

西江 模式

西江千户苗寨景区
十年发展报告
(2008-2018)

李天翼 主 编

麻勇斌 苍 铭 副主编

REPORT ON TOURISM
DEVELOPMENT OF CHINA'S
XIJIANG MIAO VILLAGE
(2008-2018)



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主编单位简介

西江千户苗寨文化研究院（Xijiang Miao Institute of Leishan, XMIL）是一家坐落于西江千户苗寨景区的新型文化创智机构，于2016年2月创办。研究院设有办公室、苗文学院、青年部、学术部、传承部和创意部，其主要任务为民族文化挖掘、整理与研究，民族文化遗产、传播与保护，民族文化产学研一体化开发与研究，民族文化旅游研究和民族文化培训。

研究院拥有一批由知名学者组成的顾问团队和研究团队，成员分别来自中山大学、中央民族大学、西南民族大学、桂林理工大学、贵州大学、贵州财经大学、贵州民族大学、贵州师范学院、贵州省社会科学院、贵州省文联等院校及科研文化单位；学科涵盖民族学、旅游学、民俗学、音乐学、苗族医学、经济学、艺术学等学科。到2018年3月，研究院已有《西江景区景点导游词》《苗族民歌精选》《苗语》《郎德苗寨景区导游词》等多项应用性研究成果面世。目前，院内专家承担有《苗族古经采集整理研究》《民族文化旅游发展的“西江模式”研究》《苗汉英大词典》等多项国家级、省级重大科研项目。

“文化是民族的血脉，是人民的精神家园。”在党和国家积极鼓励新型智库建设的背景下，在社会各界的强力支持下，研究院将以习近平新时代中国特色社会主义思想为指导，按照“学术本位、文化遗产、旅游创意”的目标定位，紧紧围绕民族地方及乡村振兴战略需要，弘扬民族文化正能量，通过五到十年的努力，整合社会各界资源，聚集智慧力量，将研究院建设成为苗族文化挖掘、整理、研究、开发的学术高地，成为展示、传承、传播、弘扬苗族优秀文化的旅游文化新型创智平台。

ABOUT XMIL

Xijiang Miao Institute of Leishan (XMIL), located in the Xijiang Miao Village of Leishan, Guizhou, is a new type of cultural and intellectual institution, established in February 2016, consist of the Office, Miao Language Departmentt, Youth Department, Academic Department, and Creative Department. Its main tasks are: collect and research of Miao culture; inheritance and protection of local cultures, tourism study and Miao culture training.

The Institute has a group of consultants and research teams composed of well-known scholars from Sun Yat-sen University, Minzu University of China, Southwest Minzu University of China, Guilin University of Technology, Guizhou University, Guizhou University of Finance and Economics, Guizhou Minzu University, Guizhou Education University, Guizhou Academy of Social Sciences, Guizhou Province Federation of Literature and Art etc, including ethnology, tourism studies, folklore, musicology, Miao medicine studies, economics, arts and other disciplines. By March 2018, the Institute had successively applied research results such as *Xijiang Tour Guide Words*, *Miao Folk Song Selection*, *Langde Miao Village Tour Guide Words* and has done a lot of Miao cultural training for villagers in Xijiang. At present, the scholars of the institute undertake many study projects, including *Miao Ancient Songs*, *Xijiang Development Model of Ethnic Cultural Tourism*, *Studies on Miao Medicine*, and *Miao-Chinese-English Dictionary* etc.

Guided by the spirit of 19th CPC National Congress and Xi Jinping Thought on socialism with Chinese characteristics for a new era, based on the needs of the local and the the Rural Revitalization in China, the Institute will study hard on Miao culture and cultural tourism, through five or ten years of efforts, to build the Institute into the center of excavation, research of Miao culture in China.

