

UCD6/2.2/T64/1991
C.2

COLORADO STATE PUBLICATIONS LIBRARY
UCD6/2.2/T64/1991 c.2 local
Richardson, Sarah L/Colorado community t



3 1799 00016 9326

Colorado

COMMUNITY TOURISM

ACTION

GUIDE



By Sarah L. Richardson

The Colorado Center for Community Development, University of Colorado at Denver

and

The Center for Recreation and Tourism Development, University of Colorado at Boulder

Colorado

**COMMUNITY
TOURISM
ACTION
GUIDE**

By Sarah L. Richardson

The Colorado Center for Community Development,
University of Colorado at Denver

The Center for Recreation and Tourism Development,
University of Colorado at Boulder

June 1991

OVERVIEW OF CCTAG

Table of Contents, Foreword, Acknowledgments	TAB 1
<hr/>	
Chapter One: Introduction to the <i>Colorado Community Tourism Action Guide</i>	TAB 2
* What's the CCTAG all about? * Who should read the CCTAG? * How should the CCTAG be used? * Who sponsored the CCTAG? * For more information on the CCTAG	
<hr/>	
Chapter Two: Colorado Tourism: What's It all About?	TAB 3
* Tourism is big business * Just what is tourism anyhow? * Tourism opportunities in Colorado * Understanding Colorado visitors * Tourism in rural Colorado	
<hr/>	
Chapter Three: Do You Want More Tourism?	TAB 4
* Tourism is more than dollars and cents * Benefits of tourism * Costs of tourism * Does tourism meet your town's needs: a community worksheet * What Coloradans have to say about tourism	
<hr/>	
Chapter Four: Ingredients for Small Town Tourism	TAB 5
* What's your tourism advantage? * Understanding tourism products * Understanding tourism markets * Linking markets and products * Conditions for community tourism * Tourism and your town: a community checklist * Will your tourism dollars multiply?	
<hr/>	
Chapter Five: Organizing and Financing Community Tourism Development	TAB 6
* Citizen involvement is key * Getting started * Brainstorming * Tips for civic involvement * Creating a tourism council * Tourism organizational structure * Tips for getting organized * Financing tourism initiatives * Programs that build citizen leadership	
<hr/>	
Chapter Six: Developing A Tourism Marketing Plan	TAB 7
* What is a tourism marketing plan? * Who should prepare it? * How long will it take? * What are the steps? * Pre-planning information * Situation analysis * Setting goals and objectives * Action steps * Evaluation * Drafting the tourism marketing plan	
<hr/>	
Chapter Seven: Managing Tourism Over Time	TAB 8
* The destination "life cycle" * Linking recreation and tourism	
<hr/>	
Appendix: Worksheets	TAB 9
<hr/>	

CONTENTS

	PAGE
Foreword	v
Acknowledgments	vi
Chapter One: Introduction	1
What's the <i>Colorado Community Tourism Action Guide</i> All About?	2
Who Should Read the <i>Colorado Community Tourism Action Guide</i> ?	4
How Should the <i>Colorado Community Tourism Action Guide</i> Be Used?	4
For More Information on the <i>Colorado Community Tourism Action Guide</i>	5
Chapter Two: Colorado Tourism: What's It All About?	6
Tourism is Big Business	6
Just What is Tourism Anyhow?	7
Tourism Opportunities in Colorado	9
Understanding Colorado's Visitors	10
Tourism in Rural Colorado	13
For Additional Information on Colorado Tourism	15
Chapter Three: Do You Want More Tourism?	16
Tourism is More Than Dollars and Cents	16
Benefits of Tourism	17
Costs of Tourism	17
Does Tourism Meet Your Town's Needs?	18
Tourism and the Local Economy	18
Tourism and the Local Environment	21
Tourism and Local Leisure	23
Tourism and Local Identity	24
What Coloradans Have to Say About Tourism	25
Chapter Four: Ingredients For Small Town Tourism	27
What's Your Tourism Advantage?	27
What Do You Have That Visitors Want?	28
What Are Your Tourism Products?	28
Case Study: The San Luis Story	31

Understanding Tourism Markets	32
Segmenting The Travel Market	32
Linking Tourism Markets and Products	32
Transportation	33
Communication	33
The Tourism System	34
Conditions for Community Tourism Development	34
Tourism and Your Town: A Quick Community Checklist	36
Will Your Tourism Dollars Multiply?	41
Chapter Five: Organizing and Financing Community Tourism Development	43
Citizen Involvement is Key	43
How Do We Get Started?	44
Community Members and Organizations with Tourism Interests	45
Brainstorming Visions of the Future	46
Tips for Encouraging Civic Involvement	47
Creating a Tourism Council	48
Tourism Organizational Structure (sample)	49
Ten Tips for Getting Organized	51
Financing Community Tourism Initiatives	52
Programs That Can Help Build Citizen Leadership	54
The Colorado Rural Revitalization Project	54
Colorado Initiatives	54
Colorado Loves Company	55
The Colorado Rural Recreation Development Project	55
Colorado Regional Tourism Program	56
Chapter Six: Developing a Tourism Marketing Plan	58
What Is a Tourism Marketing Plan?	58
What Are the Steps?	60
Pre-planning Information	61
Situation Analysis	62
Product Analysis	63
Market Analysis	66
Community Analysis	69

Competitive Analysis	70
Business Environment Analysis	71
Tourism Opportunities Analysis	72
Tourism Goals and Objectives	73
Action Steps	76
Preparing The Tourism Marketing Plan Document	77
Evaluation	78
Chapter Seven: Managing Tourism Over Time	80
Tourism is Dynamic	80
The Destination Life Cycle	80
Managing Tourism Over Time	82
The Recreation Connection	83
Case Studies: Developing Community Leisure Systems	85
Appendix A: Worksheets	87

FOREWORD

Tourism is an industry of increasing importance in Colorado. When thoughtfully developed, it can enhance the quality of living in many Colorado communities. To assist with your tourism decisions, we are pleased to present to you the *Colorado Community Tourism Action Guide*. This publication is intended to be a useful resource for communities considering expanding their tourism industries. The guide is a result of the financial support of the U S WEST Foundation and the Colorado Department of Local Affairs, the sponsorship of the Boulder and Denver campuses of the University of Colorado, and the cooperation of the Colorado Center for Community Development and the Center for Recreation and Tourism Development. The guide is designed to be used by citizens of your community who are willing and eager to work together to build a better community for all. We hope your community is successful with its community development endeavors.

Sarah L. Richardson, Author
Colorado Community Tourism Action Guide

Patrick T. Long, Director
Center for Recreation and Tourism Development
University of Colorado at Boulder

Robert D. Horn, Director
Colorado Center for Community Development
University of Colorado at Denver

ACKNOWLEDGMENTS

The *Colorado Community Tourism Action Guide* was prepared with the assistance of a number of people. First and foremost, I would like to acknowledge the many dedicated and creative individuals residing in Colorado communities who provided the inspiration and ideas for much of the information contained within this guide. Some of their initiatives are highlighted in short case studies that appear throughout the guide. It is hoped that others may learn from their experiences, as I have.

Thanks are extended to Robert Horn and Patrick Long for their insightful reviews of the various chapters of this publication. Russell Reid created the delightful illustrations that appear throughout the guide. Dennis Van Patter, Sally Neufeld, and Michael Wisdom provided information that was incorporated into selected sections of the guide, and Don Merrion reviewed sections addressing Colorado tourism publications and statistics. The contributions of these individuals are appreciated. The assistance of Pam Davis, Davanna Minter, Stacy Wise, W. R. Mack, and Judy Dueitt with various production activities is gratefully acknowledged. Finally, thanks to friends at the University of Colorado and Texas A&M University for providing office space, computer support, and other resources necessary for the completion of this guide. In particular, appreciation is extended to Ed Maes at the University of Colorado and Tina Vega at Texas A&M University.

Numerous community development publications predate the *Colorado Community Tourism Action Guide*, and have served as valuable resources to its preparation. Thanks are extended to the authors and publishers of the following government publications for pioneering models and materials that were important to the preparation of this guide: *Tourism Action Plan* (Alberta Tourism, 1988), *Tourism USA: Guidelines for Assessment and Action* (United States Travel and Tourism Administration, 1986), *Tourism is Your Business: Marketing Management* (Canadian Hotel and Restaurant Association), *The Californias: Rural Tourism Marketing* (Rural Tourism Center, California State University, Chico, 1987, Arlene Hetherington: Author), *Tourism: A Great Way to Stimulate Rural Economic Development* (Tennessee Valley Authority), *Small Town Survival Manual* (University Extension, Northwest Missouri, Jack McCall: Author), *Tourism in Texas Communities: Guidelines for Assessment and Action* (Texas Agricultural Extension Service), and *Committees: A Key to Group Leadership* (North Central Regional Extension Service, 1980, Sheldon Lowry: Author). Specific uses of these and other important resources are identified within this publication.

1

INTRODUCTION

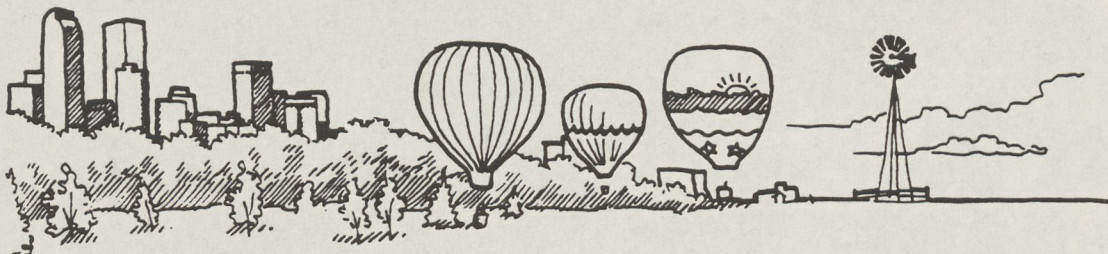
Tourism is forecasted to be the world's largest industry by the year 2000. As new technologies, economic opportunities, and growing cultural awareness help to "shrink" our sense of distance between places, tourism will become an increasingly important activity for those places that are able to serve the traveling public.

Colorado has particularly rich resources for tourism. Its unparalleled scenic vistas and outdoor recreation resources are attractions of international renown. Its famed ski resorts provide important attractions and services for hosting the traveling public. Its urban centers and rural towns provide settings for experiencing the arts, community celebrations, and Colorado's cultural diversity.

In Colorado, as elsewhere in North America, residents of many communities are considering ways to make tourism a greater part of their economic development plans. Tourism is widely regarded as a way to enhance a community since it generates employment, income, sales tax, and new business opportunities. But the benefits of tourism are not economic alone. Since tourism requires the existence of attractions and services,

their development often means that local residents have more commercial and leisure amenities available for their own enjoyment. And increases to the local tax base can help to support additional public amenities, such as parks, recreation services, and community centers. Other outcomes of tourism include enhanced civic involvement and pride, and improved community image.

While citizens of many Colorado communities are considering ways to increase tourism, the development of more tourism within a town or region does not "just happen". Instead, it requires the commitment of local residents to providing settings and experiences that are attractive and satisfying to the traveling public. This commitment involves an honest assessment of an area's unique strengths and weaknesses, an understanding of those groups of visitors to whom an area will most appeal, strong community support of tourism and, most importantly, organization and leadership. While not every Colorado community will be able to develop tourism as its *primary* economic activity, all Colorado communities that are enterprising and enthusiastic should be able to expand their tourism base.



WHAT'S THE *COLORADO COMMUNITY TOURISM ACTION GUIDE* ALL ABOUT?

The Colorado Community Tourism Action Guide was designed specifically to assist residents of Colorado's smaller towns and cities with making tourism-related decisions.

