As the Freedom’s Way National Heritage Area works to establish and promote its identity and brand and to build audiences for its interpretive and educational programs, it is engaging in many actions that can help to enlarge tourism across the region.

This opportunity also works in reverse. Paying attention to what traveling audiences want and need – communications (wayfinding, branding, promotion), interpretation, recreation, and community enhancements and services – helps to grow the heritage area’s identity and brand.

This chapter is designed to help the Freedom’s Way Heritage Association and heritage area partners take greatest advantage of heritage area programming to advance cultural heritage tourism.

This advancement is to be undertaken first on a preliminary basis, while more focus is accorded to strategies described in the preceding chapters. It will be possible to stimulate even greater progress in cultural heritage tourism in the later years covered by this ten-year plan, as the heritage area makes progress in interpretation, communications, and community stewardship and enhancement. This phasing is addressed in this chapter with ideas for immediate and mid-range “readiness” actions. These actions are designed to encourage partners whose focus already includes tourism to begin moving to the next level, and to prepare the heritage area as a whole for greater emphasis on tourism.

The development of cultural heritage tourism throughout the Freedom’s Way National Heritage Area has at least one special advantage: For all that the heritage area’s interpretive programs may be designed first and foremost for the benefit of residents, visitors can also benefit. Moreover,
residents who observe visitors enjoying themselves should take special pride in their communities’ ability to foster a satisfying experience for guests. Such pride is a rewarding feeling that reinforces public support for heritage development activities across the region.

5.1 DEFINING CULTURAL HERITAGE TOURISM

Interpretation is the key to the challenge of developing more tourism, especially in rural communities. To help the reader understand why, this section explores basic facts about cultural heritage tourism.

First of all, tourism as a whole breaks down into different kinds of markets. Business travel is very different from the leisure tourism to which the heritage area is most likely to contribute, cultural heritage tourism. Cultural heritage tourism has real economic impacts – the heritage traveler is among the most desirable of tourism markets today, tending to stay longer and spend more per party. This market was identified a little more than two decades ago, when studies began under leadership of the National Trust for Historic Preservation. The Trust had recognized “heritage tourism” (since re-branded as “cultural heritage tourism”) as an important economic opportunity for communities engaging in historic preservation and Main Street revitalization.

The Trust stimulated collaboration among other national groups and agencies with tourism in their portfolios, ultimately succeeding in gaining new economic census data to begin tracking tourism as an industry. Today tourism as a whole is found to rank high among many communities’ and regions’ economic activities, often first, second, or third. This is less often the case for rural areas, although many have begun actively engaging in cultural heritage tourism development in recent years.
According to Mandala Research, “the cultural and heritage traveler is the most productive travel segment of the travel industry, generating over 90% of the economic benefit of all U.S. leisure travelers.”

Cultural heritage travelers want to experience authentic places. They are more likely to be willing to travel to remote or little-known places. Even these intrepid travelers, however, need assurance that there will be enough to see and do, of enough variety, to make their trip worth their while. Moreover, they want a complete experience, expect high quality, and like to linger in the restaurants and other places where residents tend to gather. They want to learn about a place and combine their visits to interpretive sites with interesting dining and shopping opportunities in historic commercial areas.

In one notable statistic among many studies of cultural heritage tourism, Mandala Research found that 65 percent of these travelers say they seek experiences where the “destination, its buildings and surroundings have retained their historic character.”

5.2 THE ECONOMICS OF TOURISM DEVELOPMENT

The challenge for rural communities everywhere is that they lack the robust economic infrastructure needed to support tourism (for a definition, see sidebar on tourism infrastructure, page 170). This is largely true of the Freedom’s Way National Heritage Area in communities beyond Concord and Lexington, although there are places where local hospitality infrastructure is promising. (See maps on page 174 plus Appendix G for a report on the economic conditions of the heritage area’s tourism.)

The threshold for this kind of investment is significant, especially for lodging. A single mid-market hotel is a multi-million-dollar proposition.
Even a good bed-and-breakfast establishment can run into the hundreds of thousands to create, depending on how many bedrooms are offered. For hotels in particular, developers need to see a large enough market, year-round, to risk such investment. This is why hotels across the country tend to be found at interchanges – the highway traveler provides the most reliable market. Major highways are not found throughout the heritage area.

