Building Holistic Development Systems: Coalition Building and Regional Tourism Development

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WHO IS THIS GUY?
MY WORK

- Worked with communities in a number of states and with a number of tribal organizations in those states.
  - Coalition building
  - Asset-based strategic planning
  - Tourism development
  - Entrepreneurial development
Community Context
WHAT IS THE CONTEXT?

Nanigh Wayia Mound may have been erected as long as a 1,000 year ago and is likely the mother mound referred to in Choctaw legend. Archaeological investigations around the mound indicated that this area was occupied from the time of Christ until about 1700. A mound of this type was usually the center of a fortified village.

In 1828 Chief Greenwood Leflore called a national assembly here to make laws to bring about harmony with white civilization during the years of Choctaw Emigration from Mississippi between 1830-1840, many said they would never abandon their "MOTHER" as long as she stood.
WORKING IN CONTEXT

- The work that we do in communities must be done in context
- Development “from and with” versus “to and for” the community
- Sustainable initiatives happen in context
UNDERSTANDING CONTEXT

- Communities have context
  - History
  - Culture
  - Economy
  - Religion
  - Politics
  - Race/ethnicity
  - Rural/urban
Social Reconnaissance
WORKING IN CONTEXT

- When going into a new community, what do you look for?
- Windshield survey – What would a new person or a tourist see?
- Demographics – Census data
- Wikipedia – Don’t trust it but it is a decent source for introductory information
WORKING IN CONTEXT

- Networks
  - Most powerful
  - Not necessarily overt

- Key Informants/Leadership
  - Government
  - Business
  - Civic Organizations
WORKING IN CONTEXT

- **Significant issues**
  - Op eds – last 3-5 years
  - Coffee clubs

- **Leadership**
  - Within the organization and external constituents
  - Awareness of who they are
  - Involvement from those key leaders
Community Coalitions
COMMUNITY COALITIONS

- A local community coalition is defined as a group whose primary purpose is to develop the local resources requisite to initiating, promoting, and sustaining development programs.
PURPOSE

- The purpose of the exercise is to assist participants to develop a list of contacts and potential partners to participate in the local community coalition.
JUSTIFICATION

- In any community/region, there are individuals and entities that are effective in initiating, sustaining, and stopping development projects.
- Understanding who those entities are is critical for building a successful local coalition. These entities often represent government, business, and civic organizations.
COMMUNITY COALITIONS

- Develops a list of contacts and potential partners to participate in the local coalition.
- Identify key leaders
  - Starters, sustainers, stoppers
- Identify key groups
  - Government, business, civic organizations
- Brainstorming
BRAINSTORMING

- Have participants spend a few minutes brainstorming as a group potential entities without becoming overly specific as to key individuals in those organizations.
THE EXERCISE

- Participants indicate the individuals/groups that are effective at:
THE EXERCISE

- Participants indicate the individuals/groups that are effective at:
  - Starting projects
THE EXERCISE

- Participants indicate the individuals/groups that are effective at:
  - Starting projects
  - Sustaining projects
THE EXERCISE

- Participants indicate the individuals/groups that are effective at:
  - Starting projects
  - Sustaining projects
  - Stopping projects

- Denote leaders within the organizations.
THE EXERCISE

- If it is possible, group participants according to the regions or locales represented.
- Note the various organizational types listed (e.g. government, business, civic organizations)
THE EXERCISE
THE EXERCISE

- Next, the listings across groups are compared to compile a master list.
- The duplications are noted. It is likely that some of the notations will be appropriate for more than one list.
SYNOPSIS

- The formation of local community coalitions can support:
  - Identification of starters, sustainers, and stoppers
  - Identification of key supporters
    - Advisory/advocacy boards
    - Professional contacts
  - Collaboration on policy and practice
Strategic Planning
THE GOALS OF STRATEGIC PLANNING PROCESS

Goal(s)

- Increase community capacity
- Create community buy-in
- Focus development activities
- Improve communication between leaders and residents
- Provide direct outputs
EFFECTIVE DEVELOPMENT

- PRAISE Worthy
  - Proactive
  - Representative
  - Asset Based
  - Inclusive
  - Sustainable
  - Equitable
PRAISE WORTHY

- Proactive—
  - Focuses on planning for rather than reacting to events that occur in a community region.
  - Establishes a forward thinking model.
  - Builds a local economy on the basis of local needs.
  - Helps communities adopt a long-range view of development.