主要编撰者简介

李天翼 苗族，贵州省雷山县西江镇人，农工党党员，民族学博士。现为贵州民族大学民族学与社会学学院教授、硕士生导师，西江千户苗寨文化研究院院长，国家4A级景区西江千户苗寨景区文化顾问。主要从事民族文化与旅游、民族语言与文化遗产的研究与实践工作。2017年荣获“贵州省十佳青年民间艺术家”称号。2004年9月至2007年7月在云南大学学习并获得民族学硕士学位，2008年9月至2011年7月在中央民族大学学习并获得民族学博士学位，2011年11月至2013年2月挂任贵州省贵阳市花溪区旅游局副局长，2013年8月至2014年8月挂任贵州省贵安新区花溪大学城管委会副主任，2007年9月至今在贵州民族大学民族学与社会学学院任教。先后主持《新农村建设背景下的西南民族村寨旅游开发模式研究》《民族文化旅游发展的“西江模式”研究》国家社科基金项目2项，主持贵州省科技厅重大项目子项目《苗医药理论的语言文字基础及术语规范化研究》1项；承担《雷山县旅游“十二五”规划》《西江景区景点导游词》《郎德苗寨景区导游词》《久安乡土文化教材》等多项地方文化项目；公开出版《贵州民族村寨旅游开发模式研究》《苗族民间文学经典作品选读》《苗语》《贵州苗族古籍总目提要》《苗族民歌精选》等学术著作多部；公开发表学术论文30多篇。

麻勇斌 苗族，贵州省松桃县人，现为贵州省社会科学院历史研究所所长、研究员。社会兼职主要有贵州省黔学研究院执行院长，贵州三线建设研究院执行院长，西江千户苗寨文化研究院副院长，国务院特殊津贴专家，贵州省委办公厅“服务决策专家库”专家，贵州省人大常委会咨询专家，贵

贵州省非物质文化遗产保护专家委员会委员。主要研究方向为苗族巫文化、民族文化产业和乡土建筑文化。已经公开出版《贵州苗族建筑文化活体解析》《阐释迷途——黔湘交界地苗族神性妇女研究》《贵州文化遗产保护研究》《吊脚楼》《苗族口传活态文化元典（五种）》等7部学术著作，计260余万字；发表学术论文50余篇；主编《王朝文文集——苗学研究苗族发展》和《苗学研究》（第四辑至第十辑）等苗学研究成果400余万字；先后6次荣获国家民委、贵州省政府颁发的哲学社会科学优秀成果奖、文艺奖。

苍 铭 满族，云南曲靖人，法学博士，现为中央民族大学历史文化学院教授、博士生导师。社会兼职主要有中国汉民族研究会副秘书长、中国民族学会理事、世界民族学会理事、西江千户苗寨文化研究院顾问，主要研究方向为中国南方民族历史文化。1990~1998年在云南少数民族古籍规划办公室从事民族古籍的整理，遍访云南各民族村寨，从事民族社会历史调查和文献搜集。1998年起，在中央民族大学从事南方民族历史文化和民族学理论方法的研究。主要著作有《云南民族迁徙文化研究》《云南边地移民史》《黄姚古镇》《西江苗寨》。承担的国家社会科学基金项目有《西南边地移民史》（以优秀等级结题）、《文化多样性与西南边疆民族关系和谐研究》等。2007年入选教育部新世纪人才计划，课题方向为“近现代移民与西南边疆城镇的兴起”。近年来公开发表了《西南民族历史人口迁移的特点及成因研究》《疟疾对西南边疆民族构成和分布的影响》《黄姚古镇形成与存留原因探析》等多篇论文。

ABOUT EDITORS

Li Tianyi, born in Xijiang, Leishan County, Guizhou Province, now is a professor of Ethnology Department at Guizhou Minzu University and the president of *Xijiang Miao Institute of Leishan*. He holds a PhD in Ethnology at Minzu University of China and a Master in Anthropology from Yunnan University. His research focuses on the ethnic tourism and Miao culture, he has published some books about tourism and Miao culture such as *Ethnic Tourism Development Models of Guizhou*, *Miao Folk Song Selection* etc, his research currently focuses on the Xijiang tourism and culture.