Communities without hotels and restaurants to provide taxes are less likely to appreciate the economic benefits of tourism and provide the necessary leadership and investment to get into this business.

Bed-and-breakfast lodging might bridge this gap, as it serves primarily leisure tourism markets and the kinds of audiences for which the heritage area is designed. But B&Bs are limited in this region as well. Only three such establishments are reported in the U.S. Census’s ZIP Code Business Patterns data for the entire heritage area. (The Johnny Appleseed Country destination marketing organization for central Massachusetts, covering many of the Massachusetts cities and towns of Freedom’s Way, lists just two, only one of which is within the heritage area.) Again, to stimulate such business, potential investors need to see markets.

In addition, on the governmental side of the equation to stimulate tourism, tourism planning and development require knowledge and skills not always available within agencies focusing on economic development. In fact, even most tourism agencies focus only on tourism marketing and promotion, and so may also lack skills in the planning and economic development functions that support tourism growth through business investment. Smaller communities, especially, are hard put to focus on tourism given their limited ability to pursue economic development agendas of any kind.

For many reasons, however, adding tourism to any community’s economic development strategy is a worthwhile undertaking. Communities of all sizes have been led to believe that tourism is a low-wage, dead-end proposition for economic development. Service industry sectors like tourism do provide many jobs that may not support a one-earner family. Such jobs may merely supplement and diversify the higher-paying mix of jobs that communities prefer from such sectors as manufacturing, construction, finance, education, and medicine.

Every dollar invested in tourism, however, is a dollar that can benefit the community over the long term. For students, first-time workers, retirees, and others, tourism jobs often offer interesting opportunities and flexible arrangements.

Moreover, consider that tourism is the world’s largest “mom and pop” industry. That is, a large proportion of those engaged in the small businesses that make up the majority of the businesses in tourism (subtracting industry giants like airlines, hotel chains, and cruise lines) are responsible owners and creative entrepreneurs. They are more likely to be passionate about their communities, as well as community leaders, even though the demands of running tourism businesses are considerable. Even for low-wage workers in this industry, it is easy to enter and a natural incubator for new entrepreneurs – once hired, they learn valuable lessons about customer service, business management, and community relations. And while tourism remains vulnerable to the ups and downs of the
economy, tourism adds diversity and thus resilience to a community’s economic mix.

Also, a community with the amenities offered through tourism is often more attractive to new residents and many other kinds of new businesses searching for a high quality of life for their owners, executives, and workers. Thus tourism supports other economic development strategies. For existing residents, visitors’ dollars often stimulate delivery of amenities and a level of creativity their own dollars cannot support alone, from white-tablecloth dining and art galleries to parks and trails.

In sum, tourism is the salt in the local-economy casserole. It may be a small proportion of the mix of ingredients, but it can make a big difference in the quality of life and economic diversity in the community.

A focus on the less-taxable but equally important elements of the tourism equation, the nonprofit attractions that provide the experiences that heritage travelers seek, turns out to be the right approach to stimulating larger visitation – and one ideally supported by a heritage area. Growing the audiences for these attractions boosts the tourism traffic that will ultimately lead to community economic returns from public and private tourism investment.

Heritage areas are natural allies in creating and promoting cultural heritage tourism. A heritage area offers real value and skills:

- The heritage area is a specialist in developing and promoting interpretation and public education, as discussed in Chapter 2 – building audiences of all kinds. And building audiences helps grow the capabilities of sites and programs to serve visitors.

- The heritage area’s mission of helping multiple sites collaborate to present stories and educational programs builds that critical mass that will encourage visitors to leave the beaten path.

**Fast Facts about Hospitality**

- Hospitality is the world’s fastest growing industry and will add one new job every 2.5 seconds.
- Figures from the World Travel and Tourism Council have the industry growing at a rate of 23 percent faster than that of the global economy, employing 212 million and earning approximately $3.4 trillion (U.S.) annually.
- The hospitality industry is the nation’s #1 employer (after government), 8.1% of all jobs.
- Tourism is the first, second, or third largest employer in 32 states.

