

A hiker with a backpack is seen from behind, standing on a rocky trail. The hiker is wearing a blue jacket and a backpack. The trail is a narrow path cut into a steep, rocky cliffside. The background shows a vast canyon with layered rock formations and sparse vegetation. The sky is overcast.

**Welcome to Zion...**

**Now Take a Hike**

**The Proletunity of Tourism**

**APA Utah Spring Conference  
May 8, 2024**





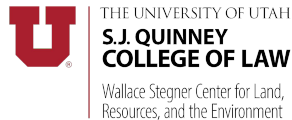


# Springdale's General Plan

- “Springdale will remain the distinctive small town residents and visitors cherish.”
- “The Town is committed to maintaining its unique character and village atmosphere, and will actively guard against becoming a generic gateway community.”
- “This vision recognizes that new growth and development will occur, and emphasizes the need to guide such development to keep Springdale the unique place it is today and prevent it from becoming ‘anywhere USA.’”
- “Commercial development that promotes tourism and tourism related business that protects the community’s character is encouraged.”
- “The Town Council will develop policies that promote commercial development that benefits tourists, residents, and other community members.”

# Meet the Experts: Proletunity Panel

- Natalie Randall, Managing Director, Utah Office of Tourism
- Camille Johnson, Community and Partner Relations Director, Utah Office of Tourism
- Danya Rumore, Director, Environmental Dispute Resolution Program; Co-Director, Gateway and Natural Amenity Region (GNAR) Initiative



Environmental Dispute Resolution Program

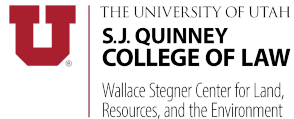


# Discussion Outline

- Framing the Issue: What is a problem? And why is tourism one?
- Defining the Terms: Developing a shared understanding of the language used in discussing tourism issues.
- Case Studies:
  - Kane County
  - Utah Office of Tourism and Film community engagement
  - Other GNARly Communities
- Wrap Up
- Questions

# Framing: The Proletunity of Tourism

Danya Rumore, Ph.D.



Environmental Dispute Resolution Program





# About me (and the EDR Program and GNAR Initiative)



THE UNIVERSITY OF UTAH  
**S.J. QUINNEY  
COLLEGE OF LAW**

Wallace Stegner Center for Land,  
Resources, and the Environment

Environmental Dispute Resolution Program



**GATEWAY AND  
NATURAL AMENITY  
REGION INITIATIVE**

# Who in the room is from a “gateway region”?

Gateway region: a region surrounding a national park, national forest, scenic lake or river, ski area, or other major natural amenity?

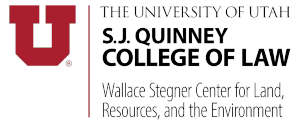
# Who in the room is from a community or region that struggles with challenges related to tourism?

Challenges may include: pressure on workforce housing, traffic and congestion, tensions between visitors and locals, overwhelmed infrastructure, degradation of natural resources/recreation amenities, and/or loss of small town character?

# What we are seeing in gateway regions throughout the West

- Communities and regions proximate to major natural amenities have become increasingly popular places to live (growth) and visit (tourism)—whether or not they want to
  - This trend was “put on steroids” in the aftermath of the COVID-19 pandemic
- This has created many “big city challenges” for many gateway communities and regions
  - All of the things I mentioned on the prior slide—and more
- Many small rural towns without tourism often are worried about “drying up and blowing away”
  - If you’re not a destination, then what?
- It is challenging to figure out how to manage tourism and protect the things that make your community/region a great place to live and visit
  - And, as we’ll discuss in a moment: an opportunity!

# Let's talk about framing...

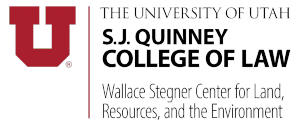


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# What is a frame?