Ma Yongbin, born in Songtao County, Guizhou Province, is currently the director and researcher of the Institute of History of the Guizhou Academy of Social Sciences and the vice president of *Xijiang Miao Institute of Leishan*, his main research direction is Miao culture, Miao cultural industry and local architecture. He has published *the Analysis of Living Structures of Guizhou Miao Architectural Culture*, *Research on Cultural Heritage Protection in Guizhou* etc. Now he focuses on the study of Miao creative culture.

Cang Ming, born in Qujing, Yunnan Province. He holds a Ph.D in Ethnology. Now is a professor of the History and Culture College at Minzu University of China. he is also a consultant of *Xijiang Miao Institute of Leishan*. His major works include *Yunnan ethnic migration culture research*, *Yunnan immigration history of peoples across countries*, *Xijiang Miao village* etc. Now his main research direction is the history and culture of ethnic groups in southern China.

摘 要

本报告以党的十九大精神和习近平新时代中国特色社会主义思想为指导,以 2008~2018 年为时间主线,对西江千户苗寨的旅游经营管理、品牌塑造、文化遗产保护发展、旅游扶贫和社会治理等内容,进行深入、科学、系统的研究。

报告指出,西江千户苗寨通过大力发展旅游,合理利用民族文化资源,一跃成为经济繁荣、百姓富裕、环境优美、社会和谐、民族文化传播创新动力强劲的美丽村寨,这是一个奇迹,是民族文化旅游的成功典范,其蕴含的思想智慧、知识经验、方式方法、策略措施等,已然熔铸成广为人知的“西江模式”。这是可借鉴、可参考的以民族文化旅游开启民族村寨脱贫创富和持续发展新路的良好模式。

2008 年旅游开发前,西江千户苗寨是一个经济落后、贫困面广、文化保护乏力的传统村落,虽然坐拥丰富的苗族文化遗产,但“富饶的贫困”是其典型特征。第三届贵州旅游产业发展大会的召开,开启了西江千户苗寨全新的乡村发展道路。历经十年,旅游接待人数和旅游综合收入,从 2008 年的 78 万人次和 1 亿元,猛增到 2017 年的 606 万人次和 49.91 亿元,分别增长了 7 倍和 49 倍。2008 年旅游开发前,西江全村有超过 1500 名青壮年劳动力外出打工,2007 年村民人均收入仅为 1700 元,旅游开发后,外出打工的村民纷纷回流,旅游收入已经成为村民主要经济来源。项目组的调查显示,2017 年,西江千户苗寨村民人均收入达 22100 元,是 2007 年的 13 倍。户均约 86190 元。通过旅游开发,整个西江千户苗寨村寨面貌得到改善,传统生计方式得到升级转型,旅游品牌日益响亮,民族文化保护发展双赢,生态环境日益改善,乐居乐业乐游的和谐景区已经形成。

报告指出，西江千户苗寨之所以能够在十年间实现持续跨越发展，与探索实践得出的“西江模式”密不可分。坚持党政强力推动，做细做好村寨居民的旅游动员，培育壮大龙头企业进行市场化运作，以民族文化之魂塑造旅游品牌，优化村落文化景观及其人文生态，合理开发利用民族文化资源，创立民族文化保护发展的利益共享机制，培育社区脱贫创富的内生动力，以“景区带村带县”共享发展成果，善用苗族民间智慧进行景区社会治理，与时俱进创新景区管理机制体制等做法是西江千户苗寨十年发展成功的主要经验。

通过对西江十年发展进行事实判断、历史判断和价值判断，本报告得出如下研究结论。

一、西江千户苗寨十年发展是全面的科学的跨越式发展。这种跨越式发展显而易见的变化是村落物理空间的形态、功能、业态、核心竞争力等发生巨大的改变，深层次的变化是政治、经济、文化、社会、生态环境全面提升，为开启民族村落新时代、迈向更高目标和引领更多村寨共同富裕积累了巨大能量。

二、西江千户苗寨十年发展是体现五大发展理念的地方实践。创新、协调、绿色、开放、共享是党的十八届五中全会提出的“五大发展理念”。“五大发展理念”集中反映了我们党对中国经济社会发展规律的认识和把握，是关于发展理念的又一次理论创新。综观西江旅游十年的发展，其发展方式、发展道路、发展旨归无不高度契合于这“五大发展理念”。