(Source: https://www.emich.edu/sts/hrm/hospitality.htm)
The heritage area’s emphasis on building regional identity through the communications activities discussed in Chapter 3 will also help build critically needed awareness among potential traveling audiences.

And finally, the heritage area’s emphasis on enhancing identity of place is critical to cultural heritage tourism. A region seeking to attract visitors must undertake the stewardship covered in Chapter 4, making sure that what makes this region distinctive is conserved and celebrated, and that communities make the most of their commercial downtowns.

## 5.3 Existing Tourism in Freedom’s Way

### 5.3.1 Massachusetts

Visitor attractions within the Massachusetts portion of Freedom’s Way are promoted primarily by two state-designated nonprofit, membership-based regional tourism councils that cover most of the Massachusetts portion of the heritage area. They work to get information provided to them by communities and attractions out to as wide an audience as possible. The two visitor bureaus work well together and cross-promote when possible.

The Merrimack Valley Conference and Visitors Bureau, based in Lowell (outside Freedom’s Way), features the attractions in Concord and Lexington among its principal marketing. In addition, Lexington and Concord have long had active chambers of commerce that promote cultural heritage tourism within their towns.

The Johnny Appleseed Trail Association covers most of the central and western portions of the heritage area and promotes the country experience of farm stands, orchards, hiking, and biking to leisure travelers.

In addition to these two visitor bureaus, the Metro West Visitors Bureau serves Sudbury and Hudson in the southern portion of the heritage area and the Greater Boston Convention and Visitors Bureau serves Arlington, Malden, Medford, and Woburn in the heritage area’s eastern, urban core.

### 5.3.2 New Hampshire

New Hampshire’s tourism promotion is managed by the state’s Division of Travel and Tourism Development. There are no regional visitor bureaus located within Freedom’s Way that serve its New Hampshire communities. New Hampshire designates tourism regions, however, which are thematically based and promoted by the state and by local organizations, usually chambers of commerce. Most of the New Hampshire’s heritage area communities are located in the Merrimack Valley Region, centered on the City of Merrimack (outside Freedom’s Way). New Ipswich is located within the Monadnock Region, centered in Keene (also outside the heritage area). Neither region currently features themes or attractions associated with the heritage area.

### 5.3.3 Agri-Tourism

Regional farms are a significant visitor attraction, particularly in autumn. Freedom’s Way has a number of specialty farms that feature farm stands and pick-your-own opportunities. The Massachusetts Department of Agricultural Resources promotes farms, farm markets, and agricultural production throughout the state. A sample of the MassGrown website.
revealed more than 400 entries found just thirty miles in any direction from Devens, the headquarters location for the Freedom’s Way Heritage Association. The nonprofit New Hampshire Farms Network’s website lists a number of sites and also aggregates directories maintained by other organizations, including, for example, the New Hampshire Public Radio’s Ice Cream Trail (two stands in Freedom’s Way) and the state’s Maple Producers’ Association list (two producers).

5.4 LONG-RANGE PLANNING FOR CULTURAL HERITAGE TOURISM IN FREEDOM’S WAY

Three conditions must be met before it is possible to establish a region-wide system for developing and promoting cultural heritage tourism in the Freedom’s Way National Heritage Area:

1. A perception that Freedom’s Way is a region and that there are good ways for visitors to experience it;
2. In-depth knowledge of the visitation that already exists, by attraction and across the region, in order to shape continued development of the region’s tourism and measure progress; and
3. A structure for region-wide collaboration.

The first requirement is well on its way and actions provided in this plan, especially in Chapters 2 and 3, will strengthen both internal and external perception of Freedom’s Way. This is the early focus in implementing this plan. This section addresses the second and third conditions, plus planning and marketing needed once progress has been made in other priorities for implementing this management plan. Table 5-1 summarizes the combination and phasing of actions needed.

5.4.1 Cultural Heritage Tourism Data

In-depth measurement of existing visitation can tell us the about numbers of heritage travelers and their travel and spending patterns. From this information, it is possible to set objectives for developing the traveling audience and gain insight into what steps are needed to achieve the objectives.

