Trans-disciplinary Approach to Rural Tourism Planning
Tucker County, WV

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Peter M. Butler, Landscape Architecture Program. West Virginia University.
Eve Faulkes, Graphic Design, West Virginia University
Tucker County, West Virginia

population 1940 = 20,000... population 2017 = 7,000

history of timber and coal industries

heritage, culture, and recreation...Monongahela National Forest

‘transitional’ – ARC
corridor H completed 2017 - Washington, D.C. – Davis = 3 hrs.
Senate Bill 561 (Appendix A) was entered in 2013 to establish the Tucker County Cultural District Authority. The Committee is authorized to promote the cultural, artistic, historical, educational and recreational opportunities available in Tucker County and thereby increase tourism and economic opportunities in the area.
WVU RURAL TOURISM DESIGN TEAM

Transdisciplinary team of faculty members that use the principles of participatory planning and social design and to support the sustainable development of tourism in West Virginia.

Project partners

Graphic Design
Eve Faulkes, WVU Professor of Graphic Design and a team of Senior students led the branding initiative of the project.

Learn more about the graphic design process...

Landscape Architecture
Peter Butler, WVU Professor of Landscape Architecture, Jacquelyn Strager, Research Coordinator, and Carly Clevenstein, LA masters student, developed environmental designs for the project.

WVU Extension
Doug Arbogast, WVU Extension Rural Tourism Specialist, Daniel Eades, Rural Economist, Jinyang Deng, Associate Professor of Recreation, Parks and Tourism Resources; and Michael Doherty, Community Planning Specialist of WVU Extension led data collection.

TCCDA
The Tucker County Cultural District Authority, established by the WV Legislature, along with the Benedum Foundation and participating citizens provided valuable input.

Learn more about the WVU Rural Tourism Design Team
METHODOLOGY

With support from faculty at West Virginia University and a grant from the Benedum Foundation, the CDA board initiated a participatory planning process in the spring of 2016 to gather data from local stakeholders. Planning activities occurred from the spring of 2016 through the spring of 2017.

- In-depth interviews conducted with 32 key informants
- Visitor survey conducted at various locations and festivals
- Resident attitudes toward tourism survey distributed to all residents of Tucker County with a valid mailing address (3,621 addresses) with 637 surveys completed and returned for a 17.6% return rate.
- Tourism business trends and impacts study conducted
- Inventory and mapping of local cultural assets
- Asset opportunity mapping
- Site design through a participatory process including site and opportunities development, design, and visualization for sites with strong potential for design of physical access to increase tourism identified through community workshops
- Social design using ethnographic methods and design thinking tools to help identify ideas that address problems through participatory activities. Graphic design skills were utilized to visualize these ideas to see threads of connectivity and issues that still need resolved and establish a tone and attitude that can create solidarity with a designed identity and campaign of visual and verbal messaging.

Themes and strategies identified during these participatory activities were analyzed by the CDA board in order to establish the goals, objectives, and action strategies described in the performance agenda.
# Thoughts On Tourism

## How Can Tourism Benefit You Personally

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Positive</th>
<th>Negative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jobs</td>
<td>60</td>
<td></td>
</tr>
<tr>
<td>Local Businesses</td>
<td>32</td>
<td></td>
</tr>
<tr>
<td>Activities for Residents, Friends and Family</td>
<td>31</td>
<td></td>
</tr>
<tr>
<td>Improve Quality of Life</td>
<td>28</td>
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<tr>
<td>Economic Development</td>
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<td></td>
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<tr>
<td>Income</td>
<td>23</td>
<td></td>
</tr>
<tr>
<td>Enjoy Sharing with Others and Meeting New People</td>
<td>18</td>
<td></td>
</tr>
<tr>
<td>More Cultural Diversity</td>
<td>16</td>
<td></td>
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<tr>
<td>Community Development</td>
<td>11</td>
<td></td>
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<tr>
<td>Preserve Natural Beauty</td>
<td>10</td>
<td></td>
</tr>
<tr>
<td>Tax Revenue for Community</td>
<td>6</td>
<td></td>
</tr>
<tr>
<td>Improve Public Services</td>
<td>5</td>
<td></td>
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<tr>
<td>Community Pride</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>No Benefit</td>
<td>79</td>
<td></td>
</tr>
<tr>
<td>Increase Property Value</td>
<td>10</td>
<td></td>
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</table>