三、西江千户苗寨十年发展是贵州旅游十年大发展的生动见证。为促进和加快贵州省旅游事业的大繁荣大发展，把旅游业培育为贵州全省的支柱产业，贵州省委、省政府决定，从2006年起，每年举办一届全省旅游产业发展大会，由全省所有市州轮流申请举办，到2017年已经成功举办十二届。可以说，每举办一次“省旅发大会”，就成功推出一个景区景点。作为助推贵州省旅游业和经济社会发展的平台，“省旅发大会”已成为贵州省整合各方资源，推动承办地在基础设施、生态环境、接待服务和旅游产业发展等方面实现提速发展的重要抓手。事实证明，西江旅游十年的跨越式发展就是贵

州旅游十年大发展的生动体现。

四、西江千户苗寨十年发展走出了民族文化有效利用的发展新路。西江千户苗寨以苗族优秀传统文化为根据、以开发旅游为主要路径，走出了一条不同于传统和有别于其他旅游景区的发展新路。这是贵州省、黔东南州、雷山县和西江千户苗寨在以习近平为核心的党中央正确领导下，感恩奋进、砥砺前行、勇于开拓的结果。

五、西江千户苗寨十年发展是民族地区旅游“三变”改革的有益探索。开展资源变资产、资金变股金、农民变股东的“三变”改革，是我国新形势下深化农村改革的有益探索和实践，是同步实现全面小康的一个重要举措。自2008年“省旅发大会”召开以来，在省、州、县各级党委、政府的正确领导下，西江苗寨旅游开发者就一直进行着与旅游“三变”改革深深契合的尝试与探索。

六、西江千户苗寨十年发展是乡村振兴战略的先行示范。经过十年的跨越式发展，西江千户苗寨已经不是传统意义上的村落，也不是纯粹意义上的旅游景区，它已经发展成为贵州省乃至中国民族文化旅游的一面旗帜，成为地方以旅游带动相关产业发展的主引擎，成为社会各界高度关注的旅游经济高地、民族文化高地。十年来，通过旅游的发展，西江千户苗寨破解了“富饶的贫困”难题，生计方式总体上实现了从传统农耕到现代旅游业的转变，整个苗寨“产业兴旺、生态宜居、乡风文明、治理有效、生活富裕”。西江千户苗寨十年化茧成蝶的历程，完全体现出乡村振兴的实质，是乡村振兴战略的先行示范。

本报告由6篇研究报告和2个附件材料组成，共分为三个部分。一是总报告；二是5个分报告，涉及景区经营管理、旅游品牌塑造、文化遗产保护发展、旅游扶贫、社会治理等主题；三是2个附录，包括西江部分规约制度和2008~2017年十年大事记。

ABSTRACT

Xijiang Miao Village with one thousand and four hundred more families (approximately 6000 people) is one of the largest Miao Villages in the world, locating in Leishan County, Qiandongnan Miao & Dong Autonomous Prefecture, Guizhou Province, The Peoples' Republic of China. It is now a well-known rich village; however, it was a faraway and poorest one in the high mountains before it began its tourism development due to its people living by cultivating land as well as working in the cities. It is tourism development that made a difference since 2008 when it embarked on the tourism industry. One decade has been witnessing sustainable and stable development, or even in a frog-leap way and it is now a renowned international and national scenic spot. In 2008, the number of tourist reception was 780000, revenues of tourism were 100000000 Yuan RMB, up to 2017, the number of tourist reception is more than 6 million visitors, increased over eight fold and tourism revenues were 4900000000 RMB, increased by 50 times. Since 2008, villagers' per capita income increased year by year. In 2007, per capita income was 1700 RMB, up to 2018, none of the villagers went out of the village for part-time jobs any more, per capita income is 22100 RMB, accounting for 13 times of 2007.

Xijiang Miao Village leapt from a poorest village to a dynamically beautiful village inheriting ethnic culture through the rapid development of the tourism, It set a good example for the peers and also serves as a successful model in the ethnic tourism industries, thus, a widely known "Xijiang Mode" in which we can taste its wisdom, experience, ways and means, strategies and measures came into being. This mode provides us with a good pattern and opens a novel door for the ethnic villages to lift more people out of poverty and achieve prosperity as well as a way to achieve sustainable development.