A lens through which we see, understand, and talk  
about the world



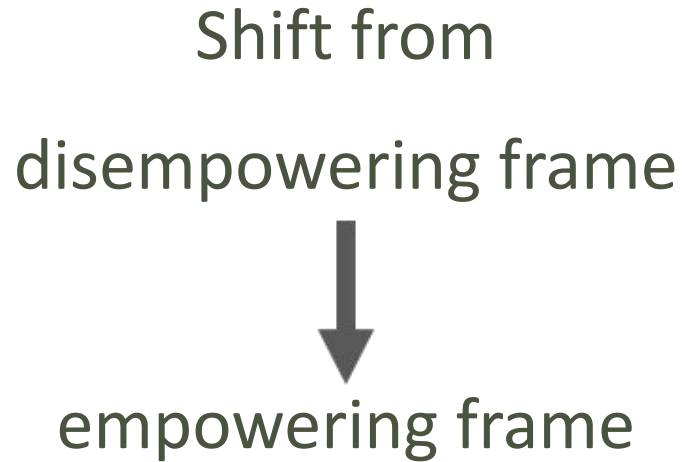
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# Why do frames matter?

- Whether or not we realize it, we are always applying frames to our thoughts and situations
- These frames inform the narratives we hold about the world, situations, other people, and ourselves—and they define what we see as possible (or not possible)
- The way we frame our experiences, situations, and efforts can either encourage or inhibit effective problem-solving

# Effective framing empowers positive change





# Two ways of seeing the same situation

This is an insurmountable challenge!



What opportunities does this challenge present for us?

**For example...**

These tourists are destroying our town!



How can we manage tourism in a way that benefits our community?

“Probletnity”

In every challenge there is an opportunity

# The question we're going to grapple with

Tourism presents challenges—and opportunities

How do you minimize the negatives and maximize the positives of the tourism propletnuity?





## Destination

The place to which one journeys.



## Destination Marketing

Inspirational messaging that invites and prepares visitors to choose a destination.



## Destination Development

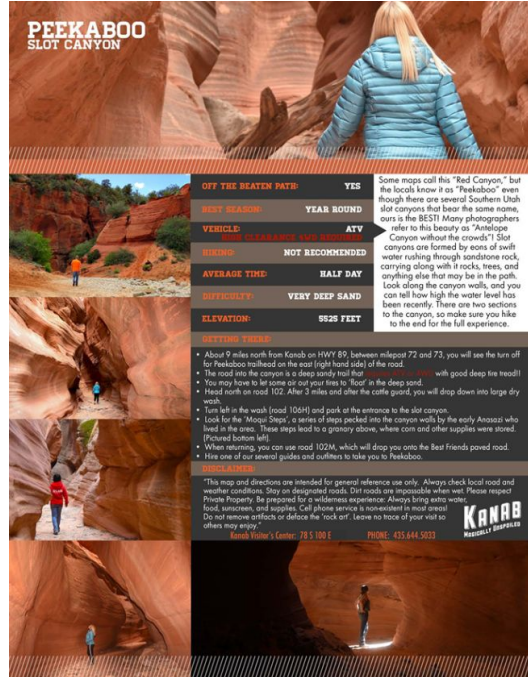
Activities that increase and promote the quality of a destination.



## Destination Management

The policies, administration and professional proficiency of a destination.

