



Regional Cultural Tourism Development

by Ching Chi Chan and Cecelia Gunn

The Region: Overview

Taoping experienced a growth in tourism in the mid-1990s which was a piece-meal effort from individual small families opening their houses as homestays to visitors. The village economy continued to shift away from traditional agricultural practices towards tourism into the 2000s. With help from the government, construction of a new village began where residents in the old town were given plots of land in the new village. However, many villagers did not agree with the planning for the new village. A local tourist company helped to coordinate travel to Taoping but was limited in scope and was not a comprehensive planning tool for tourism.

In May 2008, the 8.0 Wenchuan earthquake hit Sichuan Province. Taoping was 20 km from the epicenter and luckily sustained no deaths. However, much of the partially built new town was destroyed and many of the buildings in the old town sustained damage. Taoping was now listed on UNESCO World Heritage Site tentative list but tourism dropped sharply.

Many Taoping villagers expressed an interest in increasing tourism for the future. An uncoordinated effort to increase tourism runs the risk of turning Taoping into Lijiang where 90% of the villagers moved out of the old part of the village¹. An increase in tourism in Taoping should also be coupled with sustainable measures to insure the viability of the fragile ecosystem.

Taoping lies on National Highway G317 which is an important transportation route for supplies and for tourists coming to the area. Overcutting of forests and other ground cover has created conditions where landslides regularly occur. In 1989, a mud-rock flow destroyed some 230 meters of highway and blocked traffic for over 40 days.² Conditions like this continue along highway G317 which severely limits the transportation of goods and travel as well as rescue vehicles.

Formal government structures exist for Sichuan Province, Aba Prefecture, and Li County. Relationships between the townships and individual villages are limited. Townships and counties are often in competition with one another to draw tourists. Higher elevation villages are also under-served because of their distance from the highway. Our problem is to create a system to encourage more tourism for Taoping but in a sustainable way that can help benefit not just Taoping but the other villages nearby. Formal governance structures are often perceived as over-bearing and our goal is to provide ideas for a flexible structure that builds off existing relationships in the area and is maintained by the villagers themselves.

Our model takes the form of a tourism coop that begins as a test case in Taoping Township but could be expanded to work for all the villages along the Zagunao River between Taoping and Li County. In creating this coop, we

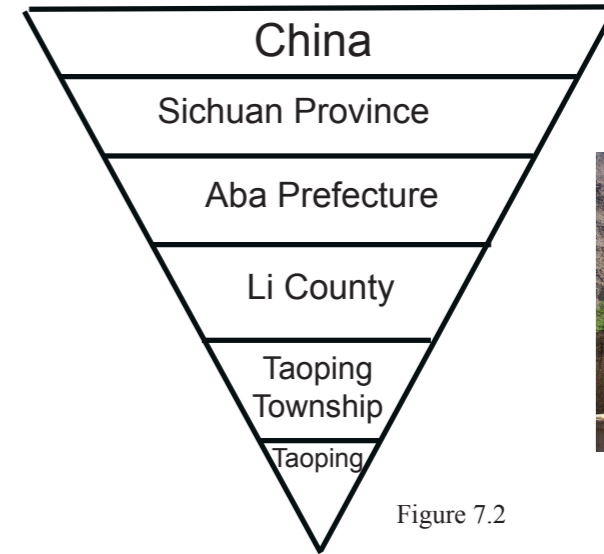


Figure 7.2

built off successful models around the world. First is the case of regional tourism which spreads tourism resources outward from larger towns and also encourages rural areas to band together to increase their resources for attracting tourists with a variety of different tour options. Examples include Adventure Indonesia and the Blackstone Heritage Corridor which focus on regional travel.³ We also build off the success of a pilot project in the United States called Rural Initiatives which focuses on increasing economic development in rural areas by incorporating microfinance programs for locals and regional tourism that highlights cultural assets. This model works to build relationship and redefining/rebranding the region to increase tourism.⁴

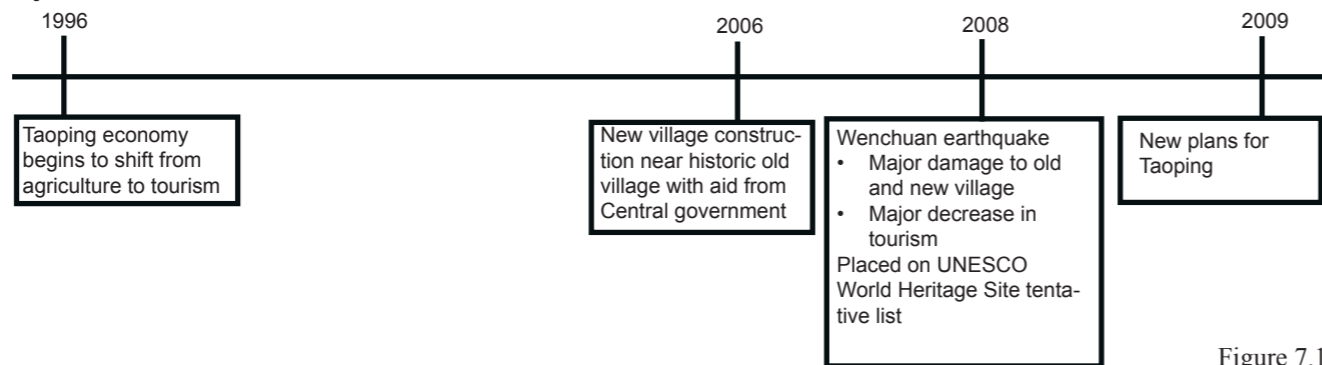


Figure 7.1



区域文化旅游开发

区域: 总览

上世纪九十年代中期。桃坪开始发展旅游业，基本依靠的是个体小家庭开办家庭旅馆而从中受益。从2000年开始，桃坪的主要经济从农业发展转向旅游开发。在政府的帮助下，桃坪村民开始他们的新村开发。但是，很多的村民并不完全赞同这样的开发。虽然，有当地的旅游开发公司参与，但由于视野和理念所限，他们不能提出十分合理的旅游规划。

2008年五月，一场里氏8.0级的大地震袭击了四川。桃坪位于震中20公里处，但是幸运的是人员没有遭受重大伤亡。然而，新村的大部分建筑都被摧毁，老村中的建筑也遭到了不同程度的损坏。桃坪已列入联合国教科文组织候选名录，在地震后，旅游者基本绝迹。

很多桃坪村民对于未来的旅游开发充满兴趣。但一个没有良好协调的旅游开发会将桃坪变成下一个丽江，换句话说就是，高达90%的村民会离开他们世代居住的古寨。同时，旅游开发也应该兼顾保护当地脆弱的生态环境。

G317国道途径桃坪，它是桃坪与外界联系的重要交通枢纽。由于过度砍伐，泥石流和滑坡在桃坪经常发生。在1989年，一场大的泥石流毁坏了大约230米长的路段并且堵塞交通长达40天。这样的灾害严重地影响到运输交通和救灾。

行政上，桃坪位于四川省阿坝自治州的理县。桃坪乡与村之间的联系是有限的。乡与县之间一直都有争夺游客的现象。高海拔的村寨，由于交通不便而不能发展。我们所面临的困难是要建立一个系统，来促进旅游开发，使桃坪和其他的村寨共同受益。在现有的政府管理系统之外，我们的目标是要创造一个灵活的架构来促进旅游开发和乡村关系，以及鼓励村民自主管理。

我们设计的旅游开发合作模式，以桃坪乡为原型，并且能够扩展到杂谷脑河沿岸与理县以内的所有村寨。这种合作模式已经在世界其他地方获得了成功。模式从较大的城镇开始发展，然后扩展到乡村，将它们的资源整合起来，提供多种不同的旅游选择以吸引不同的旅游者。成功的先例包括印度尼西亚冒险和黑石遗产保护带。³ 这两个例子都是着重于区域旅游开发。在美国，我们有一个成功的先例叫做农村新开发。在这一先例之中，美国的小额贷款机构帮助地方和区域的农业旅游，以发展地方经济和文化。这一模式有利于促进乡村关系，赋予区域和地方新的生命力来发展旅游。⁴

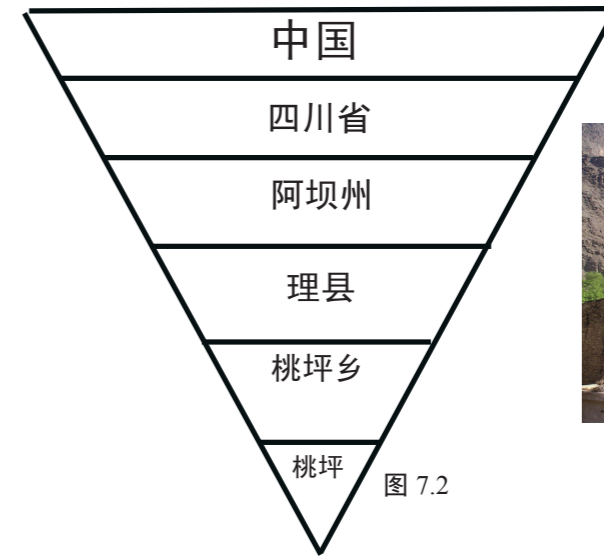


图 7.2

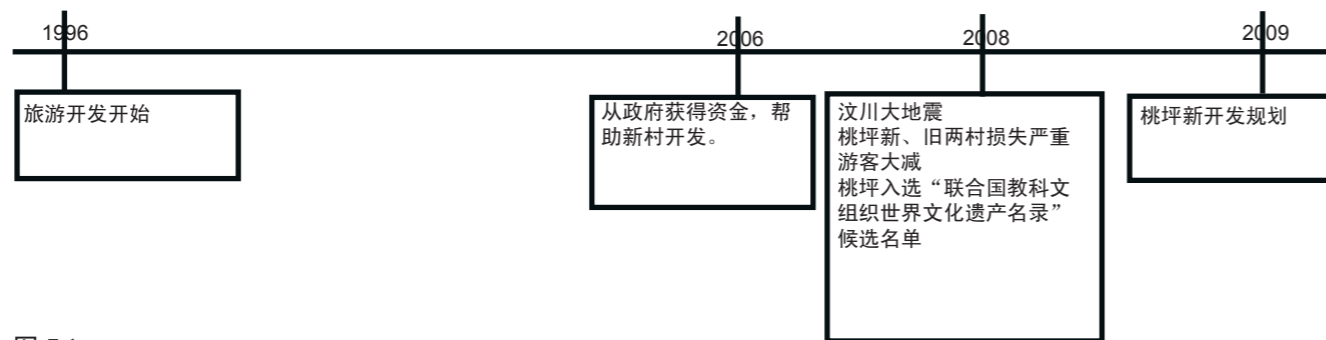


图 7.1

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The Region: Tourism in Sichuan Province and Aba Prefecture



Chengdu is the capital of the Sichuan Province and a point of entry for many visitors to the region. Taoping is located 170 km west of Chengdu between major tourist attractions such as the UNESCO World Heritage Sites of Jiuzhaigou, Mt. Emei, Leshan, Dujiangyan and Wolong. We hope to build off the millions of visitors that are already coming to Sichuan County to see these sites. By coordinating tourism resources and advertising Taoping and the surrounding villages, more tourists can be encouraged to make side trips to Taoping and the surrounding villages.

