

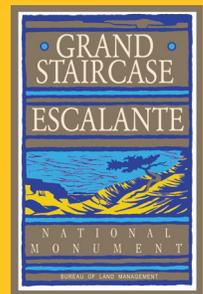
Grand Staircase-Escalante National Monument, Utah

Linking Communities and Public Lands through Tourism: A Pilot Project



ASU School of Community
Resources & Development
ARIZONA STATE UNIVERSITY

Technical Report 2013



Linking Communities and Public Lands through Tourism

A Pilot Project



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Study Assumptions

- This study is the result of a third-party independent research pilot project funded by the Bureau of Land Management (BLM). The study intended to allow BLM and Arizona State University (ASU) Study Team to explore the role of Grand Staircase-Escalante National Monument's (GSENM) ecological and cultural heritage assets further, as they influence and stimulate regional tourism.
- Sixteen communities were selected to participate in the study based upon geographic location and mutual dependence.
- This study uses the Appreciative Inquiry approach, tailored to understand better the linkages among livelihoods, tourism and conservation, and uses qualitative social research techniques suited to the exploration and summary of values, ideas and concepts.
- The Appreciative Inquiry approach used by the ASU Study Team is intended to help all stakeholders to understand better the linkages among livelihoods, tourism and conservation. This expanded understanding can in turn, help to better define a relationship between GSENM and local communities that could benefit local communities' economic and quality of life needs, while maintaining the GSENM purpose and values.
- To maximize the benefits of tourism in destination communities, while simultaneously maintaining the management goals of public lands, strong linkages among conservation, livelihood and tourism are necessary. These can cultivate long-term benefits that will translate into both conservation and community development goals.
- The data the ASU Team collected and recorded are reflective of the needs, ideas, issues, perceptions and recommendations identified by the stakeholders who participated in this study, not by the ASU research team. The role of the ASU team was to collect the data, analyze the data and provide results and recommendations based upon the data collected.
- The ASU Study Team used Community Assets Inventory Tools and Protocols for Appreciative Inquiry Interviews (detailed within this study), to record individual interview responses and community responses across a wide spectrum of stakeholders, that would allow all

stakeholders, including BLM and the GSENM team, to understand better the linkages among local communities, public land resources and tourism development. In turn, this shared information can help co-create a better shared understanding of community development, tourism opportunities, and resource protection.

- The recommendations provided in this report, Chapter 4, are informed by the stakeholder needs, ideas, issues, perceptions and recommendations. These are derived from both primary and secondary sources including document review and field verification; data collected in the field through interviews with key stakeholders; and data collected during the appreciative inquiry sessions. Based on the ASU Study Team’s collective understanding of the common concerns of stakeholders (as described within this report), the research team was asked by BLM to include their technical experience when crafting the summary of recommendations.
- The enabling legislation for Grand Staircase-Escalante National Monument and the Monument Management Plan provide the framework for management actions which will inform consideration of the recommendations provided in this report.
- This study is not intended to serve as a collection, or analysis, of visitor behaviors or demographic data, nor is it intended to quantify user-types. However, the soon to be completed BLM GSENM Recreation Study could further inform this study topic area, as it examines the relationships among public lands, community livelihoods and sustainable tourism development in and around GSENM, and could further aid study participants and tourism stakeholders as they think about their next steps.
- The President’s National Travel and Tourism Strategy for the United States is intended to increase international and domestic visitation and thus stimulate increased employment (Task Force on Travel & Competitiveness, 2012). This Pilot Project is part of the BLM’s implementation of this National Strategy.
- Tourism and recreation are part of the BLM’s implementation of its multiple-use mission. As such, this study conducted by the ASU Study Team, was initiated by the BLM. This was done in response to local county and municipal interest in exploring the role of GSENM in

stimulating regional tourism that has the potential to cultivate long-term benefits for local communities' economic needs and quality of life indices, intertwined with conserving the purpose and values of GSENM.

- This Pilot Project helps fulfill the NLCS 15 Year Strategy 2010-25; Goal 2D – “Adopt a community based approach to recreation and visitor services delivery, consistent with the conservation purpose of the NLCS and the socio-economic goals of the local community. Implement regional cooperative approaches to promote domestic and international tourism and to provide sustainable recreational opportunities and visitor services that enhance the natural and cultural heritage of a region and contribute to the local economy. To the extent feasible, utilize existing collaborative forums or regional recreation planning efforts” (Bureau of Land Management, 2011).
- The Pilot Project contributes to the goals of the BLM’s National Recreation Strategy to “deliver socioeconomic value within a community network of service providers” (Bureau of Land Management, 2013.), as well as other BLM multiple-use programs.

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Extended Executive Summary

The Executive Summary consists of a synopsis that describes the study’s purpose, outcomes, approach, setting, results and recommendations. Each section of the Executive Summary correlates to study details located within the following chapters, and has been so noted.

When reviewing the study, it is important to note the following:

The data the ASU Team collected and recorded are reflective of the needs, ideas, issues, perceptions and recommendations identified by the stakeholders who participated in this study, not by the ASU research team. The role of the ASU team was to collect the data, analyze the data and provide results and recommendations based upon the data collected. The Appreciative Inquiry (AI) approach has been used throughout the study.

Recommendations provided in this report located in Chapter 4, are informed by the stakeholder needs, ideas, issues, perceptions and recommendations. These are derived from both primary and secondary sources including document review and field verification; data collected in the field through interviews with key stakeholders; and data collected during the appreciative inquiry sessions. Based on their collective understanding of the common concerns of stakeholders (as described within this report), the ASU Study Team was asked by BLM, to include their technical experience, when crafting the summary of recommendations.

Study Purpose

The Study Purpose describes the reason the study was initiated and its key goals. Further details are located in Chapter I, Introduction.

This project was initiated by the BLM in response to local county and municipal interests in exploring the role of the Grand Staircase-Escalante National Monument (GSENM) related to stimulating regional tourism that has the potential to enhance the economic conditions and quality of life of local communities, while maintaining the purpose and values of the GSENM. The BLM has actively participated with the GSENM gateway communities, framed within a process facilitated by an independent third party research Study Team – Arizona State

University (ASU). Other federal and state agencies and tourism service providers located within the study area also participated.

This study was completed as part of a cooperative agreement between the BLM and Arizona State University (ASU), School of Community Resources and Development (agreement# L12AC20602). The study report presents the findings of the research conducted by ASU. The study approach used is called Appreciative Inquiry, tailored to understand the linkages among livelihoods, tourism and conservation. This study uses qualitative social science research techniques suited to the exploration and summary of values, ideas and concepts.

The study report looks at sustainable nature- and heritage-based tourism models, structured within a regional cooperative planning framework, to ascertain: collective strengths, desires for the future, steps to implement cooperatively, sustaining the desired change/outcome, examine local, state, regional, national and international linkages.

This study aims to explore the relationships among public lands, community livelihoods and sustainable tourism development in and around GSENM, using an Appreciative Inquiry approach. Application of the AI process:

- 1) Allows the BLM and ASU to explore the role of the GSENM's ecological and cultural heritage assets as they influence and stimulate regional tourism;
- 2) Helps define a relationship between GSENM and local communities that may benefit local communities' economic and quality of life needs, while maintaining the GSENM purpose and values.

The AI approach strives to understand the relationships among conservation, livelihood and sustainable tourism development by eliciting public participation in identifying qualities of people and place that make the destination unique. Further, the AI process attempts to:

- 1) Co-create a shared understanding of community development, tourism, and resource protection;
- 2) Create a regional-level dialogue about the use of public land to improve local livelihoods through sustainable tourism development;

3) Identify regional strengths and begin to envision a collective future for the region in relationship to developing tourism, improving livelihoods, and protecting natural and heritage resources.

This study is not intended to serve as a collection, or analysis, of visitor behaviors or demographic data, nor is it intended to quantify user-types. However, the soon to be completed BLM GSENM Recreation Study could further inform this study topic area, as it examines the relationships among public lands, community livelihoods and sustainable tourism development in and around GSENM, and could further aid study participants and tourism stakeholders as they think about their next steps.

Sixteen (16) communities surrounding the monument were selected for the study, on the basis of geographical location and mutual dependence (see Figure 1).

This study sought to bring together various stakeholders throughout the GSENM communities to discuss their perceptions of the role of tourism in economic development and quality of life. Through the AI process this goal was met as the study brought diverse stakeholders together to discuss how they can work cooperatively to achieve common interests and outcomes. The research approach also helped create awareness among the public and other stakeholders about how public lands, communities and tourism are interlinked.

The findings and knowledge gained from this study can be used to inform a cooperative plan that supports the GSENM's ecological and cultural heritage purposes and values, and supports local communities' socio-cultural, economic, and ecological goals and quality of life ambitions.

This study tests processes and tools that could be used to help implement the National Tourism and Competiveness Strategy for the United States. It contributes to meeting the goal of the BLM's National Conservation System (NCS) to: "Adopt a community-based approach to recreation and visitor services delivery, consistent with the conservation purpose of the NLCS and the socio-economic goals of the local community." "Implement regional cooperative approaches to promote domestic and international tourism and to provide sustainable recreational opportunities and visitor services that enhance the natural and cultural heritage of a region and contribute to the local economy. To the extent feasible, utilize existing

collaborative forums or regional recreation planning efforts” (Bureau of Land Management, 2011). The study also contributes to the goals of the BLM’s National Recreation Strategy to “deliver socioeconomic value within a community network of service providers” (Bureau of Land Management, 2013), as well as other BLM multiple-use programs.

Although the goals and requirements of the study itself were met, it will take some time to gauge the outcomes of the study in Southern Utah, including whether or not the recommendations were implemented. The study was also successful in training future researchers in the craft of Appreciative Inquiry, including Southern Utah University (SUU) and ASU students and BLM employees.

Study Outcomes

As of the date of this report, some of the study outcomes include:

It is important to note that any outcomes and benefits listed below and any additional that may accrue, would not have taken place, had the BLM not taken the initiative to begin and fund this innovative pilot study. The ASU Study Team could not have been effective in their work, which resulted in these outcomes and benefits, had the GSENM team not fully committed to supporting the ASU Study Team and all of the stakeholders who were involved. The stakeholders who invested their time and ideas along with the GSENM team, have taken on the job of testing this approach as a way to work together and understand more about each other, and to help evaluate the Pilot Study for its potential for future application in other western U.S. locations.

The Pilot study has engaged 70 individual stakeholders (selected to represent a wide range of interests) and 16 GSENM gateway communities in a conversation about their interests and desires as related to tourism’s economic and quality of life influences, and GSENM’s role within this relationship.

Thus far, the pilot study has provided GSENM and its gateway community's with:

Individual Community Outcomes

- An inventory of existing tourism assets by community;
- A forum and method for each of 16 communities to examine and describe their existing influences and affects that have resulted from the interaction of local communities, public land resources and tourism development –roles, responsibilities and linkages;
- A community's specific and personal description of its own unique elements;
- A description of what each community would like to do to maximize benefits for their community, public land resources and tourism development;
- Options, ideas and actions that describe each community's vision on how it can achieve these benefits;
- Individual report for each community that organizes, summarizes and describes all of these above types of information; and
- Resulted in a community network to move forward and begin implementation.

Communities have received copies of their individual reports, and some have begun to use them to begin new initiatives.

Regional Outcomes

- Convened a forum and method to support the communities in co-creating a regional vision;
- A regional inventory of existing tourism assets;
- Description of unifying characteristics of the region;
- A forum and method for stakeholders to examine and describe existing regional influences and effects that result from the interaction of local communities, public land resources and tourism development;
- A stakeholder description of their regional tourism; what has been done to improve the regions' economic development through tourism; regional linkages; a regional tourism vision; regional options, ideas, actions and strategies that can be acted upon together;

- A regional report that summarizes all of these elements for all stakeholders (a copy of the full report will be forwarded to all study participants);
- Resulted in a regional network to move forward as desired; and
- Produces a regional summary of recommendations that can be used to move forward. These recommendations reflect the needs, ideas, issues, perceptions and recommendations identified by the stakeholders. As a value-added opportunity, BLM asked ASU also to include their study team’s technical experience, when crafting the summary of recommendations.

Study Approach

The Study Approach provides an overview of the Appreciative Inquiry framework and process. This is further detailed in Chapter 2, Methods.

As noted, the AI approach strives to understand the interrelationships among conservation, livelihood and sustainable tourism development by eliciting public participation in identifying qualities of people and place that make the destination unique. The field data collection period spanned from October 2012 to April 2013, and the process comprised five steps: preliminary visits, community asset mapping, appreciative interviews, mini Appreciative Inquiry sessions, and an Appreciative Inquiry summit. The Appreciative Inquiry process follows five steps: i) Grounding, which covers the first three steps listed above, ii) Discovery, iii) Dreams, iv) Design, and v) Destiny.

A total of seventy (70) semi-structured appreciative interviews were conducted with diverse stakeholder groups including tourism business owners and entrepreneurs, farmers and ranchers, outfitters, environmental groups, elected officials, chamber of commerce representatives, public land managers, and other members of the 16 surrounding communities.

Fourteen (14) communities are located in Utah (Big Water, Kanab, Mt. Carmel, Orderville, Henrieville, Cannonville, Glendale, Hatch, Alton, Tropic, Panguitch, Bryce Canyon City, Escalante, and Boulder). Two (2) communities are located in Arizona (Fredonia and Page). Building upon the outcomes of field visits, community asset mapping exercises, and individual

interviews, successes and strengths of the communities were identified through mini Appreciative Inquiry sessions in eight different locations.

Most importantly, the mini-AI sessions helped co-create a shared understanding of local community development, tourism development, and public land resource protection.

To achieve as much public participation as possible, the information was publicized and disseminated via personal invitation emails, word of mouth, newspaper announcements, media interviews, and flyers at post offices, libraries and town halls. A total of 114 community members participated in the mini-AI sessions, with each session lasting approximately two hours. The mini-AI sessions helped co-create a shared understanding of community development, tourism, and resource protection.

Finally, to create a regional-level dialogue about the use of public land to improve local livelihoods through tourism development, a regional-level Appreciative Inquiry summit was conducted in April. In addition to newspaper announcements, personal letters were sent to various key stakeholders, including elected officials, federal and state land management agencies, tourism offices, environmental groups, tourism entrepreneurs, and the general public to bring together representatives from each stakeholder group and key players of the region. A total of twenty-eight (28) people representing various stakeholder groups participated in the three-hour main summit organized at Ruby's Inn in Bryce Canyon City. The summit followed the same steps and themes outlined above, but it was focused on stakeholders identifying regional strengths beyond individual communities and envisioning a future for the region in relation to the development of tourism, improving livelihoods, and protecting natural and cultural heritage resources (Summaries of both mini-AI sessions and the AI summit are presented in Chapter 3, Findings). Additionally, the mini-AI reports were sent to the participants in corresponding communities. Each report will assist the specific community, neighboring communities, and the GSENM in better understanding the relationships among public lands, community livelihoods and sustainable tourism development in and around GSENM.

These summaries include tourism assets identified by participants in and around the communities, tourism success stories, examples of some accomplishments of improving communities' livelihoods through tourism, a model showing the linkages among the local

communities, tourism and the resources, a tourism vision described by the communities, short-term and long-term action recommendations, strategies needed to materialize the vision, and finally reflections.

Study Setting

Study Setting describes the study region, and is further detailed in Chapter 2, Methods.

The abundance of public lands, including national conservation lands, national parks, national forests, national monument, state parks, and national recreation areas provide various recreational opportunities for tourists and locals in the Southern Utah/Northern Arizona region. The area has rich natural assets, including a diversity of landscapes and natural resources—deserts, forests, grasslands and waterways; abundant paleontological resources, unique geology; and cultural assets that include Native American and pioneer heritage, as well as historic and prehistoric archeological sites. Agriculture, including cattle ranching, and remoteness of the communities provide more authentic and secluded experiences for tourists.

There are growing numbers of tourism events in the region, such as the Balloon Festival and Quilt Walk in Panguitch, Amazing Earthfest! held in Kanab, Everett Ruess Days/Art Festival and Pioneer Days Celebration in Escalante, and the Hot Air Balloon Regatta in Page. There have been many efforts to attract tourists to the region and provide services for them, which eventually help provide jobs for themselves and other community members. Although the main industry in the region is tourism, it is seasonal, and the region struggles to maintain full-time, year-round employment.

Study Results and Recommendations

Study Results and Recommendations are further detailed in Chapter 4, Recommendations.

Recommendations are informed by the stakeholder needs, ideas, issues, perceptions and recommendations. These are derived from both primary and secondary sources including document review and field verification; data collected in the field through interviews with key stakeholders; and data collected during the appreciative inquiry sessions. Based on their collective understanding of the common concerns of stakeholders (as described within this

report), the ASU Study Team was asked by BLM, to include their technical experience, when crafting the summary of recommendations.

There appears to be significant potential to improve community livelihoods through sustainable tourism, while maintaining the monument's purpose and values. Equally valuable is the opportunity to convene a collective conversation surrounding tourism to serve as a tool to help reconcile historically deep-rooted conflict between the communities and public land agencies. However, this will need some conscious effort from all stakeholders.

To help further this conversation, this report provides some specific recommendations that will be most successful if all parties work together to explore and implement - including the communities, residents, businesses, entrepreneurs, GSENM, and other public lands agencies (see detailed recommendation discussions in Chapter 4 Recommendations).

- A. Establish the Grand Staircase-Escalante National Monument Tourism Council for regional-level sustainable destination development, effective promotion, and resource stewardship and utilization.
- B. Tourism product development to increase tourists' length of stay
 - Developing and improving trails and roads
 - Diversifying tourism products
 - Developing a unique theme for each community
 - Converting trash to treasure
 - Building additional, privately-owned and small-scale accommodations
 - Working to keep local assets (e.g. existing paleontological resources, artifacts and scientific collections) in local communities
 - Emphasizing the region's cultural heritage
- C. Mitigating seasonality
 - Opening hotels and restaurants on a rotating basis
 - Diversifying the winter product
- D. Strengthening and expanding regional linkages

- Serving local produce in local restaurants
- Engaging local schools with GSENM
- Hiring more locals by federal land agencies and their concessionaires
- Training locals for tourism-related jobs

E. Improving collaboration, communication and engagement among stakeholders

- Continue existing efforts to embrace tourism and work with GSENM and surrounding communities
- Continue existing efforts to help make the public lands permitting process for outfitters and commercial uses less cumbersome
- Continue encouraging local groups to use the monument for recreational purposes
- Continue and expand existing opportunities for open houses hosted at the paleontology lab in Kanab
- Inform the communities about “Hole in the Rock” permit options
- Continue to look at ways to support local traditional holidays and activities
- Explore more flexibility with pack rides
- Hire local experts as guides and research assistants. Consider local mentoring and training opportunities to do so
- Work together to promote the GSENM as a sustainable tourism resource while maintaining the monument’s purpose and values
- Work together to keep visitor centers/rest areas open during the off-season
- All stakeholders work together to expand marketing/information materials to visitors
- Create a “Ask the GSENM” column in the local newspapers

F. Policy Modification

- Consider updating the GSENM Management Plan with input, ideas and actions specific to tourism and the role of surrounding communities

chapter 1

introduction



This report presents the findings of the study conducted under a cooperative agreement between the Bureau of Land Management (BLM) and Arizona State University (ASU), School of Community Resources and Development.

This report presents the findings of the study conducted under a cooperative agreement between the Bureau of Land Management (BLM) and Arizona State University (ASU), School of Community Resources and Development (agreement #L12AC20602). The goal of the study was to explore the relationships among public lands, community livelihoods and tourism development in and around Grand Staircase-Escalante National Monument (GSENM) using an Appreciative Inquiry approach.

The Tourism and Community Cooperative Plan – Pilot GSENM, looks at sustainable nature and heritage-based tourism models, structured within a regional cooperative planning framework, to ascertain: collective strengths, desires for the future; steps to cooperatively implement; sustaining the desired change/outcome; examine local, state, regional, national and international linkages. The BLM has actively participated with the GSENM gateway communities, framed within a process facilitated by an independent third party research study team – Arizona State University (ASU).

The Appreciative Inquiry approach used in this study strives to understand the interrelationships among conservation, livelihood and sustainable tourism development by eliciting public participation in identifying qualities of people and place that make the destination unique. Further, the AI process strives to 1) co-create a shared understanding of community development, tourism, and resource protection; 2) create a regional-level dialogue about the use of public land to improve local livelihoods through tourism development; 3) identify regional strengths and begin to envision a collective future for the region in relation to the development of tourism, improving livelihoods, and protecting natural and heritage resources. The application of the AI process:

- Allowed BLM and ASU to explore the role of the GSENM’s ecological and cultural assets as they influence and stimulate regional tourism;
- Helped define a relationship between GSENM and local communities that may benefit local communities’ economic and quality of life needs, while maintaining the GSENM purpose and values.

The study is not intended to serve as a collection of or analysis of visitor behaviors, or demographic data or intended to define user-types. However, the soon to be completed BLM

GSENM Recreation Study could further inform this study topic of examining the relationships among public lands, community livelihoods and sustainable tourism development in and around GSENM, and aid study participants and tourism stakeholders as they think about their next steps.

Sixteen (16) Communities surrounding the monuments were selected for the study, on the basis of geographical location and mutual dependence (see Figure1). The data the ASU team collected and recorded are reflective of the needs, ideas, issues, perceptions and recommendations identified by the stakeholders who participated in this study, not by the ASU research team. The role of the ASU team was to collect the data, analyze the data and provide results and recommendations based upon the data collected.

The findings and knowledge gained from this research exercise can be used to inform a cooperative plan that supports the GSENM's ecological and cultural purposes and values, and supports local communities' socio-cultural, economic, and ecological goals and quality of life ambitions.

The research team for this study included two professors and three graduate students from the ASU School Community Resources and Development, and one undergraduate student from Southern Utah University. The study was conducted between October 2012 and April 2013. It entailed several visits to the communities surrounding GSENM, the monument and other public lands, where interviews with community stakeholders, mini-Appreciative Inquiry sessions and an Appreciative Inquiry summit were undertaken. This report describes both the process and outcomes of the project considering collective strengths of the communities, desires for the future, steps that can be implemented, and recommendations about what stakeholders can do together.

This study contributes to the goal of the BLM's National Landscape Conservation System (NLCS) to: "Adopt a community-based approach to recreation and visitor services delivery, consistent with the conservation purpose of the NLCS and the socio-economic goals of the local community" (Bureau of Land Management, 2011).

This report is organized into four chapters. Chapter 1 provides study background and objectives, Chapter 2 discusses the methods, Chapter 3 summarizes the findings, and Chapter 4 provides recommendations.

Objectives

The objectives of this study, as detailed in the agreement that initiated this study, are to:

1. Explore the relationships among conservation, livelihood and sustainable tourism development in and around GSENM.
2. Develop a model for the process and outcome that is particularly applicable to natural and heritage-based attractions, such as the GSENM and other BLM National Landscape Conservation System components.
3. Engage stakeholders, as described in the Appreciative Inquiry approach, to achieve the objectives listed above.

Study Background

Nature-based and heritage tourism have become a salient component of domestic and international tourism. In the United States, participation in nature-based activities is the second most important purpose for travel (US Travel Association, 2012). This sub-sector has also registered growth rates generally higher than the tourism industry average. Nature-based activities, and many cultural pursuits, in the United States take place primarily in protected areas and on other public lands. It is well understood that nature-based tourism is an important ecosystem service that is capable of generating substantial resources for both conservation and local economic development (Balmford, Beresford, Green, Naido, Walpole, & Maina, 2009). Further, nature- and heritage-based tourism can be a tool to create linkages between community development and conservation (Nyaupane & Poudel, 2011; Timothy, 2011).

