and crafts to the food, the farms, the coal mining so you know trying to embrace all of that and trying to capture it so that any visitor coming into this county understands the wealth of culture here, that's a daunting task.

5. Results and Discussion

The key informant interviews revealed themes which included marketing and management challenges including addressing resident and visitor concerns for maintaining authenticity and sense of place while capitalizing on the improved accessibility of the destination; the need for economic diversification following the decline of extractive industries; coping with seasonality, low wage jobs, and lack of employees; connecting resorts to small businesses and communities; and establishing a common vision, identity, and coordination of activities. In addition to a better understanding of how stakeholders are addressing these significant challenges, the interviews identified numerous organizations involved in some aspect of destination marketing and management and allowed the researchers to conduct an audit of their roles and responsibilities and develop a destination management framework to guide the destination toward a more effective and coordinated management strategy. These specific challenges and the destination management framework are discussed in the following section.

Family and Community Development

Voices of Change

Share this      

Giving Voice to Local Tourism Leaders

Using the National Rural Tourism Development Project as a model, with funding provided by a West Virginia University Faculty Senate Research Grant, case studies of tourism development in West Virginia were developed.

The resulting stories feature "Voices of Change" from tourism leaders in West Virginia discussing the successes and challenges of tourism development in each rural community.

Core Values for Community-Based Tourism

Successful community tourism development is built on communication, partnerships, a community vision, and a long-term commitment to bring that vision to fruition. It embraces five core values:

1. Maintain authenticity and a sense of place
2. Provide a quality experience
3. Diversify the economy
4. Transform obstacles into opportunities
5. Share the benefits and local control

<https://extension.wvu.edu/community-business-safety/tourism-hospitality/voices-of-change>

Follow Along Guide

Communities featured have experienced the benefits and challenges of implementing the values and developing community-based tourism economies. As you experience each community story, think about these four questions:

1. What was accomplished?
2. How did they do it?
3. Who was involved?
4. What opportunities and challenges are they facing?