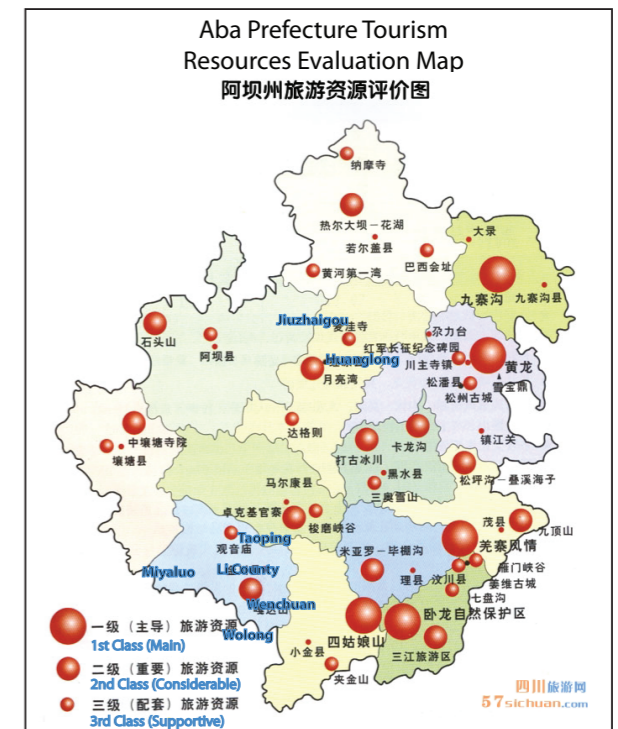


Figure 7.4 Aba Prefecture map: Sichuan Institute of Urban Renewal Planning and Design

Epicenter 8.0 Wenchuan Earthquake (May 2008)

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区域文化旅游开发

区域: 四川与阿坝州的旅游资源



地图: www.wikipedia.com

成都是四川的省会以及区域旅游中心。

桃坪位于成都以西170公里。在成都与桃坪之间有世界文化遗产九寨沟、峨眉山、都江堰、卧龙。通过合理分配旅游资源、提升桃坪和周围村寨的形象，吸引更多的游客来到桃坪和周围的村寨参过旅游。

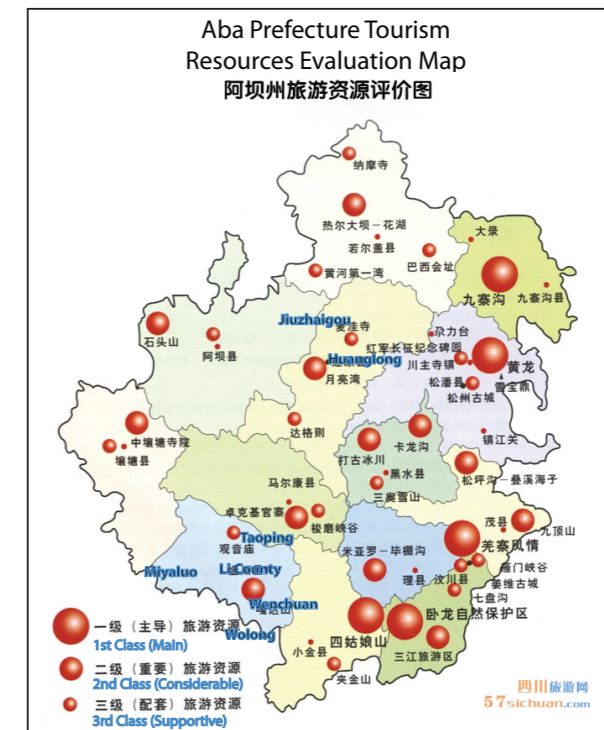


图 7.4 阿坝州地图: 四川城市规划与设计院

图 7.3 游客信息⁵
地图: <http://www.chinatouristmaps.com/travel/sichuan.html>

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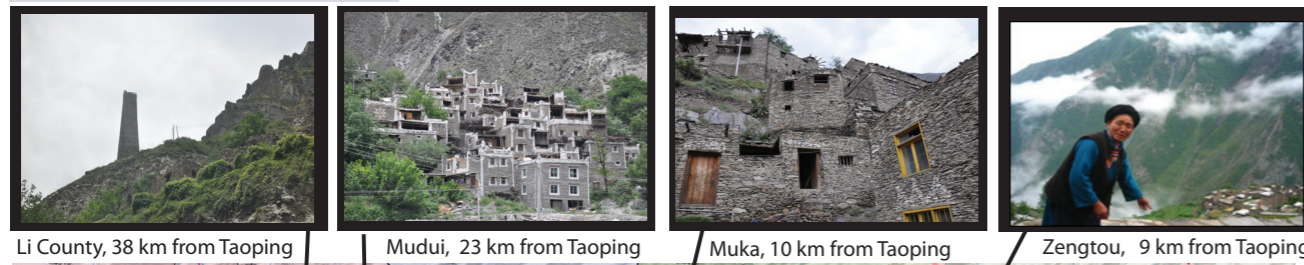
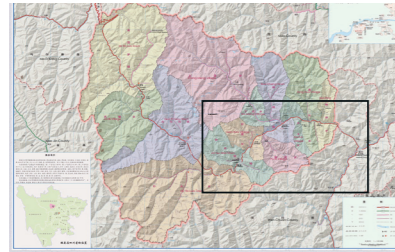


Regional Cultural Tourism Development

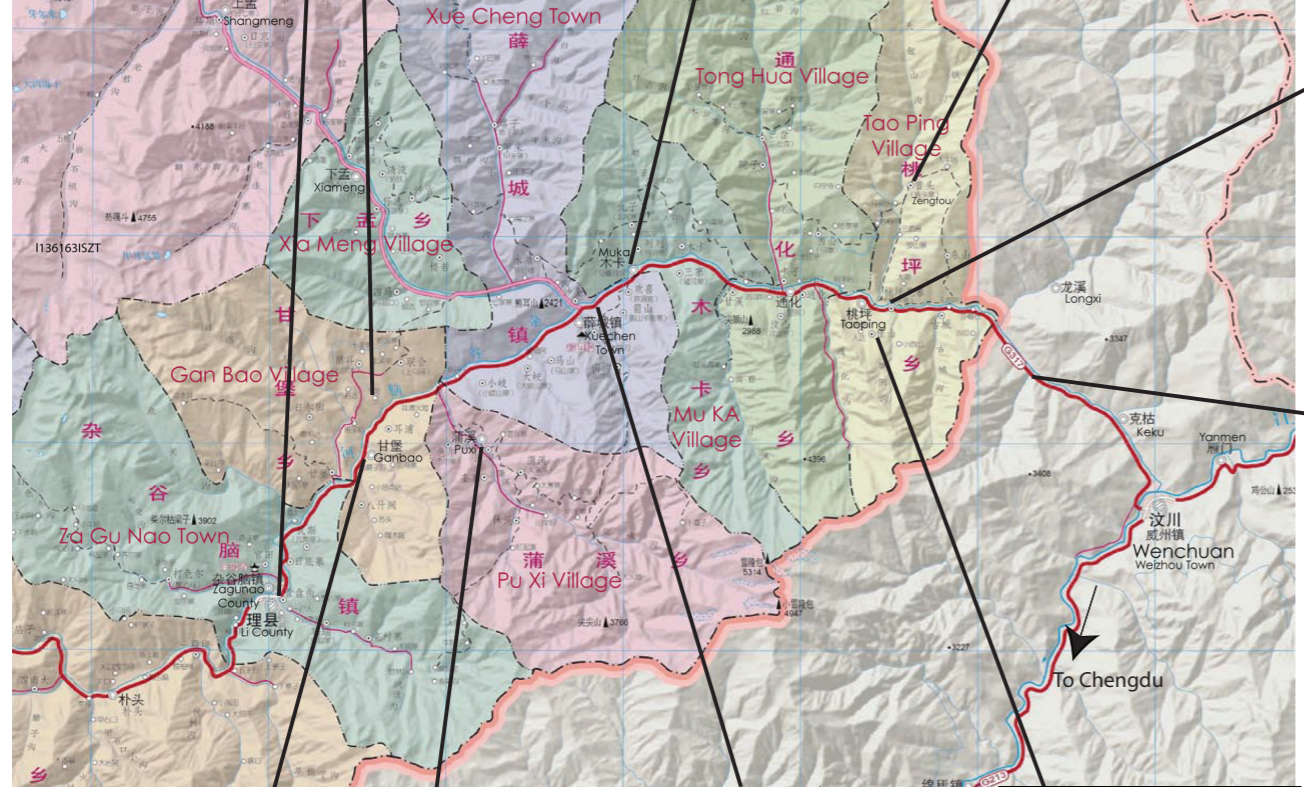
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The Region: Zagunao Valley Assets

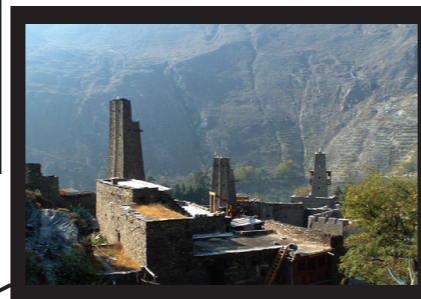
The Zagunao River cuts through the middle of mountainous Li County. The Zagunao Valley is home to unique examples of Qiang and Tibetan minority culture and architecture linked by National Highway G317.



Li County, 38 km from Taoping Mudui, 23 km from Taoping Muka, 10 km from Taoping Zengtou, 9 km from Taoping



Ganbao, 30 km from Taoping Puxi, 26 km from Taoping Xuecheng, 16 km from Taoping JiaShan, 3 km from Taoping



Taoping, Gateway to the Zagunao Valley
UNESCO World Heritage Site
Tentative List
Home of 1,000 year old Qiang architecture and watchtowers



National Highway G317
Follows Zagunao River
Daily buses from Wenchuan follow this route connecting the Zagunao Valley villages
Landslides threaten the viability of this corridor
Current plans of expansion threaten ecology and sustainability of the region.

Figure 7.5 Base Map: National Mapping Bureau

TOWN/VILLAGE	AREA (km ²)	POPULATION
Taoping	95.8	2820
Tonghua	304.2	3063
Muka	43.1	1685
Xuecheng	250	5386
Puxi	118.5	1802
Xiameng	110	2382
Ganbao	101.1	3634
Zagunao	197.5	10912
Shangmeng	714.5	2665
Guergou	547.9	2200
Putou	852.8	3516
Miyaluo	660	2381
Jiabi	318	1222
Li County	4313.4	43668

99% Qiang Ethnicity

48.5% Tibetan
32% Qiang
19% Han
0.5% Muslim
0.1% Other Ethnic Minority

Figure 7.6



Qiang people make up one of the oldest ethnicities in China and primarily live in the Sichuan Province. Qiang people build stone and timber homes that feature tall watchtowers with extended families living within one building. Qiang dress consists of colorful robes, goatskin vests and embroidered shoes. Agriculture, handicrafts and tourism have been the primary economic resources.

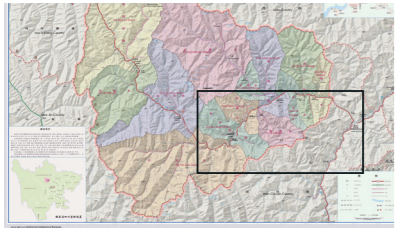
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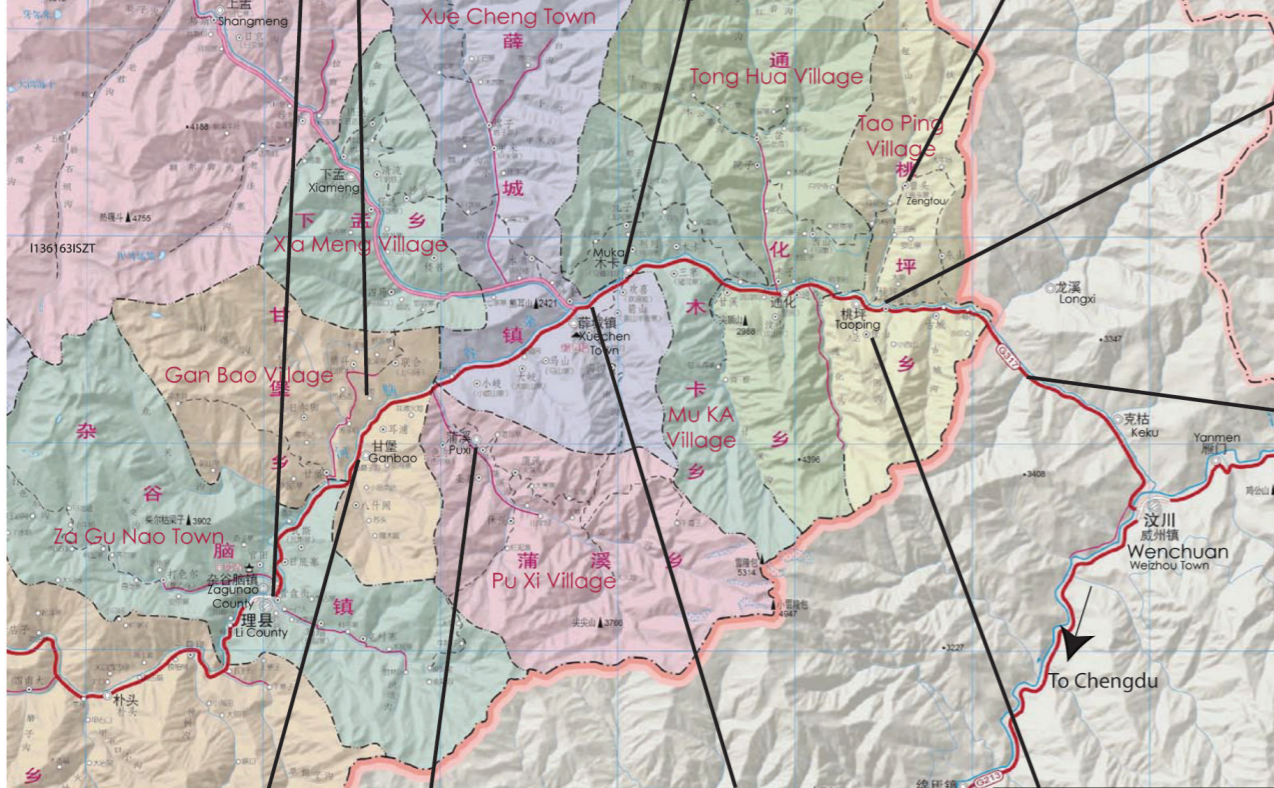
区域文化旅游开发