Tourism can help rural communities near public lands directly in several ways. First, local residents may be employed in tourism businesses and operate tourism enterprises. Second, tourism also provides a market to consume local goods and services (Scheyvens, 2007). By providing a market for local goods (e.g. farm and non-farm products) and services, tourism can help maximize supply/demand balances and minimize economic leakage (Ollenburg & Buckley, 2007). Finally, tourism tax revenues can benefit residents and communities through investments in local infrastructure and services, such as roads, water systems and electricity, as well as education and health services (Hall, 2007).

Indirectly, tourism has the potential to empower communities, enhance a local sense of place, foster community pride and solidarity, and build social capacity which, in turn, improves

livelihoods. Empowerment is a multi-dimensional concept that includes economic, social, political, and psychological elements (Friedmann, 1992; Scheyvens, 1999). Regular economic gains from employment and business opportunities help empower the community economically and improve living standards.

However, to maximize the benefits of tourism in destination communities, while simultaneously maintaining the management goals of public lands, strong linkages among conservation, livelihood and tourism are necessary. These will cultivate long-term benefits that will translate into both conservation and community development goals.

This project can help fulfill the goals and objectives identified by the BLM's Tourism and Community Services Program, including the potential to help diversify and stabilize the economies of the communities adjacent to the GSENM in the following ways:

- To understand the common needs and interests of the gateway communities to improve their livelihoods through sustainable tourism;
- To strengthen the BLM's relationship with communities and their stakeholders and partners to stimulate the public's engagement with public lands agencies; and
- To help the rural gateway communities sustain their social, economic, and environmental viability (Bureau of Land Management, 2012).

In addition, through the Appreciative Inquiry process this project aims to:

- Raise public awareness of the importance of GSENM in tourism, conservation and livelihood improvement in Southern Utah and Northern Arizona.
- Increase the capacity of the BLM to build better cooperative relationships with communities and stakeholders.
- Train the next generation of managers and researchers (graduate and undergraduate students) to conduct similar research projects. In addition to ASU students, one local student from Southern Utah University was involved in this project.

chapter 2

methods



The study was conducted in the communities surrounding Grand Staircase-Escalante National Monument to explore the relationships between public lands, community livelihoods and sustainable tourism development, using an Appreciative Inquiry approach.

Study Area

The scope of the project was the communities adjacent to the Grand Staircase-Escalante National Monument. The monument was established on September 18, 1996 by the President of the United States using the authority of the 1906 Antiquities Act to protect 1.87million acres of land for the protection of historic and scientific resources (Bureau of Land Management, 1999). The monument is located in Southern Utah. Two-thirds (68%) of the monument lies within Kane County and one-third (32%) lies within Garfield County. The monument is primarily surrounded by other federal lands including Dixie National Forest, Capital Reef National Park, Glen Canyon National Recreation Area, Bryce Canyon National Park and other Bureau of Land Management (BLM) administered lands. Although the monument shares only 8% of the boundary with private lands, there are many small and large communities adjacent or close to the monument. On the basis of geographical location and mutual dependence, 16 communities surrounding the monument were selected for the study (Figure 1). The communities are located in the states of Utah (Big Water, Kanab, Mt. Carmel, Orderville, Henrieville, Cannonville, Glendale, Hatch, Alton, Tropic, Panguitch, Bryce Canyon City, Escalante, and Boulder) and Arizona (Fredonia and Page), and are diverse in terms of geographic, sociodemographic, and economic characteristics (Table 1).



Figure 1. Grand Staircase-Escalante National Monument and Adjacent Communities

Map: Eric Matranga, GSENM

Table 1. Communities Selected for the Project

Community	State	County	Population
Big Water	Utah	Kane	475
Kanab	Utah	Kane	4312
Mt. Carmel	Utah	Kane	112
Orderville	Utah	Kane	577
Glendale	Utah	Kane	381
Alton	Utah	Kane	119
Henrieville	Utah	Garfield	230
Cannonville	Utah	Garfield	167
Hatch	Utah	Garfield	133
Tropic	Utah	Garfield	530
Panguitch	Utah	Garfield	1520
Bryce Canyon	Utah	Garfield	198
Escalante	Utah	Garfield	797
Boulder	Utah	Garfield	226
Fredonia	Arizona	Coconino	1314
Page	Arizona	Coconino	7247
Total			18338

Data Collection

This project employed an Appreciative Inquiry approach to understand the linkages between livelihoods, tourism and conservation. Appreciative Inquiry is a strength-based, or asset-based, participatory approach applied in social and behavioral sciences. Appreciative Inquiry advocates the use of affirmative approaches or positive lenses because they focus on the success stories of people and organizations. In other words, this research technique seeks out the best qualities in individuals and organizations, rather than focusing on problems and deficiencies (Cooperrider & Whitney, 2005).

Traditional problem-solving, or deficiency-based methods, ask people to look backward to identify problems and their causes. They then design programs to solve the problems

identified. These approaches can help maintain the status quo, but they rarely result in new visions or effective solutions (Cooperrider & Whitney, 2005). Problem-solving approaches are generally slow and notorious for generating conflict (e.g. people blaming each other for the problems) and defensiveness (e.g. people rarely accepting that they are part of the problem). Unlike traditional approaches, the focus of Appreciative Inquiry is to understand strengths and successes as people and communities share their assets and success stories from their personal lives, communities, or organizations. This results in potential new visions for the future.

Appreciative Inquiry is a participatory-action research (PAR) method. Action research searches for practical knowledge to help people in their everyday lives. This type of research puts theory and practice, action and reflection together to find practical solutions for real-world problems (Reason & Bradbury, 2008).

This technique has been shown to be an effective and appropriate research method to study tourism in rural communities (Nyaupane & Poudel, 2012). The data-collection process involves an informal setting, in which participants draw lines, maps, and charts to express their knowledge. Data are presented in such a way that community members understand and have more control over the process. In addition, Appreciative Inquiry helps validate and appreciate the richness of rural people's knowledge, and helps empower communities as they are less alienated, and it uses more local resources, less technology and less technical jargon (Nyaupane & Poudel, 2012).

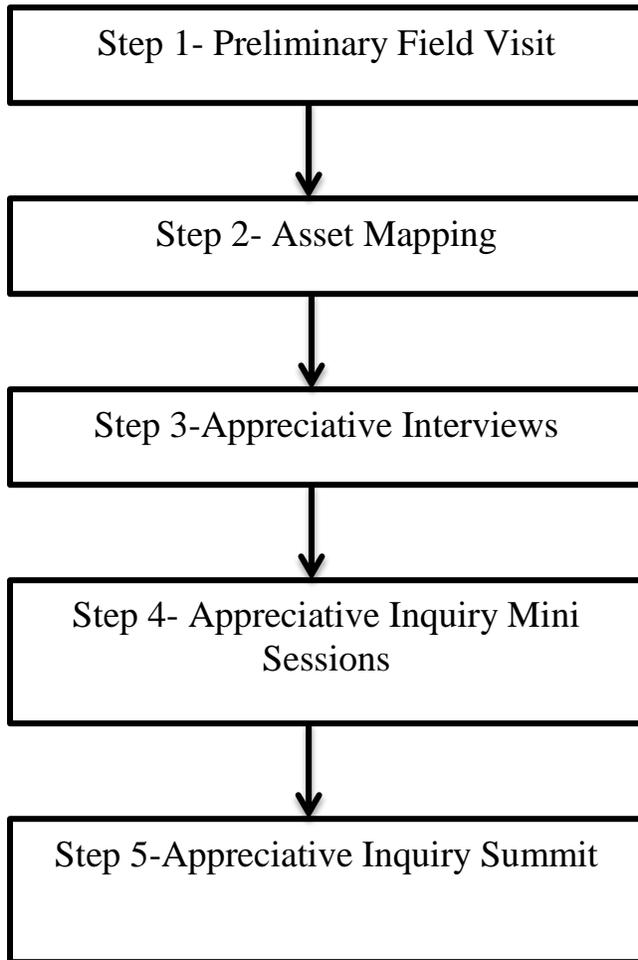


Figure 2. Field Data Collection Process

Data for this study were collected from both primary and secondary sources. The data collection period spanned seven months between October 2012 and April 2013. Secondary data were gathered alongside primary data wherever necessary throughout the study. The field data collection process involved five steps in a sequence (Figure 2).

Step 1 Preliminary Visit

A five-day (October 13th – October 17) preliminary field visit was conducted to the study area. The purpose of the first visit was to familiarize the researchers with Grand Staircase-Escalante National Monument, the surrounding area, and the gateway communities. During the visit, the study team had an inception meeting with the representative of the National Land Conservation System and the GSENM staff at the monument headquarters in Kanab, Utah. In

the inception meeting, the project goals, the research method—the Appreciative Inquiry (AI)—and the expected support of the field level monument staffs in the project were discussed.

Step 2 Asset Mapping

The second step in the data-collection process was asset mapping. An asset-based mapping tool (see Table 2) was designed to identify community strengths. The community assets inventory process was an iterative process involving document review and field verifications. Census reports, local government (city and county) websites, town directories, chamber of commerce and CVB publications, GSENM reports, local magazines and newspapers, and other published and unpublished documents for community assets were assessed. The asset-based mapping exercise provided a big picture of the social, cultural, and economic environment of the communities surrounding the monument. Alongside the asset mapping key informants in each stakeholder group were identified and interest and availability for individual interview for a later date were confirmed.

Table 2. Community Assets Inventory Tool

Community Assets Inventory Tool		
Name of the Community:	Households:	Population:
Please identify the following assets of the community. The focus should be placed on the linkages among tourism, monument, and community development.		
A. Human Assets		
Knowledge, wisdom, talents, experiences, skills, information, leadership capabilities, and other personal strengths possessed by the people who live in the community such as artists, historians, firefighters, hospitality and tourism related, other unique talents experience and skills.		
B. Social Assets		
a. Formal Institutions		
I. Public institutions		
Town, schools, community colleges, libraries, hospitals, medical centers, parks, police, fire stations, CVB, tourism offices, tourist information centers, visitor centers, legal services and post offices, environmental institutions, community foundations, and other public institutions located in the community.		
II. Associations		
Chamber of commerce, restaurant associations, hotel associations, religious organizations (institutions), cultural organizations, non-profit organizations, and other associations functional in the community.		
b. Informal Organizations (no constitution or board of directors):		
Camping club, fishing club, neighborhood watch groups, sport leagues, community fair and festivals committees, community networks, informal volunteer groups, and other informal organizations active in the community.		
C. Financial Assets		
a. Tourism oriented businesses		
Number, type, and quality of accommodations (lodges, camp grounds, RV parking), restaurants, bars, souvenir shops, outfitters, tour guide services, boating/canoeing/kayaking agencies, and other tourism related businesses functional in the communities.		
b. Tourism related businesses		
Availability of bookstores, Internet cafes, ground transportation (cabs, buses, and rental cars), laundry services, legal services, telephone services, cinemas, shopping malls, grocery stores, gas stations, banks, credit unions, and other businesses indirectly related to tourism.		
D. Natural and Physical Assets		
a. Natural Assets		
Lakes, rivers, forests, wildlife, landscape, land marks, national monuments, national parks, state parks, county parks, water bodies, and other natural asset potential for tourism development.		
b. Physical Assets		
Roads, freeways, hospitals, school buildings, recreation centers, movie theaters, amusement parks, aquariums and other tourism infrastructures and superstructures build in the community.		
E. Cultural Assets		
Traditional food, farms and orchards, Native American ruins, historic landmarks, festivals and events, art galleries, museums, spectator sports, churches, cemeteries, and other local cultural areas and activities preserved in the community.		

Step 3 Appreciative Interviews

Interviews of as wide a range of stakeholders as possible comprised the next step in the process. A total of 70 appreciative interviews were conducted in the project area. The people interviewed belonged to many stakeholder groups including tourism entrepreneurs, farmers and ranchers, outfitters, environmental groups, elected officials, chamber of commerce members, and other members of the community. Many participants provided the ASU Research Team with input related to their perception of tourist behaviors, desires, visiting patterns, etc.; however, no systematic tourist data was collected or included within this study. Interviews began with the key informants identified in the asset mapping exercise and continued with snowball sampling to identify additional participants. The goal was to interview people from every possible stakeholder group so that samples of everyone's voices would be heard. Most of the interviews were done face to face. People identified as crucial sources of information or who were interested in sharing their experiences but who were unavailable during the field visits were interviewed by telephone.

The interviews were semi-structured, based upon a consistent set of questions (see Table 3) that was developed in advance to guide the interview process. Each interview began with a common introduction and basic information about the project. Interviewees were asked clearly whether or not they were willing to be interviewed for the project and whether or not they were willing to have the conversation recorded on an audio device. Overall, participants were enthusiastic to talk about the relationships between tourism development, public lands, and community livelihoods. Though our goal was to discover existing positive linkages, participants occasionally identified negative issues that concerned them and their communities in relation to public lands. The interviewers listened and made note of the issues and then directed the conversation back to the study objectives. The interviews were particularly useful in collecting personal opinions of the current state of, and future potential for, tourism in conservation of public lands and community development.

Table 3. Protocol for Appreciative Inquiry Interviews

Protocol for Appreciative Inquiry Interviews		
Background Information		
Community Name:	Length of Stay:	Age:
Stakeholder Group:	Occupation:	
Interview Questions		
1. What are you most proud of in your community? <i>(Interviewers: link this with community inventory. Ask probing questions from each of the assets (human, social, financial, natural, and cultural))</i>		
2. How do you see the GSENM and its relationship to you?		
3. How do you see tourism? <i>(Interviewers: find information on current condition of tourism, potentials of tourism, what tourism assets they have)</i>		
4. Do they see tourism as positive or negative? <i>(Interviewers: find this out without asking directly)</i>		
5. How do you see the relationship between the monument, local communities and tourism? How does the participant see the linkages? <i>(Interviewers: Give them a piece of paper. Tell them to draw and triangle and put community, public land resources and tourism on three corners of the triangle. Ask them what linkages exist between public lands, local communities and tourism)</i>		
6. What are the needs and priorities of the communities?		
7. How they want their community to be known <i>(Interviewer: image building and branding by community, not by businesses)</i>		
Additional notes for interviewers:		
In each community, make a list of stakeholder and have representation from each group.		
<ul style="list-style-type: none">• Community leaders (mayor, city council member, MAC member, county officials)• Tourism related businesses: Accommodation, Restaurant, Souvenir Shop, Outfitter, Others• Tourism attractions: museums, parks, historic buildings, visitor centers• Informal/formal associations/organizations representative (tourism organizations and associations, environmental, historic, community development, event, etc.)• Individuals whose living is not directly related to tourism (farmers, ranchers, etc.)• Include tribal member if you find them in any community• Representation of women, people with disability, and other minority groups.		
Encourage the participants to write, draw maps, lines, figures, etc. to express their ideas. Please take pictures of these if you cannot collect them.		
Materials needed:		
Pen and pencil, notebook, voice recorder, extra battery for the recorder, a few large papers folded, marker pens.		

Step 4 mini-Appreciative Inquiry Sessions

The fourth step in the research process was mini-AI sessions. The mini-AI sessions were conducted in eight different locations (Figure 3) and were open to everyone in the community. To achieve as much public participation as possible, a great deal of effort was put into publicizing and disseminating information about the mini-AI sessions via personal invitations (emails, in-person invitations), word of mouth, newspaper announcements, media interviews, and flyers at post offices, libraries and town halls. The mini-AI sessions were also semi-structured; a guide was developed (see Table 5) in advance to steer the discussion in the correct direction, keeping in mind the positive goal orientation of the project.

The role of the ASU Research Team during the mini-AI discussions was that of facilitator and moderator. The sessions also offered additional opportunities for residents to express their concerns and opinions. In addition, by bringing residents together, the mini-AI sessions provided a rich opportunity for them to hear one another's views and ideas. Most importantly, the mini-AI sessions helped co-create a shared understanding of community development, tourism promotion, and resource protection.

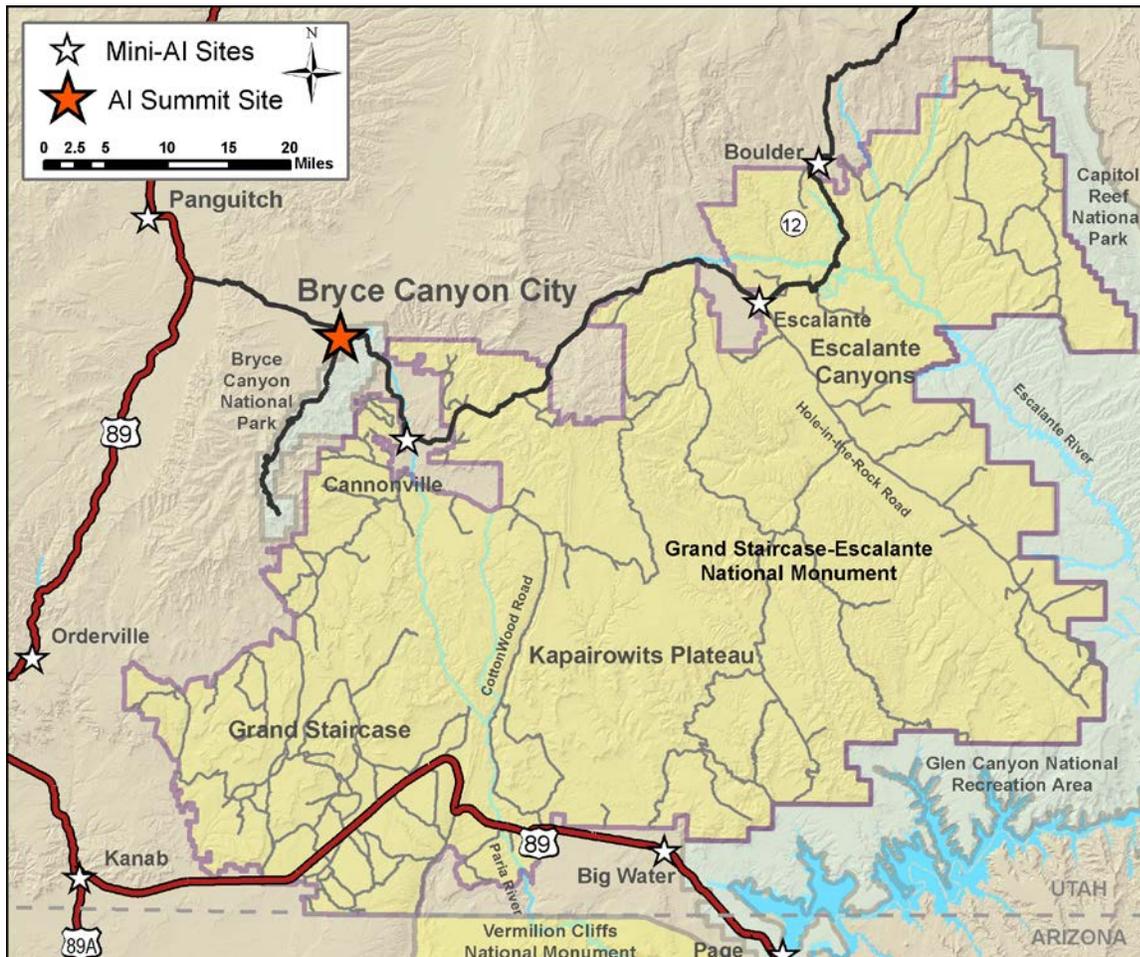


Figure 3. Locations of the Appreciative Inquiry Mini Sessions and Summit

Map: Eric Matranga, GSENM

Table 4. Mini Appreciative Inquiry Sessions

Communities	Meeting Location	Meeting Date
Boulder	Boulder Town Hall, 351 N. 100 East, Boulder Town, UT	02/25/13
Escalante	Community Center, 60 N. 100 West, Escalante, UT	02/26/13
Tropic, Cannonville, Henrieville & Bryce Canyon City	BLM Visitor Center, 10 Center St., Cannonville, UT	02/27/13
Hatch/ Panguitch	City of Panguitch- Panguitch Library Public Meeting Room, 25 S. 200 East	02/28/13
Long Valley	Town of Orderville offices (basement), 425 East	02/28/13

	State Street, Orderville, UT	
Kanab/Fredonia	Southwest Applied Technology College, 733 S. Cowboy Way, Kanab, UT	03/01/13
Big Water	Big Water Town Hall, 60 Aaron Burr, Big Water, UT	03/02/13
Page	Colorado River Discovery, 130 6 th Ave, Page, AZ	03/02/13

Table 5. Mini Appreciative Inquiry Session Guide

Appreciative Inquiry Session Appreciative Questions

Discovery
 What tourism assets do you have in and around our community?
 What type of tourism is working in your community? What kinds of activities do tourists undertake? Provide the best examples.
 What have you done to improve your community's livelihood through tourism?
 What positive linkages exist now between tourism and the resources you have?

Dream
 Please close your eyes if you feel like it. You don't have to. How do you envision your community 25 years from now? Think about what "ideal tourism" means in your community for your children and grandchildren.

Design
 Putting dreams into practice. What actions and strategies do you feel are needed to achieve these dreams?
 Where? When? How? By whom?

Destiny
 We have achieved or learned about tourism and its potential contribution to your community? What comes next? How can the outcomes and what we've learned be sustained? What and where are you going to use these ideas?

Step 5 Appreciative Inquiry Summit

The Appreciative Inquiry summit was the final step in the data collection process. The purpose of the summit was to create a regional-level consensus about the use of public lands to improve local livelihoods through tourism development. To prepare for the summit and to solicit participation, personal letters were sent to various stakeholders, including elected officials, federal agencies, tourism offices, environmental groups, tourism entrepreneurs, and the general public. Additionally, participants in the mini sessions were invited to participate in the main summit. In common with the mini sessions, the role of the research team was that of facilitator and moderator. The group discussion guide used in the mini-AI sessions was adapted to fit the summit audience. A total of 28 people representing federal agencies, elected officials, tourism entrepreneurs, and local residents participated in the main summit. The forum was key in identifying regional strengths and envisioning a future for the region in relation to the development of tourism, improving livelihoods, and protecting natural and cultural resources.