Tucker County, West Virginia



Resident and Visitor Surveys

Tourism opportunities that should be developed



LONG-TERM PLANNING &
MANAGED GROWTH NEEDED

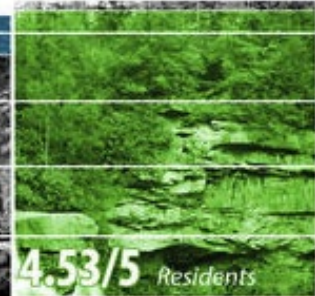
4.38/5 Residents



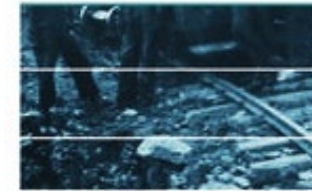
3.72/5 Visitors

UNIQUENESS PROTECTED

4.53/5 Visitors

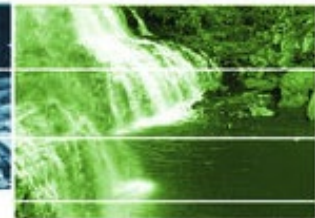


4.53/5 Residents



2.87/5

COMMON VISION
BETWEEN COMMUNITIES



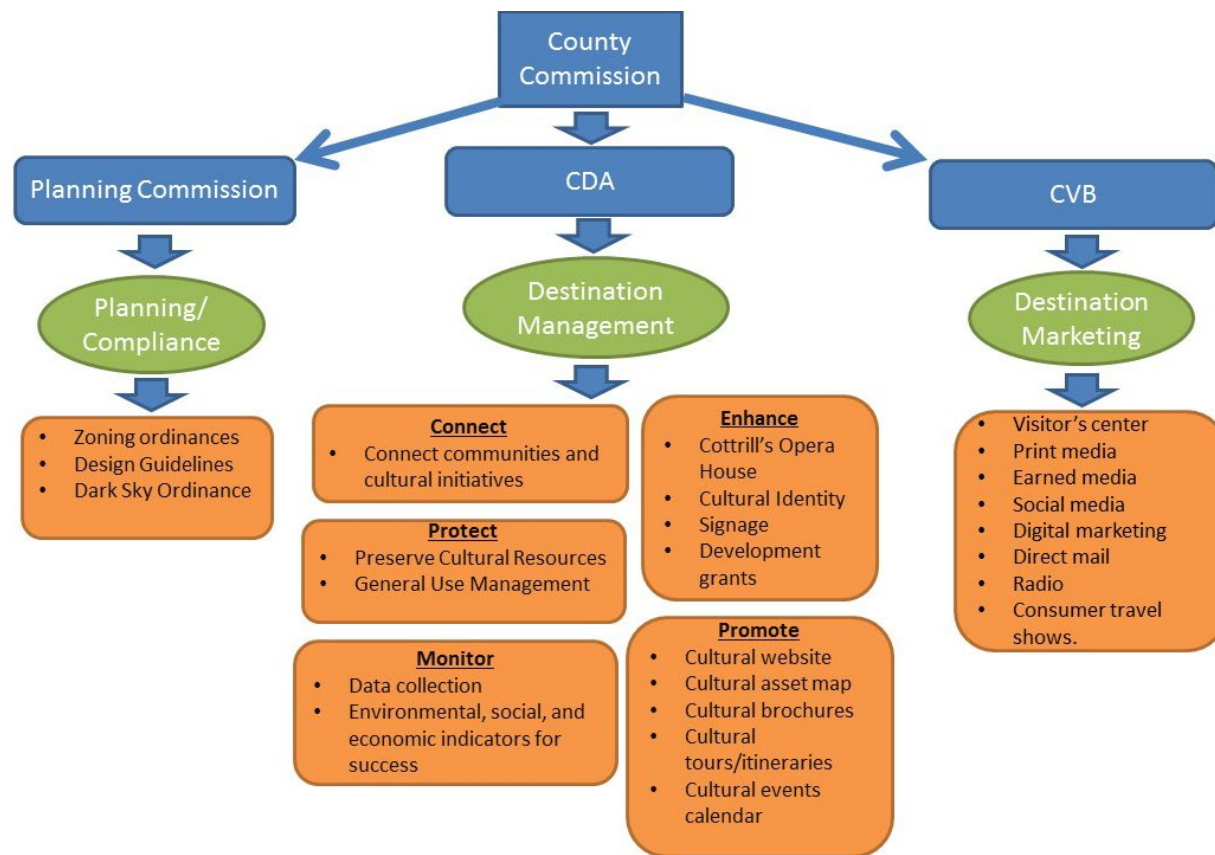
3.33/5

COLLECTIVE IDENTITY

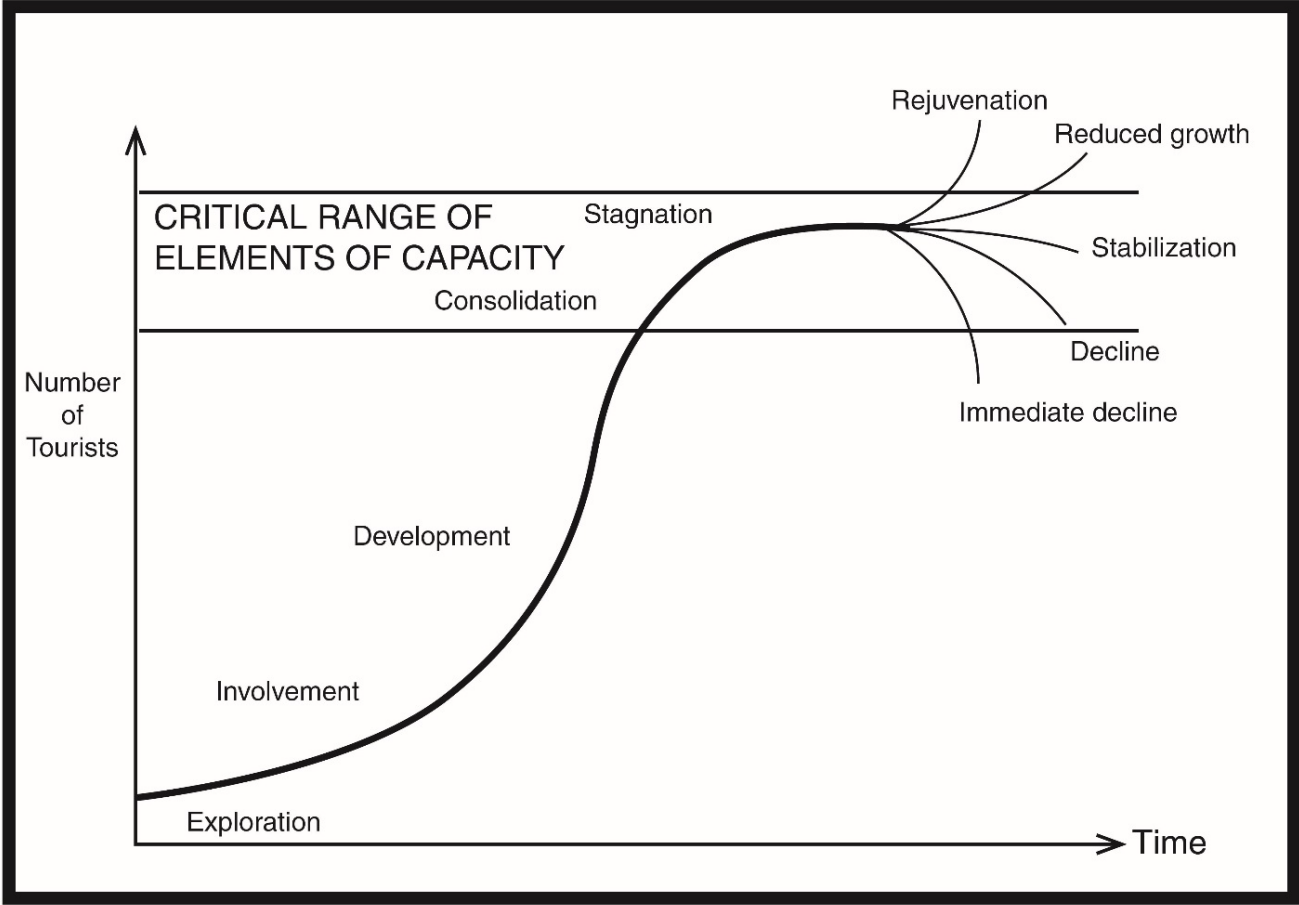
Tucker County CDA Goals

Protect	Connect & Coordinate	Promote	Enhance
<ul style="list-style-type: none"> Support county planning and a potential county planner Support SmartGrowth development projects. <ul style="list-style-type: none"> - Dark Skies Support Canaan Valley planning and zoning control Develop Design Guidelines Land use regulations options for comp plan 	<ul style="list-style-type: none"> Act as a central hub for partners, and offer resources to those partners Community liaisons <ul style="list-style-type: none"> Canaan Valley (CV Foundation) Thomas (New Historic Thomas) Davis (Davis Renaissance) Parson (PRO On Trac) Hambleton-Hendricks Mini-grants and planning and development support to cultural topic specific initiatives <ul style="list-style-type: none"> Arts Heritage Adventure/Trail/Bike Entrepreneurship Agritourism MOU's with partners, database of 	<ul style="list-style-type: none"> Cultural Identity Signage <ul style="list-style-type: none"> - Entrance - Wayfinding - Interpretive Website <ul style="list-style-type: none"> - Asset map - Opportunities map - Cultural trails/itineraries Promotional brochure guides (culture, history, adventure) Events calendar Social Media Interpretation - storytelling 	<ul style="list-style-type: none"> Canyon trail Cottrill's Opera House Hospitality training Awareness training Site design and development <ul style="list-style-type: none"> Davis Riverfront – FWS grant Parsons park Parsons depot/museum Canaan park Buxton Landstreet trailhead Cultural events in shoulder season Voluntourism program Guide services Shuttle service