## What Does Tourism Mean to You

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Positive</th>
<th>Negative</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Development</td>
<td>80</td>
<td></td>
</tr>
<tr>
<td>Sharing with Outsiders</td>
<td>76</td>
<td></td>
</tr>
<tr>
<td>Jobs</td>
<td>65</td>
<td></td>
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<tr>
<td>Community Development</td>
<td>29</td>
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<tr>
<td>Opportunities</td>
<td>14</td>
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<tr>
<td>Sustainable Development</td>
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<tr>
<td>Tax Revenue</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Outdoor Recreation</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>For Younger Generation</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Support for Public Services</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Problems</td>
<td>43</td>
<td></td>
</tr>
<tr>
<td>Low Playing - Seasonal Jobs</td>
<td>27</td>
<td></td>
</tr>
<tr>
<td>Nothing/Not Needed</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>Seasonal Jobs</td>
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<td></td>
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<tr>
<td>Higher Taxes</td>
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</table>
How long have you lived in Tucker County?

1-10 YEARS?
11-30 YEARS?
31+ YEARS?
Importance and performance of tourism attributes

ADEQUATE PUBLIC SERVICES
COMMUNITY BEAUTIFICATION
SUPPORT FOR ENTREPRENEURS/SMALL BUSINESS
SKILLED WORKFORCE
LOCAL & COUNTY GOVERNMENT SUPPORT
STATE GOVERNMENT SUPPORT
FINANCIAL INVESTMENT
COMMUNITY LEADERSHIP
PUBLIC PARTICIPATION IN DECISION MAKING
MAINTENANCE AND MANAGEMENT OF FACILITIES FOR TOURISTS
COLLABORATION AND PARTNERSHIP BETWEEN COMMUNITIES

Importance
Performance
Current assets in Tucker county

CULTURAL TOURISM
3.34

HERITAGE TOURISM
3.78/5

OUTDOOR TOURISM
4.47/5

Assets County Has

Utilization of Assets

2.92/5

2.98/5

3.49/5
Tourism opportunities that should be developed

<table>
<thead>
<tr>
<th>Residents Opinion</th>
<th>Mean</th>
<th>Visitor Opinion</th>
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</thead>
<tbody>
<tr>
<td>Nature Tourism</td>
<td>3.61</td>
<td>Local Restaurants</td>
</tr>
<tr>
<td>Unique Local Shopping</td>
<td>3.57</td>
<td>Festivals/Events</td>
</tr>
<tr>
<td>Local Restaurants</td>
<td>3.55</td>
<td>Nature Tourism</td>
</tr>
<tr>
<td>Festivals/Events</td>
<td>3.55</td>
<td>Breweries/Wineries</td>
</tr>
<tr>
<td>Accommodations</td>
<td>3.49</td>
<td>Unique Local Shopping</td>
</tr>
<tr>
<td>Food/Grocery Stores</td>
<td>3.48</td>
<td>Adventure Tourism</td>
</tr>
<tr>
<td>Indoor Activities</td>
<td>3.46</td>
<td>Accommodations</td>
</tr>
<tr>
<td>Adventure Tourism</td>
<td>3.41</td>
<td>Heritage Tourism</td>
</tr>
<tr>
<td>Heritage Tourism</td>
<td>3.38</td>
<td>Entertainment Performances Venues</td>
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<tr>
<td>Cultural Tourism</td>
<td>3.37</td>
<td>Cultural Tourism</td>
</tr>
<tr>
<td>Entertainment Performance Venues</td>
<td>3.33</td>
<td>Bars/Pubs</td>
</tr>
<tr>
<td>Entertainment/Nightlife</td>
<td>3.07</td>
<td>Entertainment/Nightlife</td>
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</table>
Management & Development in Tucker County