- Simple fact that most developers and positional leaders last 3-4 years in a position.
PRAISE WORTHY

- Representative –
  - Encourages collaboration with community/regional entities
    - Government
    - Business
    - Civic organizations
PRAISE WORTHY

- Representative –
  - Utilizes diverse approaches
    - Technical assistance approach
    - Self-help approach
    - Interactional approach
PRAISE WORTHY

- Asset-based
  - Focuses on asset verses deficit model of development
  - Focuses on promoting development using existing assets as the base for development efforts (Crowe, 2006)
PRAISE WORTHY

- Asset-based
  - Treats external assets as ancillary assets that assist in the development process rather than drive it (Albrecht, 2004)
  - Works to build the collective and individual assets in a community (Grinstein-Weiss, et al., 2007)
PRAISE WORTHY

- Asset-based (Green & Haines, 2012)
  - Based on the notion of nested development where each development effort builds on the efforts and outcomes of the past.
  - Assessment based on a nested logic model (Robinson & Hales, 2007).
    - Immediate outputs
    - Intermediate outcomes
    - End outcomes
PRAISE WORTHY

- Inclusive
  - Industry
  - Retail
  - Entrepreneurs
  - All sectors of the community
    - Diverse voices - Age, sex, race/ethnicity, religion, sexual orientation, etc.
PRAISE WORTHY

- Sustainable
  - “Development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (The World Commission on Environment and Development, 1987, p. 43.)
  - Focuses on development that emerges from or with the community rather than to or for the community.
PRAISE WORTHY

- Equitable
  - The U.S. has a history of promoting uneven development in both policy and practice.
  - Equitable development engages efforts to address social justice.
  - Works to insure that the costs and benefits of development efforts are spread across the community/region.
NESTED DEVELOPMENT

- Immediate outputs
- Intermediate outcomes
- End outcomes
- 3 months, 6 months, 9 months, 12 months, 18 months, 2 years, 3 years, 5 years, 10 years, and 20 years.
STEPS TO STRATEGIC PLANNING

- 5 “TIONS”
  - Promotion
  - Implementation
  - Documentation
  - Evaluation
  - Celebration
THE 5 “TIONS”

- Promotion –
  - Community buzz
  - Community buy-in
  - Gasoline in the tank
THE 5 “TIONS”

- Implementation
  - The best laid plans mean nothing unless they are implemented
THE 5 “TIONS”

- Documentation
  - Documents both successes and challenges
  - Provides information for evaluation and assessment
  - Records impacts and outcomes
THE 5 “TIONS”

- Evaluation
  - Assesses what worked and what didn’t
  - Is ongoing
  - Establishes baselines for future progress
  - Is essential to future planning processes
THE 5 “TIONS”

- Celebration
  - Just as important as any other part of the process
  - Recognizes efforts, successes, and opportunities for future endeavors
  - Encourages participation
  - Should be ongoing
6 DEVELOPMENT QUESTIONS

- What?
- When?
- Where?
- Who?
- How?
- Why?
6 DEVELOPMENT QUESTIONS

- What? (The principle of low hanging fruit)
  - What is it you are proposing to do?
  - What will the project do to promote where you want to go?
  - What needs to happen to be successful at this project?
6 DEVELOPMENT QUESTIONS

- When
  - When will the project take place?
  - When must critical decisions be made regarding specifics of the plan?
    - Deadlines
    - Funding
  - When will you know if you have arrived?
6 DEVELOPMENT QUESTIONS

- Where
  - Where will the project take place?
6 DEVELOPMENT QUESTIONS

- Who?
  - Who needs to be involved in the project for it to succeed?
  - Who are the starters?
  - Who are the sustainers?
  - Who are the stoppers?
  - Who will take the lead?
6 DEVELOPMENT QUESTIONS

- How?
  - How will the event come together?
  - How will the project affect the residents?
  - Will the effects be equitable?
6 DEVELOPMENT QUESTIONS

- WHY?
  - Why do this project over another project?
  - Is there another project that may be more effective to take on first?
  - Will this project increase our community and economic viability?
Tourism Development
IS CONTEXTUALLY BOUND

- Builds off of the:
  - Natural Capital
  - Built Capital
  - Cultural Capital
  - Social Capital
  - Political Capital
  - Human Capital
  - Financial Capital
NATURAL CAPITAL