Guided by the spirit of 19th CPC National Congress and Xi Jinping Thought

on socialism with Chinese characteristics for a new era, this report, at first, studies Xijiang's management, brand building, protection of cultural heritages, pro-poor tourism, social governance, and then, analyses its general trend of tourism development from 2008 to 2018; thirdly, summarizes its good practices, successful experiences; at last, highlights a potential weakness in its future development and presents some suggestions on its ongoing challenges. In short, it historically judges Xijiang's tourism development in a perspective of facts and values.

The report summarizes four main research achievements as the following:

1. Xijiang's decade leap-forward development is a comprehensive, scientific and sustainable development. An immediately noticeable change is the great changes of village's physical shape, function, types of business, core competitiveness; while, the deep level ones are that the environments of politics, economics, culture, society and ecology have been updating in all aspects, and that much power it built up has the villagers move towards a higher goal and guides them to achieve common prosperity.

2. the decennial development of Xijiang Miao Village is a local practice that embodies the five major development concepts. Namely, *Innovation, coordination, green development, opening up, and sharing* are the "Five Development Concepts" proposed by the Fifth Plenary Session of the 18th CPC Central Committee. The "Five Development Concepts" collectively reflects our Party's understanding and grasp of the laws of China's economic and social development. Looking at the development of Xijiang Tourism for ten years, no matter from the development mode, development path, and development purpose, it is highly compatible with this "five development concepts".

3. The decennial development of Xijiang Miao Village is a vivid demonstration of the ten years of Guizhou tourism development. In order to promote and accelerate the development of tourism in Guizhou Province, the Guizhou Provincial People's Government has decided to hold a session of the Provincial Tourism Industry Development Conference every year since 2006. All the cities in the province are in turn applied and held, and they have successfully held 12 sessions by 2017. Every time the conference is organized, a scenic spot in Guizhou Province then successfully is launched, It can be said that the leap-forward development of Xijiang tourism over the past decade is a vivid demonstration and

embodiment of the ten-year development of tourism in Guizhou.

4. Based on its traditional culture and tourism development, Xijiang Miao Village opened a new road different from that of the traditional and other scenic spots', thanks to its adherence to the strong leadership of the CPC central committee with Xi Jinping as its core. If we evaluate such a lively practice taking place in a Miao Village in the high mountains, we have to be armed with New Era's political, economic, cultural, social and ecological ethics as a standard of value so that we can weigh it comprehensively, scientifically and pointedly; in fact, neither can be neglected. Only in this way can we hope to arrive at the truth and fulfill the great responsibility which we hold to those hard-working people and our country and write its new legend.

5. The Decennial development of the Xijiang Miao Village is a useful exploration of the "Three Changes" in tourism in ethnic areas. The "Three Changes" reforms of resource-changing assets, capital conversion funds, and peasants' change of shareholders are beneficial explorations and practices of deepening rural reform in the new situation, and are an important measure for simultaneously achieving a comprehensive well-to-do society. Since the Guizhou Provincial Tourism Development Conference was held in 2008, under the direct leadership of the county government of Leishan County, the developers of Xijiang Miao Village have always tried and explored a common path to get rich with the "Three Changes" of tourism.

6. After ten years of development, Xijiang Miao Village has turned into neither a traditional village nor a purely tourist attraction, taking the stage with an entirely new style of Miao Village. It has bloomed into a pacemaker in Guizhou Province or even in the field of Chinese cultural tourism industry and a main engine with tourism-led development of relative industries in the Qiandongnan Prefecture. Furthermore, it also becomes the core region of economy in terms of tourism that gets heightened attention from political, academic, commercial fields and all sectors of society. In the past ten years, through the development of tourism, Xijiang Miao Village has solved the dilemma of "rich poverty", and the way of livelihoods has generally transformed from traditional agriculture to modern tourism. The entire Miao village is "prosperous, eco-friendly, effective