区域：杂谷脑河流域的旅游资源

杂谷脑河穿过位于理县的山脉。杂谷脑河峡谷是羌和藏少数民族文化和建筑的独特的保存地。国道G317将杂谷脑河流域与外界相联系。



理县，距桃坪38公里 木堆，距桃坪23公里 木卡，距桃坪10公里 曾头沟，距桃坪9公里



桃坪，通往杂谷脑河谷的门户
联合国教科文组织世界文化遗产米名录候选名单
拥有千年历史的羌族建筑



国道G317
杂谷脑河
从汶川而来的日班交通车
泥石流对国道的危害
当前国道扩展项目对生态和可持续发展的危害



甘堡，距桃坪30公里 蒲西，距桃坪26公里 薛城，距桃坪16公里 佳山，距桃坪3公里

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Jiabi 夹壁	318	1222
Li Cou 理县	4313.4	43668

99% 羌族
48.5% 藏族
32% 羌族
19% 汉族
0.5% 穆斯林
0.1% 其他民族

图 7.6



羌族人民是中国有悠久历史的少数民族。羌族主要居住在四川。他们修筑石头与木材的房屋和碉楼，并举家居住在其中。羌族的服饰用彩色的飘带、与羊皮背心和刺绣的鞋子来装点。农业、手工艺品和旅游是羌族的主要经济来源。

图 7.5 地图来源：国家地图局

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The Region: Zagunao Valley Regional Coop Benefits

A bottom-up approach to tourism in the Zagunao Valley can encourage “slow travel” with longer tourist stays in the Valley and greater interaction between guests and residents

A coop can help residents create a brand and market the Valley as a destination while fostering the region’s unique culture and customs

A coop could better leverage government resources to improve Highway G317, a valuable link between the Zagunao Valley villages



Figure 7.7 Architecture Tours in the Zagunao Valley with local residents and Sichuan University architecture students.



Trekking tours to the higher elevation villages, like Jiashan, highlighting agricultural practices.



Homestays allow for richer and more authentic travel experiences in the villages and brings tourist income directly to local residents.



Figure 7.8 Tourist signage along Highway G317 in the Zagunao Valley.



Tour pamphlets advertising the Zagunao Valley at major destinations like Dujiangyan and Juizhaigou.



A coop can help promote locally made crafts and clothing that are unique to the Valley and create economic opportunities directly for the residents.

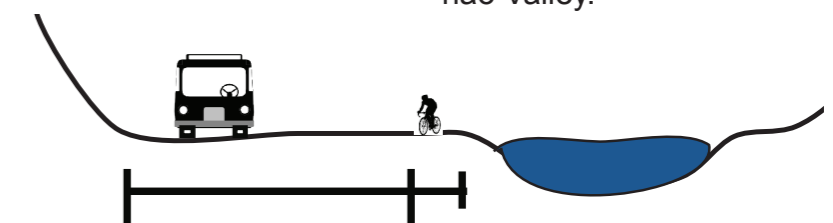


Routine road maintenance is vital in the short term for the Zagunao Valley. Long term, landslide remediation and erosion control on the hill-sides should be completed.



An integrated transit network for residents and travelers can encourage sustainable transportation in the Valley. Limiting the number and mode of transportation of travelers like in Jiuzhaigou can help protect the ecosystem of the Zagunao Valley.

Figure 7.10



Future improvements to the G317 might include widening and a bicycle path to encourage more sustainable ways of traveling in the Valley.



Figure 7.10 Slow travel package tours in Italy encourage immersion in the landscape and the culture and involve small tour groups with local businesses to create a better traveler experience.⁶



Figure 7.11 Tourist maps and product logos from Arkansas Delta Byways Rural Heritage Development Initiative, which provides guidance for branding of the rural region and fostering entrepreneurial activities.⁷



Figure 7.12 The Kicking Horse Canyon Project is a highway revitalization project in Canada and addresses similar corridor transportation issues. Jiuzhaigou buses encourage sustainable travel options as does bicycling.⁸



区域文化旅游开发

区域：杂谷脑河区域合作社及其贡献

一种自下而上的旅游开发能在杂谷脑河谷流域鼓励慢速旅游。旅游者能在河谷中停留更长的时间，村民和游客将有更多的互动。

合作社能创建旅游品牌、为河谷做旅游宣传和提升区域独特的文化和传统

合作社能更好地使用政府资源来改善联接河谷村寨的国道G317



图 7.7 在杂谷脑河谷与当地居民和四川大学学生一起的建筑之旅

参观高山村寨，例如佳山，的登山与建筑考察之旅



家庭旅馆在村寨中提供更丰富和真实的旅行经验，并且能直接增加当地村民的收入



像都江堰和九寨沟一样，杂谷脑河谷的旅游宣传小册子创建区域旅游目的地

图 7.8 在杂谷脑河谷内国道317旁的旅游标志



合作协会能帮助提升河谷内当地传统的工艺和刺绣，使村民直接获得经济利益

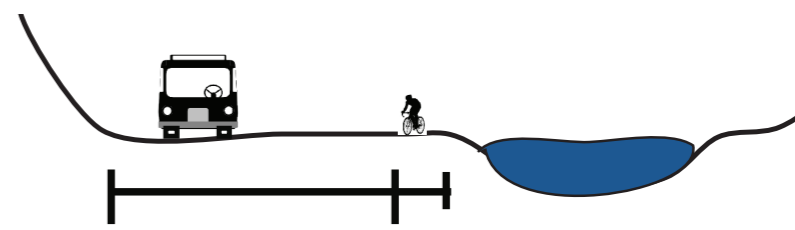


在短期内的道路维护对杂谷脑河谷来说是至关重要的。长期来说，滑坡因该被控制；山体损毁需要被修复



经过整合后的为村民和游客服务的交通网路能促进河谷内可持续发展的交通。像九寨沟一样，限制交通流量和模式能更好地保护杂谷脑河流域的生态系统

图 7.10



未来对于G317国道的改进可以包括增加一条自行车道用以鼓励在河谷内的可持续发展的交通



图 7.10 在意大利，“慢速旅游”鼓励游客融入到景观和文化之中，还支持小股的团体参与到当地的商业活动中以创造更好地旅游经验。⁶



图 7.11 在 Arkansas Delta Byways 乡村遗迹开发初期阶段，旅游地图和产品标志为提升品牌效应和扶持企业活动提供了支持。⁷

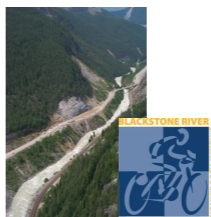


图 7.12 Kicking Horse Canyon 项目是在加拿大的一个高速公路维修项目。这一项目与桃坪的国道G317类似。而在九寨沟中，环保的公共汽车和自行车都是受鼓励的交通模式。⁸

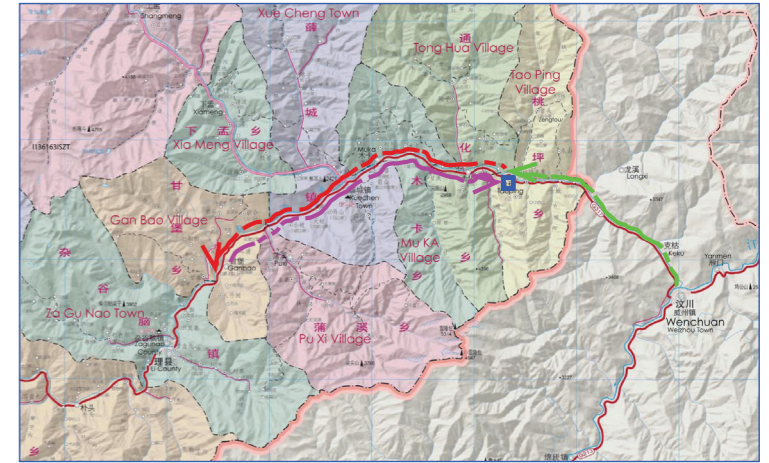
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The Region: Zagunao Valley Tourism




Sample tourist itinerary for the Zagunao Valley featuring a slow-travel immersion experience


Day 1
Bus from Wenchuan to Taoping via local bus and get first introduction to daily life by sharing bus ride with villagers returning from the market. The coop offers a weekly bus pass that is a good value, flexible, and discourages touring via private cars.




Day 2 and 3
Explore historic Taoping and learn about Qiang customs from Mrs. Long, the owner of the homestay. Afternoon tour with Mr. Long and their daughter, a student of Architecture at Sichuan University, to look at the earthquake reconstruction and learn about traditional Qiang building methods.




Day 4 and 5
Travel to Ganbao via bus and check into homestay. Day hike to Puxi and learn about higher elevation farming practices. Lunch with other visitors staying at a homestay in Puxi who share their experience with agrotourism at the higher elevation villages in the Valley.



Day 6
Rent bicycle for full day bike ride down the Zagunao Valley. Stop in Muka for snacks along the way. Drop off the bicycle in Taoping at the shared bicycle facility run by the Valley coop. Shop for locally made souvenirs in Taoping in the evening.



Day 7
Relax at the homestay in the morning. Afternoon tour of the bioremediation facility and learn about the water system in Taoping. Take bus back to Wenchuan and transfer to continue travels in Dujiangyan.



Current tourist-related product pricing in Taoping and the Zagunao Valley



Accommodation (usually includes 2 meals)
50 - 150 RMB



Entrance fees to Taoping village
40 RMB



Bus from Wenchuan to Taoping
30 RMB
Weekly bus pass
200 RMB



Meals
5 - 30 RMB



Small to Medium Embroidered Goods
20-100 RMB



Large Embroidered Goods
100 - 1,000+ RMB



Snacks and Drinks
3 - 9 RMB



Internet
2 - 5 RMB

Accommodation:	300 RMB
Entrance fees to villages:	80 RMB
Weekly bus pass:	200 RMB
Meals/Snacks:	40 RMB
Crafts/Souvenirs:	250 RMB
Tour of Taoping:	20 RMB
Day hike tour to Puxi:	30 RMB
Bicycle rental:	20 RMB
TOTAL:	940 RMB

Figure 7.7 (Values are estimated)

2006	
Total Revenue	61,160,000 RMB
Total Tourists	152,900
2007	
Total Revenue	228,640,000 RMB
Total Tourists	571,600 **
Per Tourist Revenue	400 RMB

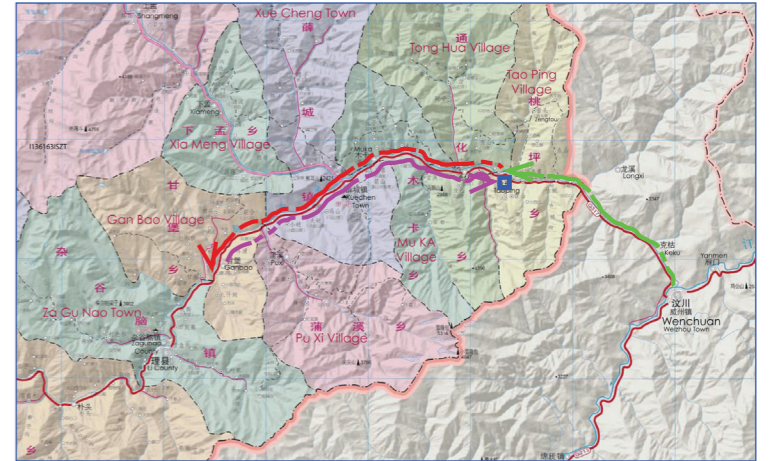
Figure 7.8
**2007 tourist numbers unavailable but extrapolated from 2006 values

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区域文化旅游开发

区域：杂谷脑河谷的旅游



杂谷脑河谷旅游时间表示例：

第一天
和从市场返乡的当地村民一起从汶川乘公共汽车到桃坪。合作社提供一星期有效的汽车票。这种汽车票经济而灵活。



第二、三天
参观历史桃坪和从家庭旅馆的拥有者龙女士处学习羌族传统。在下午时分和龙女士以及她的女儿，在四川大学建筑系就读的一名学生来参观地震后重建和传统羌族建筑方法。