- Examples include:
  - Waterways
  - Parks
  - Wilderness
  - Animals
  - Biosphere attached to place
  - Climate
BUILT CAPITAL

- Examples include:
  - Tourist attractions
  - Monuments
  - Historic buildings
  - Roads/bridges/ rails/ trails
  - Sports facilities
  - Shopping destinations
  - Museums
CULTURAL CAPITAL

- Examples include:
  - Music
  - Festivals
  - Heritage tourism
  - Food
  - History
  - Religion
  - Art/artists
SOCIAL CAPITAL

Examples include:

- Networks of individuals
- Historically significant organizations
- Boards of directors/advisory boards
- Social and fraternal organizations
- Service organizations
- Chambers of commerce
- Churches
POLITICAL CAPITAL

- Examples include:
  - Elected officials
  - Political connected individuals or groups
  - Political action groups
  - Government agencies
HUMAN CAPITAL

Examples include:
– Educational institutions
– Military
– Service organizations
– Job training efforts
– Trades groups
FINANCIAL CAPITAL

- Examples include:
  - Banks, credit unions, and other financial institutions
  - Business development organizations
  - Government granting agencies
  - Businesses
  - Consumers and consumer groups
TOURISM DEVELOPMENT

- Takes into consideration the:
  - Varying forms of capital
  - Existing assets and clusters
  - Challenges to development
  - Support from the community
  - Builds an asset-based strategic plan to grow a defined strategy
EXAMPLES

- Examples include:
  - Mississippi Delta Blues Trail
    - Where is B.B. Kings’ Homecoming held?
  - Mardi Gras
    - Where was the first Mardi Gras held?
  - Duck Calling World Championships
    - When was the first National Duck Calling Contest held?
EXAMPLES

- Examples include:
  - Sturgis
    - What is Little Sturgis?
  - Red Ants Pants Music Festival
    - Where is White Sulphur Springs?
  - Sundance Film Festival
    - What was Park City first known for?
  - 127 Yard Sale
    - How long is the 127 Yard Sale?
    - 690 miles from Addison, MI to Gadsden, AL
Entrepreneurship
NETWORKS AND ENTREPRENEURSHIP

- The establishment of networks is critical for successful entrepreneurial development programs
- This is particularly true for amenity-based business associated with tourism
NETWORKS AND ENTREPRENEURSHIP

- Utilizes existing business and community networks entities enables entrepreneurs access to additional resources heretofore untapped.
FACTORS CONTRIBUTING TO AN ENTREPRENEURIAL READY COMMUNITY

INFRASTRUCTURE
FACTORS CONTRIBUTING TO AN ENTREPRENEURIAL READY COMMUNITY
FACTORS CONTRIBUTING TO AN ENTREPRENEURIAL READY COMMUNITY
FACTORS CONTRIBUTING TO AN ENTREPRENEURIAL READY COMMUNITY
Case Study
WORKING IN CONTEXT – CASE STUDY BACKGROUND

- Associated with the Tribe for 6 years before being invited to work with them
- Conducted a strategic planning exercise with a Native American tribe
- Multiple communities and multiple sites
- Developed both community-specific and tribal-wide strategic plans
  - Tourism development was a large part of this initiative
WORKING IN CONTEXT – CASE STUDY METHODS

- Used a multi-modal methodology for conducting the work.
- Used a nested development structure for the strategic plan.
WORKING IN CONTEXT – CASE STUDY METHODS

- Conducted a workforce analysis of each community;
- Conducted an economic base analysis of each community; and,
- Conducted an assessment of existing assets using the community capitals framework.
WORKING IN CONTEXT – CASE STUDY METHODS

- Used a PRAISEeworthy approach
  - Proactive
  - Representative
  - Asset-based
  - Inclusive
  - Sustainable
  - Equitable
WORKING IN CONTEXT – CASE STUDY METHODS

- Focused on the “5 TIONS” of Sustainable Development:
  - Promotion
  - Implementation
  - Documentation
  - Evaluation
  - Celebration
WORKING IN CONTEXT – CASE STUDY METHODS

- Tried to answer the questions:
  - What is the project?
  - Where will it take place?
  - When is it to be accomplished?
    - Benchmarks?
  - Who will be take the lead/be involved?
  - How will the project(s) come together?
  - Why this strategy and not another?
Individual/Civic Leadership Surveys
SURVEY IDENTIFIES

