Conflict and compromise in the presentation of ancient monuments
("Beauty of the Ruins" vs. "Those old bricks keep getting caught in my plow")

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An introduction to Sukhothai historical park and the implementation of the management plan with a focus on the unique problems which arise in culture areas such as Thailand would be best summarized in a slide presentation of the site itself (which includes the 700 year-old ruins of the 190 Buddhist temples and other cultural remains which have been preserved and developed in a "historical park" context), preservation efforts and the dilemmas which the administrators faced in the basic groups, each with a different set of priorities:

1. the academic community including heritage interpreters and preservation groups who generally feel that the ruins should be left in the condition in which they were found;
2. local people who, although they respect Buddhism and all of its precepts and symbols, generally see "ruins" as a nuisance; and
3. the tourism industry which demands convenience, attractiveness and cultural enrichment.

Compromises which include decisions ranging from restoration of Buddha images to landscaping schemes, have met with varying degrees of success and the results can be clearly seen in the final product. Have the compromises satisfied everyone...or no one?

The historical and cultural heritage of the Thai people has its roots in the ancient civilization of Sukhothai, the capital of the Thai kingdom between thirteenth and fifteenth centuries. Ruins of this historical city are the most important confirmation of Thai race. To all the Thai and other Buddhist nations, Sukhothai has laid the foundation stone of Sinhalese Theravada Buddhist culture in the Menam valley, the culture which is still alive and active now as it was and has been those long-gone days.

The walled city of Sukhothai was uninhabited and lost under the cover of vegetation by the early Bangkok period (1782 - present). King Rama I (1782-1890) of Bangkok during his reign removed 1,228 Buddha statues from the deserted capital of Sukhothai to Bangkok for safekeeping. His later successor, King Mongkut (Rama IV, 1851-1868) before his accession found a Sukhothai stone inscription and a stone throne among the ruins and relocated them in Bangkok. King Rama VI (1919-1926) used the legend of a great Sukhothai king, Ram Khamhaeng, in his literary work to instill a sense of history and nationalism among the citizens.

Formerly, the idea of historic preservation in most Asian countries was solely directed toward the preservation of historic structures. With the direct influence of Europe, the idea has been expanded to the preservation of historic sites, communities, and cities. A number of projects aimed to preserve ancient cities have been undertaken throughout the region.

Later governments under the constitutional monarchy after 1932 realized the need to preserve Sukhothai (and other historical) ruins as historical records and cultural heritage. An official survey and registration of ancient Sukhothai was conducted in 1935 but actual restoration work on a limited scale could begin only in 1952-1953 and was interrupted for budgetary reasons, so that during 1956-1964 the official policy objective was simply to prevent further destruction of the monuments.

On August 2, 1961, the 70 km² area of Sukhothai city was registered as a government-protected zone. This was announced in Volume 92, Part 112 of the Royal Gazette. The legal sanction for the preservation of this state property already exists in the Ancient Monuments Antiques, Objects of Art and National Museum Act of 1961.

In 1964, the government approved the Project for the Preservation of the Ancient Cities of
Sukhothai, Si Satchanalai and Kamphaeng Phet.
During 1965–1969 excavation and restoration were carried out at all three sites. More work has continued since Sukhothai was declared a national historical park in 1976. In 1977, UNESCO adopted the Sukhothai Project for support in an international campaign. The Sukhothai Historical Park was officially declared open on November 26, 1988.

The Sukhothai Historical Park project is included in the National Economic and Social Development plans and is assured of government funding from the regular annual budget together with other international and public contributions. The Fine Arts Department of the Ministry of Education has direct charge of the Sukhothai Historical Park project, and supplements its technical expertise in preservation work with an advisory committee of outside experts for scientific analyses.

The implementation of the project has faced many problems. These are the basic problems of the preservation of historic cities owing to the lack of experienced staffs and budgets. However, the operation of the project in the past 14 years has given much experiences and lessons which could be applied for other projects in Thailand.

In the research report on Symposium on the Sukhothai Experience, Prof. Yoshiaki Ishizawa mentioned that the restoration and preservation of historic sites should be performed with careful regard for the significance of human aspects. The following three points were notes in this regard:

1. In the technically-oriented work of restoration and preservation, it is very necessary to respect the aspirations of the people who created and inherited the historic sites;
2. Local inhabitants must be induced to participate in the care and maintenance of historic sites, creating an atmosphere of friendly coexistence through incorporating the sites into the daily lives of nearby inhabitants; and
3. Worldwide person-to-person cooperation must be a primary priority in the preservation of historic sites. Regional joint efforts will develop a network of mutual trust.

Regarding the second point, in fact, the monuments in Thailand are religious monuments, dead temples and living temples. For the dead monuments, the local people still believe and pay respect to the ruins. The preservationists try to make the local people appreciate and be satisfied with the ancient monuments. But in their way of life, they pay respect to the trace of objects. A lot of huge Buddha images have not been restored in Sukhothai. The intellectual approach may be satisfactory but the local people will not be satisfied at all. They are unsatisfied with the Buddha image without head. What to do?

In the preservation and restoration process, a priority system is necessary in the conservation programmes:

1. The architectural, artistic, archaeological, historical, documentation value of the monuments.
2. The physical state of the monuments in anticipation of further deterioration and destruction.

In 1984, the Fine Arts Department set up a Committee for controlling monuments conservation and for controlling the use of monument areas. The Committee is responsible for the approval of conservation plans and following up the conservation works. Later on, the Regulation for Monumental Conservation was declared in 1985 as a guideline for the preservation and restoration of monuments in the country and Sukhothai as well.

The Thai book entitled "Indication to Archaeology" mentioned that for the restoration we should observe the principle that we will restore only what we see and if would like to add anything to it, we must be sure that it is not wrong. The huge Buddha images without heads can be restored if we are sure about their original style. In the restoration of the ancient monument, we did not build the roof because we do not know what it looked like originally. How to make the local people satisfied with the ancient monuments is to let them benefit economically not only in a religious way. The local people can

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make souvenirs and produce their local products to sell to tourists. They gain profit from the monuments so they will preserve them.

The National Seminar on Conservation of Monuments and Sites in the Sukhothai Historical Park was convened jointly by the Fine Arts Department and UNESCO at the Sukhothai Historical Park between January 17-21, 1985. It was a good forum for professionals and researchers of various fields (art history, history, archaeology, architecture, engineering, chemistry, public relations) to present their views as well as to discuss among themselves the many theories and methods of conservation preservation of historic monuments and sites.

One recommendation was to organize the next seminar on the conservation of Buddha image. The seminar was held by the Fine Arts Department May 28-29, 1987.

The conservation of Buddha image could be categorized into four aspects:

1. The group of artist, historian and archaeologist. Restoration can be undertaken as it exists. Should not add the missing part.
2. The group of priest and Buddhist. Buddha image is represented to be Lord Buddha. Should we add the missing part and complete it in the art style. People still believe and pay respect to the complete image.
3. The Buddhist academic group. Restoration can be undertaken in conservation procedure.
4. The group of other scientists.

The landscape development was undertaken in coordination with Chulalongkorn University, Faculty of Architecture, and the Department of Forestry, Ministry of Agriculture and Cooperatives. The task covers:
- cleaning, clearing, growing plants mentioned in the stone inscription
- digging moats, canals, ponds, wells
- paving pathways, parking facilities
- construct an open-air theater, security control headquarters, restrooms, street lights, signposts

125 houses whose structures obstructed the view were requested to relocate. The village communities in the historical park vicinity have benefitted greatly from the improved roads, electricity and water systems, the establishment of more schools and health centers and the improvement of telephone and telegraph lines. The highway which destroys the scenery and creates vibration effects to the monuments were rerouted.

The Sukhothai Historical Park could be regarded as one of the best potential tourist destinations that could be further developed to serve needs of the country in the travel industry. The tourist development program and the Fine Arts Department can work in conjunction with the Tourist Authority of Thailand and the Provincial Government of Sukhothai in many promotional activities. The promotion of public information needs to be done through multi-media and guided tours. The general public will develop a true sense of belonging and will therefore participate in the affairs of the historical park.

Many cultural and tourist activities for marketing strategies are as follows:
- annual revivals of traditional festivals and customs in coordination with the Tourist Authority of Thailand
- handicraft promoting programs to help generate income for local community
- guide training programs for students and interested public
- production of guided pamphlets, maps, plans, posters, postcards, slides, films, cassettes, greeting cards
- compiling the articles for broadcasting programs
- organizing programs of package tours for tourism agencies
- organizing signposts, signboards and historical description
- organizing lectures, films and exhibitions at the information center
- organizing contests—province slogan, photographs of tourist spots, music festivals, sport competitions, light and sound presentations
- exhibition arrangement in conjunction with other outside institutions
visiting the site for further promotion by marketing business and mass-media personnel
visiting the site for further meeting arrangements and package tours by the schoolmasters and administrators of the other institutions
providing the grand prize for tourism to television programs
organizing popular television programs in the site by television programmers
marketing business promotion by tourism associations in one site and the other sites
advertising by photographs of the sites and creative design with caption
setting up tourism marketing plan in the provincial development plan for implementation
providing the tourism marketing plan of province to every tourist agency and the Tourist Authority of Thailand for further promotion and package tour arrangements to the site.

From abandonment to rebirth—the historical park and the preservation of the Sukhothai civilization will enrich Thailand’s as well as the world’s cultural heritage. The restoration talk can serve to strengthen and confirm Thailand’s cultural heritage, generating a sense of pride among the people. This is something that cannot be measured in terms of money.

REFERENCES


Perceived environmental behaviours of backcountry users

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INTRODUCTION

Coupled with the ever-increasing interest in the environment by many people from all walks of life is a resurgence of experiencing the natural environment first-hand through hiking and backpacking in the more remote areas of national, provincial and state parks and other wilderness reserves. This interest and willingness to participate in the natural environment by many more people than usual since the 1970's can present problems to both the natural environment itself and its inhabitants as well as to the custodians and caretakers of wildlands.

Not only does the pressure of many more visitors to such areas have a potential deleterious effect on the local ecology, but the actual behaviour of such large numbers of people, caught up in the wave of environmentalism, especially when they may be unaware of the effects which their presence and doings have on the fragile nature of such places, can very well have disastrous effects as well.