Bicycling is popular everywhere in Freedom’s Way National Heritage Area, and bicycle tourism has great potential. This friendly group was spotted in Arlington, MA.
Unfortunately, as discussed in Appendix G, access to data concerning tourism for the Freedom’s Way National Heritage Area is limited. Data-gathering tailored to the heritage area’s boundaries and specifically to its cultural heritage tourism simply does not exist in readily manipulated forms. Information about visitors to individual sites and attractions is uneven and not compiled. These are all typical problems for any heritage area’s startup phase. It is possible, however, to take simple steps to begin addressing data-gathering needs in the near term, working with sites and with tourism regional councils. When Freedom’s Way and its partners are ready for the major work of advancing cultural heritage tourism to the next level, the necessary data would then be available at that time.

In general, there are four readily measurable objectives for enhancing cultural heritage tourism’s economic impact on communities in the Freedom’s Way National Heritage Area:

- Increase the number of visitors;
- Increase visitors’ average length of stay;
- Increase the average expenditure per person (or per party); and
- Decrease economic leakage of tourism expenditures in the region (addressed, for example, by “buy local” campaigns that keep more dollars in the hands of local businesses instead of national franchises or large corporate retailers).

**ACTION:** Require all grantees in the heritage area’s programs to establish and maintain an ongoing method to measure visitation or attendance as accurately as possible over time.

*Timeframe and Responsibility: Immediate and ongoing action of Freedom’s Way Heritage Association.*

**ACTION:** Support matching grants to partners to enable them to participate in the American Association for State and Local History’s “Visitors Count” program (http://tools.aaslh.org/visitors-count/).

*Timeframe and Responsibility: Immediate and ongoing action of Freedom’s Way Heritage Association.*

**ACTION:** Establish a region-wide baseline attendance at attractions and events.

*Timeframe and Responsibility: Mid-term and ongoing action of Freedom’s Way Heritage Association in consultation with regional/statewide and local partners.*

**ACTION:** Work with state and regional tourism agencies to conduct visitor research periodically (preferably annually or biennially) to measure the heritage area’s effects on the region’s cultural heritage tourism, encouraging them to collaborate to fine-tune and align their data-gathering to the heritage area’s boundaries.

*Timeframe and Responsibility: Mid-term and ongoing action of Freedom’s Way Heritage Association in consultation with regional/statewide partners.*

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**Four Steps for Building Cultural Heritage Tourism**

Partners in Tourism also suggest four steps for getting started, or for taking an existing cultural heritage tourism program to the next level.

Developing a successful program is an incremental process; these four steps can be repeated at each stage of development:

**Step One – Assess the Potential:** Evaluate what your community has to offer in attractions, visitor services, organizational capabilities, ability to protect resources, and marketing.

**Step Two – Plan and Organize:** Make good use of human and financial resources. They are the keys that open the doors to sustainable cultural heritage tourism. Set priorities and measurable goals.

**Step Three – Prepare for Visitors:** Protect and Manage Your Resources: Look to the future as well as the present. Be sure that the choices you make now improve your community for the long term.

**Step Four – Market for Success:** Develop a multi-year, many-tiered marketing plan that targets your market. Look for partners in local, regional, state or national groups.
In addition to collecting data simply to measure progress on meeting these objectives, it is also possible to collect information that helps to shape programs in order to deliver what visitors want, and provides market analysis to enable good decisions on appropriate ways to promote and advertise. Data collection could help to answer the following questions: Where are visitors coming from? How did they learn about the heritage area or the particular attraction that drew them? What are they looking for? What do they like to do? Where else have they visited and how does this region compare? What does this region offer that others do not?

As the heritage area’s support for organizations offering interpretation and public education increases, it can also encourage those organizations to build their capacity to measure the size of their audiences and understand their needs. Such knowledge helps to guide better programs – and long term, can provide insights into audiences across the heritage area.

