Handbook
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Planning for Community
Responsible Tourism Development

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Planning for Community Responsible Tourism Development

TABLE OF CONTENTS

INTRODUCTION

In the wake of globalization and economic restructuring, communities are struggling to redefine and rebuild their local economies. In order to encourage local economic development, many communities are developing tourism resources to draw people to their communities. This activity is based on the recognition by local and regional communities of the positive impact that tourism development can bring to a community, both in terms of creating employment as well as contributing to general economic welfare.

There is now considerable experience that demonstrates both successes as well as failures of community-based tourism development. It is clear that by careful planning; positive partnership between private and public sectors, concern for social, economic, and environmental impacts; and a clear view of responsible tourism communities can develop successful tourism strategies. There is also considerable evidence of communities that have not achieved their objectives due to environmental degradation, undue social pressure, unanticipated costs to local governments and rising costs to residents. In order to achieve responsible tourism development, there is a clear need for planning that involves all relevant stakeholders with particular emphasis on community residents.

Many of the positive approaches to tourism have now been subsumed under the notion of sustainable tourism, based in part, on international agreements which have come about from the Bruntland Commission, as well as others. Based on our research and outreach activity we are convinced that responsible tourism development can help local communities achieve their economic and social goals as well as protect the environment and indigenous cultures.

This workbook attempts to move the notion of sustainable tourism away from one of rhetoric and ideals to one of action. It is our feeling that there are planning and management approaches that can help communities to achieve sustainable tourism. This workbook is designed to enable communities to determine whether sustainable tourism is right for a community, how to assess important assets, provide methods for understanding market forces and then develop tourism products. There is no perfect approach toward making tourism sustainable. Many factors such as the rise and fall of the local value of currency, local and regional politics, heritage area protection versus development, availability of capital and other aspects makes each tourism planning project unique.

Tourism, while recognized as the leading industries in the world, is now becoming increasingly competitive. It is necessary that communities be in a position to effectively operate within this global and competitive industry, and do so in the most effective way possible. The intent through this workbook is to use the resources of a community to carry out this planning process. This workbook is based on a planning approach which puts the onus on the community itself to guide the planning and implementation process.

The workbook assesses issues ranging from design to resource management and marketing. (Throughout the text, individual case studies accompany chapters to illustrate the tourism problems that large and small communities have encountered and how they are dealing with, or have dealt with them.) In the end, the intent is to provide a useful resource and tools to assist a community's tourism planning process.

Section 1 seeks to introduce to the planning, design, and management of the tourism system. Section 2 provides an introduction to the principles and concepts of sustainable tourism. Section 3 contains a step by step guide to the first stage of getting the community ready for tourism, before a detailed analysis and plan is developed. Section 4 contains a series of steps for identifying the destination's tourism resources, including an overall assessment of the tourism infrastructure, the ecological, physical, and socio-cultural dimensions of the environment. Sections 5 and 6 lead into the development of tourism and marketing plans, followed by a critical component that many destinations overlook or do very little of which is to monitor tourism activities and adjust plans as required.

SECTION 1: INTRODUCTION TO THE TOURISM SYSTEM

This section introduces you to the essential dimensions of tourism. Our intent is to provide you with basic facts and introduce a range of concepts which will lead to an overview of the principles and ideas behind sustainable tourism in Section 2.

1.0   The Nature of Tourism

Tourism is the world's largest industry. Consider the following:

- The tourism economy employs 17 million people in Southeast Asia (7.9 percent of total employment), or one in every twelve workers.
- International tourism receipts in East/Asia Pacific between 1995-1998 amounted to $224.8 billion US.
- After two years of negative results, international arrivals in East Asia/Pacific increased by 10.5 percent in 1999.
- East Asia/Pacific region received 93.6 million tourists in 1999.
- Tourism is the world's leading economic contributor, producing an incredible 10 percent of the world gross domestic product, and 9 percent of the GDP in Southeast Asia.
- Job creation in the world travel and tourism sector is growing 1.5 times faster than other sectors.

Sources: Pacific Asia Travel Association (PATA), World Travel & Tourism Council (WTTC), World Tourism Organization

Perhaps the single greatest contributing factor to making tourism the world's largest industry is a globally experienced shift in attitude toward travel and tourism. Where once travel was considered a privilege of the moneyed elite, it is now much more accessible to a broader and growing segment of the world population. Increased accessibility due to efficient transport and increased security along with the world's changing demographics have seen international tourism increase from 25 million in 1950 to 657 million in 1999.

Changing demographics have fueled important trends that are having a dramatic impact on the travel industry. Two-income households are making a startling discovery — they have less, not more, time for leisure activities. Hence, traditional two-week vacations by the seashore have given way to more frequent trips of shorter duration.

These travelers are more likely to have traveled before. As a result they are much more sophisticated consumers. They know where they want to go, how they want to get there, and what they want to do

once at their destination. Travel agents can no longer herd eager masses of travelers onto a char-tered air carrier, move them from one site to another, and tell them what restaurants to patronize. Pictures of mom, dad, and the kids in front of a tour bus are out. Pictures of landscapes, natural attractions, local culture, and historic landmarks are in. Experienced travelers seek to fulfill specific desires rather than take a country or region by storm and absorb as much as possible as quickly as possible. Ecotourism experiences and nature-based activities are being sought after by the growing segment of 'green' consumers.

Blessed with good health, good pension plans and newfound freedom, the over 55's of many coun-tries are travelling in rising numbers. In the United States, for example, people over 55 will rise from 21 to 27 percent of the total population by the year 2010. Their impact on the travel industry will be even greater than their numbers. They are well educated and already well traveled, and as they are relatively prosperous they will be looking for ever greater travel experiences. This segment of the developed world can be looked upon as a potential market for tourism destinations in Asian coun-tries. University students are also a growing market.

As information through technology becomes more accessible to the broad public, (such as through the Internet), data is becoming increasingly available on tourism destinations, travel choices and reservation options for traveling, entertainment, and accommodation. These and many other factors are rapidly changing the nature of tourism.

1.1   Defining Tourism

We view tourism as a social, economic, and environmental activity. While tourism is most often seen as economic in nature, it must be recognized that tourism has a number of non-economic purposes, and benefits range from social (e.g. educational and recreational activities) to environmental (e.g. conservation of natural resources) and cultural (e.g. sharing of cultural traditions and events).

The Tourism System

Tourism is a socio-economic phenomenon comprised of the activities and experiences of tourists and visitors away from their home environment which are serviced by the travel and tourism industry and host destinations. The total of this activity, experience, and services can be seen as the tourism product. This is why understanding the interrelationships among the several parts of the system will enable each one of you, as stakeholders of tourism, to both improve the effectiveness of your plan-ning and to enhance the likelihood of success.

So, what is the tourism system? Essentially, the tourism system can be described in terms of supply and demand. The planning of tourism should strive for a balance between demand (market) and supply (development). This requires an understanding, not only of market characteristics and trends,

but also the process of planning to meet market needs. Furthermore, the context of the supply and demand sides need to be carefully monitored and managed, i.e. the ecological, political, social, cultural, and other factors in the external and internal environments of the visitor demand and destination supply components must be considered.

Tourism Demand-Supply Balance

DEMAND   SUPPLY

Markets   Development
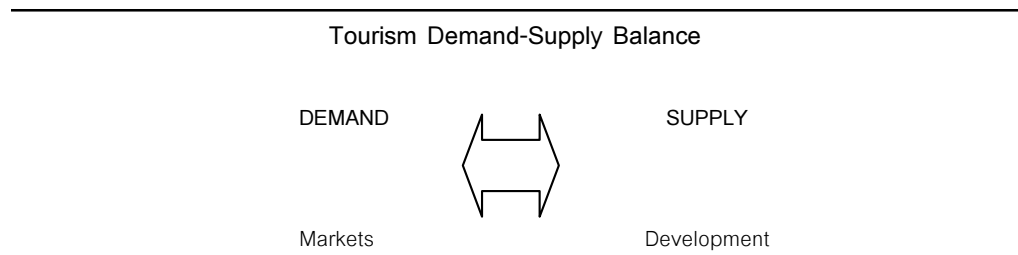
Often, tourists from core generating markets are identified as the demand side, and the supply side includes all those programs, attractions, and land uses that are designed and managed to provide for visitors. These supply side factors may be under the control of private enterprise, non-profit organizations and/or governments. New and innovative forms of partnerships are also evolving to handle the challenge of ensuring the sustainable development and management of tourism related resources. Tourism provides a range of benefits to the destination, including economic and social benefits, such as jobs and income. In exchange for the expenditures made in the destination area, benefits are obtained by visitors, in the form of experiences obtained during the trip and at the destination(s), souvenirs accumulated, etc.

Hence, the supply and demand side can be seen to be linked by flows of resources such as capital, labor, goods, and tourist expenditures into the destination, and flows of marketing, promotion, tourist artifacts, and experiences back from the destination into the tourist generating regions. In addition, some of the tourist expenditures may leak back into the visitor-generating areas through avenues such as repatriation of profits to foreign tourism investors and payment for imported goods and services to provide to the tourists in the destination. Transportation provides an important linkage both to and from the destination.

For planning purposes, the major components that comprise the supply side are:
- Various modes of transportation.
- Tourist information.
- Marketing and promotion provided.
- The community or communities within the visitor destination area.
- The political and institutional frameworks for enabling tourism.
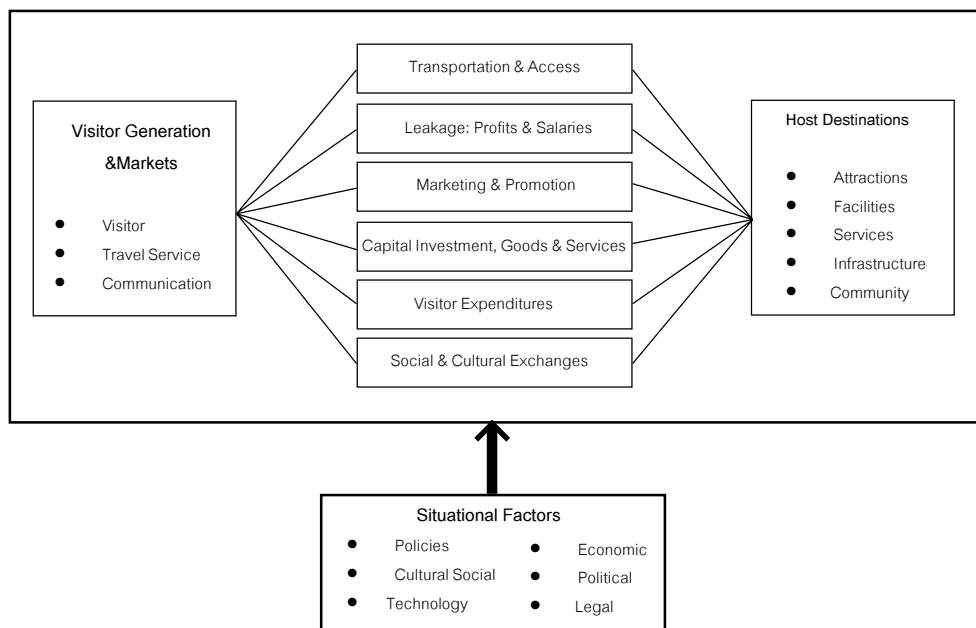
Figure 1.1 The Tourism System

The dynamic nature of tourism systems makes it critical to be scanning the external and internal environments of the destination on a regular basis, and to be prepared to make the necessary changes to ensure a healthy and viable tourism industry for your destination. The tourism system is not only dynamic, but also complex due to the many factors and sectors that are linked to the provision of the tourist experience and the generation of tourism revenues and markets. A large number of stakeholders are involved in this system and a recognition of the interdependence of these stakeholders is essential for sustainable tourism. No longer can tourism development work in isolation of the environment and local communities, or avoid the social and cultural consequences of tourism. In light of increasing global travel and tourism, as well as increasing environmental concern, a careful understanding and application of sustainable tourism principles are required to ensure the success of tourism in your destination or business.

1.3 The Impacts of Tourism

Establishing or developing a tourism industry in your community will have benefits and costs. If these are understood from the outset, strengths and opportunities can be maximized while weaknesses and threats can be minimized. A list of potential costs and benefits are presented below. Each destination will be different in terms of its tourism characteristics, and the costs and benefits of tourism will vary in each destination, which can change over time, depending on tourism and other activities in the destination's local and regional context.

1.3.1 Economic Benefits

- Tourism generates local employment, both directly in the tourism sector and in various support and resource management sectors.

- Tourism stimulates profitable domestic industries hotels and other lodging facilities, restaurants and other food services,transportation systems, handicrafts, and guide services.
- Tourism generates foreign exchange for the country and injects capital and new money into the local economy.
- Tourism diversifies the local economy, particularly in rural areas where agricultural employment may be sporadic or insufficient.
- Increased tax revenues from tourists can be reaped if a local sales tax is added to the provincial and federal taxes already in place.
- Employment opportunities will be created in the business community due to the influx of tourists who will need goods and services.
- Increased entrepreneurial opportunities to provide goods and services not already available in the community and create new tourist products.
- Improved road systems and infrastructure can be financed through tourism attractions.

1.3.2 Economic Costs

- Jobs created through tourism may be low paying and unskilled.
- Inflated prices may result from local businesses attempting to raise profits or cover the cost of extra employees.
- Inflated property values may occur if the community becomes a tourist 'hot into the community.
- Health service provision and police services can increase during the tourist seasons at the expense of the local tax base.
- Affordability and availability of staff housing can be problematic.

1.3.3 Social Benefits

- The quality of life of your community can be enhanced by economic diversification through tourism, following the principles of sustainable development.
- Tourism creates recreational and cultural facilities which can be used by local communities as well as domestic and international visitors.
- Public spaces may be developed and enhanced through tourism activity.
- Tourism enhances local community esteem and provides the opportunity for

greater understanding and communication among peoples of diverse back grounds.

1.3.4 Social Costs

- Rapid tourism growth can result in the inability to meet the capacities of local amenities and institutions; quality of amenityservices can be diminished by over use.

- Litter, vandalism, and crime are concerns associated with tourism development which will be the responsibility of the community.

- Tourism can bring overcrowding, traffic congestion, and line ups. Conges tion can result in the perception of inconvenience by the residents which is interpreted as a negative impact on their quality of life.

- Foreigners bring with them material wealth and apparent freedom. Young members of the host community are particularly susceptible to the economic expectations that these tourists bring. The result can be a complete disruption of the traditional way of life in the community.

- An increase in crime may result from tourism. The community structure may change (including community bonds, demographics, and institutions).

- The authenticity of the social and cultural environment can be changed.

- Organized events for tourists based on local social behavior and culture can become distorted 'staged' authenticity, which may not be a valid representation of the local environment.

- Lifestyles may be disrupted beyond levels acceptable to the host community.

- Loss of sense of belonging on the part of the host community because tourists form a floating population which may leave the locals feeling displaced.

1.3.5 Cultural Benefits

- Tourism can enhance local cultural awareness; yet, eventually, it can distort it.

- Tourism can generate income to help pay for the preservation of archaeological sites, historic buildings, and districts.

- Despite many criticisms about alteration of cultures to unacceptable levels, the sharing of cultural knowledge and experience can be beneficial for both the hosts and the guests of tourism destinations, and could result in the revival of local traditions and crafts.

1.3.6 Cultural Costs

- Youth in the community begin to emulate the speech and attire of tourists.

- Loss of and damage to historic sites through tourism development and pres sures.

- Long term damage to cultural traditions and erosion of cultural values, resulting in cultural contamination beyond the level acceptable to the host destination.

1.3.7 Physical Environmental Benefits

- Nature tourism encourages productive use of lands which are marginal for agriculture, enabling large tracts to remain covered in natural vegetation.
- Parks and nature preserves may be created, and ecological preserva tion supported as a necessity for nature-based tourism.
- Improved waste management can be achieved.
- Increased awareness and concern for the environment.

1.3.8 Physical Environmental Costs

- Negative changes in the physical integrity of the area.
- Rapid development, over development, and overcrowding can forever change the physical environment and ecosystem of an area.
- Litter, erosion, overtaxed sewage and waste management systems may occur.
- Sensitive areas and habitat may be lost.
- Degradation of parks, preserves and other attractions such as beaches through over-use and poor management.
- Excessive waste generation.
- Water and air pollution.
- Wear and tear on infrastructure is accelerated.

1.4 Tourism Trends

An important part of understanding the nature of tourism is to appreciate a number of trends that will influence the tourism planning and development process. These trends include:

- Cultural and natural environments attract growing num- bers of visitors as mass tourism continues to increase. "There is increasing demand for tourism in which visitors are permitted to observe and participate in local events and life-styles in a non- artificial manner," says World Travel & Tourism Review. "Sup- porting this are efforts to move away from a mass tourism ap- proach to one in which more specialized tourism experiences are developed and offered in a more personal and culturally sensitive manner."
- As certain communities become increasingly popular travel destinations, they may also become increasingly attractive investment opportunities for multina tional developers of hotels, theme parks, special events coordinators, and resort communities.

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- There will be more business travel. Business travel will be regional and will be highly competitive. Business travel will increase as markets continue to globalize and compete in an increasingly international environment. This leads to a demand for good quality convention sites and facilities to host the business visitor.

- Recreational travel trends show an increasing rise in travelers. However, there is a growing market of people taking more frequent and shorter three to four day vacations in some of the western developed markets. This trend may be influenced by the growing service economy.

- Technological advances in many areas including transportation, information systems, and communication are revolutionizing business practices, and devolving power to the individual who is able to implement sustainable practices (e.g. using sophisticated mapping systems, research tools, reservation systems, and destination databases).

- There will be a considerable change in tourist demographics. Affluent singles will be responsible for the increase in short term exotic vacations. As their numbers decrease, so will the dollars spent on these vacations. Affluent families with two incomes will be a lucrative market. They will want an experience combining culture, recreation, shopping, excellent restaurants, and urban amenities.

- There will be a substantial increase in the number of elderly tourists. They will want new experiences to be easy. While bus tours will be important statistically, elderly tourists will come back by private transportation if they are satisfied with the bus trip.

Faced with these changing tourism trends and an increasingly competitive global market, as well as growing environmental concern and regulations, organizations providing tourism related services have to come up with innovative strategies and actions to ensure that tourism is developed and managed in a sustainable and responsible manner. Political realities face many communities in the form of cutbacks in government funding, reduced budgets, and the goal of some governments to get out of the tourism business. At the same time, a lack of public funding in social areas also applies pressure on local communities to seek alternative income sources for the funding of social services. Tourism is often seen as a panacea providing foreign income and local employment, while its costs are not as clearly examined in planning, especially due to the intangible nature of many of its negative impacts.

Despite the rising awareness of the needs for sustainable tourism development, corporations and organizations face the reality of satisfying both their shareholders and their broader base of stakeholders. Social corporate responsibility is being increasingly demanded of corporations at the same time as profit-based performance. Achieving these dual ends can result in conflict, both within and outside of the corporate structure, where corporate values can clash with environmental and social values. The next chapter outlines the principles and concepts of sustainable tourism development, in order to provide a framework for the actions to be followed in the other sections of this workbook.
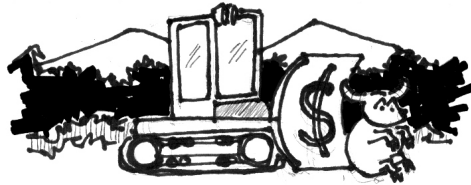
SECTION 2:   SUSTAINABLE TOURISM: BASIS, DEFINITION, AND PRINCIPLES

> This section introduces the concept of sustainable tourism and puts forward principles that may be used to guide the overall planning and development process.

2.1 The Basis of Sustainable Tourism

Over the past two decades, the inter-relatedness of all earth systems and human systems has become abundantly clear. We have understood that no human action ever occurs in total isolation from other natural systems, and we have appreciated the reality that humans are dependent on the limited resources of the earth. We have realized the fundamental importance of somehow finding ways to live within the carrying capacity of the earth.

Over these last twenty years, the global community has been primed for some fundamental changes, including a search for "sustainable development" that is based on new modes of resource allocation and accounting, new attitudes toward the preservation of environmental integrity, and new ways of making decisions in all sectors.

Among the imperatives that promote and enhance the vision of sustainable futures, including that of a sustainable future for tourism, are the following:

- Prudent use of the earth's resources within the limits of the planet's carrying capacity.
- Devolution of top-down decision-making responsibilities and capabilities to a broader range of the destination's stakeholders.
- The abatement of poverty and gender inequalities, and respect for fundamental human rights.
- Enhancement of quality of life through improved health care, shelter, nutrition, and access to education and income-generating skills.
- Preservation of biodiversity and life support systems for all natural habitats.
- Preservation of indigenous knowledge and ways of living, and respect for the spiritual and cultural traditions of different peoples.

In fulfilling these imperatives, governments and other societal agents must struggle to find an appropriate balance between different, sometimes apparently conflicting needs and value systems. Sustainable development must meet three fundamental and equal objectives, namely:

- **Economic:** production of goods and services (the overriding criterion in fulfilling this objective is efficiency).
- **Environmental:** conservation and prudent management of natural resources (the overriding criterion is the preservation of biodiversity and maintenance of ecological integrity).
- **Social:** the maintenance and enhancement of quality of life (equity is the main consideration in meeting this objective) and inter-generational, as well as intra-generational equity in the distribution of wealth.

Achieving sustainable tourism development requires that the private sector and the community co-operate as partners in working toward a sustainable society. Making decisions about sustainable tourism development also requires that communities work within a broader framework than may have been used traditionally, working toward decisions that are:

- **Long term:** to be better able to anticipate and prevent problems and risk-reduce decisions.
- **Multi-sectoral:** to include the full range of functions of the tourism environment.
- **Ecosystem based:** to recognize the cumulative and synergistic effects of their and others' actions.
- **Wider:** to recognize the impacts of their actions on other sectors, regions, and communities.
- **Deeper:** to recognize that the causes and consequences of the problems they seek to solve may involve others and other institutions.
- **Full-cycle:** considering the full context of resource use from extraction to end use.

Individual tourist resource management decisions will have to be made with increased understanding of all these dimensions if the goal of sustainable futures is to be attained. Achieving sustainable futures requires the development of appropriate tourism on a continuum where growth decisions, development viewpoints and sustainability issues are balanced with environment and economy. In order to achieve profitability and environmental sustainability in the tourism industry, the tourism industry as a whole must take a different approach to planning and development.

2.2 A Definition of Sustainable Tourism

"... the tourism industry must be profitable and environmentally sustainable if it is to provide long term benefits, but this will not be achieved without a new and different approach to industry planning and development."

PATA, Endemic Tourism: A profitable industry in a sustainable environment, Kings Cross, NSW, Australia, 1992.

Clearly, sustainable tourism implies an approach to development aimed at balancing social and economic objectives with environmentally sound management. It is not synonymous with unlimited growth of tourism development. Although we use the phrase "sustainable tourism development", this terminology can be considered misleading because it emphasizes continued and increasing growth rather than the long term viability or sustainability of tourism, environments, and cultures. Tourism development implies tradeoffs and, in fact, planning for sustainable tourism requires identifying possible constraints to or limits for tourism development.
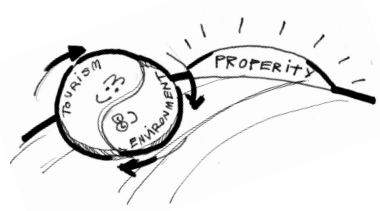
While tourism is welcomed almost universally for the benefits and opportunities it creates, there is a growing recognition of the need to see tourism in its environmental context, to acknowledge that tourism and the environment are interdependent, and to work to reinforce the positive relationship between tourism and the environment.

Maurice Strong states in the 1993 Report of the World Tourism and Travel Council:

"Protecting the environment is both a moral obligation and a business imperative for the Travel and Tourism Industry. As the world's largest industry it can effectively reach millions of customers with a coherent, compelling environmental message. And the leadership of the industry can and must persuade its members to adopt ecologically sound business practices. After all, a healthy environment is the travel industry's core product. If you can get it right, Travel and Tourism can truly become environmentally sustainable."

2.3 Relationships

We can examine the interdependent relationships between tourism and the environment in terms of the interaction of the visitor, the place, and the host community, using the framework of the tourism system described in Section 1. These three elements interact with each other and are affected or tempered by external influences. The relationships are essentially two-way and can be either positive or negative.

In terms of visitors, we are aware of the range of impacts that growing numbers of visitors and their growing demands have on the places and host communities where tourism opportunities exist,and we know that an increasing number of visitors are searching for higher quality and more satisfying experiences. These trends can bring positive results if there is appropriate and sustainable tourism

development in order that the health and well-being of visitors and local residents is ensured, and so that communication, education, awareness, and understanding grow from tourism opportunities provided by a community and its location. If tourism is poorly managed, negative results - such as scarred landscapes from overuse, crowding, and traffic problems - will reduce the quality of the tourism experience and quite possibly lead to a hostile and/or exploitative host community.
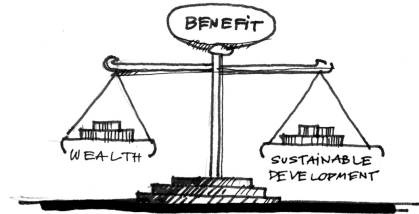
In terms of place, we recognize that enormous variability exists between different places in their ability to absorb tourism without lasting damage. The positive impacts of sustainable tourism development can include tourism acting as a stimulus for historic preservation or new uses of historic buildings, improvement of (derelict) land, enhancing awareness of heritage and landscape, and strengthening the conservation lobby.

The concept of sustainability can be interpreted in a number of ways, for example, as a philosophy, as a set of principles and/or values to guide development, or as criteria or tests for determining sustainability. Sustainability is possible only if tourism resources (natural, human-made or cultural) can be maintained over time. The idea of stewardship/trusteeship — to hold the resources of a country in trust for future generations and the responsibility to pass them on in good condition — is applicable here. This means that we want to achieve a situation which can be maintained without depleting the resource, cheating the visitor or exploiting the local population. Achieving sustainability (economic, political, social, cultural, and environmental) requires an ability to accept and accommodate change. It implies, also, that mechanisms are in place to mediate between different interests, which may or may not be true in any particular setting or situation.

In general, the terminology associated with sustainable tourism is inconsistent and frequently confusing. In spite of this variability in terminology, various actors and interests have attempted to define their perspectives on goals, practices, effects, and expectations of tourism. For example, in 1991, the Canadian Tourism Industry, through the initiative of the National Round Table on Environment and Economy and the Tourism Industry Association of Canada, was among the first countries to respond to the challenge of the Brundtland Commission by developing a Code of Ethics and Guidelines for Sustainable Tourism.

These guidelines place emphasis on bringing economic objectives into harmony with socio-cultural and environmental principles, and the need for these goals to be incorporated into the planning, policy, and decision-making processes for sustainable tourism in Canada. It has been suggested that these codes and guidelines provide a very good model for other countries.

2.4   Guidelines and Principles for Sustainable Tourism

As we head into the 21st century, travel and tourism continues to be a major force in the global economy. At the same time, tourism's use and reliance on natural environmental resources for attractions and services, means that it has to pay close attention to another global force, i.e. the imperative for ecological sustainability. Finding an appropriate balance between environmental protection and human use of natural attraction and resources is one of the biggest challenges facing the tourism industry. Implicit in tourism development philosophy has to be an understanding of the environmental trade-offs involved in providing a visitor experience. A fundamental trade-off lies in the necessity of considering limits to use and enjoyment of natural resources, if the mandate for ecological sustainability is to be achieved. Constraints on visitor access, numbers of visitors and types of visitor activities may need to be imposed in order to ensure that the natural attraction/resource is able to function within thresholds of acceptable change. This notion of the "carrying capacity" of the environment is discussed further in Section 7 of this Workbook (How Well is the Community Doing?).

Many destinations are now pursuing strategies which aim to ensure a sensitive approach when dealing with tourism. Many of these strategies are based on a formal expression of principles for sustainable tourism. These principles can be used by local planners and others as basic guidelines when attempting to incorporate the broad vision of sustainability into local policies and practices.

We provide below a list of guidelines, techniques and principles that are important for destinations and organizations who wish to be guided by the ethics of sustainable and responsible tourism. As you follow the actions outlined in the rest of this workbook, remember that all of these actions should be preceded and implemented by an ethic based on the principles outlined in this section.

Environmental impact assessment and cumulative environmental impact assessment, which are essential when planning responsibly, are discussed further below.

2.4.1 Environmental Impact Assessment

In general, an environmental impact assessment (EIA) is a set of activities that takes place before a project is undertaken and that provides a detailed assessment of the physical, social, and economic impacts of a proposed project. An EIA contributes pertinent environmental information to help decision-makers determine whether to proceed with a specific project. Given that any project has impacts and causes environmental change, an EIA usually specifies how to prevent or minimize environmental degradation. Increasingly, major tourism development projects are legally required to carry out EIAs.

An EIA process consists of several major activities:

- scoping
- prediction
- significance assessment
- evaluation
- monitoring
- mitigation

The EIA process begins after a tourism developer has submitted a proposal for a project adequately justified, to an appropriate (usually government) agency and the agency has determined that an EIA is necessary. The first step in the EIA process is a preliminary scrutiny or *scoping* to identify the nature and boundaries of the project. Scoping processes ask such questions as: What type of tourism project is involved? Who is proposing the project? What is the purpose of the project? Where will the project be situated? When will it be built and how long will it take to construct? What alternatives exist? What environmental features will be affected by the tourism project?

Depending on EIA regulations in their jurisdiction, members of the public, bureaucrats and politicians, and scientists can become involved in an EIA. Members of each of these groups bring different perspectives to an EIA: for example, some people may oppose a tourism project because of their proximity to it (concerns about noise or pollution, for example), while others may be supportive because of the project's potential employment possibilities. *Public participation* is an important dimension of the EIA process, particularly in the scoping and significance assessment activities.

Because people bring such different values to an EIA, and because the environment is so diverse and complex, an EIA cannot study every component of the physical and socio-economic environment potentially affected by the tourism project. Instead, those environmental features that are of significance and value to the various groups involved are included. Examples of publicly valued environmental components include beautiful landscapes, healthy work and home environments, strong gene pools, and high quality air and water resources.

Environmental assessors try to link the valued environmental components to the impacts generated by a specific tourism project (and its alternatives) by the most rigorous predictive techniques at their disposal. *Prediction* of environmental impacts is difficult, however, partly because the environment is constantly changing and partly because it is hard to separate direct and indirect future effects of a project on the environment.

After prediction, the next stage of an EIA *assesses the significance* of the changes forecast for each environmental component. For instance, if an environmental assessor predicts that 50 deer will be

dislocated by the project's disturbance of their habitat, how significant are those 50 deer? Do they represent one percent of the herd? Ten percent? Fifty percent? If 25 new jobs will be created, how important are they to the local economy? It is possible that assessing the significance of the magnitude of changes forecast for each environmental component may reveal minimal impacts from an individual tourism project but serious deterioration when those impacts are assessed in conjunction with other existing stresses.

The *evaluation* process in an EIA usually involves consideration of the positive and negative changes in all of the environmental components (wildlife, jobs, scenery). Depending on previously defined criteria, a decision is made either to go ahead with a project or not, or to select a preferred alternative. An EIA identifies the tourism project that is preferred to all other alternatives by noting which project has the least net impact.

If an EIA indicates that a tourism project may proceed, *monitoring* is a very important process to: (1) ensure that the operator complies with all restrictions placed on the development, (2) verify that the actual effects of the development are those that were predicted, and (3) check that the public concerns raised during the EIA are addressed in the construction and operation of the project. Monitoring may go on for some period of time.

In some cases when a project is built, damage to the environment cannot be prevented, but *mitigation* actions can help to reduce the impact of development. These actions could take the form of changes to the project itself (its size, location, or form), remedial measures applied to the environmental component affected (creation of new deer habitat), or some form of compensation for those exposed to unavoidable project impacts.

Cumulative Environmental Impacts Assessment

An EIA can be carried out for each project at a destination but it is incapable of predicting the environmental impact on a destination of several similar projects. For example, an EIA can assess the impacts of one large hotel on a particular area and will be able to suggest mitigation for the one hotel, but mitigated or controlled impacts of several hotels, large or small, make greater impacts over a period of time which EIA does not account for. Therefore, to assess the cumulative impacts of several hotels on a destination over a period of time cumulative environmental impact assessment processes can be used.

GUIDELINES AND PRINCIPLES FOR SUSTAINABLE TOURISM:

Participation

●   Residents of a community must maintain control of tourism development by being involved in setting a community tourism vision, identifying the resources to be maintained and enhanced, and developing goals and strategies for tourism development and management. As important, community residents must participate in the implementation of strategies as well as the operation of the tourism infrastructure, services, and facilities.

Stakeholder Involvement

●   A tourism initiative should be developed with the help of broad-based community input. Participants involved could include local NGO groups and institutions, volunteer service groups, municipal governments and their economic development departments, tourism associations, visitor bureaus, town business associations, regional representatives of provincial tourism, and any other party which might be involved in or impacted by tourism.