Before it is too late (if it is not too late already), serious efforts must be made to educate, or reeducate if necessary, the expected thronging hordes of wilderness visitors. The first step, naturally, toward the development of a worthwhile wilderness behaviour education programme is to ascertain exactly what the levels of understanding and appreciation of the problem are with potential wilderness users. To this end, a programme of gathering data concerning the way people believe they should behave when travelling in the backcountry, followed by (or at the same time, if possible) actually finding out what wilderness travellers are doing while engaged in their pursuits, should be initiated. While it is recognised that others may very well be engaged in similar research programmes in all parts of the world, this paper is an initial stage in gathering data about groups such as students from University and College programmes, high school students, young adults, senior citizens and other community groups and their perceptions of environmentally sound behaviour.

Analysis of the perceived environmental behaviour regarding backcountry travel of the above groups will likely point out where emphasis is needed in educational programmes designed to encourage proper behaviour and awareness of the nature of wilderness areas. Perhaps policies by various governmental agencies could benefit from the results of such research. A very recent publication by the Minister of Supply and Services Canada (1991) and authored by the Canadian Environmental Advisory Council, entitled *A Protected Areas Vision for Canada*, includes many recommendations regarding policy development and encouragement for educational institutes to begin "enlightenment" programmes before there are no wilderness areas left.

METHOD

In the May/June, 1991, issue of the magazine Explore (pp. 9-13, 42), Glenda Hanna contributed an article entitled "Earthwatch: Sunlight on the Wind". Hanna used the article to share a short questionnaire which is designed to measure people's perceptions regarding minimal impact behaviour for backcountry travelling and camping. Hanna developed the questionnaire as part of her doctoral dissertation and derived the items (questions) in the questionnaire "from information in the current policy and procedural manual of Outward Bound, the National Outdoor Leadership School and other wilderness education agencies as well as from recent wilderness impact research"(Hanna, 1991:9). Hanna cautions that the items are not indisputable, although they "have undergone extensive field and pilot testing" (Hanna, 1991:9).

The questionnaire consists of twelve items ranging from travelling, camping, campfire
management and latrine building to hygienic behaviour as likely practised in "unrestricted areas in the backcountry". Each item is accompanied by four probable answers of which one is "correct" according to Hanna's understanding and subsequent explanations included in her article.

Upon reading the article, it seemed obvious that similar questions could be put to the students in Canada's first four-year Honours Bachelor of Outdoor Recreation degree programme, at Lakehead University, in order to ascertain whether or not the students were familiar with such "environmentally sound" practices, either brought with them to the degree programme or acquired during their four years of study.

In her article's introductory paragraphs, Hanna recognises "the myth of no trace camping", but believes that few people will argue with "the paragon of conscientious travel". She surmises that most readers of her article would claim to be conscientious campers paying careful attention, as much as is possible, to practising environmentally desirable behaviours. If such be the case, she asks "why....are recreational impacts still one of the most important wilderness management issues in North America?" (Hanna, 1991:9). She wonders if the negative impact is the work of a few uninformed or indifferent users or could it be the work of "minimal impact adherents" who are "not as technically enlightened as they think they are" (Hanna, 1991:9).

Permission was granted by Hanna (employed at the University of Alberta, Canada) to use her questionnaire with groups who may be enticed to participate in such a study. The data for this paper were collected in the academic year of 1990/91 by asking the First- through Fourth-Year outdoor recreation students at Lakehead University to complete the questionnaire voluntarily. Some demographic data were gathered as well, but they are not reported in this initial paper.

Table 1 consists of the numbers of participants who completed the questionnaire. Of the 225 students enrolled in Lakehead University's Outdoor Recreation degree programme, 121 or 54% participated by completing the questionnaire. Only 38% of the First-Year students participated, although they were regarded by some members of faculty as very much environmentally concerned. The Third-Year group responded well (81%), as did the Fourth-Years (74%). The Second-Year group were average (48%). The questionnaires were distributed and collected by teaching assistants who had limited time to devote to the project, because of their own schedules. Also, it was not deemed advisable to allow the students too much time to think about or even discuss their responses, as perceptions were the prime interest.

**RESULTS**

Table 2 consists of the number of correct responses to each of the twelve items asked in the questionnaire by year level. Item 1 concerns walking on backcountry trials, Item 2 concerns travelling across country without trails, and Item 3 deals with camping in unrestricted areas of the backcountry. Details about campfires constitutes Item 4, Item 5 is about behaviour at high altitudes, and Item 6 deals with the use of soap. Item 7 is about cooking wastes, and Items 8 and 9 concern the use of latrines. Item 10 refers to behaviour in the winter, Item 11 deals with wastes at high altitudes and, finally, Item 12 questions the manner of fish leftover disposal.

Overall, only nine (Items: 1,3,4-10) of the twelve items were completed correctly (according to Hanna) by 54% or more of all the participants combined. Items 2 (29%), 11 (26%), and 12 (36%) were not answered well. The highest correct response was to Item 8 (82%). The lowest level of correct response was to Item 11 (26%). The First-Year correct responses per capita were lowest overall with percentages ranging from 8% to 76%, the Second-Year correct responses ranged from 21% to 91%, the Third-Year correct responses ranged from 21% to 89%, and the Fourth-Year correct responses ranged from 43% to 93%.

Only six items (Items 5-10) were responded to correctly by 50% or more of the First-Year students. Fifty percent or more of the Second-Year students responded correctly to eight items.
Table 1. Frequency distribution of questionnaire responses by year level.

<table>
<thead>
<tr>
<th>Year Level</th>
<th># Responses</th>
<th>Enrollment</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>40</td>
<td>105</td>
<td>38</td>
</tr>
<tr>
<td>2</td>
<td>19</td>
<td>40</td>
<td>48</td>
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<tr>
<td>3</td>
<td>34</td>
<td>42</td>
<td>81</td>
</tr>
<tr>
<td>4</td>
<td>28</td>
<td>38</td>
<td>74</td>
</tr>
<tr>
<td></td>
<td>121</td>
<td>225</td>
<td>54</td>
</tr>
</tbody>
</table>

(Items 1, 3-8, and 10). Fifty percent or more of the Third-Year students responded correctly to nine items (Items 1, 3-10), while 50% or more of the Fourth-Year students responded correctly to 11 items (Items 1-11). The most successful response was to Item 5 by 93% of the Fourth-Year students. The next most successful response was to Item 5 by 91% of the Third-Year students. Item 6 was the item with the most correct responses from the Second-Year students (89%). The best correct response for the First-Year students was to Item 9 (76%). The lowest correct response was to Item 3 by the First-Years (8%), the lowest correct response for the Second-Years was to Item 11 (21%), as it was also for the Third-Year students with 12% responding correctly. For the Fourth-Year students, the lowest correct response was to Item 12 (43%).

CONCLUSIONS

One of the purposes of this study was to ascertain whether the students enrolled in Lakehead University’s Honours Bachelor of Outdoor Recreation degree programme brought perceptions of environmentally sound practices for backcountry travelling with them or whether they acquired them throughout their four years of study.

From the results of this initial study, it appears as if the perceptions of good minimal impact camping and travel in wilderness areas brought to the university by the First-Year students are not overly correct, in spite of what they might have indicated prior to enrolment. By the time students are enrolled in the Fourth-Year of the programme, however, their perceptions of such behaviours are almost totally correct when measured by the Glenda Hanna Minimal Impact Backcountry Questionnaire. Although not as correct as the Fourth-Years, the Third-Years were found to be more correct than the Second-Years, who were better than the First-Years. One can only draw the conclusion from such results that the Outdoor Recreation degree programme at Lakehead University is working successfully by changing misperceptions about environmentally sound practices to more appropriate ones over the four years of study.

Most of the students involved in this study originally come from the heavily urbanised Toronto region of Canada. Their exposure to the wild areas of Northwestern Ontario through practicum and extended field trips, as well as classroom assignments, term papers and courses of study appear to have positive effects on the way students view their behaviour regarding the natural environment.

An obvious recommendation, as a result of this preliminary study, is that all individuals and groups contemplating travel in the backcountry should subject themselves to educational and training programmes which involve practical experiences as important parts of the content of such programmes.

Further research is greatly needed to gather more data than depicted here in this study. Demographic variables need to be examined in relation to perceptions and practices pertaining to minimal impact backcountry travel. Urbanisation, the price-system economy, socio-economic levels, education, and the like, may all be contributing...
Table 2. Correct responses to 12 items on the Glenda Hanna Minimal Impact Backcountry questionnaire by year level.

<table>
<thead>
<tr>
<th>Item</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
<th>Totals</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>N=40</td>
<td>N=19</td>
<td>N=34</td>
<td>N=28</td>
<td>N=121</td>
</tr>
<tr>
<td>Walking</td>
<td>15 37</td>
<td>11 58</td>
<td>23 68</td>
<td>21 75</td>
<td>75 62</td>
</tr>
<tr>
<td>Trails</td>
<td>3 8</td>
<td>7 37</td>
<td>8 24</td>
<td>17 61</td>
<td>35 29</td>
</tr>
<tr>
<td>Camping</td>
<td>13 33</td>
<td>15 79</td>
<td>18 53</td>
<td>19 68</td>
<td>65 54</td>
</tr>
<tr>
<td>Fires</td>
<td>14 35</td>
<td>16 84</td>
<td>19 56</td>
<td>22 79</td>
<td>71 59</td>
</tr>
<tr>
<td>Hi. Alt.</td>
<td>23 58</td>
<td>16 84</td>
<td>31 91</td>
<td>26 93</td>
<td>96 79</td>
</tr>
<tr>
<td>Soap</td>
<td>21 53</td>
<td>17 89</td>
<td>18 53</td>
<td>23 82</td>
<td>89 74</td>
</tr>
<tr>
<td>Waste</td>
<td>28 70</td>
<td>12 63</td>
<td>25 74</td>
<td>15 54</td>
<td>80 66</td>
</tr>
<tr>
<td>Latrines</td>
<td>30 75</td>
<td>15 79</td>
<td>29 85</td>
<td>25 89</td>
<td>99 82</td>
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<tr>
<td>Lat. use</td>
<td>31 76</td>
<td>9 47</td>
<td>24 71</td>
<td>17 61</td>
<td>81 67</td>
</tr>
<tr>
<td>Winter</td>
<td>21 53</td>
<td>11 58</td>
<td>18 53</td>
<td>22 79</td>
<td>72 60</td>
</tr>
<tr>
<td>Hi. Waste</td>
<td>9 23</td>
<td>4 21</td>
<td>4 12</td>
<td>14 50</td>
<td>31 26</td>
</tr>
<tr>
<td>Fish</td>
<td>9 23</td>
<td>6 32</td>
<td>16 47</td>
<td>12 43</td>
<td>43 36</td>
</tr>
</tbody>
</table>

* Percentages rounded to nearest whole number.

to the apparent regard or disregard for the natural environment.