**5.4.2 Collaborating with Key Partners**

Key potential partners in promoting cultural heritage tourism in the Freedom’s Way National Heritage Area include:

- Concord Chamber of Commerce (MA)
- Greater Merrimack Valley Convention and Visitors Bureau (NH)
- Johnny Appleseed Trail Association (MA)
- Lexington Chamber of Commerce (MA)
- Massachusetts Department of Agricultural Resources
• Massachusetts Department of Conservation and Recreation

• New Hampshire Division of Travel and Tourism Development

While these existing tourism-oriented partners are important, it may well be that there are other nodes of interest to be found among agencies and leaders in larger cities and towns. Communities identified as having a high proportion of hospitality establishments among their business

ACTION: Work with state, regional, and local tourism agencies and chambers of commerce to develop a collaborative structure to support cultural heritage tourism in the heritage area.

Timeframe and Responsibility: Early and ongoing action of Freedom’s Way Heritage Association in consultation with regional/statewide and local partners, and reaching out to state, regional, and local economic development agencies and other supportive groups.

ACTION: Work with state, regional, and local tourism agencies and chambers of commerce to undertake one region-wide project to build focus, learning, momentum, and relationships.


ACTION: Undertake a needs assessment of interpretive sites and community interpretive opportunities to support mid-term planning.

Timeframe and Responsibility: Early or mid-term action of Freedom’s Way Heritage Association in consultation with regional/statewide and local partners.

The Johnny Appleseed region’s visitor center in Lancaster, MA, on Route 2 West between exits 35 and 34 (opposite). The region’s website states that “it’s chock-full of helpful brochures and locally made crafts, books, jams and jellies, giftware and souvenirs of all kinds. Our trained staff and volunteers will enjoy welcoming you to the Center, and providing you with customized travel advice and ‘insider information.’” Of the twenty-six towns served by this state-recognized tourism region, nineteen are located in Freedom’s Way, more than half those in the Massachusetts portion of the heritage area.
communities may also be interested. For example, Nashua, the largest New Hampshire community within the heritage area, has at least 265 business establishments related to hospitality, more than ten percent of the business community, yet the city does not appear to have a formal tourism program. Documents available on the city’s website, however, associated with Nashua’s Arts Commission, Downtown Improvement Committee, Planning and Economic Development Committee, and even the Nashua Conservation Commission all indicate these agencies’ possible interest in tourism. Still others not shown at the high end of the spectrum in the map may see opportunities to support a tourism initiative because of particular characteristics of their communities’ businesses and attractions.

Structuring relationships among these partners is hampered by what sometimes seems to heritage area observers to be a near-universal challenge – the way that states and localities are divided to promote tourism do not reflect the heritage area’s boundaries. Just as with data collection, however, this problem need not be addressed by the Freedom’s Way Heritage Association alone. The Association may need to provide leadership in helping potential partners to understand the opportunities for cultural heritage tourism inherent in Freedom’s Way. Once partners recognize the opportunities, however, and buy into a process for taking advantage of them, the Association should rely on them to contribute the necessary energy and imagination. Tourism is a diffuse, competitive, even messy business – and it seems to thrive that way.

5.4.3 Taking Cultural Heritage Tourism to the Next Level

The accompanying diagram beginning on page 183 suggests three phases to the development of cultural heritage tourism in the Freedom’s Way National Heritage Area over the next ten years: readiness, planning, and execution. These phases include three areas of focus: interpretation and public education, communications, and tourism.

Tourism, it should be noted, should be understood to include not only the usual marketing and promotion of existing offerings (known as “products” among tourism marketers – programs, experiences, attractions, etc.). It should also include the in-depth planning and development that are not typically the focus of many tourism organizations – or their economic development counterparts. A little planning goes a long way in helping to take
advantage of existing, sometimes quite large investments in the amenities that attract visitors. With planning, those involved in tourism can make sure that potential markets are well-served and able to find their way to the heritage area’s offerings. They can also use the same planning process to identify other long-range investments that will serve visitors and residents alike, and help to justify those investments on the basis of the economic value that the heritage traveler brings to the region.

Leadership in stimulating effective tourism planning and development, both local and regional, can be a considerable contribution of the heritage area. In fact, this is probably the only way to move the region’s tourism to the next level.