Local Ownership

●   Tourism development must provide quality employment for community residents. The provision of fulfilling jobs has to be seen as an integral part of any tourism development at the local level. Part of the process of ensuring quality employment is to ensure that as much as possible, the tourism infrastructure (hotels, restaurants, shops, etc.) is developed and managed by local people. Experience has demonstrated that the provision of education and training for local residents and access to financing for local businesses and entrepreneurs are central to this type of policy.

●   Linkages must be established among the local businesses in the tourism industry in order to ensure that tourism expenditures stay within the destination rather than leak out to purchase imported goods and services for tourists. Local involvement in tourism facilitates the development of linkages among the service and goods providers within the tourism destination.

Sustainability of the Resource Base

●   Sustainable tourism development has to provide for intergenerational equity. Equitable distribution of the costs and benefits of tourism development must take place both among present and future generations. To be fair to future generations of tourists and the travel industry, society should strive to leave a resource base no less than the one we have inherited. Sustainable tourism development must, therefore, avoid resource allocation actions that are irreversible.

- Broad-based distribution of the benefits of tourism must occur within the tourism destination. Local linkages and resident participation in the planning, development, and operation of tourism resources and services will help to ensure that a more equitable disbursement of benefits will occur among residents, visitors, and other service providers.

- A long-term planning horizon needs to be adopted by businesses and destination tourism organizations to ensure that destinations are not used for short-term gain and then abandoned as visitor tastes and business interests move elsewhere. A longer term horizon encourages the use of proactive strategies to ensure destination sustainability and the establishment of local linkages over time.

- The tourism process must also ensure that heritage and natural resources are maintained and enhanced, using internationally acceptable criteria and standards.

Community Goals

- Harmony is required between the needs of a visitor, the place, and the community. This is facilitated by broad community support with a proper balance between economic, social, cultural, and human objectives, and a recognition of the importance of co-operation between government, the host communities, and the tourism industry, and the non-profit organizations involved in community development and environmental protection.

- Cooperation among local attractions, businesses, and tourism operators is essential given that one business or operation can be directly affected by the performance or quality of another. Models of cultural tourism partnerships must be explored in the areas of planning, management, marketing, and funding for tourism ventures. Local financial institutions can also play a role in cultural tourism partnerships by working with local entrepreneurs to help provide businesses with necessary start-up funds.

Carrying Capacity

- There is a definite need for the impact assessment of tourism development proposals to distinguish between plans which encourage mass versus quality tourism. The capacity of sites must be considered, including physical, natural, social, and cultural limits; development should be compatible with local and environmental limits. Plans and operations should be evaluated regularly with adjustments as required.

- The scale and type of tourism facilities must reflect the limits of acceptable use that resources can tolerate. Small-scale, low impact facilities and services should be encouraged, for example, through financing and other incentives.

Monitoring and Evaluating

● Guidelines have to be established for tourism operations, including requirements for impact assessment. There should be codes of practice established for tourism at all levels - national, regional, and local. There is also a need to develop indicators and threshold limits for measuring the impacts and success of local tourism ventures. Protection and monitoring strategies are essential if communities are to protect the very resources that form the basis of their tourism product.

● Monitoring the environmental or ecological impacts of tourism operations requires that long-term and cumulative effects (rather than short-term and isolated effects) are the focus of attention. Often it is difficult to obtain adequate data to specify these effects. The *precautionary principle* suggests that when there are threats of serious or irreversible environmental damage - even if potential threats from development are not yet fully or scientifically certain, or if there is disagreement about specific details of environmental change - the tourism industry would be wise to protect the environment (the tourism resource base) on which it depends.

Accountability

● Tourism planning must move away from a traditional growth-oriented model to one that focuses on opportunities for employment, income, and improved local well-being while ensuring that development decisions reflect the full value of the natural and cultural environments. The management and use of public goods such as water, air, and common lands should ensure accountability on behalf of the users to ensure that these resources are not abused.

Training

● Sustainable tourism development requires the establishment of education and training programs to improve public understanding and enhance business, vocational, and professional skills. Training should include courses in tourism, hotel management and other relevant topics.

Promotion

● Sustainable tourism development involves promoting appropriate uses and activities that draw from and reinforce landscape character, sense of place, community identity, and site opportunity. These activities and uses should aim to provide a quality tourism experience that satisfies visitors while adhering to the other principles of sustainable tourism.

● Sustainable tourism marketing should include the provision of a high quality tourist experience which adheres to the other principles outlined above, and whose promotion should be a responsible and ethical reflection of the destination's tourism attractions and services.

2.4.2 International Guidelines and Standards

International standards and certification are used as indicators of sustainable companies or communities. They allow customers to make decisions about the type of community to visit and type of resort, hotel, or tour group to use. They also offer communities access to international knowledge about sustainable practices. There are different international standards—some charge a fee to apply for the certification, but will in return offer advice and technical assistance. An important feature of most certifications is that they are awarded for a limited period of time and require frequent monitoring and updating. They benefit the tourism industry on the whole as they encourage sustainable behavior but are also beneficial for individual communities because they support and recognize those that pursue a healthier environment and tourism industry.

Agenda 21

These guidelines for sustainability were developed at the 1992 UN Conference on Environment and Development in Rio de Janeiro, Brazil. Agenda 21 is a comprehensive plan of action for organizations of the UN, governments, and other agencies. Although Agenda 21 applies to sustainable development in general, it has been adapted for use in travel and tourism by the World Travel and Tourism Council, the World Tourism Organization and the Earth Council. Increasingly, communities are using these guidelines when planning for sustainable tourism in order to mitigate the environmental, cultural and social costs and benefits of tourism.

Agenda 21 for Travel and Tourism addresses 10 major points:

- Waste minimization, reuse and recycling
- Energy efficiency, conservation and management
- Management of fresh water resources
- Waste water management
- Hazardous substances
- Transport
- Land-use planning and management
- Involving staff, customers and communities in environmental issues
- Design for sustainability
- Partnerships for sustainable development.

ISO 14000

This international standard applies primarily to environmental management. A company or organization must meet certain requirements of minimizing harmful effects to the environment caused by its activities. It is a general standard, applicable to any industry or service. Since it applies to processes, not products, it can be applied to factories or hotels.

Green Leaf

The Green Leaf Program is designed to encourage greater environmental activities among hotels throughout Thailand and eventually in other countries in Asia and the Pacific. The program was initiated by the Thai Hotels Association when the members felt an increasing need for environmentally conscious behavior and finding alliances with like-minded companies and suppliers. It is supported by other bodies such as the tourism Authority of Thailand and UNEP. The program has a well-developed auditing system. An environmental audit is conducted and re-assessed every two years in the hotels and up to five Green Leaves are awarded based on the results of the audit. The hotels are listed in a Green Directory, distributed to travel agents world wide.

2.4   Capacity and Limits

Capacity and Limits of a Site

Sustainable tourism will often require that limits to growth or change be imposed because the capacity of sites or communities must be respected. The setting of limits is almost always controversial and will run against dominant industry and political philosophies which are based on the premise of perpetual growth. Sustainable tourism is therefore, different to sustained tourism development/growth.

Communities generally have the right and often the means to define the pace, size, and types of development, but frequently these issues are not addressed. In other cases they are the subject of intense debate, depending on the current and proposed nature of development. It will be productive to address the issue of capacity and limits early, and especially in the vision and goal statements of a community plan or tourism strategy.

Identifying the capacity of a site or facility is easier than doing so for a community. Many sites and facilities have fixed capacities set by their size, laws (e.g. fire regulations), availability of parking, user comfort (avoid crowding) or the nature of activities (e.g. some sports require a lot of open space, others can co-exist). Of course, facilities and sites can be expanded if the need and resources exist, but expansion should occur within the framework of a plan and a forecast of the additional volume of use and impacts that more visitors/users will bring.

An EIA can be a useful tool when determining the limits of a site. When an EIA links the resources at a site to the impact of a specific project, it is assessing the load it can bear and still remain renewable and healthy. In other words, looking at the site's *carrying capacity*.

Capacity and Limits of a Community

A community's capacity to absorb tourism is much more difficult to determine, especially because continued expansion is often assumed. But limits always exist, as in the availability of piped services and utilities, and there is usually a high cost to expanding infrastructure. Furthermore, population

growth must be accompanied by more schools and other services, so the pace, nature, and size of development are certainly legitimate and important issues for all residents to comment upon.

Residents will want to consider the following capacity issues:

a)   **Physical:** Is there enough space for development without harming resources or destroying the existing character of the community?

b)   **Ecological:** Will growth or specific developments destroy wildlife habitat, threaten species, or reduce natural diversity?

c)   **Cultural:** Are traditions threatened by development and resultant tourism pressures? Do residents have resilience against external cultural influences? Will population growth and demographic changes arising from new tourism jobs permanently alter local culture?

d)   **Social:** Is the community able to absorb new residents and their needs for new or better services? Will rising crime or health problems threaten the local population? Is there fear of losing control to newcomers and outside investors?

e)   **Economic:** Can the current system finance additional infrastructure needed for a tourism industry? Are municipal funds adequate? Is there potential for other sources to help finance the costs of maintaining a sustainable industry?

SECTION 3: GETTING THE COMMUNITY READY

> This section provides guidelines for determining community readiness and gathering support for tourism through information exchange, awareness campaigns, community-based tourism visioning and cooperative efforts. This section addresses both communities with established tourism and those communities new to tourism.

3.1 Introduction

This section discusses four major steps for getting the community ready and gauging the level of support for tourism. While these steps may appear time consuming to initiate, remember that the success of tourism in your community and area will depend on the attitudes of the residents toward tourism in their town. Their support of, and involvement in tourism planning, development, and management is key to implementing sustainable tourism. Enlisting volunteer help from community members as you proceed through these steps is a good idea - in addition to providing a helping hand, it also helps to raise awareness of the process within the community.

3.2 Community Support Forms the Basis For Successful Tourism

Practicing sustainable tourism involves ensuring the long-term well-being of the destination's host community and its environment, as well as the satisfaction of the visitor. The communities within a destination area are a source of services and facilities for the tourist, and may also contain built, cultural, or other attractions. If these resources are to be shared by the community with incoming visitors, they must be managed so that both residents and visitors feel that they benefit from the relationship, without destroying the resource base. The commitment and support of the local citizens is essential to achieve this objective and must be initiated early on in the community's tourism process.

Sustainable tourism, therefore, requires a community-based effort. Generating community support is facilitated by (a) **involving the community** through consultation and participation early on in the process; (b) **encouraging cooperation** and **linkages** between the citizens and the tourism effort; (c) **ongoing education** of, and **communication** plus **consultation** with, the community about tourism activity in the area.

Bear in mind that research studies demonstrate the need to communicate with the community, and to create opportunities for local involvement and gain from tourism:

- People who benefit from tourism perceive greater positive economic and fewer negative social and environmental impacts from tourism than those who do not.
- Residents' perceptions of social and economic benefits may be influenced by the amount of tourism education they have received.
- Lack of familiarity with development proposals may have an overall adverse effect on general resident attitudes toward tourism.
- Positive attitudes toward tourism increase during economic downturns.

Community members possess a range of knowledge and experience on various aspects of community development. Involving local people in planning facilitates the inclusion of a range of community interests into the tourism process. Encouraging local volunteering and cooperative efforts with a broad base of residents in activities such as interpretation, and attractions and events management help to establish links with the locals and linkages among the many fragmented services and facilities that serve tourists. This facilitates local consultation and awareness, and thereby helps to ensure that these activities are compatible with the local image, as well as with the aims and desires of the inhabitants. Resident involvement also aids in distributing tourism benefits more widely among the local population.

Negative economic benefits can result through leakage of tourism dollars out of the community because of external investors and developers. Local control over decision making and local ownership of tourism-related business must be encouraged in order to retain economic control over development and thereby to distribute the gains of tourism equitably between local and other participants. This objective is further accomplished by encouraging the use of local labor and local products, so that money does not leak out of the community to pay for imported items to fulfill tourist demands.

An essential planning principle is that planning must involve, as early as possible, those who are affected by or those who can influence the outcomes of tourism (stakeholders). Failed plans that 'sit on a shelf' can often be due to top-down planning that lacks the relevance, dynamics, and impetus obtainable through active community support. Involving the financial community in the tourism planning process, for example, would facilitate understanding of tourism goals, investment opportunities, and the financial needs of local businesses and entrepreneurs. Shared facilities or new facilities that benefit residents might, for instance, be an important goal for the financial community.

Clearly, good information and communication on the nature of tourism and the effects of tourism on environmental, socio-cultural and economic aspects of the community should be provided to a community prior to and during development by those involved in managing tourism projects so that the community can participate in the tourism process in an informed manner.

3.3 But How Prepared Is the Community For Tourism?

Community acceptance and readiness are critical if sustainable tourism is to occur. Decision makers must first take a hard look at the current situation in the community, and determine whether tourism is necessary and feasible, and whether the community is supportive of tourism and the changes it may create in the community. Destination managers should be aware that:

- Resources may not be in place to enable tourism (e.g. a 'critical mass' of attractions may not be available in the community).
- The community may not 'automatically' desire tourism activity - ensuring local support is a necessary requirement for sustainable tourism.
- Local/regional political structures or environment may not be present.
- Careful assessment is required to determine if tourism development is a good idea for the community, i.e. this should not be an automatic assumption either.

3.4 A Process For Preparing The Community

There are a number of possible steps for getting the community ready for tourism. Figure 3.1 is a summary of the information that follows in this section.

Step 1: Assess Community Needs and Readiness for Tourism:
- Identify current involvement of the community and region in tourism and compare it with other existing economic sectors - examine existing economic and tourism planning and development documents (local and regional).
- Identify key stakeholders.
- Identify economic, social and labor force needs for, and expectations from, tourism.
- Determine community attitudes, concerns, interests and values.
- Evaluate community need and readiness for tourism.

Step 2: Educate Community:
- Present the potential positive and negative changes in the community due to tourism.

Step 3: Establish Leadership for the Tourism Process:
- Identify key leaders (formal and informal), and key groups (key stakeholders).
- Form or appoint a community tourism organization.
- Establish planning scope, terms of reference, key responsibilities (sub-committees for visioning exercise, etc.).

Step 4: Develop a Community Tourism Vision:

- Formulate workplan and process for broad-based community input. Appoint facilitators.
- Initiate process; create uplifting statement of desired future state; incorporate what a community holds important (belief, values, sense of place, tourism resources, etc.).
- Identify key community themes, issues, and concerns related to tourism, plus tourism resources where development and use would be supported by the residents.
- Disseminate results back to overall community.
- Use vision statement actively and update periodically.

Step 5: Implement Mechanisms For Ongoing Support:

- Community awareness and information exchange programs.
- Communication policies.
- Community attitudes and satisfaction survey (periodic).
- Consultation and conflict resolution processes (planning; project development).
- Empowered participation in tourism planning, development, and service delivery.

Figure 3.1:A Process for Preparing the Community for Tourism

STEP 1: Assess Community Needs And Readiness For Tourism

The objective of this step is twofold:

- To assess the current and potential role of tourism in the community.
- To assess the community's support for tourism activity in their location.

This step starts with research into the community's attitudes toward tourism, as well as community needs, expectations, and current involvement with tourism. A number of ways to obtain information are listed below in Figure 3.2. A combination of methods is encouraged in order to ensure that a representative diversity of community opinions and needs are obtained. We encourage you to use Worksheet 3.1 to assist you in information gathering.

Method	Pros and Cons
Conduct community survey (door to door or mail-back) if current information is not available. Include questions on community attitudes.	**Pros**: Can obtain representative range of views, especially if whole community is included and assured confidentiality of information. **Cons**: Requires higher user sophistication than personal interviews.
Conduct in-person interviews (formal and/or informal) with key local groups, community representatives, and individuals	**Pros**: Fulfills two purposes, to obtain survey information and establish ongoing rapport. **Cons**: Can be time consuming and may exclude other legitimate views.
Call public meeting(s) and invite key community groups and community leaders (meetings will need to be well advertised through local media and word of mouth).	**Pros**: Face to face interaction provides opportunity to discuss issues in more detail than written questionnaire and may be time and cost efficient. **Cons**: May not get representative cross-section of the community and marginalized community members may not attend public meeting.
Organize informal meetings e.g. home based meetings of 10-15 people	**Pros**: More convivial atmosphere; enables getting opinions of individuals who may not be comfortable standing up in a larger public meeting. **Cons**: Can be time consuming to organize and disseminate results.
Conduct focus group interviews	**Pros**: Structured method and sampling.
Use Nominal Group Technique	**Pros**: Consensus-based opinions obtained. **Cons**: Requires a high degree of user sophistication.
Solicit written response from citizens through public media channels (radio, local T.V. channel, newspaper and community newsletters, etc.)	**Pros**: Time and cost efficient compared to some other methods. **Cons**: Responses are generally not representative of overall community.
Examine existing reports and documents related to tourism	**Pros**: Avoids repetitiveness of data gathering and saves time. **Cons**: Data may not be accurate or current.

Figure 3.2: Information Gathering Techniques

Actions Recommended to Assess Community Needs and Readiness For Tourism

The following actions are necessary to assess community needs and readiness for tourism:

1. Identify current involvement of the community and region in tourism, relative to other economic activities. What is the size and nature of tourism and other economic activities locally and in the region?

    - Examine government and other documents related to economic development of the local and regional areas. (See worksheet 3.2)
    - Identify and examine past and existing plans, initiatives and vision statements related to tourism.
    - Conduct preliminary survey of tourism resources and activities in the community.
    - Examine information on regional context, since some coordination of economic activity and population flows between the community and the surrounding region will possibly be required. It is, therefore, important to identify regional political structures and policies regarding tourism.

2. Identify key stakeholders in the community's environmental, social, cultural, political, and economic domains, including:
    - Key local business organizations
    - Local government
    - Key government ministries on other levels
    - Key tourist organizations in community or area
    - Economic Development Board or Office
    - Religious leaders/other community leaders
    - Recreational organizations and boards
    - Service clubs, youth groups
    - Environmental groups
    - Heritage agencies
    - Relevant non-governmental organizations
    - Local neighborhood community associations
    - Historic and cultural societies
    - Hotel/motel operators, events organizers

Key stakeholders include the formal and informal leaders and power bases in the community. Formal leaders can be identified by the roles they bear, e.g. teacher, mayor, etc. Informal leaders can be more difficult to identify. These are opinion leaders and influential individuals to whom community

members turn for informal advice or assistance. In addition, there may be other hidden powerful people who control financial, information or other resources, who also need to be identified and included as a key stakeholder. It is important to identify both the internal and external power structures that can influence resident attitudes and development directions (e.g. public regional decision makers, large tour operators and transport / access providers).

We recommend that you use reports (e.g. reports on stakeholder conflict resolution of a project; government plans involving public input; prior initiatives on social, environmental, and other issues), lists of volunteer and non-profit organizations (community associations and boards, school boards and trustees, religious groups, resident and environmental groups, etc.) and government sectors, private sector businesses, as well as word of mouth references and observations, to help identify key stakeholders.

3. Identify economic, social, and labor force needs for, and expectations from, tourism.

- What kind of jobs can tourism provide for the community? What kinds of facilities and services does the local community require which could be provided through tourism development (jointly shared with tourists or developed solely for the residents)? What role can tourism play in community development and environmental protection? What are the community's and region's expectations from tourism?

- Use existing information if current; include questions in survey as required. Ensure that key stakeholders identified in (2) above are included in the information gathering process.

4. Determine community values, interests, and attitudes toward tourism through the survey and/or other methods outlined above (see Worksheet 3.3).

- It is important to include the key stakeholders identified above in this exercise.

- Identify tourism-related strengths and concerns of various key community groups, community leaders, and the residents (based on the study of community attitudes and interests). For example, the community may enjoy showing off a historic site (strength), but may resent sharing a favorite picnic site with visitors (weakness). Community interests and attitudes can also be observed in the community vision statement as well as the community tourism visioning exercise and statement (Step 3). Areas of support, resistance and indifference to tourism among the community stakeholders should be identified.

- Managers of tourism projects should provide information at the outset to

residents of positive benefits (e.g. opportunity for preserving and foster ing cultural resources and sense of place, etc.) and potential negative impacts of tourism, so that residents are able to make informed deci sions on the values they wish to preserve, the amount and type of change desired for the community's economic and sociocultural fabric. Recall that studies have shown that tourism education, familiarity with tourism development proposals, and perceived benefits from tourism can influ ence resident attitudes toward tourism.

5. Evaluate community need and readiness for tourism, using the following questions as a guide:

- How much is tourism contributing to the local community at present? Are there pressures from tourism growth and are these being recog nized and dealt with?

- What options and priorities are presented by encouraging tourism?

- Are the locals ready for tourism development? Where does community support for tourism lie? In which sectors does support need to be en couraged? Identify reasons for positive and negative support, in order to manage this aspect.

- Where does the power lie in tourism decision making? Is there an exist ing vision or leadership for tourism within the community (who holds this)? Who could be mobilized to provide leadership? Make a list of key com munity players whose ongoing support and participation is valuable.

- Is there a critical mass of attractions in the community and area for sus tainable tourism development and management? Are basic services ad equate?

- Can sustainable tourism be developed in light of community attitudes, values, and support demonstrated by the community citizenry analysis?

STEP 2: Establish Leadership For The Tourism Process

If the decision is made to go ahead with tourism development, the next step is to establish leadership for the tourism action to be engaged in. Establishing leadership to guide, monitor, and adjust the tangible and intangible costs and benefits of tourism is critical to ensure the long-term sustainability of the industry and the environment. An organizational structure for leadership should therefore be enacted, such that continuous and long-term management of tourism is undertaken, and the input and participation of a wide diversity of the community's stakeholders is possible.

If an existing functional organization (such as a local tourism promotion agency) is appointed, then additional organizational structure needs to be enacted to allow for input from other community

members. Establishing ongoing leadership will facilitate future planning-related actions such as constant scanning of the environment, identifying opportunities and managing problems as they emerge, hence increasing the ability for sustainable tourism development. Some pros and cons of a few leadership bodies are outlined below.

Organization	Role	Pros and Cons
Local destination management organization	Tourism marketing and promotion; visitor information services.	**Pros:** May be funded by public and/or private sources, hence may have funding sources. **Cons:** Narrow functional area.
Chamber of Commerce	Business development, networking, and support.	**Pros:** Familiarity with broad business community needs and functions. **Cons:** May have pro-development philosophy.
Local Government / Economic Development Office	Economic development, resource allocations, public services	**Pros:** Legitimate representative of community, has potential funding source.
Community group (e.g. resident or environmental organization, NGO)	Advocacy, lobby group, networking.	**Pros:** Representative of local resident interests. **Cons:** Generally volunteer based hence may lack funding or suffer volunteer burnout.
Community Tourism Organization (may need to be created—see next section)	Strategic tourism planning and management; ongoing monitoring of impacts and planning outcomes; adjustment of overall strategic plan as required.	**Pros:** Broad-based community interests represented with active guidance of tourism. **Cons:** May be time-consuming to set up and may be costly to maintain, depending on activity.

Figure 3.3: Some Pros and Cons Of Potential Leaderships Bodies

Actions Recommended to Establish Leadership For Tourism Development

1. Identify the key stakeholders in the community's tourism domain.

2. Form or appoint a community tourism organization (CTO) e.g., Community Tourism Advisory Board, and invite key stakeholders to participate. Sustainable tourism development will require collaborative participation of key individuals, organizations, and groups. A broad diversity of community interests, values, and expertise should be represented in the CTO. Special actions may need to be taken to ensure that marginalized sectors such as low income groups or minority segments in the population are able to be represented (e.g. covering participant costs related to attending meetings, such as travel, child-minding services for parents). The CTO must be perceived to be a legitimate and capable representative of the whole community.

3. Establish planning scope, terms of reference, and key responsibilities of the CTO.
   - The CTO is a leadership organization. It guides what should be done, how to do it, and ensures sustainable development of the tourism industry through ongoing monitoring, adjustment, and community involvement. Detailed operation of activities and attractions, or site level planning, is not a function of this organization.
   - The planning scope should be established - mandate, purpose of the planning exercise, public involvement, etc.
   - Establish terms of reference for the CTO and ground rules for decision making and participation. Consider aspects such as size, structure, remuneration, decision making authority, budget and funding, organi zation life span (temporary, ongoing, etc.). Identify key responsibilities and tasks. Initiate sub-committees or working groups for key areas, e.g. visioning exercise (upcoming).

   Some major areas of responsibility can be:
   - Involvement in community tourism strategy planning.
   - Guiding and evaluating physical development, programs and activities.
   - Ongoing monitoring of tourism development and impacts [watchdog role].
   - Guiding impact mitigation and adjustment to tourism strategy.
   - Ensuring that sustainable tourism is being implemented. Sustainable practices include: economic incentives for local ownership and local control of tourism; education and training of locals to participate in the tourism industry; equitable access for residents to tourism facilities and activities, etc.

- Establishing sub-committees for managing various aspect of the overall tourism strategy, mobilizing volunteers and non-government organizational resources to assist in tourism management.
- Assisting with ongoing community education and awareness of tourism activities.

STEP 3: Develop A Community Tourism Vision

A community vision portrays the community's future desired state, its hopes, aspirations, and desires for its future. It often displays the community's values as well. A community vision for tourism is critical when one considers the complexity, dynamism, and interconnectedness of the tourism system. Typically, numerous participants provide tourism services and facilities, and diverse community views and attitudes may exist toward tourism development. The local elected officials can change every few years, hence making continuity, consistency, and commitment toward sustainable tourism difficult. Environmental and resource conservation pressures, as well as increasing global and regional competition for tourism dollars increase the challenge of developing tourism which satisfies the visitors, the community, and other participants in this domain.

The Benefits of a Community Tourism Vision

- Holistic, integrated decision-making is a fundamental requirement of sustainable development. A vision statement created by involving a broad segment of the community could provide a representative picture of the community's beliefs ,values,and aspirations pertaining to tourism in the local area.

- A community-based vision statement provides a tangible framework for development decision making and tourism strategy planning. It can be used to demonstrate to developers, decision makers, visitors, and inhabitants that the community has specific ideals and values, as well as aspirations and goals for its future direction.

- Recognition of interdependence and having a stake in the issue are considered to be essential preconditions for facilitating collaboration and cooperation. Through the process, participants can come to have an improved appreciation of their interdependence and better recognition of the need to work cooperatively in order to ensure that personal and collective goals with respect to the community and the environment they live in, are achievable.
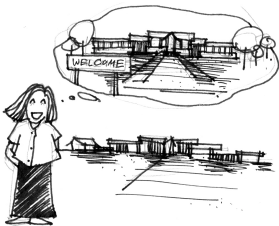
- The process of developing a vision statement is also important in that it facilitates the understanding of common values, goals, and interests among the participants. Greater understanding of the issues and problems related to tourism development may also be obtained. A collaborative visioning process can therefore help generate greater cooperation in the community through a better-informed participant base.

- Even if it is not a binding document, a community-formed vision statement can be used by constituents to demonstrate to elected public representatives the desires and aspirations of the community. This may be particularly useful during transitions of public leadership at election time, whereby potential incumbents can be asked to make a commitment to the vision statement, in 'principle' or through a promise of formal ratification once the newly elected body is convened.

Possible Elements of a Community Vision Statement:
- Uplifting statement of future desired state (aspirations, goals).
- Image of what the community is (character, history, etc.).
- Community beliefs, values, and attitudes that would affect the future direction of tourism - what is important regarding community quality of life, sense of place, and authenticity; what is cherished and desirous to protect or enhance; environmental, economic, political and socio-cultural values.
- Strengths and concerns related to community attitudes.
- Statement of type of development and kind of growth desired.

The Process of Developing a Vision

The process commences with the development of a brief workplan which specifies time schedules, costs, facilitators, funding, the identification of stakeholders, and approaches to generating the content. One approach to formulating the statement is to start with a scan of the community environment and its resources, and the compilation of a picture of community beliefs, principles, values, interests, and concerns (overall and with respect to tourism). This is then used to create a vision of the desired future state (where we want to be, broad goals) for tourism. A concise summary of the community's present state of tourism may be included. A common vision should evolve from the process of sharing interests and values regarding the community, and should result in a statement which is both uplifting and informative. Key themes, issues, interests, and concerns related to tourism may be identified through the process. Please use Worksheet 3.4.

Since the community vision must be representative of its constituents, direct, broad-based community input is strongly advised. To ensure that diverse community interests are included in a community tourism vision, it is important to ensure that key people, the overall CTO (as well as its visioning sub-committee) and other local tourism organizations are involved in the formulation of the vision statement.

Effective facilitation of the process is important to ensure that the discussions bring out the relevant elements of the community vision in a reasonable time frame. Without the aid of knowledgeable and experienced facilitators, the diverse views and intangible belief systems of a wide number of participants can make a community visioning process lengthy and time consuming.

It must be noted that the tourism vision statement should be consistent with the overall community vision statement, which is an overarching vision to guide all aspects of community development and evolution, including tourism.

A community survey enclosing the completed vision statement for public review and approval is recommended. Advertising the statement along with a request for comments and review through the local newspaper, television, and other local media is also a good idea.

Implementing the Vision

Remember that the vision is only an early step in the strategic planning process: the goals, objectives, strategies and the detailed planning that eventually follows (e.g. site-specific development plans) are guided by this tourism vision, tourism policies, and the overall community vision.

In order to make the vision a dynamic, living statement of the community's goals and ideals, the vision statement should be included in public documents, newsletters, visitor destination brochures, and enclosed as part of an information package on development and investment in the community. Organizations and individuals in communities should be encouraged to refer to the vision statement in written documents and verbal communications, such as with visitors. If the vision statement is created and supported by the community, some of these actions should follow naturally.

Ratification by the local government shows a commitment to the community vision and puts the onus on an incoming electorate to recognize the vision as one held by its constituents.

STEP 4: Implement Mechanisms For Ongoing Support

Ongoing community involvement and support of tourism is critical, and should not end after the community visioning exercise. Raising awareness and educating residents about tourism and visitors to the area, about tourism related developments and their impacts (both positive and negative),

is tremendously valuable in creating a knowledgeable community, whose attitudes, interests, and support of tourism develop on an informed basis. Since attitudes are affected by understanding of tourism development and its impacts, keeping the community regularly updated in these areas and obtaining their opinions is necessary.

Community Participation

Local people can be involved in tourism to varying degrees, ranging from information gathering to direct decision making, ownership, and employment in planning, project development, and service delivery. In the context of sustainable tourism development, a clear distinction has to be made between **consultation** and **participation**. While community consultation is highly recommended, this is not synonymous with participation. Sustainable tourism development requires participation which allows people the right to be able to order and influence their world. In order to accomplish this notion of empowerment , opportunities have to be created to enable community members to participate as fully as possible in directing the development of their community.

Local citizenry can get involved directly in the tourism planning process (via committees, workshops, and other channels in the CTO), and indirectly through public meetings, surveys, etc. Direct participation in tourism related projects is also highly recommended, since this creates a sense of ownership in the outcome of the process (i.e., a 'stake' holder). Participation also enables the benefits of tourism to be distributed more widely among the community members, both directly and indirectly. More direct local involvement in decision making for example, may enable residents to request for a specific portion of tax benefits from tourism to be allocated toward community development and the protection of the tourism resource base.

Community awareness and information exchange programs

An ongoing program with local citizens to obtain feedback and provide information regarding tourism in the community can be used to accomplish the following:

- Provide information on ongoing costs and benefits of tourism.
- Alert residents to potential problems and solicit suggestions to manage these problems.
- Foster pride and interest in community assets being used for tourism.
- Solicit comments and ideas on ongoing development projects and proposals.
- Build credibility for a sustainable tourism industry.
- Generate enthusiasm and support for tourism activities by ensuring that citizens stay informed and updated.

Actions to establish communication policies:

- Create tourism awareness programs (to communicate information on visitors, developments, impacts, benefits, etc.).
- Establish codes of ethics for visitors and communicate the tourism vision (informing tourists as to what residents expect and value can help to minimize community dissatisfaction with tourist behavior and may aid in maintaining local values and culture).

Communication channels

Use communication channels such as radio talk shows (can be highly effective), community television station, community newsletters, public meetings and open government meetings to update, exchange information, and communicate with the community. Face-to-face communication is effective in allowing active interaction between the speakers and listeners, but can be time and cost intensive. Mass communication is an efficient means of reaching a larger number of people in a given time and cost frame. A mixture of face-to-face and mass communication is therefore recommended in the communication mix. In addition, direct experiences by the residents in the local tourism industry can be part of a public awareness program (see Figure 3.4). [1]
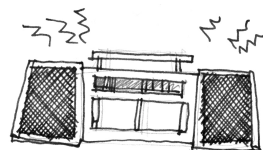
Face-To-Face Communications

- Meetings (e.g., public meetings, town meetings, breakfast/lunch meetings, and keynote speaker meetings to update and/or stimulate exchange of information and ideas).
- Personal communication (contacting key individuals and groups directly, word of mouth communication between community members).