# Kane County Adventure Map Case Study



**PEEKABOO SLOT CANYON**

**OFF THE BEATEN PATH:** YES

**BEST SEASON:** YEAR ROUND

**VEHICLE:** SUV  
*(LOW CLEARANCE VEHICLES NOT RECOMMENDED)*

**HIKING:** NOT RECOMMENDED

**AVERAGE TIME:** HALF DAY

**DIFFICULTY:** VERY DEEP SAND

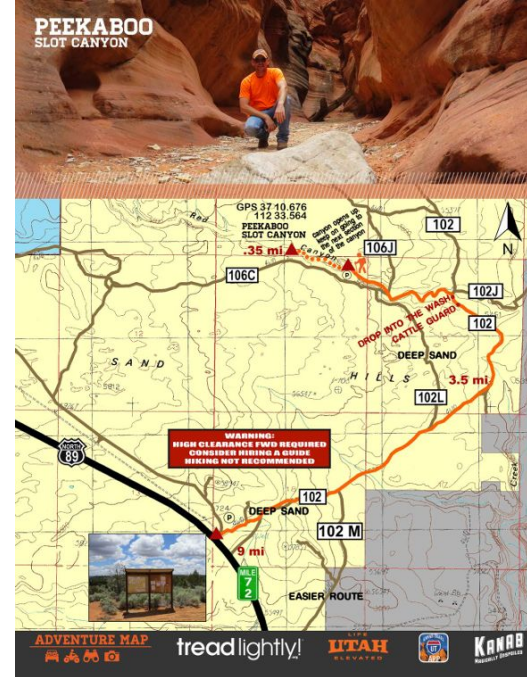
**ELEVATION:** 8526 FEET

**HIKING TIPS:**

- About 9 miles north from Kanab on HWY 89 between milepost 72 and 73, you will see the turn off for Peekaboo trailhead on the east (right hand) side of the road.
- The road into the canyon is a deep sandy road that \_\_\_\_\_ with good deep tire tread!
- You may have to let some air out your tires for "float" in the deep sand.
- Head north on road 102. After 3 miles and after the cattle guard, you will drop down into large dry wash.
- Turn left in the wash (road 106H) and park at the entrance to the slot canyon.
- Look for the "Moose Steps," a series of steps packed into the canyon walls by the early Anasazi who lived in the area. These steps lead to a granary above, where corn and other supplies were stored. (Pictured bottom left)
- When returning you can use road 102M, which will drop you onto the Best Friends paved road.
- Hire one of our several guides and outfitters to take you to Peekaboo.

\*This map and directions are intended for general reference use only. Always check local road and weather conditions. Stay on designated roads. Dirt roads are impassible when wet. Please respect Private Property. Be prepared for a wilderness experience. Always bring extra water, food, sunscreen, and supplies. Cell phone service is non-existent in most areas. Do not remove artifacts or deface the "rock art". Leave no trace of your visit so others may enjoy.

**Peekaboo Slot Canyon**  
Kane Visitor's Center - 72.5 100 E PHONE: 435.644.5033



**PEEKABOO SLOT CANYON**

GPS 37 10.676  
112 33.564

**PEEKABOO SLOT CANYON**

**3.5 mi**

**106J**

**106C**

**102J**

**102**

**102L**

**102M**

**9 mi**

**102**

**102M**

**EASIER ROUTE**

**WARNING:**  
**HIGH CLEARANCE FWD REQUIRED**  
**CONSIDER HIKING & CLIMBING NOT RECOMMENDED**


**ADVENTURE MAP**  
treadlightly!  
UTAH  
KANAB

# Kane County Adventure Map Case Study





# Kane County Sand Caves Case Study



**OFF THE BEATEN PATH:** NO

**BEST SEASON:** YEAR ROUND

**VEHICLE:** 2WD

**HIKING:** SHORT DISTANCE

**AVERAGE TIME:** 1-2 HRS

**DIFFICULTY:** MODERATE

**ELEVATION:** 5877 FEET

What fills the eyes, gladdens the heart? Explore another beautiful local gem today! The Sand Caves are located 5 miles north of Kanab on the right side of the highway. These sand caves are easily accessed and can be seen from HWY 89. The hike itself is a short half-mile round trip. These sand caves were man-made when they began mining the sand in the area. The mining process was short lived and we now have these spectacular caves to explore. While exploring these caves, you will notice much graffiti, please do not add to or remove from any other. If you still have time to spare, continue north on HWY 89 to Moqui Cave and check out dinosaur tracks, huge rock collections, native American artifacts and shopping.