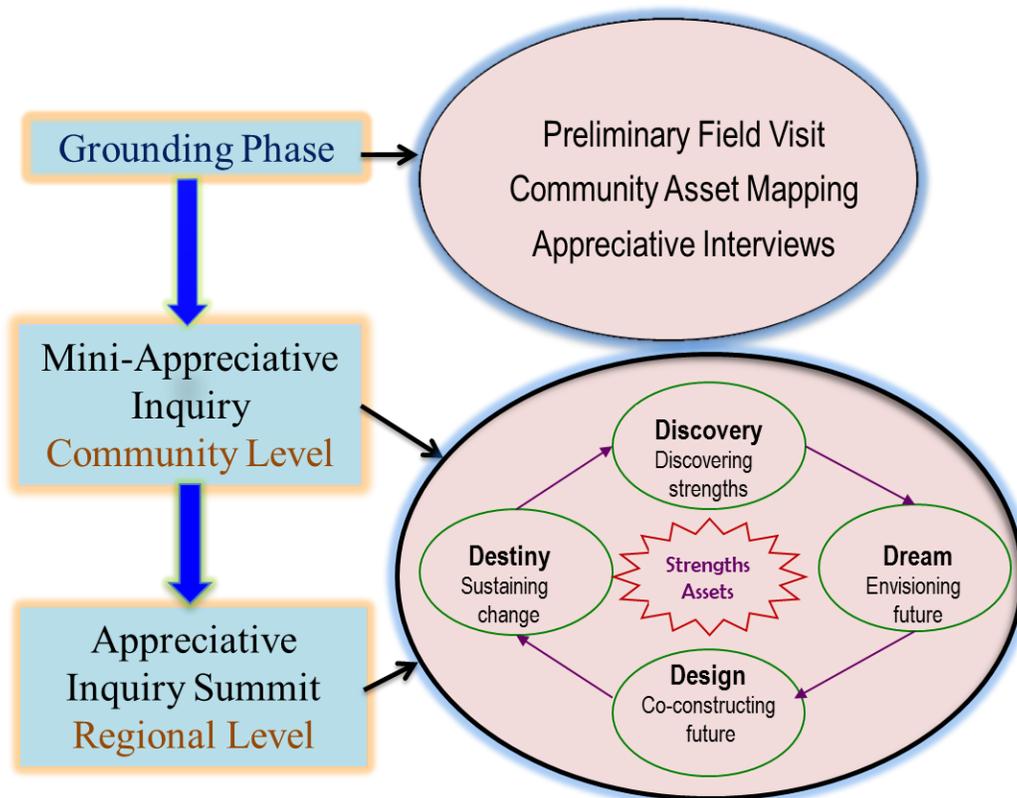


Figure 4. Appreciative Inquiry Steps

Summary of Mini Appreciative Inquiry Sessions

The mini-Appreciative Inquiry (mini-AI) was a part of a community-based study that aims to explore how communities and other key players identified how Grand Staircase-Escalante National Monument and other public lands can play a role in stimulating the economy in surrounding communities through tourism. The mini sessions were conducted in eight different locations and covered all 16 surrounding communities (Figure 3) and were open to everyone in the community. The summary includes the results of each mini-AI sessions, guided by four steps: discovery, dream, design and destiny.



Tourism Assets in and around Boulder

The assets in and around Boulder are the land and its beauty, which includes scenery, natural landscapes, mountains, and canyons. There is also ready access to natural areas, state and national parks, especially Anasazi Museum, Capitol Reef National Park, and Grand Staircase-Escalante National Monument. Being a small, unique community occupied by quality people who are friendly, talented and knowledgeable, was considered a strong asset as well. Another is the pioneer history and culture that still remains with the farming and ranching that continues

today, and the remains of Native Americans (e.g. petroglyphs and ruins). Local businesses, such as quality, non-franchise restaurants and hotels add to the strengths of the community. A rare quality of the community is the quietness and remoteness that allows for solitude and the opportunity to enjoy the dark sky and stars. There are also attractions such as a museum, live music, theatre, festivals, arts and special events. Tourists are able to participate in guided services for recreation programs, day tours, visits to the back country, horseback riding and a survival school. Accommodations are comprised of camping, lodges, and hotels. There are many prehistoric remains to be discovered, as well as other scientific resources, such as botany and geology, to be studied.

Tourism in Boulder

The main form of tourism in Boulder is nature-based tourism, with many other contributing elements. There is a diversity of tours that guide visitors around the community, in the back country or around farms by hiking, driving or motorcycle. Activities include hiking, scenic driving, fishing, hunting, biking and horseback riding. Local markets offer products from the area, and festivals showcase local products, heritage and music. Canyoneering and the exploration of nearby forests, parks, lakes and the monument allow for tourists to wander through nature. There are small local facilities for food and lodging, including areas for camping. Tourists are able to learn about the locals, rural lifestyle and geology, and undertake skills-based activities such as gardening and the survival school. A key to the area is keeping tourism small to limit the number of visitors, so they are able to relax and reconnect to the land and its residents.

What has been done to improve your community's livelihood through tourism?

There has been support by local businesses and community art events through the arts council. The people of the community have grown and served locally-sourced foods. Visitors have been encouraged to come and extend their stay by having locals be informative, friendly and helpful. Local volunteers have cleaned up public areas to beautify the community. Some residents have worked within the tourism industry or created jobs within the industry to provide a comfortable and service-oriented environment for tourists. Also there has been support of tourism businesses in town and locals have made recommendations to tourists or assisted businesses in a neighborly way when needed.

Positive linkages between the local community, tourism and the resources in Boulder

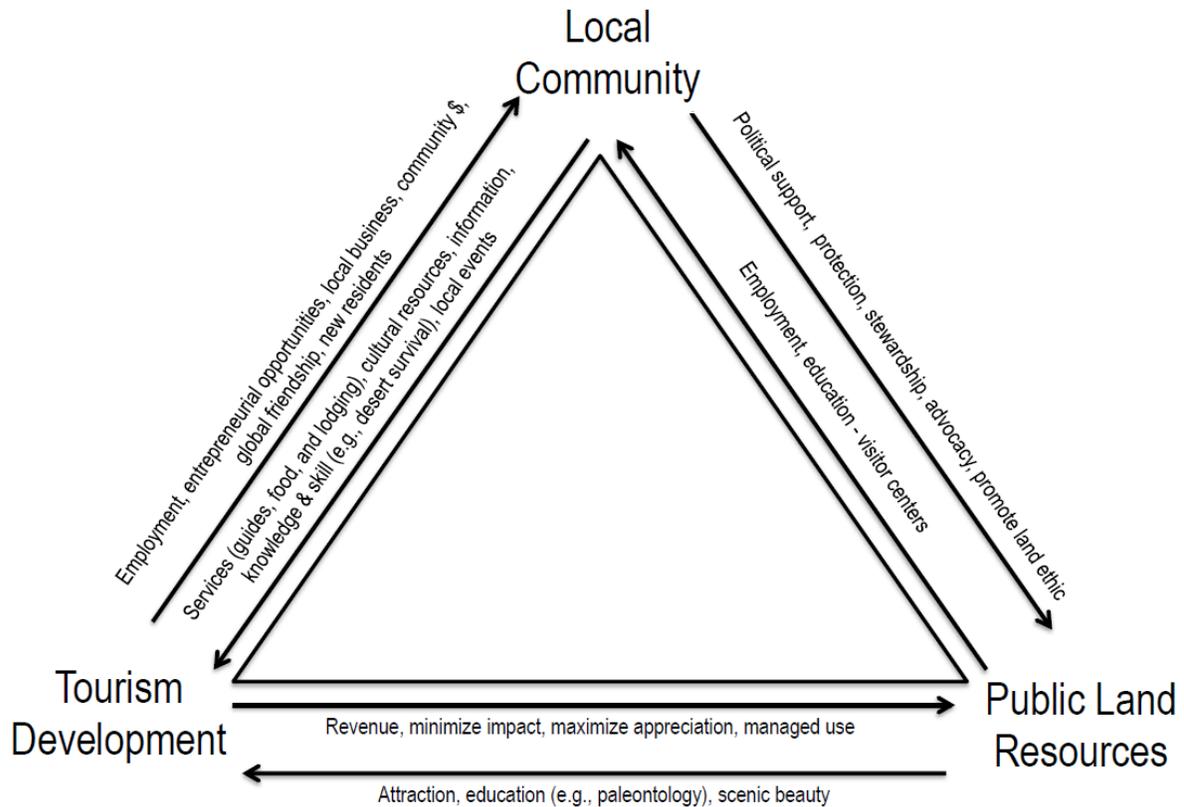


Figure 5. Linkages Boulder

Tourism helps to support the community financially through employment, entrepreneurial opportunities and fostering local businesses. Tourism helps build global friendships and brings new residents to the community. The community provides services (e.g. guides, food and lodging), cultural resource opportunities, information, knowledge and skills required for desert survival, and events to tourists for their enjoyment. Public lands and resources provide attractions and educational opportunities to visitors. Visitors return or stay longer because of the love for the area, the monument, state parks, and local culture. The abundant scenic beauty also helps promote tourism. Tourism supports public lands and resources through revenue generation and helps provide an understanding about how to minimize impacts and maximize appreciation of public lands and resources. Tourism educates people about respecting the land, archeological resources, and roadless areas in and around the monument. Public lands provide educational opportunities through visitor centers and an understanding of food sources and

knowledge about desert environments. The community provides political support and promotes protection, stewardship, advocacy and land ethics.

Tourism vision Boulder

“Ideal tourism” in Boulder 25 years from now would sustain a balance between supporting the community and protecting the landscape and culture of the area, very similar to how it is today. The community will retain its culture and value system where neighbors help one another. The land would remain undamaged and be used in a responsible manner to allow people to experience the landscape, but it would not become over used. Tourists would learn about the community and feel that they have a stake in what is there. The community would partake in healthy lifestyles that flourish with clean air and water. Tourism would focus on local businesses, instead of chains or large-scale development, which will help create a stronger and more economically empowered community. Agriculture and cattle ranching would continue, allowing visitors to volunteer in farming operations.

Actions and strategies Boulder

Diligence is needed in working together as an active community to support the goals of residents. Getting residents involved and working together is key in bringing the community’s dreams to fruition. It is also important to have strong leaders to drive innovative ideas. Try to attract tourists who want low-impact tourism but quality experiences, and avoid franchises. Support for local businesses needs to continue, including using local produce and art, and supporting ranching. Growth should continue slowly, steered by the local people with conscious care. The community needs to elect strong voices to the town council and federal, state and local government positions to maintain controlled growth, but they should rely more on the residents to create change rather than outside legislators. Lower the speed limit and keep the community quiet. Create an area set aside for arts and crafts or for tourists to interact with locals. Teach the children of the community the value of this place and encourage respectful use and visitation for them to carry on.

Reflections Boulder

We, the participants, have learned that we have similar goals and ideas for the future, at least from the other people in the AI sessions. The discussion and engagement needs to be expanded and continued with other members of the community. The community also needs to keep promoting its wants and needs, and there needs to be more collaboration with the residents of Boulder. We need to provide quality service to visitors and stay in touch with our pioneer heritage, instead of focusing on money. Keep the lifestyle of the community instead of giving in to cheap tourism or franchises.

Escalante

Tourism Assets in and around Escalante

Tourism assets in and around Escalante include the wildlife and beautiful scenery provided by natural areas, including the parks, forests, Hole-in-the-Rock, and Grand Staircase-Escalante National Monument. The majestic and diverse scenery of mountains, lakes streams and desert gives people opportunities to capture them through photography or painting. The area has a unique geography that can be enjoyed and studied. Bountiful recreation opportunities include hunting, fishing, hiking, camping, ATVing, horseback riding, backpacking, and camping.

Escalante has good weather, and the people are friendly, which appeal to visitors who come to the area. The relative remoteness of Escalante sustains solitude and enables self-discovery.

There is a tourism infrastructure in place, with facilities for lodging (hotels and campgrounds), supplies, motorized rentals, guided services, auto and motorcycle services, and food. Internet resources, such as travel blogs and Trip Advisor, along with travel books and magazines help attract new and repeat visitors to the area. Events and festivals also attract visitors to the area.

The town's preserved western heritage allows people to learn about its pioneer history, and the visitor center and museum provide information for visitors with an interest in local heritage.

The area also boasts interesting Native American dwellings. There is considerable potential for educational tourism and scientific tourism, as research and teaching can be undertaken to focus on nature and paleontology. The rural and farming atmosphere sustains clean air, uncongested spaces and dark skies.

Tourism in Escalante



Tourists participate in many wilderness activities, such as hiking, ATVing, biking, hunting, fishing, horseback riding, canyoneering, geo-caching, river running, guided natural history tours, kayaking, photography and camping. There are many events and festivals, such as the 24th of July pioneer celebrations, marathons, the Escalante Art Festival, Heritage Festival, and the Christmas Craft Fair. Escalante has an infrastructure to support tourism, including hotels and B&Bs, gasoline stations, convenience stores, and dining establishments. Tourists visit for family vacation, reunions, weddings, or have holiday second homes in the area. They come to learn about the area's history from the visitor and heritage center, and the local-produced guide to historic buildings. People come to experience the small town atmosphere and the artisanship and galleries.

What has been done to improve your community's livelihood through tourism?

Community members have improved their livelihood through tourism by being friendly and hospitable to visitors, as well as providing information and exceptional customer service. The community has been promoted through travel shows, magazines and newspapers, websites and personal communication to encourage people to visit. Brochures have been created and distributed to promote the area as well. Many provide services to tourists and employ local workers. There are also recommendations to visit other local establishments to help support other community businesses. Community members are also active in the Travel Council, Scenic Byway 12 meetings, or the Chamber of Commerce. Others have helped initiate town events

such as the Art Festival. Community members have also volunteered at events or helped create and display signs and banners to promote the community as a destination.

Positive linkages between the local community, tourism and the resources in Escalante

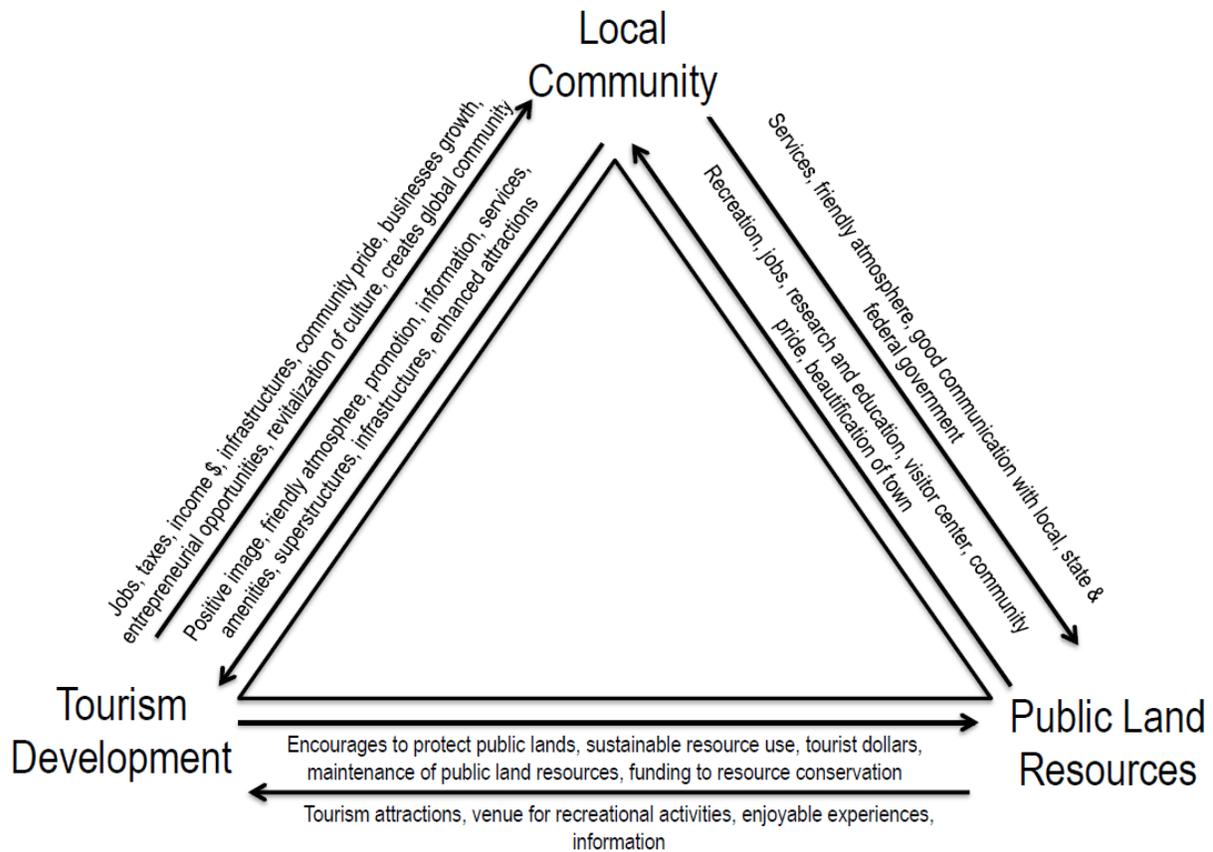


Figure 6. Linkages Escalante

Tourism helps support the community financially by creating income, business growth, entrepreneurial opportunities, jobs and taxes. Tourism helps build community pride, revitalize culture and create a globally-connected community. The community provides services, amenities, infrastructure and attractions for tourism. The community creates a positive image and hospitable atmosphere, which goes a long way in promoting tourism. Public lands and resources provide attractions and a venue for recreational activities. Tourism helps fund public lands and their job of managing and conserving resources responsibly. Public lands and resources provide jobs and recreation opportunities for the community. Public lands bring community pride and beautification. Public lands provide research and education, as well as

visitor centers for the community. The community creates a friendly atmosphere and provides services for the public lands. The community enables good communication between local, state and federal governments on behalf of the public lands.

Tourism vision Escalante

Ideal tourism in Escalante 25 years from now will reflect a place with a vibrant and profitable Main Street. There will be a movie theater, live performance theater and more public events and festivals. It will not be another Moab, rather it will maintain its small town appeal. There will be more jobs for locals, so that younger generations will be able to stay in the community to raise their families here. Growth will be controlled in order to maintain resources and restore the wild lands. There will be a longer tourism season with an enhanced tourism economy; however, Escalante will still maintain its rural, small-town personality. Escalante will be a place of learning with a museum of natural history, including dinosaur fossils and local heritage. There will be increased numbers of bike trail and better signage, so that people do not get lost. Escalante will be a known destination, where people will know what to expect and what is available before they arrive. This will help the community become a destination rather than a transit point. More accommodations and dependable restaurants will be available year-round. There will be partnerships between agencies to improve and support schools, improve training for local youth to move into tourism-related jobs, and science camps or labs available.

Actions and strategies Escalante

The community needs to work together to create more action and less talk, stay involved and continue to make people feel welcome. If people are made to feel welcome, they will return, which will have important economic implications. People need to keep an open mind and improve cooperation between local, state, and federal agencies. Community respect and pride should be enhanced by enforcing ordinances and clean-up to improve community aesthetics. There should be better collaboration for completing the heritage center and a natural history museum. More advertising should be used to promote local businesses, possibly through community development grants. Opportunities should be developed to expand the tourism season into the winter months. Evening entertainment ought to be initiated, such as a movie in the park night. Improved schools and education may encourage more people to move here and

bring in enough outside investment to make positive business changes. Trails for walking and biking should be encouraged, and the speed limit should be reduced to encourage more pedestrian traffic. These changes need to start now and be continuous. They should be enacted by members of the community and its leaders, but also by commercial investors.

Reflections Escalante

We, the participants, have learned that tourism needs to be embraced and supported to harness the untapped potential of the industry for controlled and calculated growth. This cannot be done without government or outside investment assistance, but we need to be extremely cautious at each step to make sure the overall goal is being reached of increased revenue and employment within our town, while preserving the natural scenery and cultural values of the community. Tourists should be able to have a positive experience, which will have ripple effects through word of mouth and social media statements. These will impact the economy of Escalante. The region's beauty needs to be capitalized on, but Escalante has already made some good choices by protecting night sky with low lighting, referencing and marking historic homes, businesses helping businesses, improving city parks & recreational opportunities, and promoting community events. Grants could be used to improve bike trails and improve overall town beautification. Main Street could be refurbished and vacant buildings renovated. The tourism season needs to be expanded into the winter with more activities and that will stimulate year-round jobs, both in tourism and outside of tourism (e.g. manufacturing and telemarketing). The Chamber of Commerce website needs to be updated and cutting-edge methods of place promotion need to be initiated.

Bryce Valley

Tourism Assets in and around Bryce Valley

The assets in and around Bryce Valley include scenery, beautiful mountains and state parks. Pioneer heritage and community culture are also important resources. The area's natural resources, wildlife, paleontology and archeology are included as valuable assets. Something unique to the area is the Cottonwood Wash road.



Tourism in Bryce Valley

Tourists participate in events around the area, such as the Bear Festival, cowboy poetry and the half marathon. Guided tours, including horse rides and hikes, are available. There is plentiful beautiful scenery, which is an important asset for photography.

What has been done to improve your community's livelihood through tourism?

Local infrastructure has been developed, such as street improvements and an upgraded water system. Members of the community have been working for the park service and the Scenic 12 committee. Locals have provided information for tourists about things to do and see in the area.

Positive linkages between the local community, tourism and the resources Bryce Valley

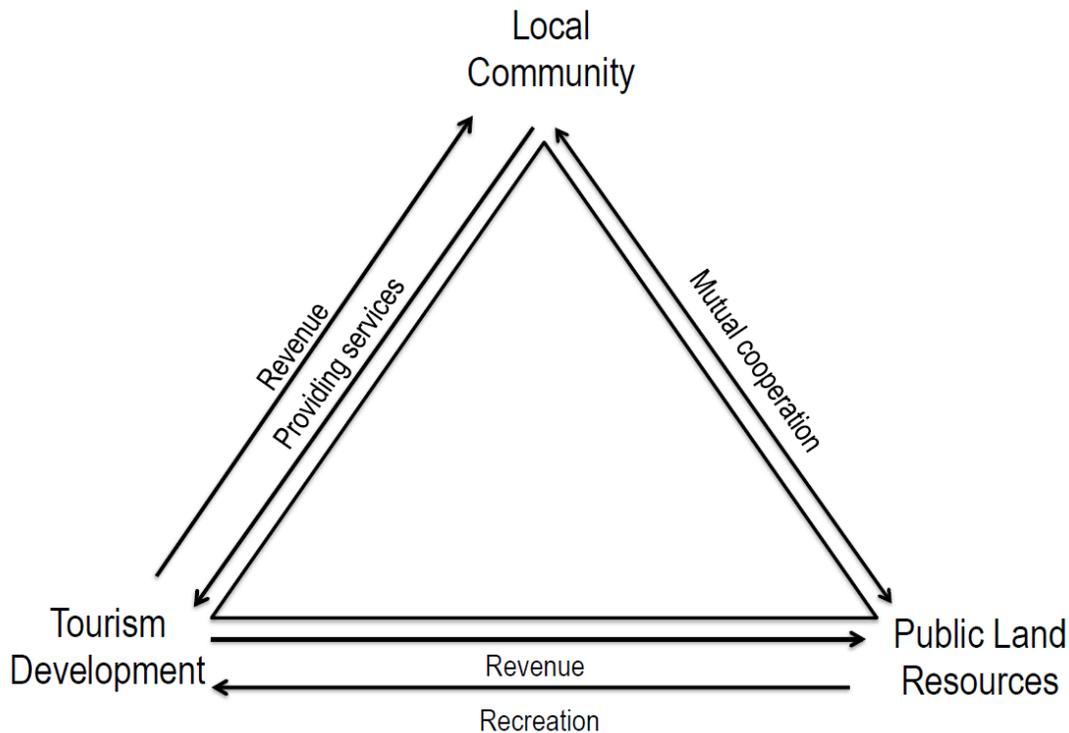


Figure 7. Linkages Bryce Valley

Tourism helps support the community financially by providing revenue. In return, the community provides services for the tourism industry. Public lands and resources provide recreation opportunities for tourism. Tourism supports public lands and resources by generating revenue. Tourism and public lands create mutual cooperation between both groups.

Tourism vision Bryce Valley

Tourism is the economic future of the area and will create jobs so that the children and grandchildren of current residents will be able to stay in this small community and raise their families. There will be more places to visit, such as museums. There will be 10-15% growth in the community coming from people retiring and some of the younger generation staying here. A crucial concern is that tourism is seasonal and not known to pay very well.