Mass Communication

- Public service spots on radio and television stations.
- Publicity (e.g. reference to community in travel magazine or popular television shows).
- Paid advertising (e.g. brochures, newsletters, information sheets)
- can provide a fairly large amount of information for the cost expended.

Brochures

A brochure outlining the pros and cons of tourism to the community, the tourism vision statement, and basic facts may be helpful to distribute to residents and businesses. Topics that could be included are:

- What is tourism? What are the pros and cons of tourism for our community
- Who are the tourists? Where do they come from (statistics - domestic and international visitors)? What are the needs of the tourists? What provides a good visitor experience in the community?
- How much is spent by visitors? Where do they spend it? What is the value of tourism to our local economy?
- Who benefits from the tourism industry - we all do- (list benefits, jobs, services used, etc.).
- How can you actively contribute to the tourism industry? (provide excellent customer service, provide added visitor services or facilities, join local/regional tourist association, volunteer time at events, promotional programs, or in operating local tourism organization).
- Who are the local and regional tourism organizations?

Direct Resident Experience
- Off-season rates, special rates, passes, and privileges for residents.
- Tours of attractions and services (e.g. hotels) for school children and other residents.
- Open houses, display booths of tourism events, and activities in public areas (malls, community centers, local events).

Figure 3.4: Methods for information exchange and community awareness of tourism

Community attitudes and satisfaction survey

Attitudes change over time, hence community attitudes should be re-evaluated periodically to identify issues and ensure ongoing community support. Periodically, conduct surveys to determine community attitudes and satisfaction toward tourism. Written questionnaires, informal and formal consultation with identified leaders and key community groups, as well as feedback through public meetings are some means for obtaining this information. Be prepared to address dissatisfactions or negative attitudes through informal or formal channels (e.g. public meetings, community newsletter, television and/or radio broadcast).

Community participation and conflict management processes

Community participation structures and policies (formal and informal), as well as conflict resolution processes should be set up for tourism related projects, to enable early involvement of community members in the planning, development and management phases. Participation can be preceded by an information gathering phase, to obtain information required for generating informed dialogue with the stakeholders. Establishing a community information data base on various aspects related to

tourism (visitor data, environmental, socio-cultural data, and studies, etc.) can be immensely helpful. Ensuring upkeep of the data base and a high quality of information is important.

TOURISM DEVELOPMENT CONFLICTS

A)   Sources of Opposition to Tourism Development:

- Threats or perceptions of negative impacts arising from proposed development.

- Objections to the form of development or to the developer/operator.

- Objections to the planning and approval process (e.g. lack of public involvement).

B)   Issues Related to Tourism Development:

- Changes might be irreversible.

- Impacts cannot always be forecast accurately.

- Conflicts are often over values, not facts.

- Public forums and media coverage can lead to inflexible positions.

C)   Factors Shaping the Conflict:

- Smaller conflicts are easier to resolve.

- Win-lose situations heighten the conflict.

- Prolongation of conflicts can lead to more rigid positions.

- Centrality of the conflict to residents' lives and livelihoods will intensify conflicts.

- Competitiveness and poor communication between parties in a conflict will impede itsresolution.

D)   Conflict Management Principles for Tourism Development:

- Developers should investigate community values and attitudes in advance.

- All significant interest groups (stakeholders) must be identified.

- Establish channels and mechanisms for community consultation prior to any   development commitment.

- Maintain a program of on-going consultation.

- Developers should respond to all community concerns.

- Applications should be accompanied by full, objective impact assessments.

- Information must be comprehensible.

- Avoid any appearance of undue influence/preference.

- Exercise great care in using the media.

Source: T. Griffin and S. Briggs, 1994. "Managing Tourism Development Conflicts" (winner, 1994 American Express Annual Review of Travel, International Essay Competition)

Conflict Management

The complexity of the tourism system is characterized by multiple stakeholders, fragmented control over tourism-related resources, and a high degree of interdependence among the various components in the system as discussed in Section 1 of this workbook. Added to this is the high level of uncertainty and complexity commonly associated with assessing the cumulative effects of human use and impact on natural environmental resources. The interdependence of tourism and the environment means that both economic values and environmental values need to be considered in development decisions, alongside the values of the host communities, residents, visitors, and political interests. All in all, tourism issues are complex, and tourism impacts can have serious and far-reaching consequences on the destination.

Tourism destinations, based on the above context, have to ensure that their decision-making and planning processes are designed to help them reduce or manage these uncertainties and complexities. A key aspect is to be able to manage the diversity of stakeholder values, opinions, and attitudes on tourism development, from a conflict management and conflict resolution perspective.

Managing the objections and opinions of stakeholders is critical for tourism organizations involved in development. Controversy can be harmful to tourism proposals; lengthy delays may ensue, adverse media attention could harm the image or reputation of the developer, and community resistance to proposals (due to perceived threats of negative impacts) can make it very difficult for developers to establish a mutually beneficial working relationship in the destination. While a detailed treatment of this vital issue of conflict management is not possible in this workbook, the following points provide some useful direction:

- Anticipate and prevent conflicts where possible.
- Establish mechanisms which enable effective communication, consultation, and participation of stakeholders in development decision making.
- Investigate community values and attitudes, and involve the community (through consultation and more direct participation) prior to making commitments on issues that can have a significant impact on the community and environment.
- Identify and involve key stakeholders in the conflict management and conflict resolution processes.
- When it comes to dealing with the local community, it is better to be as

inclusive as possible. Recognize, however, that this will require manag
ing a diversity of opinions, interests, attitudes, and values from stake
holders with varying knowledge and communication skills. The partici
pation mechanisms you develop have to be able to deal with these chal
lenges. Different mechanisms may be required for different situations.

- Make sure that the stakeholders you involve in conflict management/
resolution have the information to be able to provide an informed deci
sion or opinion, in a timely manner. Also ensure that the information is
comprehensible to the recipient; understanding the substance of the
issue should not be compromised due to technical jargon.

Review

Getting the community ready for tourism starts with an assessment of its needs and readiness for tourism. Evaluating the role of tourism in the community, and the existing level of support for tourism is an essential part of the planning process. Evaluating the community's attitudes, its desires, and aspirations with respect to tourism development is a key action. A community tourism vision state-ment should be developed, preferably with the help of broad-based public input. This statement is a long-term projection of the community's aspirations and ideals, based on its current state and the values that it upholds. A review of the tourism vision statement can be done every few years, unless drastic changes in the community's direction and future require a more immediate revision. Gener-ating ongoing community support and involvement in tourism is critical to the success of tourism at the local level. Public awareness and educational programs need to be implemented using effective communication strategies.

Notes

1.   A good discussion of these methods is provided in "Tourism USA: Guidelines for
Tourism Development . . . pp. 163 - 166, 1986.

The small community of Klong Kwang contains slightly more than 100 households and is located in Northeastern Thailand, 30 km from the provincial capital of Korat.

As a tourist destination, Klong Kwang is still very much in the formative stages. However as tourism development progresses, efforts are being made to help the community identify and achieve tourism objectives by emphasising principles that support community participation, environmental sustainability and cultural integrity.

Currently, the village receives small groups of international tourists (approx. 10 people each) that book in advance with the Tourism Authority of Thailand (TAT). Other visitors to Klong Kwang are locals from neighbouring communities who wish to pay their respects to the reclining Buddha and the "Sema Thammachak" (stone wheel of Thamma), as well as visit Klong Kwang's archaeological site. Typically, visitors spend upwards of one hour visiting Klong Kwang and contribute around 10,000 baht per month in temple donations.

The local District Director and community headman are strongly committed to a tourism development plan based on community development objectives. These include: (a) developing and implementing a tourism program for which "community life" will be central and that include, as core pieces, Thailand's largest stone reclining Buddha and the unexcavated archaeological city, (b) developing income generating activities for community members through handicrafts, food preparations and community tours, (c) at a later stage excavating the archaeological city under the direction of the Fine Arts Department of Thailand.

The CUC UEM Training and Technology Transfer Program has been providing assistance in terms of planning, facilitation and process. In one exercise, the TTTP team organised a "mock tourism day" in an effort to build community readiness and to allow Klong Kwang to experience the impact of larger-scale tourism. Not only did the day test the community's infrastructure from a visitation perspective, and evaluate the attractiveness of the site as a tourism destination, it gave residents the opportunity to make an experiential decision as to whether they were eager or not to accept and develop tourism as a village activity over a longer period of time.

Through the planning process, the community has chosen to proceed with a model for tourism development that will produce modest numbers of visitors. This level of development will position

tourism as a seasonal activity, separate from and for the most part not disruptive to the existing agricultural base of the community. Villagers believe this will prove the least intrusive on the community while providing for much-needed income at specific times of the year. The modest approach necessitates a much lower level of involvement on the part of residents and a smaller financial investment. Also, such tourism development recognises the fragility of the community, limited carrying capacity, restricted budgets, economic goals and the desire to protect the agricultural base.

SECTION 4: ASSESSING THE COMMUNITY'S TOURISM POTENTIAL

Assessing the community's tourism potential requires an understanding of the community's resources, its tourism infrastructure as well the quality of the community's physical environment. This section will provide you with a range of techniques for carrying out this assessment and is divided into three major parts.

4.0 The Community Situation Analysis

An important first step to getting your community ready for tourism is to carry out an inventory and assessment of the resources in the community and surrounding region. We call this process a "Community Situation Analysis". The importance of this analysis is to understand your community and to determine the opportunities for tourism development.

This Community Situation Analysis process provides you with an illustrative set of community resources which is not intended to be exhaustive, but gives you a detailed framework to help guide the inventory process in your own community. Based on this inventory of resources, you must determine what is appropriate for tourism in your community and what your community priorities are. Look to your local experts and literature sources for specialized details on particular resources. The worksheets which follow in the appendix will allow you to keep a database of community resource assessment which can be amended as your community develops and grows. These sheets can be photocopied and the information can be stored in a computer file.

The Community Situation Analysis components include:

1. Community resources
2. Tourism infrastructure
3. Physical environment (community design)

as illustrated in Figure 4.1. The community resources inventory and assessment involves determining what your community has to offer tourists. The infrastructure inventory and evaluation involves determining how tourists will be accommodated by the local infrastructure. The community design section discusses how tourists will be welcomed into the community and what kind of physical environment they will experience.
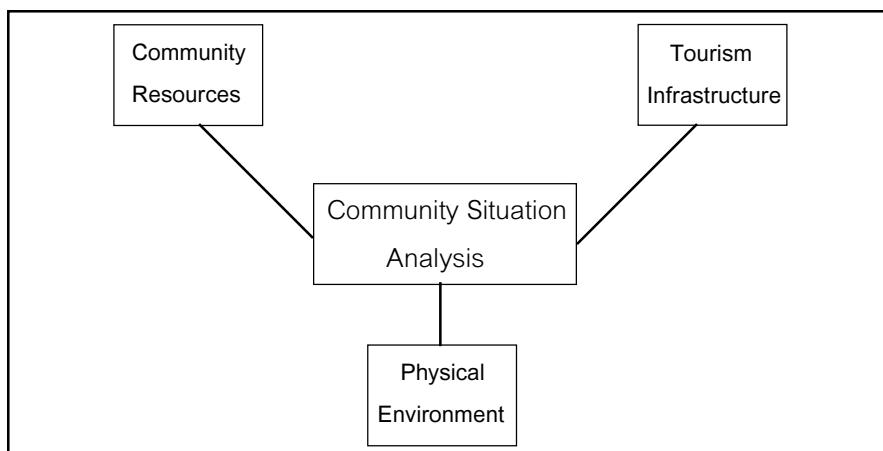
Figure 4.1: Community Situation Analysis

1.) Community Resource Inventory

The Community Resource Inventory provides guidelines by which to look at your community and region. This will provide the foundation for your assessment. List all of the resources you can think of to fit into the resource categories. Regional resources include outlying attractions, outside special events and other communities. You will determine the size of the region you wish to include in your inventory and assessment based on factors such as proximity and season.

Carrying out this task in a comprehensive manner can benefit everyone in the community. There are a number of objectives for this process:

- To determine what you have (resource inventory).
- To determine the location of tourism resources and attractions (map).
- To assess the tourism qualities of resources and attractions (resource assessment).
- To determine what stage of readiness for tourism the attractions and resources are in (resource assessment).
- To develop some initial priorities (priorities and community goals).
- To outline an action plan (short and long term goals).

In this section we look at a number of dimensions which create the quality and nature of your community. The worksheets are designed to allow your community to assess a range of factors. They are intended as suggestions and you will want to adapt them for your own purposes. (See Figure 4.2, Community Resource Inventory).
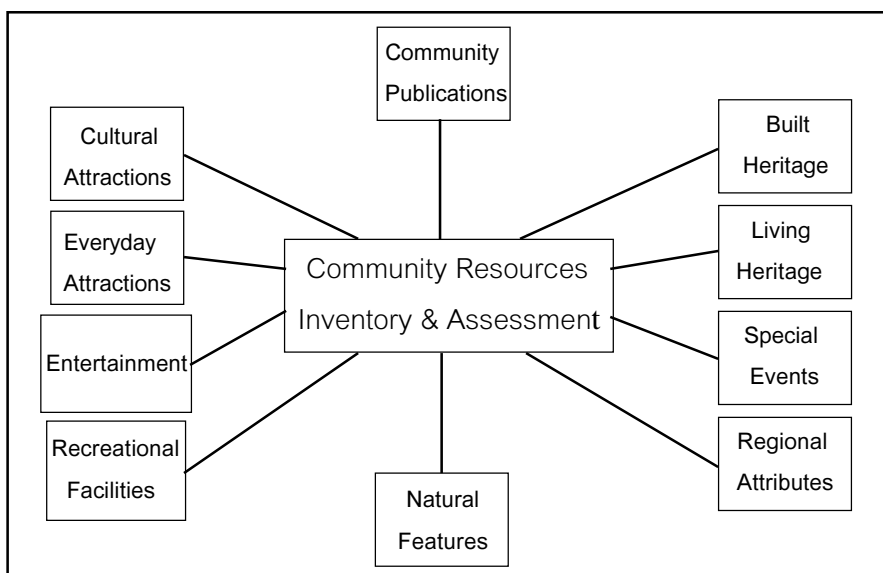
Figure 4.2: Community Resource Inventory

Some data may be readily available for assembly in a standard format; others may have to be collected. You may want to assign the information gathering process to different groups in the community. A good example of this delegation would be to ask a local heritage society to gather the cultural heritage section information.

We strongly encourage you to locate all of your resources and attractions on a map. The map should be large scale and accurate. This map will become important in later stages of decision making. Different types of attractions should have different symbols.
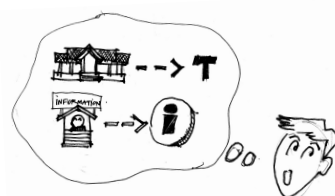
Community Resource Assessment

The resources assessment process looks at the inventory of resources to gain a sense of the community. You will assess each of the resources inventoried which have tourism potential. You can rate the condition of the resources based on criteria which you set up to define Very good, good or poor conditions. Use Worksheets 4.1 - 4.10 to carry out this task.

This is where you learn how to fit the pieces of the inventory together: What you've got determines what you need. Measuring the potential of your community involves identifying opportunities for product development.

When you have completed this Community Resource Assessment you should be ready to take this information to a marketing expert to promote your community and region.

Steps in the Community Resource Inventory and Assessment

It is recommended that you complete the forms in the following order:

1. Map: what resources are where (you will go back to this map time and again).
2. Resource Inventory: categorize your resources.
3. Resource Assessment: determine touris qualities and readiness for tourism of each resource.

This data collection on resources will prepare you for the Tourism Planning Section in which you will determine:

- **Priorities and Community Goals**: how tourism resources fit in with community goals
- **Short Term Resource Goals**: outline action for immediate resource development.
- **Long Term Resource Goals**: outline action for longer term resource development.

Community Resource Review

As a community you have some resources which need little or no work and some which need work. You have some visitor aids and may need to prepare more.

The worksheets in the appendix will give your committee a vision of what the community resources are, where they are situated, what stage of readiness they are in for tourism. You will develop an idea of how the resources relate to one another and what your tourism development priorities are.

Completion of the resource inventory and assessment means that you are ready to re-establish your short and long term goals. Establish goals and actions for each of the community resources which are priorities for tourism development.

You are now well on your way to creating a community ready for tourism.

2.) Tourism Infrastructure Inventory

For the most part, existing community services and resources should be used in a sustainable tourism strategy, although their capacity and suitability for visitors must be evaluated. New infrastructure might have to be created, however, depending on the growth of visitor numbers and the nature of tourist development in the area.

"Infrastructure" in this context means all the services and facilities a community or destination requires to accommodate visitors and to ensure they have a safe, comfortable, and pleasing experience. A checklist is provided, with notes on key issues, (see Figure 4.4) to get you thinking about infrastructure resources. Inventory and assessment forms are included in this section to help you set infrastructure priorities for tourism development.

The inventory should be constructed to help answer the following basic evaluation questions:

    a)   What is the capacity? (related to visitor numbers)

    b)   Is it suitable? (related to visitor types and their needs)

    c)   Is it high-quality? (related to marketing goals, including positioning, and to customer expectations)

    d)   What improvements or management strategies are required?
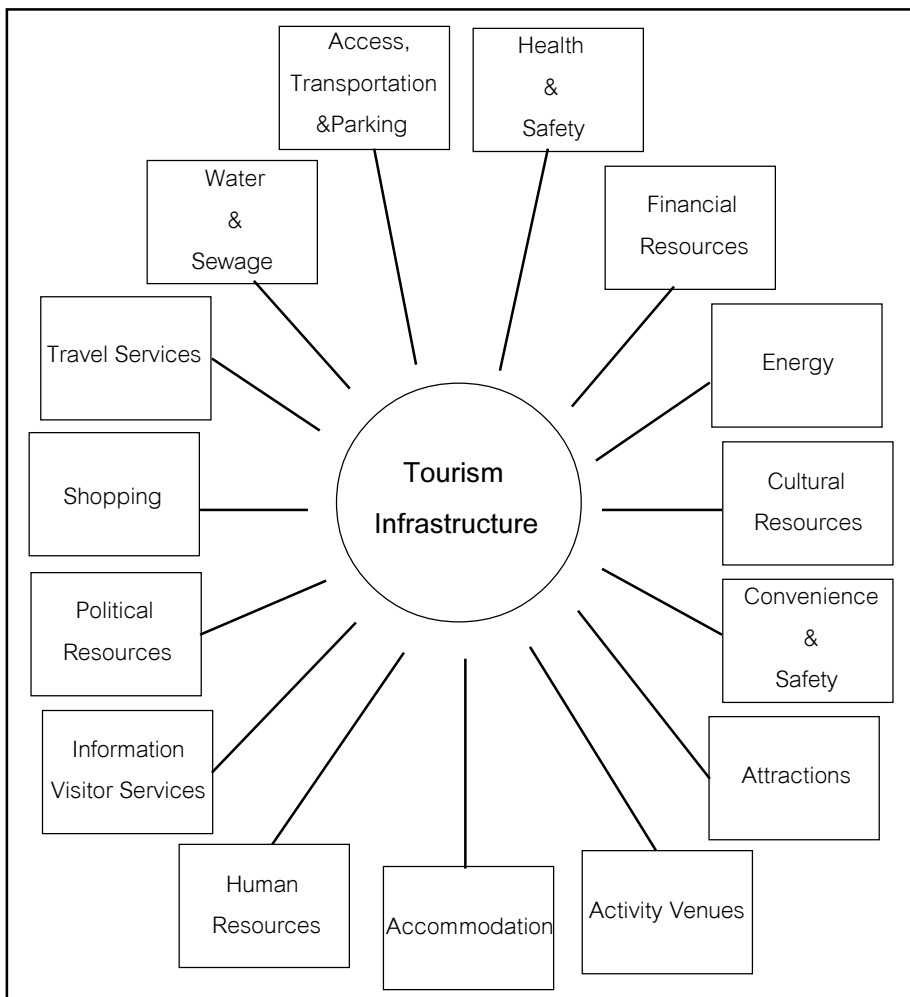
Figure 4.3: Elements of the Tourism Infrastructure

What Is The Capacity of Our Infrastructure?

This is one of the most critical issues, as many destinations and communities have found that growth in visitor numbers imposes major stress on services, resulting in problems for residents and the need for expensive developments. On the other hand, tourism can be the catalyst for obtaining desired improvements. The main challenge is to plan the process and not get caught by surprise. As well, careful attention to capacity can ensure that existing facilities and services are used efficiently and even profitably.

Peak demand problems often arise because tourism is usually seasonal. In mass tourism destinations, it is common for tourist numbers to greatly exceed resident numbers, resulting in overuse of basic infrastructure. In these cases, everyone suffers and discontent within the community is heightened. Sustainable tourism attempts to avoid peaking problems. By leveling demand throughout the year, available services can be used much longer.

Basic types of capacity must be considered with regard to infrastructure. In some cases there will actually be shortfalls in capacity, such as where water supplies are inadequate for anticipated peak demand. In these situations a tangible solution is required or a serious problem results. In other circumstances the issues are less clear, as where visitors contribute to traffic congestion, parking deficiencies, and crowding at popular facilities or parks. These problems can be endured for a time, but will definitely contribute to resident and visitor dissatisfaction.

Tourism infrastructure requirements should be anticipated and factored into the community's short and long-term plans. This can have implications for the local tax rate, and, therefore, might become a political issue. In communities experiencing rapid tourism development, infrastructure requirements tend to impose serious financial burdens on the municipal government, with senior levels of government not usually sympathetic to special relief. Indeed, other communities are likely to be envious of the growth, however ill-informed that envy might be. One possible consequence is higher taxes for local residents and/or businesses.

In Figure 4.4 we present a list of practical capacity measures for any community. Some pertain to the environment, others to the residents and the local authorities, and some to the tourists' experience.

Is the Tourism Infrastructure Suitable?

Mass tourism requires the full range of services, but highly targeted tourism can better focus on specific infrastructure requirements. For example, while all visitors need toilets and various supplies like gasoline and food, sports-oriented visitors also require specific types of recreational facilities. Arts-oriented visitors use quite different facilities, while festival-goers might use only the main street or town park.

To answer this question, some visitor research is needed. When target market segments are known in advance, selective surveys can determine their most likely pattern of infrastructure use, as well as their priorities. Possibly that extra campground space is not required to cater to the target segments.

Is the Tourism Infrastructure High Quality?

Visitors and potential tourists should also be asked to comment on their quality expectations, as different types of visitors expect lesser or greater quality and levels of service. A strategy to attract high-yield arts patrons might also require heavier investment in services and facilities.

Every marketing strategy should contain a positioning statement which will provide guidance as to the quality of services and infrastructure that must be supplied. A mass-market position inevitably leads to major outlays on infrastructure owing to high volumes of use, whereas pursuit of a niche market might lead either to less expensive development or to higher-cost but more specific development.

What Improvements or Management Strategies are Required?

When it has been determined that demand will outstrip supply, that infrastructure quality will not be sufficient, or that target markets require new services, various development and management strategies can be enacted. It was already mentioned that short and long-range municipal planning must be modified to encompass visitor needs. In addition to physical developments, some potential infrastructure problems can be avoided or ameliorated through visitor management or through revisions to policies governing local resources and facilities.

For example, better information provided to visitors can often result in more efficient use of existing services. Marketing can be used to attract or discourage tourism at different times of the year, thereby helping to spread out demand and avoid the peaking problem. Facilities and parks can be managed to achieve an equitable balance between resident and visitor use.

Checklist For Inventory and Evaluation Of Tourism Resources and Infrastructure

Access, Transport And Parking
- adequacy of routes and ports for all modes of transport to and within the area
- potential for congestion or accidents
- potential disruption of bicycle use patterns
- parking for cars, motorbikes and buses
- potential pollution problems (e.g., noise, exhaust fumes)
- provision of rest areas/toilets
- pedestrian/vehicular separation (especially in town centres)
- touring routes
- off-road vehicle areas

Accommodation
- adequacy in terms of numbers of beds/rooms/units
- seasonal supply variations
- type, quality, and price related to anticipated market segment demand

Activity Venues (See Cultural Resources Assessment for forms)
- parks and preserves and their ecological carrying capacity
- recreational facilities (especially their utility for events)
- access to water and public lands
- trails and linear recreation resources
- entertainment facilities (usually private sector)
- meeting and convention venues
- festival and event places (indoors and out)
- the range of activities that can be undertaken, by season, related to air, water, land, and built resources
- the compatibility of various existing and potential activities
- potential impacts of activities

Attractions (See Cultural Resources Assessment for forms)
- natural and cultural resources which can attract visitors
- resorts
- events
- utility in attracting target market segments
- capacity, by season and type of use
- ownership

Convenience And Comfort

- availability of public toilets
- rest and picnic areas
- telephones and other communications
- food and beverage outlets (types, quality, accessibility)
- viewpoints
- banking, money exchange

Cultural Resources (See Cultural Resources Assessment for forms)

- ethnic and multicultural character
- built heritage (architecture)
- historic sites
- cultural landscapes
- museums,art galleries, concert halls, science centres,and otherpublic facilities
- hospitality/friendliness of residents

Energy

- adequacy and reliability of supply
- sources (and related resource use and pollution issues)

Financial Resources

- private funding (lending institutions, investors, venture capital pools)
- public sources (loans, grants, incentives)

Health And Safety

- adequacy of medical facilities and emergency response (especially related to local recreation opportunities, like boating)
- police and fire adequacy (especially regarding peak demands and special visitor-related needs, such as drinking water
- lighting (especially in tourist-traffic areas)

Human Resources

- labor supply (types, volume, quality)
- attitudes toward tourism and related jobs
- training facilities and programs

Information/Visitor Services

- adequacy of directional signs for motorists
- information booths or visitor centres
- brochures, maps, and other material for visitors (See Cultural Resources Assessment for forms)
- availability of guides and interpreters

Figure 4.5: Checklist For Inventory and Evaluation Of Tourism Resources and Infrastructure

Infrastructure Inventory and Assessment Forms

After examining the checklist of infrastructural tourism resources, you should be prepared to do an inventory and evaluate/assess their readiness for tourism development. The assessment forms which follow in the appendix will guide you in this process.

You may want to approach infrastructure resource professionals to complete some of the forms. They may be in a good position to make a fair assessment of the improvement or development needs to meet the tourist influx.

An inventory form for each type of infrastructural resource is supplied. On this form you should brainstorm all of the resources you can think of. Determine the importance level of each for tourism development. This will help you not only to decide which resources need assessment, but also help to set short term and long term goals for infrastructural development to meet tourism needs.

A resource assessment form accompanies each inventory sheet. You will need to make copies of this form for each resource to be assessed. Address each question with regard to the particular resource being examined. This will help you determine in what state of readiness for tourism this resource is.

Once you have inventoried and assessed your infrastructural resources you will need to align the improvement or development required with community goals. This will help to put tourism development into perspective for your community. You may decide that development is necessary, or you may discover that visitor management to meet existing capacity is a better alternative. This will be aided by prioritizing improvement and development projects on this form.

Now that you have prioritized infrastructure resource projects in the community context you can determine short and long terms goals. Voila! You now have this framework for an infrastructure action plan to meet sustainable tourism goals in your community.

3.) Physical Environment Assessment

Introduction

Design is an important selling feature for any product. In this case your product is your destination. As a rule, attractive communities will be more likely to draw people in than those that are unattractive. Physical improvements are a quick way to improve the image of a place and obtain public attention, though they should be run with other programs aimed at bolstering the local economy and community. Good design will usually last, allowing for greater possibilities for re-adaptive uses in the future. Outlined below are some basic points that one may consider when looking at ways of improving the physical environment of a town if it is felt that it is in need of some form of physical upgrading.

Recognizing the Assets

The task here is to look at your community and identify features which the community feels are important and which distinguishes it from others. It is also important to consider outsiders views as they tend to be impartial and recognize elements that locals may take for granted. It is known that first impressions play a huge role in determining how a place is viewed and in this respect, it is critical to know where these first impressions tend to be formed and how to improve them.

Building structures are usually the most notable elements. Also look at structures or locations that are important for natural or historic reasons or where major events that are culturally or commercially important occur. Many older buildings and areas can easily be reused and readapted for new uses rather than having to erect new buildings. This provides continuity in the town and maintains some of the history and character of built environments. Indeed, many of the growing 'trendy' areas in many towns, center around the older districts which have been saved and reused.

It is worth considering carrying out a 'Mental Map' exercise. This involves asking people to provide directions from two or more set points within the town or by drawing a visual map of the town using features rather than street names/numbers. This will help to highlight buildings, locations, etc. that people most commonly associate or identify with the town. A survey on what structures people value most or notice is also a worthwhile exercise.

Identify Areas

The following are the assumed areas where an image of a place or first impressions tend to be formed. With the above in mind, using a map of the town/community and identify:

- Gateways and entrances
- Principle traffic routes
- Core commercial areas, areas of character, and any key attractions

Gateways and Entrances

Few towns have erected significant welcome signs at the boundary of their communities, usually at the end of the built up area or where the town begins, informing people that they have arrived, while creating a good impression. It is possible to drive through some communities without any significant impression of where you passed through other than it being 'another town'.

On the map, identify key locations felt to be appropriate 'entrances' into and around the town, especially:

- The town's boundary.
- Where the buildings end and open space begins.
- Where the commercial areas start.
- The locations where one enters the 'unique areas'.

These locations will predominately be along the main highways in the area, though smaller signage could exist on minor roads. The next task is to determine what sort of signage is appropriate, i.e. a simple name sign, something elaborate or keep the existing signs.

Principal Traffic Routes

Many principal highways have unkempt curbsides and roadside verges with poor landscaping, or large tracts of mown grass, or are lined by unattractive commercial strips and signs. The key is to identify these roads used by traffic to get in and around the town and to 'attractions' including:

- Main highways into and out of town.
- Ring roads.
- Main street.
- Those roads linking the attractions to the main roads.

Once routes have been identified, look at them and the surrounding area and assess what their problems are, including:

- Where possible new landscaping could occur.
- Where more trees could be planted.

- The identification of where fences/hedges along the way could be im proved.
- Where the commercial areas could be tidier.
- Where there could be less billboard advertising.
- The identification of those buildings along the route that could be cleaned up or replaced.
- Where vacant sites could be tidied up, etc.

Core Commercial Areas, Areas of Character, and Any Key Attractions

The heart of many commercial centres have been destroyed or lost to new strip malls and car parks. Old buildings are being replaced with poorly designed new ones and many notable structures are spoiled by poor alterations or excessive advertisement displays. Many commercial areas now look the same regardless of where they are. Most lack good pedestrian facilities as the car or motorbikes predominate.

Summary

As a community you will have some resources which need little or no work and some which may need development to meet tourism demand. The exercises in the appendix should give your committee a vision of what the resources are and what stage of readiness they are in for tourism. You should have an idea of how the resources relate to one another and which ones are tourism development priorities. . Using these inventories and assessments, you can develop an idea of how the resources relate to one another and which ones are tourism development priorities. You will use this data when you develop a tourism plan.

SECTION 5: DEVELOPING THE TOURISM PLAN

This section offers an action-oriented tourism planning process. We recognize that, as planners and managers, you may have a great deal of skepticism for spending valuable time and scarce resources towards planning, only to result in a document that gathers dust on an office shelf. Consider the complexity of the tourism system, the many individuals and groups who can affect the destination's future, increasing competition and concern for the environment, to say nothing of the needs of the residents and the tourists, etc. Clearly, some form of direction is required which is co-operative and proactive, like the community's vision statement, to guide planning and development. This section will identify the actions required for developing and implementing effective sustainable tourism strategies. The character of the process can be described as dynamic, participative and adaptable to the needs and concerns of the community's many stakeholders.

5.1 Introduction

Some managers and decision makers argue that we are overwhelmed with plans and planning processes. Others argue that we require more regulation and planning in order to ensure that the goals of sustainable tourism can be met. There are others that maintain that we require less planning and possibly less regulation. There is no right answer to the level of planning that a particular situation calls for and clearly every societal context will determine what is appropriate. Similarly, though sustainable tourism calls for a high level of local involvement in planning and developing tourism, the amount and quality of resident participation will vary depending on the cultural and political factors in the destination. It is obviously useless to develop a sophisticated planning system if there is no political or community support for it. In these cases, one might first have to create an appropriate setting or structure for a planning process which avoids the failures of past planning practices.

5.2 The Failures of Traditional Planning

Many people are skeptical about the effectiveness of planning. They see it as a waste of time since most plans never see the light of day and end up on a shelf. In many cases, planning in the past has tended to be based on developing regulatory procedures as opposed to creating suitable mechanisms for achieving the goals and objectives developed within the planning process. The failure of traditional and rational approaches to planning can be attributed to a number of factors such as:

5.2.1. Lack of flexibility

The logical, rational approach to planning, it has been argued, has made plans far too rigorous and unable to adapt to changing conditions. Unless the external environment is perceived to be quite static, a detailed stepwise approach that is rigorously adhered to, could make it very difficult for the organization or destination to create an optimal fit between its resources and the forces influencing tourism in its setting. A dynamic approach, as provided through strategic planning principles, enables a dynamic planning process, better able to adapt to changes.