**GETTING THERE:**



- From Kanab, drive 5.4 miles North on HWY 89.
- Just past mile post 69, turn right on the Best Friends Road.
- The parking area is immediately on your left, park and look for a well beaten path going north.
- The trail will lead you up the slick rock until you are on the same level as the caves.
- As you level out near the top, stay close to the mountain side until you reach the caves.
- Please do not camp in or make fires in caves.
- If you have time check out Moqui Cave just north on HWY 89.

**DISCLAIMERS:**


"This map and directions are intended for general reference use only. Always check local road and weather conditions. Stay on designated roads. Dirt roads are impassable when wet. Please respect Private Property. Be prepared for wilderness experience. Always bring extra water, food, sunscreen and supplies. Cell phone service is non-existent in most areas! Do not remove artifacts or deface the "rock art". Leave no trace of your visit no others may enjoy."

**KANAB**  
NATURALLY AMPLE

Kanab Visitor's Center: 78 S 100 E    PHONE: 435.644.5933





**ADVENTURE MAP**




treadlightly!

**LIFE UTAH**  
ELEVATED



**KANAB**  
NATURALLY AMPLE



NO  
PARKING  
ANY  
TIME  
↔



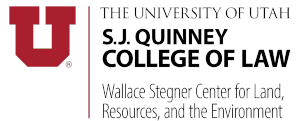
# Kane County Sand Caves Case Study



# Kane County Sand Caves Case Study



# Kanab Center Case Study



Wallace Stegner Center for Land,  
Resources, and the Environment

Environmental Dispute Resolution Program



# Utah Office of Tourism

## Vision

A state united in welcoming the world to experience awe-inspiring adventure.

## Mission

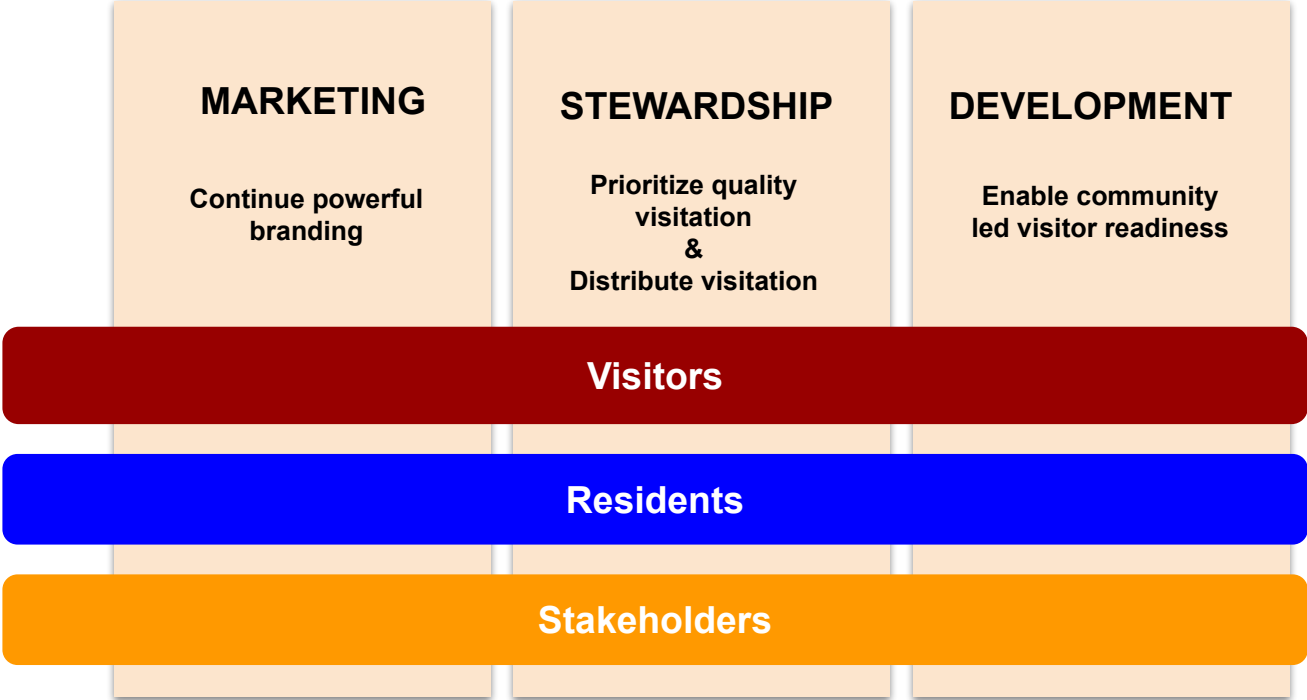
Elevate life in Utah by advancing the visitor economy through marketing, stewardship, and destination development.