Actions and strategies Bryce Valley

The tourism season needs to be extended, and year-round employment needs to be created. There needs to be different opportunities for tourists in the off-season and facilities available for them, such as restaurants. The community should have more interesting destinations and activities for tourists. More areas of the monument and forest service lands should be opened for all, and there should be easier access for seniors. The community needs to work together with the public land agencies and brainstorm about opportunities, such as scenic driving in and around the monument.

Reflections Bryce Valley

There needs to be a series of community meetings to discuss everyone's ideas. This will include planning sessions to set goals with the public's input. Public agencies and concessionaires need to hire more local people instead of foreign workers on J-1 visas, particularly for the lodges at Bryce Canyon National Park. Cooperation with federal officials needs to happen in order to achieve goals and objectives. Tourists will continue to come to this beautiful location if they have a positive experience, including good accommodations and access to public lands. With 97% government ownership of the county area, tourism is essentially all the community has for economic development. There needs to be a strong community presence in order to keep what is left of value in the community.

Panguitch

Tourism Assets in and around Panguitch

The assets in and around Panguitch are beautiful natural areas, such as the national and state parks, which are in close proximity. They provide outdoor activities, including hiking, biking, horseback riding, fishing and ATVing. There are accommodations, such as hotels, motels and restaurants. The people are friendly, and there is a small town charm to the community, provided by red brick houses and the rural atmosphere.



Local events and festivals, along with the community's historic sites, also add to the attractiveness of Panguitch. Great weather and retail that is focused on tourism attract visitors to the community. The Garfield Memorial Hospital is considered an asset for the community as well.

Tourism in Panguitch

Tourists participate in outdoor activities, especially at the parks, where they hike, cycle, fish, hunt, camp, ride horseback, use ATVs and sightsee. The community also has ATV and motorcycle rallies, which draw visitors. Tourists are also attracted by events, such as rodeos, the balloon festival, and the Quilt Walk. Visitors use the lodges and restaurants in Panguitch during their stay. Tourists benefit by learning about and experiencing the old west and its pioneer history, along with national parks and other sites nearby.

What has been done to improve your community's livelihood through tourism?

Community members have volunteered at events and have assisted in improving the city to make it a place that people want to visit. There has been a focus on business expansion and retention (BEAR) through surveys and by connecting needs with service providers. The tourism industry has been improved as locals are respectful, friendly, responsive to questions and desire to promote the community by word of mouth. Not only are businesses providing courteous, efficient and thoughtful customer service, they also refer their customers to other businesses in the community. Community members have spent time attending meetings and have become involved in sustaining a culture of independence, which is attractive to people from all over the world. The community has also invested in upgrades to properties in a way that does not detract from the historical environment.

Positive linkages between the local community, tourism and the resources Panguitch

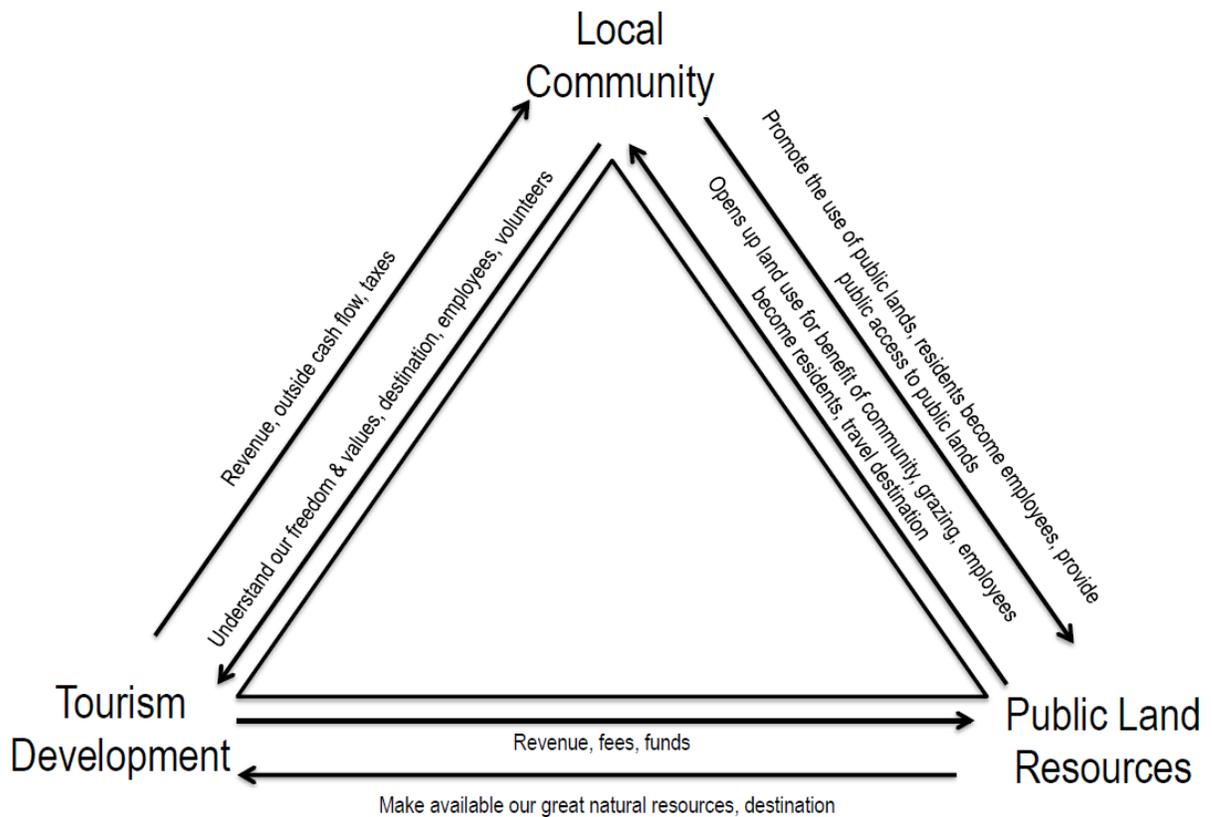


Figure 8. Linkages Panguitch

Tourism helps support the community financially through revenue, outside cash flow and generation of taxes. The community provides the tourism industry a nice destination, employees, and volunteers who understand the freedoms and values of the area. Public lands provide great natural resources and attractions for tourists to visit. Tourism supports public lands and resources through revenue generation by collecting fees and funds. Public land agencies open up lands for the benefit of the community and as a travel destination. Employees of public lands become residents of the community. Public lands are used by the community for grazing. The community promotes the use of public lands and residents become employees.

Tourism vision Panguitch

Ideal tourism in Panguitch 25 years from now would involve the freedom for the town's grandchildren to enjoy the resources and values instilled in the community today. The current community programs would be continued and the lands would be open for more use and productivity. Natural and spontaneous growth of the community will allow for more youth and families, economic diversification, and tourism in which visitors stay longer and see more sites. Tourism will allow the preservation of culture while sustaining the economy. Tourism management will be local.

Actions and strategies Panguitch

Increase joint efforts by the local government and businesses to promote the area. The area needs to be promoted through social media and travel magazines. Tourism growth should be natural, and appreciation of the industry should be taught to students and employees. Public land managers should become allies to help achieve similar goals through a combined effort to push back against others whose actions would weaken the community. Fiscal and debt control must be exercised. Control of community development must lie in the hands of the people who live in Panguitch and remove regulations that hurt localized access to resources.

Reflections Panguitch

Tourism is critical and the primary economic sector of the community, but it leads to irregularities in local incomes. Tourism should be maintained through personal involvement, here and now, but better paying industries should be established to complement tourism. The community should continue to promote the area and its resources because its sustained economy is based largely on tourism.

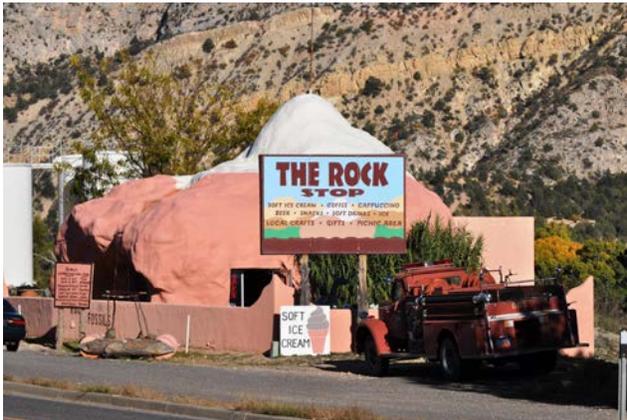
Long Valley

Tourism Assets in and around Long Valley

The assets in and around Long Valley include wide open spaces and natural beauty, such as the Grand Staircase-Escalante National Monument, as well as the national and state parks. The people of the community are friendly, and there are hotels, motels, campgrounds and restaurants to accommodate tourists' needs. There are many recreational options, including fishing, hunting, hiking, ATV tours, and opportunities for photography. There is a cultural heritage atmosphere, which is enhanced by the Earthfest and farm tours. The community also has greyhound gatherings, and the Best Friends Animal Sanctuary is nearby.

Tourism in Long Valley

There are many outdoor activities, such as nature viewing, visiting parks and natural areas, canyoneering, rock climbing, zip lines, fishing, animal viewing, guided hunting and off-roading. Ranch-based tourism in the area includes horseshoeing and herding cattle. Tourists can also learn about permaculture and become educated about pesticide-free farming or animal husbandry. Bus tours and vacation homes are also available for tourists. Unique attractions, such as the rock shops, are also available for tourists to visit and spend money.



What has been done to improve your community's livelihood through tourism?

Employment opportunities have been provided for over 100 people. Recommendations have been made for other services, and the community is able to work together with tourism organizations. Community members help tourists by giving directions, providing information and being hospitable. Tourists can also eat fresh produce and become educated about greenhouses, and tour local farms.

Positive linkages between the local community, tourism and the resources Long Valley

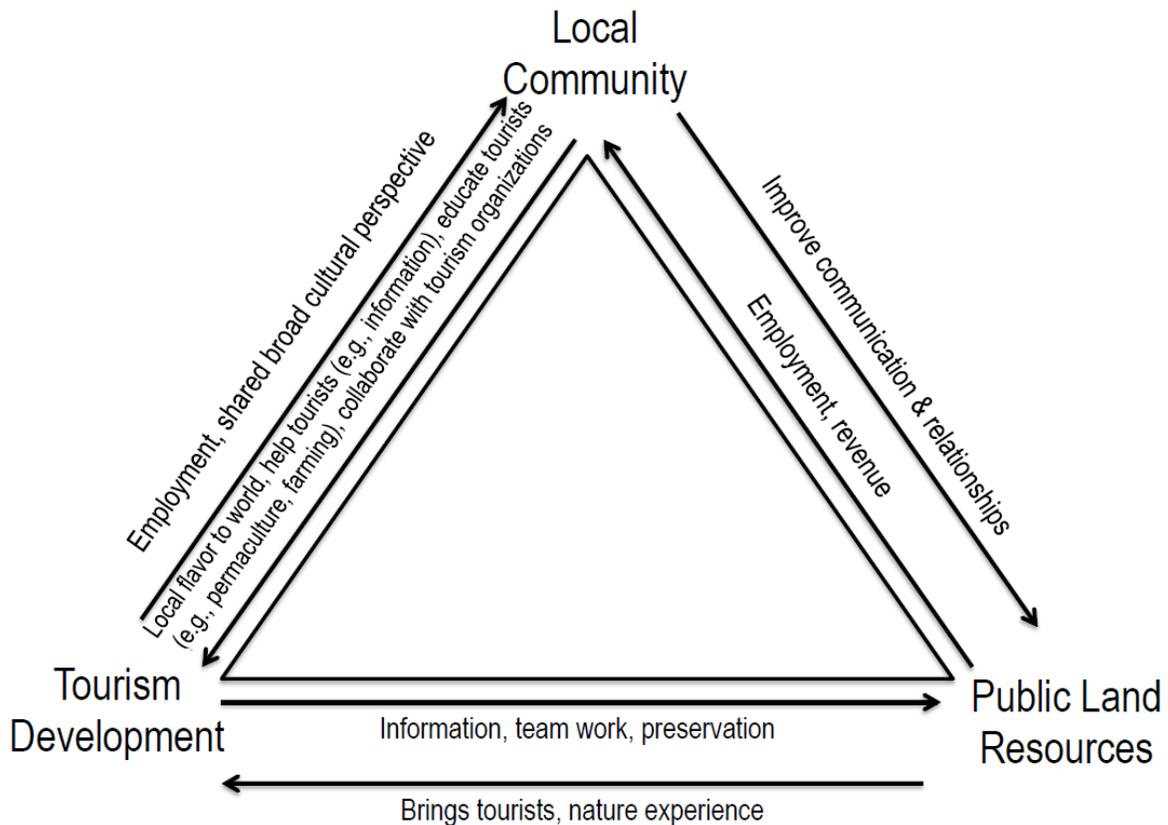


Figure 9. Linkages Long Valley

Tourism helps support the community financially by providing employment opportunities. Tourism helps to share a broader cultural perspective for community members. The community provides information about the area and education for tourists on permaculture and farming. Community members help collaborate with tourism organizations and bring local flavor to the world. Public lands and resources attract tourists to the destination and provide nature-based

experiences. Tourism assists public lands and resources by providing information about the environment and teamwork to help support its endeavors. Tourism also supports preservation of public land resources. Public lands provide employment opportunities and revenue for the community. The community improves communication and creates relationships with the public land managers.

Tourism vision Long Valley

Sustainable growth must be the guide to follow—growth that allows the preservation of local cultural heritage, but also allows it to be enjoyed by outsiders. There will be a growth in the community, good education, and jobs so that kids can stay and create their own livelihoods in town. These jobs could possibly be connected to tourism. The community will see an increase in attractions and amenities for the tourists to experience and diversity in agriculture to blend with the tourism industry. The divide between “us” and “them” will disappear.

Actions and strategies Long Valley

The local mayors, commissioners and members of congress need to work together with the forest service and the BLM. There also needs to be a tourism plan for the community.

Reflections Long Valley

Long Valley should be marketed as its own region, and a map of resources that are available in the community should be created. There should be more signage for Long Valley and better education for other businesses about what needs to be done to improve tourism. The locals and local government need to work better together, as well as Kane County working together as a whole.

Kanab

Tourism Assets in and around Kanab

The assets in and around Kanab are beautiful natural areas, such as the national parks, national forests, national monument and Lake Powell. These provide resources for wildlife, geology, archeology and paleontology. The community is full of friendly, educated people who are interested in tourism, recreation and the community itself. The community has a good quality of life for families. Its pioneer and film heritage are important assets for tourism. Kanab's relative isolation helps build its character and keeps the town culturally authentic. There are many recreational opportunities for people with various interests, such as hiking, horseback riding and ATV trails. Kanab is centrally located with many facilities for tourists, including restaurants and lodging. Tourists can view slot canyons and Native American rock art, such as petroglyphs and pictographs.



Weather in the area is usually desirable with a lot of blue skies and sunshine, which makes it a great place for photography. There are low crime levels and little overcrowding.

Tourism in Kanab

Tourists enjoy hiking in the backcountry, as well as camping, hunting, canyoneering and biking. They come through town, building in the Grand Circle tour route. Visitors are interested in local archeological, paleontological and geological sites. Native American history is represented through petroglyphs and pictographs. Tourists enjoy hearing and learning about the history of the area, the Old West and the movies made nearby. They enjoy the scenery and participating in “windshield tourism” and over flights (“flightseeing”). Tourists enjoy many water-based tourism activities, including Colorado River trips, fishing, boating, and “canyon” rafting. Tourists

also come to volunteer at Best Friends Animal Sanctuary. There are several festivals and special events, such as Earthfest, Western Legends Roundup, Greyhound Days, and Grand to Grand Marathon. A high percentage of Kanab's visitors are foreign tourists, who enjoy participating in large-scale commercial tourism on bus tours. Some tourists are interested in viewing the scenery on motorcycles or off-roading on ATVs. The scenic views give tourists a wonderful opportunity to practice photography. Guided tours are also available to show tourists the "secrets" of the area. The tourists may come to see the sights, but they also have a wonderful time and create memories by interacting with people in the community.

What has been done to improve your community's livelihood through tourism?

Kanab's tourism has been supported by positive word of mouth among family, friends and acquaintances, disseminating promotional material about the community, and using social media to encourage people to visit. There have been more formal promotions as well through commercial tourism companies, trade shows, and travel office sponsors to attract and retain visitors. Members of the community have volunteered with Earthfest, Grand to Grand Race, community festivals, car shows, Kanab parks and recreation, Grand Staircase Escalante Partners, and improving the airport facilities. People have worked at Best Friends Animal Sanctuary and have given tours to visitors or recommended things for them to do in the area. People are welcoming, friendly and helpful to visitors, which encourages them to stay longer. Quality learning events and interesting speakers have also been brought in to attract visitors from all over the nation. Much assistance has been given to creating and maintaining hiking and horse riding trails, which are used by local recreationists and outside visitors. Some have even worked with businesses to build awareness of customer service needs and to help train staff in this regard. Business development has also been helped through the Business Expansion and Retention Program (BEAR), the Chamber of Commerce – by local program, and event planning seminars.

Positive linkages between the local community, tourism and the resources Kanab

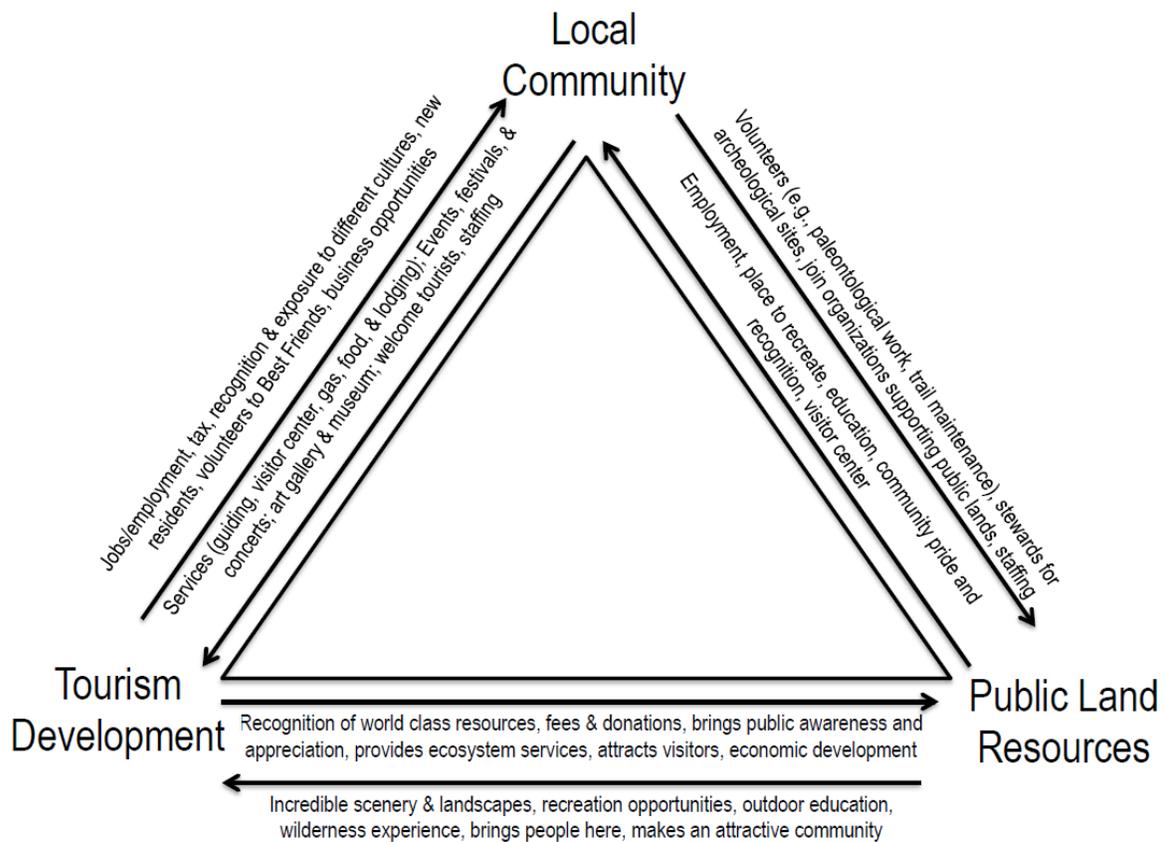


Figure 10. Linkages Kanab

Tourism helps support the community financially by creating employment and generating taxes and business opportunities. Tourism helps expose the community to different cultures and brings in new residents and volunteers. The community provides services (guiding, visitor center, gas, food and lodging), hospitality, staff for assistance, and events for the enjoyment of locals and visitors. Public lands and resources provide incredible scenery and recreation opportunities. They also provide outdoor education opportunities and help make the community even more attractive. Visitors are attracted to the area and the wilderness experiences they have in the area. Tourism supports public lands and resources by generating funds through fees and donations. It also helps provide an awareness and appreciation of the world-class resources in and near Kanab. Tourism attracts visitors, provides ecosystem services and improves the economic development of public land resources. Public lands provide

educational opportunities through visitor centers, and employment to community members. They are a source of community pride and recognition, as well as recreational venues. The community provides staffing and volunteers for the paleontological explorations on public lands and in trail maintenance. Community members are the stewards of archeological sites, and organizations provide support for public lands.

Tourism vision Kanab

“Ideal tourism” in Kanab 25 years from now would keep the character of the small town, and the wild public lands will be maintained. The environment will be kept clean by ensuring there is no littering in the community or public lands to protect the air and water. The community will embrace responsible practices, such as recycling, renewable power sources, and buying locally. Volunteer efforts will have greatly expanded. There will be a positive attitude with respect for the community and its visitors. Local businesses full of variety and uniqueness will be prosperous, and the community will remain vibrant, including longer business hours during the day. There will be a balance of responsible management and multiple uses of public lands that allow for easier access and controlled by local interests. The community will be known for its major trail opportunities and the ease of walking and biking. There will be improvements to infrastructure, such as a community center or senior center, conference area, and heritage museum. There will be outdoor education programs that encourage hands-on displays in the fields of history, paleontology and geology. A stronger cooperative relationship between county, local and state governments and federal land management agencies will be formed to encourage elected officials to entertain new ideas and be more forward-looking. There will be an improvement to lodging services, such as two or three larger hotels or more bed and breakfasts in the outlying sections of Kanab.

Actions and strategies Kanab

Kanab is surrounded by natural jewels, including national parks, national forests, monuments and state parks. We (public lands management agencies, communities and businesses) need to work together to improve tourism in the area. It needs collaboration and cooperation among all stakeholders. The community needs more collaboration to strengthen the existing tourist attractions and attract a new market by building a conference center and other types of

tourism infrastructure. Community members need to work together to extend the tourist season further into the year, or year round, so that businesses may remain lucrative even during the winter months. In addition to the promotion of existing events, Kanab's residents ought to work together to organize new tourist-drawing events. Residents need to undertake better planning to achieve a balanced approach for tourism development, place promotion, and public lands management. Better interpretation and education will help increase appreciation of Kanab's natural and cultural assets. Better and easier access to public lands for recreational pursuits can help tourism's economic impact in the community. Additional linkages need to be created to foster increased levels of volunteer tourism.