- Issues in the community
- Perceptions of leadership
- Resources available in the community (community capitals framework)
- Satisfaction/quality of life
- Communication between residents and leaders
- Demographics
USING THE SURVEY

- Useful to help understand issues, networks, and opportunities
- Used this with communities of all sizes
Proposed Activities
WORKING IN CONTEXT – CASE STUDY PROPOSED ACTIVITIES

- Proposed opportunities for development and potential funding alternatives using the balanced scorecard framework;
- Conducted focus groups in each community with the express purpose of gaining insight and feedback on the potential development initiatives;
- Conducted key informant surveys;
WORKING IN CONTEXT – CASE STUDY PROPOSED ACTIVITIES

- Developed a strategy for, and carried out an assessment of existing employment;
- Developed a holistic, asset-based strategic plan for aligning existing resources, community-supported development initiatives, and tribally-supported initiatives; and,
WORKING IN CONTEXT – CASE STUDY PROPOSED ACTIVITIES

- Developed a timeline for each community to indicate target dates for their development initiatives.
Outcomes
WORKING IN CONTEXT – CASE STUDY OUTCOMES

- Met with tribal leaders and partners to determine desired goals for the project.
- Developed questionnaires specifically designed to meet those needs.
WORKING IN CONTEXT – CASE STUDY OUTCOMES

- Developed a list of names for focus group discussions.
- Conducted secondary data analysis on the region as defined by project goals.
WORKING IN CONTEXT – CASE STUDY OUTCOMES

- Conducted focus groups in the communities with representatives from the business community, civic organizations, and key government personnel to assess:
  - Existing assets
  - Issues and opportunities facing the community
  - Infrastructure needs and opportunities
  - Policy recommendations
  - Determined what actions the Tribe and its partners may take to improve the business environment by community
WORKING IN CONTEXT – CASE STUDY OUTCOMES

- Developed individual questionnaires for follow up key informant surveys based on the results of the focus group discussion.
- Conducted data analyses.
WORKING IN CONTEXT – CASE STUDY OUTCOMES

- Conducted key informant surveys assessing individual respondents’ perceptions of:
  - Key issues facing each community
  - The communities’ resources and opportunities
  - What businesses may be missing from the retail selection
  - Community support for project-specific development
  - Local leadership support
  - Recommendations for development
WORKING IN CONTEXT – CASE STUDY OUTCOMES

- Generated preliminary reports of focus group discussion and individual key informant survey results
- Reported back to the Tribe and its partners on the results of the survey
- Worked with the Tribe, the communities, and partnering organizations to identify key steps with benchmarks for implementing recommendations
WORKING IN CONTEXT – CASE STUDY OUTCOMES

- Completed plans of work for each community.
  - Based on a nested model where each project will promote the development of the next model
  - Used the balanced scorecard framework to insure equity, representative approach, and ultimate sustainability of the proposed initiatives

- Presented plans of work to the Tribal Council, communities, and partners.
WORKING IN CONTEXT – CASE STUDY OUTCOMES

- The plans initiated in each community were not always successful due to:
  - Lack of ownership
  - Changes in leadership
  - Determination that it was not what was really wanted despite planning for such
  - Resources were found to support other initiatives
  - It just wasn’t time…
WORKING IN CONTEXT – CASE STUDY OUTCOMES

The plans initiated in each community were successful due to:

- Timing and resources
- It was what they wanted and owned
- Many of the plans are much further ahead or completed faster than the timeline
- The public/private partnerships
- Evidence of results
WORKING IN CONTEXT – CASE STUDY OUTCOMES

- Evaluation is needed
- Working with the leadership to conduct evaluation or have it done
- New planning process needed
- Information is being shared across the country on the learnings from the process and the product
SO WHAT?

- Extension is uniquely positioned to promote asset-based tourism development.
- Broad range of opportunities
- Learn what others do and collaborate
- Beg, borrow, and steal the best strategies and techniques
- Work the conference! Network and learn
CHALLENGES

- Extension is limited in its capacity
- Sometimes communities and/or regions fail to follow through or take advantage of opportunities
- Politics happen
  - Starters, sustainers, stoppers
- People happen
  - CAVErS
Questions?
Thank You!

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