Overall, more information and better techniques than that which now exist are required to fully understand the nature of the natural world and the impact that human beings have on it. Somehow, humans have to learn to suppress their exploitative and self-centred behaviours in favour of more environmentally-centred ones in order that the opportunities to visit, enjoy and appreciate the natural environment remain desirable options in life, before they are lost forever.

REFERENCES


As the world’s population continues to grow, the natural world is shrinking. But as wildlands become a rarer commodity, they also become more valuable, and more interesting to people. Growing numbers of visitors want to experience nature in exotic settings. The rising interest in nature and adventure tourism is channelling greater numbers of visitors beyond the beach resorts to hitherto under-visited national parks such as: Sagarmatha in Nepal, where visitor use has doubled in the past five years; Ruaha in Tanzania, where it has increased 10-fold; and Manu in Peru where it has tripled. These and other protected areas are often the destination points for domestic and international tourism with which they share a symbiotic relationship.

Virtually all countries of the world have now created national parks and other forms of protected areas to ensure that the values of nature are provided to the nation. Today, 6,500 such areas have been created in over 120 countries. Collectively they cover over 6 million km², an area equivalent to twice the size of India. Many of these parks are focal points for international tourism, though in many countries of Asia and Latin America, tourism to national parks remains primarily a national phenomenon. Irrespective of whether the area has been declared a national park, sites of natural value—majestic mountains and scenic lakes, rivers roaring through deep gorges, white sand beaches—are major attractions to tourists. The irony is that, as natural areas shrink and the volume of tourists to natural areas continues to grow, tourism threatens the very attractions that brought the people in the first place. The High Tatras in Czechoslovakia with 4 million visitors and Cibodas in Indonesia are parks which are now suffering from the effects of overuse. The challenge is to define ways that tourism can be a sustainable industry on environmental, social, cultural and economic scales.

Tourism can bring many benefits including establishment of conservation areas on lands marginal for agriculture; government officials and the general public need to be convinced of their importance in generating income from tourism. Tourism can also stimulate investments in infrastructure and effective management of natural areas.

But tourism’s negative impacts on the environment often result from success; too many people concentrated in too small an area can lead to destruction of the resource that brings the visitors. Tourism often involves high infrastructure requirements, such as airports and hotels, which can both have negative impacts on the environment and deflect budgets away from resource management. Local people may come to view protected areas as being established for the benefit of foreigners, rather than for themselves, thereby reducing local support for conservation. Governments may attempt to seek to maximize economic returns from natural areas through inappropriate development; large hotels, ski resorts or golf courses designed to attract more visitors can diminish an area’s natural values and eventually turn it into an area for which the main objective is mass tourism rather than conservation.

So, although, the benefits of tourism to conservation can be considerable, the adverse effects which often accompany the positive ones need to be addressed by careful planning and effective management. This requires an objective assessment of potential positive and negative impacts and a thoughtful analysis of how this potential can be guided in the right direction.

GENERAL PRINCIPLES

Four general principles can ensure that tourism development contributes more effectively to natural area conservation:

1. Planning for tourism development must be integrated with other planning efforts, particularly those in natural areas which are...
potential tourism destination. Because of its interaction with other land-use activities, tourism should be viewed as a component of an integrated, comprehensive resource management plan. Tanzania's Serengeti National Park is one example where a natural area has been integrated with the general land use plan for the region.

2. Natural areas can be damaged by inappropriate developments or too many visitors, so it is necessary to estimate the capacity of those areas to absorb visitors so that such use is sustainable. Carrying capacity estimates are determined by three main factors:

   Environmental factors to consider in determining carrying capacity include: the size of the area and how much of the area is usable space; fragility of the environment; the numbers, diversity, and distribution of wildlife; and the topography and vegetative cover.

   Social factors include: activity patterns of visitors, in both time and space; availability of facilities; and type of visitor. Package tourists, who travel in busloads from airport to motel to enjoyment sites, have different environmental impacts than small parties of independent hikers.

It can be seen that the environmental and social factors are somewhat subjective, but carrying capacity can be increased through managerial factors. These include measures such as: designing viewing trails to channel visitor use more appropriately; zoning areas for special uses; providing adequate information services; including visitor centers such as this one in the Royal Natal National Park; increasing durability of heavily used trails; and providing facilities and design policies that encourage off-season use.

3. Require environmental impact assessments (EIA) for all tourism development projects or programmes. Mass tourism requires large capital infrastructure and inevitably affects the environment. Yet tourist entrepreneurs are seldom required by governments to assess either social or environmental impact of modifying the environment and importing large numbers of people into natural areas.

Environmental impact assessment of developments is often seen by developers as yet another bureaucratic impediment being placed in the path of progress, but a well-done EIA benefits both the developer and the environment.

4. Require the preparation of management plans for all natural areas which are tourist destinations. Management plans guide all developments within natural areas and define the objectives of the area in terms of the wider region.

Planning specifically for touristic uses is one part of the overall park management planning process. Among the questions that should be addressed in the management plan include, what clientele does the park cater to? Local tourists will usually have different requirements from foreign tourists.

Second, who is to be the primary beneficiary? Options include the local people, tourist agencies, or major investors from outside the region.

Third, to what extent should the area become dependent on tourism? Should tourism become the mainstay of the local economy? Should local people draw on tourism as a useful supplement to their normal incomes? Or should local people have only a minimal involvement in the tourism development?

Fourth, what scale of tourism should be promoted? An explicit statement of the further growth of tourism should be included in the plan for the tourist zone.

In striking the balance among beneficiaries, dependency, and scale, full weight should always be given to the effect on the social fabric of local communities brought about by the promotion of mass tourism. These include impacts associated with a change in the consumption and behaviour patterns of
local people through exposure to ideas and life styles of western tourists.

The Management Plan should also establish standards for developments in the park, covering the type, style and location of facilities, sources of energy, treatment of sewage and control of litter, means of transportation, preservation of open spaces, and means of public access.

CONCLUSION

In conclusion, tourism and conservation are natural partners, and each can benefit from the other if both are properly managed. This involves three groups—government; the tourism industry; and tourists themselves. But it is often difficult to convince the governments who are responsible for budgets to allocate sufficient funds for managing natural areas. The tourism and travel industry, including developers, airlines, travel agencies, and hotels, have a responsibility to help maintain the healthy environment on which their business relies. Governments cannot be expected to carry the entire burden themselves, so the tourism industry should do everything in its power to ensure that their activities are sustainable. Tourists themselves welcome being involved in conservation; after all, it is they who benefit most directly from visiting places of outstanding natural beauty. Appropriate education materials, opportunities to participate in conservation action, guides who understand conservation, and many other means are available to forge a greater alliance between the tourism industry and heritage conservation.

A global overview of tourism in national parks and reserves
The arts, interpretation and tourism

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In Megatrends 2000: Ten New Directions for the 1990's, John Naisbitt and Patricia Aburdene identify the second most important trend for the decade (after the booming global economy) as the renaissance in the arts, noting that this is "a spiritual quest, but its economic implications are staggering." The authors report that in 1988 Americans spent $3.7 billion on arts events, while spending only $2.8 billion for sports events. Between 1983 and 1987, arts spending increased 21% while sports expenditures decreased 2%. Just twenty years ago people spent twice as much on sports as on the arts.

This growing interest in the arts, sparked by the higher education level of the millions of baby-boomers who are now reaching their 40s, supports a growing interest in "cultural tourism"—travel undertaken with historic sites, local culture, museums, the visual arts, and/or the performing arts as significant interests.

RESEARCH ON CULTURAL TOURISM IN THE UNITED STATES

There are two major sources for research on overseas interest in cultural travel in the United States: The U.S. Travel and Tourism Administration (USTTA) and Tourism Canada's Pleasure Travel Markets to North America, including The 1989 Highlights Report and its accompanying reports on individual countries, and the USTTA's annual inflight surveys of overseas visitors.

The 1989 Pleasure Travel Markets to North America studies of the United Kingdom, France, West Germany and Japan—the largest overseas markets for the United States with a target market of 32 million—identified nine product segments, two of which culture plays a major role: Culture and Nature, 18% of the total market or 5.7 million travelers, and Culture and Comfort, 22% of the total market or 6.9 million travelers (see Figure 1). The exact composition of these product segments varies somewhat between countries. The "culture" component may include, for example: concerts and plays; museums and galleries; historic places, commemorative places, and military history sites; festivals and special events; interesting small towns and villages; local crafts and handiwork; and unique native cultural groups.

Based on its annual inflight surveys of overseas visitors (Figure 2), the USTTA reported that, of all overseas travelers from the four countries, 26% visited an art gallery or a museum during their trip and 19% attended a concert, play or musical. Visiting a gallery or museum ranked third (behind shopping and sightseeing) and attending a performing arts event ranked seventh on a list of thirteen leisure or recreational activities.

While many cultural tourists seek out museums or theaters, others seek out less formal arts activities that convey the unique identity of their destination. For example, Figure 3 displays five factors—small towns/villages, historic cities, local crafts/handiwork, local festivals, and Native American cultures—identified by potential overseas visitors to the U.S. as important elements in selecting their vacation destination. All four markets express a high (69% or more) degree of interest in small towns/villages and historic cities; 73% of the French and 70% of the Germans expressed an interest in Native Americans.

Unfortunately, as the USTTA's legislative mandate does not presently include domestic tourism, no comparable data for domestic cultural tourism exists in the public domain at the national level. A 1985 study conducted by Tourism Canada, however, concluded that 20 million U.S. citizens were interested in culture on a visit to Canada, and it would seem reasonable to assume that there are at least as many or more U.S. citizens interested in cultural tourism within their own country.
The U.S. Travel and Tourism Administration conducted a survey of potential minority (African-American, Native American, Hispanic American and Asian American) tourism sites and identified 14 sites with significant potential. The National Endowment for the Arts, noting that many of the minority travel attractions were arts-related, signed a Memorandum of Understanding with the USTTA agreeing to seek ways to expand this market. The USTTA study identified Philadelphia as the best developed African-American destination, and the city's Convention and Visitors Bureau recently received a special award from the Travel Industry Association of America for its efforts to promote the city's many African-American attractions.