Reflections Kanab

We, the community members, know tourism is an asset to our community. It can drive the local economy, help improve education and enhance enjoyment of our public lands. It also helps Kanab's international reputation for tourism and enhances its image to encourage new move-ins. We need greater support and participation by city and county officials to improve cooperative efforts for the community; there needs to be more willingness to listen to all views and work together. This can be done by accepting diverse viewpoints, pooling shared values and staying engaged with the conversation about the future. Community action, collaboration and cooperation are needed to discuss residents' expectations and respect each other's views. Elected leaders and other influential people need to be outspoken about building Kanab into a tourist-friendly, welcoming community. As well, progressive voices need to run for election to public office and serve on community committees and boards, which might help drive continuous citizen involvement. The community needs to be actively engaged in the local cause and not expect someone else to do the work. This can be done by engaging public officials and voicing all stakeholders' opinions.

Big Water

Tourism Assets in and around Big Water

The assets in and around Big Water are the beautiful areas close to Lake Powell that allow for remote hiking. Big Water is also near many national parks and natural areas, including Bryce Canyon, Zion National Park, Glen Canyon National Recreation Area and Grand Staircase-Escalante National Monument, with a three million dollar visitor center for the monument. These lands facilitate many recreational activities, such as off-roading, driving, hunting, and shooting. There is also a strong Paleolithic and geological presence with fossil excavations and 200 million years of geological layers. Community members are creative, innovative and hard working.

Tourism in Big Water

Tourists participate in activities at Lake Powell, including swimming, kayaking, fishing, water skiing and boating. Tourists also arrive on bus tours, especially from foreign countries, to visit the national parks. Many tourists hike, bike, climb, camp, off-road, hunt and ride horseback.



What has been done to improve your community's livelihood through tourism?

Community members have helped tourism by working on town cleanup efforts by upgrading property, adopting a highway section, and working on economic options for other cleanup endeavors. Public relations have also improved through communications with family and friends about the area. Others have worked in the industry, including at the Amangiri Resort and as a park ranger.

Positive linkages between the local community, tourism and the resources Big Water

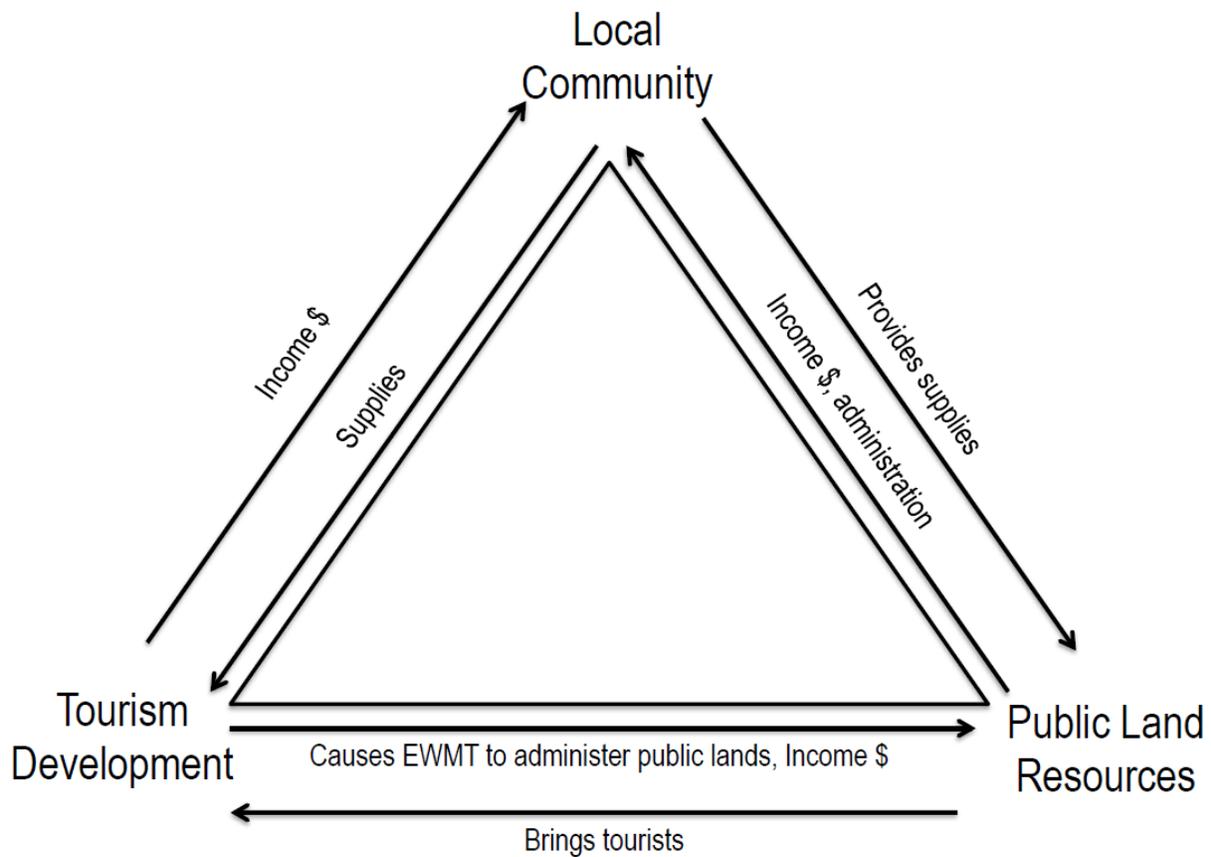


Figure 11. Linkages Big Water

Tourism helps support the community financially by providing income. The community assists tourism by providing supplies. Public lands and resources have the ability to attract tourists to the area. Tourism supports public lands and resources by generating income and providing administrative support. Public lands generate income for the community and provide administrative support for the community. The community provides supplies for public land resources and agencies.

Tourism vision Big Water

Ideal tourism in Big Water would be slow growth tourism that helps to grow the economy but not overwhelm the community. Resources should be protected so that they can be seen like they are today but shared with those who want to visit now and in the future. There would be ecotourists coming to the area to find themselves, to see fossils and learn about the area's

geology. There would be a few shops, places to eat, a gas station and more housing. There would be a rise in the average family income to improve local facilities and improve the standard of living, which would facilitate children remaining locally to make a living.

Actions and strategies Big Water

The community needs to come together to decide what it wants for future tourism and then become involved in making it happen. The town council or “economic development committee” can have meetings to inform the public of tourism development possibilities and encourage investments, such as places to stay, stores, and a truck stop. The local government and private investors need to work together to obtain and increase capital. Taxes should remain low. The community should clean up the area, including abandoned properties. The community should not be overregulated, but there should be few environmental impacts.

Reflections Big Water

There is a desire to expand slowly, but to also gain revenue to achieve a higher standard of living. Local government is where the growth can be managed by policy. It was reported that 35,000 people stopped in Big Water at the GSENM visitor center last year and that tourists who come to the area have the potential to help the community with income opportunities. The community should be promoted, especially through a website that shows local B&Bs, tour guides and outfitters. There should be a tourism or an economic growth committee set up, and the leaders of the community must be on the same page and take actions. There could also be potential to get a community hub built for hiking or camping.

Tourism Assets in and around Page

The assets in and around Page include beautiful scenery and the panoramic views of mountains, buttes and river, even from the city. There is easy access to many natural areas within the Grand Circle, such as Glen Canyon National Recreation Area, Glen Canyon Dam, Lee's Ferry, Lake Powell, Rainbow Bridge, Antelope Canyon, Grand Canyon, the Wave, Grand Staircase-Escalante National Monument, and the Colorado River. The community has restaurants and hotels to accommodate tourists. The Native American culture and the Balloon Regatta are important attractions for people to visit. There are multiple opportunities to participate in recreation-based activities, such as mountain biking, hiking, rafting, kayaking and boating. The community members are passionate about the area and dedicated to the cause of tourism.

Tourism in Page

Tourists in Page participate in water activities, such as lake tours, river tours and house-boating trips. Other water activities at Lake Powell include boating, jet skiing and fishing, and rafting on the Colorado River. Tourists can participate in air tours to view the lake and explore natural areas and canyons by hiking. These natural areas offer many opportunities for photography. The Balloon Regatta and the Navajo Heritage tour are also popular among tourists. There is a wide range of hotels and restaurants available for tourists.



What has been done to improve your community's livelihood through tourism?

Community members have improved the tourism livelihood in their community by owning and operating tourism businesses and providing employment opportunities. This helps support the community by generating revenue through taxes. Recommendations to other local businesses are provided if the needs of tourists cannot be met by an establishment where help is sought. Locals have encouraged visitors to explore the area and provide information to help out of town visitors plan trips and make reservations. There have been annual river clean ups and encouragement for citizens to explore their own area and become stewards of their community. Volunteers have helped in the production of the Balloon Regatta and other community events that attract tourists. The Page area has been promoted as the location of iconic Lake Powell and through *Gateway Magazine*, the City of Page website, and various social media. Citizens have worked on the Tourism Board, the Natural History Association Board and the Chamber Board to open up lines of communication for the community.



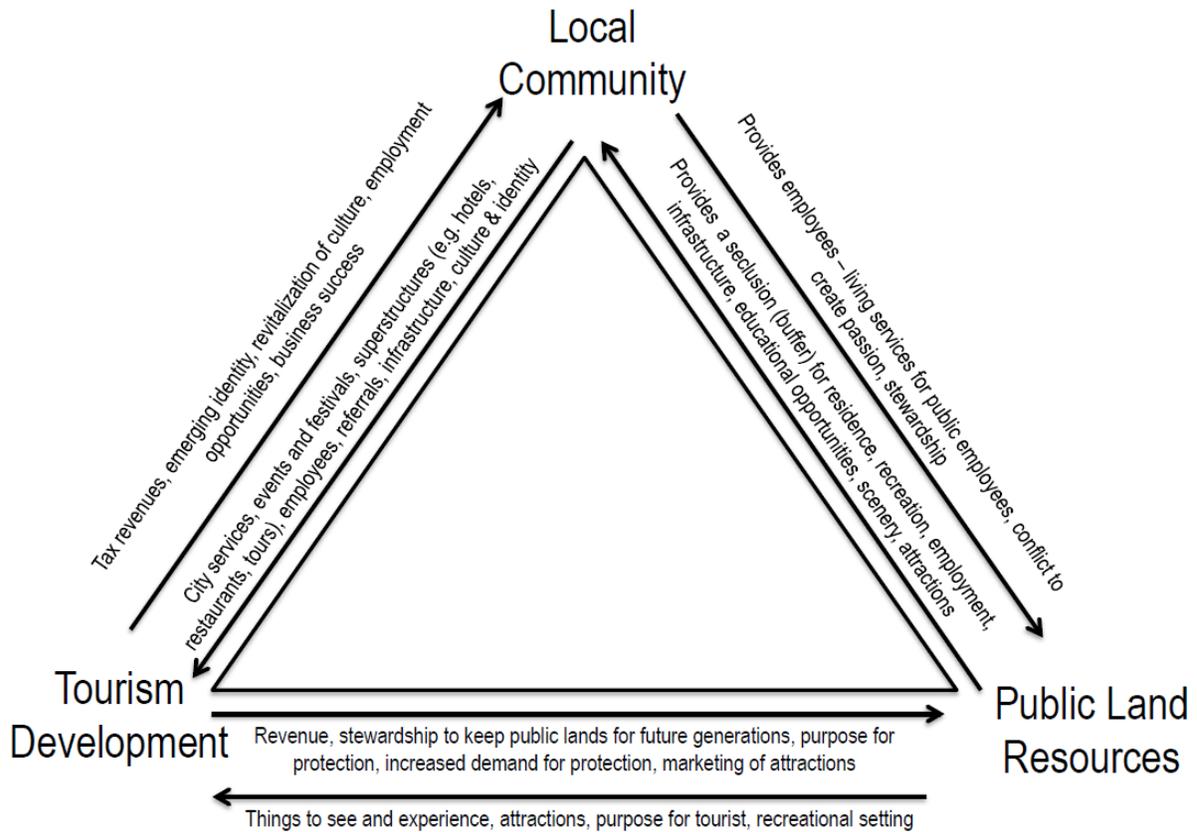


Figure 12. Linkages Page

Tourism helps support the community financially by providing jobs, successful business, and tax revenues. Tourism can help revitalize culture and create an emerging identity for the community. The community provides services (e.g. hotels, restaurants, and shops), events and festivals, infrastructure and a good work force. Community members provide referrals to tourism activities and a cultural identity for the industry. Public lands and resources provide attractions to see and experience, which is the main purpose for tourists visiting. Public lands provide a recreational setting for tourists to appreciate. Tourism supports public lands and resources by generating revenue and providing a purpose for protection. It provides marketing for, and builds a reputation of, natural attractions and stimulates community stewardship to sustain public lands for future generations. Public lands provide a buffer for seclusion and privacy for community residents. Public lands provide opportunities for recreation,

employment, infrastructure, education, scenery and attractions for the community. The community provides employees and living space for public lands employees. Community members are stewards of the land.

Tourism vision Page

In 25 years, ideal tourism in Page would include more varieties of tourism types and services, thereby allowing community members to work full time and year-round. Page would have a safe, pedestrian-friendly, and vibrant downtown area with customer-centered employees who would promote local attractions and provide cultural and educational information about the community. The city would support a solid beautification program, and citizens would be engaged better in the community together to improve Page as a destination and place to live. There would be more nighttime entertainment and a venue for concerts, such as an amphitheater. Page would develop a strong national and international identity the way Sedona and Moab have done. However, the remoteness, outgoing personalities, and fun would still be a salient part of the town's appeal.

Actions and strategies Page

There needs to be better communication and cooperation between stakeholders, including the residents, city government and local businesses, to plan and implement improvements for an improved tourist experience. A stronger relationship between the city and the Navajo Nation should be cultivated. A mission statement and objectives should be set for the community, with strong leaders to step up and carry these out. The city needs to publish a plan to get its fiscal house in order to control the city's debt. A business task force should be formed to find ways to generate income. The city should set aside \$100,000 per year for five years from the tourism budget to work towards a beautification of the community and start a Main Street revitalization project. Remote business owners need to be brought to the table to be active partners, and incentives should be given to keep businesses open later. Empty storefronts should be filled with tenants by working in cooperation with commercial property owners. Attractions and events in the community should be highlighted to bring tourists into the area and attract new residents who have a passion for Page's resources and tourism.

Reflections Page

Community leaders need to embrace tourism as the future for Page, since it has the attitude, resources, and desire to grow. This will not happen if we keep dwelling on the past and blaming others. Tourism is the heartbeat of the community and helps protect our public lands and attractions. The desire to grow tourism should not be overpowered by the comfort zone that government and utility jobs provide. There need to be more events and marketing to stimulate tourism year round. Residents and business owners ought to become more involved in managing community improvement efforts and resources need to be managed better to help attract tourists. While we need to get our fiscal house in order, the challenges in this area are not all bad because they make us rethink what we've done in the past so we can avoid doing it again in the future. Since the people, community, government and public lands all need to have similar goals, the city needs to take a stronger leadership role in bringing businesses and the community together to start this new mission. A task force of residents should be created to see to the mission and create a five- and ten-year development plan. There needs to be more cooperation and communication between businesses and the public sector to find ways to beautify the community, which will make tourists more appreciative of what we have to offer. Better communication between stakeholders is needed, which includes city leaders, businesses, federal government agencies, the Navajos, and all residents.

Common and Unique Elements of Tourism among the Communities

Based on the interviews, field visits, community asset mapping, and the mini-Appreciative Inquiry sessions, the ASU research team identified some common and unique elements of tourism among the GSENM surrounding communities. The common aspects of tourism elements can be useful to develop and promote the region as a destination, whereas unique aspects can help diversify the tourism products within the region.

Common Elements among all the Communities

The common assets among the communities include majestic scenery and the natural beauty of their surroundings. There are many national parks, forests and GSENM in close proximity, which allows easy recreational access for locals and tourists. Neighborly values and hospitality toward visitors are other important assets. The communities are made-up of friendly people who are willing to help others. The communities are fairly remote, which promotes solitude and quiet for their residents and visitors. The pioneer history of the area, paleontological discoveries, Native American artifacts and unique geology provide an opportunity for people to study and learn from the area. The communities have a range of tourism accommodations for food and lodging, from the basic to the more upscale. There are guiding services that take people out to explore, or tourists can participate in outdoor recreation activities on their own.



There are many opportunities for photography and painting owing to the area's diversity of landscapes.

Opportunities to see wildlife and appreciated good weather and clean air help attract visitors to the area.

Tourists are attracted to these communities because of the natural landscape and the existing recreational opportunities. Tourists come to explore the outdoors and participate in activities such as hiking, biking, hunting, horseback riding and ATVing. Many people come to

learn about pioneer and Native American history, farming practices, geology or paleontology. The educational opportunities in the communities are vast.

Many residents have used tourism to provide jobs for themselves and other community members. This has helped bring employment income into the communities and generated tax dollars to be used for various public services and infrastructure development. Other people have helped tourism by volunteering at events, helping in town beautification endeavors, serving on boards, and giving tours and information to visitors. Investments in upgrades to properties have been made to make the communities more attractive. Many residents have promoted their community through word of mouth advertising, so that more visitors would be attracted to come to the area. There have also been formal promotion campaigns via magazines, websites, brochures, newspapers, social media and trade shows. Once visitors are here, community members are friendly and willingly provide information to them. Many will recommend things in the area to see or do to keep visitors in the area longer. Community members support local enterprises to help strengthen local businesses.

Tourism helps support the communities similarly by creating financial means through business opportunities, employment, and generating taxes. Tourism can help build international relationships and attract residents who sometimes move in to the communities after having visited and being impressed by the surroundings. The communities provide services and infrastructure for the tourism industry. The communities provide information and education, local events and attractions to tourists. The community provides employees and volunteers for the tourism industry.

The public lands create attractions and provide recreation opportunities for tourists to visit. Public lands provide educational opportunities through visitor centers and an understanding of food sources and knowledge about desert environments for tourists. The tourism industry provides funds and administration to help maintain the natural resources. Tourism brings awareness and appreciation to the natural resources, educates people about respecting the land, archeological resources, and roadless areas on public land. The tourism industry markets public lands, so that tourists are aware of what is available to view. The community provides supplies and services to assist in the maintenance of the public lands. The

community promotes land ethics and the locals become stewards of the public lands. The community generates political support of public lands and improves the communication and relationships with the public land agencies. The community provides people to work and volunteer in the public lands to help keep them beautiful. Public lands provide income, employment and administration for members of the community. Public lands provide recreation and educational opportunities through visitor centers for members of the community. The public lands provide a beautiful landscape that makes the communities more attractive and brings pride to the area. The public lands are beneficial to the community because they allow locals to support their livelihood through grazing.

“Ideal tourism” in the communities 25 years from now would be cultivated by natural, slow growth which would retain the small town feel of the area. There would be a balance between receiving economic support from tourism to help keep families in town, instead of kids moving away to find work, and maintaining the natural resources in the area so that they can be enjoyed fully in the future. There will still be a focus on local business development, instead of large or franchise establishments. The values and neighborly culture of the communities will remain the same as they are today. The tourism industry and the local communities will work well together to provide a welcoming and educational environment, so that tourists can learn about the area’s heritage and environment. Tourism will have longer hours and be able to thrive year round. There will be more accommodations for lodging, food and other services. The communities will have more attractions, such as museums, live theater, conference centers, movie theaters, and more public events and festivals. There will be outdoor education programs that allow participants to learn through camps or labs. The environment will remain clean, and practices such as recycling, renewable power sources and buying locally will be implemented. There will also be programs in place for community beautification.

The common actions and strategies that apply to all communities include the improvement of communication among the locals, the tourism industry, land resource management agencies and all levels of government. Residents need to work together to determine the goals of the community and incorporate strong leaders to make the ideas a reality. A committee could be formed to help bring people together to voice their opinion and then communicate the outcomes with local governments and public land agencies. Some of the

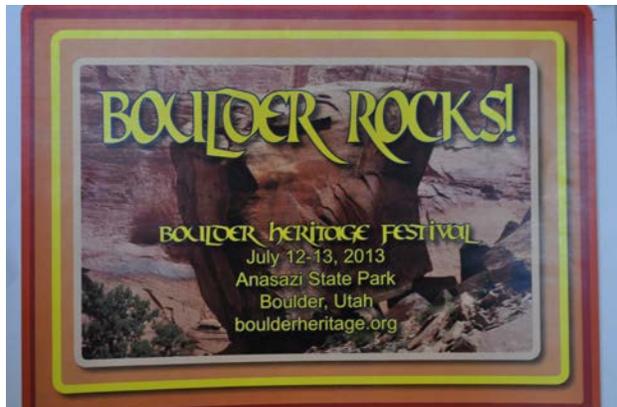
issues they may discuss are how tourism can be low-impact, how to keep local businesses strong instead of bringing in franchises, how for more accommodations and other tourist services, and how to extend the tourism season. Locals should demonstrate respect for one another and teach their children these values so that they will continue for future generations. Many communities would also like to see increased access to the public lands.

The more specific actions that communities formulated were to lower the speed limit to allow for more walking and biking traffic. There should be an arts and craft area established where locals and visitors can interact. A scenic drive area could be created in and around the monument so that visitors could have an easier time exploring it. Marketing can be improved through print and online resources and should be aimed at attracting tourists who want a low-impact, quality experience from which they can learn more about the area. This may be accomplished through the assistance of grants. Evening entertainment and filling empty store fronts can make some of the communities more appealing as well. Other communities would like to improve the relationship that their town has with the Navajo Nation. Tourism should be taught to students and employees to help communities receive the most benefits from the industry.

Many of the goals among all the communities are similar, which shows that the towns should not only be working towards improving their own community livelihoods, but working together as a region with common values to help one another achieve success. There should be more communication with other members of the communities to discuss what can be done. Collaboration among the communities can help attract more people to the area and the friendliness of the residents can keep them coming back. Quality service should be provided for visitors, and the focus should remain on the culture of the area, instead of just on generating revenue. The values and lifestyles of the communities should remain unaltered, by applying slow growth principles in developing tourism. The communities should be promoted better to attract more visitors to the area. A committee should be formed so that community members can plan how they want their area and the region to be enhanced. Tourism is an asset, and there is potential for it to be used for the communities to generate more income. Residents need to voice their wants and needs to work in cooperation with town leaders and government officials, but also be ready to take action to make changes happen for themselves.

Unique Elements of Each Community

Some of the communities have unique assets not shared by all of them. For example, a few communities are gateways for Lake Powell, which is popular for water-based recreation. Some communities have access to museums and visitor centers. There are festivals and special events, as well as theatre and live music. The Balloon Regatta is a unique event that attracts visitors to the area. The survival school provides a unique learning opportunity for those that wish to participate in that. The Hollywood film heritage is a highlight for Kanab, as many movies were filmed nearby. The Earthfest and farm tours give tourists the opportunity to learn more about agriculture. Best Friends Animal Sanctuary is also a strong asset for the area, especially since many people come to volunteer there. There are unique historic sites and the Cottonwood Wash Road that are considered assets to some communities. The Garfield Memorial Hospital is also considered to be an important asset.



Unique tourism opportunities are the festivals and events in the area that tourists attend while they are visiting. These include marathons, art festivals, history celebrations, cowboy poetry contests, marathons, art and heritage festivals, rodeos, ATV and motorcycle rallies, Christmas craft fairs, Earthfest, Balloon Regatta, Quilt Walk and Western Legends Roundup. Tourists also participate in water activities, such as fishing, boating, kayaking, and swimming. Some of the communities are visited by international tourists who stop by as part of a package tour. Visitors can participate in educational activities, such as learning about gardening, or ranching (e.g. herding cattle and horseshoeing).