第四、五天
坐车前往甘堡并居住在家庭旅馆中。登山前往浦西并学习高原农耕技术。和其他游客一起午餐并分享农业旅游的经验。



第六天
骑着租来的自行车全天游玩杂谷脑河谷。在木卡停留并享用小吃。骑车回到桃坪之后，将车退还给峡谷合作社的自行车管理处。在黄昏时刻，在桃坪的小商店中挑选纪念品。



第六天
早晨在家庭旅馆中休憩。下午参观生态恢复设施并了解学习桃坪的水网系统。乘汽车返回汶川并乘车去都江堰。



当前旅游商品价格：

旅馆
(包两顿饭)
50 - 150 元



参观桃坪初始费用
40 元



从汶川开往桃坪的汽车票
30 元
汽车周票
200 元



餐费
5 - 30 元



小件到大件的刺绣品
20-100 元



刺绣服饰
100 - 1,000+ 元



小吃和饮料
3 - 9 元



上网
2 - 5 元



一个旅游者在一个月中在杂谷脑河谷的旅游开销

旅店：	300 元
进入桃坪参观费用：	80 元
星期的汽车票：	200 元
食物和小吃：	40 元
纪念品：	250 元
桃坪之旅：	20 元
浦西登山之旅：	30 元
自行车租用费：	20 元
总计：	940 元

图 7.7 (价格皆为估计值)

理县旅游资料⁹

2006	
总收入	61,160,000 元
旅游人数	152,900
2007	
总收入	228,640,000 元
旅游人数	571,600 **
平均每一旅游者创造的收入	400 元

图 7.8

**2007 的旅游资料由2006年资料推算而出

2010年3月30日草稿



Regional Cultural Tourism Development

by Ching Chi Chan and Cecelia Gunn

The Region: Taoping Township Resources and Assets

Jiashan, Taoping and Zengtou are selected as an asset-based tour package to highlight each of the villages' distinctive features, which serve as great complements to each other. Jiashan is identified as a festive cultural hub, Taoping as traditional Qiang Architectural site and Zengtou as an ecological exploration. The "package" idea unifies local economic development efforts and diversifies tourist activities. This is a township-level approach in spreading the wealth to villages such as Jiashan and Zengtou that would otherwise be left out of the tourism market due to their physical location, which is relatively inaccessible.

Similarities & Connectedness among three villages:

- *Qiang Culture and Religion (Animism)
- *Previously agricultural based economy
- *Pride in local history
- *Large family based
- *Located as tributary to the rest of Zagunao Water shed Valley

Distinct features of each village:

Jiashan - Hosts multiple grand religious ceremonies annually -- this is the village where rich Qiang culture and religion still thrive.

Taoping - Famous for its ancient Qiang architecture and mysterious underground canal network.

Zengtou - Home to a great variety of wild herbs, flora and fauna that are unique to this biosphere. Diverse outdoor activities is the main attraction for tourists.

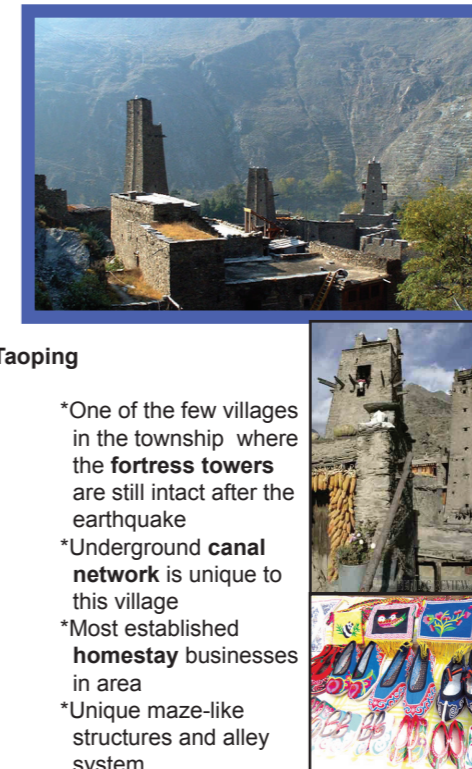
Figure 7.10



Jiashan

- *Baikong Temple holds annual festive ceremony to celebrate their ancestors (3 Bai brothers from Ganze County)
- *Hub of practiced culture and religion
- *Historically significant village
- *Geji burial site

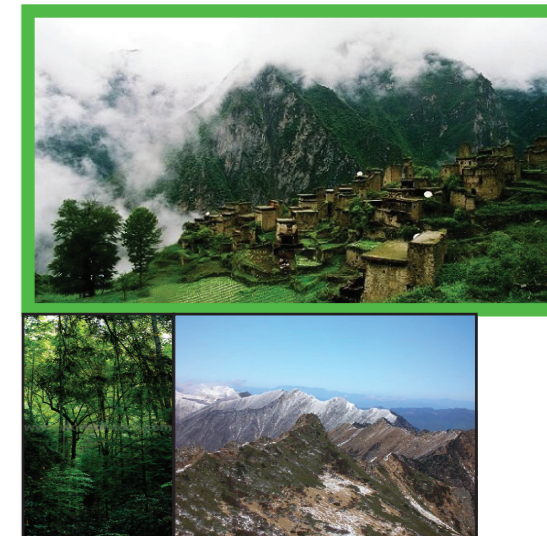
Figure 7.11



Taoping

- *One of the few villages in the township where the **fortress towers** are still intact after the earthquake
- *Underground **canal network** is unique to this village
- *Most established **homestay** businesses in area
- *Unique maze-like structures and alley system

Figure 7.12



Zengtou

- *Unique geography allows for rich ecology
- *Strong agricultural-based economy
- *Herb collecting industry
- *Route to the sanctioned **Dabao Snow Peak**

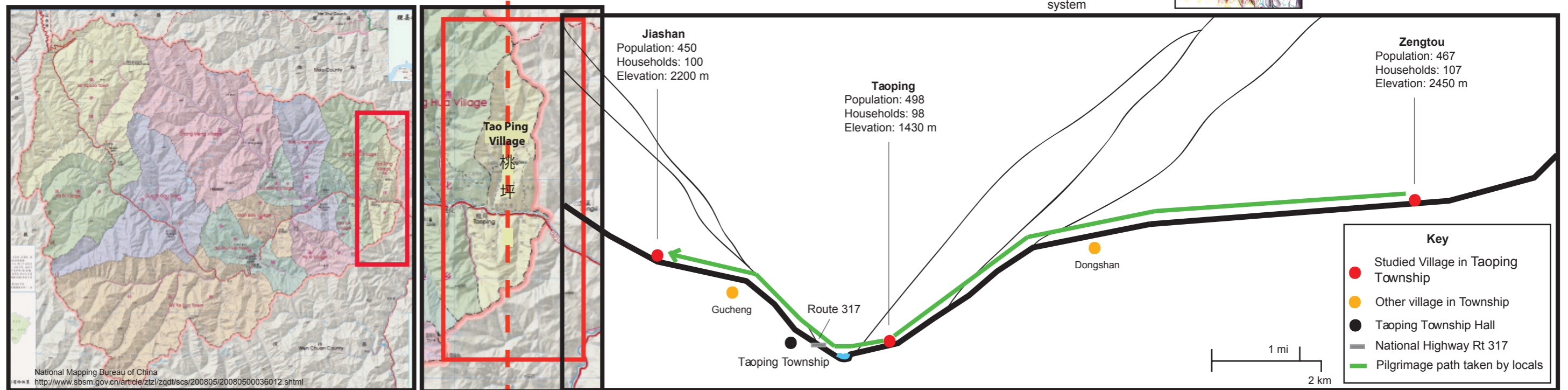


Figure 7.9 Regional and Local Mapping

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区域文化旅游开发

区域:桃坪乡镇的资源

我们选择佳山、桃坪和曾头来作为一个以资源作为基础的整体, 以便于凸显羌寨的特色。这些特色是为这三座羌寨所共有的。佳山被定位为节日文化中心。桃坪是传统羌寨民居的中心。曾头是生态探险地。这个三寨合一的概念统一了经济开发与多样化旅游活动。更进一步地, 我们的提议能让村民都富裕起来。如果不能实现共同发展的话, 佳山和曾头将因为偏僻的地理位置而被排斥在旅游市场之外。

三座村寨的相似性与联系:

- * 羌文化与崇拜自然的宗教
- * 原有的农业为基础的经济
- * 悠久的历史
- * 大家庭的社会
- * 坐落于杂谷脑河流域

每座村寨的特色:

佳山 - 每年主办多种盛大的宗教祭祀活动
- 这是羌文化和宗教非常兴盛的地方

桃坪 - 以羌寨历史民居和神秘的地下水网而闻名

曾头 - 有多种特有的野生动植物, 并吸引游客进行多种室外活动

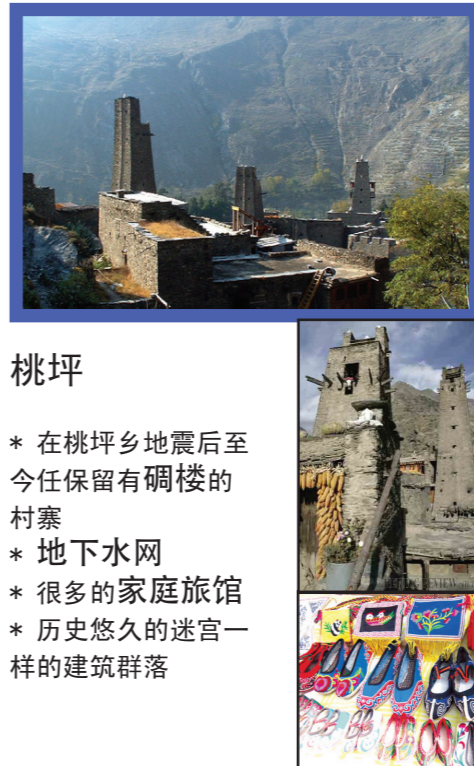
图 7.10



佳山

- * 百孔庙: 每年主办多种盛大的宗教祭祖活动
- * 当地文化宗教中心
- * 历史悠久的村落
- * 千年(歌姬族)的墓葬

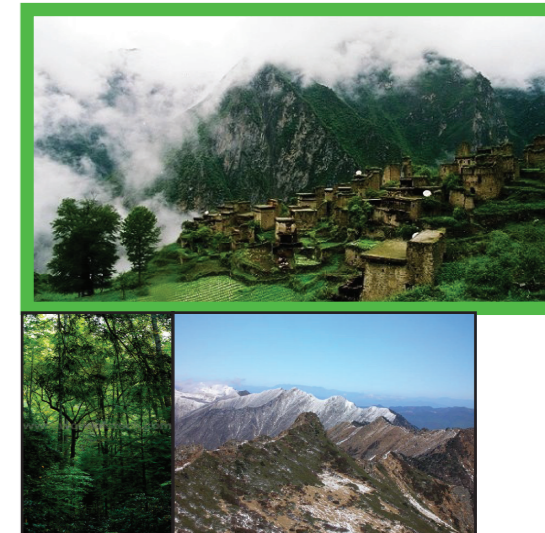
图 7.11



桃坪

- * 在桃坪乡地震后至今任保留有碉楼的村寨
- * 地下水网
- * 很多的家庭旅馆
- * 历史悠久的迷宫一样的建筑群落

图 7.12



增头

- * 独特的地理位置和丰富的生态系统
- * 雄厚的农业经济基础
- * 药材采集
- * 通往神圣的大宝雪峰

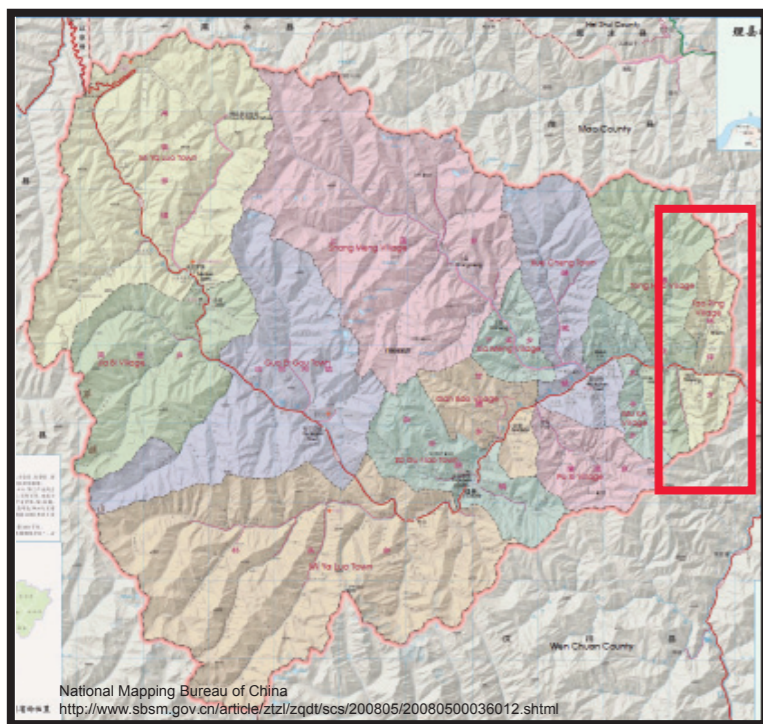
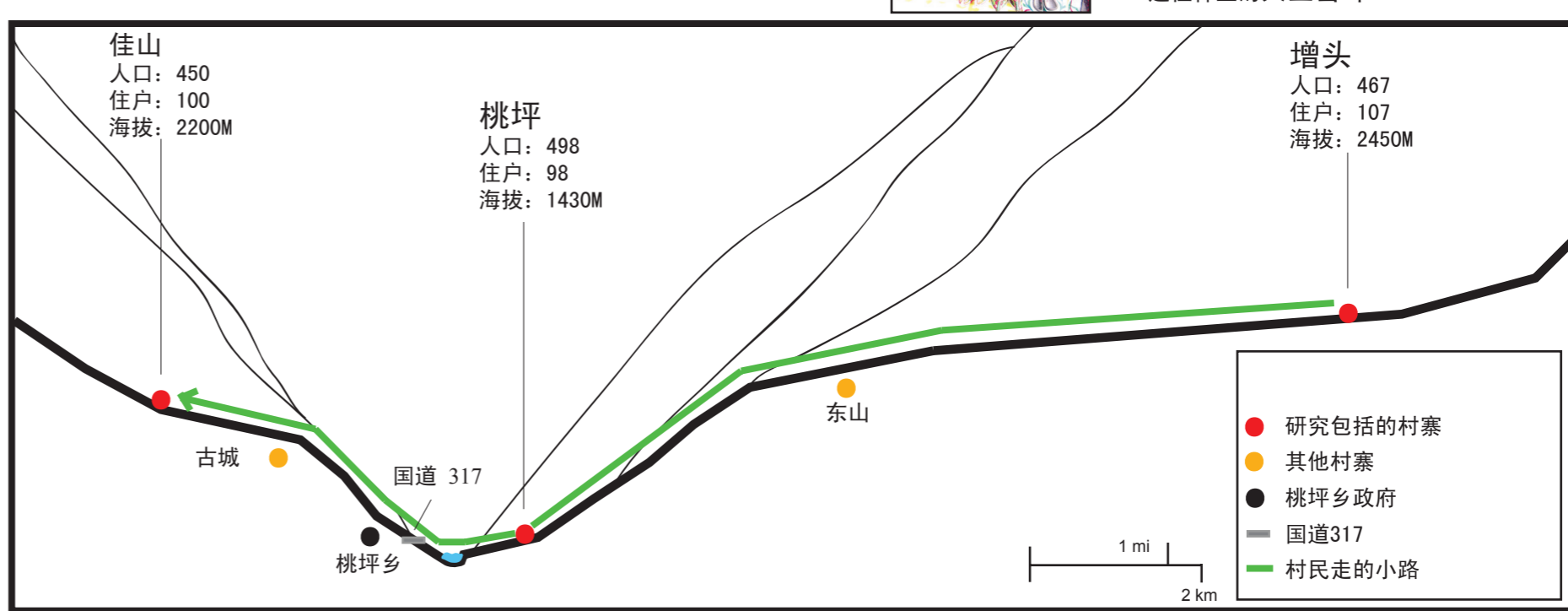
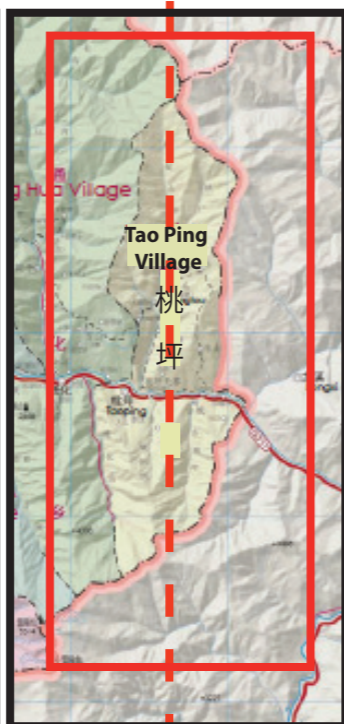


图 7.9 区域-乡村分析图



2010年3月30日草稿



Regional Cultural Tourism Development

by Ching Chi Chan and Cecelia Gunn

The Region: Tourists Experiences and Activities

Figure 7.14 is a map that shows the ideal tourist route, connecting all three of the villages, Jiashan, Taoping and Zengtou. While some of the listed activities can be self-guided, many of these activities will require guidance by local villagers, which increases interactions between tourists and locals and provides more authentic experience. This “package” proposal also creates more tourism-based jobs for locals empowering them to shape the local economy.

JIASHAN (Festive Culture)

Tourists Experience:

- Indulge in the authenticity of Qiang culture, religion and festivities
 - *Visit the Baikong temple
 - *Animal sacrifice ceremony
 - *Mountain ceremony
 - *Song giving ceremony
- Visit the famous tombs of the “Ge-ji” people
 - *Examine excavated sites
- Experience the effects of 5/12 earthquake
 - *Collapsed houses and towers
- Scenic hikes
 - *Great view of Taoping village and the Zagunao river
- Experience agrotourism

Villagers Experience:

- Agriculture
- Cultural education tours and demonstrations
- Preserve religious and cultural practices

Figure 7.13



Figure 7.14

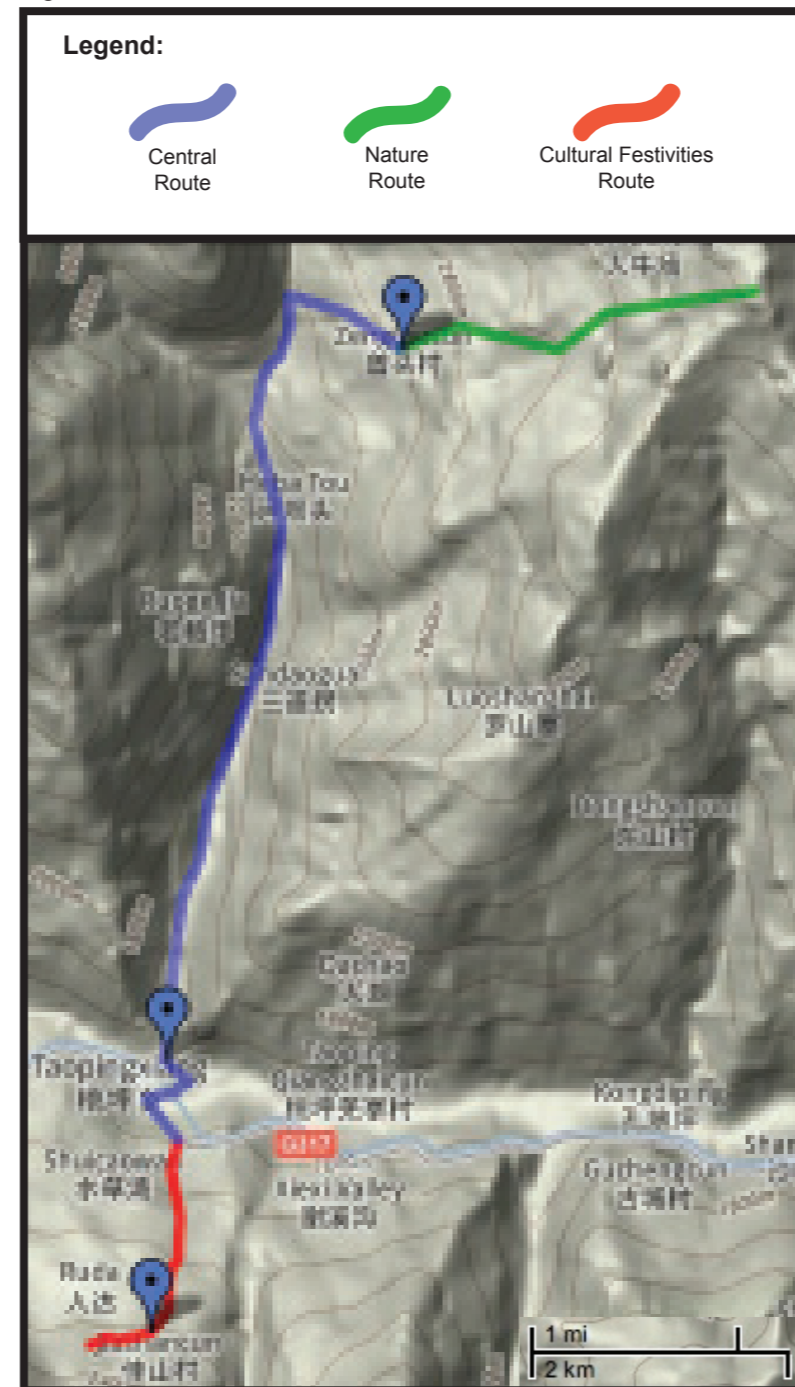


Figure 7.15



ZENGTOU (Ecological Exploration)

Tourists Experience:

- Nature and herb walk/hike guided by locals
 - *Explore the indigenous fauna and flora in this unique biosphere
 - *Learn about the local medicinal herbs and how they are used
 - *Pick herbs, fruits and vegetables with locals and learn to make an authentic Qiang meal
- Guided trek to see the Dabao snowpeak
- *Camp with the locals

Villagers Experience:

- Herb collecting expeditions
- Agriculture
- Animal Husbandry
- Lead tours

TAOPING (Vernacular Architecture & Landscape)

Tourists Experience:

- Explore the local Qiang culture & landscape
 - *Visit ancient Qiang towers
 - *Explore mysterious water network
- Authentic homestays
- Shop for souvenirs -- Local hand-made Qiang embroidery, crafts and silver accessories
- Museum experience of local homes and interiors
- Agrotourism
 - *Fruit groves
 - *Sichuan pepper picking

Villagers Experience:

- Host homestays
- Preserve local Qiang culture
 - *Tangible & Intangible
- Agriculture
- Lead tours to nearby villages

Figure 7.8



Draft 30 March 2010

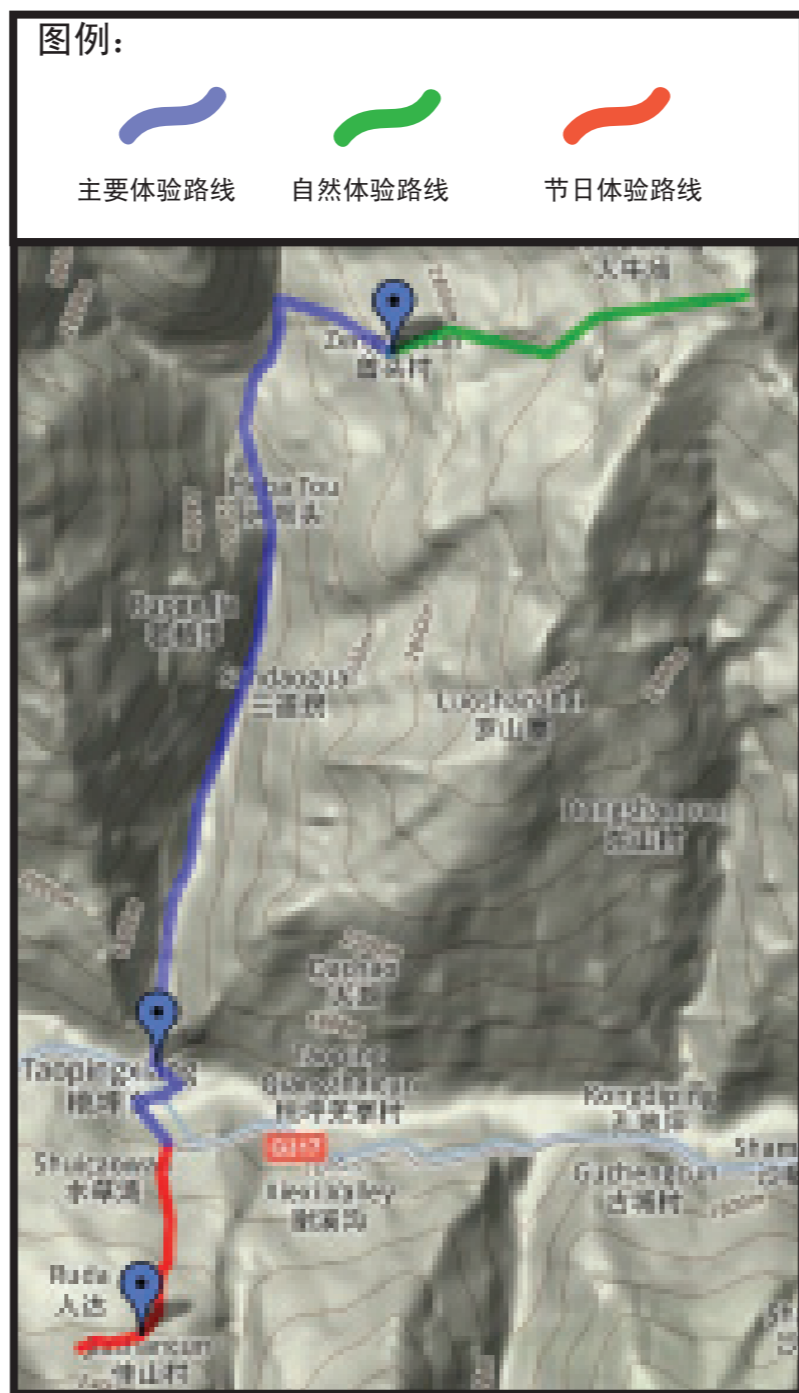


区域文化旅游开发

区域: 旅游经验与活动

图7.14 显示的是联接佳山、桃坪和增头这三个村寨的旅游路线图。一些旅游活动是需要当地的村民做向导的，这增加了游客和村民之间的互动并且让游客有更多的真实体验。这个旅游的提议也能为当地的村民创造更多的工作机会。