Native Americans wishing to tap the growing interest in their cultures recently met in Albuquerque, New Mexico, at the first National Congress on Arts Promotion and Cultural Tourism in Indian Country. The state of New Mexico has created a $100,000 initiative within its Department of Tourism to promote visitation to Indian sites.

Legislation to create a national scenic byways program is close to enactment. A scenic byways program should increase rural tourism significantly, as scenic byway designation draws attention to an area's tourism resources, both natural and cultural. In addition, with funding from the Economic Development Administration and the Department of Agriculture's Extension...

CULTURAL TOURISM INITIATIVES IN THE U.S.

Several interesting initiatives to combine the arts and tourism are under way in the United States. For example, our host state, Hawaii, has a Cultural Tourism Program created to promote visitation to the state through support of local festivals and traveling performing arts groups that personify the state's multicultural history (and present).

The National Trust for Historic Preservation, which established its Main Street Program of small town revitalization in 1980, has launched a Heritage Tourism Initiative (funded in part by a Challenge Grant from the Arts Endowment), designed to bring together heritage preservation and tourism interests in four participating states with pilot programs. In addition, the Trust also has its own promotional programs for both hotels and bed-and-breakfasts in historic properties.

American Express has created an awards program to honor historic preservation efforts in the Caribbean. This program achieves several goals simultaneously: it recognizes excellence in historic preservation, thereby encouraging tourist visitation to the sites and, at the same time, encouraging Caribbean nations to support additional historic preservation efforts.

San Francisco's Grants for the Arts program supports a full-time staff person working at the Convention and Visitors Bureau to promote tourist attendance at the many arts events in the city. Seattle is launching a program to promote winter weekend tours featuring arts events.

The U.S. Travel and Tourism Administration recently created a cultural tourism program to promote visitation to the state through support of local festivals and traveling performing arts groups that personify the state's multicultural history (and present).

The arts, interpretation and tourism
![Table](https://via.placeholder.com/150)

<table>
<thead>
<tr>
<th>Activity</th>
<th>All Overseas</th>
<th>Western Europe</th>
<th>U.K.</th>
<th>France</th>
<th>West Germany</th>
<th>Japan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arrivals (in millions)</td>
<td>14.0</td>
<td>6.1</td>
<td>2.2</td>
<td>0.6</td>
<td>1.1</td>
<td>3.1</td>
</tr>
<tr>
<td>Shopping (Per cent)</td>
<td>86.3</td>
<td>83.4</td>
<td>64.5</td>
<td>74.9</td>
<td>83.9</td>
<td>90.0</td>
</tr>
<tr>
<td>Concert, play or musical</td>
<td>19.0</td>
<td>21.3</td>
<td>17.0</td>
<td>20.8</td>
<td>22.2</td>
<td>13.0</td>
</tr>
<tr>
<td>Art gallery or museum</td>
<td>26.0</td>
<td>33.4</td>
<td>28.5</td>
<td>36.3</td>
<td>34.1</td>
<td>12.8</td>
</tr>
<tr>
<td>Sightseeing</td>
<td>68.0</td>
<td>70.4</td>
<td>73.7</td>
<td>64.3</td>
<td>69.0</td>
<td>79.4</td>
</tr>
<tr>
<td>Guided tours</td>
<td>25.0</td>
<td>23.5</td>
<td>25.2</td>
<td>22.1</td>
<td>20.0</td>
<td>39.5</td>
</tr>
<tr>
<td>Nightclub dancing</td>
<td>19.7</td>
<td>23.5</td>
<td>22.7</td>
<td>18.9</td>
<td>23.8</td>
<td>13.0</td>
</tr>
<tr>
<td>Water sports</td>
<td>24.4</td>
<td>27.8</td>
<td>34.0</td>
<td>20.6</td>
<td>31.6</td>
<td>35.4</td>
</tr>
<tr>
<td>Tennis, golf</td>
<td>12.9</td>
<td>11.0</td>
<td>12.2</td>
<td>12.9</td>
<td>8.7</td>
<td>22.4</td>
</tr>
</tbody>
</table>

Based on twelve activities plus "other"

Figure 2. Overseas travelers to the U.S., January-December 1989, USTTA Inflight Survey (actual activities in percents).

Service, the University of Minnesota's Tourism Center has developed an extensive rural tourism development training program.

THE ARTS AND INTERPRETATION

The late 1980's have brought expanded interest in promoting "ecotourism and a corresponding concern for the protection of natural resources from many threats—including the tourists who are attracted by those very resources. The 1990's will, I believe, bring similar efforts to both promote and protect cultural resources.

The arts can help draw visitors to a destination. Many travelers, for instance, will take a trip to view a major museum exhibition or to attend a concert. The liveliness of the arts dramatically enhances the overall attractiveness of a destination.

But the arts can also help interpret a destination for a visitor. And that role is perhaps most important when the visitor seeks out less formal expressions of the arts—a neighborhood festival, a living history museum, an art gallery, a local craftsman.

The opportunities—and the difficulties and dangers—inherent in cultural tourism are nowhere more evident in the United States than in rural areas, where the impact of increased tourism on local residents can resemble that of tourists descending upon small island countries. The folk arts help distinguish one area from another; the joy of these arts lies in their authentic relationship to the people from whom they spring. But how can we manage the impact of visitors on the very people whose culture they wish to experience? How can we avoid "touristic arts"—machine-made copies of the hand-made originals? Is it right, for instance, for a South Carolina basketmaker to dye the straw in the baskets to match the currently in-vogue color scheme for interior designs?

One excellent example of the arts, interpretation and tourism appears in the National Park Service's Jean Lafitte National Historical Park, where park planners and interpreters have worked to tell the story of the Cajun settlers (and residents, too) of Louisiana without changing the very culture they are celebrating. The Park has three Acadian Culture Centers—one a general introduction to the Cajuns, another presenting wetlands Cajun culture, and the third...
Figure 3. Potential international visitors to the U.S. indicating an interest in cultural resources (numbers in millions) (Source: USTTA, Pleasure Travel Markets to North America).

<table>
<thead>
<tr>
<th>Factors Important in Selecting Destination</th>
<th>U.K. No.</th>
<th>U.K. %</th>
<th>France No.</th>
<th>France %</th>
<th>West Germany No.</th>
<th>West Germany %</th>
<th>Japan No.</th>
<th>Japan %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small Towns/Villages</td>
<td>3.5</td>
<td>83</td>
<td>4.6</td>
<td>94</td>
<td>7.7</td>
<td>77</td>
<td>6.2</td>
<td>71</td>
</tr>
<tr>
<td>Historic Cities</td>
<td>2.9</td>
<td>89</td>
<td>3.6</td>
<td>74</td>
<td>6.4</td>
<td>64</td>
<td>6.2</td>
<td>71</td>
</tr>
<tr>
<td>Local Crafts/Handicraft</td>
<td>2.6</td>
<td>61.3</td>
<td>3.6</td>
<td>74.1</td>
<td>4.5</td>
<td>44.9</td>
<td>4.7</td>
<td>53.5</td>
</tr>
<tr>
<td>Local Festivals</td>
<td>2.8</td>
<td>66.9</td>
<td>3.2</td>
<td>64.8</td>
<td>4.7</td>
<td>47.4</td>
<td>5.8</td>
<td>66.6</td>
</tr>
<tr>
<td>Native American Cultures</td>
<td>2.3</td>
<td>55</td>
<td>3.6</td>
<td>73</td>
<td>7.0</td>
<td>70</td>
<td>2.8</td>
<td>32</td>
</tr>
</tbody>
</table>

interpreting prairie Cajun culture through performing arts, including music, storytelling, traditional celebrations and even a radio program broadcast live from a restored theater in downtown Eunice. That show presented a quandary that illustrates the issues to be addressed: Should the show be in Cajun or English? The solution, staying with the original language, brought unexpected benefits to the program’s live audience—it made English-speaking visitors ask Cajun audience members to translate and thus encouraged a welcome interaction between visitors and locals.

Cultural tourism represents a significant opportunity for artists and arts organizations and, indeed, for their communities, to educate visitors about their community, preserve their community’s uniqueness and garner the economic benefits that come with visitors. But it also represents a challenge for the destination to assure that the visitor experience is authentic and that it does not have a negative impact on the very natural and cultural resources that attracted the visitor in the first place.

ENDNOTES


Cultural justice in design of a military museum

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One hundred and fifty years ago, intellectual London was divided about the purpose of the recently founded National Gallery. This was at the time an object of national pride without a mission except that of keeping up with the French.

According to Prime Minister Robert Peel the new establishment should unite the classes and help to avert revolution. Prince Albert thought its aim should be scholarly, to show the development of human taste and skill (for which purpose it would need to represent all periods and schools of art, which was in fact the policy of the Louvre). Cardinal Newman believed the National Gallery should change men's hearts.

The range of perceptions is remarkable. To regulate, to expound and to inspire were key objectives for the centralising, synthesising Victorians. New museums in the late twentieth century also face interpretive choices which express their moment in time, with dangers and frustrations which are relatively new. This paper looks at some of those facing a new "museum" in the home of the British Army and of British aviation, Aldershot and Farnborough, fifty miles south-west of central London.

There are particular problems now in the case of a museum of military history. CHALLENGE at Aldershot represents British military history since the establishment of a permanent camp at Aldershot in the 1850s, with particular responsibility for some of its specialist arms. These include the Parachute Regiment, as well as the Army Medical Services (doctors, nurses, dentists), the veterinary, transport and catering services. It also has responsibility for the collection of the Royal Aerospace Establishment Farnborough, originally a spin-off from military Aldershot, and now a centre of aerospace research and development.

Thus the subject matter of the museum has a bias towards the "who" and "how" of national history, the solving of problems and the procurement of means - in effect logistics and intelligence rather more than arms and battles. Moreover it is unlikely to acquire large collections of rare artifacts. Its chief resource is the compelling history of the component corps, of the pilots and scientists who worked at Farnborough, and the associated civilians, including soldiers' dependents and those who, whatever their nationality, were affected by British military operations. This will give CHALLENGE quite a distinct role from the major scholarly institutions in Britain devoted to arms and warfare.