Some of the unique improvements that community members have been doing are raising funds for town clean up and improving the water system. Others grow and serve fresh produce. Exploring the area themselves helps community members to inform visitors better of what is available and helps locals become better stewards of the land. Another community has had members that advocate for events and brings speakers to town to attract visitors. Also, they help to create and maintain hiking and horseback riding trails, host customer service training and event planning seminars.



Some of the unique opportunities that some communities recognized are to make their community a hospitable destination, instead of an area people just pass through. More signage would assist visitors in becoming informed about what is on offer nearby. Improving education and youth training would make the area more attractive for families that might consider moving into the region. Some communities want more volunteer efforts and desire locals to become better involved in maintain community assets, such as hiking and horseback riding trails. Improved walking and cycling mobility is also important. The diversity of agriculture should complement tourism to create jobs and provide agritourism opportunities for visitors. The divide between “us” and “them” should give way to a more inclusive feeling. The downtown areas of some communities should be improved to provide safe and vibrant areas for people to gather and participate in nighttime entertainment. Some communities also believe the public lands located nearby should be used more often and become more productive for the communities, as recreation and tourism resources.

As many communities demonstrated some unique elements and tourism assets, each community could develop a unique theme so that communities complement each other rather than compete with each other (see Table 6).

Appreciative Inquiry Summit

The purpose of the Appreciative Inquiry summit was to create a regional-level consensus about the use of public lands to improve local livelihoods through tourism development. The AI summit was conducted at Ruby's Inn. To prepare for the summit and to solicit participation, personal letters were sent to various stakeholders, including elected officials, federal agencies, tourism offices, environmental groups, tourism entrepreneurs, and the general public. Additionally, participants in the mini-AI sessions were also invited to participate in the main summit. The role of the research team was that of facilitator and moderator. The group discussion guide used in the mini-AI sessions (Table 5) was adapted to fit the summit audience. A total of 28 people representing federal agencies, elected officials, tourism entrepreneurs, and local residents participated in the main summit. The forum was key in identifying regional strengths and envisioning a future for the region in relation to the development of tourism, improving livelihoods, and protecting natural and cultural resources.

Unifying characteristics of the region (Southern Utah and far Northern Arizona) in terms of tourism?

The region has a unique geology regime, which helps create spectacular scenery. The diversity of landscapes, including deserts, forests and waterways can be accessed through an extensive backcountry road system. The abundance of public lands provides many recreational opportunities, such as hiking, mountain biking, scenic driving, and fishing and hunting. The culture is comprised of Native American and Pioneer heritage. Discoveries in the field of archeology and paleontology are prominent in the area. Commerce is comprised of small, family-owned businesses, but metro areas are in close proximity. The main industry in the region is tourism, with many visitors each year and an international awareness of the area. There is a struggle to create diverse jobs in the communities. The communities share the same visitors, same resource issues, and have common values and interests. The remoteness of the

region allows for clean air and solitude. Residents are friendly, and agriculture, including cattle ranching, is an important part of the common culture of the area.

Tourism Assets in the Region

The parks, forests and monuments provide beautiful scenery and resources that are protected by public land management agencies. Some of these amazing places include Lake Powell, Grand Staircase, Bryce Canyon, Zion, Red Canyon, slot canyons throughout Grand Staircase and Hole in the Rock Corridor. There is a variety of activities available, such as canyoneering, backpacking, photography, painting, camping, fly fishing, mountain biking, horseback riding, ATVing and motorcycle touring. There is an abundance of wildlife, including deer, elk and pronghorn sheep. The people are hard-working, friendly, neighborly, and good hosts. Visitor centers provide information to tourists about the area and the public lands. There are accommodations and food services to support the thriving tourism sector. Other services are also available, such as Internet, cell phone services, emergency services and medical, fuel and car care, and guiding. The road infrastructure of highways connects the communities to the public lands. There are many learning and educational tourism opportunities in the areas of cultural heritage, geology, archaeology, paleontology and agriculture.

Tourism in the Region

Existing tourism is primarily nature- and heritage-based, involving visitors exploring the national parks, national forest and GSENM. Many tourists participate in heritage tourism and take advantage of opportunities to learn about the history of the area, including the pioneers and Native Americans. Many international tourists visit as part of package tour groups, while others travel in their own cars with their families. Backpacking groups are also popular, and some of these camp throughout the area. There are many activities to participate in outdoors such as hunting, canyoneering, horseback riding, biking, ATVing, wildlife viewing and adventure tours. Many people are drawn to Lake Powell to participate in activities such as boating and fishing. Some students come to the area to participate in service learning. Numerous motorists drive on Scenic Byway 12 and participate in “windshield tourism”. There is a growing number of events in the region, such as the art festival. Specialized visitors, such as geologists, astronomers and archaeologists also come to the area to study and research. Some come to learn about the rural

lifestyle and participate in agritourism and stay at dude ranches. The area has plenty of locally-owned hotels, restaurants and shopping centers, but the area is maintained so that it does not become overdeveloped and loses its sense of place.

What has been done to improve the Region's Economic Development through tourism?

Tourism has been promoted in the area by communities hosting events and other programs that attract visitors to the area. Local entrepreneurs provide jobs for community members. Some residents assist with planning groups and boards that support tourism. Visitor centers have been supported through community planning and assistive staffing measures. The communities and nearby public lands are promoted through advertising and informative websites. Science and research activities in the region have been supported by the business owners and other community members. Community members have become familiar with the culture and history, and provide information that helps tourists have outdoor experiences in a landscape they cannot get in other places. They assist visitors and are friendly, making non-locals feel welcome. Locals have referred tourists to qualified local guide tours to give them an educational and enjoyable experience. Surveys and satisfaction studies have been used to gauge visitor satisfaction, popular activities participated in, and tourist expenditures. Efforts have been made to bring in winter activities and business meetings to extend the tourism season. Community members have sourced their business supplies and services through local small businesses. Efficient public transportation has been developed to allow shuttles to take visitors to natural areas. Community members are actively engaged in town beautification projects.

Linkages Regional

Communities help the tourism industry through economic investment and providing hospitality services and infrastructure. The community provides volunteers, a sense of place and a friendly atmosphere. Cultural and historical attractions, events and festivals, and architecture are provided by the community, which attract tourists to the area. The tourism industry helps the community financially through economic development, such as donations, business opportunities, land and real-estate value, revenue, employment opportunities and the generation of sales tax. The tourism industry provides recreation opportunities, shops,

restaurants and bookstores for the community. The social benefits of the tourism industry on the community are the creation of community image and identity, the promotion of the area, revitalization of the culture and drawing in new residents. Tourism provides global exposure and understanding, as well as cultural educational opportunities to the communities.

The tourism industry provides fees to help protect and maintain natural and cultural resources. Tourism supports conservation of public lands through political advocacy and improving environmental awareness. Tourism assists in the recognition and promotion of public lands. Public lands help the tourism industry build a regional destination identity. Public lands provide a natural and cultural experience for tourists through interpretation. The Public land agencies provide visitor centers and help to protect the valuable resources that attract tourists to the area. Funding from public lands helps support the tourism infrastructure. Public lands provide pride, preservation of heritage and attract new residents to the community. The natural resources give the community members recreational opportunities, such as hiking, biking and ATVing. Educational opportunities are also provided to the community from public land resources through learning about natural and cultural history, as well as geology. Economic benefits are provided to the community from public lands by creating employment opportunities, generating taxes and improving real-estate and land values. Public lands provide ecosystem services, such as watershed, clean air and dark skies to the community. The community provides human resources and volunteers for public lands. The community provides infrastructure, stewardships, partnerships, donations and emergency services for public lands.

Positive linkages among communities, tourism and the resources Regional

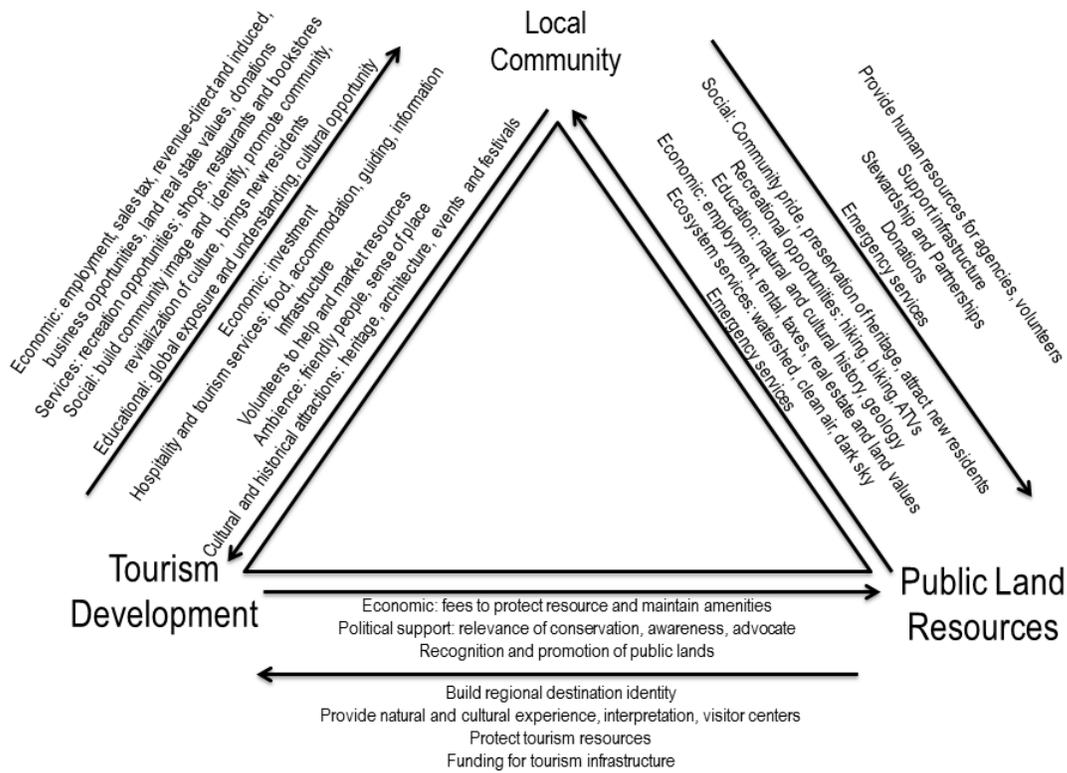


Figure 13. Overall Linkages Summit

Tourism Vision Regional

Ideal tourism in the future would mean that there would be year-round opportunities for jobs, to minimize the effects of seasonality. This would have to include obtaining revenue sources outside of tourism by diversifying local economies beyond tourism. Families would be attracted to the area and support schools to help strengthen the community. There would be more promotion of arts and sciences by the continued use of public lands, and the agency process for permits would be streamlined. There would be a creation of new niches, such as agritourism, and educational tourism with outdoor classrooms. The area would be known for high-quality service, and local employees will be better trained. The community would retain its character by avoiding chain establishments and urban sprawl. There will be a balance between garnering economic benefits, while retaining rural charm, and protecting the environment. Tourism will help bring benefits to the economy and the environment, but tourists will still have enjoyable

experiences. There will be better local leadership with vision and community collaboration. The area will provide meaningful experiences for outsiders, and they will want to stay in the area instead of just passing through.

Actions and Strategies Regional

The communities need to figure out what can be done to attract unique job opportunities that can be performed in a rural setting. Streamlining commercial use permits and closer communication with public land management agencies would help residents have more access to public lands. There needs to be an ongoing effort for cooperation among the community, government and public land agencies. Each community needs to determine its own unique character and find ways to protect and enhance it. Nonprofits, public agencies and community leaders need to work together to support and encourage tourism that is gentle on the land but profitable. Human resources need to be developed through training programs that highlight languages and cultural differences for the global market. The region should actively seek grant funding for bicycle paths and other tourism-related infrastructure. A regional approach should be taken to help these communities to link together for marketing promotion, identity, and maps would allow for communities for pool their resources.

Reflections Regional

People need to get involved, keep the discussions going, and formalize communication channels. A defined vision needs to be created by the communities, and the public land management agencies will support those goals. There needs to be better cooperation between the communities and public land agencies. There should be a start to regular collaborative meetings that are inclusive of elected officials, agencies and community leaders. The public lands should continue to be used and protected.

chapter 4

recommendations



Considering the citizens' and stakeholders' stated needs and concerns, this report strongly recommends establishing a GSENM Tourism Council. This volunteer body can provide much-needed bridging between the 16 communities, tourism industry representatives, and public land management agencies. The council could be instrumental in initiating and implementing the ideas and recommendations presented in this study.

The data the ASU Team collected and recorded is reflective of the needs, ideas, issues, perceptions and recommendations identified by the stakeholders who participated in this study, not by the ASU research team. The role of the ASU team was to collect the data, analyze the data and provide results and recommendations based upon the data collected.

The recommendations provided in this report, Chapter 4, are informed by the stakeholder needs, ideas, issues, perceptions and recommendations. These are derived from both primary and secondary sources including document review and field verification; data collected in the field through interviews with key stakeholders; data collected during the appreciative inquiry sessions. Based on their collective understanding of the common concerns of stakeholders (as described within this report), the ASU Study Team was asked by BLM, to include their technical experience, when crafting the summary of recommendations.

Additional public concerns related to GSENM and tourism as uncovered in the research process, are described in Appendix A. These issues were also used in helping to develop a number of the recommendations that follow.

Based on individual and community interviews, it is important to note that the term “environmental conservation” is often perceived unfavorably by many community members. When the term comes up in discussions, many perceive their livelihood is threatened by the public land agencies’ environmental management efforts. Residents’ priorities appear to be economic stability and livelihood improvement. They are concerned primarily with lost job opportunities from traditional extractive industries, such as mining and lumber/forestry. On the other hand, part of the mission of federal land management agencies as required by law, policy and federal mandate, is the protection of natural and cultural resources. Perceived divergent interests and agendas between the communities and land management agencies are often the main source of conflict.

As shown in the diagram (Figure 14), tourism can play a neutral role in bringing public land management agencies and local residents together. Based upon the interviews and Appreciative Inquiry sessions, tourism was identified as a reasonably acceptable common interest topic for both the public and land management agencies. Thus, it can be seen as an

area of common interest that might be used to build bridges and thus further the interests of all parties.

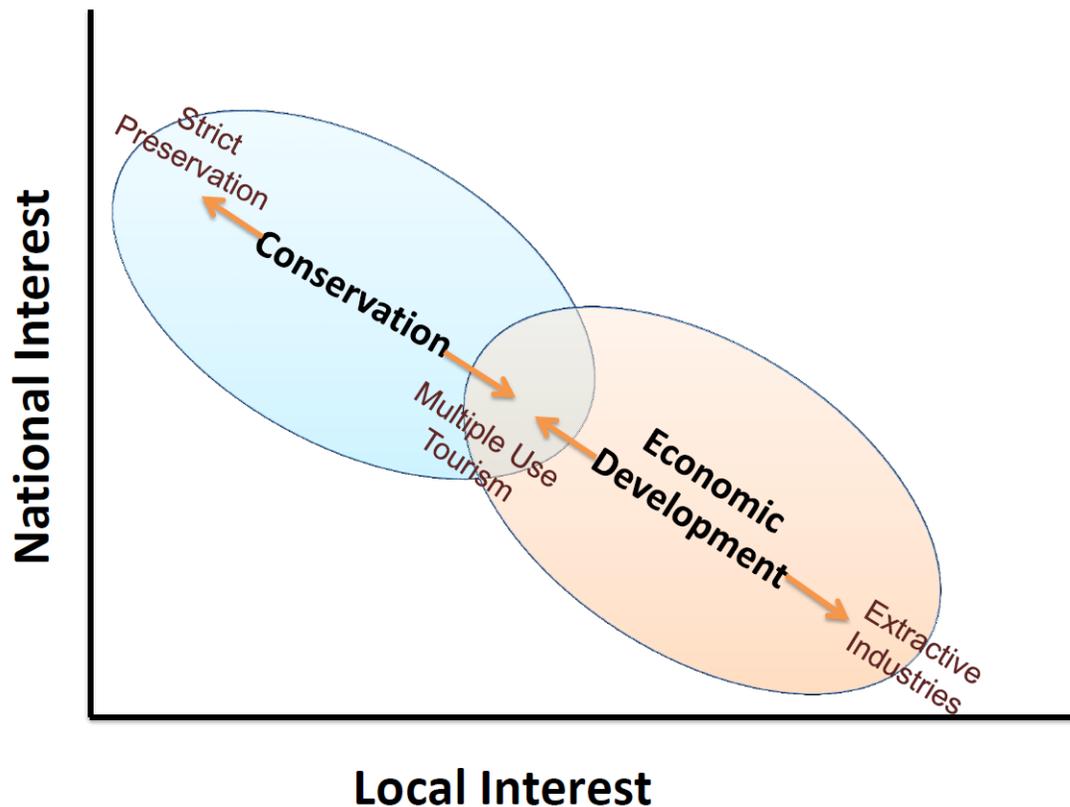


Figure 14. Conservation-Economic Development Nexus

Source: Nyaupane, 2013

Many locals accept tourism as a viable economic opportunity. Their recognition of tourism's potential is based on the following premises: 1) tourism is seen as an emerging economic opportunity; 2) unlike extractive industries, most tourism amenities are located on private property where the government has less control; and 3) tourism is not entirely new for many people, as they have seen its successes in other nearby areas, such as St. George, Cedar City, Moab, Flagstaff, and Mesquite. Two small communities, particularly, Brian Head and Springdale, Utah were particularly mentioned by the community members as good examples. Tourism has potential, therefore, to become a tool that could help support existing efforts to reconcile historically deep-rooted conflict between the people who live around GSENM and public land management agencies.

However, the social history, historical identity and current thinking of the communities are built around the notion of unfettered access to public lands. Communities have practiced adapted farming, ranching, and extractive industries for many generations, and changing their foundational socio-economic structure may not be what some desire.

Living in the modern world where public lands are an integral part of life in Southern Utah requires some degree of adaptation by residents and public agencies. Changing community attitudes, awareness, and skills development does not happen overnight, or even in a few years. Study interviews indicate that recently-migrated community members are more adaptive to socio-economic change. For example, one resident of Kanab expressed,

“Agricultural economy or the mining economy...those are boom-and-bust. And... the only real stability that I see for this place, and not just this place, but others around the West is tourism.” (A4)

Members of the public who see tourism’s potential expressed with concern that they perceive the Grand Staircase-Escalante National Monument is for preservation, not for tourism. This widespread perception is based on several issues described by study participants. First, although GSENM recognizes tourism’s role, the current management plan does not extensively address tourism within its goals or management prescriptions, and the community members perceive that as meaning the monument is against tourism. Second, most management activities that took place at the inception of the monument were perceived by community members to be geared toward curbing recreational activities, as well as other economic activities. Third, many scientific explorations have taken place in GSENM in the fields of paleontology, geology, and archeology, and these topics are largely comprise the emphasis of monument information shown within GSENM visitor centers. While this emphasis is consistent with, and related to, the monument’s Congressional mandate to protect resources and the Proclamation to use the monument as a laboratory for research, continued outreach work is needed by the BLM to convey to the public that the monument is not restricted from tourism, nor is the monument management against visitor use and economic growth through tourism. The initiation of this study illustrates the BLM’s realization of the need to bring tourism closer to the forefront as part of the monument’s continued in relationship building efforts.

The ASU research team was asked by BLM to provide some “next-steps” ideas and recommendations that both reflected the information, needs and ideas provided by individual and community participants; and also included the collective tourism and rural community knowledge represented within the ASU Study Team. Therefore, based on stakeholder interviews, Appreciative Inquiry sessions conducted in the communities surrounding GSENM (GSENM communities), and input provided by GSENM employees, the following mix of specific recommendations are suggested by the ASU research team for consideration and collective action by all study participants and the monument stakeholders. It is important to emphasize that these recommendations are made based upon the principles of flexibility, equity, diplomacy, and relationship building.

The cooperative implementation of the following collective recommendations made by private citizens, the communities, the private sector, or public agencies could readily be categorized for future use by grouping them into short-term, medium-term or long-term collaborative objectives.

A. Establish the Grand Staircase-Escalante National Monument Tourism Council

Both Kane County and Garfield County have tourism offices, and there are some industry associations near the monument. However, there is no single tourism forum where the stakeholders of all 16 GSENM communities can interact and share their ideas for the entire region. Each community is interested in developing and promoting tourism, but a regional approach should be taken to link these communities together for identity creation and solidarity, destination development, effective promotion, and resource stewardship and utilization. There is, in this case especially, strength in numbers. The communities linked together into a larger tourist destination region will find more economic success, because the whole is greater than the sum of the parts. Many participants felt the need for some kind of GSENM network. There are various stakeholders involved in tourism development, livelihood improvement and resource protection. Citizens and stakeholders felt the need to have meetings and dialogue on a regular basis.

Considering the citizens’ and stakeholders’ stated needs and concerns, the ASU research team strongly recommends establishing a GSENM Tourism Council. This volunteer body can

provide much-needed bridging between the 16 communities, tourism industry representatives, and public land management agencies. The GSENM Tourism Council's main roles would include coordination, development, marketing and advocacy for Grand Staircase-Escalante National Monument-based tourism and tourism in its surrounding communities. Ideally, the council would be a neutral agent, or non-government organization (NGO), which provides an avenue for community discussions, outreach and action, and the dissemination of key information.

The GSENM Tourism Council would be a collaborative partnership between public, non-profit and private sectors. The public partners would include land management agencies located adjacent to GSENM such as the national parks, national monuments, national forests and state parks. Elected officials include county commissioners, mayors, and city council members. Non-profit partners might include the Grand Staircase Escalante Partners, Best Friends Animal Sanctuary and many others. The private-sector representatives ought to include established businesses, individual entrepreneurs and ordinary citizens.

The council could be instrumental in initiating and implementing the following regional ideas identified throughout the study, and presented in this report:

- A role of the GSENM Tourism Council would be to market the GSENM and its corridor communities to both domestic and foreign tourists, who make their travel plans on the internet. It would also develop a much larger internet presence besides existing government pages as a way of disseminating information about GSENM and its surrounds. This could be done more effectively by referring current and potential tourists to the council websites for more local and private-sector tourism information. By creating a council website, it is possible that the association, together with information provided by the BLM, will increase the global visibility of GSENM as a community partner and tourist destination.
- The tourism council can work closely with the State of Utah and the State of Arizona tourism offices to stay up to date with decisions being made at the state level that affect the region of Southern Utah and Northern Arizona.
- Other recommendations are discussed in the following sections, many of which could potentially be spearheaded by the proposed Tourism Council.

B. Tourism Product Development

Currently, the monument is not seen for the most part by its surrounding communities or tourists as a major visitor destination. Many visitors do not understand that the monument is a vast territory with a large diversity of natural and cultural features. Most international and domestic tourists drive through the nearby rural communities to visit Bryce Canyon National Park, Zion National Park, Grand Canyon National Park, or Capitol Reef National Park. GSENM communities receive some spillover benefits from tourists visiting the national parks, but they could benefit more if the monument were to be promoted as a destination by the BLM and the GSENM communities. For the smaller communities (e.g. Escalante and Boulder), the emphasis of being a gateway community to GSENM should be foremost in promotional efforts, as one resident noted:

“But I guarantee you if you come to Escalante, you are more than likely either going to hit Capitol Reef or you are going to go to Bryce. Just because you go there doesn’t mean you will come here, but if you come here, you are going to stop and see one of those other two. We need to change the focus of saying just Bryce Canyon; we need to change the focus to Grand Staircase-Escalante National Monument here because I guarantee it they will spill over to the other two. The other two doesn’t necessarily mean they will spill here, they may pass through here, but they won’t stop.” G8

Building new attractions and amenities, without overdeveloping, helps bring new tourists to the region and can increase their length of stay, and hence provide more economic benefits to the communities. The region has a lot of tourism potential that can be capitalized on through the following product development initiatives.