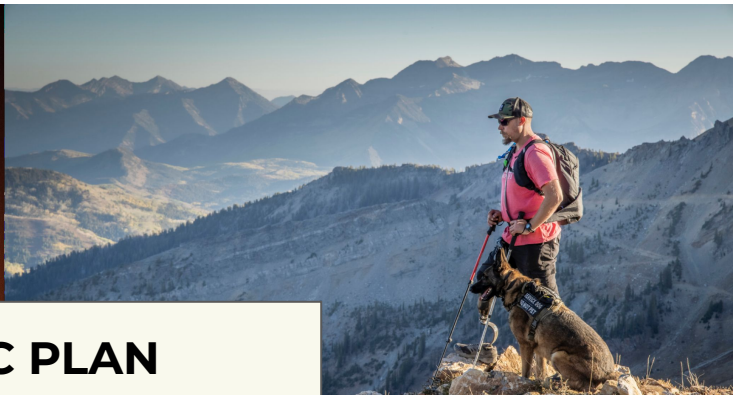
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# Elevate life in Utah



RESEARCH



## STRATEGIC PLAN

1. Continue powerful branding
2. Prioritize quality visitation
3. Enable community led visitor readiness
4. Distribute visitation
5. Improve organizational effectiveness

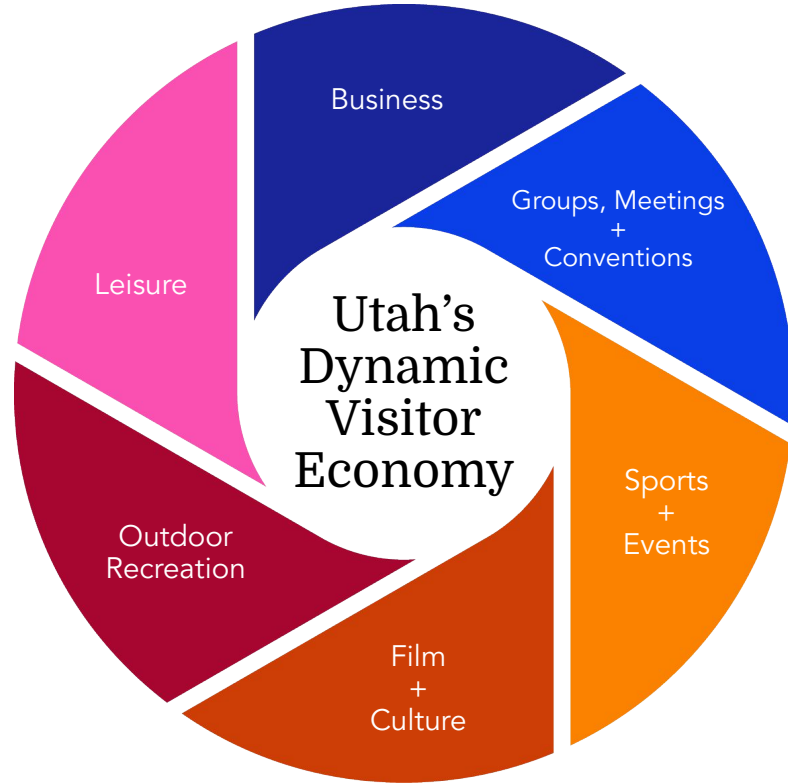


## 78% of residents say tourism has a positive effect on Utah's overall reputation.

Utah residents recognize tourism's influence on the quality and variety of recreation, dining, arts and culture, community events, and accessibility to local amenities.