<table>
<thead>
<tr>
<th>Category</th>
<th>Residents</th>
<th>Visitors</th>
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</thead>
<tbody>
<tr>
<td>Long-term Planning &amp; Managed Growth</td>
<td>4.38/5</td>
<td>4.53/5</td>
</tr>
<tr>
<td>Uniqueness Protected</td>
<td>4.53/5</td>
<td></td>
</tr>
<tr>
<td>What they have</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Common Vision Between Communities</td>
<td>2.87/5</td>
<td></td>
</tr>
<tr>
<td>Collective Identity</td>
<td>3.33/5</td>
<td></td>
</tr>
<tr>
<td>What they need</td>
<td></td>
<td></td>
</tr>
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</table>
KEY INFORMANT INTERVIEWS

- Tucker County Convention and Visitors Bureau
- Tucker County Commission
- Tucker County Historic Society
- Tucker County Historic Landmark Committee
- Tucker County Development Authority
- New Historic Thomas
- Davis Renaissance
- Parsons Revitalization Organization/ Parson On Trac
- ArtSpring
- West Virginia Highland Artisan Gallery
- Regional Planning Commission
- Woodlands Development Group and Woodlands Community Lenders
- WV Division of Natural Resources and Tucker County State Parks
- Heart of the Highlands
- Local City Governments
Key themes revealed include:

– maintain authenticity and sense of place
– need economic diversification
– connect resort state parks to communities
– need a cultural identity
– establish a common vision
– coordination of activities
– develop a destination management framework
Executive Summary

- Leisure and Hospitality businesses employ one-fifth of the Tucker County workforce and represent more than a quarter (27%) of all private employment in the county.

- Tucker County’s tourism businesses generate an estimated $65 million in direct sales annually. These sales support 970 local jobs and generate $44 million in income and taxes, including an $19 million in local wages and proprietors’ incomes.

<table>
<thead>
<tr>
<th>Impact Type</th>
<th>Employment</th>
<th>Labor Income</th>
<th>Value Added</th>
<th>Output</th>
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<tr>
<td>Direct Effect</td>
<td>824</td>
<td>$15,260,385</td>
<td>$34,919,903</td>
<td>$65,110,616</td>
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<tr>
<td>Indirect Effect</td>
<td>80</td>
<td>$2,331,301</td>
<td>$5,019,564</td>
<td>$9,435,724</td>
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<td>Induced Effect</td>
<td>67</td>
<td>$1,779,585</td>
<td>$4,063,694</td>
<td>$6,677,223</td>
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<tr>
<td>Total Effect</td>
<td>970</td>
<td>$19,371,272</td>
<td>$44,003,161</td>
<td>$81,223,563</td>
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</table>

Use from local business owners suggest that tourism is, and will continue to be strong in the coming years. Business indicated that their sale had remained stable (39%) or increased over the past year; most anticipate that the county’s tourism industry will continue to 74%) or remain stable (16%) in 2017.

Background and Objectives

This report is one component of a larger initiative to guide the development of artistic, cultural, outdoor, and other recreational tourism attractions in Tucker County. It synthesizes primary and secondary data on tourism business trends, needs, opportunities, employment, and earnings. It also presents an economic impact of the industry for more informed project prioritization, policy recommendations, and future investment decisions.

Data from Workforce West Virginia’s Labor Market Information database and the Bureau of Labor Statistics’ Quarterly Census of Employment and Wages program identify 2,700 employees in Tucker County. Table 1 provides a breakdown of employment by industry for the county and the state as a whole.
<table>
<thead>
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<th>Field</th>
<th>Value</th>
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<tbody>
<tr>
<td>Contributor First Name*</td>
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<tr>
<td>Contributor Last Name*</td>
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<tr>
<td>Contributor Email</td>
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<tr>
<td>Asset Name *</td>
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<tr>
<td>Asset Image</td>
<td>Choose File</td>
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<tr>
<td>Asset Condition*</td>
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<tr>
<td>Asset Description*</td>
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<tr>
<td>Asset Category 1*</td>
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<tr>
<td>Tuesday Hours</td>
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<tr>
<td>Wednesday Hours</td>
<td></td>
</tr>
<tr>
<td>Thursday Hours</td>
<td></td>
</tr>
<tr>
<td>Friday Hours</td>
<td></td>
</tr>
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</table>
### Community workshops held in Canaan Valley, Davis, Parsons, and Thomas