图 7.14



佳山 (节日文化)

旅游经验:

- * 真实体验羌文化、区域和节日
 - 参观百孔庙
 - 献祭活动
 - 祭山活动
 - 献歌活动
- * 参观著名的歌姬族墓穴
 - 参观开放的墓穴
- * 追忆5.12大地震的遗址
 - 倒塌的房屋和碉楼
- * 远足旅游
 - 桃坪羌寨和杂谷脑河的美景
- * 体验农业旅游

村民的体验:

- * 农业
- * 文化教育旅游
- * 保护宗教和文化的行动

图 7.13



图 7.15



增头 (生态探险)

旅游经验:

- * 村民引导的徒步旅行
 - 探索独特野生动植物圈
 - 学习当地的羌族医术
 - 采集药物, 蔬果,
 - 学习羌族烹饪
- * 探索大宝雪峰
 - 和村民一起露营

村民的体验:

- * 采集药物
- * 农业
- * 蓄养牲畜
- * 旅游向导

桃坪 (传统建筑与景观)

旅游经验:

- * 体验羌文化与景观
 - 参观碉楼
 - 探究神秘的水网
- * 真实体验家庭旅馆
- * 购买手工制造的羌族纪念品
- * 参观当地博物
- * 体验农业旅游
 - 摘水果和花椒

村民的体验:

- * 家庭旅馆招待游客
- * 保存当地物质和非物质性的羌文化
- * 农业
- * 在各村寨中导游

图 7.16



2010年3月30日草稿



Regional Cultural Tourism Development

by Ching Chi Chan and Cecelia Gunn

The Region: Township Co-Op Structure

From our summer fieldwork and observations in Taoping, it is apparent that though Taoping has shifted to a tourism-based economy, there is currently no formal structure of tourism development in the village as a whole. While we understand that there may be a preference of informality by the local people, we did see inequity of opportunities and resources under this informal system. Under the current system, local businesses are competing against each other rather than working together to spread the wealth. This is especially problematic to rural settings such as Taoping because the competition between businesses and even between townships often sacrifice the authenticity of the experience for tourists, which is the essence of Taoping.

To best engage local villagers in the tourism development of Taoping and its neighboring villages, we propose the idea of a community co-op. A co-op is defined as an autonomous association of people united voluntarily to meet their common economic, social and cultural needs and aspirations through a jointly-owned and democrati-



Figure 7.17

cally-controlled enterprise (cite). Figure 7.17 outlines the principles of a co-op, which place emphasis on equity and community assets. The ultimate goal of the co-op system is to spread the wealth amongst all co-op members and prevent dominance of businesses that have access to more resources. The co-op helps bring villagers together to work collaboratively rather than facilitate their disconnectedness.

We took the asset-based approach, making use of locally abundant and accessible resources, in framing the co-op system because we realized the importance of building on and strengthening local assets in Taoping. This asset-based co-op system empowers local in playing a greater role in shaping local economy as well as tourism development. This ensures the village to become more environmentally, economically and culturally sustainable because co-op members have collective ownership of local resources, thus everyone is at stake.

By building on local resources and assets such as traditional Qiang embroidery, Diaolou tours and agrotourism, it is also a great way to highlight and market the special features of the village. This will ensure the authenticity and quality of the tour experience. Unlike most major tourist destinations in China, where souvenirs and experiences are not unique to the site and locally produced, asset-based approach also helps with local cultural development.

One of the main benefits of a co-op is the ability to generate a common pool of funds for communal use, benefiting everyone in the co-op. As illustrated in Figure 7.18, the funds are generated from collection of co-op membership fee, co-op tax and potential governmental aids. The

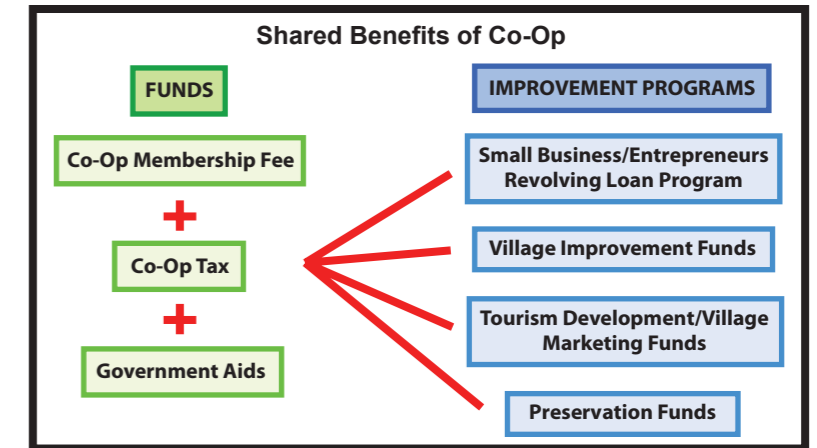


Figure 7.18

co-op membership fee is an annual fee paid by those who want to join the co-op. A small percentage of revenue generated by co-op participants will be taxed by the co-op to grow the common funds. These funds will then be reinvested back to the community and village in the form of improvement projects. Suggested improvement program include a revolving loan program for small businesses and entrepreneurs, village improvement funds, tourism development and village marketing funds and preservation funds.

These improvement programs of the co-op ensures the economic sustainability of the co-op itself as well as the environmental and cultural sustainability of the village. By reinvesting the tourism-generated revenues back into the community, leakage will be minimized. Minimizing leakage helps retain money within the community and is one of the main principles of a co-op because it makes the co-op self-sustainable. Self-sustainability is very important in the case of Taoping and the Zagunao River Valley region overall because this means the villages and townships can become more independent and less reliant on the County government for funding and other sources of aids for reconstruction and improvement projects and tourism development.

Draft 30 March 2010



区域文化旅游开发

区域：乡镇合作社区的结构

我们的夏季田野调查和桃坪的观测数据显示, 尽管桃坪已经形成一个以旅游业为基础的经济模式, 但目前还没有正式的组织结构将旅游业发展与村寨结合成一个整体。虽然我们不知道当地居民有可能偏好松散的旅游组织, 但我们在这个非正式制度中看到了机会和资源分配的不平等。在目前的制度下, 本地企业都互相制约和竞争, 而不是一起来创造和分享财富。这对于桃坪来说是一个有特别意义的问题, 因为企业与乡镇之间的恶性竞争常会牺牲游客的真实体验, 而这种真实体验是桃坪旅游业的精华。

为了使桃坪和邻近村寨的村民更好地参与到旅游业的发展, 我们提出了一个合作社区的想法。合作社区是指村民自愿组织起来的自主协会。创办合作社区的意义是通过社员联合拥有及民主管理的企业来满足社区的经济、社会和文化的需求和愿望 (见索引)。图7.17显示了创办合作社区的原则, 即重视合作和社区资产, 其终极目标是使财富在社区成员中较平均的分配和防止少数企业控制所有资源。合作社区能使村民们一起工作, 而不是使他们相互分隔。

合作社区的原则:

- * 所有的村民都拥有平等的发展机会
- * 增强社区自主权, 来发展经济和规划未来的旅游开发
- * 使用和加强社区资源
- * 保持社区的收入水平

图 7.17

我们认识到加强桃坪当地资产的重要性, 所以我们采用以资产为基础的方法, 利用当地丰富的资源来组建合作社区。这个以资产为基础的制度系统, 使村民在合作中发挥越来越大的作用, 并且在促进当地经济以及旅游业发展中扮演重要角色。这样也能使村寨变得更环保、更能保持经济和文化的可持续发展。因为合作社区采用集体所有制, 因此每个成员都是当地资源的所有者而承担着一部分责任。

建立本地资源和资产, 比如羌族碉楼旅游, 传统刺绣和农业旅游, 是一种很好的方式来凸显和宣扬桃坪特色。这将确保旅游经历的真实性和质量。在大多数中国主要的旅游景点, 纪念品和旅游经历都不是本地制造。与此不同, 桃坪的社区合作将以资产为基础提供给旅游者本地产品, 并且帮助当地的文化发展。

合作社区的主要的好处之一是将所有资金汇聚在一起来共同使用, 造福大家。如图7.18、基金来源于会员会费, 社区企业税收和政府的资助。社区成员收入的一小部分将提供共同基金纳税。共同基金中的资金将会用于社区和村庄的再投资改进项目。建议的改善项目是指一个循环贷款计划, 这包括为小型企业, 企业家、旅游业的发展、市场化基金和保护基金贷款。这些改进计划能确保村寨的经济、环境和文化的可持续发展。

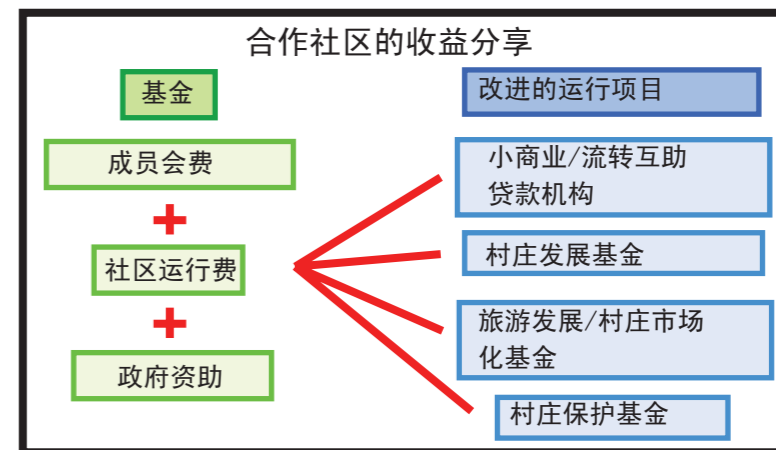


图 7.18

将旅游的收入投资回到社区, 漏损率将会减少到最小, 从而使资金在社区内循环。这是合作社区遵循的最主要原则, 因为这可以使合作社区自我持续的发展。这一点对桃坪和杂谷脑河谷地区非常重要, 因为这意味着乡村和城镇会变得更加独立, 从而更少依靠县政府的拨款和其他资源来进行重建和发展旅游业。