1. Trails and roads

The idea of an urban or regional trail system was mentioned by several citizens. In the opinion of residents, the notion of a trail system should be a multi-use trail. Furthermore, the trails should be designated trap-free, allowing domesticated animals to travel freely and safely.

Study participants noted that while there are many ATV trails, unpaved roads, and footpaths already in the monument, there is room for exploring additional infrastructure that would facilitate tourism and local recreation, while still complying with laws and policies, and without harming cultural/heritage and environmental resources. One

recommendation is to review options that could open more off-road trails for ATVs in less-sensitive areas, based on the results of relevant environmental analyses. The ASU Study Team's interviews with outfitters and other ATV enthusiasts made clear that they understand that unrestricted off-road use does not exist in the monument, and that condition is not their desire. Instead, they feel there is room for additional trail expansion into less-sensitive areas that have heretofore been off limits for one reason or another. Second, increased signage could be placed along the southern boundary of GSENM, along Highway 89, in a few different languages (e.g. Italian, German, Japanese) to alert visitors about safety issues (e.g. extreme heat/cold, faulty GPS information, flood, lack of water) within the monument. While it is possible that some of these recommendations might require amending the GSENM Travel Management Plan, these are feasible options to explore for future recreation/tourism development.

Designate Highway 89 and Highway 12 together as a "GSENM Scenic Byway" and build more stops and lookout points along the two highways. The ASU Study Team is cognizant that each highway is currently a scenic byway, but a joint byway would highlight and emphasize the monument and its scenic resources. This can have the effect of promoting the monument and enabling tourists to spend more time in the gateway towns and other communities for gas, food, lodging and resting. These efforts would need to be undertaken by the Utah Department of Transportation (UDoT), the proposed GSENM Tourism Council, and monument management.

2. Product Diversification

There is considerable potential to begin emphasizing other forms of tourism that are not necessarily directly linked to GSENM but which are enhanced by their relative location to it. Several community stakeholders identified educational and scientific tourism as a potentially lucrative form of tourism for GSENM gateway communities. Mountain biking in areas with extreme elevation changes (e.g. Escalante and Boulder) is another viable option, as is bird watching all around the monument. Adding a limited number of ancillary, manmade attractions that do not detract from the grandeur of the monument would be another feasible option. Many stakeholders noted the need to diversify the area's tourism

product beyond nature only, to convince visitors to stay longer. Suggestions included convention center, golf course, and an additional zip line.

As part of diversification efforts, community members noted that tourists enjoy stopping to photograph animals and farms. The summer cattle drives are a huge photographic moment for visitors. As well, several ranches and farms already host tourists, who come to learn about rural living and agriculture. Many people visit rural areas to seek fresh produce outside of grocery stores and are intrigued not only by the region's agrarian heritage but also by its existing agricultural practices. Encouraging visitors to gather their own fruits and vegetables at u-pick farms on private land could contribute to product diversification and encourage people to stay longer in the region. Agrotourism is growing in importance all over the world, and several communities around the monument, particularly in the north, have significant potential for developing dude ranches, horseback riding, and other farm-based activities.

3. Theming

Although the region has some common attractions, each community's tourism can be geared toward a unique theme. The individual community reports (Chapter 3) and other information provided in this report can be useful for this purpose, and the proposed council and communities can work together to create unique themes for various communities. Potential individual community themes are summarized in Table 6.

Table 6. Themes for each community or group of communities

Big Water- Big Water has the unique opportunity to capitalize on the water activities that attract tourists to Lake Powell. The area would like to become a community hub for tourist accommodations and supplies.

Boulder- Boulder wants to retain its small town character and values. It should remain remote and authentic in order to capitalize on the quietness and solitude of the area.

Bryce Valley- Bryce Valley has a variety of unique events, festivals and activities that bring tourists to the area. The community would like to improve upon the scenic driving in and around the monument.

Escalante- Escalante has a variety of things to do, from the festivals and events, marathons, visitor center and museum. The community wants to become a destination that attracts visitors, instead of an area that tourists pass through.

Kanab- Kanab wants to be known as the “heart of the parks” as it has easy access to Lake Powell and many other national parks, monument and national forest. Kanab has a unique film history to attract tourists. The Best Friends Animal Sanctuary has a strong draw to attract volunteers to the area.

Long Valley- Long Valley has the unique opportunity for agrotourism. The Earthfest and farm tours give tourists the chance to learn more about agriculture and ranching.

Page- Page wants to be nationally recognized and branded as a popular destination that is capable of attracting a wide variety of tourists. The nighttime entertainment and the downtown area need some improvements to support this.

Panguitch- The attractions of historical sites, festivals and events draw in tourists to the area. Panguitch wants to be known for being a friendly and receptive community, and being located within the middle of many tourism/recreation opportunities.

4. Converting Trash to Treasure

According to some tourism entrepreneurs, some communities’ images are tainted by the “eyesores” of inoperable vehicles lining both sides of Highway 89. Various respondents refer to these vehicles as a stain on the landscape or esthetically unpleasant. It is important to note that although the derelict vehicles are considered displeasing by some, the old cars in Glendale, for example, are sometimes noticed by European tourists, and some vehicles and/or their parts are purchased and shipped back to Europe upon the tourists’ return home. Therefore, while some vehicles and older, dilapidated buildings are not necessarily

appreciated by some residents, there is potential to increase interest and revenue derived from historic cars and buildings.

5. Additional Lodging Options

Community members in Orderville and Glendale noted the need for more lodging options along the Long Valley corridor, although the ASU Study Team would suggest large-scale, brand-name hotels be avoided. In the Long Valley, several respondents voiced their concerns that the Maynard Dixon Museum in Mt. Carmel is underutilized. It could become an ideal location for artist retreats, camps and/or some type of learning/lodging center. Community members believe that current and aspiring artists from all over the world that are interested in southwest landscapes, can draw on the natural beauty of Long Valley and surroundings. Other towns north and south of the monument might be able to conceive of creative lodging options that play into local heritage.

6. Keep Local Assets in Local Communities

Many community members expressed concern for and frustration with what is perceived as the practice of shipping paleontological resources excavated from GSENM to science labs outside the region. They feel that these resources should be kept within the communities instead of sending them elsewhere. The ASU Study Team notes that preserving delicate resources requires large investments to develop climate-controlled museums and laboratories, which would only be possible with cooperation among the communities, the monument, research-involved universities, and state agencies. Although such efforts would require a serious financial commitment and a lot of time, in the short-term, replicas could be kept in local museums and visitor centers.

7. Emphasize the Cultural Heritage of the Region

The communities around GSENM are replete with tales and interesting folklore. For example, Montezuma's Treasure, a mythical treasure is said to exist on the monument. As well, there is an interesting mining and ranching heritage that ought to be highlighted, together with the important and proud pioneer heritage of the area. Interpretive kiosks explaining the use of mines and their association with Montezuma's Treasure and other

local legends, the Mormon pioneer heritage, and the rural livelihood could all add to the historical and cultural package tourism offerings that are available within the region. As well, several communities, including Escalante and Kanab, have interpretive signs that help disseminate information to visitors about the communities' interesting heritage. All GSENM communities have interesting cultural heritages that can be packaged and promoted for tourism together with the area's natural landscapes. Residents also recommended establishing local museums to showcase personal artifacts in a safe environment. One interviewee mentioned:

"You probably don't have a clue of how many...artifacts there are in this town. ...a gentleman had a little museum, in fact he was a science teacher right here at this high school when I grew up. He had hundreds and hundreds and hundreds of arrowheads and different things that he had in a little museum. They were going to put that in the heritage center, well somebody broke in, after his death, took most of the artifacts. Shame on us for not having a place. That gentleman gave his whole life for this community. And I am sure that there are hundreds and hundreds of others, that if they knew they would be safe, that they would bring them out and say 'Geeze, I found this here, I found this there.' Then when you come here you could go and look at that and say 'Man, what a beautiful place.' We need to tell our story, we need to tell our history but we need a place to do that." G8

Building an additional Maynard Dixon artist museum was also suggested as a possible way of expanding the area's cultural product.

C. Mitigating Seasonality

Mitigating seasonality is related to product development, because it sometimes requires changing or adding new attractions and activities. Tourism in Kane and Garfield counties is highly seasonal, and many residents recognize the economic downturns associated with low season. The high season begins in mid-May and goes until mid-October. For the rest of the year, most tourism businesses are closed. Much of this seasonal variation in demand is determined by the opening and closing of the Grand Canyon's North Rim as one resident noted:

"Well it [tourism] is our lifeblood, our major industry as I said. And we can see that distinctly when the Grand Canyon closes, which is probably the number one attraction here, the North Rim of the Grand Canyon. When it closes you see the community kind of fold up. A lot of the restaurants will close for the season until the Grand Canyon opens again, many of the motels will. And the community kind of

shrinks. Traffic goes way down. It's like night and day. And when the Grand Canyon opens you'll see it ramp up, like within a week's time. So it closes down within a week and ramps back up within a week, in May when the canyon opens again." N3

Another community member's sentiment expresses that of many people from the area:

"...tourism...will take more time for that to evolve and count as well, but it's not going to be that serious of a replacement for natural resource-based jobs and employment because of the [effects of] seasonality." A6

However, entrepreneur-minded citizens envision endless possibilities in the off-season. Add the idea or notion that citizens must emphasize activities that can be done during the off-season as opposed to what cannot be done.



Few respondents engage in exploring the idea that the macro-regional network proposed earlier in this report, can play an important role in expanding the tourism season. Following, the ASU study team recommends a variety of ways to address seasonality.

Open hotels and restaurants on a rotating basis

Extending the tourist season needs the collective effort of the communities and all stakeholders. Some of the larger towns have one hotel that remains open during the winter season. However, there are few dining options, and most of the GSENM communities have no lodging or dining options during the winter. If given the choice of lodging and a place to eat or lodging only, tourists will choose a place where both food and accommodation are available. The ASU Study Team suggests considering the following thoughts. Opening a business during the off-season may not be profitable or cost-effective in the short-term, and that is why so few entrepreneurs remain open during the winter. However, there are ways of serving the needs of visitors, while not requiring only one or two businesses to shoulder the entire off-season burden. The best way to tackle this problem is to open at least one hotel and one restaurant in each community through community collaboration and on a rotating basis. For example, Hotel A might be opened December-January, while Hotel B could open February-March. These types of

cooperative efforts would send a message to potential tourists and tour operators that the communities are open for business during slow season, which bodes well for relationship building and place promotion.

Diversify the winter product

Winter festivals are an important tool used in other parts of the United States to boost off-season demand. Special events and local festivals that focus on nature, culture, or the arts during winter have significant potential in helping the GSENM communities offset some of the problems of seasonality.

After the completion of appropriate environmental analysis, consider some of the roads within the monument as potentially made into all-weather routes, which could allow increased use during winter months. This does not necessarily mean paving the roadways, but suggests the use of using alternative/natural materials to weatherize roads for different recreation and tourism use. The ASU Study Team noted that there is also scope for developing a year-round spa/resort. Long Valley might be a good location for a resort type of spa which could include convention facilities and services. An upscale resort already exists near the boundary of GSENM outside of Big Water. A similar establishment could be built in Long Valley or elsewhere. The weather is relatively mild, and such a facility could be used year-round if promoted correctly.

It was also noted that the entire GSENM area has potential for developing winter tourism activities, including snowmobiling, snow shoeing, cross-country skiing, winter camping, and other related outdoor activities. Some of these could take place within the boundaries of GSENM. As well, the Kaibab Lodge might be an excellent location for long-distance snowmobiling and snow-related recreation. It is located five miles outside of Grand Canyon National Park and 18 miles from the North Rim. Opening the Kaibab Lodge during the winter months could help draw tourists to the North Rim area and the Arizona Strip. According to study respondents, the entire region receives enough snow most years for winter recreation. There are many places north and south of GSENM that could encourage and promote winter tourism activities.

Winter activities might also include photography, as the contrast between the colored sandstone and white snow makes this part of Southern Utah and Northern Arizona a very photogenic location. Photo tours could be arranged and promoted nationwide and to interested parties in the general region.



Another winter product that can be developed more systematically is educational/research tourism. Demand for educational travel and scientific tourism is more seasonably stable than demand for many other forms of tourism. The educational centers and museums noted earlier can be an important part of this development. GSENM can be an important wintertime laboratory for science, education and research as well. Workshops and meetings can be arranged during the winter season when hotels experience their lowest annual occupancy levels.

The communities and the proposed council (see above) should work together to brainstorm and formulate additional ideas to emphasize the winter benefits of the area and what types of places and products could be marketed to increase visitation during the off season.

While it is currently beyond the budgetary scope of the National Park Service, opening the North Rim of the Grand Canyon the entire year would give the region an obvious economic boost. In discussions with Department of the Interior personnel and tourists themselves, it is clear that there is a latent demand for people wishing to view the canyon in winter from the northern vantage point. Many tourists are disappointed and frustrated to learn that the North Rim is closed for the winter.

The ASU Study Team realizes that this policy change would require a substantial monetary investment to upgrade the North Rim infrastructure and operate it with staff and utilities during the winter months. These efforts would require a collective voice and action through the proposed tourism council and political support from the communities and political representatives at local, state and federal levels.

D. Strengthening and Expanding Regional Linkages

As Figure 13 illustrates, there are strong existing and potential symbiotic relationships between GSENM communities, tourism and public lands. As well, there is significant potential for increased linkages/cooperation among the communities themselves. All of these links and positive relationships need to be expanded upon and strengthened.

One study participant noted links between two obvious economic resources:

“You know to get a group of people that have to be, have to understand tourism, they have to understand the local economy and they have to know how to marry the two. And to be a good counselor so to speak, like a marriage counselor. And the thing, the reason that I talk about beef and tourism is because those are the two most obvious potential, symbiotic, economic relationships that can be developed.”

G10

To create more regional symbiosis among communities, public lands and tourism, several suggestions can be made. First, local restaurants and other service providers should buy and serve local produce wherever and whenever possible. This not only benefits local residents (e.g. farmers and ranchers), but it also creates a more localized tourism product, which appeals to foreign and domestic visitors who are becoming ever more concerned about freshness and localness in their food consumption behaviors. This notion can easily be worked into individual business plans, as well as regional tourism marketing campaigns. National and global trends show that tourists are increasingly demanding local products, including food.

Second, local schools should be more engaged with GSENM. It is an excellent laboratory right in their own backyards. Community members feel that group use permit processes should be streamlined and make them relatively easy to review and to issue a decision. Many interesting parts and research activities in the monument can be used to engage communities and local schools.

Third, many community members feel that public land management agencies, including the National Park Service and its concessionaires, need to be more integrated into the communities where they live and work. One example is looking for ways to hire more local residents to work in visitor services and lands management positions rather than hiring so many people from the outside. This would likely include some kind of training so local applicants

could qualify for these positions. The communities need to act together to effect this sort of change with the public lands managers.

Finally, however, there is a lack of local, trained human resources that can be tapped to work in many positions on public lands. This situation needs to change. As well, tourism industry workers need to be trained in a variety of skills. Tourism representatives should work with local high schools regarding the possibility of helping to train local youth to prepare them to work in tourism, not only in lower-paid positions, but in jobs that will allow them to climb the career ladder. Internships and on-the-job training for local youth should be a top priority for entrepreneurs and public resource managers.

E. Improve Collaboration, Communication and Engagement among Stakeholders

Some GSENM community residents still hold a deep seated sense of animosity related to the establishment of the monument in 1996. However, it is clear that GSENM will remain in existence for the foreseeable future. As such, the GSENM does have the potential to help stimulate local economies through tourism, and residents are strongly encouraged to capitalize upon GSENM as an important tourism resource. Although there are some restrictions in place regarding some public uses of the monument in certain locations, the monument is generally open to recreation and tourism. This opportunity should feature prominently in local and regional marketing conversations and promotional endeavors. If people come to see Bryce Canyon or Zion, GSENM can become an additional attraction that will motivate the visitor to stay longer and result in more revenue.

The ASU Study Team recommends that the communities, individually and through the proposed GSENM Tourism Council, work closely and patiently with the BLM, GSENM administrators, and political representatives to support the monument as it further explores and plans for its role as an important tourism resource; in addition to its crucial job of protecting the natural and cultural heritage of Southern Utah. It is important to remember that natural and cultural heritage resources in the GSENM are also local tourism assets. Thus, for the long-term success of tourism, assets need to be protected and cared for as an investment for the future, in order to help retain a sense of place and enhance local quality of life.

It became clear from study participant input that many community members and industry stakeholders feel that even though some dedicated BLM staff members make considerable efforts to engage with the community, GSENM still remains too distant from the needs of local communities. One common concern the ASU Study Team heard was that the GSENM employees need to connect more with local groups or communities. The ASU Study Team noted that there appears to be a very obvious disconnect between the BLM's policies and plans, and the surrounding communities' perceptions related to recreational and economic use of GSENM. For instance, from GSENM's perspective, group use permits are available but go unused because community groups do not apply for them. From the community's perspective, use permits are unavailable or unattainable for their needs, and there is a general public perception that GSENM is inaccessible for locals and tourists. Clearly, these perceptions can exacerbate the already deep mistrust felt by many members of the GSENM communities toward the federal government and public land management agencies and frustrate the GSENM continued efforts to work with surrounding communities. Based on input received by the ASU Study Team, a number of things could be done to continue improving community relations, in addition to the monument's current efforts. The ASU Study Team suggests tourism and recreation on the monument should continue to be a focus of the BLM and other federal, state and local agencies. In fact, they should actively embrace tourism and continue promoting appropriate visitation to the monument in collaboration with the GSENM communities as key partners. This could go a long way in helping to further goodwill and trust with the population most affected by the establishment of the monument, thus further strengthening the bond between communities and the national monument. By continuing to explore tourism opportunities with communities, GSENM has the potential to help the communities explore ways to improve their standards of living and quality of life, by using tourism as a development tool. This desire should be made known to the people of the area, and continuing sincere efforts to help monument-appropriate tourism grow, should be evident; such as the BLM's sponsorship of this third party research and report, completed by the ASU Study Team.

In addition, although GSENM is currently streamlining the permitting process, a less cumbersome permitting process should be considered for outfitters and other commercial uses of the monument (e.g. television commercials). It is important to remember that tourism and related service-based commercial uses are not always antithetical to good stewardship and

conservation. It is also important to note that not all of these activities are compatible within all locations of the GSENM; thus, collaboration and communication are critical.

Last, local groups should be encouraged through policy flexibility and overt invitations to use the monument for various activities. Based on input received by the ASU study team, it recommends the following actions for consideration and joint collaboration: The Panguitch Balloon Festival, Kanab's Amazing Earthfest!, Everett Ruess Days, Panguitch's Quilt Walk Festival, Escalante Canyons Art Festival, Escalante Pioneer Days Celebration, Panguitch Valley Balloon Rally and Page/Lake Powell Hot Air Balloon Regatta are some important and defining festivals in the GSENM area. Further engagement and support of the GSENM and the Grand Staircase Escalante Partners can continue to help build a positive relationship with the communities.

- More "Open house" days could be established at the paleontology lab in Kanab, focusing on local and regional residents rather than only tourists. Winter would be an excellent time to focus on this endeavor, when there are fewer tourists in the area. Allowing locals to experience dinosaur excavations and other paleontological artifacts can help build support for the scientific work taking place in GSENM.
- Further efforts need to be made to inform the communities that "Hole in the Rock" permits are available for school groups, scouts, church groups, and visitors. Church groups, including scouts, are particularly interested in the Hole in the Rock Expedition as part of their cultural heritage. The book, *The Undaunted*, helped make this pioneer trek famous, increasing demand for it. The GSENM needs to continue making the permitting for this route simpler and more community-friendly.
- During holidays, GSENM could actively engage with local groups and families to explore ways to engage the monument in traditional local celebrations related to the monument. This way, the monument could be made more accessible for traditional holiday celebrations, reunions, and picnicking at certain times of the year. These nature-based celebratory activities are an important part of the communities' traditions, and should be given special consideration.
- GSENM could evaluate how to develop a more flexible process that could increase opportunities for the pack rides that occur within the area of the national monument.

As indicated by some locals, scout troops and other groups used to conduct “pack rides”, but allowing only 12 animals for this important local tradition is another point of contention within some of the communities.

- Some local individuals suggested that the monument should consider inviting local experts and other residents to act as guides and assistants for scientists and university teams who come to the monument for data collection. They felt that many locals know a great deal about nature in the area and can be valuable resources for outsiders coming in who might know less about local conditions.
- Bryce Canyon National Park’s attractions are the hoodoos and the natural arches. The scenic backdrop for the majority of these attractions is the GSENM. This fact doesn’t appear to be noted on any of the interpretive signs within the park at the major overlooks. Due to Bryce Canyon’s geographical position and popularity, many tourism entrepreneurs feel that the GSENM needs to work closely with Bryce Canyon National Park in order to promote the GSENM further by sparking interest and educating visitors about the GSENM. Clearly, the Park needs to make this information a regular part of its visitor and interpretation portfolio.
- During the off-season, some of the GSENM visitor centers/rest areas are closed. By remaining open, the GSENM would take a pro-active stance in supporting the notion that visitors are welcomed during the off-season and explores the idea of potential visitation to the communities. This could be further explored by continued collaboration with the communities and GSENM partners; including working with the proposed GSENM Tourism Council. The ASU Study Team realizes that that funding issues to do so can be significant and suggests this be realistically, part of the discussion.



- In addition to improved signage along the roads, more multi-lingual marketing/informational materials should be available to visitors and service providers such as bed and breakfasts, hotels and other forms of lodging that explain the potentials for danger on the monument (the condition of the roads, water availability, weather concerns, distances, etc.).

This possibility could readily be explored with GSENM community and tourism partners, to look at ways to share resources.



- Create a column in the local newspapers that answer specific questions to the GSENM. A weekly or bi-weekly column called “Ask the GSENM.” It is possible the Public Affairs Officer for the GSENM could answer questions posed by the public.

F. Review GSENM Policy and Management Options

The original 1996 GSENM Management Plan is still in use today, although a number of amendments have been considered and integrated as well. Currently, it does not deal with tourism extensively. Instead, it focuses primarily on conservation and scientific research, while keeping most parts of the monument primitive and remote. There is thus, still a pervasive perception within the communities that GSENM is reluctant to encourage tourism and recreational activities. GSENM communities seem to be very aware of the GSENM plan and what is generally characterized as restrictive policies, including controls believed to be placed on use by locals. This view obviously does not settle well with residents, many of whom believe the document as promoting exclusionary policies aimed at them by the federal government. Many feel that the management plan is in need of updating to include greater emphasis on recreation and tourism. While the past and current efforts of GSENM to support monument visitation appear to be appreciated, the communities generally feel that GSENM ought to better acknowledge the importance of their livelihoods by accepting the monument as a tourist attraction rather than only a scientific laboratory.