For British history the period since 1850 is particularly significant. It embraces the process of headlong mass industrialisation, followed by near industrial collapse. It covers the formation and dissolution of an empire, two world wars, east-west confrontation, and arguably the sublimation of the nation-state in Europe. What is significant is the speed and scale of change, transforming contexts and also pervading attitudes. Now if ever is the time to look back at these processes, in which military and technological elements are inseparable from the whole. This subject more than most requires a mass audience, and yet we know the mass audience is liable to find them alien or unacceptable.

The interpretive difficulties are in part attributable to the extent of change. The general audience may well be broadly ignorant of history, especially military history, except where events such as battles lend themselves to a "football match" symbolism - a heroic victory or a glorious defeat. Such interpretations require an "us" and "them", a tribal sense of identity with other generations and other classes that is largely spurious and full of destructive potential. The challenge now for a military museum is to escape from tribal identifications while preserving a
clear sense of the historical process from which they arose.

The danger of disregarding the process is particularly acute in the case of warfare; some people, especially women and younger age groups, now reject military interpretations (Wilkinson and Hughes 1991). It seems there are two elements in this rejection. Women in particular object to the invisibility of women and other active participants in military history, and demand the importance of their roles be recognised, whether (exceptionally) as soldiers or planners, or as sutlers, carers, victims or munition workers. This is an effective argument for telling a broader, more processual kind of history where the context permits.

But Wilkinson and Hughes also claim that military history tacitly, or even overtly, endorses what was done, treating destruction or even just the handling of weapons as heroic and ignoring the suffering caused. They point to the supreme collection of firearms in the Royal Armouries (Tower of London), presented largely as works of art, and argue that, as well as warfare, this presentation lends approval to hierarchical societies, male dominance and the destruction of wildlife. Some museums are of course war memorials or shrines, with a special purpose, but there is also a danger that a museum of, say, the Overlord landings in Normandy will presuppose certain responses in the audience, or even assume a mission to remind us about nazism.

Uzzell (1989) goes further. Arguing from psychological theory he maintains that interpretation of current issues should be 'hot' - it should bring together the affective and the cognitive response to achieve changes in behaviour. Discussion of this issue took place at the second HII Congress at Warwick, and opinion was sharply divided. Some speakers felt they had interpretive tasks where a single view was not possible or not desirable, or that interpreters should not seek to influence behaviour. As subjects the overthrow of Nazism, or indeed of Apartheid, are fairly atypical, though it could be said there are at present other imperatives, such as pollution, natural disasters and the extinction of species. Anyone who feels however that these cases require interpreters
generally to take a prescriptive line should perhaps consider how the 'Victorians' imperatives for the National Gallery now seem to us. Even in these cases interpreters should be wary of trying to speak for all people and for all time.

In the military and aviation technology fields especially - because of their susceptibility to "football match" symbolism - most cases are not of this sort, particularly with multi-cultural audiences, or significant numbers of foreign visitors. So far from the interpreter seeking to bring about a specific change in an audience, he needs to identify that element in his subject which is non-specific and accessible to all his audiences.

If there is a prescriptive function for the interpreter in a European military museum, it may be at the level of the interpreter working with native peoples in North America. In effect he alerts his public to their own hidden assumptions and the possibility of other points of view. In the case of technology he no longer assumes that technological developments are for the best, or that there is a solution for every problem - in fact the "aging" of Epcot [Disney World, Florida] over only 20 years is a remarkable example of how perceptions change.

The interpreter seeks to prepare his audience, not reassure them, and for this he may need to be spiky and unpredictable. Perhaps in fact the view that military history endorses the rights of the dominant, celebrating victories and technological expertise, really derives from the museum as storehouse. It may do so; many military museums are of this kind, well-tended collections of honours dedicated to one tribal group (in the UK context usually a corps or regiment), requiring in their audience an identification with the mores and purposes of the tribe.

But the balance is shifting. CHALLENGE at Aldershot will not be a repository of honours but a centre for narrative. It will tell what actually happened, and present the choices, achievements and disasters of those who happened to be there, regardless of age, gender and allegiance.
REFERENCES


Marketing to attract the nova tourist in the new South Africa

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Only one-third of South Africa’s culturally diversified population of 30 million was found to have behaved as tourists in the past. New marketing initiatives are therefore called for to entice the “nova tourist” to natural and man-made attractions.

Having identified a variety of cultural needs and demands for accommodation, food and transport the point is made that domestic tourism is primarily economy driven. Much more, therefore, needs to be done to render the existing infrastructure affordable without harming the environment. In this regard it is essential to include educational programs aimed at matching the supply with the demand. Recommended marketing techniques include low weekend and out-of-season tariffs, packaging for larger families and groups, and more flexible public transport options.

INTRODUCTION

As early as 1580, Sir Francis Drake identified the southern tip of Africa as the “fairest Cape we saw in the whole circumference of the earth”. Capetonians still find this description very apt, although the once abundant game is now only to be found in national parks further north. The flora has been more fortunate and the Cape Peninsula still boasts some 2,500 flowering plant species. You may well ask what challenge remains to market such a beautiful country? This issue becomes clearer if one looks at the diversity of its people.

In the late 1980s, 65% of the 5 million people of European descent took one or more holidays per annum (Ferrario 1988). In the case of the 27 million Blacks, a vast difference was observed between the equally divided city and country dwellers.

Some 51% of city dwellers and less than one-half this number of rural Blacks go on holiday annually (Bennett 1989). It is this group of people, the “nova tourists”, who are the subject of this discussion. They constitute about one-third of the 7 million domestic tourists, but could easily make up the majority. Political change has not yet improved household income of rural Blacks substantially, since this is productivity linked. The disposable income has increased slightly to reach 2.8% per annum.

NOVA TOURIST DEMANDS

Although the demands for this sector are not well documented, the results of recent surveys and focus-group interviews yielded the following semi-quantitative data. Boshoff et al (1988) interviewed 192 higher income Black males from the Eastern Cape. The respondents were asked to rank selected facilities and attractions in order of appeal, yielding the sequence shown in Table 1.

Activities such as dancing, gambling, going to discos and casinos, or to quiet, peaceful surroundings all yielded scores in the low 40%. Hiking, angling [fishing] and hunting were practised in under 10% of cases.

The Tourism Research Unit of the Cape Technikon interviewed 500 Black males of average income. Some 42% had visited their family or friends, leaving only 8% of respondents who would be seeking accommodation. Asked which places they would like to visit, the majority chose the coastal cities of Cape Town (36%) and Durban (27%), followed by casinos (16%), and Johannesburg (15%) (Bennett et al 1989).

In Table 2, the modes of travel during the last holiday of urban Blacks of various income groups are given. In Pretoria 43.7% of the 330 respondents had 21 or more days annual leave. Only one-third of the urban Blacks were granted less than 10 days annual leave in addition to the
Table 1. Importance of certain facilities and attractions.

<table>
<thead>
<tr>
<th>Facility/Attraction</th>
<th>Order of importance in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>To see interesting places</td>
<td>94</td>
</tr>
<tr>
<td>To meet people</td>
<td>83</td>
</tr>
<tr>
<td>Live music</td>
<td>82</td>
</tr>
<tr>
<td>Beaches</td>
<td>81</td>
</tr>
<tr>
<td>Picnic spots</td>
<td>76</td>
</tr>
<tr>
<td>Movies, TV, videos</td>
<td>75</td>
</tr>
<tr>
<td>Sport facilities</td>
<td>74</td>
</tr>
<tr>
<td>Lifestyles of other people</td>
<td>69</td>
</tr>
<tr>
<td>Museums, monuments</td>
<td>68</td>
</tr>
<tr>
<td>Theatre</td>
<td>65</td>
</tr>
<tr>
<td>Shady tree, green lawns</td>
<td>61</td>
</tr>
<tr>
<td>Observe nature</td>
<td>54</td>
</tr>
<tr>
<td>Swimming pool</td>
<td>54</td>
</tr>
</tbody>
</table>

11 public holidays (Watt 1989). Weekends are thus important and a number of city hotels already have over 70% of their beds occupied by Blacks.

Country-wide studies (Steyn 1988) have shown the following noteworthy demand patterns:

- Nova tourists partake in a relatively narrow range of activities.
- Low participation rates (below 40%) in nature-oriented activities such as swimming, boating, angling, water sport and hunting, due to a lack of funds, opportunities and acquired skills.
- Little interest in purchasing gifts, souvenirs and curios.
- Nova tourists like to meet people and to entertain. Typical social activities include talking to people, relaxing on lawns, listening to music, attending film shows, concerts, dancing, playing cards, draught and chess. Informal ball games and group activities are popular.
- Day and weekend trips are facility-oriented.

AFFORDABLE INFRASTRUCTURE

The above demands have to be met with an affordable infrastructure, which will also develop a tourist sense. Since only one-half of the nova tourists own a private vehicle (Table 2), the combi-taxi or minibus becomes the ideal means of transport. It offers personal mobility and carries a family cost effectively. The observed recreational travel pattern consists of short distances under 25 km in 63% of the cases over weekends. Only 8.2% of the nova tourists travel over distances exceeding 200 km (Steyn 1988). Attractions therefore have to be chosen or established close to home. The same applies to annual vacations, where only 31.5% of respondents travel beyond 250 km.

Although hotels are open to all, very few can afford them for longer than one or two nights. Much more therefore needs to be done to create suitable accommodation for lower income groups (Silva et al 1989). Weekend packages are very popular, especially if they include the bus fare. According to Kubheka (Steyn 1988) it is important to inform nova tourists that the entire hotel facilities are at their disposal, including swimming pools, bars, casinos, etc. Menus are confusing and self-service restaurants are preferred. Too much cutlery spoils the broth and candles are considered to be primitive. Nova tourists do not mind friendly guidance, since this is regarded as being of educational value.

Additional investment capital is required from outside to serve as a tourism kick-starter. Africa is
REFERENCES

References to attract the nova tourist in the new South Africa


Developing interpretive master plans

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INTRODUCTION

Developing 'Interpretive Master Plans' for an agency, park, museum, zoo or related site can sometimes seem like a complicated process. Over the past 10 years we have developed an interpretive planning process which we feel provides any interpretive planner with an easy-to-follow planning strategy. This paper will present an outline of this planning process.

PLANNING FOR WHAT?