There is a natural fit between many of Colorado's rural areas and tourism. The natural resources on which rural economies have historically depended provide important opportunities for tourism. Outdoor recreation and scenic trips are a focus of many Colorado vacations. Special events that celebrate rural life are often attractive to non-rural residents. And the culture and heritage of individual communities themselves provide for unique rural themes.

While opportunities for rural tourism abound, the development of more tourism in rural areas has special challenges. Foremost among these is the need for leadership and organization. A second challenge is the need for regional vision and cooperation since one rural town alone does not always have the critical mass of attractions and services to sustain tourism. Still another challenge involves the need for capital investment, marketing expertise, and other forms of technical assistance.

The *Colorado Community Tourism Action Guide* is organized into seven chapters that address these and other important tourism topics. The chapters provide information, illustrative examples, sources of additional information and worksheets that will help residents within your community identify and develop your town's unique tourism potential. While each chapter of the *Community Tourism Action Guide* can be used independent of the others, together the seven chapters provide a "blueprint" for turning your community tourism ideas into action. A preview of each of these chapters is offered:

Chapter Two: Colorado Tourism: What's It All About?

Tourism is a \$5.6 billion industry in Colorado. These revenues are generated by business and pleasure travelers who are seeking Colorado's unique advantages. Recent marketing studies suggest that Colorado's potential for tourism has not yet been met. Indeed, it is in Colorado's smaller towns and cities that many future opportunities for tourism will be found. This chapter provides information about tourism's contribution to Colorado's economy, important tourism definitions, and information about Colorado's tourism opportunities, particularly those in smaller towns.

Chapter Three: Do You Want More Tourism?

As an industry, tourism is unique because it requires that residents of tourism-oriented communities play "host" to visiting "guests". Since tourism is not just an economic activity, but a social one too, it provides *both* social and economic benefits to a community; but it also imposes costs. Before embarking on any program to enhance community tourism it is important to ask: Is tourism the best form of economic development to meet our community's particular needs? If so, how can we maximize its benefits and minimize its costs?

Chapter Four: Ingredients for Small Town Tourism

Successful tourism is dependent upon *tangible* community attributes, such as attractions, services, and environmental quality and *intangible* attributes such as hospitality and community pride. Community tourism is also dependent upon location and promotions. Communities that are considering developing more tourism must ask: Do our attractions have the drawing power to attract more visitors? Do we have recreation opportunities and services that will encourage visitors to

spend their money? Is the citizenry of our community prepared to support tourism by responding hospitably to visitors and by absorbing certain tourism-related costs? This chapter identifies the necessary ingredients for successful small town tourism. If your community has these ingredients, or if they can be easily developed, it likely has the potential for more tourism.

Chapter Five: Organizing and Financing Community Tourism Development

Tourism is not just dependent upon the commercial sector which provides many goods and services to the traveling public. Nor is it primarily dependent upon the public sector which often maintains the attractions and infrastructure on which tourism is built. Instead, tourism *is* dependent upon cooperation between commercial, governmental and non-profit agency interests. It is also dependent upon sound organization and citizen leadership. For tourism goals and objectives to be advanced, it is important to ask: How can we organize ourselves so that community interests are well-represented? How can we ensure that our tourism initiatives have the ongoing leadership and finances necessary to see them to fruition?

Chapter Six: Developing a Tourism Marketing Plan

The successful development of your community's tourism opportunities requires a sound marketing orientation. Marketing is not just promotions. Instead, it is a management process that addresses the following community tourism questions: Which groups of visitors are we currently serving and could we potentially serve? To which of these groups are our tourism opportunities best matched?

How might our community better meet the needs of these groups through the improvement of attractions, services, and other tourism components? This chapter will help you take an in-depth look at your community's opportunities for tourism.

Chapter Seven: Managing Tourism Over Time

Tourism is a dynamic industry that is influenced by many factors. Recreation trends, new technologies, new business opportunities, and the changing nature of destinations themselves influence a community's ability to be a competitive destination over time. Communities that choose to develop more tourism must monitor their tourism industry to determine changes in their markets and in their community "products". This chapter addresses ways to ensure tourism continues to meet your community's needs over time.



Sources of Assistance for Rural Tourism Development

Numerous national, state, regional and local organizations can assist with your tourism development efforts. A companion manual, entitled *Recreation and Tourism Resource Guide for Rural Colorado*, provides a comprehensive listing of agencies and organizations that support tourism and recreation development in Colorado, important funding sources, and publications. The *Recreation and Tourism Resource Guide for Rural Colorado* can be purchased from the Center for Recreation and Tourism Development, Campus Box 420, University of Colorado at Boulder, Boulder, CO 80309-0420; (303) 492-3725. Cost: \$10.00.

WHO SHOULD READ THE COLORADO COMMUNITY TOURISM ACTION GUIDE?

The *Colorado Community Tourism Action Guide* has been designed for leaders of Colorado's smaller towns and cities who are considering ways to enhance their tourism industry. It is hoped that elected and appointed public officials, business owners and managers, chambers of commerce and convention and visitor bureau representatives, economic development or downtown corporation representatives, historic preservation advocates, and all citizens concerned about tourism in their towns and regions will find this publication of interest and assistance.

As the title suggests, the *Colorado Community Tourism Action Guide* has been prepared to assist with *community-wide* tourism initiatives. Certainly, the ideas and information within the series will be important to individual businesses and organizations. But the guide's focus is on the cooperation between public, private, and non-profit sectors that is necessary for an *entire* community to benefit from tourism.

HOW SHOULD THE COLORADO COMMUNITY TOURISM ACTION GUIDE BE USED?

The *Colorado Community Tourism Action Guide* has been designed as a "self-help" manual for residents of Colorado's smaller towns. To get the most out of the guide:

1. Encourage all interested citizens, elected officials, and other community leaders to become familiar with the guide.
2. Organize community meetings to discuss its contents, complete the worksheets and address important questions like: Do we want more tourism? (chapter 3); Do we have the necessary ingredients for more tourism? (chapter 4); What are our best tourism opportunities? (chapter 6)
3. If citizens of your town want to encourage more tourism, organize a committee (chapter 5) for getting the job done (chapter 6). Be sure that this organization includes a broad cross-section of your community's citizenry.
4. Identify ways to encourage citizen involvement and support (chapter 5).

Community Tourism Workshops

Many Coloradans have expressed a desire for technical assistance through workshops and training programs. The Colorado Center for Community Development and the Center for Recreation and Tourism Development are currently considering ways to provide a menu of workshops and training programs to complement the materials presented within the *Colorado Community Tourism Action Guide*. Inquiries and suggestions about possible workshops can be directed to Bob Horn, Director, Colorado Center for Community Development, University of Colorado at Denver; (303) 556-2816.

**WHO HAS SPONSORED THE
COLORADO COMMUNITY
TOURISM ACTION GUIDE?**

The *Colorado Community Tourism Action Guide* represents a collaborative effort of the Colorado Center for Community Development, University of Colorado at Denver and the Center for Recreation and Tourism Development, University of Colorado at Boulder.

The Colorado Center for Community Development is part of the Division of Extended Studies, University of Colorado at Denver. For over twenty years, the Colorado Center has assisted urban and rural communities with their community development needs. Typical projects include community master plans, economic development strategies, community program evaluations, building redesigns, and community surveys. The Colorado Center for Community Development is dedicated to helping Colorado communities build self-reliance and local capacity for addressing community initiatives over time.

The Center for Recreation and Tourism Development is dedicated to assisting smaller Colorado communities with developing their recreation and tourism resources. Established in 1984 and administratively housed in the College of Business Administration, the Center supports community service that advances economic development and community quality of life. Besides assisting with recreation and tourism development in smaller Colorado communities, the Center staff provides hospitality training for public and private sector representatives through the state-sponsored program "Colorado Loves Company".

Both the Colorado Center for Community Development and the Center for Recreation and Tourism Development are dedicated to enhancing the quality of living in Colorado communities.

**FOR MORE INFORMATION ON
THE COLORADO COMMUNITY
TOURISM ACTION GUIDE,
CONTACT:**

Robert D. Horn, Director
Colorado Center for Community
Development
P.O. Box 173364
Campus Box 128
University of Colorado at Denver
Denver, Colorado 80217-3364
(303) 556-2816

Patrick T. Long, Director
Center for Recreation and Tourism
Development
Campus Box 420
University of Colorado at Boulder
Boulder, Colorado 80309-0420
(303) 492-3725

2

COLORADO TOURISM: WHAT'S IT ALL ABOUT?

Tourism is a \$5.6 billion industry in Colorado. These revenues are generated by business and pleasure travelers who are seeking Colorado's unique advantages. This chapter provides information about tourism's contribution to Colorado's economy, tourism opportunities in Colorado's smaller towns, and important tourism definitions.

TOURISM IS BIG BUSINESS!

Tourism, long recognized as an economic mainstay in Colorado, is on the rise. According to figures released by the Colorado Tourism Board, tourism is the state's second largest and fastest growing industry. While the importance of many of Colorado's traditional resource-based industries, such as agriculture and energy has declined, tourism has placed among the leading economic activities in Colorado since the mid 1980s. Economic forecasts suggest that this prominent position is likely to continue.

The 1990s might well emerge as the "Decade for Tourism" throughout the United States and Colorado. With the United States continuing to reach new heights in income, jobs, and wealth, travel spending nationwide continues to set new records. The following figures demonstrate tourism's growing significance to the national economy:*

- Total spending in the U.S. for tourism in 1988 was estimated at about \$562 billion, up 7.7 percent from 1987.
- Domestic spending was up 7.7 percent to \$545 billion; foreign spending was up 13 percent to \$17 billion.
- Together these expenditures accounted for about 11.5 percent of the nation's GNP in 1988 and generated 16.6 million jobs, accounting for 14 percent of the total employed labor force.

Direct and indirect expenditures associated with tourism have placed it among the three top industries in every state in the nation. In Colorado, the economic importance of tourism is impressive.

* *Travel Industry World Yearbook: The Big Picture - 1989*. Somerset Waters. New York: Child and Waters, Inc.; Spending estimates based on trips to places over 25 miles away from the home community.

What's So Big About Colorado Tourism?

- Travelers to and through Colorado spend about \$5.6 billion annually in Colorado.
- This spending generates \$168 million in state tax revenues, about 6 percent of all state tax collections.
- These expenditures also generate over \$93 million in local tax revenues, almost 4 percent of local tax receipts from all sources.
- Colorado tourism directly generates over 101,000 jobs for Colorado residents, comprising approximately 7.2 percent of the state's nonagricultural employment.
- Employees in these jobs earn approximately \$1.2 billion in wage and salary income.
- Travel expenditures average about \$84.6 million per county in Colorado, and each of Colorado's 63 counties benefits from tourism.
- These expenditures in turn generate an average of \$18.7 million in wages and salaries, 1.6 thousand jobs, \$2.4 million in state tax revenues, and \$1.4 million in local tax revenues *per county*.

Based on 1987 and 1988 estimates from the U.S. Travel Data Center/Colorado Tourism Board. Estimates represent expenditures by U.S. residents traveling in Colorado and includes both out-of-state visitors and state residents traveling away from home overnight or on day trips to place 100 miles or more away from home. Payroll and employment estimates represent only private sector employment.

JUST WHAT IS TOURISM ANYHOW?

When people travel away from their home communities they are said to be engaging in "tourism". When communities organize their resources to attract and accommodate these travelers, they are said to be developing "tourism". When businesses offer goods and services to travelers, they are said to be part of an industry called "tourism". With the word "tourism" used in all these different ways, one might easily wonder "just what *is* tourism anyhow"?

Tourism is all these things. It refers to the network and activities of commercial businesses, governmental agencies, and special interest groups, that are concerned with attracting and serving the traveling public--that is, persons traveling outside their homes for *any purpose* not related to day-to-day activity.

Three points about this definition deserve special mention.