2010年3月30日草稿



Regional Cultural Tourism Development

by Ching Chi Chan and Cecelia Gunn

The Region: Township Co-Op Governing Structure

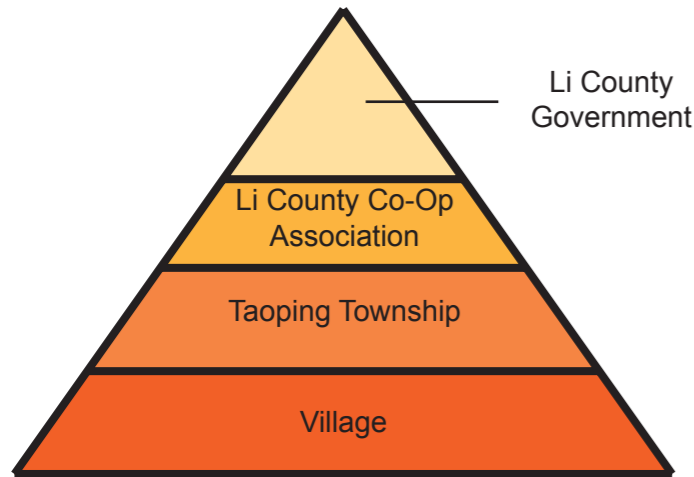


Figure 7.19

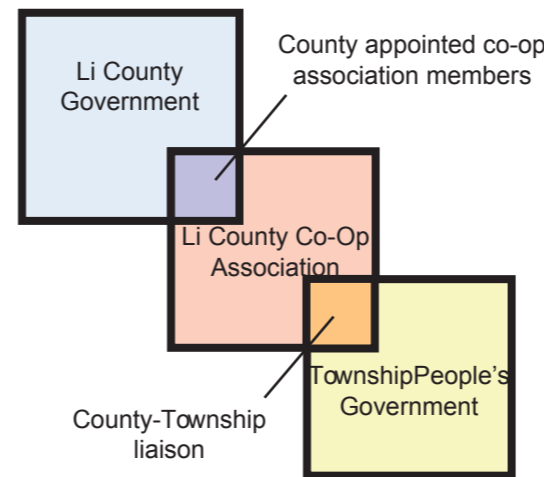


Figure 7.20

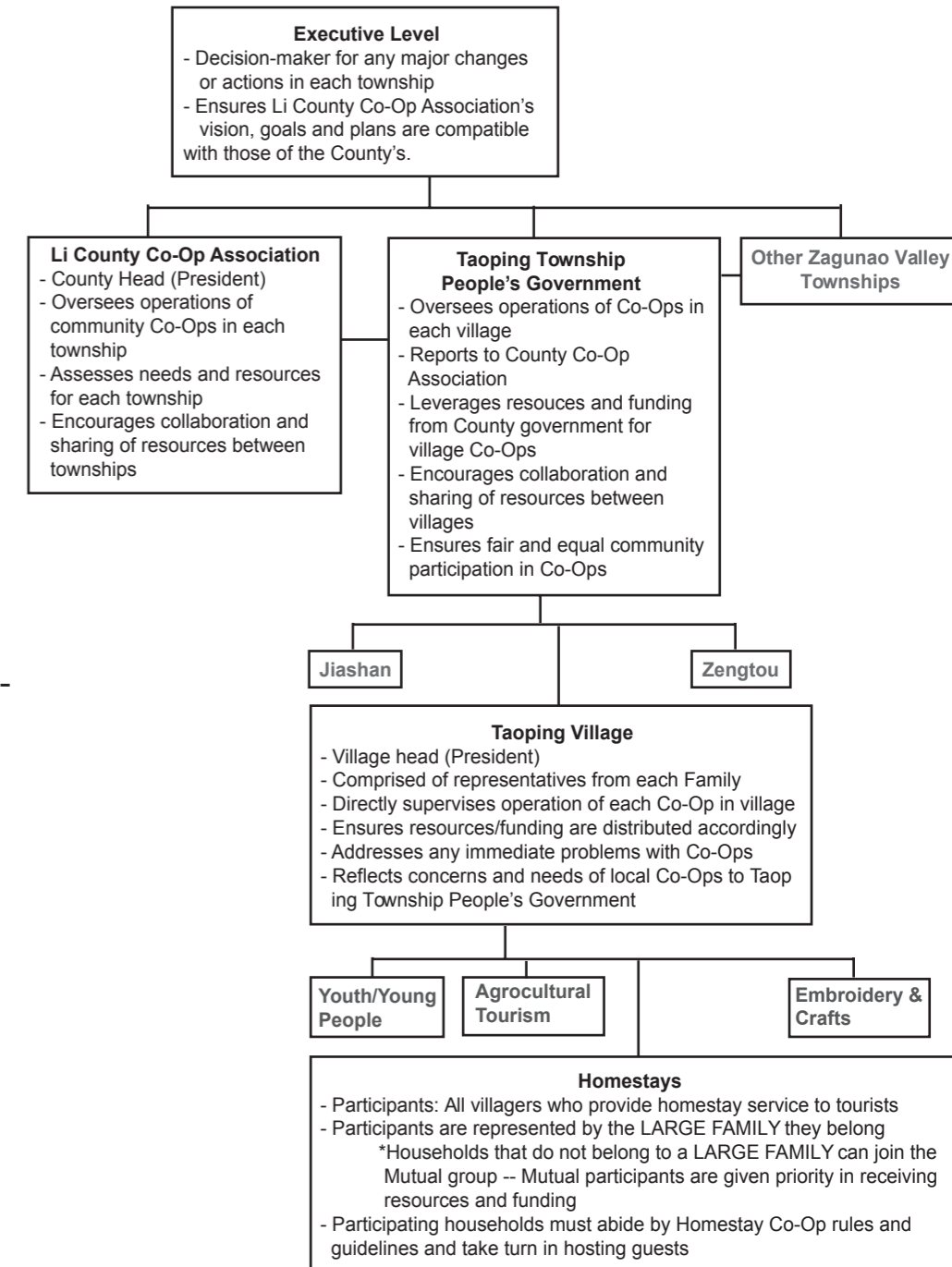


Figure 7.21

We focus our proposal on the Taoping Township, specifically using Taoping village as a pilot project, which may be applied to other villages in the Zagunao River Valley in the future. The proposed co-op model, Figure 7.19, was inspired by a micro-finance program in Yilong, with modifications customized to fit Taoping's situation. This model is reflective of the Chinese government system, which is a top-down approach. However, as illustrated in Figure 7.19, the proposed system treats village-level co-ops as the foundation, allowing flexibility at the village level.

The Li County Co-Op Association is a quasi-government body, in which a quarter of its membership is appointed by the Li County government. Likewise, a liaison from each Township People's Government also has membership in this association. In contrast with the County Government, the establishment of a County Co-Op Association allows for higher flexibility in working with the Township People's Government. By adding County appointed co-op association members and County-Township liaison into the system, it provides more opportunities for collaboration and increases communication across all three entities, illustrat-

ed in Figure 7.20.

Figure 7.21 shows the powers and roles of each of the level of governance and how they are related to one another. Li County is the executive level in this power structure and oversees the operation of the Li County Co-Op Association and each of the Township People's Government.

In the lowest level of this system is the actual co-op, which we further divided up into four co-ops based on the different tourism-based services that small businesses in Taoping provide. The homestay industry was by far the most established tourism-based businesses in Taoping village, thus we used it to exemplify what a potential village-scale co-op can look like. There is flexibility in the village level, depending on the assets and resources of a village, villagers may choose to operate as one cohesive co-op that covers all types of businesses.



区域文化旅游开发

区域： 乡镇合作社区的治理架构

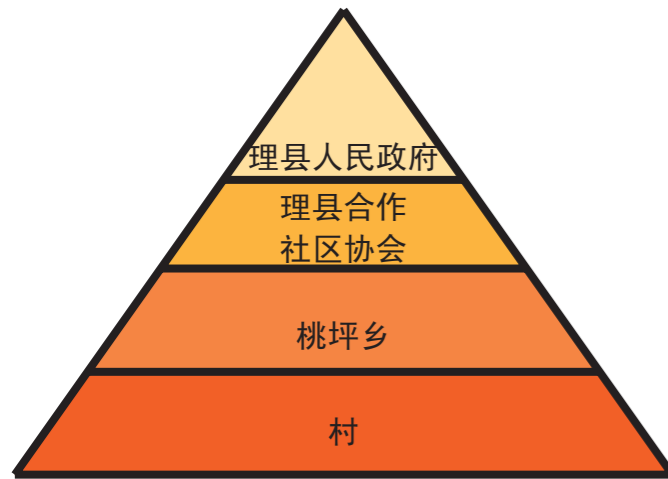


图 7.19

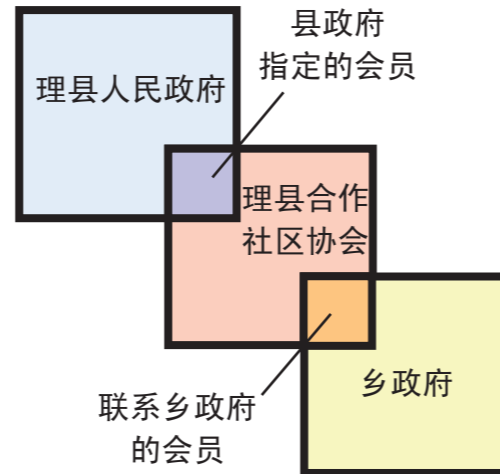


图 7.20

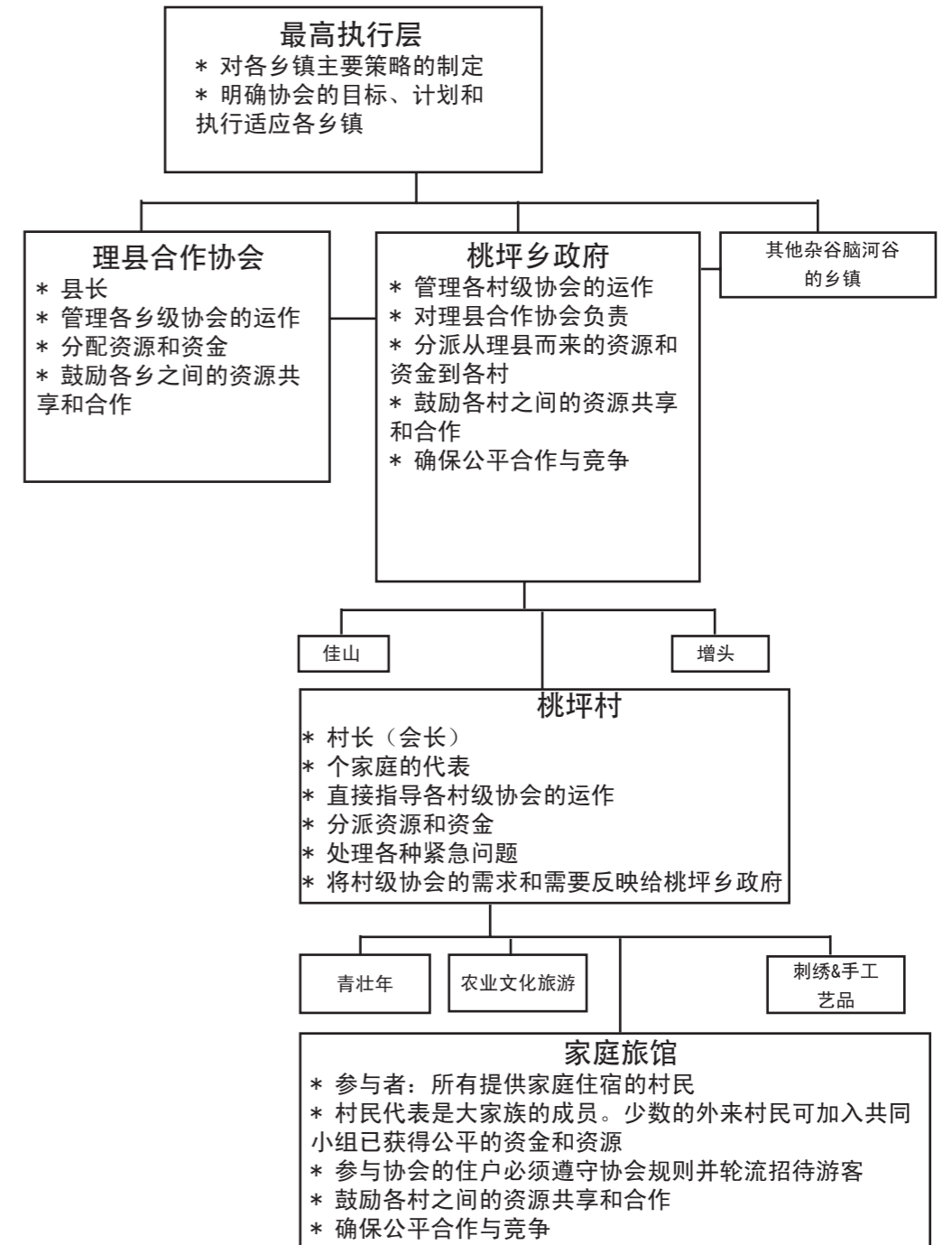


图 7.21

我们建议将桃坪乡，特别是桃坪村作为试点项目。如果试点成功，所获得的经验在将来可用于杂谷脑河谷的其他村庄。如图7.219，我们提议的合作社区模式，是在学习四川仪陇小额贷款的基础上，根据桃坪当地的情况修改而成。该模型能反映出中国政府系统是一个“自上而下”的模式，这种传统模式以村级合作为基础，并允许初级治理有一定的灵活性。

理县合作社协会是一个半官方的机构：四分之一的会员由理县人民政府指定。同样，各乡镇人民政府也会加入该协会。和县政府相比，县合作社协会能与各乡镇建立更灵活性的联系。通过一部分县级指定的合作社协会会员和各乡镇政府的加入，合作社协会能提供（县政府、乡镇和村民）这三级更多的发展机会和交流与合作。（如图7.20）