One of the first tasks we have to realize is that it is the purpose of the interpretive plan to detail just how "interpretive" goals and objectives of the site and agency will be communicated to the public. We also have to consider just what the objectives of the "plan" are. Finally, we have to note just what it means by "interpretation". The definition of interpretation that we use, and feel is the most widely used definition, is:

"Interpretation is a communication process, designed to reveal meanings and relationships of our cultural and natural heritage, to the public, through first hand involvement with objects, artifacts, landscapes, or sites" (Peart and Woods, 1976). Thus, we feel that it is the charge of the interpretive plan to ensure that all "planned" interpretive services reflect this definition of "interpretation".

THE PROCESS

The planning process we use is based on the Peart/Woods Planning model (1976), which we have modified and added to over the years. Based on this model, a general "outline" of our interpretive plans includes:

- WHY? Mission Statement and Interpretive Goals and Objectives for interpretation for the entire site, park, zoo, agency, etc.
- WHO? Audience analysis. From existing data, we review the main markets the agency will serve. This includes basic demographics review, use patterns, projected use of services/facilities, etc.
- WHAT? Resource inventory. We complete a complete inventory of all "interpretive" resources using standard planning forms. Information includes:
  - Site Location
  - Accessibility
  - Interpretive Significance. From a review of all the resources, we propose one main interpretive theme and, if appropriate, several sub-themes for the site or facility.
- HOW? WHEN? WHERE? This section of the interpretive plan again uses standard interpretive planning forms. For each and every resource identified as an "interpretive" resource, we detail, on the planning forms:
  - Recommended theme for interpretation of that resource (as related to main site theme).
  - Recommend specific site objectives (develop a board walk, allow limited access, stabilize historic structures, etc.).
  - Recommend specific interpretive objectives to be accomplished at each individual resource to include learning, behavioral and emotional objectives
  - Recommend specific interpretive media/services to be used at each resource (wayside exhibits, self-guiding trail, interpreter conducted program, viewing platform, kiosk, exhibits, etc.).
  - Provide justification for recommendations if appropriate.
- IMPLEMENTATION & OPERATIONS. Propose specific development phasing strategies, media costs, staffing recommendations, etc. for the site, agency and facility.
SO WHAT? Provide an evaluation strategy for the plan so it can be determined if the site or agency objectives, as well as individual resource interpretive objectives are being accomplished. In addition to this content outlined, all of our interpretive plans are housed in a 3-ring notebook. This is to allow for additions, changes, or deletions of sections of the interpretive plan over time. This will help keep the plan a development "tool" that is a dynamic document designed to guide interpretive services/media development. We view the interpretive plan (and interpretation in general as a "journey", not a destination. A well developed interpretive plan is the map for our journey.

REFERENCE

The development of a site museum with cross-cultural significance—the case of Rorke's Drift

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SETTING THE SCENE

Rorke's Drift is a small rural community that has, since an epic Anglo-Zulu battle nearly 113 years ago, been a mission station. Typically, mission communities are poor, and only those which have been able to help themselves in one way or another have moved forward with progress elsewhere. They have, in the main, been left to their own devices with, at best, well-intentioned attempts to uplift the people on the part of missionaries who were and are ill-equipped for the more practical aspects of life in an often foreign and harsh environment.

Rorke's Drift has perhaps done better than most in the last 30 years or so. The reason for this was the establishment of an art school in the early 1960's, which was closed barely twenty years later. However, its legacy remains. Today, an art and craft centre produces some beautifully woven woollen rugs and tapestries; fine pottery with designs that have been influenced by the art school, but which still have an ethnic flavour; and silk-screened cotton prints. All these craft items are sold, with a high proportion of them being exported. A part of the revenue thus generated returns directly to the community, whilst the rest is retained by the controlling Church body, for use in capital development programmes on its properties throughout the country; very little of this has so far benefitted Rorke's Drift.

It was against this background that the Natal Provincial Administration and the National Monuments Council opened negotiations with the Church, with the objective of gaining control of that portion of the mission farm which is so important from the historical point of view. The battlefield was in fact the core of the mission station, with a church built on part of the historic site and the missionaries' house built over the foundations of the central building in the battle.

For some years these negotiations were unsuccessful, and the Church remained adamant that they were not going to become party to the veneration of a conflict that had nothing to do with them. It was only after pressure was brought to bear on the Church authorities from various quarters, mostly international, that they recognized the importance of the site as a part of the national heritage - and indeed of Great Britain's. Many foreign visitors were already going to Rorke's Drift, and either could not find it or, if they could, were bitterly disappointed in the lack of attention to the site and in the lack of any interpretation. Had it not been for the interest of a local farmer who, in the 1930's, placed rows of stones in the grass to demarcate what he understood to be where the defences had been, it is possible that the battlefield would today have been almost impossible to locate accurately. These stones remain there to this day, and we regard them now as part of the history, although preliminary archaeological work has shown that some of them at least were incorrectly placed.

The end result of the negotiations was a 99-year lease on five hectares of land, entered into between the Evangelical Lutheran Church and the Natal Provincial Administration. Although not all this land was necessary to secure the battlefield, it was included at the request of the Church, because one of the provisions of the lease was that the value of all the buildings on the property would be paid out by the Administration. What this effectively meant was that we have paid for a complete new craft complex which has been built nearby to replace a number of very dilapidated buildings that were previously used for this purpose.

That was in 1986, when the property was declared a Provincial Museum. The transfer of the land was phased over three years to enable the move to the new centre to take place without any disruption. However, this did not make allowance for "Africa time", and the changeover
actually took nearly five years, with the new pottery kiln the last structure to be commissioned! In the meantime, funds were made available for the development of the visitor and interpretive centre, and this is now all but complete.

THE INTERPRETIVE CONCEPT

What makes the interpretation of Rorke’s Drift so complex and sensitive is not the events that took place: these are well known, often down to the written accounts of individual British soldiers and the later recorded recollections of Zulu warriors. The difficulty arises from the clash of perceptions. To the visitor the glamour of the heroism that was evident on both sides and the fact that more Victoria Crosses were awarded to British soldiers for acts of valour than in any other single battle in history is important and the reason for visiting the site. To the local people, on the other hand, this attitude is of course, anathema - not because it was a British victory (to them that does not matter), but because war and its memory is contrary to their upbringing and background.

The challenge has been to tell the factual story of the battle, without offending the peace-loving community. Initially it was made abundantly clear that neither the Natal Provincial Administration nor any reference to conflict would be welcome. So we found ourselves from the outset in a major clash of interests and of sentiment. It was also not unnatural that the people should have felt a great deal of resentment to the presence, against their will, of any State authority, no matter how benevolent its approach may have been.

The community has always been a fairly poor one, and the concept of tourism and the material benefits that it is able to bring could simply not be grasped by the people there. They could not see the opportunities that it offers for entrepreneurship.

It was into this climate of resentment and suspicion that the Museum Service walked, with ideas of resuscitating the history of the battle, in the process perhaps opening old wounds, and of creating an attraction to bring more tourists. The story of how the feelings of the community have changed to those, if not of overt enthusiasm, then at least of covert acceptance of our bona fides and desire to be of help, is becoming something of a success story. There are several reasons for this.

In the first place, there is at present only a very poorly equipped primary school, and the older children must go farther afield for their high school education. One of the priorities that was recognized was to raise funds to build a new school. It could not be done officially by the Provincial Administration, but a very energetic member of the Museums Advisory Board put enormous effort and enthusiasm into the project, getting donations from all over the country and from abroad. The result has been that a high school is being built and when it is finished a new primary school is to be built. Secondly, the presence of a curator on site has helped to bring the various elements of the community together.

The benefits of the coming of tourists who will spend more than an hour or two in the area, and spend their money there as well, have been spelt out, and the next step will be to try to encourage an entrepreneurial spirit amongst at least some of the locals. The sale of cool drinks, the manufacture of traditional items such as beadwork and basketwork and other items that can be sold to tourists, call for enterprise that will help the people materially to help themselves a good deal more than has the spiritual exercise that has been their hallmark until now. This last must not be forgotten, and I look forward to a happy marriage of the two ideals.

THE INTERPRETATION

The interpretive center has now become a reality and the official opening is to take place on 20 January 1992. A complementary development has taken place at Isandlwana, which is under the control of the KwaZulu Monuments Council, the body responsible for heritage resource management in that territory.

Nothing remains today of the original buildings that were on the battlefield at Rorke’s Drift. The
so-called "hospital" had been the missionary Otto Witt's house before it was occupied. It had a thatched roof which was burnt during the battle. Afterwards the stone walls were dismantled and used to build more substantial fortifications (Fort Bromhead) for the small British garrison that remained there for the next six months.

After the war these stone fortifications were in turn taken down and were used to build the mission church, which was consecrated in 1882, and the foundations of the new brick house that was built more or less on the original foundations. Archaeological research has revealed parts of these foundations, and they are now preserved under glass to form part of the interpretation of the history of the site. The remainder of the building has been restored to as near as it has been possible to do using old photographs as a guide, and it is now used to house the main interpretation of the battle itself.

Included as part of the display are full-size reconstructions of some of the scenes as they are portrayed in the history books. Use has been made of life-size dummies, dressed in accurate reproductions of British uniforms and the regalia of Zulu warriors in battle. As in western armies, the Zulus had "battledress" and ceremonial regalia, whilst the regiments were distinguished by the colour of the cowhide shields. In the case of the British, it is possible to fall back on colour pictures of the uniforms, but for the Zulus there is comparatively little information, although what there is remarkably consistent.

The development of a site museum with cross-cultural significance—case of Rorke's Drift
Very few authentic relics of the battle are displayed, simply because there are so few available. A number of cartridge cases and spent bullets have been found by an archaeologist, whilst one lapel badge and part of a cap badge have also emerged. In this sense, Rorke’s Drift is not strictly a museum: only the site remains, and even that is not intact.

Nearby is a building that had previously been used as a pottery studio, and which was one of those that was replaced as part of the lease agreement. This has been renovated and houses the reception area and an orientation centre. Here the background to the Anglo-Zulu War and the events leading up to the battle of Rorke’s Drift are interpreted. Also included are the prehistory of the area, James Rorke’s role and a history of the mission and the community.

**DISCUSSION**

Despite the fact that Rorke’s Drift was the scene of a bloody battle, the “hot interpretation” described by Uzzell (1989) would be totally inappropriate here. The circumstances are quite different, and the emphasis of the interpretation must be on reconciliation. Great courage was demonstrated by the soldiers on both sides, and this must be used as a positive feature in what is otherwise a futile occupation.