#### Tucker County WV Cultural Tourism Planning 'Drop in and Contribute' Activities and Questionnaire

**Cultural Tourism and Recreation**
- Identify tourist areas and sites of interest within the community/country.
- Identify and list other recreational natural, cultural, historic, and industrial landscapes with a focus on culture, heritage, and recreation.
- Where would you bring a visitor to your community? Where would you bring a visitor within the county?
- Where do you recreate in your community? Are there walking trails that you use regularly?
- Are there opportunities for enhancing the environment of your community for recreation and physical activity?

**Identifying Gaps**
- What are some 'gaps' or 'voids' that you perceive in your community in relation to recreation and heritage themed site development?
- What would be the value to the community in addressing these 'gaps' or 'voids'?
- Where are places that are 'sacred' to your community? What are threats to these 'sacred' places? What are opportunities in preserving them?

**Identifying Priorities**
- What are priorities for recreation and cultural tourism development in your community?
- What is a story about your community that you would like to share with visitors? Where would you take them to show them the story?

**Identifying Character/Themes**
- What are character defining features of your community?

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*Tucker County Cultural Tourism Planning Survey* by [West Virginia University](https://example.com) and [Beehler, Beehler, Beehler, and Beehler](https://example.com), funded by the [Cultural Tourism Network](https://example.com) and [the Beehler Foundation](https://example.com).
Workshop Mapped Opportunity Sites and Corridors with Prioritizations

Parsons
Parsons Train Depot Trailhead

This historic Train Depot was once a hub for people coming in and out of Parsons. Though not used today with its original intentions it still serves a similar purpose. Located in the heart of downtown Parsons along the Allegheny Highlands Trail it still serves as a communal space for visitors and the community as well as a reminder of the rich history in Tucker County. Due to drainage issues surrounding the building a plan has been developed in order to mitigate these issues. A french drain has been installed around the building while the site has been regraded in order for water to concentrate in the proposed rain garden on site. A plaza with path connections to trail and surrounding parking lots has also been improved in order to attract and invite visitors to sit, eat and learn the history of the depot while traveling along the rail trail through Parsons.

**Perspective** shows the renovated plaza in front of the historic train station. The area features space for tables and seating, a gathering space for community events and lighted bike posts for both safety and a place for trail users to lock their bikes.

**Master Plan**

- Crosswalk and improved connections to the riverfront park.
- Allée of Redbud's line the trail upon entering the site.
- Allegheny Highland Trail
- Rain garden for water from french drain and surrounding areas.
- Stepping Stumps reflect a part of history in Tucker County as well as a place for kids to play.
- Improved plaza area for seating and light posts to lock bikes on for trail users.
- Path connections to trail and surrounding parking lots to plaza.
**Gateways to Recreation**

**Program Statement**

The city of Charleston is caught in an overwhelmingly urban setting. They are slowly transitioning from being a once-busying hub to being the central hub for more sedentary uses of the urban landscape. The city needs to adapt to the large influx of people, but also to improve their environment. Their urban spaces need to be the green space in the urban setting, as they will also encourage people to make use of the new and modern facility. These improvements will help promote new economic growth within the city. The project also aims to improve the city’s image by making it more attractive to residents and visitors. The site includes a brownfield which will need remediation. It also needs to accommodate more severe environmental changes and become more resilient. It is not a feasible brownfield site, but the building space meets the criteria.