Tourism Involves all Sectors

Tourism is not just a private sector affair. Certainly commercial lodging, food services, transportation, attractions, and retail industries provide the goods and services that generate the bulk of tourism spending. But Colorado's communities and outdoor areas provide the settings in which tourism activities occur. And many non-profit offerings, such as the arts, serve as important attractions. Tourism depends upon all sectors. And all these sectors are important to supporting the industry called "tourism".

Tourism is not Distance or Time-Dependent

Those concerned with measuring the impacts of tourism often define tourists as those who have traveled a certain distance away from home (typically 50 or 100 miles) or who have stayed overnight. But for those concerned with developing more tourism for their community or business, anyone who is traveling away from their home environment might be considered a tourist, *regardless of the distance they have traveled, or the time they have spent away from home*. This is important since many visitors to a region or community are from the surrounding region--yet their expenditures represent "new money" and are no less important than those that come from afar!

Tourism Refers to All Kinds of Travel

Tourism is sometimes thought to refer only to pleasure or vacation travel. But tourism refers to much more than just this. It refers to travel beyond the home community that occurs *for any reason*, except for routine travel such as commuting to work or school. Those involved with tourism recognize five distinct travel segments based upon purpose of trip:

- business-related travel
- personal business, such as visits to medical and government facilities, shopping, etc.
- visits to family and friends
- vacation travel
- passing through

What's In a Name?

When was the last time you were a tourist?

Every out-of-town visitor spending money away from home is part of the industry called tourism. But for many in the press and public, the word tourism conveys the idea that this industry caters only to those who are traveling for pleasure. And since popular stereotypes of tourists abound, most people do not like to think of themselves as tourists!

On the other hand there is a tradition of being hospitable to visitors. We tend to see visitors as those who are traveling for any purpose. They may be visiting family or taking a day trip to the beach. They may be traveling on business or attending a convention. They may be a friend, a relative, or a business associate. We tend to treat *visitors* as our guests.

It has been suggested that the tourism industry would gain more credibility if it referred to itself as the *visitor services industry*, just as the medical field refers to itself as the health services industry. Certainly, our view of the traveling public would be improved if we considered tourists to be visitors and treated them as guests. The experience of our visitors would be enhanced, resulting in more positive community benefits from tourism.

Paraphrased from *Travel Industry Yearbook: The Big Picture-1989*. Somerset Waters. New York: Child and Waters, Inc.

TOURISM OPPORTUNITIES IN COLORADO

The importance of tourism to the Colorado economy is certainly not new. Colorado has long been recognized for its outdoor recreation opportunities, especially its famed ski resorts. What *is* new is that Colorado residents and visitors alike are beginning to recognize that future tourism opportunities rest in much more than just the mountains for which Colorado is renown. Certainly Colorado's parks, waterways, and outdoor areas attest to its magnificent natural resources. But the state's rural towns and lively cities also reflect a captivating culture and history. It is in this diversity of features that many future opportunities for Colorado tourism can be found.

Two factors suggest that tourism may have a greater economic role in Colorado in the 1990s. First, societal trends suggest that tourism expenditures will continue to increase. Second, there is an increased desire on the part of Colorado residents to capture a greater portion of these travel expenditures.

Tourism Trends

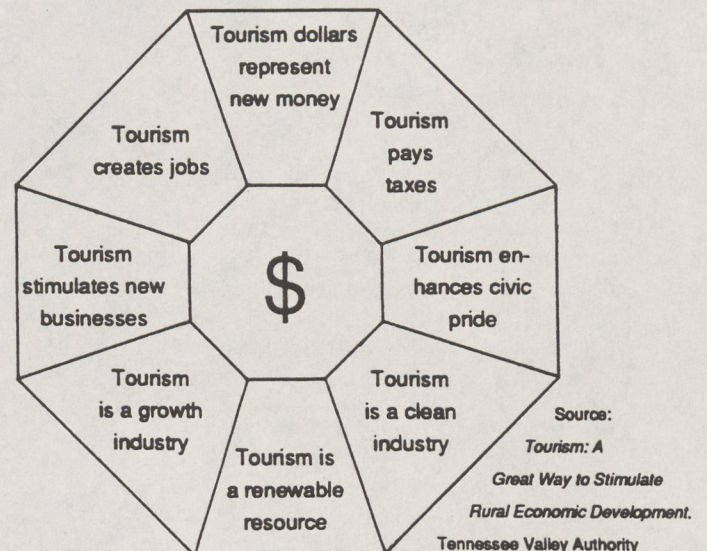
Americans are becoming an increasingly mobile society in their work and leisure. Some general trends that are responsible for travel increases nationwide, and promise to fare well for Colorado tourism, include the following:

- *An increasing number of senior citizens are healthy, financially secure, and looking for fulfilling leisure experiences in their retirement years.*
- *Working Americans, especially those in two income households, are taking shorter but more frequent vacations.*
- *The second baby boom wave is generating an increase in family vacation travel.*
- *Automobile travel is on the rise.*

- *The relative value of the American dollar is making the United States an attractive destination for international visitors.*
- *Deregulation of airlines has made travel for business and pleasure more affordable.*
- *Business travel continues to increase each year.*
- *Our highly mobile society often puts great distance between friends and family members. It is no coincidence that the number one reason people travel is to visit friends and relatives.*

Capturing More Tourism

Alongside these market trends is increasing interest among Coloradans in developing more tourism. This interest is partly generated by the changing profile of agriculture and energy. As an economic development option, tourism brings new money into a community through direct expenditures and the taxes they generate. Direct expenditures create additional employment and business opportunities. Increased taxes are often used to create community leisure and tourism amenities, such as parks and recreation services. When properly developed, managed and marketed, tourism offers many opportunities to make a community more liveable and viable.



Tourism and Economic Development

According To 1987 estimates...

- Every \$53,000 spent by visitors in Colorado directly supported one job.
- Each travel dollar produced 3 cents in state tax receipts.
- Each travel dollar produced 1.7 cents for local tax coffers.

Had tourism in Colorado ceased...

- Jobs would have decreased by 5.9 percent.
- The state would have had to increase the average family's tax bill by \$122 to maintain the same level of public service.
- Local governments would have needed to raise an additional \$70 per family to maintain the same level of public services.

Source: *The Economic Impact of Travel on Colorado, 1987*. A study prepared for the Colorado Tourism Board by the US Travel Data Center, November 1988.

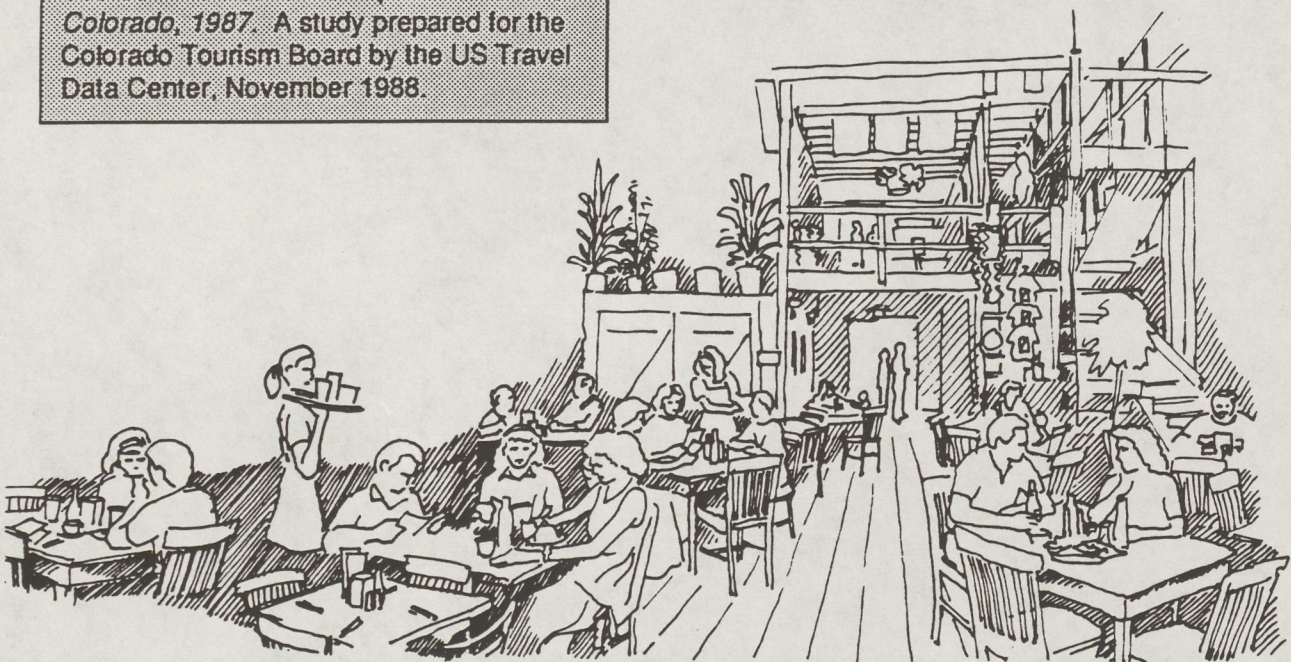
UNDERSTANDING COLORADO'S VISITORS

Over 26 million visitors traveled to, through, or within Colorado in 1988. These visitors included Colorado residents and those from other states. They were traveling for work-related or personal business, to visit friends and family, or to enjoy a refreshing Colorado vacation. And they were traveling in greater numbers than ever before! Since 1983, the number of visitors and their expenditures within Colorado has steadily increased, and many believe the state's potential for tourism has not yet been reached!

Why Take a Colorado Vacation?

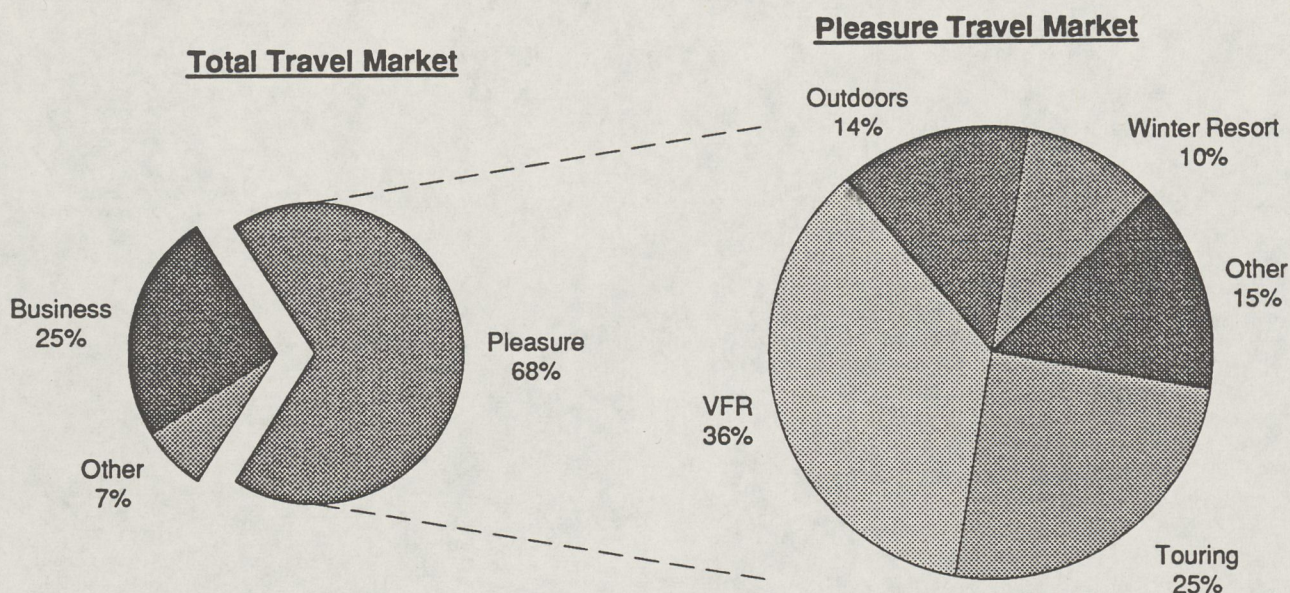
Understanding Colorado's visitors is important to understanding what Colorado tourism is all about. A study prepared for the Colorado Tourism Board in 1988 found that the largest percentage of pleasure travelers to Colorado---fully 36 percent of *all* pleasure travelers----identified visits to friends and relatives as the *primary* purpose of their Colorado trip.