The presence of the mission community, with its commitment to a peaceful existence, requires that the interpretation be sensitively handled for their sake, despite the fact that visitors to the site come in recognition both of an epic battle and of the courage of the participants. Visitors must not be allowed to leave with a sense of “we and they”, but must be provided with a totally balanced message. In other words, the result of the battle does not matter, although the causes of the war and the political blundering must be spelt out. Perhaps this is the essence of history: that it should identify and point out the political mistakes and errors of judgement so that mankind may avoid similar ones in the future.

The “guru” of interpretation, Freeman Tilden, enunciated the six basic principles of interpretation (Tilden, 1967). Whilst not specifically stated, the underlying basis of all six is that an interpretive experience must be a memorable one: the visitor must leave the site with some lasting memories and impressions, which will influence his thinking for some time to come. If that thinking is positive towards the objectives one is striving to achieve, then the interpretation has been effective. Certainly we hope that the experience at Rorke’s Drift will be a memorable one and that visitors will leave with the message that, whilst bravery is admirable, conflict is wasteful.

Associated with that conflict has emerged a god-fearing people, whose only wish is to live in peace - but even peace and utopia must have its material benefits. Tourism can provide these at Rorke’s Drift in the form of greater wealth and a better quality of living.

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Attracting visitors to urban programs and facilities

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INTRODUCTION

The 1980's brought demographic and economic changes which influence the provision of leisure services. Twenty-five percent of Americans are ethnic minorities who constitute the majority of city populations in New York, Los Angeles, Chicago, Houston, Detroit, Dallas and San Antonio (Gergen, 1991). Parks, recreation and leisure services agencies have been hard pressed to respond to the needs of extremely diverse users including the economically disadvantaged since the dominant service model of the 80's was based on user fees and charges. Today, 34 million Americans are living in poverty (Database, 1991), many in urban areas.

The leisure services profession is challenged to find creative ways to provide services which capitalize on ethnic diversity of local residents in positive ways while increasing opportunities to increase revenues. One possible solution is to increase programs and facilities which focus on cultural heritage as revenue generating tourist attractions. In addition to producing funds to offset costs of participating in programs for the economically disadvantaged, tourism attractions emphasizing cultural heritage help local residents to identify with leisure services in a positive manner. They may also view tourists in a more positive light as the locals "share" their culture. Affordable prices for events allow local residents to mix and mingle with tourists creating a powerful experience. Botterill (1989) found that "new forms of tourism that stress the interaction between host and guest are providing the blueprint for a more "just" form of alternative tourism" (p. 293). This approach decreases the perception that locals and tourists are competing for the same leisure services resources.

Urban centers provide an ideal environment in which to test this type of tourism. Successful ethnic festivals have been held for many years in Baltimore, Maryland, while Washington, D.C. boasts Riverfest and Los Angeles the Lotus Festival, to name a few. Patijn (1990) noted that multiplier effects associated with tourism and leisure can play an important role in revitalizing inner cities, or particular sections therein:

A revitalized city contributes to the meeting of people (cafes, and restaurants, outside terraces), new multi-racial lifestyles (Oriental/Asian markets and shops) and cultural events (theater, festivals, museums and historical buildings).

Below are more extensive examples of programs in the United States which vary greatly in scope but which clearly demonstrate that cultural heritage based tourism can be adapted to any size city or budget. In some cases all that is needed is some rethinking of existing programs.

CASE STUDIES

Four recreation, parks and leisure services agencies were selected to demonstrate a range of possible approaches to incorporating cultural heritage attractions as part of their leisure opportunities.

One of the smallest facilities celebrating ethnic heritage is the Bill "Bojangles" Robinson park in Richmond, Virginia. The single statue commemorates one of America's most famous African-American tap dancers; the entire holding occupies less than one city block (Payne, 1991).

The City of Atlanta, Georgia takes a little different approach to cultural heritage. For a number of years leisure services had attempted to draw more attention to its arts programming. It was not until they emphasized African-American arts that it began to draw attention. Now a biennial multi-site event, the National Black Arts Festival has grossed $4.3 million and is believed to have stimulated approximately $42 million to the local economy through multiplier effect (Morgan, 1991).

The City of San Jose, California has taken yet another approach to capitalizing on local ethnic
diversity. They are developing eight heritage gardens, each reflecting a different cultural group in Southern California, including Mexican, Philippine, Japanese, Chinese, Vietnamese, and a rose garden which is of universal appeal. Nancy Johnson (1991) Assistant Director of Recreation, Parks and Community Services believes that the gardens will help break down negative stereotypes about the various groups represented. While used as a passive tourist attraction, the gardens might be rented out for weddings and other appropriate revenue-generating events.

Finally, Prince George's County Maryland Recreation, part of the bi-county Maryland National-Capital Park and Planning Commission has taken a focused approach to heritage interpretation. African-Americans, while not the most prevalent minority nationwide, have a rich history in that county. In addition to a month long multi-site Black History Month program, the agency published the only book, Records and Recollections, on the history of Blacks in Prince George's County. More ambitious undertakings include acquiring or restoring a number of historic sites having significance to African-Americans (Wells-Harley, 1991). Table 1 summarizes the four approaches depicted by the cases selected. They clearly reflect the influence of local or regional ethnic diversity as a deciding factor in determining which groups will be emphasized in cultural heritage tourism efforts.

Dorothy Benton (1991) of the U.S. National Park Service observed that ethnic minorities tend to account for only small numbers of visitors to national parks and historic sites. Development of local cultural heritage sites may then be a good starting point for developing an appreciation of this type of activity as a beneficial leisure opportunity among these groups.

CONCLUSION

Cultural heritage interpretation takes on many forms as noted in the cases provided above. Urban parks, recreation and leisure services agencies may greatly improve their ability to attract tourism by developing programs and facilities with which local residents identify. Potential problems such as acquisition of historic properties, limitations on adaptive reuse of sites, location of properties in "less desirable" areas, and vandalism may be minimized if the surrounding community is committed to these efforts. Community involvement in planning cultural heritage attractions is a good place to start. As Westland (1990) states:

> there is a real danger of overemphasizing the economic aspects of tourism, at the expense of social aspects. If tourism is to reach its potential as an important vehicle towards a world community, a means for people from different sociocultural environments to get to know and understand one another, a force for peace, then this social aspect of tourism needs to receive much more attention than it normally receives.

Ultimately tourism experiences are intra-as well as interpersonal. Botterill (1989) states that "society [must] develop mechanisms which liberate persons' potential to experience diversity in themselves, in other individuals and in social groups and foreign cultures".

Multiple benefits accrue to urban leisure services agencies which develop and support cultural heritage interpretation as a means of increasing tourism revenues and local residents' awareness and appreciation of multiculturalism through leisure experiences. Personal, social and economic outcomes have been identified as important interrelated objectives of these programs which reflect local and regional diversity. This is tourism with a conscience striking a balance between fiscal and social responsibility.

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Attracting visitors to urban programs and facilities
Table 1. Four recreation agencies incorporating cultural heritage in programs and facilities.

<table>
<thead>
<tr>
<th>Recreation, Parks, Leisure, or Human Services Agency</th>
<th>Description of Program(s) or Facilities</th>
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<tr>
<td>City of Richmond, Virginia</td>
<td>Bill &quot;Bojangles&quot; Robinson Park</td>
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<tr>
<td>Bill Payne</td>
<td>Single statue commemorating African-American tap dancer</td>
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<td>City of Atlanta, Georgia</td>
<td>Black Arts Festival</td>
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<td>Harold Morgan</td>
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<tr>
<td>City of San Jose, California</td>
<td>Eight Heritage Gardens</td>
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<td>Nancy Johnson</td>
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<tr>
<td>Prince George's County</td>
<td>Abraham Hall; state sponsored restoration of historic property where Benevolent Sons and Daughters of Abraham helped the needy.</td>
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<tr>
<td>Maryland Recreation</td>
<td>Dorsey Chapel; restoration of small historic African-American Methodist church.</td>
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<tr>
<td>Maryland National-Capital Parks and Planning Commission</td>
<td>Ridgely Chapel; small African-American church still in use, to be taken over by MNCPPC used as Black History museum.</td>
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<td>Marrye Wells-Harley</td>
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75 years of interpretation in the National Park Service

Michael D. Watson
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It is with great pleasure that I address this Third Global Congress of Heritage Interpretation International. I remember only so well our get-together three years ago at the University of Warwick in Coventry, England. This week has been an extraordinary opportunity to reacquaint myself with past colleagues and friends, and to make new ones having similar concerns.

The United States National Park Service did not invent Interpretation. After this week, I am certain the Hawaiians contributed to its birth through their native dance and stories. However it started, the National Park Service (NPS) decided almost immediately after its establishment 75 years ago in 1916 to use the next few minutes to review the significant historical milestones of NPS Interpretation so that you may reflect upon and compare your own interpretive history to ours. Then I would like to share with you what I see as the focus for NPS Interpretation for the next decade in the hope that it will help you focus on your future as well.

The United States Congress established the National Park Service by legislating it: "to conserve the scenery and the natural and historic objects and the wild life therein and to provide for the enjoyment of the same in such manner and by such means as will leave them unimpaired for the enjoyment of future generations."

National Parks had been established long before the National Park Service was created, going back to 1832 when Congress established Hot Springs Reservation in the state of Arkansas. The first true National Park, of course, was Yellowstone NP, created in 1872. Other parks that existed by the time the NPS was established included Sequoia NP (1890), Yosemite NP (1890), Mount Rainier NP (1899), Crater Lake NP (1902), Mesa Verde NP (1906), Glacier NP (1910), and Rocky Mountain NP (1915).

Nature study guides and naturalists were guiding and educating people in these parks by the time the NPS was established. Early in his administration, first NPS Director Stephen Mather hired nature study guides to work in Yosemite and other parks. It was his expressed purpose that strong education programs be established in parks to explain the wonders that were being preserved and to focus the activities of the people visiting them. Mather helped establish the first National Park Cooperating Association at Yosemite in 1918 to provide low-cost print materials to park visitors. His first functioning office in Washington was the Office of Education in 1918. By 1920, full-time naturalists were working at Yellowstone and other parks. Mather did all he could to attract and educate visitors to parks, realizing that visitors would support preservation of resources only if they appreciated and understood them.

The early years of education in national parks were influenced heavily by the Nature Study movement which was imported from Europe, especially from my colleague James Thorsell's home country of Switzerland. Most programs in the 1920s focused on natural history with the listing of animal and plant species in parks, and the collection of specimens for study and museum collections.