**Concept Statement**

Further rooms to greatly benefit from the surrounding areas are one of the major recreational spaces in the city. The city is one of the areas that has a mixture of urban areas and the city. This brings about the idea that the city is a gateway to the surrounding areas in the city, with most of the area being lower in density. There is a mixture of city and brownfield sites, some of which need the area to become cleaner. To help improve the land environment with the low densities of the city and the surrounding areas, some of the areas need to be removed in order to clear it. This is an area that is home to the site which became the primary spokesperson for the project. The site is not in the central area and is bounded by a variety of off-site elements that need to be removed in order to clear it.

**Goals Statement**

Stimulate the character of the city. It is by creating the natural, urban environments. Enabling environmental growth through the development of green spaces, fire breaks, and other uses, will surround the existing brownfield site. This creates an “urban” area in the city which became the primary spokesperson for the project. The site is not in the central area and is bounded by a variety of off-site elements that need to be removed in order to clear it.

**Objectives**

- Preserve valuable urban and rural areas.
- Ensure access to affordable housing.
- Emphasize mixed-use development by creating walkable urban environments.
- Improve environmental conditions and minimize environmental impacts.
- Promote sustainable development.
- Protect scenic views and scenic corridors.
- Protect and enhance scenic views and scenic corridors.
- Protect and enhance scenic views and scenic corridors.

**Program Elements**

- Mix Use: brownfield sites
- Brownfield sites: there are the design of public open spaces as defined more than one program, such as environmental, residential, and cultural uses. The design of the potential uses on the site are usually in the existing brownfield areas but is not a feasible brownfield site.

**Connectivity**

The site appears to be surrounded by brownfield sites, which is needed to help improve connectivity between the city and the surrounding areas. Small connected parks and green spaces are needed to help with a more walkability design. The design of the area is the most effective design. The trail network is the most effective design. The trail network is the most effective design. The trail network is the most effective design. The trail network is the most effective design.

**Proposed Uses**

- Proposed uses on the site are intended for social and active recreation. The designed open space will allow for large events and public uses. This gives the brownfield site more accessible uses.

**Environmental/Community Management**

All proposed buildings on the site were designed to include at least one green roof, to help make the site more sustainable and exclusive. The site is integrated with the surrounding brownfield site.

**Proposed Site Elevations**

Perspective 5 shows the view from the proposed pedestrian access point looking towards the open brownfield. Perspective 4 shows the view from the proposed pedestrian access point looking towards the open brownfield. Perspective 3 shows the view from the proposed pedestrian access point looking towards the open brownfield. Perspective 2 shows the view from the proposed pedestrian access point looking towards the open brownfield. Perspective 1 shows the view from the proposed pedestrian access point looking towards the open brownfield.
Coketon Projects Presented, Spring 2016

BLACKWATER RAIL TRAIL SPARKS NEW INTEREST FROM LANDSCAPE ARCHITECTURE DEPARTMENT AT WVU

On January 15, 2016 sophomore and graduate landscape architecture students from West Virginia University drove 3 hours to the town of Thomas, in Tucker County, to explore historic coal towns and environmental remediation sites. They were very excited by the old Englewood building across from the PCB office in the old company store (Kustom Landscape Building). They also toured the cola owing, the water treatment plant across from the industrial site, and the old railroad bridge at Douglas. Back at the university, students want to work on designs to enhance the visitor experience at Coketon.

On February 24 we previewed their parking and diverse designs in Morgantown. They explained nearly thirty concepts for the development of a trailhead and community space adjacent to the Devil’s Coke and Coal Engineering Building and the coke ovens. Professor Butler will now work through the designs with stakeholders to identify specific plans and elements of the designs that best fit the needs of the site, local residents, and heritage tourism visitors. During the summer, a Master of Landscape Architecture graduate student will develop a singular vision design that can then lead to fundraising and potential implementation. Design work this summer is supported by the Tucker County Foundation through a heritage tourism planning project in partnership with the Monongah Foundation. Landscape Architecture 251 is a designated service learning course at WVU that engages community in small scale design projects, building local capacity for positive change.