To unite the heritage area and its supporters around a case and actions for cultural heritage tourism, the heritage area needs a formal plan. Call it the Cultural Heritage Tourism Economic Development Plan, with the goal of undertaking it about five years from the approval of this management plan. Such a plan should identify strategic tourism development opportunities based on input from community, government, businesses, and stakeholders, especially interpretive and outdoor recreation attractions.

Such a plan should include the following activities or elements:

- Heritage area-wide data-gathering;
- A branding strategy;
- Advertising advice to support formal development of a marketing strategy as an implementation step, based on insights from this planning process;
- A wayfinding strategy;
- Recommendations for strategic investments for implementation:
  - Actions to develop visitor services and tourism business development (e.g., business-to-business/cross-marketing improvements, customer service training); and

**ACTION:** Work with state, regional, and local tourism agencies and chambers of commerce and other stakeholders to develop a Cultural Heritage Tourism Economic Development Plan for the heritage area.

**Timeframe and Responsibility:** Mid-term action of Freedom’s Way Heritage Association in consultation with regional/statewide and local partners.
To handle the hundreds of thousands of visitors who tour Lexington, MA, each year, its visitors’ center is open seven days a week, closed only three days a year (New Year’s Day, Thanksgiving, and Christmas).

- Actions to improve the interpretive experience specifically for visiting audiences (strategic investment in development of sites and the regional experience; see Chapter 2);

- Improvements to management structures for regional collaboration and progress reporting; and

- Reporting and evaluation mechanisms.

5.5 MARKETING AND PROMOTION STRATEGIES

Partners in Tourism identify marketing as a key step for success in cultural heritage tourism. It is important, however, that widespread marketing efforts targeted to visitors be preceded by effective preparation in order to showcase the region in the best light. There is only one opportunity to make a good first impression with a visitor. More than lack of word of mouth, bad word of mouth can be a lasting drag on effective marketing. Delivering value and performing up to visitor expectations need to be the heritage area’s early focus, not excessive marketing and promotion. The idea here is to build product and identity first, working to attract audiences to specific initiatives at the same time. Then, when the heritage area as a whole is a fully developed “product”, it will be time to undertake widespread marketing and promotion.

By following the interpretive recommendations outlined in Chapter 2, branding recommendations in Chapter 3, and the community enhancement steps outlined in Chapter 4, heritage area partners can work to strengthen and enrich the existing visitor experience. The Freedom’s Way Heritage Association and partners should rely on individual sites or event organizers and tourism marketing organizations to help get the word out about individual programs and attractions.

The Association and partners should work together so that these “audience development” steps include a united branding effort to gain
gradual recognition of the National Heritage Area as a whole experience with strong place-based identity. This “cross-marketing” is a solid first step for the heritage area to build its brand.

Establishing the Freedom’s Way National Heritage Area as a destination requires creating a strong image in the minds of travelers through the Freedom’s Way brand and communication of messages that compel travelers to want to visit. Ultimately, the success of cultural heritage tourism marketing for the Freedom’s Way National Heritage Area depends upon messages that:

- Create a unified regional identity;
- Communicate the authentic experience a visitor can enjoy;

**ACTION**: Encourage state, regional, and local tourism agencies and chambers of commerce to begin promoting heritage area-related programs as they continue their ordinary market analysis and continue their advertising and promotion to usual markets.

_Timeframe and Responsibility:_ Early action of Freedom’s Way Heritage Association in consultation with regional/statewide and local partners.

**ACTION**: Undertake a heritage area-wide calendar of events.

_Timeframe and Responsibility:_ Early or mid-term action of Freedom’s Way Heritage Association in consultation with regional/statewide and local partners.

**ACTION**: Work with state, regional, and local tourism agencies and chambers of commerce to develop and implement a plan to market and promote the Freedom’s Way National Heritage Area as a recognizable destination in its own right.

_Timeframe and Responsibility:_ Long-term action of Freedom’s Way Heritage Association in consultation with regional/statewide and local partners.
• Generate a desire to see the region’s heritage attractions; and
• Result in a visit to the destination.