– 2024 Resident Sentiment Survey  
(Statewide)





# Lessons Learned from Elsewhere

Danya Rumore, Ph.D.



Environmental Dispute Resolution Program



# Lesson 1: No one has it figured out

Like most planning and public policy challenges, the tourism problem is a wicked challenge—managing it will be ongoing and there is no silver bullet

No one has it figured out—and there is a lot we can learn from the experiences of other places (the good, the bad, and the ugly)

## Lesson 2: Use the tools you have to “chart your GNARly future”

“No growth!” and “no change!” and “go back to the way things were” are not tools in your toolkit. Neither is “tourism is all rainbows and unicorns.”

What tools do you have in your power to protect and enhance the things that make your community/region special?

# Lesson 3: Find and follow your northstar

- To get where we want to get to, we have to focus on the path we want to take, not the trees we don't want to hit
- You need to clarify the values your community holds dear and wants to protect—this is your “northstar”
- Work to clarify and build support for core community values, and then keep that northstar front and center in all of your planning and development efforts
  - “Values as vision”



# Lesson 4: Make conflict productive

- “Conflict just is”
  - Conflict is natural and unavoidable
- Conflict can be enormously productive and generative, if handled skillfully
  - It can also be enormously destructive if poorly handled
- Learn the skills you need to make conflict productive—and help others in your community and region do so as well!

# Lesson 5: Empower and mobilize your community to be part of the “problem solving enterprise”

- Many community members are “caring loudly” (and unproductively)
  - How do you help them put that energy into positive change?
- The role of public officials is to help the public solve its problems
  - Think of yourself as a facilitative leader
  - Figure out how you can help mobilize your community members to protect and enhance core community values
    - Help them see they have a role to play in addressing problems and protecting the values that make your community/region special
    - Find ways to meaningfully engage them in being part of the problem-solving enterprise



# Lesson 6: Work across boundaries

- The problemtunity of tourism (like most other planning and development issues) is driven by factors—and has effects—that extend beyond your jurisdictional boundary
- It helps to clarify:
  - What is the “problem shed” (who and what is affected by this problemtunity)?
  - What is the “solution shed” (who and what needs to be part of addressing this problemtunity)?
- Who do you need to work with to protect the things that make your community and region special?
- Pro tip: In working across boundaries, you’ll probably need to make conflict productive!

# Lesson 7: Be proactive (and don't put your head in the sand)

- It can happen to you!
  - You don't have to want or attract tourism for it to come your way
  - The same is true with growth and development pressure
- Communities and regions consistently say they wish they had planned ahead
  - E.g., to clarify their core community values, create short-term rental ordinances, plan for potential growth, etc.
- Don't waste energy on things that aren't in your power (e.g., "No more tourism!")
- Instead put that energy into proactively using the tools you have to protect and enhance the things your community holds dear
  - E.g., by engaging your community members in clarifying core community values and figuring out strategies for protecting them, no matter what comes

# Lesson 8: Don't be a “GNARcissist”

- Your community and region are unique—AND you're not alone
- Learn from other places—and learn together!
- The GNAR Initiative (and our GNAR Academy) can help with this



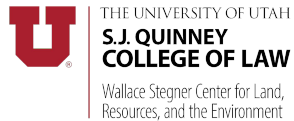
<https://extension.usu.edu/gnar/gnar-academy>

# Introducing: The GNAR Academy!

The GNAR Academy is an online course library that seeks to fill in the gap between what community leaders and practitioners have the capacity for, and what their communities need, by providing accessible training around critical topic areas to help communities better understand and advocate for their own needs.

**Our First Course: GNAR Academy Fundamentals**

# Wrap Up and Questions



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