Parsons Projects Presented, April 25 2016
DISCOVERING TUCKER CULTURE AND THEN DESIGNING A BRAND FOR IT...........
You came here like others in the new generation of entrepreneurs, falling in love with the culture of microbrewery evenings, extreme mountain biking and skiing, but with energy and experience of the city that allows for providing the service experience that city dwellers are looking for as they get away. Here you have developed a culture of sharing resources and sweat equity that allows you to live in the place where you wanted to play. Like the generation before you, you are not afraid of hard work. You support local artists.

Your parents touched the community when coal was being produced by providing a general store and dreaming of tourism as a new economy. You left to make money in the nuclear energy sector and came back to live that dream of outfitting the outdoors and skiing visitors as well as local hunters and fishermen. You need to swap stories with the new dreamers who are struggling the way you did— with integrity!

Your parents came here long ago as part of an entrepreneurial experiment called Arthurdale with skills of weaving, and bought one of the original farms that has become a storytelling part of the community with a business of sharing the makerspace of The Old Barn and 30 looms.
Pride in hard work spans generations, be it making art, running the Worden Hotel, starting up a new restaurant. Effort and preparation are just as difficult and just as rewarding as surviving the winter at high altitude far from a rescue. Tucker culture is not risk averse.
Rate each word 0-5, with 5 high, to indicate how well it describes your community

nature/flora/fauna
action
retreat/haven
close knit community
arts/music
outdoor adventure
heritage/history
coal mining history
lumbering
hunting and fishing
farming
resourceful
crafts/weaving/ironwork
resilience
hardiness
friendliness
mountain
good food and drink
immigrant heritage
unique shopping
Topo map, fabric pattern, sound waves, movement, color, painting, engraving
Topo map, miner’s lamp/hat, railroad, hiking, forest, County Courthouse, farming
Biking, skiing, hiking, fishing, river, forest, farming
Jewelry
What if your favorite or most important family story could be told in a creative art form for posterity?
WORK PARTY!
Community-wide paint and fix-it event
August 13, 10am-4pm
meet at Davis Fire Hall, Lunch provided by TCCDA
Tucker County Cultural District Authority

Performance Agenda
2017
Phase II Grant submitted July 2017

- Cultural Coordinator
- County Planner
- Trails Coordinator
- Hospitality Training
- Guide Training
- Entrepreneur Support
- Signage
- Mini grants
- Develop barometer to measure indicators over time
Implications

• Broad stakeholder participation is essential but difficult
• Transdisciplinary projects are challenging to coordinate
• Incorporating design = more tangible outcomes
• Human capacity is always a challenge in rural destinations
• Funding and outside resources needed to implement the plan
• Support from state government is essential
• Who is responsible for tourism development and management?
• Destinations require ongoing support. Our work is never done.
• Engagement with USFS to expand to other communities in Monongahela National Forest = Recreation Economies
Recreation Economy Resource Guide

For USDA Forest Service, Rural Development and National Institute for Food and Agriculture Field Staff
SHARING TUCKER

The WVU Rural Tourism Design Team co-created branding, planning, and storytelling to share, protect and connect Tucker County, WV culture for visitors and residents.

http://publicinterestdesign.sandbox.wvu.edu/sharing-tucker

https://www.tuckerculture.com/
REFERENCES

• *Rural Tourism Development: Localism and Cultural Change* (George, Mair, & Reid, 2009)

• *Community Tourism Development* (The University of Minnesota Tourism Center)

• *Appreciative Participatory Planning and Action*  *Community-based Tourism Development for Conservation and Development* (The Mountain Institute)

• *Tourism Impact Attitude Scale* (Lankford and Howard)

• *Social Exchange Theory* (Gursoy & Rutherford)

• *Community Capitals* (Flora)

• *SWOT AHP* (Kajaus et al., 2004).

• *Participative Asset Identification and Mapping* (Rambaldi, Kwaku Kyem, Mbile, McCall, & Weiner, 2006)
THANK YOU

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Community, Resources and Economic Development (CRED)
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