A second valuable step during the “readiness” phase of cultural heritage tourism development would be to create a heritage area-wide calendar of events. Not only will this disseminate information to residents (and visitors), but it will cause involved organizations to begin working together, contributing to the necessary development of region-wide collaboration to lead further tourism development.
### Table 5-1 – Heritage Tourism Development in the Freedom’s Way National Heritage Area

<table>
<thead>
<tr>
<th>Tourism Development Activity</th>
<th>Phase One – Readiness (First Three Years)</th>
<th>Phase Two – Planning (Years 4-6)</th>
<th>Phase Three – Development (Years 7-10)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interpretation and Public Education (Chapter 2)</td>
<td>Focus on actions in Chapter 2 – this is the source of the value that the heritage area must deliver to its visitors in order to be successful</td>
<td>Continue strong focus</td>
<td>Continue strong focus</td>
</tr>
<tr>
<td>Interpretation – Region-wide initiatives</td>
<td>- Develop one annual region-wide interpretive or public education initiative (e.g., Hidden Treasures, Thoreau, etc.)&lt;br&gt; - Identify and develop one region-wide presentation to emphasize regional, place-based thematic linkages (e.g., Patriots’ Path)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interpretation – Site initiatives</td>
<td>- Develop cooperative relationships with visitor-ready interpretive attractions&lt;br&gt; - Assist interested parties with developing interpretation at their sites&lt;br&gt; - Develop capacity-building programs for all interpretive sites (workshops, matching grants, etc.)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Interpretation – Historical Research</td>
<td>Continue to encourage academic &amp; partner research to support interpretation, public education programming, and curatorship</td>
<td>Respond to opportunities that emerge from this focus in years 1-3</td>
<td>Continue to respond to emerging opportunities stimulated by a focus on interpretation and public education – as investment and capabilities increase, opportunities should grow accordingly</td>
</tr>
</tbody>
</table>

**Interpretation**
- Region-wide initiatives
  - Develop one annual region-wide interpretive or public education initiative (e.g., Hidden Treasures, Thoreau, etc.)
  - Identify and develop one region-wide presentation to emphasize regional, place-based thematic linkages (e.g., Patriots’ Path)

**Interpretation – Site initiatives**
- Develop cooperative relationships with visitor-ready interpretive attractions
  - Assist interested parties with developing interpretation at their sites
  - Develop capacity-building programs for all interpretive sites (workshops, matching grants, etc.)

**Interpretation – Historical Research**
- Continue to encourage academic & partner research to support interpretation, public education programming, and curatorship
- Respond to opportunities that emerge from this focus in years 1-3

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5: Cultural Heritage Tourism
### Diagram 5-1 cont’d – Heritage Tourism Development in the Freedom’s Way National Heritage Area