This means that Colorado's residents are the state's number one attraction!



UNDERSTANDING COLORADO VISITORS

By Trip Purpose



Source of data: *Colorado's Opportunities in the U.S. Pleasure Travel Market and Travel To and Through Colorado, 1987.*

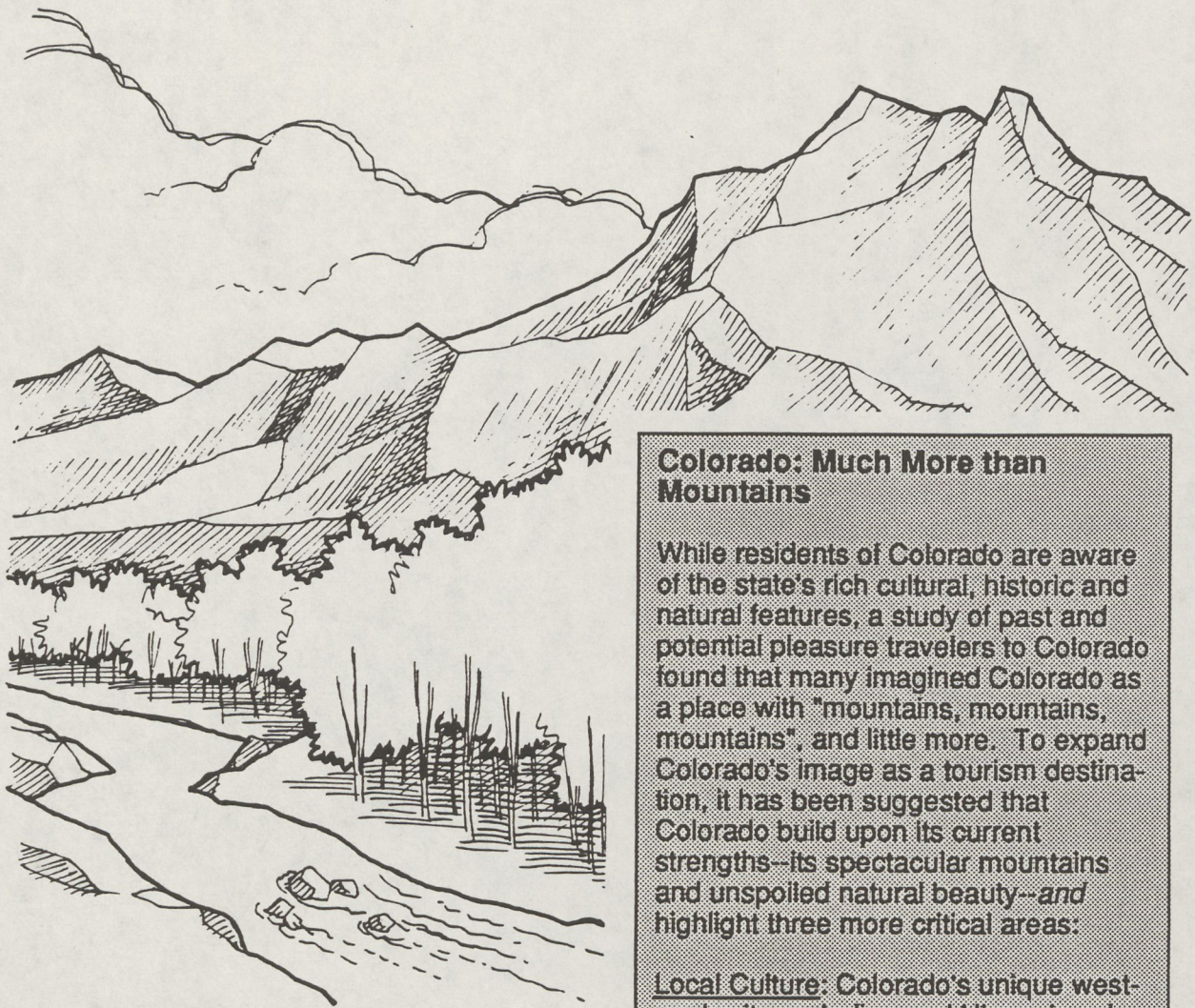
What kinds of vacations do other Colorado visitors seek? According to recent research, three types of pleasure trips dominate Colorado's pleasure travel scene*:

Touring. Twenty-five percent of Colorado's pleasure travel market seeks a touring vacation--almost always during the summer. This kind of vacation is most often taken by car through areas of scenic beauty, or cultural or historic interest. Touring vacationers have a strong desire for variety, and often combine visits to larger cities, smaller towns, and outdoor areas during a single trip. The goal of these trips is to fully experience the many different features that Colorado has to offer. Who takes a touring vacation? In Colorado, families with children and seniors aged 55 and over are typical of this market.

Outdoors. Fourteen percent of Colorado's pleasure travel market is seeking an outdoors-oriented vacation. Typical outdoor vacations involve activities that are adventuresome, but user-friendly. Hiking, backpacking, hunting, fishing, swimming, and boating are popular outdoor vacation activities. Besides engaging in these kinds of pursuits, outdoor vacationers may be found visiting communities and points of interest that neighbor public lands. The outdoors vacation is typically taken by young, well-educated families who travel by car. Coloradans themselves comprise a large proportion of these guests!

Resort. Colorado is perhaps best known for its winter resorts and ski opportunities. In fact, one in ten vacationers in Colorado enjoys this kind of a vacation. Typical ski resort visitors are slightly younger, better educated, and more financially secure than other Colorado guests. Their expenditures are important since Colorado is the number one ski destination in the United States.

* Colorado's pleasure travel market is described in *Colorado's Opportunities in the U.S. Pleasure Travel Market*. Prepared for the Colorado Tourism Board by the Longwoods Research Group, 1988.



Colorado Images

What images come to mind when you imagine a Colorado vacation? A recent study of U.S. travelers who had visited, or wanted to visit Colorado, identified one resounding theme--"mountains, mountains and more mountains". This image provides Colorado with a competitive edge when appealing to the outdoors-oriented. But as Coloradans know, it doesn't tell the whole Colorado story.

Colorado has particular advantages for tourism that extend well beyond outdoor themes alone. The State's cultural diversity and rich western heritage provide for many different tourism experiences. These different themes suggest new opportunities to reach and respond to additional tourism markets. Many of these emerging tourism opportunities will be found in Colorado's rural regions and towns.

Colorado: Much More than Mountains

While residents of Colorado are aware of the state's rich cultural, historic and natural features, a study of past and potential pleasure travelers to Colorado found that many imagined Colorado as a place with "mountains, mountains, mountains", and little more. To expand Colorado's image as a tourism destination, it has been suggested that Colorado build upon its current strengths--its spectacular mountains and unspoiled natural beauty--and highlight three more critical areas:

Local Culture: Colorado's unique western heritage, Indian and Hispanic culture, interesting history, local people, customs and cuisine.

Variety: Interesting cities, resort towns, ghost towns and mining towns, ruins, historic sites and landmarks, museums, galleries and exhibits, festivals, concerts, theaters and events, guided tours, and shopping.

Infrastructure: Excellent food and accommodations, both high end resorts, hotels, condos and elegant restaurants *and* affordable motels, campgrounds, and good local restaurants.

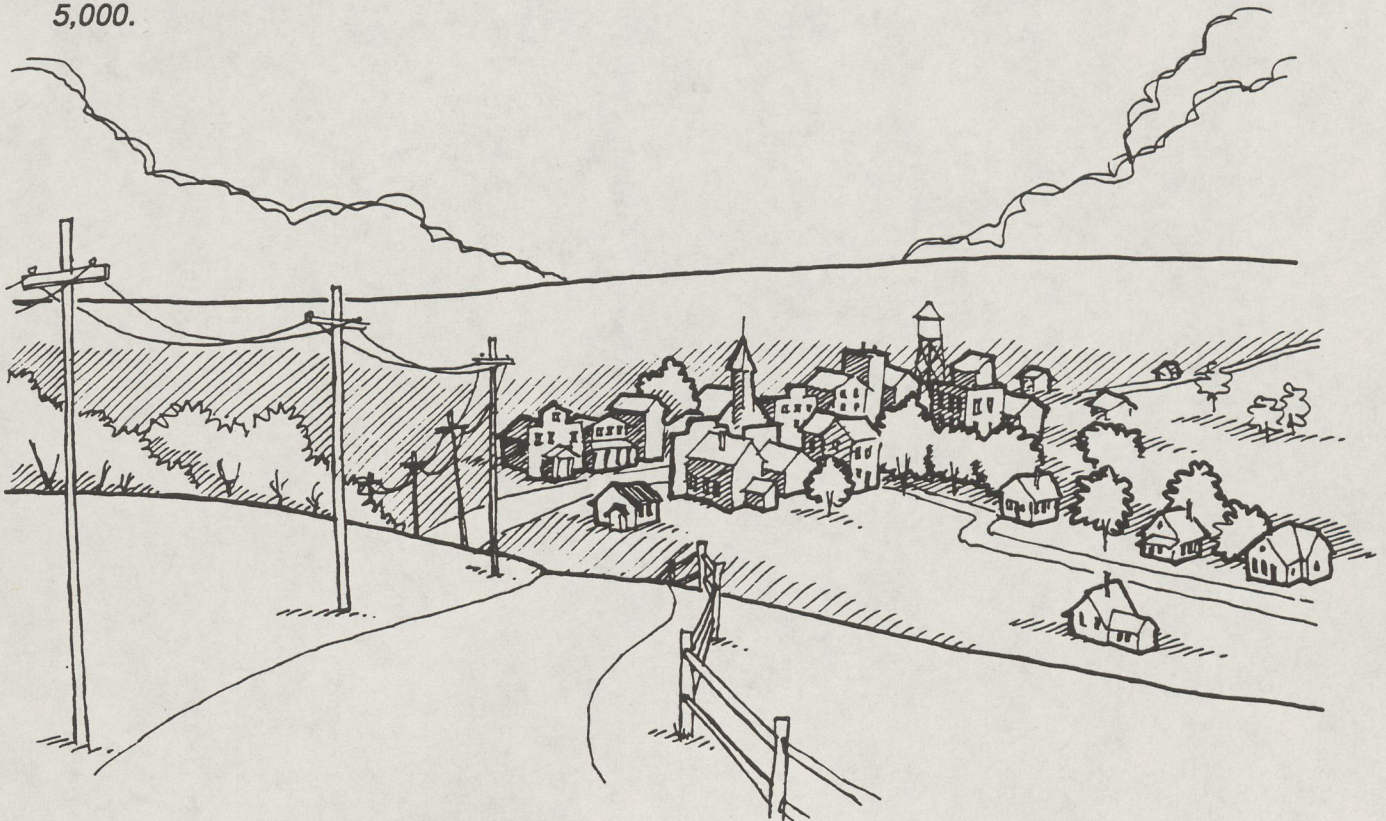
Source: Colorado's Opportunities in the U.S. Pleasure Travel Market. 1988. Prepared for the Colorado Tourism Board by the Longwoods Research Group, Ltd.

TOURISM IN RURAL COLORADO

The tourism potential of rural areas is receiving national attention. With many rural communities seeking new ways to diversify their economies, and many travelers (both domestic and international) seeking to get "off the beaten track", rural areas are emerging as special places for tourism.