5.2.2 Lack of strategic thinking and visioning

A major criticism has been launched against traditional, rational planning approaches by some researchers who argue that such plans lack leadership vision in the process of formulating strategies. The inclusion of 'strategic visioning' by leaders and decision makers (not technical planning experts) ensures that the plan is not merely an operational plan, but provides direction and concepts for achieving the organization's broad goals and interests.

5.2.3 Ineffective top-down planning

Planning by the destination's local planning department or by retaining planning experts from outside the destination results in a plan which is unable to effectively represent the diverse opinions, needs, and attitudes of residents toward tourism in their community. The chances of successful implementation of such a 'top-down' plan is further inhibited by the lack of community support and involvement in the process, particularly in political systems where residents seek greater participation in the decision making of their community direction.
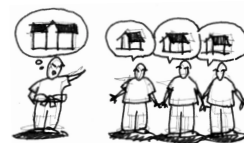
5.2.4 Poor linking of formulation and implementation

Another major impediment to planning has been the inability to link formulation of the plan to the outcomes of implementation, so as to ensure accountability and to measure the success of the planning exercise. The lack of clear, implementable actions and responsibilities to ensure accountability for carrying out the actions, has been a deterrent to effective implementation. Without this careful assessment of the actions generated by the planning, the plan receives little ongoing attention with respect to adjusting the plan to respond to problems or to reinforce positive outcomes. Feedback between the planning and implementation of action steps must be present to ensure effective delivery of the tourism experience and sustainability for the destination's assets and resources.

5.3 Strategic Tourism Planning - An Action Planning Approach

A **strategic planning** approach is essential for sustainable tourism, whereby the disparate planning

and development activities related to tourism are linked to an overall, broad strategic tourism plan to provide an integrated framework for directing tourism.

Strategic planning seeks an optimal fit between the system and its environment. Hence, it:

- Is long term.
- Contains vision.
- Specifies goals (ends).
- Specifies major actions (means) to achieve goals.
- Specifies the major resource allocations to arrive at (ways).
- Is dynamic, flexible, and adaptable.
- Ensures that formulation and implementation of the strategic plan are not discrete, but linked closely through constant monitoring, environ mental scanning, evaluation, and adjustment.
- Is not a linear process (e.g., constant environmental scanning occurs throughout the process to enable proactive response and adjustment; monitoring can start as soon as target indicators and levels are estab lished, to provide base line information).

A strategic approach to a sustainable community tourism plan also requires:

- Close coordination with local and regional legislative and political struc tures.
- Community participation and support.
- A new role for planners as educators and providers of technical exper tise, but not sole plan designers; the plan is designed primarily by those who have a 'stake' in the outcome.
- An innovative and inclusive organizational structure for joint planning.
- A 'learning' community that is informed, educated and aware.
- Applying the principles of sustainable tourism development, to ensure the long-term sustainability of the ecology, the local economy and the socio-cultural values of the host community, while distributing the ben-efits equitably among the stakeholders.

5.3.1 The Nature Of Strategic Tourism Plans

Sustainable tourism planning requires a strategic planning approach, which seeks an optimal fit between the system and its environment through the creation of

1.) long-term direction (vision)
2.) goals and strategies for the allocation of resources and monitoring of impacts
3.) detailed action plans.

This is achieved through dynamic, flexible, and adaptable planning, where:

- Formulation and implementation are closely linked through constant environ mental scanning, monitoring, evaluation, and adjustment of the strategic plan.
- The plan is created by a broad and diverse group of actors (stakeholders) in the destination, whose needs, attitudes, and values are closely reflected in the plan's philosophy, vision, and contents.
- There is a clear recognition of the interdependence among the various compo nents of the plan, which is considered in the creation and implementation of goals and strategies. For example, a community that has a very low commercial tax base and high residential growth may consider the goal of increasing commercial activity and reducing development activity in the residential sector. This takes into account that the loss of jobs in construction and trades from decreased residential activity may be offset by stimulating commercial activity.

Strategic tourism plans are more than just tourism marketing plans. Destination marketing plans, even when developed using a strategic approach, are a vital and major component of the strategic tourism planning process. However, note the distinction between a marketing orientation to strategic tourism planning and the functional marketing plan. The destination's strategic tourism planning pro- cess is based on a marketing philosophy - the analysis of the destination's resources, the market and competitive analysis are all done with the aim to keep in mind the market's (i.e., the visitor's) needs and preference, but also to ensure that the destination's tourism industry is compatible with the long- term sustainability of the natural environment and the needs and preferences of the local inhabitants. Sustainable tourism development requires an overall strategic planning approach that encompasses both the supply and demand side of the tourism system.

> The best laid plans of mice and men....and tourism destinations,
> start with a strategic plan

Planning approaches span a broad spectrum, ranging from a rational, lockstep approach all the way to strategic, broad-based plans. Despite this proliferation, good plans generally contain the following elements and action steps:

- Vision and/or mission statement.
- Situation (issues) analysis.
- Strategic goals.
- Evaluation of strategic alternatives to achieving these goals.

- Strategies.
- Implementation of Strategies (measurable objectives and detailed action plans).
- Monitoring and Evaluation of implementation strategies and action plans.
- Adjusting the strategic and operational plans based on information feedback from evaluation and constant scanning of the external environment.

You can seek expert and technical help for various components of the plan. For example, facilitators, community colleges, planning and marketing consultants, local and regional government planners can be recruited if required. The assistance of an environmental specialist may be necessary to help establish ecological indicators, for example. Such assistance may also be available through volunteer resources within the community.

Strategic tourism planning requires a careful consideration of the goals and principles of sustainable tourism. Some of the goals and principles which should be considered in tourism planning are:

Economic

- Development which takes the full costs and benefits of the alternatives and decisions embarked upon into account, from an overall economic and community perspective.
- Minimizing leakage of tourism revenues out of the destination and minimizing external control over tourism direction.
- Broad-based distribution of benefits among the destination' stakeholders.
- Provision of a quality visitor experience that is compatible with the destination's goals and values.
- Ensure that the fiscal costs of infrastructure provision and marketing do not outweigh the benefits (for example, residents may end up paying higher taxes to subsidize tourism development but may not benefit from improved income, social services, use of or access to the publicly constructed infrastructure, education, and training opportunities, etc.

Social

- Steady employment, which avoids the underemployment and unemployment associated with seasonal hiring for peak tourism periods.
- Better employment opportunities than the low pay and positions typically associated with tourism services.
- Quality jobs that encourage the use of local knowledge, skills, and traditions, and offer a sense of fulfillment and satisfaction to the residents.
- Improved standard of living and equitable distribution of benefits within (and between) generations in the present and future.
- Equitable access for residents to publicly constructed facilities and resources constructed for tourists. Opportunities to access or gain other benefit from areas restricted to high yielding tourists (e.g. through contributing volunteer time for resource conservation, profit opportunities from business concessions located outside of the protected areas, etc.)

Ecological

- Maintenance of essential ecological processes, biological diversity and non-renewable resources for future generations (through preservation or conservation strategies).
- Planning at a scale and pace that enables effective and ongoing monitoring and mitigation of long-term impacts.
- Full-cost accounting of environmental resources in cost-benefit analyses.
- Environmental and cumulative impacts analyses are important prerequisites to development. Environmental management systems need to be implemented by businesses and organizations.

Cultural

- Tourist activities and behaviors should be respectful of local cultural activities, sites, and values.
- Design should be compatible with local heritage and character, and should foster the community's identity or 'sense of place'.
- Tourist types and activities should match the needs and expectations of the local people, with protection of sensitive and indigenous cultures against adverse impacts.

Political

- Compatibility between overall economic development goals of the community and the tourism goals.
- Integration of plans and planning with other relevant community and regional plans and processes.
- Balance top-down planning with resident input and participation in planning and development, while being sensitive to local traditions and culture regarding decision making.

5.4 Strategic Tourism Planning - An Action Process

The major steps in the strategic planning process for tourism in a community-based destination is outlined in Figure 5.1. Note that while the steps appear sequential, the process is an iterative one. It is also important to note that this is a recommended process, not a blueprint for success - each destination may need to tailor this process to suit their own requirements, norms, and values. The stages are discussed below.

Stage 1 Getting Ready for Tourism	→	Stage 2 Situational Analysis	→	Stage 3 Goals & Strategy Development	→	Stage 4 Objectives & Action Plans	→	Stage 5 Implement, Monitor, Evaluate, & Adjust
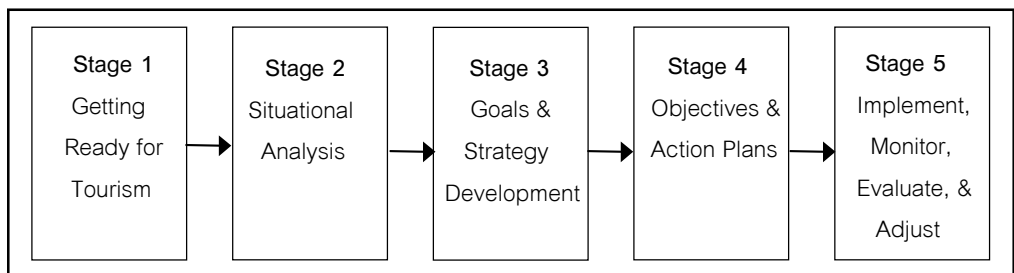
Figure 5.1 Strategic Planning Process

STAGE 1 - Getting the Community Ready

This stage is discussed in detail in Section 3. Figure 5.2 outlines some key actions required at this early stage in the process. Preliminary information gathering is required to enable a decision on whether to encourage tourism. The development of a community tourism organization (CTO), planning scope, and terms of reference for the CTO are a key subsequent step.

Assess Community Readiness & Receptivity
- Public meetings
- Facilitation
- Community development
- Surveys
- Identify/assess community decision making structures

Assess Industry Receptivity & Readiness
- Willingness to invest in new development
- Support for tourism policies and plans
- Level of community entreprenurial activity

Assess Public Sector Policies and Attitudes
- Policies
- Support for sustainable development
- Receptivity to tourism
- Tourism and general planning and development policies

Development of Community Decision-making Structure
- Leadership organization
- Terms of reference and planning scope

Development of Community Vision for Tourism
- Broad based community input
- Desired future state, beliefs and values

Situation Analysis
See Figure 5.3

Figure 5.2 Getting the Community Ready for Tourism

The formation of the CTO should consider the following:

- Who are the initiators of the tourism planning process? If not govern ment officials (local, regional or national), has their support been acquired to initiate a tourism planning and development process?

- Have legitimate convenors been assigned to convene the stakehold ers? Government officials may or may not be perceived to be unbiased participants or convenors of the process.

- The CTO must be perceived to be a capable organization by its members. Concerns about implementability of the strategic plan need to be addressed by the initiators and convenors as early as possible - emphasize the commitment of government and the community-based awareness and involvement in the planning process (by involving a diverse group of community actors). These should provide a powerful drive for implementation.

- The participants of the process must be legitimate representatives of the community and representative of a wide base of community interests. This could be aided by enabling representation through interest groups or sector based participation (e.g. transportation, commercial, cultural, etc.). These interest groups or sectors could form steering committees, if required, to manage a large group of constituents.

- The CTO should be structured to enable early formation of sub-committees or working groups. These should be structured to enable the participation of a broader base of constituents from the community and a wider stakeholder base.

- Obtaining formal approval of the local government authority is recommended to ensure that the process has their approval.

- Getting stakeholders involved and obtaining council approval requires information on the scope of the planning exercise to be disseminated to the participants. The preliminary community analysis as well as further communication with the stakeholders can be used by the initiators to assist in defining the planning scope.

The following should be included in defining the scope of the process:

- Geographic area to be covered by planning.
- A clear delineation of the purpose or goals of the planning exercise and problem statement (if the exercise is based on resolving existing tourism development related conflict).
- Degree of public participation and mechanisms (structure plus terms for involvement, plus mechanism for replacing stakeholders).
- Budget and funding for the exercise.
- Estimated time line for the process.
- Consideration for how to address implementation concerns of stakeholders.

Once the CTO has been convened, the following steps which have been initiated earlier, can be firmed up:

- Terms of reference for the CTO participants, including ground rules for decision making and participation, an approximate timeline, and workplan for the major stages of the exercise.
- The CTO should be assigned to play a key role in this process, and sub-committees should be formed to manage various components of the action planning.
- The CTO should be fully involved in the community visioning exercise, including forming a visioning sub-committee or working group(s).

This stage involves getting detailed information on the various aspects and issues related to tourism, including environmental, socio-cultural, economic, political, and visitor market analysis. Preliminary information and community concerns and issues identified in Stage 1 feed into this stage.
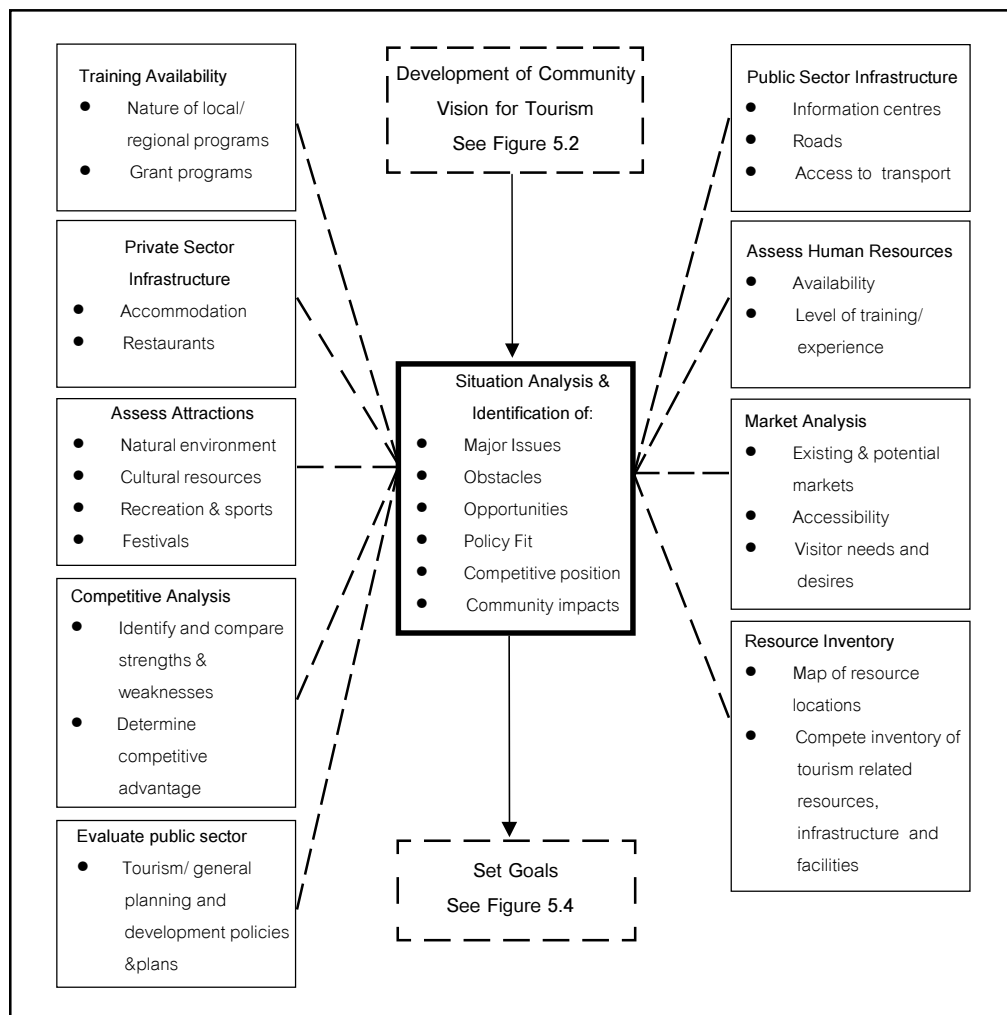
Figure 5.3 Situation Analysis

The situation analysis stage maintains a number of activities:

- Conduct a market analysis (current and potential tourist demand, activities desired, compatibility with community vision and values, etc.). See Section 6.

- Conduct a competitive analysis. Identify competitive destinations (existing and potential), assess their strengths and weaknesses, market shares, determine where opportunities and threats might lie for your destination, identify competitive advantages for your destination.

- Conduct a destination analysis. Assess the community's infrastructure and tourism resources, using the inventory of tourism related re sources.

- Development of a comprehensive map of the community area, illustrating community features, location of recreation and tourism related resources, ecological factors (migration corridors, sensitive habitats, etc.), infrastructure and transportation access, etc.

- The identification and ranking of issues, problems and opportunities to be addressed based on the evaluation of the information gathered in this stage, and the information obtained from the community assess ment and tourism visioning process (Stage 1). It is important to examine prior and existing local and regional plans which contain information relevant to tourism planning, to ensure that issues are understood and compatibility with overall local goals and plans can be accomplished.

Worksheet 5.1 will assist you in this task. This stage is covered in detail in Section 4 of this Workbook.

STAGE 3: Goals and Strategies

The vision statement and the major goals of the community provide direction for evaluating and developing strategies and actions to accomplish vision and goals. As in the situation analysis, the visioning process and its content provide valuable information for this stage. Broad community goals may be evident in the community's tourism vision, and the exercise itself may contain information pertaining to some potential strategies. This again illustrates the non-linear nature of strategic plan-ning. Strategies are not formed only in the allocated time for Stage 3, they may emerge earlier or later in the process, and will need to be incorporated into the formal strategic planning as they are recog-nized.[1] Figure 5.4 illustrates the development process.

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[1] See Mintzberg, H. (1978) for a discussion on emergent versus intended strategies

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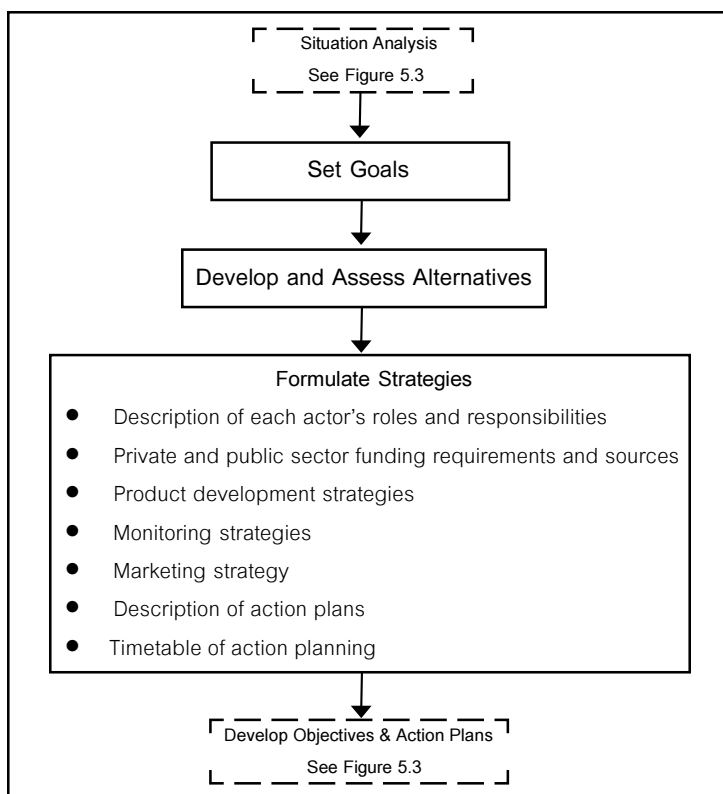
Figure 5.4 Goals & Strategy Development

In order to negotiate goals, strategies, and action plans, it is important to focus the discussion on identifying interests and concerns of the stakeholders, rather than their positions, i.e. consider an interest-based negotiation philosophy (also referred to as principled negotiation). The major steps in this exercise are to:

- Select a number of prioritized issues, problems and opportunities iden tified through the situation analysis and establish short and long-term strategic goals for these issues (e.g. 5-10-20 years or longer). Make sure that the issues and problems or opportunities are clearly defined. Complex, value-laden problems relating to human use versus environ mental protection, can be present in communities located in sensitive ecological settings.[2]

- Develop and assess alternatives for attaining goals. Good information is a critical requirement to be able to evaluate various alternatives. Set evaluation criteria where possible. Cost-benefit analysis of various alter natives is a critical requirement at this stage (see below). Ensure that the alternatives listed do not conflict with other community development goals or strategies.

[2] See Fisher, R., Ury, W. and Patton, B. (1991). "Getting to yes: negotiating agreement without giving in." 2nd edition. NY: Penguin Books.

Scenario-based planning is one method that you may find useful to employ. Develop alternative future state pictures (as related to tourism and your community), and create alternative strategies for attaining the stated goals. For example, one scenario might be that if there is strong ongoing economic growth in South East Asia, then a marketing related strategy might be to focus on attracting a modest segment of high-yield tourists from one or more countries showing economic growth and increasing outbound tourism, to one or more attraction(s) in the destination area, e.g. nature-based (ecotourism) and culture based (annual heritage event). A related economic strategy would be to encourage development and use of local tour operators and marketers to enable benefits to flow to the local destination. Conversely, another scenario might be that if exchange rates in the future discouraged your primary foreign visitor market, then domestic tourism from regions X, Y, and Z would receive a stronger marketing focus, since the needs of this market (based on your market research and analysis) can be accommodated by the existing supply (with possibly a little extra work). Worksheet 5.2 will assist you in this task.

- Formulate strategies to attain goals, based on the scenario you currently adopt (you will adjust these strategies or scenario as you monitor the results and the changes in your external and internal environments). Strategic considerations for key areas related to tourism planning and development are outlined later in the section. Strategies for monitoring key community and environmental resources are a critical requirement at this stage. The development and selection of final strategies should be done carefully to ensure that these are feasible (e.g. financial options are available for implementation), in addition to appropriate (as determined from cost-benefit and other analyses).

- Note that what you are developing here are goals and strategies for an overall strategic tourism plan for your community. Keeping a 'marketing orientation' i.e., thinking with your marketing cap on is critical at every step in the tourism planning process. At no time do supply considerations become disconnected from the demands of your tourism markets. Hence all the goals, strategies, and future planning actions are linked closed to each other and particularly to marketing goals and strategies. In Stage 3, the detailing of objectives and action plans will again be done closely in conjunction with the marketing objectives and action program. Hence, strategic planning for tourism requires keeping the needs and requirements of your visitor markets at the forefront of your thinking, but always ensuring that these needs are balanced by the needs of your community and the principles of sustainable tourism (development).

Example of a goal, strategy and objectives:

- **Goal:** To encourage tourist visitation in the off-season months.
- **Strategy:** Develop cultural indoor and outdoor attractions emphasizing local heritage and art.
- **Objectives** (to be developed later):
- Develop one fair in October targeting 250 out-of-town visitors for the October event.
- Renovate the local museum.
- Mobilize local volunteers for interpretation.

Cost-Benefit Analysis

Applying a number of economic tools and methods, destinations are in a position to obtain a large array of economic information on tourism, from which decisions can be made. In assessing this information, analysts, planners, and managers have to determine not just whether jobs and wealth are created, but how the benefits are distributed, what costs result from tourism and whether the benefits outweigh the costs generated, both on economic and other levels. In this sense, economic analysis needs to be integrated with other data (environmental, social, cultural, etc.) to provide a reasonable indication of whether tourism is a good strategy for the destination. Cost-benefit analysis is an important activity to perform, but is also difficult to calculate, since a number of the costs are very difficult to quantify. How does one measure the 'sense of place' or 'spiritual happiness' of a population? How does one quantify the loss value of habitat fragmentation to ecological integrity? While strides are being made in developing full-cost, environmentally-based accounting, some measures may need to remain qualitative rather than quantitative.

Full-scale cost-benefit analysis, while recommended, can be time consuming, expensive, and difficult to conduct. Another challenge in cost-benefit analysis lies in identifying who benefits and who pays the costs of tourism.[1] Smaller cost-benefit analyses can be completed to provide information on specific issues related to tourism. Consider the costs of overcoming obstacles and providing infrastructure. How well do residents who may end up paying higher taxes to subsidize the cost of public infrastructure for tourists benefit from the tourism? Are opportunity costs being considered? For example, would the public funds being expended on developing and promoting tourism generate greater benefits to the citizens if expended in another area of community development?

[1] See Ritchie and Goeldner (1994) for a discussion on this and on the rules and recommendations for doing a cost-benefit evaluation (p.447-449).

Stage 4: Objectives and Action Programs

Objectives and action plans are developed to accomplish goals and to carry out the strategies outlined in the previous stage. Objectives put a goal into action by specifying concrete, measurable targets to be achieved in a stipulated time frame (e.g. one, three, or five years). Objectives can be prioritized for action as well, though all should be implemented in order to achieve the associated goals. Alternatives should be examined before selecting specific objectives. Cost-benefit analyses and preliminary impact assessments (environmental, cumulative, etc.) are two important considerations at this stage. Figure 5.5 illustrates the processing of objectives and action plans. Use worksheets 5.3 to 5.5 to help you through this process.
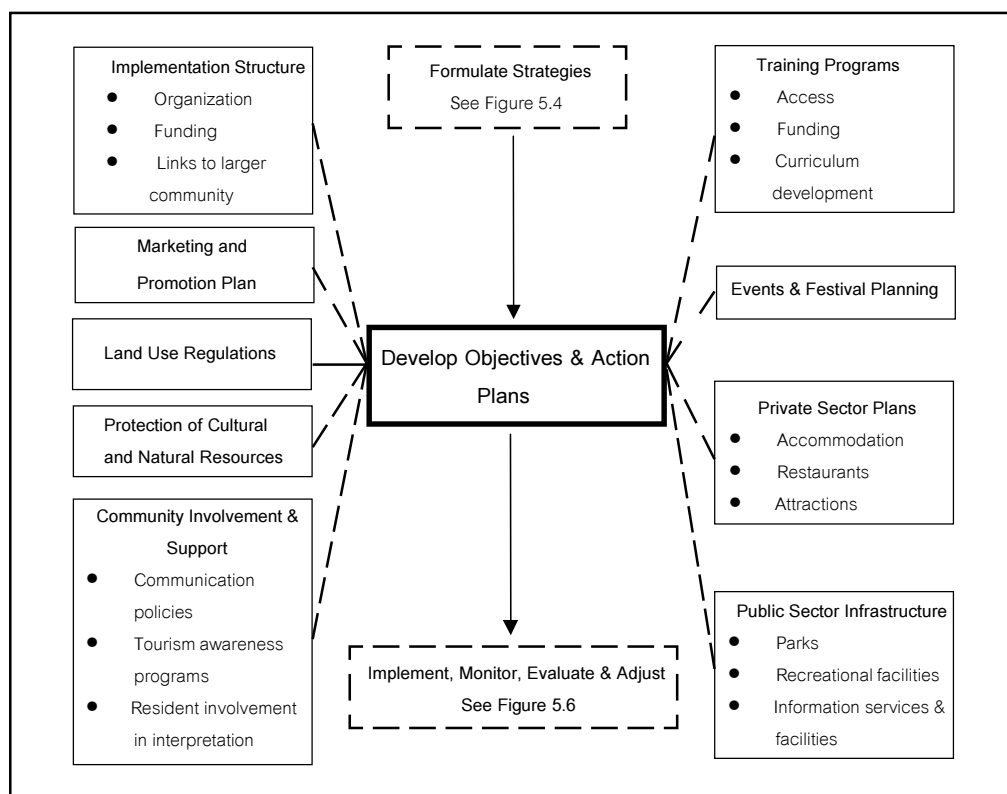
Figure 5.5 Objectives and Action Programs

Carrying capacity indicators will also need to be established within the various issue areas. These indicators will facilitate the setting of objectives related to carrying capacity, i.e. the level or threshold of use or impact that a resource can handle without seriously affecting the health or survivability of that resource. Carrying capacities can be established for environmental, social, cultural, and visitor aspects. For example, a specific environmental objective may be to ensure that phosphate pollution into the local river from hotel detergent waste is, over the next 5 years, brought down to or just below the level stipulated as the carrying capacity threshold of the river for phosphates. A future objective

might be to bring it well below the carrying capacity threshold. Similarly, a beach area may have a specific visitor carrying capacity, beyond which the quality of visitor experience may be seriously damaged due to overcrowding, noise, etc.

Note that as the community develops its information base on carrying capacity and other indicators, adjustments may need to be made to the community's goals, strategies, objectives, and action programs, based on the evaluation of the data being received.

Action Programs/Action Plans

Action programs are specific operational plans for implementing the strategies and achieving the specified objectives tied to each strategic goal. These programs contain detailed budget, financial and action plans for achieving the set objectives. Like the strategies, the action programs have to be feasible and realizable; feasibility studies are generally required for assessing the merit of development projects. The help of experts may be required at this stage to develop the specific operational plans. These plans should also be compatible with local legislative frameworks (planning, land-use, etc.).

 Financing projects can be a serious challenge for small communities, and steps have to be taken to ensure that the project receives the necessary financial support. Careful evaluation of alternative actions to implement the specific objectives is required, with close attention paid to the investment and financing aspects of the plan. Business planning, pre-feasibility, and feasibility studies should be conducted for new projects and ventures. Public-private sector cooperation in developing and implementing action programs is highly recommended. New and innovative partnership actions should be considered, including joint-ventures, trusts, cooperatives, development corporations, and community councils. Implementation plans include a wide range of actions and considerations.

The major steps in this stage are as follows:

- Develop objectives (short and long-term) for each strategic goal, in the priority assigned to the goals. An objective for a resource may have a series of sub-objectives associated with it. Identifying re source development objectives may be aided by ranking the resources against the community's other major goals.

- Identify and evaluate alternatives for implementing objectives. Obtain necessary information (via market research, pre-feasibility studies, etc.) and list criteria for evaluating alternatives, e.g. financial feasibility, sources of funding, compatibility

with development, and zoning regulations, etc. It is important to develop this criteria set, since it will help you evaluate the viability of these alternatives. Suggesting a mega-resort would not make sense if it is not compatible with the zoning (existing or potential) or the vision of the community.

- Develop action programs (including budgets and financial plans, as well as business plans where necessary) for each objective.

- Refine and develop further indicators and thresholds for various areas related to carrying capacity concerns in the action plans. The monitoring of critical community, tourism, and environmental indicators and thresholds should commence as soon as possible, in order to ensure that some baseline data is available to compare future results against (especially if little exists so far).

- Implement strategies and action programs, as soon as complete, with monitoring to start concurrently, if not sooner.

The ability of the strategic planning exercise to generate a dynamic, action-oriented plan for the destination is dependent on the ability to involve a wide range of community actors, and to monitor and evaluate plans and process on a regular basis, with the help of an effective organizational structure. In addition, implementation requires paying close attention to strategies for coordination, cooperation, and public support:

- **Coordination**: Close coordination at both policy and action levels is required among the various agencies involved at different public levels. Public service provisions (e.g. transportation, water, and sewer capabilities) need to be considered in tourism planning. Hence, the action program has to clearly delineate the various jurisdictions and governmental departments that will need to be involved in the plan's implementation. Close coordination will be required at an inter-departmental and inter-jurisdictional level to ensure a holistic approach to implementation and cohesiveness of the overall plan. Public-private partnerships should be explored for development and funding of tourism initiatives. New forms of partnership and governance may be needed to ensure the integrity and success of the implementation process.

- Tourism strategies and plans must be linked to, and viewed as a component of the broader set of community development plans and initiatives. Tourism planning should also be afforded positive status among other local plans.

- **Cooperation**: Cooperation among local businesses and tourism related operators is essential, given that one business can be directly affected by the success or failure of another. Partnerships should be considered in planning, management, marketing, and funding of tourism ventures. Cooperation among neighboring communities

in the region is important - by working together, communities can capture a range of benefits for the entire region.   Independent effort in areas such as marketing could undermine the tourism potential of a region, and could result in a duplication of effort and waste of resources.

- **Public support**: public support of the tourism planning process and its imple mentation are critical to the success of the planning effort. Using the commu nity awareness and involvement strategies suggested in this section and in Section 3 (Getting the Community Ready), progress on the plan should be communicated to the community and feedback sought on the various stages. Community involvement and support is essential to ensure that the plan is implemented and is representative of the needs and aspirations of the inhabiants.