图7.21 显示各级政府的权力和职责以及她们之间的关系。理县政府是这一机构的最高执行者，并负责监督理县合作社协会的运作和各乡镇人民政府的参与。

理县合作社协会的最低分支是实际运作的合作分会，它们进一步分成四个以旅游业为基础和桃坪小企业提供的服务组织。家庭旅馆是迄今为止桃坪羌寨建立的以旅游业为基础的商业组织，因此我们以它为例来说明村级合作社的细节组成。村级合作社协会组成有一定弹性，这取决于这个村寨的资产和资源的多少：例如村民们可以选择组成一个综合的合作社协会来涵盖所有类型的商业形式。

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Regional Cultural Tourism Development

by Ching Chi Chan and Cecelia Gunn

The Region: Village Co-Op Structure

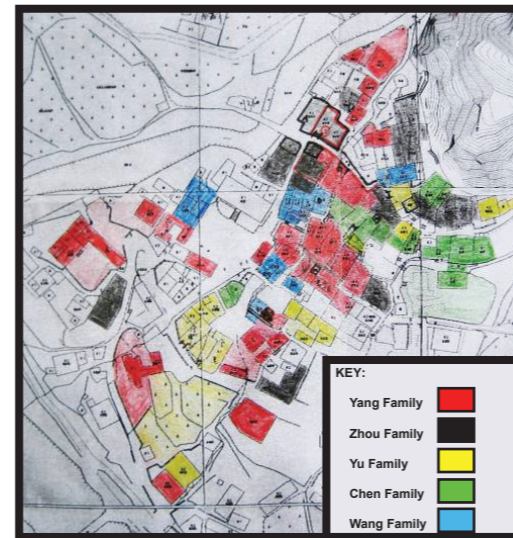


Figure 7.22

We understand that there are villagers in Taoping that have migrated from other neighboring villages in more recent years, thus do not belong in any of the large families. To accommodate for their lack of representation, we included in our proposal a “mutual” group, which serves as representative for these villagers. To provide an equal play field for these villagers, the mutual group gets priority in receiving resources and assistance, when these become available.

Baring in mind the current situation of unequal opportunities for businesses in Taoping, we recommend a simple turn-taking system for the various large families in a homestay co-op. In this system, a co-op member of each of the large families, including the mutual group, will take turn hosting guests at their homestay. This can help ensure that all members of the co-op have equal opportunity in the local economy.

In our co-op proposal, we took into consideration that while the existing disadvantaged and less established businesses will benefit from the co-op idea, there is likely

operation of the village co-op, make minor decisions, monitors progress of co-op, manages funds and revenues and reports to village head on a regular basis. Each family representative in the steering committee also serves as the liaison to communicate with members of their larger family and keep them inform of any news from the co-op.

Through our fieldwork, observations and research, we discovered a highly problematic trend - wealth was unevenly distributed in Taoping village. Accessibility to resources and connection to a broader network of people in the region have caused this inequality of opportunities for tourism-based businesses. This is a problematic cycle where those who have access to higher technology, resources and connections will continue to thrive and reinvest in their businesses and facilities to attract more businesses. On the other hand, those who lack accessibility to these resources will continue to suffer, thus further widening the disparity.

In attempt to bridge the gap between this disparity, we include in our proposal a more detailed plan of how a village-scale co-op can be structured to meet the co-op's principle of equity. We propose to use large families in the village to serve as the base for co-ops. From our field studies and interviews, we realize that there are a handful of relatively large families that have settled in the Taoping village hundreds of years ago and thus are much more established and own more lands and properties in the village. These families include Yang, Zhou, Yu, Chen and Wang. Family members and distant family members of these large families have spread throughout the village over the years, as illustrated by Figure 7.22.

Because these large families remained as fairly dominant figures in the village today, we want to have them serve as a base, the lowest level of governance in the village-scale co-op. In any given co-op, the base is formed by a steering committee, consisting of one representative from each of the large families. This way, all co-op members are represented by their family representative.

The steering committee administers the general

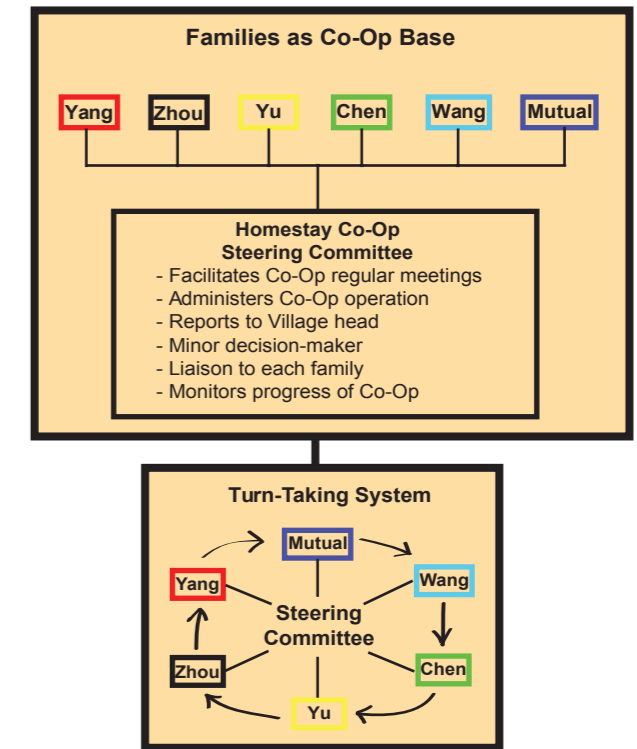


Figure 7.23

resistant from the well established and prospering businesses since the co-op system appears that it will actually thin out the wealth. The co-op idea aims to help spread the wealth so that more villagers can benefit from the tourism market. However, its ultimate goal is to increase the overall wealth of the village. Rather than competing for resources, villagers can work collaboratively to gain more resources that can contribute to the improvement of the village, which will enhance Taoping's unique features and make it a great attraction to tourists. Essentially, a more organized tourism system will provide tourists a more satisfying and rich experience.

As the co-op system began to develop in Taoping, similar system can be applied to its neighboring towns and villages. If proven successful, this system can be applied to a greater scale, in form of township or even region. This will help the many villages and townships in the Zagunao River Valley work more collaboratively rather than against each other. The village Co-op structure is illustrated in figure 7.23.

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区域文化旅游开发

区域：村级合作社区的结构

通过我们的田野调查、观察和研究,我们发现了一个非常棘手的趋势是:财富被不均地分配在桃坪村寨之中。那些能占有资源,并且有更广泛的社会网络的人,在这些以旅游业为基础的商业中占优势,造成了机会的不平等。这是一个将带来更多问题的循环过程,那些已经获得更高的技术资源和关系的人们将继续投资他们自己的企业和设施,以吸引更多的生意。另一方面,那些缺少资源和关系的人们将继续遭受贫困。从而将这种社会差距进一步扩大。

在尝试缩小这种差距的过程中,我们建议以下一个更详细的计划使村级合作社区更好的构建公平的原则。我们建议用大家庭作为村级合作协会的基础。我们的田野调查和访谈,我们意识到在数百年前有一些相对影响较大的家庭定居在桃坪,这些家庭拥有着广泛的社会基础并拥有更多的土地和财产。这些家庭包括杨、陈和王姓家庭。在历史的变迁中,这些家庭和远亲已经成为了整个村庄的主要成员(图7.22)。因为这些家庭仍然在村寨中占有一定的优势地位,我们设想将他们作为最低层的管理合作协会的基础,并组成一个委员会。这个委员会处理协会的日常事务。在任何一个委员会中,每个大家庭都有一名成员参与其中。这样,这些家庭的成员将代表协会的所有成员。

我们了解到,在桃坪有些村民是在最近数年从其它地方迁入村庄中,因此不属于任何大的家庭。为了在协会中容纳他们,我们建议成立一个共建小组,作为这些村民的代表。为了提供给些外来村民平等的机会,共建小组将优先得到资源和援助。

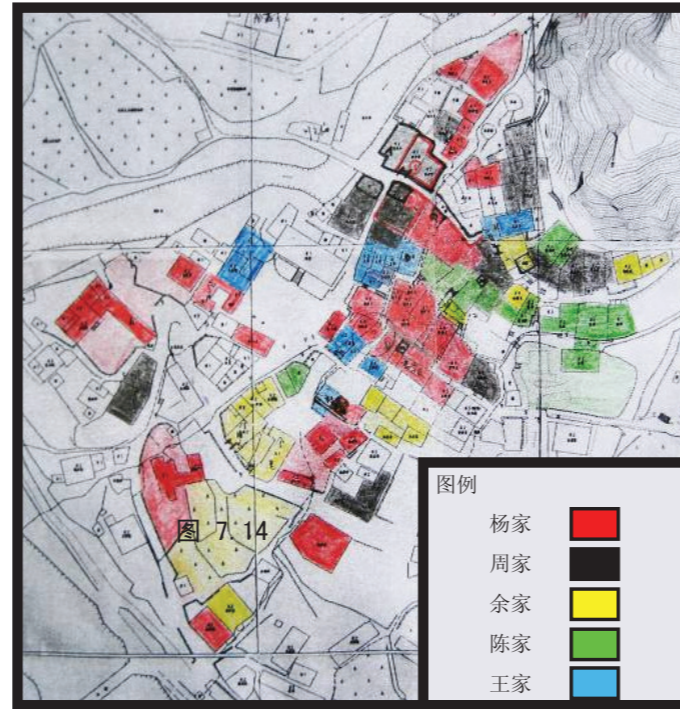


图 7.22

同样是为了解决不平等的商业机会,我们为村寨中的大家庭推荐一个为家庭旅馆合作协会服务的简单的流转系统。在这个系统中,大家庭,包括共建小组的成员将轮流在自己的家庭旅馆中招待游客。这可以确保所有成员获得均等商业机会。

在我们对成立合作协会的建议中,现有的弱势企业和个人将得到更多的收益,而已经获利的生意人有可能因为合作会削减了他们的财富而抵制协会的成立。但我们要强调的是这个合作理念的目的是使更多的村民都从旅游开发中受益。其最终目标是增加所有村民的收入。相对于争夺资源、村民各自为业,合作协会能帮助桃坪获得更多的资源,并有助于改善村寨的现状,增强桃坪的特色,开拓更大吸引力的旅游市场。从本质上讲,一个更有条理的旅游系统将提升游客的满意度和丰富旅游体验。

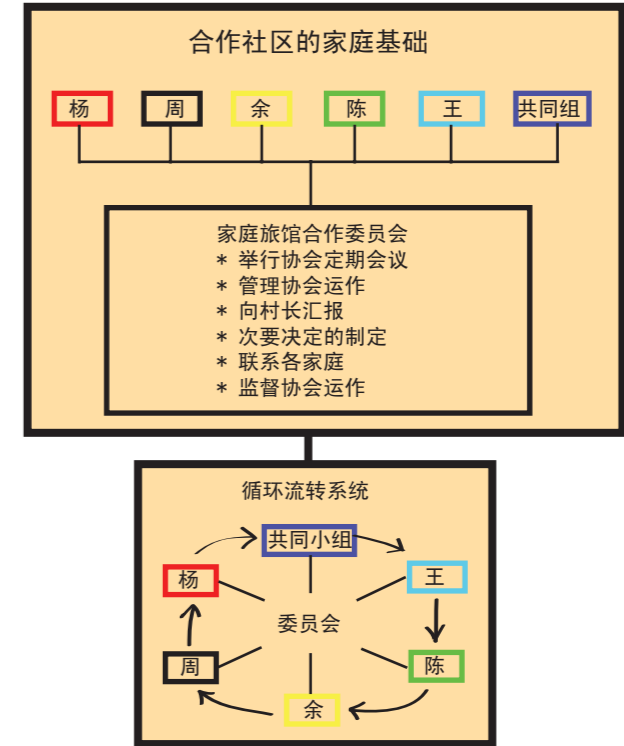


图 7.23

当合作社区开始在桃坪运行时,类似的协会和社区可应用于邻近的城镇和村庄。如果成功,合作社区的概念可应用到一个更大的规模,例如乡镇,甚至是区域规模。这将有助于在杂谷脑河流域的许多村庄和城镇形成更多协作,而不是互相排斥。

村级合作协会的运作包括决策制定、监控社区发展,管理基金和收入以及向村长定期汇报。每个家庭代表也作为联系人在合作协会的委员会与家族之间进行联络沟通。

村级合作社区的机构如图 7.23

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Regional Cultural Tourism Development

by Ching Chi Chan and Cecelia Gunn

The Region: Endnotes/注释索引

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