Much of Colorado's existing tourism is already tied to its rural regions. Consider the following:

- *Over 40 percent of Colorado's land is publicly owned and managed. Most of these lands are accessed through rural towns and regions that serve as important gateways and service areas for those seeking hunting, fishing, or other outdoor recreation experiences. For example, of the thirteen incorporated towns that neighbor National Park Service sites, seven have populations of less than 5,000. Only one has a population greater than 10,500. Similarly, of the 92 incorporated communities located in or around Colorado's National Forests, fully 83 have populations less than 5,000.*
- *Colorado's rural heritage serves as the attraction for many "uniquely western" experiences, such as dude ranching and ghost town tours. This frontier allure is becoming increasingly important to attracting international and domestic visitors alike!*
- *Popular Colorado pastimes, such as river rafting and mountain biking, depend almost exclusively upon rural settings and services. In fact, some places, such as Crested Butte for mountain biking or Buena Vista and Salida for rafting are developing tourism images around these pursuits.*
- *Many of Colorado's mountain resorts make important economic contributions to counties that are primarily rural in nature. For example, the populations of Eagle and Summit Counties each grew approximately 62 percent between 1980 and 1989, partly because of the efforts of local towns and resorts to expand tourism opportunities and seasons.*



Opportunities for More Rural Tourism

There is a natural fit between many of Colorado's smaller towns and tourism. Since many rural opportunities, including those associated with tourism, are dependent on natural resources, Colorado has particular advantages for developing its rural economies. This and other characteristics of tourism suggest particular advantages for rural Colorado.

- *Americans are seeking more involvement and activity in their travels. Environmentally-oriented trips (ecotourism) and adventure travel are leading growth areas in the tourism industry. Colorado's rivers, mountains, wildlife, and scenic vistas provide important attributes for responding to this trend.*
 - *The phrase "get off the beaten path" has become a buzz word for both adventure-oriented and luxury-seeking visitors. While accessibility and "location, location, location" are critical for certain tourism products, some rural towns may be able to position themselves as exclusive destinations because they are not readily accessible to all.*
 - *Auto travel is on the rise, in part because of the economy it provides for family travel. And research has shown that many visitors who come to Colorado by car have no planned travel itinerary. These two features provide opportunities to encourage visitors to explore Colorado's backroads. The development of regional driving tours on scenic highways and byways (or of other driving tours) provides one way to capitalize on this opportunity.*
 - *Tourism depends on small business development and entrepreneurship. Recent estimates of the United States Travel and Tourism Administration found that almost 90 percent of all businesses that serve tourists are small "Mom and Pop" operations. The scale*
- and entrepreneurship that is characteristic of tourism businesses encourages local development and ownership of tourism resources in rural Colorado.*
- *Certain kinds of tourism businesses, such as bed and breakfasts, are particularly well-suited to rural communities. The scale of many bed and breakfasts allows them to serve as secondary sources of income for rural residents, and small town ambience is often an integral part of the bed and breakfast experience. The growth of the bed and breakfast industry in the United States suggests that many travelers are seeking a more authentic and relaxed rural experience. Other kinds of businesses, such as outfitters who provide hunting, fishing, and other outdoor recreation services, are also at home in rural Colorado.*
 - *It has been said that there are two Americas: the real one and the imagined one. Many Americans who live in urban environments are attracted by the "mystique" of rural places. Festivals and special events that celebrate Colorado's rural heritage and spirit may have particular potential to attract visitors. In fact, images of the "wild west" appear to have particular appeal to Colorado's international guests.*
 - *Many residents of smaller towns and cities are naturally proud of the places in which they live. As a result, they often extend a special kind of friendliness and warmth to visitors. This hospitality is a critical part of the travel experience and allows for rural tourism experiences to be fondly remembered and recommended to others.*

WHAT'S AHEAD?

Despite these opportunities, the development of more tourism in rural areas involves certain challenges. Foremost among these is the need for community support, organization and regional cooperation. Certainly a group of communities that work together can better provide the critical mass of attractions and services necessary to attract and satisfy the traveling public. Additional challenges include the need for financial support, and technical marketing expertise.

The *Colorado Community Tourism Action Guide* has been prepared to assist residents of rural Colorado communities with these and other issues. The next chapter of the guide encourages residents of Colorado communities to ask: Is tourism the best form of economic development to meet our community's particular needs? Are the benefits it promises worth the costs it might impose? These questions are critical since more tourism will impact not just economics--but the social and physical environment in your town too.

FOR ADDITIONAL INFORMATION ON COLORADO TOURISM:

Publications available from the Colorado Tourism Board, 1625 Broadway, Suite 1700, Denver, CO 80202
(303) 592-5510

Attn: Don Merrion, Research Director

Colorado's Opportunities in the U.S. Pleasure Travel Market. Prepared for the Colorado Tourism Board by Longwoods Research Group, Ltd., September 1988.
Price: \$8.95

Colorado's Opportunities in the U.S. Ski Vacation Market. Prepared for the Colorado Tourism Board by Longwoods International, Inc., September 1989.
Price: \$8.95

The Economic Impact of Travel on Colorado, 1987. Prepared for the Colorado Tourism Board by the U.S. Travel Data Center, November 1988.
No charge.

Travel To and Through Colorado, 1987. Prepared for the Colorado Tourism Board by the U.S. Travel Data Center, September 1988.
No charge.

Colorado Welcome Centers; Their Users and Influence on Length of Stay and Expenditures. By Patrick Tierney and Glenn Haas, Department of Recreation Resources and Landscape Architecture, Colorado State University, March 1988.
No charge.

Travel USA: Colorado's Opportunities in the U.S. Pleasure Travel Market. Prepared for the Colorado Tourism Board by the Longwoods Research Group, Ltd., October 1988 (This is the *new* Longwoods report).
Price: \$95.00

3

DO YOU WANT MORE TOURISM?

Tourism is attracting widespread attention because it provides new income, jobs, and employment. But tourism is not just a matter of economics alone. The presence of more tourists will also impact social and environmental conditions in your town. Before embarking on any program to enhance community tourism it is important to ask: Is tourism the best form of economic development to meet our community's particular needs? What are the trade-offs between its benefits and costs?

TOURISM IS MORE THAN DOLLARS AND CENTS

Since tourism involves travel to or through a community for any reason--business, pleasure, or simply as a stopover for food or gas--it makes sense that virtually every Colorado community already has some tourism. And every town that has at least some form of retail activity is likely receiving economic benefits from serving the traveling public.

While the economic benefits of tourism are often those that attract the most attention (facts and figures about the economic importance of tourism abound!), the development of more tourism within your town or region is not just a matter of dollars and cents. Since tourism requires that community residents share their hometown with strangers, it is also a social matter. And the presence of more visitors will almost certainly impact your community's physical environment.

Many of tourism's impacts will be perceived to be positive, but others will not. Since perceptions of tourism will vary from one town to another, those communities that are considering more tourism should:

- Understand tourism's potential benefits and costs.
- Assess your community's needs, and if the development of more tourism will help to meet them.
- Determine if the benefits of tourism outweigh the costs. That is, will more tourism make your community a better place to live, as well as visit?
- Assess community interest and support in hosting more tourism.

BENEFITS OF TOURISM

The development of more tourism has been shown to deliver a variety of benefits. The following describes some of the ways that tourism may enhance the quality of life in your town.

Economic Benefits

- Tourism helps diversify and stabilize the local economy. It may also help attract additional industry to your town.
- Tourism contributes to the state and local tax base.
- Tourism creates jobs and business opportunities.
- Tourism brings new money into the economy.

Social Benefits

- Tourism dollars help to support community facilities and services (such as a local recreation department) that the community might not otherwise support.
- Tourism encourages civic involvement and pride.
- Tourism provides cultural exchange between hosts and guests and brings new ideas into your town.

Environmental Benefits

- Tourism can foster conservation and preservation of natural, cultural, and historical resources.
- Tourism may encourage community beautification and revitalization.

COSTS OF TOURISM

While tourism delivers many benefits, it is not developed without certain costs. The following describes some of the costs and liabilities that may be associated with more tourism in your town.

Economic Costs

- Tourism requires operational costs for research, promotion, personnel, etc.
- Tourism places demands on public services and facilities that are tax supported.
- Tourism may require training of service employees and business owners, and education of community residents.
- Tourism may inflate property values and the prices of goods and services.

Social Costs

- Tourism may attract visitors whose lifestyles and ideas conflict with those of your town.
- Tourism may create crowding and congestion.
- Tourism may bring an increase in crime.
- Conflicts may emerge between those who do and do not support tourism.

Environmental Costs

- More tourism may degrade the quality of sensitive natural or historic sites.
- Litter, noise, and air pollution may increase with tourism.

DOES TOURISM MEET YOUR TOWN'S NEEDS?

Many communities consider bolstering their tourism base because they know that tourism brings new money into the local economy. But communities considering more tourism must recognize that tourism also impacts social and environmental conditions. The development of more tourism involves tradeoffs between benefits and costs. This worksheet is designed to help you determine if more tourism is right for your town.*

TOURISM AND THE LOCAL ECONOMY

Is your community dependent on one industry?

Yes
 No

Benefits

Tourism can help to diversify the economic base. Besides attracting visitors, tourism attractions and services can make your community more desirable for business relocation and development.

Costs

The development of more tourism will likely require investments in marketing, infrastructure, public services, and business development.

Are local businesses

Expanding?
 Declining?
 Stable?

Benefits

Tourism may help boost declining or stable businesses since tourists represent new markets for existing businesses.

Costs

If businesses are declining then training, physical improvements, or enhanced promotion may be required.

If local businesses are expanding, more tourism may create crowding, resulting in poor service and customer dissatisfaction.

* This worksheet draws upon the form and content of those that appear in *The Californias: Rural Tourism Marketing*, prepared by the Rural Tourism Center (Arlene Hetherington, Author), California State University, Chico, 1987 and *Tourism USA: Guidelines for Development*, prepared by the University of Missouri for the United States Travel and Tourism Administration, Economic Development Administration, 1986.

Are there seasonal fluctuations in economic activity?

Yes
 No

Benefits

If properly developed, tourism can provide an economic alternative during your community's "down season".

Costs

Some residents enjoy a slack season because of the "peace and quiet" it provides.

What kinds of people are unemployed?

Skilled
 Unskilled
 Part time
 Full time

Benefits

Unskilled and part time workers often find employment in the many service positions that tourism creates. For example, part time and seasonal jobs permit high school students to gain valuable work experience and retired persons to contribute to the work force. Skilled residents are often attracted by entrepreneurial opportunities associated with tourism.

Costs

Since hospitality is critical to successful tourism, training of service employees may be necessary. Training in small business skills may assist with entrepreneurial initiatives.

Is there an appropriate labor force available locally?

Yes
 No

Benefits

If so, more tourism can provide needed jobs. If tourism is seasonal there is a need to ensure that peak tourism seasons coincide with times when part time help (such as high school students) are available.

Costs

If not, you may have to "import" workers from nearby towns, which may require higher compensation.

Are your community's tax revenues sufficient to support community services and amenities?

- Yes
- No

Benefits

Tourism can boost your local tax base by generating income and sales taxes and by helping to expand the base on which property taxes are assessed. For example, by spending money and thus creating jobs, tourists generate direct increases in both sales and income taxes. These dollars can, in turn, generate increases in commercial and public services. Additionally, hotels, restaurants, attractions, and new homes expand the base on which property taxes are assessed. This increases monies available for public coffers. Finally, more tourism often generates increases in lodging taxes, which are often earmarked for further tourism improvements.

Costs

Developing more tourism may initially require expenditures of public monies for tourism promotions, the development of your community's infrastructure, the enhancement of public services such as police and fire protection, the enhancement of public spaces such as downtown areas and parks, and the provision of tax incentives to private businesses.