Stage 5: Monitoring, Evaluating, And Adjusting Action Plans

The success of the tourism planning effort is greatly dependent on the ability of the process to monitor the implementation of the action plans, the achievement of the objectives, and the setting and monitoring of critical indicators and thresholds related to the resources being used. Indicators and thresholds can be established, for example, for the ecology (e.g. develop indicators to monitor air quality, habitat fragmentation), for the economy (e.g. jobs, tourism income, and expenditures), for the tourists (e.g. numbers, length of stay, activities performed, satisfaction), and for the overall tourism industry (e.g. codes of ethics, interpretation activities, etc.). By setting specific thresholds to be monitored, action can be taken if these thresholds are approached or exceeded. Figure 5.6 outlines the monitoring process.

| Develop Objectives and Action Plans |
| See Figure 5.5 |

Implement, Monitor, Evaluate and Adjust

Implement Action Plans	Ongoing MonitoringIndicators	Evaluation	Adjustment of:
	• Thresholds of acceptable change	• Monitoring data	• Planning process
	• Data base of research findings	• Visitor satisfaction	• Components of action plans
		• Community support	
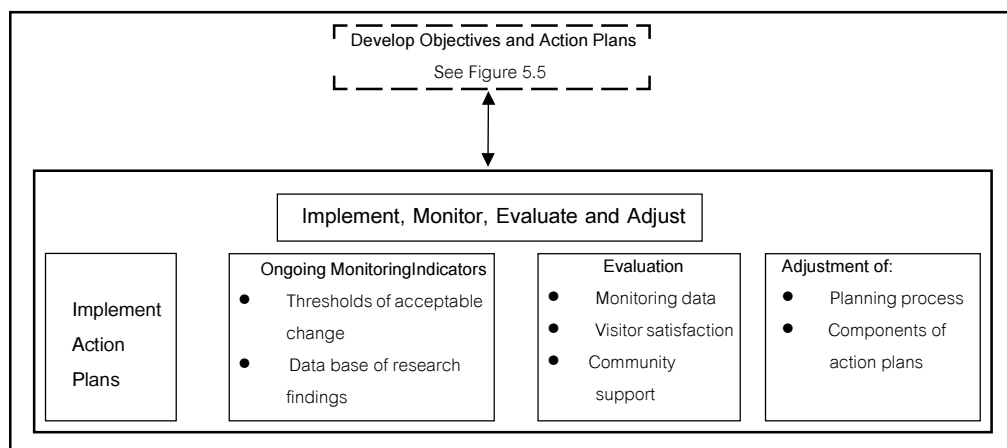
Figure 5.6 Implement, Monitor, Evaluate and Adjust

For example, if a heritage site exceeds a certain threshold of damage (as monitored through specific indicators measuring site degradation, noise pollution, etc.), then action has to be triggered to manage this problem. The steps would include:

- Set up an administrative structure and research data base to aid monitoring activities. CTO sub-committees for the various issues can be utilized to guide this aspect of the process.

- Rank and select key indicators for monitoring various impact areas. Develop specific indicator parameters (with the help of experts as required), for example, habitat fragmentation could be monitored using a specified sub-set of indicators, such as large mammal mortality, reproduction rate, etc.

- Monitor thresholds and indicators on an ongoing basis. Scan external and internal environments regularly (e.g. community attitudes and support, market and competitive analysis).

- Evaluate results on a regular basis and adapt strategic plans accordingly. Reinforce successes, mitigate negative impacts and adapt planning to ensure accomplishment of objectives, goals, and the vision over the long-term.

The tourism strategic action plan is a flexible and dynamic document, where planning and implementation are closely connected, so that the plan's content is adjusted actively as results are obtained from the monitoring and environmental scanning activities. This constant monitoring is critical to ensure long-term sustainability of the community's resource base and the achievement of community goals. Longitudinal, long-term research and information gathering on environmental and other indicators is a necessary action. More details are provided in Section 7 for developing and implementing a monitoring and evaluation strategy.

5.5 Resource Development and Maintenance - Strategic Considerations

Once the major issue areas, problems, and goals are identified, options for addressing these issues can be examined and strategies proposed. These are broad-based strategies relating the overall strategic goals developed earlier in the process. The development of objectives and specific action plans then follow in order to enable the strategies to be implemented. Clearly, the complexity of the issues and the large number of areas to be considered in a strategic tourism plan make it essential that the CTO provides strong leadership and organization to the planning process.

CTO sub-committees assigned for each of the major issue areas can play a vital role in:

- ensuring that goals and strategies for their specific areas are developed, approved by the whole CTO and then implemented.
- overseeing the development of specific operational objectives and plans.
- ensuring that monitoring and evaluation is being conducted in the various projects.
- forwarding suggestions for plan adjustments to the main CTO for approval.

The following boxes outline some areas that should be considered in the formulation of tourism strategies and action programs.

Tourism products: accommodation, hospitality, attractions, events, other tourist services:

- Scale and type of development (favor small scale, minimize impacts, incremental [staged] development).
- What kind of tourism activities (ecotourism, heritage, etc.), facilities, attractions, and amenities? Tourism products to be developed based on Section 4 (supply side assessment), competitive analysis, market research, ecological assessments, and community needs and issues analysis.
- Minimizing negative impacts through design, land-use planning, zoning, and management.
- Fit with design plan.
- Develop financing strategies for projects - focus on local control and minimizing leakage.
- Communicate tourism vision statement and goals to commercial and other stakeholders.

Marketing:

- Plan: product market matching, target market selection (based on market research, activities conforming to sustainable tourism, resident attitudes, and needs, etc.).
- Destination image (construct, ensure authenticity).
- Destination management organization (DMO) – create, plus assign roles and responsibilities.
- Financing DMO.
- Destination promotion strategies (by DMO and other channels).
- Visitor information centers, rest-stops.
- Destination management systems (database of visitor information, etc.).

Strategic goals/objectives and inventory information from an overall tourism strategy should be used in the tourism marketing planning process (e.g. product information for product-market matching).

Note: High yield tourists are a good objective for sustainable tourism but be realistic too. Mass tourism will not easily disappear, and some communities will have to find strategies to balance mass tourism with alternative high yield tourism, and to manage the negative impacts of both mass and 'alternative' tourism.

Visitor management and education:

- Growth management policies for tourism growth.
- Code of ethics/behavior for tourists and tour operators.
- Communicate community tourism vision statement to visitors.
- Zoning/planning for tourist/resident interaction (where to minimize, maximize),
- community involvement in interpretation activities.

Technology:

- Destination data bases for resource inventory, tourism statistics and research data base (on environmental and other monitoring indicators).
- Self-help computer terminals at visitor centers, transportation centers (train, airport).
- Internet advertising and promotion, bookings for events, accommodation, local tours etc.
- Computerized assistance for check-ins and check-outs at accommodation facilities.

Infrastructure and transportation:

- Signage.
- Access.
- Financing.
- Encourage use and development of public transit systems (sustainability).

Ecology/environmental management:

- Limits of acceptable use.
- Environmental and cumulative impact assessments for projects.
- Precautionary principle.
- Appropriate tourism and recreational use strategies for environmental assets based on zoning, sensitivity to impacts, etc.
- Ensure area has comprehensive maps showing interrelation of wildlife areas, corridors, human use and development.
- Environmental management systems for projects and businesses, database of environmental and ecological information.

Design plan for developing attractions and facilities:

- Visitor management, parking, access.
- Design compatible with local heritage, maintain sense of place, enhance local architecture and culture.

Managing cultural/heritage assets:

- Management plan for historic sites.
- Protection of cultural/heritage assets (inventory).

Community involvement:

- Establish communication policies to ensure ongoing community involve ment and support (e.g. tourism awareness programs). Survey community attitudes periodically.
- Establish mechanisms for community consultation plus conflict resolution on development projects and ongoing destination planning and develop- ment.
- Establish economic and social policies to encourage local entrepreneur ship and local involvement in tourism development, and to ensure that tourism benefits are distributed broadly in the community.

Local training and education:

- To ensure local involvement in tourism rather than having to import workers and expertise (facilitate local control over development - important for sustainable tourism development, reduce leakage of revenues, enable import substitution, generate employment, etc.).
- Linkages with area and regional educational institutions.
- Delivery (formal in-class, distance education, computer-based learning packages, publications, manuals, etc.).

Legislative and political:

- Establish a tourism policy for your community.
- Ensure tourism action plan fits with other community plans and community vision, as well as with regional, national, and global tourism policies.
- Determine what can be done locally and what requires regional, national government assistance (establish cooperation with other government levels as required).
- Are political and legislative structures set up for enabling sustainable tourism development?

Financing for tourism action planning, development, and management:

- Establish a tourism development corporation to attract investors and identify potential funding sources.
- Develop public-private partnerships, joint ventures, etc.
- Park and site admission fees, hotel tax, entertainment taxes, fund-raising events, etc.).
- Corporate sponsorships and donations of resources (money, expertise, other resources).

Monitoring and evaluating - indicators and thresholds:

- Indicators to measure ecological, social, cultural, and economic carrying capacity and sustainability.
- Objectives and thresholds for vital resources.
- Alternative measures for ensuring thresholds are not exceeded.
- Alternative mitigation measures.
- Organizational responsibility for monitoring (CTO sub-committees or?). Data base system for compiling monitoring data.

Destination maintenance and management:

- Plans for upkeep of infrastructure e.g. roads to attractions.
- Preventative measures to minimize erosion or degradation of artifacts and sites.
- Reduce, re-use and recycling policies.
- Use community volunteer resources.
- Establish strategies to manage carrying capacity and identify alternative mitigation measures to consider if tolerance thresholds are exceeded.

CTO management:

- Budget and financing.
- Sub-committees.
- Managing volunteer participation and burnout.
- Ensuring monitoring, evaluation, and adjustment of strategic plan.

Regulation and legislation:

- Zoning regulations (compatible with type and scale of development proposed?).
- Development standards.
- Licensing regulations for accommodation and hospitality services.

Saving a Mining Town's Past for the Future

(From McDougall & Vines Conservation and Heritage Consultants)

Historical Background

After the discovery of silver in 1883 by the "Syndicate of Seven", at "the broken hill" on Mt Gipps pastoral station, Broken Hill, a remote city in lower central Australia, developed as a commercial, residential and service centre for the mining activities for this remote arid area. Mining settlements are usually short lived – boom and bust is their fate. However, the wealth of mineral resources at Broken Hill has resulted in a centre with a population of 24,000 people, persisting in an area where there is no permanent source of water, where the annual rainfall is less 250millimeters and where summer temperatures of 40?C are common. That Broken Hill has existed for nearly 120 years is probably its greatest achievement.

The main street, Argent Street, developed as a track running along the foot of the Broken Hill "line of lode" – the main ore body. Early photographs and engravings illustrate the physical appearance of Argent Street between 1886 and 1888 – the majority of buildings, as expected of a mining settlement, were of a temporary nature and built of hessian, timber and canvas, and corrugated iron.

The silver boom of 1888 confirmed the economic viability of mining at Broken Hill and the settlement became a township proper with a Municipal Council elected in November 1888. In that year the population of the city was 6,000; by 1907 Broken Hill was the largest town in New South Wales after Sydney.

Most of the prominent city buildings (almost all of which were constructed between 1888 and 1892) were designed by architects from Melbourne, Sydney or Adelaide, and the resulting mixture of archi-tectural styles (Victorian, South Australian and New South Wales) is one of the intriguing characteris-tics of Broken Hill.

The majority of residential buildings were constructed away from the town centre. These houses mostly for miners, were basic, built in corrugated iron and lined with hessian or canvas. The empha-sis was an easily transportable material for housing, and indeed many houses and other buildings were themselves relocated from nearby Silverton after its decline in the 1890s.

Broken Hill has always been at the forefront of union activity in Australia and internationally, the major issue being wages and conditions for miners. This was to culminate in the big strike of 1919 which caused huge community upheaval. Broken Hill has survived depressions, dust storms, and decline in mining activity, as a unique settlement with a strong community spirit and civic pride. The self

reliance of the people of Broken Hill is legendary.

However, it was not until the 1980s that the strong and unique historic character of Broken Hill was recognised as interesting in itself and worthy of careful management and subsequent cultural tourism promotion.

Management Initiatives

In 1986 the position of Heritage Adviser, was established jointly funded by the State and Local Government. This Service has now operated for 14 years and incorporates regular visits by a conservation architect, providing free professional architectural and heritage advice for businesses, residential property owners and the community at large.

The Advisory Service has resulted in marked physical improvements to individual buildings including many significant individual properties within the centre of town, particularly Argent Street. Heritage Studies have been undertaken of Broken Hill and these serve as a basis for decision making by the Adviser and Council. An important component of this has been the compiling of early photographs of individual places which can then guide the upgrading of properties when these are proposed.

Heritage Incentive Funding from the State Government has been matched on a dollar for dollar basis by Council to establish a Local Heritage Fund. This provides low interest loans at half current commercial bank interest rates for upgrades to commercial properties. In addition, other specific government grants and loans have assisted major buildings in the town, saving several from demolition.

After the first 5 years of operation of the Heritage Advisory Service, it was apparent that the general thrust had been on the revitalisation of the commercial centre. However, there was increasing awareness of the significance of residential areas containing many humble miners cottages and it was considered important that these areas not be overlooked in the heritage management of the city. Paint sponsorship was obtained and incentive monies offered which provide a $300 grant and $1,000 low interest loan to householders for the repainting of their houses. Since its inception in 1992, more than 600 householders have been involved in this programme and there has been a marked improvement in the care and preservation of modest, but significant housing in Broken Hill. Additional benefits of this scheme include the compiling of volumes of photographs of houses showing before and after painting, together with some financial information which allows the Council to argue the multiplier effect and the job creation benefits of such a scheme. Analysis of figures indicate that for every dollar allocated by the State Government to support this scheme, this has been multiplied at the local level by 14 times. Such figures are consistently used to argue for the ongoing funding for a city which is economically fragile due to ongoing closure of the mines.

The 100 year celebration of Australia's Federation has made available community funding and this

has been used to establish an ambitious scheme to complete the reconstruction of verandahs in the central area of town over a 4 year period. Now in its second year, this project is proving extremely successful.

Local annual Heritage Awards are held to reward private individuals for project endeavors. Heritage planning provisions within the local planning scheme have been an essential framework for more detailed Development Control Plans and an attached Heritage Schedule of significant buildings. A detailed heritage database has been established for all properties listed on the Heritage Schedule.

Other local initiatives include the establishment of heritage walks and drives, developed with illustrated booklets, maps and interpretive signs to establish the City itself as a Living Museum.

The Broken Hill Machinery Conservation Centre is an example of cooperation between the Council and a group of dedicated volunteers. The West Darling Machinery Preservation Society is an able and enthusiastic volunteer group sponsored by Council. Other Council initiatives include Broken Hill Council Photographic Service at the Charles Rasp Library, a building materials collection and the active engagement in conservation and restoration of museum objects.

The Future

Broken Hill continues to have a steady population of approximately 23,500 and refuses to die despite ongoing reduction of jobs at the mines, with complete closure proposed in 2006. It appears that people now actively choose to live in Broken Hill for a variety of reasons with alternative forms of employment being found. Tourism is a major growth industry and Council has adopted a proactive role in the pursuit of visitors to the city. A major tourist initiative has been the establishment of the Line of Lode, Australia's most significant permanent mining heritage collection. This is a collaborative initiative of Normandy Mining Limited (the world's fourth largest gold miner), Pasminco Limited (the world's largest Zinc producer), and the people of Broken Hill. These mining companies have given a substantial amount of their infrastructure to the project. The management of the project is entrusted to the Line of Lode Association Incorporated, a not-for-profit heritage institution. The Association also owns a full commercial company, Barrier Trading & Export Co. Pty Ltd, which manages, administrates and operates the tourism facility.

Through a period of seven years the project has developed to the point where the South Mine Heritage Precinct and Museum was able to be opened to the general public in March 1998. This major project is at the core of the City's future, embracing cultural tourism, education, training and employment for retrenched mineworkers and industrial research and development infrastructure for research institutions, universities and industry partners.

Heritage has now become an integral part of Broken Hill's future. The fixed life of the mining industry has led the city to focus on tourism as an important area of growth and heritage as its

major selling point. Most importantly there is now a new attitude and pride within the population of Broken Hill, partnered by other community initiatives such as the development of a unique outback art style with strong identification by local artists with the Broken Hill landscape. As the city enters the new millennium this sense of confidence is critical for its community spirit. Strong leadership is essential and Broken Hill's strong community spirit and civic pride is a critical component of its future.

5.6 Review

A strategic planning approach for sustainable tourism results in an action-oriented plan, whose implementation and success are hinged on active participation by the community's stakeholders, a good organizational structure to enable this participation, and a strategic approach based on sustainable tourism principles, to ensure long-term destination sustainability. Such a process results in a flexible dynamic document, with planning and implementation closely connected, so that planning and development is adjusted as implementation is monitored and evaluated on an ongoing basis.

Ongoing environmental scanning, monitoring and evaluation is a critical requirement to ensure that the plan can be adapted proactively to enable an optimal fit between the community and the other components of the tourism system, over the long-term. Hence the plan has to contain an action to evaluate the ongoing process of tourism development and its impacts on the community (both positive and negative), using performance indicators and threshold measures. The establishment of a thresholds and monitoring committee, within the CTO or aided by the CTO is strongly recommended.

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SECTION 6: WHAT IS SUSTAINABLE TOURISM MARKETING?

This section examines sustainable tourism marketing which is defined as the process of matching your destination's or your community's products and services with the most appropriate market segments.

6.1 Introduction

While traditional marketing places heavy emphasis on the potential customer's needs and desires, sustainable tourism marketing begins with community values and goals based on its needs. Preserving the integrity of the natural and cultural resource base is at the foundation. But attention must also be given to ensuring that the tourism industry is competitive and economically sustainable, and that the community will continue to support tourism and the changes it might bring.

Tourists are not always interested in the host culture or its environment, and not all forms of tourism or types of visitor are compatible with local goals and conditions. Furthermore, careful attention to high-quality, high-yield visitors will benefit the community much more than indiscriminate, mass marketing.

For the most part, mass tourism is incompatible with a sustainable tourism marketing strategy. We can define "mass tourism" as being large-scaled and oriented toward the widest possible range of customers. It is true that many destinations are quite successfully pursuing mass tourism, but the cost is very high and negative impacts can easily outweigh the benefits, at least from the residents' perspective. Furthermore, once set in motion, it will be difficult or impossible to reverse the process of mass tourism development. It will result in external control, and often local businesses and residents are pushed aside.

The alternative strategy is niche marketing, or the pursuit of those market segments which will meet the community's sustainable tourism goals. Most people can be attracted to a popular beach resort, because of the universal appeal of sun, sea and sand, but not everyone is particularly interested in bird watching, local festivals or farmstays. The more focused you can be in your marketing efforts, the more you retain control over the process.

At times it is argued that the tourism industry needs constant growth, and that maximum amounts of promotion are required to sustain profits and hence jobs. This is simply not true. Mass marketing sows the seeds of its own problems, namely the 'boom and bust' cycle that typically results when high levels of demand lead to oversupply, resulting in low levels of use and inefficient operations.

From the destination's point of view, (especially the residents' point of view) it is far better to concentrate on one or a few prime segments and avoid the pitfalls of mass marketing. Furthermore, much less development and servicing is required if year-round occupancy/use can be assured, as opposed to constantly building new infrastructure to cater to growing peak-season demand.

A sustainable approach to tourism marketing still requires good market research, detailed segmentation to find the best target markets, attention to customer needs and preferences, and delivery of high-quality products and services. It's just that the matching process favors the community and its environment, and the industry and community must be in partnership to agree on the goals and process.

Figure 6.1 illustrates the sustainable tourism marketing process as discussed in this section. (The number of the subsection in which the concept is discussed can be found in the bracket.)
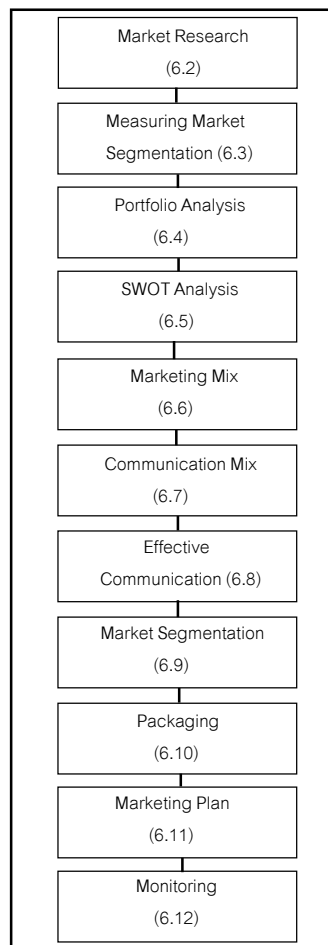
Figure 6.1 The Sustainable Tourism Marketing Process

Only through comprehensive and ongoing public input can the community express its values regarding tourism development and then formulate realistic goals. A "visioning" exercise might be the best way to start this process, as it will involve all stakeholders and concentrate on fundamental values, not specific developments. Marketing principles and goals follow from the general vision.

Traditional tourism development goals reflect a growth and development orientation, whereas sustainable tourism marketing goals will be quite different. They should start with the principle that mass tourism is to be avoided and that only high-yield and high-quality visitors are to be attracted (see the ensuing discussion on segmentation and target markets). This can be followed by goals pertaining to product-market matching, communications and development strategies, implementation and evaluation - all discussed below.

6.2 Market Research, Demand Forecasting, And Segmentation

Market research has a number of important aims:

- Understanding what existing and potential visitors want (in terms of benefits and experiences, products and services).
- Identifying the appropriate target market segments.
- Matching products to potential market segments.
- Assessing customer reactions to the product and services (i.e., satisfaction) and to your communications (perceptions, understanding); learning about perceptions of your products relative to competitors.
- Knowing what the competition is doing.
- Understanding the relative importance of all elements in your marketing mix, (e.g. how important is price?).

A visitor survey is probably the best and easiest way to begin researching customers. It is difficult to obtain a truly random survey (where all visitors have an equal chance of being approached), but it is necessary to attempt to obtain a representative sample of visitors by type, season or time of visit (i.e., weekend versus weekday), and activity (e.g. recreation versus business travelers). The purpose is to determine the motivation and nature of visitors, their activities, spending, other impacts, and reactions to their experience.

Another very useful type of marketing research is the market area study in which potential visitors are surveyed in their homes. This yields perceptions of the destination, permits demand estimates, and helps shape the communication strategy. Because this type of study can be expensive, cooperation with other communities or businesses might be required.

In marketing, the key is always to focus on what potential customers want, need, and will demand. If a destination wishes to develop ecotourism, the question becomes: who will purchase our ecotours, and will demand be sufficient to justify the investment? Niche marketing requires that very careful attention be given to measuring potential demand from the target segments and the means to effectively reach them.

Market potential can be evaluated in several ways. Basic research into tourism trends is the starting point, and usually government agencies, industry associations, and educational institutions can provide this data. It will be more difficult, however, to obtain demand-related information specific to certain areas, communities, or businesses. In these cases, original market research is likely to become necessary.

It is not sufficient to know that demand for a product or experience exists. It must be shown through research and a feasibility study that a proposed development can capture an adequate share of the market. Many good ideas fail because of a mistaken assumption that demand follows supply. Always remember that a great deal of competition exists for the consumer's attention, time, and money.

Segmentation and selecting target markets is a crucial part of this process because demand will come from specific segments of the global marketplace. Because sustainable tourism marketing is the opposite of mass marketing, extra care must be taken to identify and attract appropriate market segments.

6.3 Market Segmentation

What are sustainable market segments? First, they are high-yield tourists. Many visitors in a mass market environment do not stay long or spend much, but they require lots of services - those are low-yield tourists. High-yield visitors are those which typically stay longer and spend more, and especially those which can be attracted in the off-peak seasons. In some particular situations, the high-yield visitor might not stay long at all, nor use local services, but will spend money on attractions or shopping. Yield per visitor is a much more important measure than the raw number of visitors to an area. Some ways of measuring yield are suggested below:

- Average visitor spending per day/night.
- Average length of stay.
- Use of accommodation (jobs are created in serviced, commercial accommodation; second-home owners have less economic benefit).
- Off-peak versus peak seasons (i.e., maximizing efficiency).
- Where they travel and stay (i.e., maximizing the spread).
- Where they spend their money (e.g., spending in locally-owned shops might have more local economic impact than spending in chain stores).

- Purchase of certain packages (as opposed to doing things on their own).
- Repeat versus first-time (repeat visits ensure marketing efficiency).

"Yield" must be defined contextually, using criteria and measures appropriate to the destination. The basic principle, however, is the same everywhere: concentrate on increasing the yield, not on raw visitor numbers.

Yield alone is insufficient to guide the sustainable marketing strategy - quality must be pursued. The tourism industry knows that quality service and quality experiences are essential in attracting and satisfying customers, and this principle is the same for a sustainable strategy. Who are quality tourists? Little thought usually goes into that question, yet it is vital for sustainable marketing.
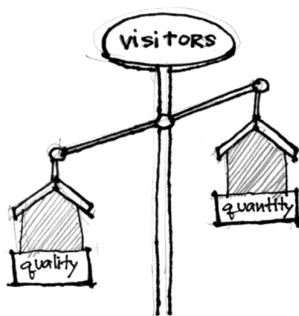
The "quality tourist" is, first of all, a high-yield tourist. There is more. This preferred customer travels to an area because of what it offers, not because of a simple desire to get away, go sightseeing, or try some activity that can be done in many other places. The quality visitor seeks uniqueness and authenticity and values the absence of mass tourism; they search for adventure, culture or nature, but not indiscriminately. Indeed, they will often be willing to pay much more than average for these opportunities. Quality tourists are also more amenable to being managed because they appreciate your efforts to preserve the area's culture and environment. They can be called "green" tourists. They fit in and are sensitive to your needs. They are much more likely to travel at off-peak times, in order to avoid crowding. These are the visitors you want to host.

When researching potential target segments, it is possible to use previously published sources with caution, such as the Pacific Asia Travel Association's (PATA) work on various travel markets. A practical strategy may focus on regional population concentrations and readily identifiable groups that can be attracted to your community, not only foreign markets. Specialist tour operators in your area can tell you how practical it might be to attract long-distance tourists to specific products.

To be useful, target market segments must meet certain criteria:
- They can be identified and measured (e.g., by location or social and demographic characteristics, by club membership or activity patterns).
- There are enough of them to justify the effort.
- The segment is stable and will endure in the long-term.
- It is feasible to communicate with and sell to them.
- They can be attracted to your location, events or facilities.
- Attracting them will help meet sustainable tourism goals.

As a general rule, target marketing will include the following key elements:

- Identification of primary and secondary market areas (e.g. primary markets are usually nearby population concentrations from which most demand originates; secondary market areas show potential).
- Separation of domestic from foreign travel segments.
- Separation of business from pleasure travel.
- Attention to the VFR (visiting friends and relatives) market.
- Definition of existing special-interest segments (e.g. sport, festival, or ecotourists).
- Examination of what segments are attracted to other communities and destinations, especially if they are competitors).
- Identification of the socio-demographic group(s) most appropriate for the product offering (e.g., upper-middle income families or retired couples).
- Determination of whether or not age and gender will affect demand.
- Evaluation of lifestyle benefits that can be offered to certain groups (reached through specific magazines or other media).
- Determination of which segments can be attracted in the off-peak seasons.
- Determination of who can be attracted to stay longer (e.g., for weekend event packages) and who can be attracted for repeat visits.

To be practical, a few key segments will likely constitute the core of the marketing strategy. It is generally beyond the means of a small community or business to undertake sophisticated marketing research and it is generally not efficient to promote to numerous segments. The identification of the community's core products combined with adoption of sustainable tourism goals, will naturally restrict the process to a focus on a few prime segments.

6.4 Portfolio Analysis

Private businesses often evaluate their products or services on the basis of market share, growth rates, future potential and revenues/costs. Various products can then be placed into one of (typically) four boxes which identify them as "stars", "cash cows",
"question marks" or "dogs" (see Heath and Wall, 1992 for a discussion), which relates to their strategic importance for the company. A similar portfolio evaluation can be conducted for community or destination products, using sustainability criteria, or for target market segments.

They cannot be pursued indiscriminately, but must be matched with local resources and products, and carefully researched as to the benefits desired by the segments. The competition must be considered, and impacts monitored.

6.5 SWOT Analyses

To round out the market research and analysis it is very useful to undertake an analysis of Strengths, Weaknesses, Opportunities, and Threats of a community or destination, relative to competitors. This is a qualitative analysis which leads to issues and ideas for development or marketing strategies, and can be completed by expert consultants or a local working group.

Figure 6.2 illustrates a summary of a hypothetical SWOT which stresses sustainability issues.

STRENGTHS	WEAKNESSES
- The area contains attractive rural and wilderness resources - Contains many heritage resources including museums and historic sites, each with marketing and visitor management systems in place. - There is strong community support for tourism development. - Several "green tourism" pilot programs are operational	- Little community promotion has occurred. Few ecotour products exist to tap existing demand. - Several tourism operations are resulting in ecological damage. - There is inadequate adventure activities. - No limits or restrictions on growth have been set.
OPPORTUNITIES	THREATS
- Can tap increasing demand for unspoiled nature and for rural heritage tours. - Group tours for community events show great potential. - Competing destinations have been slow to implement green tourism policies.	- There are many nearby competitors for domestic visitors. - No long-term funding for development and marketing exists. - Residents might react negativley to uncontrolled tourism growth.

Figure 6.2 Summary of a Hypothetical SWOT

6.6 The Marketing Mix

Traditionally, the marketing mix has been described as consisting of the four P's (product, place, price, and promotions). Others have used the nine P's which are discussed below and presented in Figure 6.3. They are all tools for implementing a marketing strategy.

Product
Place: Setting
Place: Distribution
Price
Promotion
Partnerships
Packaging
Programming
People

Figure 6.3 The Nine P's of Marketing

6.6.1 Product

"Product" is a rather general term which covers all the attractions and services which can be "sold" to visitors. This is slightly different than "infrastructure" (discussed later), but the two concepts overlap. The following categories of product must be considered:

- Built and natural attractions
- Tours and packages
- Services for travelers (e.g., shopping, entertainment, information, bookings)
- Meeting and activity venues

Where physical "product" is absent or poorly developed, destinations can concentrate on services such as tour packages, guiding, and interpretation. Existing community facilities can also be used for visitor activities and events. Natural resources are generally not thought of as "product", but an ecotour in a natural park is a product. The heritage architecture of a community is not a product, but its interpretation, through a guided tour can be sold. Other services, such as information or even toilets can be converted into products when visitors are willing to pay for them.

In the traditional tourism marketing approach it is common to develop products that will attract tourists, regardless of their appropriateness. Sustainable marketing shifts the emphasis to products and services that will attract and satisfy desired segments. Control must be exercised to prevent developments which do not fit the community, or which cause undesirable impacts and fail to achieve precise marketing goals.

According to Peter Murphy (1985) each community or destination can develop its own special product mix, taking into account its resources, values, needs and preferences. The result should be an authentic community tourism product which will be attractive to those travelers seeking hospitable and unique experiences. Similarly, each destination can create opportunities that attract informed, respectful visitors who want to preserve the area's inherent beauty and ecology.

One product strategy is to develop no new products at all, but to enhance existing attractions and opportunities. Another is to develop very specific products to implement a target marketing strategy. In both cases, however, it will usually be necessary to develop or improve visitor services, especially those which inform and educate visitors, and to improve the visitor management system.

What products and services should be stressed? The following criteria should be considered:

- Reflect unique conditions (every place should be different).
- Authentically portray the culture or cultural diversity of the area.
- Keep development in scale with the community and environment.

- Ensure that developments also meet community needs (e.g., through joint use).
- Are designed in keeping with local building traditions.
- Will be attractive and competitive in the long run, not faddish.
- Aimed carefully at target segments.
- Inform all visitors of your plans, goals, and management approach.
- Encourage visitors to participate in sustainable activities and avoid others.
- Provide high-quality experiences.

6.6.2 Place: The Setting

Every place is unique, and a major platform of sustainable tourism marketing must be to preserve authentic elements and shun those which impose uniformity. The community's or destination's heritage and character must be evaluated, then criteria should be developed to guide both development and promotions. For example, is it appropriate to impose an alien theme on a community's architecture and its celebrations?

From the evaluation of heritage and the area's special character can emerge a feature or flavor that becomes the Unique Selling Proposition - a theme, product or image which not only authentically conveys the area's attractiveness and uniqueness but also ensures competitive advantages. This USP should be thoroughly discussed and its potential impacts researched before launching any promotions. How do residents want to be portrayed? Is it culturally sensitive? Will it attract the wrong kind of visitor?

Sensitivity of the culture and environment must be evaluated. Some groups and communities cannot cope well with an influx of visitors, while others are open and not vulnerable to the cultural or physical impacts. This consideration can be called "social or cultural capacity", and it can only be addressed through community inputs and informed discussion of the process and potential effects of tourism development and marketing. Visitors can be discouraged from going into certain places, or at least informed about their potential impacts on the population.

Ecological capacity must also be considered within a marketing context. Tourists should not be attracted to areas and features that cannot sustain the pressure. High-traffic areas will require greater, and more expensive types of visitor management. Conducting environmental impact assessments of proposed developments and marketing campaigns is therefore essential.

A number of very practical factors must also be considered. How accessible is the area, and will parking be a problem? Traffic, especially in small towns, can quickly become a major source of resident complaints. Are there pedestrian-dedicated areas for visitors? Are attractions and services linked by public transit? A concentration of attractions and services is not only more appealing to visitors, but more efficient for the host community.

6.6.3 Place: Distribution

This element of the marketing mix refers to how your products are distributed, or sold, to the intended customers. The usual methods include:

- **Direct Sales**: develop a database of visitors, clubs, those making in quires, and others in order to inform and sell to them directly; this ap proach works well with highly targeted segments and group tours.