In 1933, the focus of the NPS mission was expanded considerably when the Executive Reorganization Act added the parks and monuments of Washington, DC (the U.S. Capitol), and the American Civil War and other battlefields that had previously been managed by the U.S. Army. Suddenly, the NPS administered a large number of cultural and historical parks which were located primarily in the Eastern half of the country. Military and presidential historians joined the NPS interpretive ranks to explain the great stories and tragedies of U.S. history and culture to visitors.

Nature Study gave way to the Conservation Education movement of the 1930s and programs in parks dealt with themes of water conservation,
soil erosion, and forest fire prevention. At the height of the Depression in the 1930s, many public work programs were created by the U.S. government to employ the multitude of idle workers. Groups like the Civilian Conservation Corps entered our parks and created the roads, trails, and buildings still in use today. More importantly for NPS Interpretation, these workers fell in love with the parks where they worked and lived, and would want to return to the parks in mass after World War II. The word "Interpreter" began to catch on by 1940.

NPS park interpretation was largely idle during World War II, but after the troops returned—many of them past CCC workers—visitation to the parks soared. To accommodate the crowds that were coming to the parks, the NPS began a bold program of facility development. The 10-year program known as Mission 66 began in 1956 on the 50th anniversary of the National Park Service. It would culminate in 1966 with the completion of scores of interpretive centers. A new phrase—Visitor Center—entered the English language.

At the end of Mission 66, NPS interpreters were beginning to focus on what their profession was all about. With the publication of Interpreting Our Heritage in 1957, Freeman Tilden gave interpreters everywhere a philosophical definition and a set of six commandments to build interpretive walks, talks, and demonstrations upon. Interpretation, he said, was:

"an educational activity that aims to reveal meanings and relationships through the use of original objects, by firsthand experience, and by illustrative media."

At the age of 51, NPS Interpretation had taken on an educational mission of provocation as defined by Tilden in his writings and lectures. It would underpin all future interpretive planning and programming for the organization.

In the late 1960s, NPS interpretation began to reflect the influence of the environmental movement throughout the world. Environmental Education programs were established in parks for teachers and their students. The influence of human activity upon the natural and built environments was being interpreted. The interpretive stories being imparted were not always pleasant or entertaining.

In 1970, the NPS established its Interpretive Design Center in Harpers Ferry, West Virginia. For the first time, interpretive planners, publication and audiovisual specialists, exhibit and wayside specialists, and conservators were brought together to serve the diverse park system that had developed. Interpretive media were no longer being developed solely at park levels, but in conjunction with NPS media experts.

Two years later (1972), national parks in urban areas were established in New York City and San Francisco. These "Gateway" parks introduced the NPS and its Mission to new populations of urban children and adults. Interpreters began interpreting the NPS System and Mission in the country's cities.

In 1976, the National Park Service helped the United States celebrate its 200th Bicentennial Anniversary. Large numbers of park interpreters were added to the System at this time to provide programs that were introspective about the country and its culture, about United States government and democracy, about the great stories, heroes, and heroines of the United States. Environmental Education had a counterpart in the NPS—Heritage Education.

NPS Interpretation in the 1980s reflected the times as well. While visitation and the number of park areas continued to grow to today's nearly 260 million visits to 358 NPS park areas, interpretive programs were reduced in many instances to save money or to redirect priorities. The growth and evolution of NPS Interpretation was damaged, frankly, in the 1980s, through cutbacks and budget-cutting.

I was proud to report to you in Great Britain three years ago that a plan entitled The Interpretive Challenge had been developed to direct NPS Interpretation into the 1990s and the 21st Century. The Interpretive Challenge identified five challenges for the 1990s: Professional Excellence; Evaluation; Education; Program
Integration (Partnerships); and (Interpretive)
Media. The success of the Challenge so far has
been mixed, with more success being gained at
the higher levels of the organization. Although
the quality of front-line interpretation across the
System is still high, the quantity is down.

Which brings us to now—the 75th Anniversary
of the National Park Service. For the past year,
the Service has been in a reflective mood. It has
held three Symposiums, the last one being held
just last month in Vail, Colorado. Last month's
program, the NPS 75th Anniversary Symposium,
had nearly 600 participants, about half from
outside the Service. The group examined four
areas of concern for the organization and is in
the process of completing a final set of
recommendations that will guide the
organization into the next century. The four
areas that were examined are: Organizational
Renewal; Resource Stewardship; Park Use and
Enjoyment; and Environmental Leadership.

I was privileged to have attended the 75th
Anniversary Symposium, and came away with
renewed confidence that the National Park
Service is ready to tackle the hard issues it faces
in the upcoming years. Although the Symposium
focused on all aspects of NPS Operations, the
recognition of the importance of NPS
Interpretation permeated all four areas of
concern. Almost all the challenges expressed in
The Interpretive Challenge were addressed at the
75th Anniversary Symposium.

I would like to share some of the Symposium
recommendations pertaining to NPS
Interpretation. Under Organizational Renewal, it is
recommended that the NPS establish positive
educational requirements for professional career
fields, including NPS interpreters. This has not
been done in the past, and has resulted in low
pay for interpreters doing professional work. The
Symposium recognizes that employees make up
a human resource that is critical to the
preservation of the natural and cultural resources
under its stewardship.

In the area of Resource Stewardship, the
Symposium recommends that a much larger
effort be made to conduct social science research
in parks to learn of visitor expectations,
satisfaction, and use patterns. It recommends the
NPS embark on a greatly expanded local, state,
regional, national, and international outreach
program.

The Park Use and Enjoyment group recommends
that the NPS recommit its resources to offering
all visitors basic interpretation including a
general orientation to the site and insight into its
unique features and significance; that it embark
on an expanded innovative program of
educational and informational outreach; and that
it examine the issue of how to interpret
controversial sites and events (such as slavery),
and to interpret sites and events from multiple
points of view.

And Environmental Leadership recommends that
the NPS strive to be recognized by the year 2000
as the major focus of scientific, educational, and
leadership expertise about the ecological health
and management of park systems to the global
community; that it rely more heavily on films
and video programs to interpret park resources
to reach audiences beyond park boundaries; and
that it establish relationships with universities to
establish cooperative park education units to
develop curricula for schools that incorporate
NPS resources and stories.

These are but a few of the recommendations, but
they point to the fact that the NPS is
recommitted to continuing, improving, and
expanding its 75-year-old interpretive program.
In the past two weeks as a result of the
Symposium recommendations, I have personally
submitted major budget proposals for the 1993
fiscal year which will significantly expand first-
line interpretive services across the System if
approved. Last week my office hosted an NPS
task force which is looking at the way NPS
interpreters are classified in their jobs, and how
they are paid. The task force will be
recommending new ways to classify interpreters
to 'professionalize' their pay and job
classifications.

As I look into the future for NPS Interpretation, I
feel that several areas will receive emphasis:

- Front-Line Interpretation Expansion—The
NPS front-line interpreter will continue to
carry the major responsibility of communicating with the park visitor the basic themes of the park. Major infusions of interpreters will be needed to restore past programs, to handle increased visitation, and to expand the visitation seasons of the parks.

- **Education Outreach**—The NPS will continue to expand its role in the schools by integrating its great stories and resources into school curricula. The parks will be used more as classrooms, and classrooms will learn more about parks.

- **Evaluation of Visitors and Interpretive Effectiveness**—More sophisticated methods for evaluating visitors and the effectiveness of the interpretation they experience will be developed. While the importance of NPS Interpretation is recognized at all levels, more "proof" will be needed to show that interpretive messages are actually received and carried away by visitors.

- **Complexity of Interpretation**—The complexity of NPS Interpretation will continue to grow, requiring more sophistication among our interpreters. Interpreting a variety of viewpoints from cultural or scientific perspectives will require more employee training and knowledge from our employees. Next year during the Quincentennial, the NPS will interpret the events that occurred since Columbus came to the Americas, and it will be greatly challenged to present the multiple viewpoints about these events which exist. Next month, U.S.S. Arizona Memorial interpreters will require the utmost preparation and sensitivity as they deal with the 50th Anniversary of the bombing of Pearl Harbor here in Hawaii.

- **Partnerships**—As NPS Interpretation expands and evolves, it will seek out new partners in the private sector. Associations not previously encountered will result. A perfect example is the partnership established for the NPS 75th Anniversary between the NPS, the National Park Foundation, and Charles Schulz Associates, creators of the Peanuts cartoon series. For our 75th anniversary this year, we presented park visitors with a kind of "reverse birthday card." Featuring the Peanuts characters in NPS parks, we combined the solid reputations of two disparate organizations to have fun and to remind visitors in a subtle way that the NPS has been serving them and U.S. resources for 75 years.

- **Interpretive Media**—New ways of using audiovisuals, exhibits, and publications will explode into the next century. Areas of innovation being experimented with by our Interpretive Design Center include interactive media which marry the computer to the laserdisc and the television; large format slide programs; holograms depicting famous figures of the past; school curricula packages integrating publications with video; and solar-powered wayside audio messages using microchips rather than audio tape.

Just before the 75th Anniversary Symposium, present Director James Ridenour addressed a group of NPS Interpreters and talked about "Completing the Triangle." He reported that he likes to think of a triangle which supports the NPS Mission, the three sides being research, resources management, and interpretation. He said that the interpretation side of the triangle was a little short and that he intends to reshape the triangle through the 1993 budget process. As I said before, the process started immediately after our 75th Anniversary Symposium.

I have shared with you a short history of NPS Interpretation, where NPS Interpretation is today, and where I think it will go into the next century. Some of you saw a video this week I brought with me entitled "The Art of Interpretation." It was made for the National Association for Interpretation (U.S.) to show to its members at its recent workshop last month (also in Vail, Colorado).

The video shows how widely interpretation has been integrated throughout federal, regional, state, and local activities of resource management organizations throughout the United States. The same has occurred throughout the world as evidenced by this World Congress.

Watson
As I said at the beginning of my time with you today, the National Park Service did not invent Interpretation. But we have had a long history of quality Interpretation which has touched hundreds of millions of visitors to our parks. We are proud of our contribution to the "Art of Interpretation" and will continue to contribute to the expanding community of world interpreters.

After this very successful World Congress, I am convinced our collective side of the triangle seems healthy as we enter the 21st Century together as interpreters. It has been a sincere pleasure being with you this week and this morning.