Is the amount and diversity of commercial activity within your town

- Inadequate?
- Considerable?
- About right?

Benefits

If "inadequate", expanded economic activity may create more diversity. If "considerable", you may already have a foundation for more tourism.

Costs

If "inadequate", additional business development will be required so that the needs of visitors are met, and opportunities for travel spending (and the generation of economic impacts) are created. Investments in business development may need to precede the tourism activity that is designed to eventually support it.

TOURISM AND THE LOCAL ENVIRONMENT

Does your community have a pleasant appearance?

Yes
 No

Benefits

Attractive communities are more successful in attracting, keeping, and satisfying visitors. Tourism can provide an incentive to maintain your community's parks, downtown areas, and main entrances in top form.

If your community is in need of clean-up, then community organizations can be encouraged to contribute to the effort. This initial clean-up may help to boost community morale and encourage ongoing involvement in the tourism development process.

Costs

If your community requires physical improvements, it may be necessary to finance these from public coffers. Maintaining the public appearance of your community is not a "one time" cost, but a continual operating expense. Signage, roadways, parking, restroom facilities, trash disposal, and park maintenance will all require ongoing maintenance.

Are buildings and historic sites within your community in need of preservation or restoration?

Yes
 No

Benefits

Opportunities for tourism can generate support for the preservation or restoration of historic buildings and sites. Tourism often encourages new uses for old buildings. For example, many historic buildings have natural appeal as bed and breakfasts or other tourism businesses. Additionally, historic preservation can provide a vehicle for presenting your community's unique heritage to local citizens and visitors alike.

Costs

The preservation or restoration of historic buildings can be costly. Certain regulations may prevent building uses that might be most profitable. Unmanaged use of historic sites by tourists may result in their degradation.

Is pollution a concern in your town?

Yes
 No

Benefits

Tourism is considered a clean industry in comparison to manufacturing since it produces experiences instead of goods. Additionally, the possibility of more tourism may encourage a "community clean-up" to enhance your town's physical appearance.

Costs

More people generate more litter in communities and at outdoor recreation sites. More cars and motorcoaches generate more air pollution. The use of outdoor areas by visitors may result in damage to fragile natural environments.

Does your community have natural resources that might be sensitive to overuse?

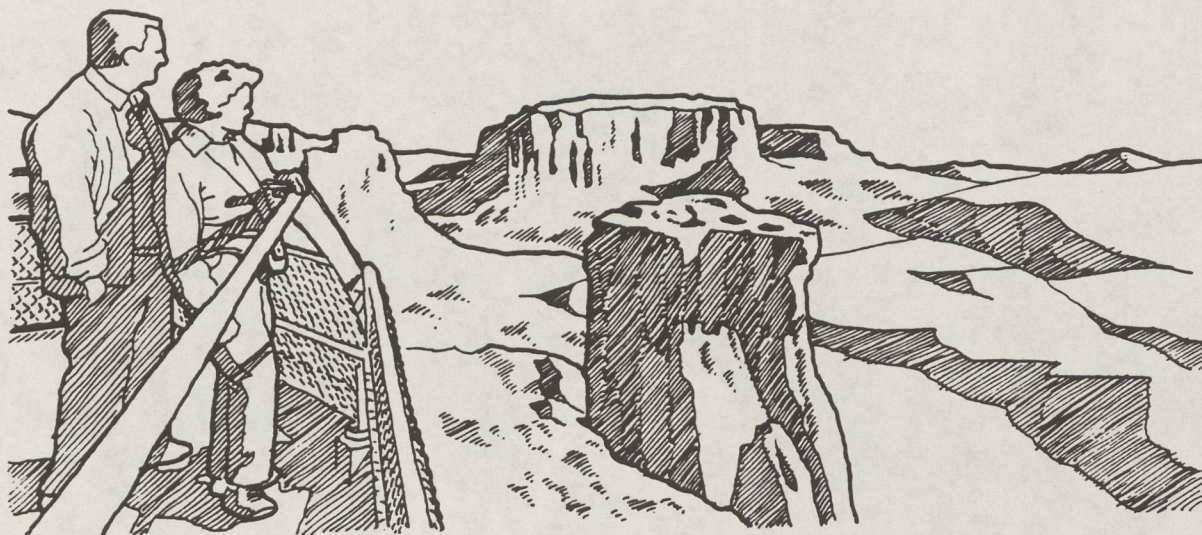
Yes
 No

Benefits

Tourism encourages the development of resource management plans and helps to build a constituency for conservation. It also provides opportunities for education about the environment.

Costs

People-pressure on natural resources may result in their degradation and may detract from the visitor's experience.



TOURISM AND LOCAL LEISURE

Are there ample recreation opportunities for local residents?

- No, there are not enough opportunities
 Yes, our town is full of things to do

Benefits

If your town needs more recreation, tourism dollars may help to support additional facilities and services, such as a local recreation department and center.

If your town already enjoys community celebrations, these can be developed to serve two roles. Besides serving as important community celebrations, special events can be promoted to attract visitors.

If your town is already full of things to see and do, you may already be well-positioned to serve vacationers.

Costs

If residents of your community enjoy its parks and recreation amenities they may resent sharing them with strangers. Crowding may occur at campsites, parks, or local events. Since many local recreation opportunities are funded through taxes, residents may feel that they are being unfairly charged for the leisure experiences of non-residents.

Are local cultural activities

- Thriving?
 Struggling?
 High quality?
 Amateurish?

Benefits

If local events are thriving, more tourism may allow for the development of additional visual or performing arts activities around these cultural "anchors". And this may provide a still larger market for your community's cultural activities.

If cultural activities are in need of a boost, tourism may help to generate a broader support base by expanding the market and by linking them to economic development.

Costs

Upgrading local cultural activities can be expensive since it often requires the assistance of performing or technical professionals.

TOURISM AND LOCAL IDENTITY

Does your community have a strong sense of identity and heritage?

- Yes
 No

Benefits

The very act of engaging in an organized tourism development effort can encourage civic involvement. The very fact that visitors are willing to spend time in your community can enhance civic pride. Many tourism programs emerge around historic themes. Identifying and marketing these themes for tourism purposes often helps community residents better understand their unique heritage.

Costs

If your community does not see itself as a tourism-oriented town, the development of more tourism may generate community conflicts.

On the issue of more tourism, are members of your community

- In agreement about wanting more?
 Uncertain about it?
 At opposite poles?

Benefits

If members of your community are in agreement about tourism, then you will have the support necessary to effectively market your area. If members of your community are uncertain, the very process of assessing your town's tourism opportunities through the use of the *Colorado Community Tourism Action Guide* may help to generate important dialogue about the future of your town.

Costs

If members of your community are uncertain about tourism or at opposite poles, then it may be necessary to invest in public education programs, meetings, and consensus building so that your community can effectively identify and address future directions.

Tourism Trade-Offs: This worksheet was designed to help you identify the trade-offs that might be involved with developing more tourism in your town. As you can see, tourism is a complex industry that presents both benefits and liabilities. Thoughtful development of your community's tourism industry can help to maximize the benefits and minimize the costs. Stop for a moment. Consider what is special about your town. How can tourism help to strengthen its positive features without imposing undue liabilities?

TOURISM : A COMMUNITY AFFAIR

For tourism to be successful, residents of your town must enthusiastically "host" their visiting "guests". Their hospitality must be genuine and sincere. For some communities, residents must also be willing to incur certain "start-up" costs (such as physical community improvements and promotions) before the benefits of tourism begin to emerge.

Since tourism is not just a matter of dollars and cents, but a social and environmental one too, it can become a divisive issue in some towns. For this reason, it is critical to assess how the citizens of your community perceive tourism, and if they are willing to support its development. Community interest can be assessed by:

- Holding public meeting for all citizens (see chapter 5 for more on this);
- Visiting with community interest groups;
- Soliciting written responses from citizens (perhaps in response to a series of newspaper articles or editorials on tourism);
- Conferring with key public officials, business leaders, and other visible community residents;
- Conducting a community survey.

WHAT COLORADANS HAVE TO SAY ABOUT TOURISM...

We don't want our town to change. We just want it to get better.

Resident, Meeker

In this town we're all for tourism--whatever it is!

Resident, Craig

We need help in the community bringing businesses in and attracting stable families to our area, which I feel is more of a priority than tourism.

Resident, Parachute

This community is highly developed for tourism already and is on the verge of overdeveloping. Some development (i.e. housing) is badly needed for permanent and part-time residents before any further development of tourism.

Resident, Breckenridge

Marketing "experts" new to the ski industry in this area all dream of year round business development of tourists/conference business...Those of us who live here treasure our quiet spring and fall seasons!...LEAVE US ALONE...Quality of life is more important than growth....

Resident, Snowmass Village

We are a weekend community. Everything is filled Friday night (but) evacuates by Sunday afternoon. Our community is great when it is open, but we have limited funds that don't allow it to open all year round.

Resident, Durango

Many people are moving from manufacturing and other backgrounds to tourism. Their education and training are imperative to maintaining Colorado's edge on tourism.

Resident, Ignacio

We need to keep planting the seeds. Tourism is a new concept to our area. The economic potential is not yet understood...Our residents take for granted the attractions in our area and don't understand the value of the appeal to outsiders, and frankly are a bit fearful of change the influx could bring to our area.

Resident, Rifle

WHAT'S AHEAD

This chapter of the *Colorado Community Tourism Action Guide* has been prepared to assist you with assessing tourism's benefits and costs. If you decide that tourism is not the best way to meet your community's needs, then congratulations for a thoughtful, well-informed decision. But if you decide that tourism will help make your community a better place to live, then you are making the first and most important step toward developing a viable tourism industry. The next chapter of the *Colorado Community Tourism Action Guide* identifies ingredients for small town tourism. If your community has these ingredients it has the potential to make tourism a greater part of its economic development plans.

FURTHER READING

There is a large body of applied and academic research addressing the impacts of tourism on communities. Those with further interest in this topic are advised to contact the Travel Reference Center at the University of Colorado at (303) 492-8227. For further information about the Center, see page 61. The following are recommended as good introductions to community tourism issues and opportunities.

Tourism: A Community Approach, by Peter E. Murphy, 1985, Methuen, New York. 199 pages.

The Community Tourism Industry Imperative, by Uel Blank, 1989, Venture Publishing, Inc., State College, PA, 200 pages.

4

INGREDIENTS FOR SMALL TOWN TOURISM

Successful tourism is dependent upon tangible community attributes, such as attractions and services, and intangible attributes, such as a proud and friendly feeling in your town. It is also dependent upon transportation and communication between your visitor markets and your town. This chapter identifies the necessary ingredients for tourism. If these ingredients are in place in your town, or if they can be easily developed, your town likely has the potential for more tourism.

WHAT'S YOUR TOURISM ADVANTAGE?

Throughout Colorado and the United States, citizens of many communities--large and small, rural and urban--are hearing news about tourism. They are hearing that tourism is an effective form of economic development, that it is a clean industry, and that it enhances a community's quality of life. They are hearing about changing travel patterns too, such as the move toward shorter but more frequent vacations, the emergence of more senior citizen travel, and an increase in action-oriented trips. And they are wondering "Does our town have the potential for more tourism? What can we do to make tourism a greater part of our community's future?"

Many Colorado towns have already developed economies that are wholly or partially dependent on tourism. Communities such as Estes Park and Telluride are well-recognized for their outstanding natural attractions. Visitors are willing to travel far "off the beaten path" to enjoy these tourism places.

Communities that are *on* the beaten path also benefit from tourism. These towns

are especially well-positioned to serve visitors who are passing through. An example of one Colorado town that has effectively capitalized on a convenient location and a tradition of providing services to "drive-by" visitors is Burlington. Through the development of "Old Town", a living history village that reflects the history of the Colorado plains, Burlington residents are effectively encouraging visitors to stay a little longer and spend a little more.