Destination Management Framework



TOURISM LIFECYCLE



Butler, R. W. (1980). The concept of a tourist area cycle of evolution: implications for management of resources. The Canadian Geographer/Le Géographe Canadien, 24(1), 5-12.

Carrying Capacity

- threshold after which the destination will be decreasingly desirable.
- The maximum number of visitors that can be accommodated without causing excessive environmental deterioration and without leading to a decline in visitor satisfaction. (Hoven, 1982)
- Capacity of the destination area to absorb tourism before negative impacts are felt by the host population.

Tourist Types (Plog, Cohen)	Drifters/ Venturers	Explorers/ Individual Mass	Organized Mass	Individual & Organized Mass/Dependables
Attitudes (Doxey)				

Webinar #2: Rural Tourism Values

- Basing tourism development on **authenticity** and a sense of place.
- Assessing the true **benefits and costs** of tourism.
- Using tourism as a **diversification** rather than a substitution strategy.
- Developing and delivering **quality services**.
- **Sharing the benefits** of tourism and **developing local control**.

Tourism development that is **planned and guided** by committed **citizens, businesses, and governments**, provides the best opportunity for **sustainable, shared prosperity**.

Poll

- Do you feel that your destination has sufficient data to make informed decisions about the future of tourism?

Upcoming Research and Extension Activities...

Agriculture and Food Research Initiative (AFRI)

The Agriculture and Food Research Initiative (AFRI) is the nation's leading competitive grants program for agricultural sciences. The National Institute of Food and Agriculture (NIFA) awards AFRI research, education, and extension grants to improve rural economies, increase food production, stimulate the bioeconomy, mitigate impacts of climate variability, address water availability issues, ensure food safety and security, enhance human nutrition, and train the next generation of the agricultural workforce.