- **Retail**: sell packages and other product through travel agents (commis sions must be paid); generally this works best for high-volume sales and especially packages which offer better commissions.

- **Tour Operators**: Local companies organize tours and sell them outside the area. They will package a variety of local products and services. External tour companies do the same, but will benefit from local contacts to provide key information (e.g., help from visitor and convention bureaus).

- **Use familiarization ("fam") tours** to expose key tour operators, travel agents, or affinity groups to your products and hospitality. Special events are excellent ways to host and inform these intermediaries. Also, reach bus tour companies through their associations' annual trade shows.

Support material is generally required, including brochures, posters, videos, contact and price lists, details on hours of operations, and packages available. From the perspective of sustainability several criteria can be suggested:

- Use only agents and wholesalers who are committed to your values and goals.
- Insist on "green practices" (e.g., recycle, reuse, reduce waste).
- Work with companies that inform their customers and provide suitable interpretation within a sustainable tourism strategy.
- Be very targeted; avoid mass distribution mechanisms.

6.6.4 Price

Several basic price strategies can be employed:

- **Price Leadership**: (Try to undercut competition.) This approach is not really compatible with sustainable development goals as it fosters in tense price competition and low profit margins, which might lead to less attention to the negative impacts of tourism.

- **Niche Marketing**: (Set prices specific to the target segment's needs and willingness to pay.)

- **Premium Pricing**: For high-quality and rationed products it is often possible and even desirable to charge a premium; this attracts high-yield visitors and keeps numbers lower.

- **Value-Added**: Stress value added through packaging; some areas and activities should be restricted to group visits or block bookings.

Communities and destination organizations must also consider pricing, in part to determine whether the area's products are being priced in such a way as to foster sustainable tourism, and in part because the opportunity exists to generate revenue. High-quality and timely information can be sold to visitors, as can souvenirs. Many public services should not be free to visitors, although, if residents also benefit greatly then perhaps these services to visitors can justifiably be subsidized. The community can also benefit by renting facilities or equipment at market value.

In many tourist-oriented communities, the cost of public services soar, leading to higher commercial and residential taxes. To a degree it is fair to assess higher commercial taxes, but if they are too high, businesses will become uncompetitive and resultant prices will discourage visitors.

It is likely that sustainable tourism will result in some higher costs to the consumer, and that many sustainable tourism experiences will have to cost more than mass market products. Many tourists will want exclusivity and are willing to pay for higher quality, but it might be a mistake to think that higher prices are essential or always justifiable. Research will be required to determine which segments will pay more for certain products and services. As well, normal pricing considerations, including the offering of package deals and low-season discounts, might very well be necessary to ensure adequate demand.

Principles of sustainability also require that full life-cycle costing be applied to tourism developments. This means that the costs of development, operations, and ultimate replacement or demolition be factored into the financial analysis. If a site will have to eventually be rehabilitated to a natural state, those costs will either have to be passed on to the customer or be absorbed by developers or the public. As well, external costs must be evaluated. Will a project result in air or water pollution that affects others?

6.6.5 Promotion (Communications)

The traditional communications mix consists of advertising, public relations, and sales promotions. Some observers believe that event marketing is a fourth element, or that relationship building should be included.

From a sustainability point of view, a number of factors must be considered:

- Communications must be targeted and fully informative, otherwise false expectations are generated.
- Quality tourists are informed tourists.
- Quality products are marketed differently from mass tourism products (i.e., stressing exclusivity or uniqueness; value is more important than price).
- Information and interpretation are also important elements in the travel experience.

Communications should also be made "green" through consideration of the following:

- Do not waste paper or other resources; develop material which has long-term value and will not be lightly discarded; make your promotions "collectibles".
- Recycle material and use recycled products.
- Use non-toxic inks and material.
- Screen all suppliers as to their "green" practices.
- Use the Internet to maximize access to information.
- Encourage use of the telephone (through toll-free numbers) rather than printed material and the mail.
- In all communications stress your sustainability strategy and advise visitors of appropriate behavior; publish codes of tourist ethics.

Image-making is an essential part of sustainable tourism marketing. The sustainable tourism destination wants to portray itself as such, using attractive symbols and messages. On the other hand, the words "green", "ecotourism", and "environmentally friendly" have often been abused, so clich?s must be avoided. Probably the best approach is to stress authenticity, exclusivity, uniqueness, and sound visitor management practices. Avoid the typical exaggerations and "hype" that is used to sell many destinations which offer the same products. Focus the image-making on precise targets, rather than wasting it on mass audiences.

6.6.6 Partnerships

Small communities and businesses cannot go it alone in marketing. Partnerships are needed to launch effective advertising and image-making campaigns, to develop packages, and to conduct research. Public-private partnerships are required for the planning and evaluation process, and while business to business partnerships are more common for marketing, community representatives, or a public marketing agency should be part of the campaign.

Local, regional, and national partnerships should also be pursued. Small and remote destinations have to rely on regional or national-level marketing to set the stage for more targeted campaigns. Furthermore, it will be necessary to ensure that higher-level marketing does not pursue goals that are incompatible with sustainable development principles.

Collaboration among all the stakeholders, both public and private, is essential to create a vision for sustainable tourism and an appropriate marketing strategy. Individual promotions will be expected to conform to the strategy, and public pressure will have to be brought to bear on non-conformists.

Conflicts can occur when regional or national marketing does not reflect local strategies. Working within industry associations and direct lobbying might prove necessary to ensure that community interests are not overwhelmed by mass marketing at a higher level.

6.6.7 Packaging

The tour package offers a number of advantages to consumers: convenience; cost savings; special themes, and value-added elements that cannot otherwise be obtained. Packages are also attractive to wholesalers and retailers for the same reasons, plus the added incentive of commissions on packages sold. However, while tourism businesses generally understand packaging, many communities do not.

Given that the destination or community has a sustainable tourism strategy, it makes a lot of sense to sell the experience as a package. This has a number of additional advantages:

- The package can be portrayed as sustainable.
- It is easier to educate the packaged tourist
- It is easier to manage a group tour to prevent negative impacts.
- Package tourists can be high-yield, high-quality visitors.

Certain types of packaging or group tours should be avoided. Those which are merely passing through generate little economic benefit for a community, and those which stay only one night and visit only the major attractions are not high-yield. Instead, develop packages as follows:

- Authentic heritage and culture themes.
- To remoter sites (if suitably managed).
- For the off-peak seasons.
- Which make use of community facilities,
- To mix residents (hosts) and tourists (guests) in equitable settings, such as at community events.
- That build in revenue for local groups and businesses.
- Hat put money into conservation and interpretation projects.

Packages can have a core activity, such as an event or rafting trip, or can be for general sightseeing purposes. The more focused they are the more likely they will attract high-yield, high-quality visitors.

Some other guidelines for packaging:
- On tours, provide interpretation through qualified guides.
- Give the package a clear theme and unique selling proposition.
- Price the package to cover all fixed and variable costs, consider that commissions will have to be paid to retailers and that wholesalers will need to add their own profit margin to the tour cost.
- All-inclusive packages (i.e., No extra costs for the consumer) provide good value-added appeal and can facilitate efficient visitor management.

6.6.8 Programming

To the business operator, programming involves the addition of special events, interpretation, and activities to increase attractiveness. Communities and destinations also engage in programming, or "animation", to convey the image of a fun, active place, and to attract specific market segments.

Getz (1991, 1997) has written about event tourism and how it can be a form of high-yield, high-quality tourists. Events often attract people seeking authentic cultural experiences, and more events are being created with environmental themes. Festivals and sporting events can use existing facilities and sites and result in substantial economic benefits without large capital or operating costs. Guidelines for developing sustainable community events are provided in Section 8.

Programming and events can adopt sustainability themes, but elements of interpretation and education should be added to all events and programs. That way, no matter what the visitor is doing, the sustainable tourism goals and management practices are visible.

6.6.9 People

Service quality in tourism businesses depends largely on the staff, while in communities the resident population should also be seen as part of the product. Hospitality is expected, but will not be found where residents are unhappy about tourism. Many destinations employ internal marketing campaigns to convince people that tourism is good and visitors should be respected and assisted, but these campaigns fall on deaf ears where problems are untreated and residents feel alienated from the decision-making process. People will be good hosts when tourism is good for them.

Hospitality training for businesses and the public might be required in areas lacking experience. Local institutions can provide formal courses, but the community as a whole should get involved. Many people who meet and serve visitors do not think of themselves as being in the tourism industry, so they have to be educated as to their role and importance.

6.7 The Communications Mix

There are a wide number of media that can be used in communicating a message. They include:

Advertising:

Paid, repetitive messages on print (newspapers, bill-boards, magazines, or broadcast media (radio, television). Because of the cost, advertising should be highly targeted and carefully evaluated as to effectiveness. Example: develop a video and audio cassette for use on television, radio, trade shows, lectures.

Public Relations:

Unpaid communications and community/industry relations aimed at fostering profile, a positive image, and interest in the product or area. Examples:

- Prepare a media kit and industry information kit for circulation and re sponding to requests.
- Hold publicity events combined with fam tours.

Event Marketing:

 Develop and sponsor events to achieve marketing objectives. Example: community festivals offer excellent platforms for attracting attention and conveying specific messages.

Sales Promotions:

Activities designed to attract attention and result in sales. Examples:

- An event partners with a shop(s) to offer customers price reductions for event tickets.
- Develop partnerships to increase the volume or reach of promotions.

6.8 Guidelines For Effective Communications

Communications must perform one or more of the following tasks:

- Capture the attention of target segments.
- Stimulate interest.
- Stimulate a desire to travel or purchase a product.
- Entice the customer to take action.
- Focus on the benefits offered to potential visitors, including the tangibles (activities, events, sites) and intangibles (excitement, wonder, learning, romance); show people doing things.
- Incorporate the destination or product's unique selling proposition.
- Provide clear, comprehensive information including maps, contact numbers, dates and times, and prices.
- Use consistent themes and designs.
- Include phone numbers and internet addresses.

6.9 Market Segmentation For Sustainable Tourism

Market segmentation can be seen as having a number of dimensions as illustrated in Figure 6.4.

Geography/Location
Socio-Economic
Psychographic
Benefits Sought
Trip Characteristics
Seasonality
Product Use
Distribution
Frequency
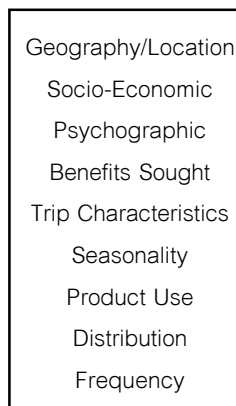
Figure 6.4 Market Segmentation Dimensions

Geography/Location

- Delimit primary and secondary market areas
- Will long-distance visitors be of higher quality?

Socio-Economic

- Income
- Education
- Employment status
- Some people are willing to pay more for quality experiences
- Rationing can lead to higher prices

Demographic

- Age
- Gender
- Marital
- Family status
- Race/ethnicity

Psychographic

- Personality
- Beliefs
- Attitudes
- Values
- Isolate those with "green" values and lifestyles

Benefits Sought

- What personal and social benefits do they seek through travel?
- Are "green" experiences different?
- Will potential consumers perceive there are benefits to be realized from sustainable tourism?

Trip Characteristics

- Holiday or business
- Day or overnight
- Visiting friends and relatives
- Travel mode (car, bus, etc.)

Seasonality

- Only travel in peak season?
- Amenable to off-peak travel?

Product Use

- Media habits
- Activities enjoyed and equipment owned

Distribution

- independent traveler or will buy packages
- use of travel agents or ticketing services
- travels alone or with affinity groups.

Frequency

- One-time
- Frequent visitors.

6.11 The Marketing Plan

A summary of the research and analysis should be included in the actual marketing plan. Goals and objectives should be clearly stated, strategies articulated, and an action plan and budget stated. The marketing plan is usually revised annually in light of ongoing research and evaluation of its effectiveness. It should incorporate a multi-year strategy for each element of the marketing mix, as few strategies can be implemented fully in one year.

The following is an outline of a typical marketing plan for a destination marketing organization:

A. Vision and goals for the destination.

B. General marketing goals (e.g., to increase market share; growth targets; focus on yield and quality).

C. Situation analysis and market research includes:
- forces and trends (especially values),
- future scanning (what might happen without sustainable strategies; the ideal future state),
- organizational audit (how well are we doing in implementing sustainable tourism?),
- assessment of competition,
- evaluation of marketing effectiveness and efficiency.

D. Resource and supply appraisal:

- resources for tourism (and their sensitivity),
- inventory of supply,
- portfolio of products and services,
- capacity assessment (projecting permissible or desirable levels and types of use or development),
- SWOT analysis (especially identifying problems, and opportunities for sustainable tourism).

E. Market potential:

- research results on existing and potential markets,
- demand forecast for target market segments.

F. Strategies, goals, and objectives:

- for increasing market share,
- for sustaining resources and infrastructure,
- for improving customer service and satisfaction.

G. Action plan and budget:

- designation of responsibility for implementation,
- setting target dates,
- allocation of resources (the budget).

H. Evaluation:

- stating key performance criteria to measure success,
- establishing the evaluation process (e.g., tracking studies).

6.12 Monitoring, Evaluation, And Revisions

Every marketing planning process requires ongoing monitoring of results and constant attention to improvements. Monitoring usually requires specific research efforts and establishment of indicators. The types of research necessary are indicated below, with comments as to sustainability requirements.

- tracking studies: to determine the effectiveness and efficiency of marketing, the awareness levels, attitudes, travel patterns, and satisfaction levels of visitors and target segments must be tracked over time,
- impact assessment: measuring concrete and qualitative results from marketing efforts in particular, and tourism in general, including economic, social, cultural, and environmental effects,

- costs and benefits: an evaluation of the overall benefits obtained from tourism versus the tangible and intangible costs or negatives; also consider opportunity costs (things foregone in order to develop tourism) and externalizes (general costs not borne by the organization).

The ultimate evaluation consists of decisions regarding tourism goals and strategies in general, including the issues of setting limits, changing target market segments, and modifying the marketing mix. These issues obviously impact on the entire community development strategy and all its management systems.

Review

Marketing for sustainable tourism involves the same process and elements used by all businesses and destinations, but the orientation is quite different. Sustainable tourism marketing stresses the following:

- Meeting the needs and goals of the community, then targeted customers.
- Matching locally supported "products" to appropriate segments (i.e., Niche marketing).
- High yield and high quality visitors, not large numbers.
- Cultivating the right image to convey environmentally and culturally sensitive messages, employing unique selling propositions.
- Communicating effectively with, and educating all visitors.
- Employing environmental and cultural interpretation.
- Managing the visitor and encouraging the adoption of codes of conduct.
- Achieving efficiency by avoiding high peaks of demand and overuse.
- High quality attractions and services.
- Research into appropriate segments, communication effectiveness and resultant impacts.
- Building repeat trade (i.e., Brand loyalty).

SECTION 7: HOW WELL IS THE COMMUNITY DOING?

This section provides guidelines on how to tackle the challenging task of assessing how well a destination and its products are doing. Developing key indicators, setting carrying capacity thresholds and setting up an ongoing monitoring system are discussed.

Once your community has launched into its tourism initiative, it becomes imperative to be able to measure how well the strategic planning effort is working. It may not be possible to measure all the impacts of the plan's implementation, so you have to develop indicators that provide you with a good understanding of how well your community is doing from tourism. Monitoring these indicators is necessary to ensure that the strategic tourism plan is kept alive and effective, and that tourism related resources are being managed to ensure long-term sustainability. Clearly you do not want to ruin the very resources that attract tourism.

An effective monitoring program will require an organizational structure and process for ensuring that impacts are monitored and evaluated, in order to make decisions on how to act on the plan, to improve or change the outcomes. How is progress to be measured? Considering the many complex issues and concerns, what indicators should the community use to ensure that it is able to keep on top of the developments and changes that affect its vision and well-being? Some impacts can take a long time to emerge, and by the time severe degradation becomes visible it may be too late to save the resource. Similarly, it is important to gauge the positive impacts of tourism so that you can maintain or further improve on successful outcomes.

7.1 Keeping The Plan Dynamic And Effective

Accomplishing the goals and objectives set by strategic planning is a challenge that many are not able to meet. Key requirements for success are to monitor, evaluate, and adapt the plan as required, all of which should be done on a regular basis. Scanning the external and internal environment of the community should be an ongoing activity. While this has not commonly been done by destinations, it is being increasing recognized as a critical step to help make the plan dynamic and effective.

What to Monitor?

What should be monitored in the tourism plan is determined primarily by the community's tourism vision, goals, objectives, and actions plans, as well as by the principles of sustainable tourism development. Monitoring of the ecological,

economic, social, cultural, political, industry (tourism) and visitor environments, as related to tourism, is critical. However, your evaluation of indicator data should be done with consideration for the overall community vision, goals, and sustainable development principles.

Carrying Capacity

The level or threshold of use or impact that a resource can handle without seriously affecting the health or survivability of that resource can be seen as its carry capacity. Note that these limits or thresholds of acceptable use are influenced by a number of variables, including time. Indicators for carrying capacities can be established for environmental, social, cultural, and visitor aspects. For example, the visitor carrying capacity of a beach may vary depending on the number, type of users and activities conducted. Management actions can be implemented to try and improve the carrying capacity of a resource (recognize that some resources may have a very low tolerance for use, hence may not be amenable to management actions).

Indicators

Indicators are a useful tool in a monitoring program. Good indicators provide decision makers with information that enable them to evaluate and make timely decisions on changes caused by tourism, to key aspects of the environment, resources, and the community. Indicators have to be selected so that they are robust, credible, efficient (in time and cost for obtaining the data), and useful to decision makers. It may be best to select a key number of indicators that provide the most relevant information, since a large number of impacts and indicators could potentially be measured. Some broad-based indicators (e.g. habitat fragmentation as an indicator of ecological health) will require specific measures (e.g. species loss as a measure of habitat fragmentation, with certain species selected for monitoring loss criterion). Composite indices (e.g. carrying capacity) are made up of a number of key factors and variables, which at present, seem to be site-specific, though a more systematic derivation may be possible in the future.

How to monitor, evaluate, and respond

- Set up a thresholds and monitoring body.
- Set up control systems and mitigation measures.
- Conduct integrated evaluation - recognize interdependence of resources and actions.
- Implement management response, with help of previously identified mitigation measures.

7.2 Monitoring Strategies And Actions

Once it is agreed that monitoring is needed, monitoring strategies need to be developed and implemented. Figure 7.1 helps to identify strategies and actions.

Monitoring Strategies and Actions
• Assign organizational responsibility for formulating thresholds and indicators, and for monitoring same.
• Develop carrying capacity thresholds and other indicators and measures. Two distinct sets of indicators are required: performance indicators to measure the results of strategic planning and implementation, and indicators for measuring carrying capacity, use, and impacts on the resources used in tourism. These two sets of indicators combined should provide a comprehensive picture of the destination's efforts toward sustainable tourism (for its tourism industry, visitors, natural environment and community).
• Develop baseline information on the indicators developed, as a benchmark against which future results can be measured. Hence, setting up an organizational structure for setting and monitoring indicators should commence early in the planning process.
• Develop alternative scenarios for managing or mitigating impacts and changes in use and tolerance levels, e.g. if use is expected to exceed a threshold in Year X, then alternative actions could be ..... (This action should be part of the objective setting step, Stage 4, in Section 5 - Sustainable/Strategic Tourism Planning).
• Use existing standards along with the indicators related to the activity or resource being monitored. Also ensure that new standards are established based on evaluation of monitoring data.
• Implement visitor, site, and other management actions to ensure proactive management of the carrying capacity of community and environmental resources. These actions should be related to specific objectives set in these areas and to the overall mandate of sustainable tourism.

Figure 7.1: Monitoring Strategies and Actions

7.3 How To Monitor, Evaluate, And Respond

There are four major factors in monitoring, evaluating, and responding:

- Conduct integrated evaluation - recognize interdependence of resources and actions.
- Set up control systems and mitigation measures.
- Set up a thresholds and monitoring body.
- Implement management response, with help of previously identified mitigation measures.

7.3.1. Setting up thresholds and monitoring body

Constant monitoring and adapting of the strategic plan is crucial to ensure that community goals are met, while ensuring the sustainable development of vital resources. This is facilitated by establishing an ongoing thresholds and monitoring body to monitor the tourism related impacts on the community (both positive and negative). The key functions of this body would be to assist the strategic planning effort in:

- Setting thresholds for acceptable use of various key resources.
- Developing and using indicators to monitor the impacts of tourism.
- Suggesting alternatives to mitigate impacts and manage carrying capacity concerns.

An organizational structure for developing and implementing the monitoring strategy is essential to the success of the planning process. The organizational structure of the body should be set up so that it works effectively through changing leaderships in local elections, i.e. its survival is not dependent on who gets elected into local government. While gathering the monitoring data is a technical process, the evaluation of the data becomes very much a 'political' process, leading to decisions and choices for balancing and managing the impacts.

In light of this information, a couple of options are available for setting up the T&M committee:

- Appoint a sub-committee of the CTO and include scientific experts and other community members as required. The evaluation of the results can be done by the sub-committee, with the help of experts as required, and recommendations and results transmitted back to the overall CTO group for further evaluation and action.
- Establish a separate T&M committee - if this option is followed, ensure that the CTO is closely linked to this committee to enable continuity with thetourism strategic planning effort and collective agreement and understanding of the monitoring process and data.

Also consider the following in setting up the T&M (Thresholds and Monitoring) committee:

- Selection of T&M committee participants - how much council involvement to include? How much direct community involvement in the structure and process?
- Involvement of scientific and planning experts - who? when? how?
- Funding for the T&M committee and for the monitoring activities - consider sources such as council or the regional government; obtain portion of accommodation, hotel or other tourism taxes or expenditures; raise funds through local/regional campaigns, etc.
- Duties and remuneration of T&M committee - volunteer or paid? Permanent or temporary members? Length of term of duty?

7.3.2 Control systems for monitoring change

Ensuring that the plan's goals and objectives are being met requires setting up control systems to measure its progress, followed by careful evaluation and plan adaptation as needed. It is helpful to develop alternative scenarios for mitigating damage or proactively managing capacity levels, while setting up thresholds and indicators. Control systems include:

- **Setting carrying capacity thresholds**

  Though it is difficult to establish limits or thresholds for the acceptable use of vital resources must be established, recognizing that these are only approximations and that strict capacity limits do not exist in 'reality'. These limits imply that use beyond these levels (based on existing management and use parameters), could adversely affect the long-term survival of that resource. The carrying capacity limits of some resources may be observed to be fairly rigid, while others may fluctuate over time - actions could be taken to manage or even increase the carrying capacity of these resources. For example, ensuring that visitors stay on specific designated trails, or temporary closure of trails where high impact on fragile vegetation is measured, might be some actions for mitigating damage. An increase in the environmental carrying capacity of that area over time may be one possible outcome of improved visitor management practices.

- Develop macro and micro level indicators (community and global)

  Use indicators (and their measures) to monitor how well the community's tourism vision, goals, and objectives are being achieved, in the context of sustainable tourism. Set:

- Key indicators for measuring tourism's impacts on critical community related resources, environments, and activities (i.e. indicators that measure the overall achievement of sustainable tourism).
- Performance-based indicators that enable evaluation of other results of the strategic planning effort (e.g. set indicators that measure whether the specific objectives of the plan have been achieved).
- Composite indices, which provide cumulative information on key factors affecting a site over time.

Performance criteria may need to be set as well, which will also guide the choice of indicators. For example, setting performance criteria for community satisfaction with tourism, will include measuring economic, social, and other benefits of tourism together, rather than just using economic indicators.

You may not be able to develop a comprehensive list of indicators and measures to monitor all the necessary activities and resources due to time and funding constraints. The challenge then is identifying the areas of key impacts and concerns (potential and existing) which should be monitored first. Action steps include:

- Make a list prioritizing the impacts and concerns to be monitored.
- Developing effective indicators that provide valid, reliable, and reproducible data, are linked to a time horizon, and are efficient in the time and cost required to gather the data. Ensure that indicators of cumulative impacts are also developed, for example, indicators for measuring the cumulative stress of tourism on the natural environment (or on the community).
- Indicators for lower priority areas can be developed and monitored later, as experience and funds become available.
- Retain experts to assist with those aspects of indicator setting, data gathering, and evaluation of results that requires technical expertise. You may be able to obtain some help from government agencies in your area or region.
- A useful framework to adapt might be the pressure-state-response framework developed by the World Resources Institute, for environmental issues. Pressure indicators are indicators of pressure or stress from human activities that cause environmental change. State indicators are indicators of changes or trends in the physical or biological state of the natural world. Response indicators reflect the policy measures adopted in response to environmental problems.

An example of this application is shown later in this section (see Figure 7.1)

- Developing micro-level indicators

Organizations involved in activities related to tourism should set their own performance criteria and indicators for measuring the achievement of their goals and objectives, and the impact of their activities both externally to and internally within their organization. Organizations will also have performance criteria related to the organizations purpose (e.g. corporate profitability). However, an organization which chooses to be guided by sustainable tourism principles will have a number of other performance criteria based on these principles, for example, corporate social responsibility toward the well-being of the community it is situated within. This would entail using indicators to measure contributions to the community, community satisfaction with the organization, etc. Composite indices may be required for specific sites.

Micro-level indicators will include measures for monitoring the accomplishment of corporate objectives, measures for adhering to environmental regulations and laws, and measures for other carrying capacity concerns identified through the community's tourism strategic planning exercise.

- Commence monitoring and reporting

Setting and monitoring of thresholds should be a parallel activity alongside the development of goals, strategies and action plans. Some macro-level indicators for monitoring environmental aspects such as ecological integrity can be given as soon as it becomes clear that tourism activity will be impacting on the natural environment. Early monitoring is important in order to ensure that baseline data is available for comparing future results from the monitoring activities. Your community or region may have some existing monitoring data on various indicators that should be obtained and included as background information.

Use indicators together with the standards that govern tourism related resources in your area and region (e.g. standards for water quality or pollutants such as phosphates from laundry detergents). New standards or modifications to existing standards may be required, based on the evaluation of the results from the monitoring activities.

Critical to the effective use of indicators is the development of a reporting mechanism, where those who are responsible for the implementation of the action programs and use of tourism related resources, report the results of their monitoring program to the community and other key stakeholders in the community's tourism domain.

- Longitudinal data and data base

Longitudinal data (gathered over an extended time frame) is essential for evaluating certain impacts. The lack of noticeable impacts in one year in an area does not necessarily mean that there is no change to the resource; some impacts take a longer time to become evident. Set up a central data base system to incorporate base line data and ongoing monitoring results. The community-level data base system would contain macro-level data (community and environmental), as well as micro-level data where available from individual organizations.

Aspect	Indicator (note: additional measures mentioned in brackets)
Economic /Tourism Industry	- Accommodation taxes - Residential vs. commercial tax base - Jobs - number and type, income distribution, male/female composition - Tourism expenditures - Number of visitors (annual, peak, domestic [local, regional], vs. International) - Average length of stay - Number of visitors to various sites, attractions, events, facilities, etc. - Local control (local business entrepreneurship, local vs. external managers) - Availability of local tourism training (services) and education (number of facilities, attractions, events, services (new plus total) - Number and type of development permits issued at local/regional level - Number and type of business licenses issued at local/regional level - Migrant labor force (versus local unemployment) - Tourism economic costs (infrastructure, etc.) [do cost benefit analysis]

Social	• # Facilities for local use (total) [compare to population and tourism growth]
	• # facilitators developed for joint visitor-resident use
	• Contribution to facilities by public and private sectors
	• Overcrowding of facilities and services used by locals
	• Noise + litter pollution
	• Traffic congestion (peak season; annual)
	• 'Irritation index' to measure health of host-guest relationships
	• Level of social services (compared to resident population growth rate)
	• Destination growth rate (residential population, second homes, new homes, etc.)
	• Number of visitors (annual/peak)
	• Average length of stay of visitors
	• Changes in land ownership (non-resident/resident, etc.)
	• Change in family structure
Cultural	• Ratio of visitors (domestic[local, regional], international) to locals
	• Dispersal and density patterns of visitors in local community (annual/ peak)
	• Increase/decrease in cultural festivals (and authenticity of these)
	• Change in local values, dress, customs
	• Appropriateness of design (infrastructure:) with local culture
	• Level of use of local knowledge and skills (e.g. in interpretation)
Ecology/ Natural Areas	• Solid waste generation (pressure indicator)
	• Water/ soil/ groundwater quality (state indicator)
	• Habitat fragmentation
	• Fishing catches / licenses
	• Species loss and change (e.g. mammal mortality, reproduction rates, etc.)
	• Air and water pollutants (chemical/oil spills and emissions, etc.)
	• Visitors – (numbers, types, patterns of use and dispersal)

Tourism Organization (Public, Private, Non-Profit)	• Number of employees • Type of jobs (part-time, seasonal, full-time, local versus outside labor) • Salaries(private sector financial data may bedifficult to obtain) • Revenues/profitability/market share • Capital expenditures • Community contributions (facilities, donations, etc.) • Number of visitors and capacity to host • Renovations/upgrades required (for competitiveness, safety, etc.) • Service quality • Customer satisfaction (via surveys, guest satisfaction cards in hotel rooms, etc.)
Visitors	• Needs, preferences and interests • Satisfaction with facilities and services • Exchange rates • Code of ethics • Income + other market and demographic data • Visitation patterns (time, return, length of stay, etc.) • Modes of transportation • Perception of destination image • Parking at attractions and services • Traffic congestion
Site specific	• Number of visitors per square area (peak/annual) • Number of visitors to site (total peak/annual) • Site protection measures and policies • Tourism revenues • Site degradation - physical • Ratio of tourists to locals • Renovations • Code of ethics

Community (other)	• Sewage, water, electricity capacities
	• Community satisfaction with tourism (attitude surveys, public awareness programs, public participation in tourism, etc.)
	• Plans related to tourism (local/regional)
	• Regulations and standards (new, changes in, as related to tourism)
	• Level of public conflict over development
	• Conflict and dispute resolution mechanisms
	• Political stability at the destination (area, regional and national level)
	• Political sentiment, regulations and policies (on tourism related environments and resources)
Composite Indices	• Carrying capacity
	• Site stress - composite measure of levels of impact on site due to cumulative stresses from tourism and other sectors.
	• Attractiveness - Qualitative measure of site attributes which make it attractive to tourism (and can change over time)
	• Cumulative community stress (as measured by demographic changes, tourism trends, migration trends, economic climate, etc.)

Figure 7.1 Examples of Indicators for a Sustainable Tourism Community

7.3.3 Integrated evaluation is vital in interdependent settings

Evaluation of the monitoring data should help to assess how well a community's tourism goals and objectives are being accomplished, and assess the impacts of tourism related activities on the destination's resources. Clearly, such an evaluation needs to be done within the overall economic, environmental, political, social, and cultural context of the community. An issue such as crowding cannot be examined in isolation - you would need to look at transportation, attractions, and other factors that could influence the problem.

Indicators should also be evaluated to see how well the community is adhering to the principles of sustainable tourism development. If, for example, tourism expenditures are high but 93% of workers have poorly paid job positions in tourism, then are the benefits of tourism being equitably distributed? In doing the evaluation, therefore, close attention must be paid to the interdependence among the resources, inhabitants, and activities of the many stakeholders in the community's tourism industry.

Disseminating data on the economic benefits of tourism should not be done in isolation. A full impact analysis of the overall costs and benefits of tourism may demonstrate other societal benefits or costs, that could influence future tourism decisions. If, for example, the values of spiritual happiness of a population are being threatened through tourism development, despite higher local incomes from tourism, the destination may have to consider alternative management strategies, such as limiting visitors or using zoning mechanisms to separate the visitor and host populations. Similarly, an indicator of migrant labor force should not be evaluated in isolation of local employment figures - having a large migrant labor force may be acceptable if local unemployment rates are low, but not if there is a large unemployed workforce in the community.

7.3.4. Management response to monitoring and evaluation

As results are evaluated through monitoring activities, management response will include developing and implementing actions that best respond to the analysis of data. New standards may need to be set, or existing ones modified. Mitigation actions identified earlier in the objective setting phase of the planning process need to be examined and implemented or altered. Since some of the decisions being made may adversely impact some stakeholders in the community's tourism domain, conflict resolution mechanisms need to be implemented, both within the threshold and monitoring committee and at the community public level. An example of possible management responses to managing impacts is shown below. Examples of impacts and responses may be found in Figure 7.2.

Issues	Pressure	State	Response
Visitor impact: natural site degradation	Overcrowding at natural heritage site	• Vegetation destruction • Physical infrastructure degradation • Habitat loss	• Zoning to protect fragile areas • Limiting access • Expenditures on managing conservation
Visitor impact: culture loss and tension	High demand on visiting local religious and cultural events and ceremonies	• Local residents do not attend their own festivals • Exhibition of hostility by residents toward visitors for intruding • Loss of authenticity of cultural/religious events	• Allow visitor access to a select number of events • Involve residents in determining how much visitation, which events, and how residents could benefit further • Develop code of ethics for visitor behavior

Figure 7.2: Examples of impacts and management responses

7.3   Developing And Using Indicators - Some Pointers

- The collectors of indicator data have to be unbiased and qualified. The reliability of the data collected will depend in part on who collects the data and how the data is collected.