Current and past outreach, including this particular study and other tourism/recreation related research projects by the BLM, illustrates the continued efforts by BLM to acknowledge the role and influence of recreation and tourism within the area. However, further cooperative work, such as with the proposed GSENM Tourism Council, could provide greater recognition of the GSENM role in shaping recreation and tourism opportunities on the monument and within the surrounding communities. This could be done within the Management Plan itself as well as within related monument policies and procedures, and could coincide well with current GSENM efforts. This could further facilitate additional socio-economic opportunities for the GSENM communities and at the same time create a greater understanding of and appreciation for, the services and benefits the monument already provides to visitors and to other stakeholders who participated in this study. Such an effort, perhaps in partnership with the proposed tourism council, could also encourage more local familiarity with the laws, regulations and policies that the GSENM must adhere to; and also serve as a forum to begin sharing thoughts about how some of the on-the-ground options might accomplish their mutual goals.

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Appendices:

Appendix A. Resident Concerns

The purpose of Appendix A. Resident Concerns is to reflect further perceptions and opinions expressed by some community residents during this study process. This was described in Chapter 2, Methods – Step 3 Appreciative Interviews, and is repeated here, to describe what Appendix A summarizes and how they were captured within the study process.

Chapter 2, Methods – Step 3: *Overall, participants were enthusiastic to talk about the relationships among tourism development, public lands, and community livelihoods. Though our (ASU Study Team) goal was to discover existing positive linkages, participants occasionally identified negative issues that concerned them and their communities in relation to public lands.*

While many of these concerns have been noted in previous studies, both the BLM and the ASU Study Team felt it important to summarize these concerns again. These concerns serve as a reminder that BLM will need to continue the regional-level dialogue surrounding the role of GSENM in stimulating regional sustainable tourism which could enhance the economic conditions and quality of life of local communities

The following information reflects some of the content of the interviews completed within the communities surrounding the Grand Staircase-Escalante National Monument. As noted at the outset of this document, these comments are reflected in many of the voices of the community residents involved in the study, not that of the ASU research team or GSENM employees. In the interest of the citizens, future/present policy, sound research practices, and the stated goals of this study, it is important to disseminate the various opinions/views/concerns of the citizens. These communities' concerns are related to mistrust, inaccessibility, and miscommunication. This appendix summarized these public concerns.

Mistrust

Many participants were observed to have an innate mistrust against what was characterized as the “Feds.” The mentioning of “Feds” in the discussions was followed almost always with reference to the Grand Staircase-Escalante National Monument and within the responses after the questions of “How do you see the GSENM and its relationship to you? Do you consider

yourself part of the GSENM? How do you see the relationship between the monument, local communities and tourism? What is the relationship between the community and the GSENM?”

The collective memory of the surrounding communities with regards to the GSENM’s inception as a national monument continues to be fraught with negative tones. Almost always, the action of then President Clinton, during a campaign tour, announcing the creation of GSENM while in Arizona rather than in Utah and without advanced notice is a source of suspicion to the respondents. Some of the residents strongly felt that they were hurt and betrayed in the past. A distinction is also made between the GSENM and other BLM offices with regards to mistrust for some respondents. Other divisions of BLM, outside of the GSENM, are spoken of in a somewhat higher regard than the BLM-GSENM. An impression among respondents exists that the BLM-GSENM employs non-locals, “fly-by-night” and temporary residents within the agency. Some interviews also mention that local and private entrepreneurs are interested in partnership and collaboration with BLM-GSENM, but there is a lack of consistency at local association meetings and the BLM-GSENM representation focuses mostly on expressing the rules and regulations of the monument. The spiral of mistrust since the proclamation of the monument makes it hard for public land management agencies to work with the communities, and vice versa.

However, many other residents have positive views toward the GSENM and public lands. Whether or not someone is a recent “move-in” or has been living there for a long time is a primary determinant of the attitude and trust toward GSENM and the public lands in general. Many members in the community moved to Southern Utah because of the public lands, and they are the strongest proponent of public lands. Interestingly, some respondents view the mistrust as a generational characteristic that will eventually “die” off.

Inaccessibility

The accessibility of roads or lack thereof is commonly referred to within the interview data, but a closer look at the data also reveals other types of issues strongly and loosely related to access. The types of access impediments that exist are related to recreational activities, access to the natural resources in the monument, paleontological resources, permits, historical/religious activities/pilgrimages, livelihood and interestingly enough, public meeting spaces and public

participation. The entire aforementioned issues are associated with a perceived sense of limitation or the cause of the complete cessation of an activity.

Respondents interested in ATV or OHV consistently expressed that they are restricted from riding their ATVs. Many are under the impression that ATV or OHV use is not allowed on the monument, whatsoever. Others explain that the number of roads within the GSENM that are available to ATV riders are cumbersome in the sense that the roads do not form a continuous road or loop. A respondent depicts the road restrictions to ATV riding as a constant interruption.

Mining of coal and other natural resources aside, one point of contention for respondents interested in resource mining for community benefit is the perception that paleontological “finds” are taken outside the GSENM region and studied elsewhere. Almost always the political representatives of the individual communities refer to the idea that a science center or museum needs to be established in one or more of the surrounding communities and used as an attraction. The respondents were fully aware of the economic resources that would be needed for such infrastructure but are willing to settle for fabricated dinosaur molds. Interestingly, a respondent noted that a “science center” is located in the Escalante area but the community feels they have no ownership of the center and if it truly were a science center it should be marketed and used as such where youth can congregate and learn about GSENM resources.

Respondents, mostly outfitters, also expressed the feeling that they are being “stonewalled” when applying for various kinds of permits. Special permits related to the visual arts, recreational activities and historical pilgrimages/treks are expressed as being common victims of the permitting process. One respondent reported that traditional events such as the “Pack Ride” no longer take place because of an ambiguous “heartbeat” rule that includes the impact of the pack animal (i.e. horse, llama, goat) as well as the human visitor. According to an outfitter, a permit that was planned to be issued for an outfitter is in review. After two years, the outfitter has yet to hear of the outcome but expects an answer sometime in the 2013 season.

Respondents are aware of the importance of public participation and meaningful collaborations between the public and private sectors. Some respondents mentioned past public participation in associations or meetings. The associations or meetings were described

as having “green” agendas with an overwhelming conservation and environmental protection presence within the gatherings. One respondent was unhappy with the process of public input and the inability of the “green” groups to listen to the respondent’s concerns, so the respondent stopped attending the meetings. Another respondent exclaimed that although a public input process is encouraged, at times, the respondents feel as if their input does not matter in the process.

Miscommunication

Among study participants, some people believe the BLM-GSENM is responsible for the perceived over-managed “Wave” permits. Confusion exists among the respondents when asked about the relationship between the services they, as a community, provide to the visitor with regards to information shared about the GSENM. It is possible that the confusion stems from permits being distributed in Kanab’s GSENM visitor center, even though the Wave is part of the Vermilion Cliffs National Monument in Arizona—not part of GSENM. This is interesting to note, because not only do visitors fail to distinguish between public land management agencies, and even between national monuments, some of the residents do as well. The “Wave” is seen as an over-managed destination and mistakenly thought to be part of the GSENM.

Related to the lack of communication is how the communication deficiency affects the traveler’s/visitor’s experience of the GSENM. A prevalent view among residents is that the GSENM “closes roads” without notice; therefore, residents who work in tourism commonly refer to the GSENM web page for updated information. Private entrepreneurs and tourism industry workers candidly stated that they assess the preparedness and backcountry experience of GSENM visitors before sharing information about the GSENM. According to interviews, some tourism workers are reluctant to share information about the GSENM due to the possibility of the traveler “dying out there.” Respondents stated that not enough information is being shared with the traveler by the GSENM to ensure the visitor’s safety, especially with regards to road conditions and the limitations of Global Positioning Systems (GPS). A common complaint is that individual counties and private entrepreneurs (who allow search and rescue volunteers to use paid work shifts to aid victims) are bearing the economic burden of search and rescue efforts on the GSENM. Further detriment to the visitor experience is the idea of tow truck companies bearing the economic burden of extracting vehicles, as the

extraction of vehicles sometimes ruins or damages the tow truck, which can result in towing companies refusing to remove incapacitated vehicles.

According to one respondent, the monument is reasonable and cooperates when asked to use its facilities for meeting space, but the GSENM lacks communication compared to other federal public land agencies.

Some respondents have also expressed the concern that management priorities change with administrations. For example, the GSENM administration is viewed by some private entrepreneurs and a local tourism association as a fleeting administration with little consistency as regards the agency's physical representation at the association meetings, which seems to impede communication.

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Social scientists focus research on communities and visitors

Two social science research programs have been launched this winter in the communities surrounding Grand Staircase-Escalante National Monument. This December and January will see a team of Arizona State University scientists visit southern Utah to explore how Grand Staircase-Escalante National Monument can play a part in stimulating regional tourism and creating benefits for local communities. Early next year, Colorado Mesa University researchers will be studying visitor use of Monument resources along the Hole in the Rock Road.



The Arizona State University research team that was in Kanab, Utah, on December 18. Front row (l-r): Dr. Gyan Nyaupane, Nichole Hugo, and Cassandra Castellanos (Arizona State University). Back row: Moren Stone (Arizona State University), Keith Howells (Southern Utah University), Surya Poude, and Angela Tsinlie Farnsworth (Arizona State University).

Led by Dr. Gyan Nyaupane, Associate Professor and Graduate Program Director in the School of Community Resources & Development, the Arizona State University team includes two professors and five graduate students from Arizona State University and an undergraduate researcher from Southern Utah University. The study will identify critical relationships between community development, tourism, and conservation.

Dr. Nyaupane, also affiliated with Arizona State University's Global Institute of Sustainability as a Senior Scientist, is an international expert in the 'appreciative inquiry' technique, which seeks out the best qualities in individuals and organizations. Appreciative inquiry projects build a working network of partners that function cooperatively to identify and reach a future that contributes positively to the interests of all stakeholders.

During fieldwork in Kanab, Dr. Nyaupane said, "I am very excited for this study and look forward to meeting with community members in southern Utah to learn about all the good things they have been doing in their communities. Unlike traditional problem-solving or deficiency-based approaches, we will be focusing on the successes and strengths of individuals, communities and organizations, which I hope will provide a new vision for the future of these communities and the region."

The Arizona State University research team will be conducting interviews with local business owners and stakeholders from communities ringing the southern boundary of the National Monument from December 16 through December 22. The team will be back in January to interview leaders and community business interests in Garfield County in early January.

These interviews, combined with an analysis of community assets, will lead to community stakeholder meetings in early spring. A one-day Appreciative Inquiry summit is planned for mid-April, 2013. Stakeholders will share their goals and aspirations for enhanced partnerships and cooperative efforts between the Grand Staircase-Escalante National Monument and local tourism, recreation, and associated business interests.

Dr. Tim Casey, Professor of Political Science with the Natural Resources Center at Colorado Mesa University, will come to southern Utah in early 2013 to establish a visitor experience baseline for portions of the Monument along and accessed via Hole in the Rock Road. Dr. Casey is a lead researcher and field coordinator at the Natural Resources Center and has extensive experience working with BLM on similar social science projects on the Colorado Plateau. He has been responsible for facilitation of public meetings and focus groups regarding public lands since 2006. His team will study who visitors are, where and how they are recreating, and most importantly, why they are recreating.

The Colorado Mesa University team will also put together focus groups with local political leaders, area residents, business owners, outfitter and guides, recreationists, and visitors. The first focus group is scheduled for March in conjunction with the GSENM Outfitters and Guides Workshop in Escalante. The Colorado Mesa University researchers are looking to involve the public in the planning process, to open dialogue

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Appendix C. Invitation Letter to Communities



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Arizona State University (ASU) is conducting a study to explore how Grand Staircase-Escalante National Monument can play a role in stimulating the economy in surrounding communities through tourism. As a part of the study, the ASU research team will be conducting a series of mini-Appreciative Inquiry (AI) sessions. These sessions, building upon the outcomes of dozens of interviews conducted during the last few months in communities near the monument, will seek collective ideas for economic development through tourism. Each Appreciative Inquiry session will last approximately two hours and will follow four steps, or guiding themes: discovery, dream, design and destiny. This is a participatory research project and is guided by positive psychology. The sessions aim to evaluate the successes and strengths of the communities that may lead to a new tourism-related vision for the future and explore some near-term and long-term actions to accomplish the vision. The findings of the sessions will be summarized and provided to the communities involved. The success of these sessions depends largely on the active participation of as many community members as possible. A larger Appreciative Inquiry session will be conducted on April 19th at Ruby's Inn, Bryce Canyon City.

Communities	Meeting Location	Meeting Date	Meeting Time
Boulder	Boulder Town Hall, 351 N. 100 East, Boulder Town, UT	02/25/13	5-7 PM
Escalante	Community Center, 60 N. 100 West, Escalante, UT	02/26/13	5-7 PM
Tropic, Cannonville, Henrieville & Bryce Canyon City	BLM Visitor Center, 10 Center St., Cannonville, UT	02/27/13	5-7 PM
Hatch/ Panguitch	City of Panguitch- Panguitch Library Public Meeting Room, 25 S. 200 East	02/28/13	11 AM-1PM
Long Valley	Town of Orderville offices (basement), 425 East State Street, Orderville, UT	02/28/13	5-7 PM
Kanab/Fredonia	Southwest Applied Technology College, 733 S. Cowboy Way, Kanab, UT	03/01/13	5-7 PM
Big Water	Big Water Town Hall, 60 Aaron Burr, Big Water, UT	03/02/13	11 AM- 1PM
Page	Colorado River Discovery, 130 6 th Ave, Page, AZ	03/02/13	5-7 PM

We look forward to meeting all of you and seeing you there.

Please feel free to contact Cassandra Castellanos at 520.979.4069 (m) or Cassandra.Castellanos@asu.edu with any questions.

Appreciative Inquiry meetings

Arizona State University is conducting a study to explore how Grand Staircase-Escalante National Monument can play a role in stimulating the economy in surrounding communities through tourism. As a part of the study, the ASU research team will be conducting a series of mini-Appreciative Inquiry (AI) sessions. These sessions, building upon the outcomes of dozens

of interviews conducted during the last few months in communities near the monument, will seek collective ideas for economic development through tourism.

The participatory AI sessions, which last approximately two hours, aim to evaluate local community successes and strengths that may lead to a new tourism-related vision for the future; and explore some near-term and

long-term actions to accomplish the identified vision. Session findings will be summarized and provided to the communities involved.

The success of these sessions depends largely on the active participation of as many community members as possible. A larger AI session will be conducted April 19, 2013, at Ruby's Inn, Bryce Canyon City.



The Arizona State University Appreciative Inquiry Research team (l-r): Dr. Gyan Nyeupano, Dr. Timothy Dallen, Cassandra Castellanos, Angela Farnsworth and Surya Poudel.

Communities	Meeting Location	Meeting Date	Meeting Time
Boulder	Boulder Town Hall 351 N. 100 East	02/25/13	5-7 PM
Escalante	Community Center 60 N. 100 West	02/26/13	5-7 PM
Tropic, Cannonville, Henrieville, Bryce Canyon City	BLM Visitor Center in Cannonville 10 Center St.	02/27/13	5-7 PM
Hatch, Panguitch	City/Library Public Meeting Room 25 S. 200 East	02/28/13	11 AM-1 PM
Long Valley	Town of Orderville offices (basement) 425 East State Street	02/28/13	5-7 PM
Kanab/Fredonia	Southwest Applied Technology College. 733 S. Cowboy Way	03/01/13	5-7 PM
Big Water	Big Water Town Hall 60 Aaron Burr	03/02/13	11 AM- 1 PM
Page	Colorado River Discovery 130 6 th Ave.	03/02/13	5-7 PM

Appendix E. Invitation Letter for AI Summit



School of Community Resources & Development

Mail Code 4020
411 N. Central Ave., Suite 550
Phoenix, AZ 85004-0690

(602) 496-0550
Fax: (602) 496-0953
<http://scrd.asu.edu>

March 16, 2013

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Dear,

Arizona State University (ASU) is conducting a study to explore how Grand Staircase-Escalante National Monument can play a role in helping to stimulate the economy in surrounding communities through tourism. As part of the study, the ASU research team will be conducting an Appreciative Inquiry (AI) session on Friday, April 19 from 1:00pm to 4:00pm at Ruby's Inn in the Red Canyon Room. Building upon the outcomes of dozens of interviews and eight mini-AI sessions conducted during the past few months in communities near the monument, this session will seek collective ideas for economic development through tourism. The Appreciative Inquiry session will follow four steps, or guiding themes: discovery, dream, design and destiny. The mini-AI sessions provided the basic information at the community level, including communities' strengths, visions, and possible future actions. By bringing together community members and tourism stakeholders from each of the 18 surrounding communities, including elected officials, tourism businesses, and public land managers from southern Utah, this session aims to lead to a new tourism-related vision for the future and explore some near-term and long-term actions that might be taken to accomplish the vision at the regional level. This is a participatory research project and is guided by positive psychology. The findings of the sessions will be summarized and provided to the communities and all participants. The success of this session depends largely on your active participation, so I would like to invite you to participate.

If you have any pertinent questions, please feel free to contact me.

Sincerely,

Gyan Nyaupane, Ph.D.
Associate Professor and Graduate Program Director
School of Community Resources & Development
Arizona State University
411 N. Central Ave., Ste. 550, Phoenix, AZ 85004-0690
Email: gyan@asu.edu

ASU team in Page collects input for tourism project

By Lawrence Baker
Lake Powell Chronicle

A team of doctoral students from the Arizona State University, School of Community Resources and Development held an Appreciative Inquiry Study session at Colorado River Discovery on March 2 to discuss how tourism can be used to stimulate the economies of 18 local communities surrounding the Grand Staircase-Escalante National Monument.

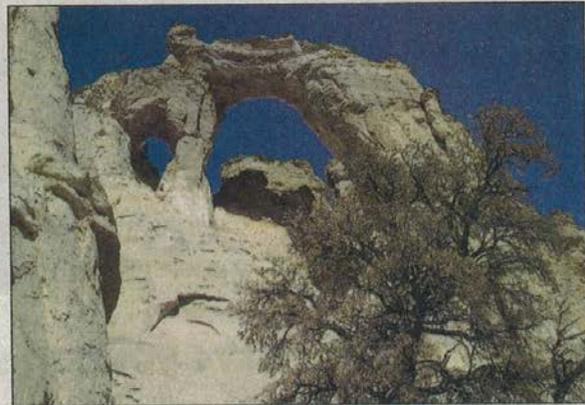
Seven people attended the session led by associate professor and grad-

uate program director, Gyan Nyaupane.

Nyaupane, started by explaining the appreciative inquiry process, as being a positive input based approach to identifying,utilizing and maintaining connections between communities, public lands and tourism.

"Instead of looking at the past and pointing fingers, we are looking at common interests and ways to bring people together," said Nyaupane.

The session was divided up into
See ASU page 2



Michael Rinker/Lake Powell Chronicle

Grosvenor's Arch, off Cottonwood Canyon Road, is a nearby highlight as part of the Grand Staircase-Escalante National Monument.

ASU from page 1

four categories of discussion: discover, dream, design and destiny.

For the discover portion, Nyaupane asked everyone to make a list of the tourism assets the Page area possesses.

Some items that were on every list included: Lake

Powell, Colorado River, Horseshoe Bend, Rainbow Bridge and the Navajo Nation.

"We all didn't have everything, but all of us together named everything," said applicant for the city tourism director position DeeDee Sadler.

Next Nyaupane had the group do an exercise where they illustrated how community, tourism and public lands compliment each other. It was agreed upon that each component depends heavily on the others in the context of tourism.

For the dream section of the session, participants were asked to visualize 25 years into the future and describe what they would like tourism to be in Page.

Some of the suggestions included extending tourist activities year round and

working to have a more customer service minded community. By far the most popular idea was to establish what Scott Syler of Colorado River Discovery called, "A true downtown area."

During the design part of the session, Nyaupane put forth the question, "What strategies could be used to put these dreams into action?"

Every answer given, referenced in some manner, the need for better communication between the city, chamber, tour companies and other invested parties.

Another idea was to create a core group of people with the sole purpose of changing the look and feel of Page.

The session concluded with Nyaupane explaining the answers and information gathered at these sessions

will be added to a set of over 70 interviews that were conducted in the area via stratified random sampling, to provide an all encompassing report that will be presented on April 19 at Ruby's Inn in Bryce Canyon City, Utah.

Team Leader Information

Dr. Gyan P. Nyaupane is Associate Professor and Graduate Program Director in the School of Community Resources and Development at Arizona State University. He is also affiliated with the ASU Global Institute of Sustainability as a Senior Sustainability Scientist. He earned a bachelor's degree in Forestry, a master's degree in Parks, Recreation, and Tourism Management with specialization in ecotourism and protected area management, and a Ph.D. in Recreation, Park and Tourism Management with a minor in geography from Pennsylvania State University. He has extensive research experience in the fields of ecotourism, heritage tourism, and parks and protected areas in North America, Asia, Africa, South America and the Caribbean. He has published more than 35 peer-reviewed papers and book chapters in various topics, including ecotourism, sustainable tourism, heritage tourism, application of appreciative inquiry in tourism research in rural communities, linkages among biodiversity, livelihood, and tourism, and tourism and quality of life. He frequently serves as a speaker at national and international conferences and universities. He is on the editorial board of leading tourism journals, including *Annals of Tourism Research* and the *Journal of Travel Research*. He has conducted research for many agencies, including Arizona State Parks, the U.S. Forest Service and the Bureau of Land Management, tourism industry sectors, and international conservation organizations, including the World Wildlife Fund (WWF). Dr. Nyaupane was the principal researcher for the 2008-2012 Arizona Statewide Comprehensive Outdoor Recreation Plan (SCORP). He has conducted U.S. Forest Service research for various projects related to carrying capacity, use patterns, recreation user fees, national visitor monitoring (NVUM) surveys, and sustainable recreation.

Dr. Dallen J. Timothy is Professor of Community Resources and Development, Senior Sustainability Scientist, and Director of the Tourism Development and Management program at Arizona State University. He earned a bachelor's degree in geography from Brigham Young University, a master's degree in geography from the University of Western Ontario, Canada, and a Ph.D. in geography from the University of Waterloo, Canada. He has authored and co-authored more than 20 books and numerous research articles. He is a frequent keynote speaker at national and international conferences and appears regularly in the media for his expertise in tourism development issues. In addition to his duties at ASU, Dr. Timothy is an Adjunct Visiting Professor in the Department of Geography at Indiana University, Visiting Professor at the Universiti Teknologi Mara in Malaysia, and Guest Lecturer at the University of Girona, Spain. He is the editor of the *Journal of Heritage Tourism* and serves in many other editorial capacities. Dr. Timothy was born and raised in Southern Utah near the study area, which he visited frequently during his youth. He has conducted research, consulting and other professional duties throughout the United States and in more than 100 countries around the globe. He currently has ongoing research projects in many parts of North America, Asia, Europe and the Caribbean. In June 2013, he received the Lifetime Achievement Award in tourism research, presented by the International Association for Tourism Policy.

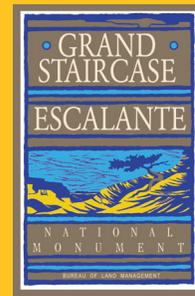
Grand Staircase-Escalante National Monument, Utah



Linking Communities and Public Lands through Tourism: A Pilot Project

ASU School of Community
Resources & Development

A R I Z O N A S T A T E U N I V E R S I T Y



The School of Community Resources and Development is part of
the College of Public Programs at Arizona State University