Program: Innovation for Rural Entrepreneurs and Communities

Proposal Number: 2021-10035

Proposal Title: **Rural Community Well-Being: Using Tourism Indicators to Identify, Understand and Address COVID Pandemic Impacts and Strategies for Resiliency**

Objective 1: Identify economic, social, and environmental indicators for sustainable tourism (across all US counties and in three case study communities)

Objective 2: Survey residents and visitors in case study destinations to identify social and environmental indicators.

Objective 3: Deliver Extension programming in targeted gateway communities through pilot programming using the research-based insights generated in objectives 1 and 2.

Objective 4: Assess change over time and associated impacts thus providing a mechanism to update the data on a regular basis to monitor changes and reflect on community goals.

Table 1. Indicators Proposed in the Literature

Economic	Social	Environmental
Leisure and hospitality employment (total and %) ^{2,4,5,9,10}	Educational attainment ^{7,9}	Area in conservation ⁹
Wages in leisure and hospitality ^{1,2}	Crime rate ^{3,4}	Air pollution ^{1,4,7}
Leisure and hospitality establishments ^{2,5,9}	Race and ethnicity; diversity ^{2,7}	Water quality ^{1,3,4,10}
Leisure and hospitality contribution to GDP (total and %) ^{3,4,9}	Social capital ^{1,4,8}	Vacant and dilapidated buildings ⁷
Unemployment ^{2,4,7}	Resident health and health infrastructure ^{3,5,7}	
Income (median household income, PCY, etc.) ⁶	Percentage of young population ^{3,7}	
Second home ownership ^{4,5,6,7}	Percentage of older population ^{5,7}	
Median home value ^{5,6}		
Communications infrastructure including broadband ^{4,7}		
Road density ⁷		
Distance to airports ^{3,9}		
1Asmelash and Kumar (2019) 2Berry (2006) 3Calderwood & Soshkin (2019) 4Choi & Turk (2011) 5Federal Lands Livability Initiatives (2014)	6Latkova and Vogt (2011) 7Lozano-Oyola, et al. (2012) 8Macbeth, Carson, & Northcote (2004) 9Romao et al. (2013) 10White, McCrum, Blackstock, & Scott (2002)	

Source: compiled by authors

Upcoming Research and Extension Activities...

Pocahontas County Comprehensive Visitor Profile and Tourism Economic Impact Study

Pocahontas County Convention & Visitors Bureau

with support from
West Virginia University

2022-2023

Economic Impacts of Mountain Biking and Bike Trail Events and Festivals in West Virginia

WVU Extension Service Working Paper FCD-MTB-0519

Daniel Eades, Associate Professor and Extension Rural Development Specialist
Doug Arbogast, Associate Professor and Extension Rural Tourism Specialist



LeadDO Rural/Small Community Leadership Survey

A proprietary rural-based destination organization (aka DMO, CVB or VB) survey covering 50 essential success strategy standards and best practices over 15 organization and management benchmarks. *

For acknowledgement purposes, the full detailed survey for urban/major cities entails 142 standards. Over 50 US and Canadian DMOs have participated in this FREE confidential advisory service with subsequent customized report and one hour consultation on results. The survey outcomes are invaluable in advance of undertaking a destination/DO strategic plan and/or tourism master plan.

This specialized survey is available through Destination Consultancy Group (www.dcgconsultancy.com) in partnership with the West Virginia University Extension Service as of August 8, 2022. This survey is currently only available to DO's in West Virginia during the pilot phase. Please contact Doug Arbogast, Rural Tourism Specialist, at douglas.arbogast@mail.wvu.edu for survey participation.

* 15 Standard/Best Practice Benchmark Areas

Destination Marketing and Sales Management (21)

- Innovative group/leisure travel promotion strategies
- Digital marketing presence
- Public relations/publicity attention
- Visiting friends & relatives/day visitor conversion strategies
- Brand development strategy and delivery

To Destination Management and Leadership (29)

- Strategic destination/DO planning
- Stakeholder/government relations advocacy
- Sustainable destination development strategy/tourism master planning
- Visitor center/information services network
- Dedicated tourism research program
- DO governance and oversight
- Funding strategy and performance accountability
- DO brand culture investment
- DO personnel recruitment and retention
- DO accreditation and professional development certification excellence

Webinar #9: Participatory Planning

[Home](#) / [Community, Business & Safety](#) / [Community Development](#) / [Community Engagement Lab](#)

Community Engagement Lab

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About the Lab

Within the School of Design and Community Development, the Community Engagement Lab (CEL) brings the expertise of faculty and the energy of students to solve critical problems of design.