- Prioritize the areas requiring monitoring and select key indicators for the high priority ones. You can develop indicators for the lower priority areas as time and funds become available. The experience you gain in developing priority indicators will help make the later task a little easier.

- Ensure that the data being produced is accurate and useful in decision making. Not all indicators are of equal weight and the use of a weighting system must often be instituted.

- The development and use of indicators can be costly and time consuming - making an early commitment to develop an effective monitoring strategy is important, and provides reassurance to decision makers and participants in the planning process that the plan will not remain static and unable to respond to changes in the community's various environments.

- Effective design and use of indicators requires joint action and involvement of a range of actors, including key stakeholders in the community's tourism domain. The collective experience of a diversity of community participants can be very useful to guide the process. Also, the data being produced must be perceived to be legitimate by the scientific, public, and other actors who could be influenced by the results. Otherwise, decisions based on evaluation of the indicator data may encounter conflict from uninvolved stakeholders.

- The data from one indicator may be useful in a variety of areas. For example, data on the experiences sought by visitors could be useful for designing an interpretive program, evaluating the mix of activities at a resort, or for designing activities and attractions in the tourism action planning process.

- Hence you may also be able to find indicators being monitored in areas other than tourism that you may be able to use. For example, the rate of participation of women in the workforce may be an indicator that is already being monitored in the community.

7.5 Measuring Economic Impacts - A Note On Multipliers

Multipliers measure the effect of expenditures introduced into an economy. Tourism multipliers are used to determine changes in output, income, employment, business and government receipts, and balance of payments, due to a change in the level of tourism expenditures in an area. Tourism multipliers attempt to capture the relationship between the direct tourism expenditure in the economy and the secondary effect of the expenditure upon the economy, i.e. how an extra dollar of tourism expenditure gets turned over in subsequent rounds of spending by the recipients of that dollar. Some of the factors which affect the multiplier are the size of the local economy, the propensity of tourists, businesses and residents to buy imported goods or services, as well as the propensity of residents to save rather than spend (where saving reflects money kept out of circulation, i.e. not re-invested).

Multipliers can be calculated for country, a region or a community. However, the information provided by tourism multipliers has to be evaluated with a great deal of care. Factors such as the size of the destination's economy can affect the multiplier significantly. A smaller economy may have a much smaller multiplier than a larger one since more goods and services might be imported to service tourist needs, resulting in a greater leakage of revenues out of the destination. Hence, comparing local with regional multipliers in a country does not produce useful information.

While they should be used with caution, multipliers can demonstrate useful information on how much of the tourism expenditures really stay within the community, and how much leaks out to foreign imports and foreign control. You will probably need to retain expertise to calculate multipliers. Your provincial/state economic agencies or universities may be a good resource to draw upon for assistance.

If your community does not have the resources to develop and apply multipliers to your economic analysis, you should at least try and obtain as much information as possible on areas related to leakage, i.e., imports of goods and services related to tourism, the hiring of foreign managers and workers, etc. This information will enable you to implement policies and actions to encourage the development and use of local labor and goods in your tourism industry.

Review

Monitoring the impacts of the tourism strategic planning effort is a crucial step in ensuring that your plan is dynamic and able to generate effective results. The selection of thresholds and indicators is a difficult task, and should be based on your community's tourism vision, goals, and objectives, as well as to ensure sustainable tourism development. The process of assessing the impacts created by tourism in the community may produce conflicting results, where economic results, for example, may be positive, while cultural impact indicators may produce negative results. The assessment

process has to recognize the need to consider and balance these conflicts.

Setting an ongoing monitoring body to select indicators and monitor impacts is essential. Make sure that the selection of indicators and the gathering of indicator data are done by individuals who are perceived to be legitimate, unbiased, and experienced. Similarly, the data obtained should be disseminated widely among the actors involved in and affected by tourism in the community. After the technical process of gathering the data comes the challenging task of evaluating the results and deciding on how to balance and manage impacts - this comes back to community decision making to make the choices that ensure sustainable tourism for the community.

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SECTION 8: DEVELOPING THE TOURISM PRODUCT

In this section we will present examples of sustainable tourism product development. Given the fact that sustainable tourism is a relatively new concept, there is as yet very little product to assess.

8.1 Introduction

There are many dimensions to the product development process. In order to demonstrate some of the variety in the process we have chosen to examine:

- Infrastructure development (Section 8.3)
- Event planning and development (Section 8.4)
- Developing ecolodges and standards for sustainable accommodation (8.5)
- Community economic development - an example of partnering and the role of tourism in overall community enhancement (Section 8.6)
- Green tourism concerns and (Section 8.7)
- Design and physical planning issues based on the analysis presented in Section 3 (Section 8.7)

8.2 The Process And Feasibility Of Physical Development

Overall direction and priorities of physical development stem from the community tourism plan, including new product ideas and concepts that might have been generated through public involvement, professional advice, or actual development proposals. Each concept should be subjected to a limited pre-feasibility evaluation to determine if it is appropriate in the context of the plan and if it has a reasonable chance of successful implementation. Afterwards, the attractive concepts must receive a full feasibility study before approval.

A detailed action plan will be required, specifying the prioritized developments by type (e.g. infrastructure, attractions, services), a schedule for start and completion, designation of who has responsibility for the action and the resources committed to it (e.g. a budget or target cost). Action plans can be updated annually, based on progress reports, resources available, and changing priorities or conditions.

Implementation of tourism development is usually a public-private partnership, with the community focusing on infrastructure and regulations, and the private sector actually constructing attractions and providing visitor services. But some communities are active in product development as well, especially through provision of events, heritage attractions, parks, recreation facilities, and cultural programs.

8.3 Infrastructure Development

Having decided to develop infrastructure for tourism, how is it to be realized? For some services, only public or private investment is feasible, whereas, a public-private partnership can be used to achieve other objectives. Increasingly, however, public agencies are acting more like private companies when it comes to user fees, sponsorships, and other forms of revenue-generation to ensure that public infrastructure is self-financing.

Periodically, government sources of loans or grants for tourism infrastructure development are available. Usually this assistance is tied to the preparation of a strategic plan and/or feasibility study. Being ahead of the game is important. Tourism planning must look ahead to infrastructure needs, priorities and timelines must be set, then funding pursued.

There is little point in developing attractions if a deficiency in basic services will lead to problems for residents or visitors. As well, the public sector must anticipate infrastructure needs resulting from private developments, otherwise capacities will be exceeded and both the private and public sectors will consequently suffer. Therefore, attention to the unglamorous underground services is a top priority, as are roads, health and security, and comfort and convenience. These are typically all public services, but where tourism development imposes major costs, it is certainly legitimate to ask the private sector to pay a fair share. The mechanisms for this can include local improvement or property taxes, direct cost sharing or requiring developers to provide all required infrastructure as part of the project costs.

Should communities develop attractions? As mentioned, the provision of normal recreational and cultural facilities and parks can be considered to be an investment in tourism, as long as management and marketing of this community infrastructure considers the different needs of visitors and residents. Another area in which numerous communities develop tourism is through festivals and other special events. Where events are based on community interests and authentic themes they can become attractive authentic tourist attractions and places where hosts meet guests in an equitable manner.

Some governments take an active role in attracting investment and facilitating tourism development through a number of vehicles:

- Provision of land (free, subsidized, or serviced at public expense).
- Cash grants or loans (to overcome financing obstacles).
- Relaxed zoning, building or other regulations.
- Fast-tracking through the approvals process.
- Forming public-private partnerships.

While it often seems justifiable and even necessary to make concessions in order to attract development, long-term consequences should be carefully evaluated. Some destinations have found that developers disappeared after tax incentives ended. Economically unviable operations might be created which cannot survive in the free market. Private developers without public assistance are put at a disadvantage. Most important, the benefits of development for local authorities are often realized through local taxes, and these should not be given away.

On the other side of the coin are a number of ways for local authorities to take advantage of tourism development:

- Gaining new business and property taxes.
- Selling or leasing land and facilities.
- Imposing a commercial accommodation or bed tax.
- Charging user fees to visitors.
- Profiting from partnerships.

Obviously, a careful feasibility and impact evaluation is required before communities engage in any of these schemes to attract or profit from development. This should be done in the context of a sustainable tourism strategy so that long-term costs and benefits are given priority over short-term advantages.

The Feasibility Study

The most common meaning of feasibility is: 'can we do it?' This implies a number of sub-questions, including affordability, practicality, and the likelihood of success. But feasibility studies must also consider the desirability of the project in light of plans, goals, and possible impacts. In other words, it must be feasible **economically, environmentally, politically** and **socially**. The development might be economically and physically feasible, but unacceptable for other reasons. Each feasibility study involves a number of steps described below:

1. **Statement of Project Objectives**: What is its purpose and specific contribution to sustainable tourism development? Is it to make a profit or to be a public service? Who will own and manage the development?

2. **Market Research**: Usually experts are hired to determine the potential demand for, or estimate use levels of the project. This involves assessment of trends, competitors, complimentary facilities or services, and a segmentation of the market to determine the most likely or desired target groups. The entire market mix must be considered.

3.   **Product-Market Matching**: In sustainable tourism, the desired target markets must be identified and attracted to the project - developments are not encouraged if they are mass-market oriented or will appeal to undesirable segments. Some developments might prove unfeasible because there is sufficient demand from narrow segments. Unfortunately, many businesses and resorts start off with targeted marketing but evolve to mass-marketing because it is easier, more profitable, or in response to growing demand.

4.   **Location Analysis**: Will the project be accessible and visible? How will users get to it, and will the travel modes present any problems (e.g., congestion, need for an airport or new roads?) How long will it take customers to reach it, and will the trip be safe, comfortable, and affordable? Where are the competitors?

5.   **Site Analysis**: Can the proposed site physically and ecologically support the proposed development? What are the possible impacts and can they be prevented or ameliorated? What will it cost to develop this site, as opposed to alternatives?

6.   **Demand Forecasting**: Given the market research and segmentation, actual visitor/user numbers plus average spending will be made. This is a critical step in determining financial feasibility. All too many facilities are constructed with over-optimistic demand forecasts, resulting in financial failure especially in public-sector developments. It is better to be conservative and to pay attention to the performance of similar, existing projects.

7.   **Impact Forecasting**: The community has a right to know what impacts are likely to result from every development, and cumulatively from all changes over a period of time. The feasibility study should identify both direct and indirect impacts and provide the technical material to enable reviewers of the study to draw their own conclusions on relative costs and benefits.

8.   **Financial Feasibility**: It might prove undesirable to proceed with a project on the basis of market research, site analysis, or impact forecasts, but most studies will nevertheless include a detailed financial forecast of revenues and costs. The ultimate bottom line (profitability or at least breaking even) will depend on many factors, some of which are usually outside the scope of consulting studies (i.e. assumptions of sound management; personal and corporate taxes; debt repayment and interest rates; factors which affect demand assumptions, and so on). Eventually private-sector developers will apply their own criteria for determining the desirability of proceeding, and meeting a desired rate of return on investment is important. Public sector projects should at least break even on operating costs, but many are justified as public services or investments in growth.

9. **Social and Cultural Acceptability:** Is the proposed project or opening up of a site to tourism acceptable in terms of local values and potential social and cultural impacts?

10. **Design:** If it is a go, the project must then progress to a detailed design or master plan, followed by the approval process.

11. **Political Favourability:** Is the project feasible given the political climate in the region and country?

8.4 Guidelines For Community Event Development

8.4.1 Developing the sustainable concept

- Choose authentic themes which reflect the local culture(s) and environment-human relationships.

- Require strong community support, do not impose new ideas on an unreceptive population.
- Avoid "parachuting" successful ideas from other places; success comes from strong local commitment and enthusiasm.
- Choose themes which help position the destination within sustainable development principles.
- Consider sports, many competitions and fun events can be held using existing facilities.
- Ask local clubs, associations, and businesses to generate meetings and conventions, to the extent permitted by infrastructure.

8.4.2 Developing the organizational structure

- Consider setting up a fund to help local organizations bid on sports events and meetings.
- Ask local clubs and associations to submit plans for creating, enhancing or marketing festivals and other special events with potential tourist appeal.
- Assist organizations in marketing their events.
- The best festival organizations for most communities are separate nonprofit associations with strong connections to their groups and to the municipal agencies.

8.4.3 Funding

- Providing event organizations with financial assistance can pay off handsomely for public agencies, it is often best to assist bids, marketing, and research rather than to provide operating funds.
- Secure tourist marketing grants and marketing advice from senior government and industry associations.
- Privately owned resorts, attractions, and facilities should be able to launch their own special events, ensure coordination with other events as to time, place, and theme.
- Obtain sponsorship (both cash and in-kind donations) from local companies before pursuing regional and national businesses.
- Sponsorship is an excellent way to obtain resources and extend the marketing reach of events.

8.4.4 Marketing

- Promote events locally and regionally first, before trying to attract tourists from afar.
- Cultivate bus tours from nearby cities, ensure that the services available to tours are of high quality.
- Do not exaggerate or suggest more than can be delivered, remember that many quality tourists prefer small and "folksy" experiences.
- Encourage residents to invite friends and relatives.
- Obtain free publicity through local and regional media sponsorship.
- Maximize word-of-mouth recommendations by ensuring that every event-goer has a great experience and receives information about next-year's events.
- Hold the event at the same time and place every year, if at all possible, so that it is predictable.

CASE STUDY: 8.1

CHERRY CREEK ARTS FESTIVAL, COLORADO

ENVIRONMENTAL BLUEPRINT

(Winner, International Festivals and Events Association's Best Environmental Program, 1993-1995)

This Colorado music and arts event began in 1991, attracting an attendance of 150,000 over two days and grew very quickly to a crowd of 330,000 or more over three days and a considerably expanded site. In 1991 the organizers set up a committee which conducted a "waste audit" and found that most waste was in the form of packaging and serving containers. Waste management and recycling firms were approached to see what could be done, leading to a initial on-site program to sort and recycle waste as well as efforts to reduce it. Major sponsorship for the program has been continuously provided by Conoco, an international gas and oil company.

The key elements in their "blueprint" include:

- "Precycling" by dealing with suppliers and vendors who help reduce packaging and non-recyclable materials; the festival requires all beverages to be poured from fountains, rather than serving bottles or cans; food is served with few required utensils, using recyclable #6 polystyrene; recyclable cups are used; all paper products are made from recycled material; propane is used for cooking, not charcoal.

- Primary sorting of waste is done by consumers who place material in different labelled containers.

- Secondary sorting into nine categories of waste is done by non-profit groups which receive remuneration; volunteers are called the "green team" and work in two shifts to cover the entire day.

- Non-recyclable waste is compacted into one compostable product.

- Left-over non-perishables are donated to local food banks.

In 1995 the event saw a 17% increase in attendance, but total waste generated by attendees decreased 13%. The Green Team ensured that 92% of waste would be recycled. Conoco introduced "Recyclasaurus Max", a costumed character, to help educate children about recycling.

Cherry Creek Arts Festival also provides a park and ride bus location and taxi stand, and encourages pedestrians to ride bicycles to the site. The organizers apply "green" standards to their office operations as well, such as by using non-toxic inks and paints and using recycled paper.

8.5 Sustainable Accommodation: "Green" Certification and Ecolodges

Traditional forms of tourist accommodation can adopt "green" practices to become more environmentally sensitive through international certification programs or by following sustainability guidelines. A whole new form of accommodation - the ecolodge - has arisen to meet the diverse goals of sustainable development. Following a discussion of the ecolodge concept, a short case study is presented.
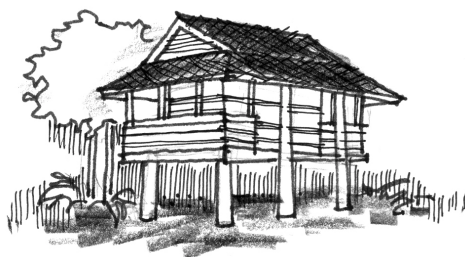
8.5.1 Environmental Management Systems in Hotels

Accommodation is an important part of the tourism industry in terms of attracting tourism and potentially threatening it. Hotels and guesthouses make a significant impact on the environment, irrespective of the size, scale or level of the operation.

Hotels increase the demand on existing water, sewer, waste disposal and power facilities and can cause serious deterioration to the physical and /or social environment. As with other industrial and service sectors, governments have addressed the environmental problems posed by hotels and resorts by enforcing legislation and discharge standards. In addition to government expectations, there have been growing expectations from guests about sound environmental management practices in hotels and resorts. Encouraging or requiring accommodation to ensure certain environmental standards benefits not only your visitors but also protects your community's residents from the potential effects of pollution and environmental degradation.

8.5.2 Certification for Hotels

nternational "Eco" or environmental labels are used as indicators of environmentally friendly hotels. They are awarded to hotels which achieve high standards of environmental responsibility. This attracts customers to the hotels and allows the guests to make a choice about the environmental characteristics of the hotel they stay at. There are different ec-labelling schemes in operation in most countries. An important feature of most eco-label s is that they are only awarded for a limited period of time (typically one or two years) and require the hotel to measure and report its environmental characteristics of the hotel they stay at. There are different ec-labelling schemes in operation in most countries. An important feature of most eco-label s is that they are only awarded for a limited period of time (typically one or two years) and require the hotel to measure and report its environmental performance in order to renew it. Eco-labels benefit the tourism industry as a whole because they

encourage sustainable behavior , but they are also beneficial to individual hotels or resorts by supporting and recognizing those that pursue a better environment.

The environmental standards as mentioned in section three of this manual apply to hotels and other companies. The international standards of ISO 14000 and the Thailand-based GreenLeaf certification program are examples of standards widely accepted and acknowledged in Southeast Asia.

8.5.3 CASE STUDY: 8.2

HUA HIN/CHA AM, THAILAND

CLEANER PRODUCTION IN HOTELS

There is increasing concern about the impact of hotels on local communities and environments. In large part, the degradation of these destinations is a consequence of inadequate or inappropriate enviromental management practices. With organic waste accounting for over half a typical hotel's solid waste composi tion, this project focused on converting the organic waste stream into a valuable resource, i.e. compost used for soil amendment. Reducing the waste of hotels through composting helps close the loop between resource consumption and waste production.

The CUC UEM Training and Technology Transfer Program, in partnership with the Thailand Environment Institute, has carried out environmental audits in five hotels in the resort area of Hua Hin and Cha Am to encourage more sustainable environmental practices (Cleaner Production). The completed audits and interpretation of results have been shared with the participating hotels, adding to the hotel operators' and concerned staffs' understanding of the Cleaner Production process. The emphasis on information sharing and participation in the CP process is based on the rationale that knowledgeable hotel managers and staff are essential to program sustainability and indeed, the initiation of further improvements to their hotel's waste management systems. Demonstration and training is accompanied by on-going program supervision and monitoring. The TTTP demonstration site in Hua Hin and Cha AM has provided examples and lessons for other hotels in Thailand and the Southeast Asian region. This successful demonstration will be replicated in hotels in Siem Reap, Cambodia.

Activities included:

- Production of situation analysis
- Hotel environmental audits and clean production assessments
- Environmental Management Systems (EMS) training
- Composting training
- Clean production awareness and implementation training

This project started the hotels on the road to achieving standards by introducing environmental audits and environmental management within the hotels. An EMS (Environmental Management System) may be certified according to a scheme such as ISO 14000. The CP approach to environmental management does not in itself constitute an EMS, as it does not include certain elements essential to an EMS such as environmental policy or a review of conditions and licenses for operations. The CP approach, however, does comprise an excellent backbone to an EMS, as it provides the methodoogy to address many of the environmental issues in a company. Many companies have started withl-

CP audits that later have developed into full-fledged EMSs, some of which have been ISO 14000 certified.

8.5.4 What Is An Ecolodge?

The primary reference on this topic is The Ecolodge Sourcebook For Planners and Developers (edited by D. Hawkins, M. Wood, and S. Bittman, published by The Ecotourism Society, 1995). Based on research, articles and case studies found in the Sourcebook, ecolodges can be defined as alternative forms of accommodation which provide ecotourism experiences. They are generally small in scale, found in natural areas and therefore often remote, and put into practice sustainable design, development, and operational principles. The resultant visitor experience is quite different from that of the mass tourist or even the visitor to a typical wilderness resort or lodge.

8.5.5 Key Ecolodge Characteristics and Related Issues

Key characteristics of ecolodges and related issues are summarized below: (Many of these points can be applied to other forms of accommodation to achieve sustainability goals.)

Nature Attractions:
- Often located in protected areas.
- Should contribute to conservation.
- Must avoid harming the environment
- Frequently isolated.

Cultural Attractions:
- Often a secondary appeal.
- Must work with and benefit local residents.

Basic Services and Amenities:
- Usually avoid luxuries.
- Local foods used.
- Comfort and safety must be assured.

Design:
- Foster a sense of place.
- Stress interaction with nature.
- Do not alter the ecosystem.
- Where appropriate, restore natural systems.
- Use renewable resources.

Energy:

- Minimize energy consumption and waste.
- Use alternative, renewable sources (e.g. Solar, wind, water, bio-gas).

Waste:

- Minimize water consumption and waste.
- Recycle water and other wastes.
- Avoid hazardous products and create as little pollution as possible.

Size:

- Ecotourists prefer small groups.
- Respect the natural carrying capacity.

Atmosphere and Experience:

- Relaxed, flexible and friendly.
- Education and interpretation are essential; employ trained guides.
- Outdoor, nature-based programming.
- Cultural programming also desired.

Packaging:

- All-inclusive is usually desirable.
- Price is based on value and uniqueness, not luxury or high-volume.

Labour:

- Employ and train residents,
- Need skilled guides, interpreters,
- On-site staff housing is likely needed.

Operations:

- Higher costs can be expected.
- Use of alternative technologies is a challenge.
- Seasonality can be a limiting factor.

CASE STUDY: 8.5

CROWSNEST PASS, CANADA

An example of parntnering and the role of tourism in overall community enhancement

(This case was first developed as part of a case study series for the Association of Canadian University Planning Programs (ACUPP) and the Canadian Institute of Planners (CIP) and is available on the WWW or from the Centre for Environmental Design Research and Outreach, at The University of Calgary.)

Development Context

The Municipality of the Crowsnest Pass is located in South Western Alberta. The Pass has a number of cultural and natural resources, survived from the coal mining era of the early 1900s and significant natural assets which provide an opportunity for significant tourism development.

Planning and Design Issues:

The arrival of the railway in 1898 was one of the most significant events in the history of the Pass since it made viable coal mining activity possible. While ten communities developed over a distance of 14 miles, only five have survived, Coleman, Blairmore, Hillcrest, Frank, and Bellevue. The economy of the Pass has undoubtedly reflected the state of the coal industry in North America and its fluctuations over the course of time. Economic trends, world wars, and unpredictable demand for coal have long affected the lifestyles of the people living in the Pass. The collapse of the coal industry began in 1950 with the final blow to the last of the operating mines on the Alberta side of the Pass occurring in 1983.

The economic realities hit the community hard. In fact, there was an article written that said that the community had lost as many jobs than there were people presently working. When Coleman Collieries, the last operating coal mine closed in 1982, four hundred employees lost jobs. In 1985 a large cable manufacturer closed down and moved to Saskatoon, letting go of 260 employees. At one time they had approximately 440 employees. One of the large employers (Weststar Blairmore) on the B.C. side also went bankrupt, so from around 2,400 employees they dropped down to about 1,600 employees and eventually to none, just all around that same time.

The five surviving communities in the Pass were amalgamated in 1979 to form one single municipality, the Crowsnest Pass. The amalgamation of the communities occurred as the economy declined and the cost of maintaining the extensive facilities started to bankrupting the community. There were schools in almost everyone of the communities, three arenas, and three curling rinks, for less than 7,000 people. The issues of trying to afford all of these amenities became more and more pressing over time. The community had the third highest number of sheets of curling ice in the Province of Alberta. It also had the oldest symphony in the Province.

<u>Central Problem or Opportunity</u>:

The problems that faced the Crowsnest Pass ten years ago were similar in part to those of many rural communities:

- declining economic structure,
- loss of jobs,
- young people leaving the community,
- a poor quality physical environment,
- strained municipal services,
- little awareness of what could be done,
- little sense of the power to change conditions.

The community also had considerable opportunities:

- a cultural heritage with cultural tourism potential,
- a unique natural environment with significant tourism and recreational value,
- a hardworking population,
- a good inventory of municipal facilities,
- good leadership.

The community contacted the Faculty of Environmental Design at The University of Calgary to assist in the process of community economic development. The process of creating and maintaining a partnership has continued over ten years.

<u>Actors and Stakeholders</u>:

There have been a wide number of actors in the revitalization of the Crowsnest Pass and the process of community economic development has brought theses actors together in different forms throughout the process.

<u>Planning Objectives</u>:

There have been a number of objectives operating in the community:

- to create employment,
- to develop opportunities for small business creation,
- to generate economic development,
- to ensure the ongoing quality of the school system,
- to keeping taxes down,
- to provide employment opportunities for youth in order to allow high school graduates to remain in the community,
- to ensure the preservation and enhancement of cultural resources,
- to maintain the environmental quality of the area.

<u>Options for Action</u>

In order to ensure that the objectives of the community were to be met, a number of plans and strategies were employed. Some of these strategies and approaches were:

- The opening of the Frank Slide Interpretive Centre and Leitch Collieries in 1985 by the Alberta Government. Over 100,000 people a year visit the Centre.

- The development of Community Tourism Action Plan in 1986 by the community.

- The setting up of the Community Futures Committee in 1988 by the community & Federal governments.

- The development of an Ecomuseum Plan in 1988 by the Provincial Government, University, and community. As recommended by the plan, an Ecomuseum Trust was established. The Trust is to be responsible for the implementation of the plan.

- The development of the 1988 Strategic Planning Exercise in 1988 by the community & University.

- The development of a plan for the reuse of the old, abandoned hospital into the Crowsnest Centre Training Centre by the community and University. The plan has been realized and the centre has been operating for a number of years.

- A major reclamation project of Blairmore coal piles was carried out in 1988 by the Government.

- The community and University carried out a major marketplace development study in 1992. The market place development study was aimed at stemming trade leakage. The community was very successful in stemming leakage as well as in encouraging business development opportunities. In 1994, the Crowsnest Pass had the second largest number of small business starts per capita in the Province of Alberta.

- As recommended by the Ecomuseum Plan, the Bellevue Mine site was restored and reopened for mine tours. The process began in 1993. The work was carried out by the Ecomuseum Trust.

- The back nine holes of the golf course were put into operation in 1995.

- the Tecumseh Guest Ranch was renovated in 1994 by a private sector investor.

- A 1,200 kilometer snowmobile network of trails was put into place in 1994 by the community.

- The Crowsnest Pass: Corridor Area Tourism Strategy was prepared by the Community and University in 1994.

- A new subdivision began in Blairmore in 1994.

- An Ecobusiness Strategic Plan is developed in 1994 by the community and University.

- Inter community cooperation. When the mine was closed, it was one of the first times that Alberta and British Columbia communities had ever worked together. There is now successful cooperative tourism marketing.

When one considers the state of the community and its size, this level of activity is very impressive.

Process

There was no one process but rather a series of both related as well as unrelated activities taking place. Certainly, the Community Futures Program provided an overall structure and support for most activities through the energetic support and leadership of Cliff Reiling, the Economic Development Officer, as well as the Community Futures Officer. There were a number of actors and organizations at work: Community Futures, Main Street, Ecomuseum Trust, Town Council, private sector interests, etc. The process did develop new capacities or rather brought them to play in order to ensure the development of the community.

Roles

There can be no clean definition of roles. In some cases, government played the role of initiator and others a funding role, and in many instances, a supporting role helping community members achieve their objectives. In many cases, community members, employees, politicians, and volunteers played significant roles. The Faculty of Environmental Design did play an important supporting role from sweat labor to conducting studies to providing ongoing support and advice.

Criteria for Success

The benefits described earlier clearly point to a success story. Without a community based approach to dealing with the problems in the community, there would not be the success we can now observe: jobs provided, confidence raised, heritage resources preserved, new business started, etc.

Meshing of Social & Economic Goals

The notion of achieving social and economic goals was seen as important from the very beginning but in many instances, economic concerns were seen as more important. Having the University involved in various ways helped to ensure that Community Economic Development (CED) principles were always in the forefront.

Conclusion

The Crowsnest Pass exhibits many of the important characteristics of partnering. The community has demonstrated a considerable ability and willingness to experiment and try new approaches to community economic development. It has always looked for innovative approaches as well as dealing with root causes.

The community was one of the first to commission an import replacement study, knew when to involve experts, and when to trust in its own resources. It is too early to assess long term success but all indications point to a better community.

8.7 Green Tourism Concerns

8.7.1 Guidelines for making events "green"

- Conduct environmental impact assessments on all proposed and existing events and facilities.
- Do environmental audits to search for waste, unnecessary travel, and energy consumption and the needless use of non- recyclables.
- Make all facilities fully accessible by public transport, no parking or private vehicular access to event venues.
- Link pedestrian and cycle paths to public transport and event venues.
- Protect sensitive ecosystems.
- Subject all suppliers to environmental guidelines.
- Contract with "green" vendors and hotels.
- Employ full life-cycle accounting which examines cradle to grave impacts of projects and investments (e.g., Who will pay for demolition and site clean-up?).
- Minimize new facility development; use existing venues.
- Maximize sharing and joint use of venues.
- Keep all games venues compact, avoid dispersal because it increases traffic and wastes energy.
- Minimize energy consumption; use renewable sources plant indigenous species when landscaping; rehabilitate wetlands.
- Recycle wastewater.
- Engage in waste reduction and avoidance.
- Implement noise abatement procedures.
- Integrate admission with transportation use.
- Use minimal packaging.
- Use electronic communications rather than printed.
- Educate guests/customers to appreciate and support green programs.
- Work with universities and environment groups to promote environmental studies and demonstration projects associated with events.
- Use ceremonies to showcase environmental education.
- Use environmental "hosts" at events.
- Say no to sponsors with poor environmental reputations.
- Train all staff and volunteers to buy into environmental programs.
- Avoid noisy, polluting, wasteful ceremonies entertainment.

8.8 Physical Planning And Development

Once key sites have been identified, the next task is to determine how the community may wish to enhance the areas identified and what the reasons for enhancing the areas are for. Will it be to attract tourists or business in, or for local pride? What sort of commercial business does one wish to generate, a tourist town, an arts and craft attraction, a high or low end retail outlet, a green image, a theme town, or an entertainment town?

Will it be a cosmetic exercise for the town or will it be aimed at regenerating or attracting a particular industry or trade in the community? Determine which buildings should be saved, refurbished or lost? What areas can be rezoned if necessary? How original or themed is the community willing to go and in what direction? What areas are to be focused on, and which buildings are to be refurbished and to what extent?

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appendix

Worksheet 3.1 To Assess Your Community's Readiness for Tourism

Following are some questions designed to help gather information which will enable you to assess your community's needs and readiness for tourism.

Note: some of this information may be available through existing reports, plans, and documents. Other information may need to be newly gathered.

Economic

- What is the unemployment picture in your community? Is it seasonal? Do youth leave the community to seek employment?

- How are local businesses and shops doing? Are you satisfied with the ranges of shops and services in the community?

- Is there one dominant industry that the community depends on economically? Are there seasonal fluctuations in local economic activity?

- What is the tax picture in your community?

Social/Cultural

- What do you enjoy most and least about living in this community?

- What are the things that you pride most about your community?

- Are you satisfied with the range of leisure activities in your community?

- How do you feel about sharing your recreation and leisure environments with tourists?

- What facilities or services are lacking in the community?

- Overcrowding? Noise?

Environment (Natural)

- Conservation concerns?

- How would you feel about sharing protected areas and other natural recreational areas with tourists?

- Other environmental concerns (pollution etc.)?

Environment (Building and Infrastructure)

- Do building designs reflect community character?

- Where is restoration required?

- How are the aesthetics, visual presentation of your community and area (clean, etc.)?

- Are tourist attractions and services well marked? How about signage into the community from the main access points?

- Is there anything needed to enhance community character, image?

- Type and scale of development desired?

Other

What concerns do you have about the current level of tourism in the community? What concerns would you have regarding an increase in tourists?

Worksheet 3.2 Community Vision, Attitudes, Issues, Concerns, Principles, and Values

Check boxes containing information on various areas including vision statements.

Plan/ Initiative	Economic Development	Tourism	Social	Cultural	Environmental	Vision Statement
Local						
Regional						

Worksheet 3.3 for Gauging Support of Key Actors and Groups

Community Stakeholder (sector, group, individual)	Attitudes Toward Tourism	Rank Attitudes as Being positive [+], negative [-] or indifferent [0]

Worksheet 3.4 Community Vision, Attitudes, Issues, Concerns, Principles, and Values.