Many Colorado towns have unique tourism advantages. Regardless of whether the advantage is a convenient location, natural beauty, or simply a quiet, rural ambience, successful tourism depends upon three things:

- (1) *attracting* visitors to your town,
- (2) *keeping* them there for as long as possible, and most importantly,
- (3) *providing* them with a *satisfying experience* that meets (if not *exceeds*) their expectations so that they will return and encourage others to visit.

WHAT DO YOU HAVE THAT VISITORS WANT?

Tourism is like any other industry. It depends upon the supply of *products* and demand from *markets*. However, tourism is unique as an industry because it requires bringing markets to products rather than the reverse. Still the principles of tourism are similar to those of any industry: *If you provide a product people want, at a price they can afford, demand will almost certainly exist.*

What Are Your Tourism "Products"?

When people travel, they spend hard-earned time and money to receive certain benefits in return. These benefits represent the "products" that are purchased and provided in tourism.

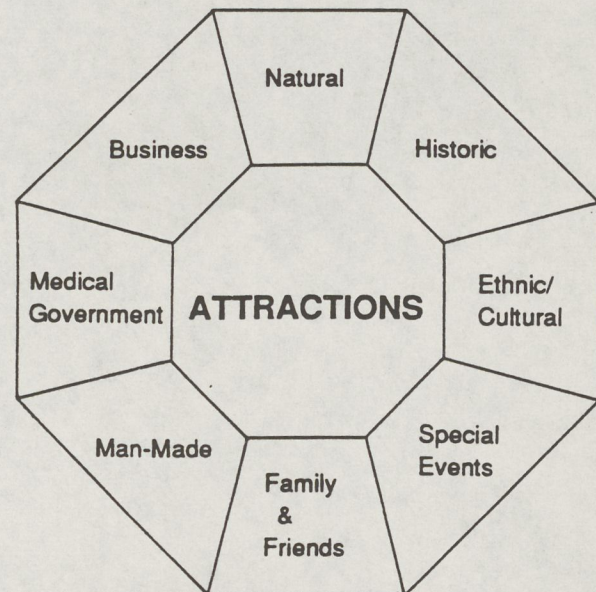
When we think of products that are bought and sold, we typically think of tangible things that we can see and touch. Certainly, tangible things *are* bought and sold during tourism (people do, after all, purchase things like meals, souvenirs, and admission tickets) but these are not the main outcomes that people seek from their travels. The reasons people travel are for *benefits* like relaxation, family togetherness, physical challenge, social interaction, education, nostalgia, or just a chance to get away from it all. Think about it...What kinds of benefits did you derive from your last vacation trip?

In order for your community to provide benefits to the traveling public it must have three key ingredients: (1) *attractions* to draw people (2) *services* to meet their needs and (3) a positive community *atmosphere* that says "Welcome to our town. We're proud of it and want to share it with you."

Attractions

Attractions are the catalyst to tourism. They are what "pull" visitors to one place instead of another. Since certain attractions will be of interest to some visitors but not others, they are what help to position a town as a desirable destination among particular visitor segments. That is, they help to define a "niche" in the tourism marketplace.

Typically we think of attractions as places of natural, cultural, or historical significance. But other kinds of community features attract visitors too. For example, many people travel to participate in special events, such as sports tournaments or cultural fairs. Governmental offices, conference facilities, and medical centers also draw visitors from out-of-town. Convenience stores, pleasant restaurants, and parks encourage people to make rest stops while en route to somewhere else. And since the *number one* reason that people travel is to visit family and friends, your own local residents may be your town's most important attraction!



What are your tourism attractors? The above figure identifies some of the features that draw people to destinations. What kinds of attractions currently draw visitors to your town? Which attractions have the potential for further development?

Services

While attractions draw visitors to or through a community, a strong service base ensures that your community benefits from this visitation. Services have two important tourism functions: (1) from the visitor's perspective, they meet their needs for food, lodging, shopping, and other comforts; (2) from the community's perspective, services provide outlets for spending and thus allow for economic impacts to be generated.

When we think of tourism services we often think only of commercial businesses such as restaurants, hotels, retail shops, and service stations. But important tourism services are also provided by the public and non-profit sectors. For example, police and fire protection, transportation, utilities, and visitor services are all essential for tourism. Non-profit groups provide valuable tourism services too.

Since attractions generate visits and services support this demand, attractions and services must complement each other in

nature and number. For example, visitor expenditures at restaurants and hotels cannot be expected to increase unless the quality or quantity of attractions is improved. Likewise, insufficient or poor quality services will detract from the visitor's perceptions of the attractiveness of your town.

SOMETIMES SERVICES ARE THE ATTRACTION!

In general, there are two kinds of tourism towns: (1) those that are destinations in and of themselves and (2) those visitors drive through en route to somewhere else. For many "drive through" communities, services like restaurants, hotels, service stations, and retail outlets may, in fact, be the major attractions. Alternatively, many communities have services like bed and breakfasts that are attractions in and of themselves. It is important to consider ways that both attractions and services can become important tourism advantages.

SERVICES

Commercial

Service Stations

Banks

Restaurants

Lodging

Souvenir Shops

Retail

Dry-cleaning

Video Outlets

Grocery stores

Commercial transportation

ATTRACTIONS

Non-Profit

Visitor services

Medical services

Tours

Public

Recreation offerings

Police protection

Fire protection

Public transportation

Visitor services

Do your services complement your attractions? The above figure identifies commercial, public and non-profit services that often support tourism. Which of these services are in your town? Do your services meet the needs of your existing visitors? Are there services that, if provided, would extend their stay or provide them with a more satisfying experience?

Atmosphere

The final ingredient of a tourism community is "atmosphere"--that sense that your town is a very special place indeed. Although less tangible than attractions and services, a sense of atmosphere is perhaps the most important tourism ingredient of all. Two things that contribute to the atmosphere of your town are: (1) the quality of its physical environment and (2) the friendliness of its human environment--or the *hospitality* that visitors receive when they are in your town.

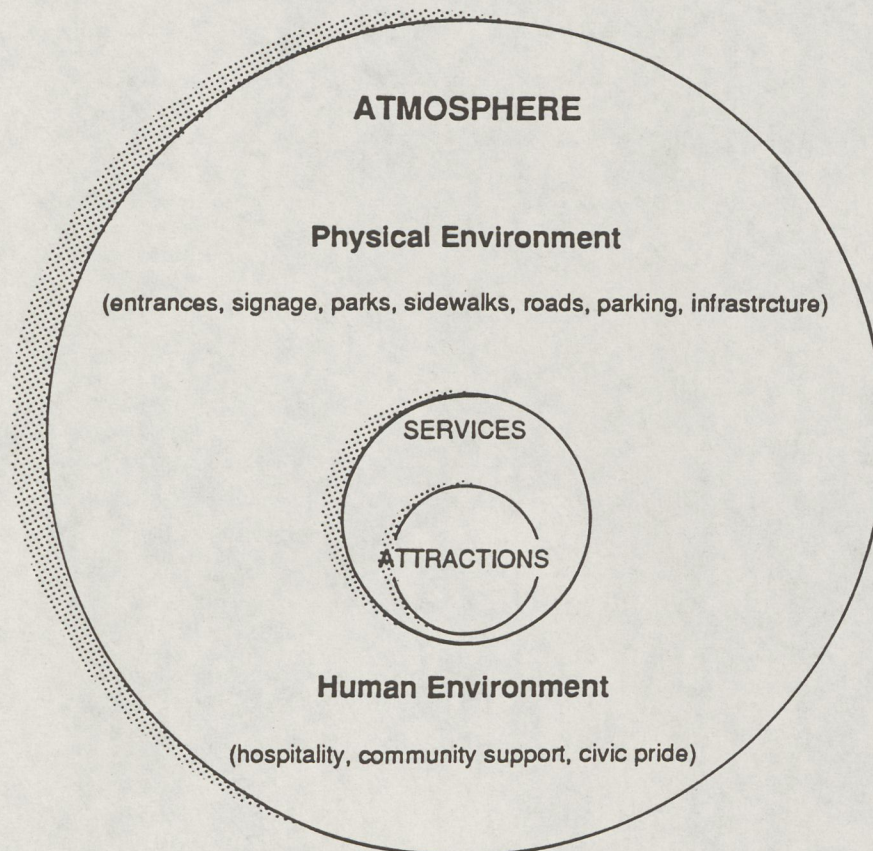
Is your town an attractive place to visit?

Your town's physical environment includes those features that people see as they travel within your town. First and foremost, they will be impressed by the entrances to your town. Are they attractive and do they convey a feeling of pride? Sidewalks, roads, parks, public restrooms, signage, parking facilities, trash disposal, and downtown ambience are all important

elements of your community's physical environment. Thus your community's *infrastructure* is critical to tourism. An attractive community conveys the message "Welcome to our town. We're proud of it. We take care of it. We hope you like it too."

Is your town a friendly place to visit?

Genuine hospitality makes visitors feel welcomed and wanted. It conveys the sense that visitors are truly valued in your town. The extension of hospitality to visitors is a community-wide responsibility. "Front-line" employees, such as service station attendants, police, shop owners, attractions managers, and restaurant personnel, interact regularly with visitors and profoundly impact the way your town is perceived. Their positive attitude toward visitors is paramount to tourism's success in your town. But local residents who offer directions, suggestions, or simply a friendly smile also leave profound impressions about the "human environment" of your town.



FOCUS ON UNIQUENESS

What kinds of benefits and experiences does your community offer?

Attractions, services, and atmosphere all work together to create tourism opportunities that are unique to your town. The key to tourism is to focus on this uniqueness. By focusing on those features that make your town a special place to live and visit, you will distinguish your community's "niche" in the tourism marketplace. Additionally, you will ensure that tourism reflects that in which local residents take interest and pride. And this will help generate community support!

Does your town have unique natural, cultural, or historic features? Does it have a unique story to tell? These "stories" are the keys to successful tourism development.

THE SAN LUIS STORY

San Luis, Colorado is located north of Taos, New Mexico and southeast of Alamosa on Highway 159. Incorporated in 1859, San Luis is considered Colorado's oldest town. Just as every Colorado town is unique, so too is San Luis. Somewhat remote from the Front Range influence, San Luis has maintained a strong community character that reflects dedication to family, church, its Hispanic culture and an agricultural lifestyle.

With high unemployment and low per capita income, San Luis has needed an economic boost. Under the leadership of Father Pat Valdez and a dedicated citizens group, that "boost" is being developed through tourism. But tourism in San Luis means more than just dollars and cents. It means an opportunity to develop and present to visitors the unique culture, history, and initiative of this town. The tourism that is the focus of development in San Luis is *cultural tourism*.

Attractions. Since the church is central to community life in San Luis, it makes sense that tourism attractions have emerged as a natural extension of this theme.

Through contributions of land, labor, money, and goods, citizens of San Luis have created a "Stations of the Cross" trail that meanders up a mesa on the edge of town. Officially opened in 1990, this attraction is already believed to be drawing close to 100 visitors per day. A second attraction/service has been created from a former convent that has been remodeled as a bed and breakfast. With rooms, services, and atmosphere that reflect San Luis' spirit, *El Convento* has become a thriving attraction in and of itself. Still a third attraction is the Colorado cultural center that serves as a performing arts venue and museum for Hispanic themes.

Services. As San Luis' attractions draw increasing numbers of visitors, visitor services are beginning to appear. A visitor center has recently opened to welcome and assist San Luis' guests. Already, the local grocery is staying open an extra day each week to accommodate visitor flows. Restaurants offer local Mexican cuisine.

Atmosphere. What often strikes visitors most about San Luis is the unusual feeling in the town. Although at first glance San Luis might appear a sleepy town, a longer look reveals a town alive with art and community spirit. Several murals depicting religious and community themes decorate the town center, community gatherings are commonplace, and a certain energy and pride is often remarked upon by visitors.