<table>
<thead>
<tr>
<th>TOURISM DEVELOPMENT ACTIVITY</th>
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<th>PHASE THREE – DEVELOPMENT (YEARS 7-10)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COMMUNICATIONS</strong> (CHAPTER 3)</td>
<td><em>Engage and build residential audiences, taking advantage of parallel opportunities to communicate with visitors as appropriate</em></td>
<td><em>Continue strong focus on residents while experimenting with ways to communicate with visitors</em></td>
<td><em>Shape communications to attract both residents and visitors</em></td>
</tr>
<tr>
<td><strong>Interpretation/Communications – Curatorship</strong></td>
<td><em>Forge deep technological capability and wide-ranging knowledge of curatorial possibilities; develop relationships; experiment with and develop delivery mechanisms</em></td>
<td><em>Upgrade website as curatorial platform to drive other interpretive and communications initiatives</em></td>
<td><em>Continue to respond to opportunities that emerge from curatorial focus</em></td>
</tr>
<tr>
<td><strong>Communications – Brand/identity</strong></td>
<td><em>Develop logo and graphic identity; begin building a sense of the heritage area’s brand</em></td>
<td><em>Develop branding strategy to deepen communications and programming</em></td>
<td><em>Implement brand strategy</em></td>
</tr>
<tr>
<td><strong>Communications – Wayfinding</strong></td>
<td><em>Develop logo and graphic identity (same as above)</em></td>
<td><em>Install heritage area entrance signs on major highways</em></td>
<td><em>Install wayfinding system</em></td>
</tr>
<tr>
<td></td>
<td><em>Provide grants for site identification using site standards and displaying logo and graphic identity as appropriate</em></td>
<td><em>Provide grants for site identification using site standards and displaying logo and graphic identity as appropriate</em></td>
<td><em>Provide grants for site identification using site standards and displaying logo and graphic identity as appropriate</em></td>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>TOURISM (CHAPTER 5)</strong></td>
<td><strong>In programs for interpretation, public education, and communications, take every advantage to build readiness (knowledge, experience, relationships)</strong></td>
<td><strong>Building on the foundation of readiness, undertake major planning activities</strong></td>
<td><strong>Shape investment to implement planning</strong></td>
</tr>
<tr>
<td><strong>Tourism Marketing &amp; Promotion</strong></td>
<td><strong>Tourism agencies continue their ordinary market analysis, continue their advertising and promotion to usual markets, including promotion of heritage area-related programs</strong>&lt;br&gt;<strong>Undertake a heritage area calendar of events</strong></td>
<td><strong>Support visitor data development (see entries below)</strong></td>
<td><strong>By Year 8 – Consider heritage area advertising and promotion to selected visitor audiences to support the brand strategy (undertake necessary marketing work to identify audiences, select media, develop a strategy, etc.)</strong></td>
</tr>
<tr>
<td><strong>Visitor Data Development</strong></td>
<td><strong>Require FWNHA grantees to undertake visitor counts (development agreed-upon methodology)</strong>&lt;br&gt;<strong>Encourage visitor-ready sites to develop a “Visitors Count” program (whether AASLH or other)</strong></td>
<td><strong>Year 4 – design and undertake the first biennial heritage area-wide visitor survey to gather cultural heritage tourism data</strong></td>
<td><strong>Continue biennial visitor survey to gather cultural heritage tourism data</strong></td>
</tr>
<tr>
<td><strong>Tourism Collaboration</strong></td>
<td><strong>Form a Cultural Heritage Tourism Committee to begin the alliance-building and learning process</strong>&lt;br&gt;<strong>Years 1-2: identify one project to develop over the first two years (calendar of events?) to build focus, learning, momentum, relationships</strong>&lt;br&gt;<strong>Year 3: Undertake a site needs assessment to support Phase Two planning</strong>&lt;br&gt;<strong>Reach out to state, regional, and local economic development agencies, other supportive groups</strong></td>
<td><strong>Focus resources, collaboration on tourism planning in Phase Two</strong></td>
<td><strong>Continue the work of the Cultural Heritage Tourism Committee to implement the Cultural Heritage Tourism Economic Development Plan and report on progress</strong></td>
</tr>
</tbody>
</table>
Diagram 5-1 cont’d – Heritage Tourism Development in the Freedom’s Way National Heritage Area

<table>
<thead>
<tr>
<th>TOURISM DEVELOPMENT ACTIVITY</th>
<th>PHASE ONE – READINESS (FIRST THREE YEARS)</th>
<th>PHASE TWO – PLANNING (YEARS 4-6)</th>
<th>PHASE THREE – DEVELOPMENT (YEARS 7-10)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tourism &amp; Visitor Experience Planning</td>
<td>Precursors to planning are a structure for collaboration and management, and the beginnings of necessary data development (both described above)</td>
<td>Undertake a formal Cultural Heritage Tourism Economic Development Plan</td>
<td>Evaluate and report on progress in implementing the Cultural Heritage Tourism Economic Development Plan</td>
</tr>
</tbody>
</table>
| Tourism Development | Focus on actions supporting interpretation and public education in Chapter 2 – this is the source of the value that the heritage area must deliver to its visitors in order to be successful | In the formal Cultural Heritage Tourism Economic Development Plan described above, identify strategic investments for Phase Three | Implement the Cultural Heritage Tourism Economic Development Plan, including:  
  • Actions to develop visitor services (see Chapter 4)  
  • Actions to improve the interpretive experience specifically for visiting audiences (strategic investment in development of sites and the regional experience; see Chapter 2) |