1. Community Tourism Vision.

2. Values underlying the vision.

3. Principles to guide the implementation of the vision.

4. Community attitudes toward tourism revealed by visioning process.

5. Issues and concerns identified by the visioning process.

Worksheet 4.1 Resource Inventory: Built Cultural Heritage Resources

This first chart is a brainstorming exercise. In order to determine what you think is most important for tourism, list all the cultural heritage resources you can think of in your community and region on the chart below. Then decide which are your priorities.

Type of resource	Name of resource
a. Sites	
b. Historic Buildings	
c. Cultural Landscapes	

Worksheet 4.1.1 Built Cultural Heritage Resource:

A cultural heritage resource may have developed visitor facilities or it may not; it may have economic spin-offs or it may not. Make note of what is unique and/or important. Make a copy of this form for each resource to be assessed.

Characteristic	Descriptor	VG	G	P
Location				
Size				
Nature of facilities: (e.g. washroom, interpretive centre/signs, paved walkway, visitor information)				
Visitor Capacity: (how many visitors can it hold?)				
Transportation Access: (e.g. highways, roads, signs)				
Parking Facilities: (how many parking stalls? are there enough stalls?)				
Results of customer surveys				
Social Impact: (e.g. is the area a social hub? is it overcrowded?)				
Environmental Impact: (e.g. is there litter? physical, water pollution, degradation? vandalism?)				
Economic Impact (are there economic spin-offs from the use of the site?)				
Use Level (is the site busy or not?)				
Demand for the Resource (is there demand? who are the visitors?)				
Community Goals and Objectives (how does the site fit in with community policies?)				
Competitive Position (how does the site rank with other sites within the community and region?)				

You can rate the condition of each of these descriptors to help you prioritize areas of development for the resource and to help create a comparative scale among them.

VG: Very Good; **G** = Good; **P** = Poor. If rating is not applicable simply mark **N/A** across the columns.

Worksheet 4.3 Resource Inventory: Living Cultural Heritage Attractions

These attractions can be developed sites or ethnic communities which may be of interest to visitors. It may, in fact, be your whole community. When listing such attractions, think about settlement patterns, languages, lifestyles, work patterns, and folklore.

This first chart is a brainstorming exercise. In order to determine what you think is most important for tourism, list all the living cultural heritage attractions you can think of in your community and region on the chart below. Then decide which are your priorities. Having chosen your priorities from the brainstorming exercise fill in the forms which follow.

Type of resource:	Name of resource:

Worksheet 4.3.1 Living Cultural Heritage Attractions

This type of attraction is a site or an area of local historical significance. Make note of what is unique and/or important for tourism development.

Characteristic	Descriptor	VG G P		
Location				
Size of attraction				
Settlement Patterns				
Language(s)				
Lifestyles				
Work Patterns				
Folklore				
Nature of facilities (e.g. washrooms, interpretive centre, paved walkway, visitor information)				
Visitor Capacity (how many visitors can be accommodated?)				
Transportation Access (e.g. highways, roads, signs)				
Parking Facilities (how many parking stalls? are there enough stalls?)				
Results of customer surveys				
Social Impact (e.g. is the area a social hub? is it overcrowded?)				
Environmental Impact (e.g. is there litter? physical degradation? vandalism?)				
Economic Impact (are there economic spin-offs from the use of the site?)				

Characteristic	Descriptor	VG	G	P
Community Goals and Objectives (how does development of the site fit in with community policies?)				
Competitive Position (how does the attraction rank with other sites within the community and region?)				

You can rate the condition of each of these descriptors to help you prioritize areas of development for the resource and to help create a comparative scale among them.

VG: Very Good; G = Good; P = Poor. If rating is not applicable simply mark **N/A** across the columns.

Worksheet 4.4 Resource Inventory: Special Events

This first chart is a brainstorming exercise. In order to determine what you think is most important for tourism, list all the special events you can think of in your community and region on the chart below. Then decide which are your priorities. Having chosen your priorities from the brainstorming exercise fill in the forms which follow.

Type of resource:	Name of resource:
a. Festivals	
b. Holiday Celebrations	
c. Other Special Events	

Worksheet 4.4.1 Special Event:

A special event may have developed customer surveys or it may not; it may have economic spin-offs. These are the types of descriptions you will be making below. Make note of what is unique and/or important.

Characteristic	Descriptor	VG	G	P
Location				
Size				
Theme				
Nature of facilities (e.g. permanent, temporary)				
Visitor Capacity (how many visitors does it attract?)				
Parking Facilities (how many parking stalls? are there enough stalls?)				
Social Impact (e.g. are locals affected by overcrowding and congestion?)				
Environmental Impact (e.g. is there litter? physical degradation? vandalism?)				
Economic Impact (are there economic spin-offs from the event?)				
Community Goals and Objectives (how does the event fit in with community policies?)				
Competitive Position (how does the event rank with others in the community and region?)				

You can rate the condition of each of these descriptors to help you prioritize areas of development for the event and to help create a comparative scale among the events.

VG = Very Good; G = Good; P = Poor. If rating is not applicable simply mark N/A across the columns.

Worksheet 4.5 Resource Inventory: Regional Attractions

This first chart is a brainstorming exercise. In order to determine what you think is most important for tourism, list all the community landscape features you can think of in your community and region on the chart below. Then decide which are your priorities. Having chosen your priorities from the brainstorming exercise fill in the forms which follow.

Type of resource	Name of resource
a. Landmarks	
b. Structures	
c. Parks	
d. Other Natural Features	
e. Farms	
f. Cooperatives	
h. Driving Tours (see 5.6.2)	
. Interpretive Sites (see 5.6.3)	
j. Historic Sites (see 5.6.3)	

Worksheet 4.5.1 Regional Attraction:

A regional attraction is a site of historical significance. It may be of interest to visitors or it may not; it may require parking facilities or it may not. These are the types of descriptions you will be making below. Make note of what is unique and/or important.

Characteristic	Descriptor	VG	G	P
Location				
Size				
Nature of facilities (e.g. washrooms, interpretive signs, paved walkway)				
Visitor Capacity (how many visitors can it hold?)				
Transportation Access (e.g. highways, roads, signs)				
Parking Facilities (how many parking stalls? are there enough stalls?)				

You can rate the condition of each of these descriptors to help you prioritize areas of development for the event and to help create a comparative scale among the events.

VG = Very Good; G = Good; P = Poor. If rating is not applicable simply mark **N/A** across the columns.

Worksheet 4.5.2 Regional Attractions: Driving Tour

A driving tour of local historical significance may be ready for visitors or it may not; it may require parking facilities or it may not. These are the types of descriptions you will be making below. Make note of what is unique and/or important. Make a copy of this form for each tour to be assessed.

Characteristic	Descriptor	VG	G	P
Location				
Length of Tour				
Nature of facilities along the way (e.g. rest stops, washrooms, interpretive signs, visitor information)				
Transportation Access (e.g. highways, roads, signs) Is the tour easy to follow?				
Use Level (is the tour popular or not?)				
Policy Fit (how does the tour fit in with community economic and tourism policies? is there an economic benefit for promoting a driving tour?)				

You can rate the condition of each of these descriptors to help you prioritize areas of development for the event and to help create a comparative scale among the events.

VG = Very Good; G = Good; P = Poor. If rating is not applicable simply mark **N/A** across the columns.

Worksheet 4.5.3 Regional Attractions: Interpretive or Historic Site

An interpretive or historic site may have developed visitor facilities or it may not; it may have economic spin-offs or it may not. These are the types of descriptions you will be making below. Make note of what is unique and/or important. Make a copy of this form for each site to be assessed.

Characteristic	Descriptor	VG	G	P
Location				
Size				
Nature of facilities (e.g. washrooms, interpretive centre, paved walkway, visitor information)				
Visitor Capacity (how many visitors can it hold?)				
Transportation Access (e.g. highways, roads, signs)				
Parking Facilities (how many parking stalls? are there enough stalls?)				
Customer Survey designed in house				
Customer Survey designed externally				
Social Impact (e.g. is the area a social hub? is it overcrowded?)				
Environmental Impact (e.g. is there litter? physical degradation? vandalism?)				
Economic Impact (are there economic spin-offs from the use of the site?)				
Use Level (is the site busy or not?)				
Policy Fit (how does the site fit in with community economic and tourism policies?)				
Competitive Position (how does the site rank with other sites within the community and region?)				

You can rate the condition of each of these descriptors to help you prioritize areas of development for the event and to help create a comparative scale among the events.

VG = Very Good; **G** = Good; **P** = Poor. If rating is not applicable simply mark **N/A** across the columns.

Worksheet 4.6 Resource Inventory: Natural Features

This first chart is a brainstorming exercise. In order to determine what is most important for tourism, you should talk to your local experts (e.g. high school geography teacher, local weather person). Then list all the natural features you can think of in your community and region on the chart below. Make note of which you consider to be priorities for tourism.

Type of feature	Name of feature
a. Climate:	
b. Dominant Land forms	
c. Topography	
d. Vegetation	
e. Waterfalls	
f. Rivers	
g. Lakes	
h. Shorelines	
i. Views	

Worksheet 4.6.1 Natural Features: Climate

Make note of what is unique and/or important.

Climatic Zone:

Season	Description	VG	G	P
Spring				
Months				
Precipitation				
Sunshine				
Temperature				
Summer				
Months				
Precipitation				
Sunshine				
Temperature				
Autumn				
Months				
Precipitation				
Sunshine				
Temperature				
Winter				
Months				
Precipitation				
Sunshine				
Temperature				

You can rate the condition of each of these descriptors to help you prioritize areas of development for the event and to help create a comparative scale among the events.

VG = Very Good; **G** = Good; **P** = Poor. If rating is not applicable simply mark **N/A** across the columns.

Worksheet 4.6.2 Natural Feature:

A natural feature is a site of local geographical significance. It may have developed visitor facilities or it may not; it may have economic spin-offs or it may not. These are the types of descriptions you will be making below. Make note of what is unique and/ or important. Make a copy of this form for each site to be assessed.

Character	Description	VG	G	P
Location				
Size				
Nature of facilities (e.g. washrooms, interpretive centre/signs, paved walkway, visitor information, concession)				
Visitor Capacity (how many visitors can it hold?)				
Transportation Access (e.g. highways, roads, signs)				
Parking Facilities (how many parking stalls? are there enough stalls?)				
Social Impact (e.g. is the area congested? will tourism make it worse?)				
Environmental Impact (e.g. is there litter? physical degradation? vandalism?)				
Economic Impact (are there economic spin-offs from the use of the site?)				
Use Level (is the site busy or not?)				

You can rate the condition of each of these descriptors to help you prioritize areas of development for the event and to help create a comparative scale among the events.

VG = Very Good; G = Good; P = Poor. If rating is not applicable simply mark **N/A** across the columns.

Worksheet 4.7 Resource Inventory: Recreation Features

This first chart is a brainstorming exercise. In order to determine what you think is most important for tourism, list all the recreation areas you can think of in your community and region on the chart below. Then decide which are your priorities. Having chosen your priorities from the brainstorming exercise fill in the forms which follow.

Type of resource	Name of resource
a. Parks/Natural Areas	
b. Picnic Areas	
c. Camp Grounds	
d. Golf Courses	
e. Boating	
f. Playing Fields	
g. Swimming	
h. Sports Facilities	
j. Hiking Trails	
k. Walking Pathways	
l. CyclingRoutes	

Worksheet 4.7.1 Recreation Feature:

A recreation feature is a site of local recreational significance. It may be developed for visitors or it may not; it may require parking facilities or it may not. These are the types of descriptions you will be making below. Make note of what is unique and/or important. Make a copy of this form for each site to be assessed.

Characteristic	Descriptor	VG	G	P
Location				
Size of park/area				
Nature of facilities (e.g. washroom, cooking facility, interpretive signs, concession, pool, gym, path paving)				
Visitor Capacity (how many visitors does it attract?)				
Transportation Access (e.g. highways, roads, signs)				
Parking Facilities (how many parking stalls? are there enough stalls?)				
Social Impact (e.g. are locals affected by overcrowding and congestion?)				
Environmental Impact (e.g. is there litter? physical degradation? vandalism?)				
Economic Impact (are there economic spin-offs? e.g. concessions)				
Use Level (is the site busy or not?)				
Community Goals and Objectives (how does the recreation feature fit in with community policies?)				
Competitive Position (how does the recreation feature rank with others within the community and region?)				

You can rate the condition of each of these descriptors to help you prioritize areas of development for the event and to help create a comparative scale among the events.

VG = Very Good; G = Good; P = Poor. If rating is not applicable simply mark **N/A** across the columns.

Worksheet 4.8 Resource Inventory: Entertainment

This first chart is a brainstorming exercise. In order to determine what you think is most important for tourism, list all the entertainment sources you can think of in your community and region on the chart below. Then decide which are your priorities. Having chosen your priorities from the brainstorming exercise fill in the forms which follow.

Type of resource:	Name of resource:
a. Restaurants and cafe's	
b. Cinemas	
c. Dance and Theatre Venues	
d. Live Music Venues	
e. Dance/Karaoke Clubs	

Worksheet 4.8.1 Entertainment:

An entertainment venue may have developed customer surveys or it may not; it may have local economic spin-offs. These are the types of descriptions you will be making below. Make note of what is unique and/or important. Make a copy of this form for each entertainment venue to be assessed.

Characteristic	Descriptor	VG	G	P
Location				
Size of the venue				
Nature of facilities (e.g. type of eating/drinking establishment, type of dance/music)				
Visitor Capacity (how many visitors can it accommodate?)				
Parking Facilities (how many parking stalls? are there enough stalls?)				
Is there a Customer Survey? internal or external?				
Social Impact (e.g. will service be affected by overcrowding and congestion?)				
Environmental Impact (e.g. are garbage facilities adequate? will potential expansion effect the surrounding aesthetic?)				
Economic Impact (are there local economic spin-offs from the venue?)				
Community Goals and Objectives (how does the venue fit in with community policies?)				
Competitive Position (how does the venue rank with similar sites in the community and region?)				

You can rate the condition of each of these descriptors to help you prioritize areas of development for the event and to help create a comparative scale among the events.

VG = Very Good; G = Good; P = Poor. If rating is not applicable simply mark **N/A** across the columns.

Worksheet 4.9 Resource Inventory: Everyday Activities

This first chart is a brainstorming exercise. In order to determine what you think is most important for tourism, list all the everyday activities you can think of in your community and region on the chart below. Then decide which are your priorities for tourism development. Having chosen your priorities from the brainstorming exercise fill in the forms which follow.

a. Work	
b. Shopping	
c. Recreation	
d. Houses of Worship	
e. Eating/Food Specialties	
f. Coffee/Tea Houses	

Worksheet 4.9.1 Everyday Activity:

An everyday activity can be of local significance. It may have helped to shape the community; it may have economic spin-offs or it may not. These are the types of descriptions you will be making below. Make note of what is unique and/or important. Make a copy of this form for each everyday activity to be assessed.

Characteristic	Descriptor	VG	G	P
Location				
Size of industry				
Nature of facilities				
Visitor Capacity for public tours				
Transportation Access (e.g. highways, roads, signs)				
Parking Facilities (how many parking stalls? are there enough stalls?)				
Social Impact (e.g. are locals affected by overcrowding and congestion?)				
Environmental Impact (e.g. pollution)				
Economic Impact (are there economic spin-offs from the activity?)				
Use Level (e.g. employment, customer base, participation, attendance)				
Community Goals and Objectives (how does the activity fit in with community goals?)				

You can rate the condition of each of these descriptors to help you prioritize areas of development for the event and to help create a comparative scale among the events.

VG = Very Good; **G** = Good; **P** = Poor. If rating is not applicable simply mark **N/A** across the columns.

Worksheet 4.10 Resource Inventory: Community Publications

This first chart is a brainstorming exercise. What does your community do to help visitor orientation? In order to inventory locally produced visitor aids which may be important for tourism, list all those you can think of in your community and region on the chart below. Then decide which are your priorities. Having chosen your priorities from the brainstorming exercise fill in the forms which follow.

Type of visitor aid	Name of visitor aid
a. Maps	
b. Brochures/Pamphlets	
c. Guidebooks	
d. Activity Lists	
e. Billboards/Signs	
f. Other Publications	

Worksheet 4.10.1 Community Publication:

This section is intended to inventory locally produced visitor aids. What does your community do to help visitor orientation? Make note of what is unique and/or important. Make a copy of this form for each map to be assessed.

Characteristic	Descriptor	VG	G	P
Purpose				
Location/Area covered				
Size				
Format				
Distribution (number of copies distributed)				
Accessibility (where is it available?)				
Cost (is it free?)				
Is it up to date?				
Fit with Community Goals, Objectives and Policy				
Competitive Position				

You can rate the condition of each of these descriptors to help you prioritize areas of development for the event and to help create a comparative scale among the events.

VG = Very Good; G = Good; P = Poor. If rating is not applicable simply mark **N/A** across the columns.

Worksheet 4.11 Tourism Resources and Infrastructure: Access, Transport, & Parking

Inventory Sheet

List below all of the infrastructural resources related to Access, Transport & Parking and check the level of importance to tourism. Where VI = Very Important, I = Important, and NI = Not Important. In this way you can begin to see what needs improvement or development to meet the demands of tourism. In addition to the obvious, consider such things as type of vehicle, touring routes, and off-road vehicle areas.

Infrastructural Resources	VI	I	NI
1. Access			
2. Transport			
3. Parking			

Worksheet 4.11.1 Assessment of Infrastructural Resources:

Describe your assessment of the infrastructural resource in the table below.

Characteristic:	Description:
Are there adequate routes and ports for all modes of transport to and within the area?	
What is the potential for congestion or accidents?	
Are there potential pollution problems (e.g., noise; exhaust fumes)?	
Is there provision of rest areas/toilets?	
What is the pedestrian/vehicular separation (especially in town centres)?	
What is the current infrastructure capacity? (e.g. maximum number of users)	
What will infrastructure capacity requirements be as a result of tourism development? (e.g. total number of users)	
Is the resource suitable for the visitor types and their needs?	
Visitor Expectations: what are they? what are their quality standards? How will they be met?	
Safety Factor: how will you ensure a safe visitor experience?	
Comfort levels for tourists: how will you ensure a comfortable visitor experience?	
What improvement or development is necessary and what is the cost estimate? How will the cost be covered?	
What management strategy is required?	
Is market research necessary? If so, what should be studied?	

Worksheet 4.12 Tourism Resources and Infrastructure: Accommodation

Inventory Sheet

List below all of the infrastructural resources and check the level of importance to tourism. Where VI = Very Important, I = Important, and NI = Not Important. In this way you can begin to see what needs improvement or development to meet the demands of tourism.

Infrastructural Resources	VI	I	NI
1. Accommodation			

Worksheet 4.12.1 Assessment of Accommodation Resource:

Describe your assessment of the infrastructural resource in the table below.

Characteristic:	Description:
Are there adequate beds, rooms, units in the area?	
What is the seasonal supply variation?	
What is the type, quality, and price related to each market segment?	
What is the current infrastructure capacity? (e.g. number of beds)	
What will infrastructure capacity requirements be as a result of tourism development? (e.g. total number of beds)	
Is the resource suitable for the visitor types and their needs?	
Visitor Expectations: what are they? what are their quality standards? How will they be met?	
Safety Factor: how will you ensure a safe visitor experience?	
Comfort levels for tourists: how will you ensure a comfortable visitor experience?	
What improvement or development is necessary and what is the cost estimate? How will the cost be covered?	
What management strategy is required?	
Is market research necessary? If so, what should be studied?	

Worksheet 4.13 Tourism Resources and Infrastructure: Convenience and Comfort

Inventory Sheet

List below all of the infrastructural resources and check the level of importance to tourism development. Where VI = Very Important, I = Important, and NI = Not Important. In this way you can begin to see what needs improvement or development to meet the demands of tourism.

Infrastructural Resources	VI	I	NI
Convenience and Comfort			
1. Availability of public toilets			
2. Rest and picnic areas			
3. Telephones and other communications			
4. Food & Beverage outlets (type, quality, accessibility)			
5. Viewpoints			
6. Banking/Money exchange			

Worksheet 4.13.1 Assessment of Convenience/Comfort Infrastructural Resource:

Describe below your assessment of the infrastructural resource in the table below.

Characteristic:	Description:
Are there adequate units in the area?	
What is the seasonal supply variation?	
What is the type, quality, and price related to each market segment?	
What is the current infrastructure capacity? (e.g. maximum number of users)	
What will infrastructure capacity requirements be as a result of tourism development? (e.g. total number of users)	
Is the resource suitable for the visitor types and their needs?	
Visitor Expectations: what are they? what are their quality standards? How will they be met?	
Safety Factor: how will you ensure a safe visitor experience?	
Comfort for tourists: how will you ensure a comfortable visitor experience?	
What improvement or development is necessary and what is the cost estimate? How will the cost be covered?	
What management strategy is required?	
Is market research necessary? If so, what should be studied?	

Worksheet 4.14 Tourism Resources and Infrastructure: Energy

Inventory Sheet

List below all related infrastructural resources and check the level of importance to tourism. Where VI = Very Important, I = Important, and NI = Not Important. In this way you can begin to see what needs improvement or development to meet the demands of tourism.

Infrastructural Resources	VI	I	NI
1. Energy Type			

Worksheet 4.14.1 Assessment of Energy Resource:

Describe below your assessment of the infrastructural resource in the table below.

Characteristic: Description:

Characteristic	Description
Are there adequate units in the area?	
What is the current infrastructure capacity? (e.g. maximum amount of energy generated)	
What will infrastructure capacity requirements be as a result of tourism development? (e.g. total maximum amount)	
Is the resource suitable for the visitor types and their needs?	
Visitor Expectations: what are they? what are their quality standards? How will they be met?	
Safety Factor: how will you ensure a safe visitor experience?	
What improvement or development is necessary and what is the cost estimate? How will the cost be covered?	
What management strategy is required?	
Is market research necessary? If so, what should be studied?	

Worksheet 4.15 Tourism Resources and Infrastructure: Financial Resources

Inventory Sheet

List below all related infrastructural resources and check the level of importance to tourism. Where VI = Very Important, I = Important, and NI = Not Important. In this way you can begin to see what needs improvement or development to meet the demands of tourism.

Infrastructural Resources	VI	I	NI
Financial Resources			
1. Private (lending institutions, investors, venture capital pools)			
2. Public (loans, grants, incentives)			

Worksheet 4.15.1 Assessment of Financial Resource:

Describe below your assessment of the infrastructural resource in the table below.

Characteristic:	Description:
Are there adequate funds in the area?	
What is the current infrastructure capacity? (e.g. maximum funds available)	
What will infrastructure capacity requirements be as a result of tourism development? (e.g. total maximum funds available)	
What improvement or development is necessary and what is the cost estimate? How will the cost be covered?	
What management strategy is required?	
Is market research necessary? If so, what should be studied?	

Worksheet 4.16 Tourism Resources and Infrastructure: Health and Safety

Inventory Sheet

List below all of the infrastructural resources and check the level of importance to tourism. Where VI = Very Important, I = Important, and NI = Not Important. In this way you can begin to see what needs improvement or development to meet the demands of tourism.

Infrastructural Resources	VI	I	NI
1. Health (medical facilities, emergency response units)			
2. Safety (police, fire, lighting)			

Worksheet 4.16.1 Assessment of Health and Safety Resource:

Characteristic:	Description:
Are there adequate units in the area?	
What is the current infrastructure capacity? (e.g. number of responses)	
What will infrastructure capacity requirements be as a result of tourism development? (e.g. total number of responses)	
Is the resource suitable for the visitor types and their needs?	
Visitor Expectations: what are they? What are their quality standards? How will they be met?	
Safety Factor: how will you ensure a safe visitor experience?	
Comfort of tourists: how will you ensure a comfortable visitor experience?	
What improvement or development is necessary and what is the cost estimate? How will the cost be covered?	
What management strategy is required?	
Is market research necessary? If so, what should be studied?	

Worksheet 4.17 Tourism Resources and Infrastructure: Human Resources

List below all of the infrastructural resources and check the level of importance to tourism. Where VI = Very Important, I = Important, and NI = Not Important. In this way you can begin to see what needs improvement or development to meet the demands of tourism.

Infrastructural Resources	VI	I	NI
Human Resources			
1. Labor supply (type, volume, quality)			
2. Training facilities and programs			

Worksheet 4.17.1 Assessment of Human Resource:

Describe below your assessment of the infrastructural resource in the table below.

Characteristic:	Description:
Is there adequate labor supply in the area? If not, where will it come from? Is there a seasonal labor supply variation?	
What is the type, volume and quality necessary in the labor supply?	
What is the current infrastructure capacity? (e.g. housing/accommodation for staff)	
What will human resource capacity requirements be as a result of tourism development? (e.g. housing/accommodation for staff)	
Is the labor pool suitable for the visitor types and their needs?	
Visitor Expectations: what are they? what are their quality standards? How will they be met?	
Attitudes: how do locals perceive tourism and related jobs? How can this impact visitor experience?	
How will education and training affect the visitor experience?	
What improvement or development is necessary and what is the cost estimate? How will the cost be covered?	
What management strategy is required?	
Is research necessary? If so, what should be studied?	

Worksheet 4.18 Tourism Resources and Infrastructure: Information

Inventory Sheet

List below all of the infrastructural resources and check the level of importance to tourism. Where VI = Very Important, I = Important, and NI = Not Important. In this way you can begin to see what needs improvement or development to meet the demands of tourism.

Infrastructural Resources	VI	I	NI
1. Directional Signs			
2. Information booths and visitor centres			
3. Brochures and other materials for visitors			
4. Guides and interpreters			

Worksheet 4.18.1 Assessment of Information Resource:

Describe your assessment of the infrastructural resource in the table below.

Characteristic:	Description:
Are there adequate signs, information centres, printed materials, guides, and interpreters in the area?	
Is there a seasonal supply variation? What is it?	
What is the current infrastructure capacity? (e.g. how many signs, info centres, brochures, guides, etc. can the community handle?)	
What will infrastructure capacity requirements be as a result of tourism development? (e.g. total number of signs)	
Is the resource suitable for the visitor types and their needs?	
Visitor Expectations: what are they? what are their quality standards? How will they be met?	
Safety Factor: how will you ensure a safe visitor experience?	
Comfort of tourists: how will you ensure a comfortable visitor experience?	
What infrastructural improvement or development is necessary and what is the cost estimate?	
What management strategy is required?	
Is market research necessary? If so, what should be studied?	

Worksheet 4.19 Tourism Resources and Infrastructure: Political Resources

Inventory Sheet

List below all of the infrastructural resources and check the level of importance to tourism. Where VI = Very Important, I = Important, and NI = Not Important. In this way you can begin to see what needs improvement or development to meet the demands of tourism.

Infrastructural Resources	VI	I	NI
Political Resources			
1. Policies and programs supporting tourism			
2. Regulations impeding tourism			
3. Political attitudes and party platforms			

Worksheet 4.19.1 Assessment of Political Resources:

Describe below your assessment of the infrastructural resource in the table below.

Characteristic: Description:

Characteristic	Description
Is there adequate political support in the area?	
Visitor Expectations: what are they? how will they be met?	
What infrastructural improvement or development is necessary and what is the cost estimate?	
What management strategy is required?	
Is market research necessary? If so, what should be studied?	

Worksheet 4.20 Tourism Resources and Infrastructure: Shopping

Inventory Sheet

List below all of the infrastructural resources and check the level of importance to tourism. Where VI = Very Important, I = Important, and NI = Not Important. In this way you can begin to see what needs improvement or development to meet the demands of tourism.

Infrastructural Resources	VI	I	NI
Shopping			
1. Range of goods and services			
2. Authentic local arts and crafts			
3. Hours and days of operation			
4. Themes (shopping areas or merchandise)			

Worksheet 4.20.1 Assessment of Shopping Resource:

Describe below your assessment of the infrastructural resource in the table below.

Characteristic:	Description:
Are there adequate facilities in the area?	
Is there a seasonal supply variation?	
What is the type, quality, and price related to each market segment?	
What is the current infrastructure capacity? (e.g. number of customers)	
What will shopping capacity requirements be as a result of tourism development? (e.g. total number of customers)	
Is the resource suitable for the visitor types and their needs?	
Visitor Expectations: what are they? what are their quality standards? How will they be met?	
Safety Factor: how will you ensure a safe visitor experience?	
Comfort and convenience for tourists: how will you ensure a comfortable/convenient visitor experience?	
What infrastructural improvement or development is necessary and what is the cost estimate?	
What management strategy is required?	
Is market research necessary? If so, what should be studied?	

Worksheet 4.21 Tourism Resources and Infrastructure: Travel Services

Inventory Sheet

List below all of the infrastructural resources and check the level of importance to tourism. Where VI = Very Important, I = Important, and NI = Not Important. In this way you can begin to see what needs improvement or development to meet the demands of tourism.

Infrastructural Resources	VI	I	NI
Travel Services			
1. Local tour or bus companies, car rental agencies			
2. Outfitters and equipment rentals			
3. Guides and interpreters			

Worksheet 4.21.1 Assessment of Travel Service Resource:

Describe below your assessment of the infrastructural resource in the table below.

Characteristic:	Description:
Are there adequate services in the area?	
What is the seasonal supply variation?	
What is the type, quality, and price related to each visitor market segment?	
What is the current travel service capacity? (e.g. number of customers)	
What will infrastructure capacity requirements be as a result of tourism development? (e.g. total number of customers)	
Is the resource suitable for the visitor types and their needs?	
Visitor Expectations: what are they? what are their quality standards? How will they be met?	
Safety Factor: how will you ensure a safe visitor experience?	
Comfort for tourists: how will you ensure a comfortable visitor experience?	
What infrastructural improvement or development is necessary and what is the cost estimate?	
What management strategy is required?	
Is market research necessary? If so, what should be studied?	

Worksheet 4.22 Tourism Resources and Infrastructure: Water and Sewer

Inventory Sheet

List below all of the infrastructural resources and check the level of importance to tourism. Where VI = Very Important, I = Important, and NI = Not Important. In this way you can begin to see what needs improvement or development to meet the demands of tourism.

Infrastructural Resources	VI	I	NI
1. Water Supply			
2. Sewer			
3. Drainage			
4. Solid Waste Management			
5. Air Quality			

Worksheet 4.22.1 Assessment of Infrastructural Resource:

Describe below your assessment of the infrastructural resource in the table below.

Characteristic	Description:
Are there adequate supplies in the area?	
What is the seasonal supply variation?	
What is the current infrastructure capacity? What volume of water can be handled by the system?	
What will infrastructure capacity requirements be as a result of tourism development?	
Visitor Expectations: what are they? what are their quality standards? how will they be met?	
Safety Factor: how will you ensure a safe visitor experience?	
What emergency water/sewer supply measures are in place?	
What are the environmental impacts of tourism development?	
What improvement or development is necessary and what is the cost estimate? How will the cost be covered?	
What management strategy is required?	
Is market research necessary? If so, what should be studied?	

Worksheet 5.1 Strengths, Weaknesses, Opportunities, Threats, Issues and Problems, (ranked in descending order of importance) for community-based tourism

Strengths	Weaknesses
1.	1.
2.	2.
3.	3.
4.	4.
	....
	.....
	....
Opportunities	**Threats**
1.	1.
2.	2.
3.	3.
.....	....
Issues	**Problems**
1.	1.
2.	2.
3.	3.
4.	4.
Competitors	**Competitive advantage relative to competitors**
1.	1.
2.	2.
3.	3.
4.	4.

Worksheet 5.2 Goals and Strategies

Note: You may need to create two worksheets - one for short-term and the other for long-term goals and strategies.

Issue/problem/opportunity (list with rank)	Short-term Goals	Rank of goals	Long-term goals	Rank of Goals
	Alternative scenarios for achieving goals		Alternative scenarios for achieving goals	
	Short-term strategies selected	Rank of short-term strategies	Long-term strategies selected	Rank of long-term strategies
Resources required: Resources available:			Resources required: Resources available:	

Worksheet 5.3 Priorities and Community Goals

First, list the community tourism resources you want to develop. Second, list the community goals. Third, assess whether or not each resource meets community goals. Finally, total the number of goals met by each resource and rank the totals. This will help you set your priorities for tourism development.

List of Community Resources chosen as Priorities for Tourism Development	Community Goals															Total # of Goals Met	Rank
	General				Economic					Tourism							

Worksheet 5.4 Short Term Goals

The condition of resources as rated on the Community Assessment forms combined with your community goals assessment will help to formulate resource goals and actions. Use this form to outline and prioritize short term goals for resource development.

Resource	Goal	Action

Worksheet 5.5 Long Term Goals

The condition of resources as rated on the Community Assessment forms combined with your community goals will help to formulate resource goals and actions. Use this form to outline and prioritize long term goals for resource development.

Resource	Goal	Action

Worksheet 7.1 Baseline Data, Indicators, And Measures for Aspects and Objectives

Issue/objective	Criteria for evaluating issue	Indicator(s)	Measures for indicator	Baseline data

Worksheet 7.2   Monitoring Implementation

Goal: _____

Objective: _____

Action Step	Results (Measured)	Baseline Data	Management Response / Plan Adjustment Suggested
1.			
2.			
3.			