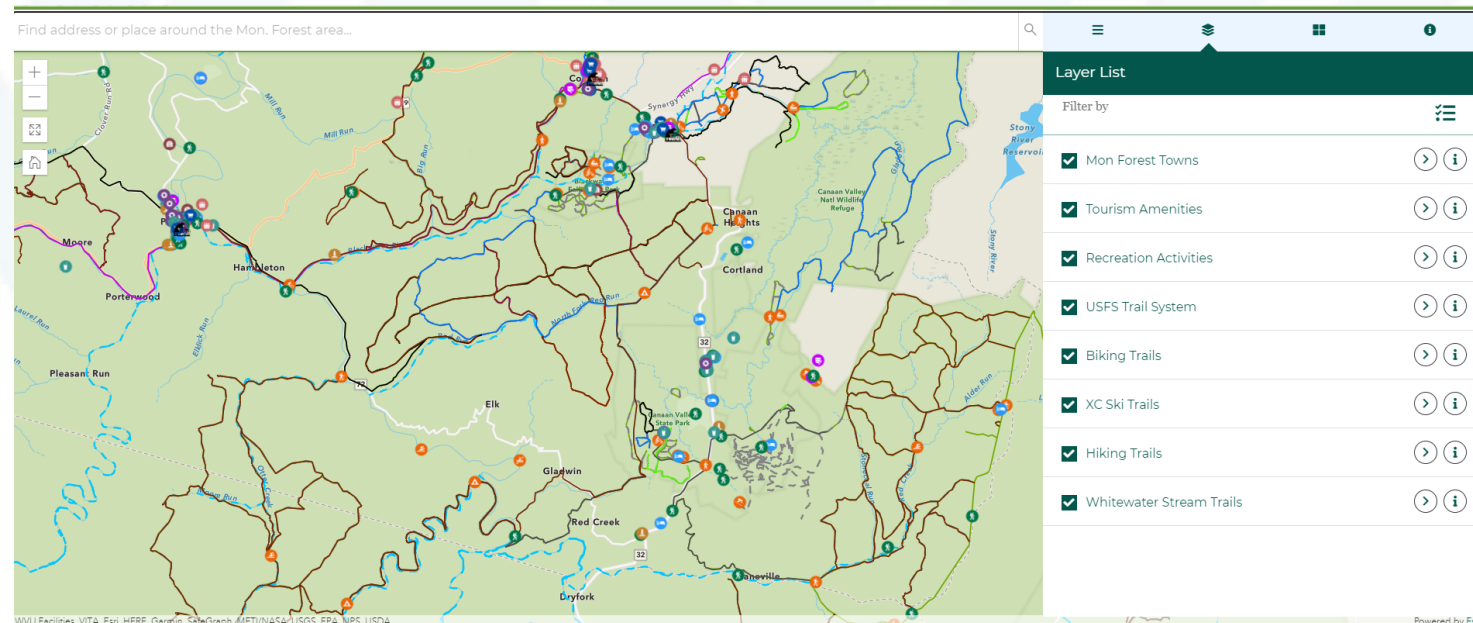
1. Regional Design & Planning
2. Community Design, Planning & Visioning
3. Site Design, Planning & Visioning
4. Interior Architecture & Design

Design partnerships with the Community Engagement Lab may focus on regions, corridors, communities, sites and buildings. Through the Community Engagement Lab, faculty engage classes of students in performing a variety of participatory methods and service-learning approaches to design including:

- Design charrettes
- Visioning workshops
- Asset mapping
- SWOT analysis
- Focus groups
- Mind-mapping
- Surveys

Products of the processes include:

- County and community plans



Sources

Butler, R. (1980). The concept of a tourism area cycle of evolution. *Canadian Geographer*, 24, 5-12.

UNWTO Recommendations on Tourism and Rural Development – A Guide to Making Tourism an Effective Tool for Rural Development. <https://www.e-unwto.org/doi/book/10.18111/9789284422173>

West Virginia Department of Tourism Annual Report. (2021). https://wvtourism.com/wp-content/uploads/2022/03/T01_CY_2021_15517-compressed-1.pdf

Thank You!

Reminder: September 26, 11 a.m.

Product Development: Participatory Planning and Action

Any questions contact Doug Arbogast –
doug.Arbogast@mail.wvu.edu

Please complete a short webinar evaluation

https://wvu.qualtrics.com/jfe/form/SV_bNNsASQStmNJJ9I

Thank you for attending

For additional information and resources please see:

<https://extension.wvu.edu/community-business-safety/tourism-hospitality/sustainable-tourism>

or search WVU Sustainable Tourism

Cooperative Extension Service

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