What is the San Luis "Product"? By drawing upon their community's unique history and heritage, residents of San Luis are developing a tourism product that celebrates religious and Hispanic themes.

UNDERSTANDING TOURISM MARKETS

In tourism, markets represent those people who already visit, or might be encouraged to visit, your town.

Let's assume your town has some unique features, a unique story to tell. In tourism, as in any industry, having a unique product does not necessarily mean that people will beat down a path to get to your door. You need to clearly identify those people who want what you've got, and target them.

A good place to start identifying your tourism markets is to look at who already comes to or through your town. These visitors represent your *existing market(s)*. A thorough understanding of existing markets can provide valuable information about how your community is viewed by the traveling public. Additionally, these markets represent your best opportunities for more tourism since it is easier to

persuade an existing visitor to stay longer or return again than to attract a new visitor altogether.

How can you learn more about these visitors? The questions below identify various ways to segment the travel market so that it can be better understood. Understanding the characteristics of different visitor segments is important since each segment likely desires different benefits or "products". By better responding to the needs and wants of your existing visitors you can provide them with a more satisfying experience that will encourage them to stay a little longer, or spend a little more. And you will probably attract additional visitors much like them.

Should you decide to go after an entirely new visitor market altogether, the same market segmentation questions apply. The more you know about your visitors (existing or potential) the better you will be able to *attract, keep, and satisfy* them.

SEGMENTING THE TRAVEL MARKET

Trip Purpose: Why are they here?

Lifestyle: What do they like?

Geographic: Where are they from?

Demographic: What are they like?

Communication: How do we reach them?

Products: What attractions/ services do they desire?



Frequency/Seasonality: When do they come here? How often? For how long?

LINKING TOURISM MARKETS AND PRODUCTS

Let's say you have the basic elements of small town tourism in place. On the product side, you have the attractions, services, and atmosphere necessary to provide unique tourism experiences and benefits to the traveling public. On the market side, you have a well-defined target market that you know will appreciate what your town has to offer. The next ingredient is critical. You must find ways to link your market(s) and your town.

Linkages between markets and destinations are of two types: (1) transportation *physically* links markets and destinations and (2) communication generates *information flows* between them.

Transportation

When considering your town's tourism potential, it is important to consider from where visitors travel, and in what way they arrive.

Transportation plays a critical role in tourism, especially in Colorado where many towns are distant from the populated Front Range area, and where winter conditions may be perceived to affect accessibility. Convenience, safety, reliability, speed, comfort, and price are all important transportation concerns for travelers.

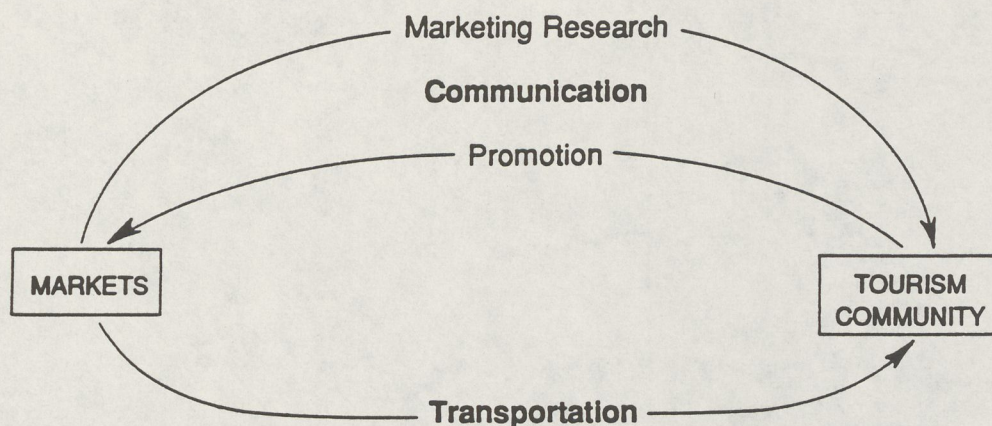
The fact that many Colorado visitors arrive and travel by car suggests opportunities for more rural tourism. Many automobile travelers have flexible travel plans and can be encouraged to get "off the beaten track". Across Colorado, many communities and organizations are cooperating and organizing to promote scenic byways and highways as alternative travel routes.

Colorado's scenic/historic byways program ensures that significant regional travel routes are recognized and well-marked to provide the traveler an opportunity to discover these roadways and trails. The Colorado Scenic and Historic Byways Commission coordinates two existing national byway designation programs, and recognizes additional byways that do not follow under national authorization. The National Forest Service designates and promotes paved travel routes across National Forest Lands. The Bureau of Land Management's Backcountry Byways program designates and promotes non-paved trails that cross BLM lands. By working with other communities regionally, many Colorado towns have been able to receive scenic highway/byway designation and benefit from the increased promotion and visibility this transportation marking system has provided.

Communication

Communication refers to information flows between markets and destinations. As in any sound and ongoing relationship, communication is a two-way affair. For tourism to effectively occur, communities need to know something about their markets. This information is gathered through *marketing research*. Marketing research allows managers of tourism destinations to learn about visitors' needs, wants, and other characteristics. And once something is known about visitor markets, effective *promotions* can begin. The goal of promotions is to communicate to your markets why your town is *the* place to be.

LINKING MARKETS AND DESTINATIONS



Adapted from Clare A. Gunn, *Tourism Planning*, second edition, 1988, Taylor and Francis.

THE TOURISM SYSTEM

The above figure describes what is commonly referred to as the *tourism system*. When all the ingredients of the system--destinations, markets, and linkages--are finely tuned to interact, tourism delivers important benefits for both communities and travelers alike.

CONDITIONS FOR COMMUNITY TOURISM DEVELOPMENT

While successful tourism depends upon a sound tourism product, an interested market, and the ability to link the two, the development of more tourism within any community requires that certain conditions for tourism have first been met. For any community tourism effort to be successful, the following five conditions must be in place.

- (1) community support;
- (2) leadership and organization;
- (3) financial support;
- (4) regional cooperation;
- (5) market niche.

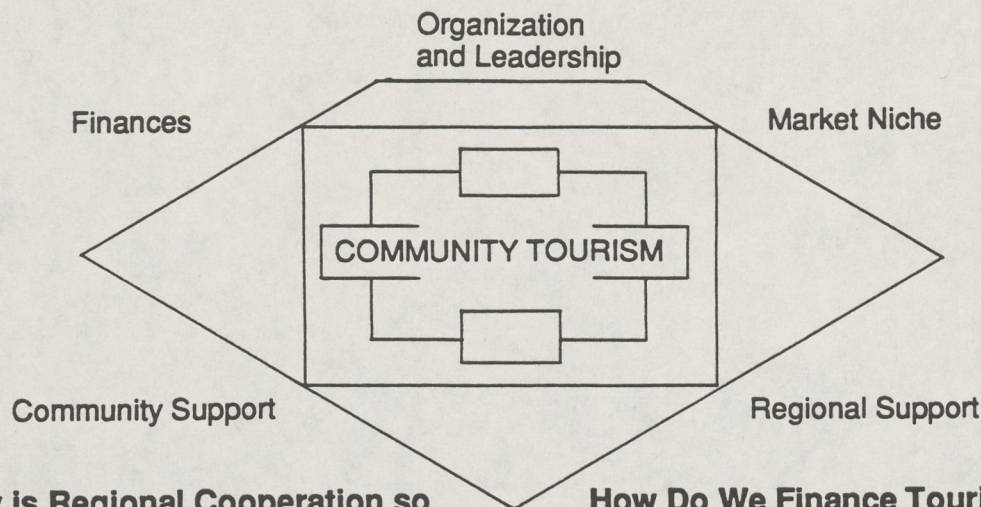
Some of these conditions have already been discussed in this or previous chapters of the *Colorado Community Tourism Action Guide*. Other topics, such as the need for leadership and organization, are the focus of upcoming

chapters. The importance of these conditions is highlighted by the following questions that are often asked about tourism.

Who's Responsible for Tourism in Our Town?

The development of a healthy tourism industry in your town requires cooperation between all sectors--commercial, public, and non-profit. Each has an important role to play in providing attractions and services and in contributing to a positive community atmosphere. Additionally, each has an important role in supporting community tourism goals. For example, a positive regulatory climate within the public sector may encourage small business development. Support of lodging taxes by commercial businesses may provide necessary funds for tourism personnel and promotion. Awareness of tourism's potential among the financial community facilitates capital improvements and business developments. Many non-profit groups manage attractions and assist with community enhancement initiatives. And finally, support by your local citizenry translates into important hospitality and assistance with tourism. For communities concerned with generating more tourism, *cooperation and community support* is the name of the game.

CONDITIONS FOR TOURISM DEVELOPMENT



Why is Regional Cooperation so Important?

We have seen that your town's tourism potential depends on a variety of elements, the benefits they provide, and demand for those kinds of benefits by visitors. While cities that have a variety of tourism opportunities are often able to stand alone as destinations, it is usually necessary for smaller towns to "team up" with those around them so that a critical mass of attractions and services exist. Tourism depends upon the "drawing power" of places and this drawing power increases with the opportunities available.

But what about our market niche? If we cooperate with nearby towns, won't we give up our unique tourism advantages?

Towns within your region are not your competitors. Indeed, it is likely that if visitors travel off the beaten path to get to one small town, they will be more likely to visit those around it. Cooperation ensures that special events are coordinated so they don't interfere with one another, that regional "themes" are created, and that marketing and personnel expenses can be shared. There is no contradiction between having a market niche and cooperating regionally. And there is strength in working together.

How Do We Finance Tourism?

Tourism development initiatives are financed through a variety of means that involve all sectors. The authorization of a lodging tax by local government often provides monies to fund marketing research and promotions, but this tax requires the support of the local citizenry and lodging owners and managers. Special events often generate monies that can be used for attractions development, but this use requires involvement and commitment in tourism on the part of event organizers. Local governments sometimes make funds for tourism available through the general revenue fund, but this requires public endorsement of tourism development initiatives. Local banks may provide monies for capital improvements and new business developments if they have a sound understanding of a community's tourism potential. And finally, matching funds from the Colorado Tourism Board may be available on a regional basis for those communities that demonstrate a willingness and commitment to work with neighboring towns.

The above three questions highlight the importance of community support, leadership and organization, financial support, regional cooperation, and market niche to tourism development endeavors. The following worksheet will help you assess if your community has the necessary ingredients and has met the necessary conditions for tourism to become a greater part of your community's future.

TOURISM AND YOUR TOWN: A QUICK COMMUNITY CHECKLIST

By now you have explored two important questions: (1) will tourism help meet the needs of your town? (Chapter 3 of the *Colorado Community Tourism Action Guide*) and (2) what are the ingredients for small town tourism? This worksheet has been designed to assist you with assessing these tourism ingredients for your town. Complete this worksheet based upon your understanding of your existing visitor markets, since it is usually easier to further develop these markets than to attract new ones altogether.

Destination or Drive-Through?

Are visitors to your town usually en route to another place, or are they making a specific visit to your town?

If visitors to your town are typically en route to another place, your town is currently a "drive-through" community. If they are making a specific visit to your town, it serves as a tourism "destination".

Primary or Secondary Destination?

Is your town one of several that people visit while in the area?

If so, is it the primary magnet that draws people to the area, or do visitors typically come to your town after they are already close-by for another purpose?

If they are already close-by, what has attracted them to your region in the first place?

Communities can be either primary or secondary destinations. Primary destinations are those that serve as "magnets" for a region. That is, they draw visitors into your area. Secondary destinations are those that people visit once they are already close-by. Sometimes, several smaller communities, that together offer a variety of attractions and services, serve as a primary destination.

An old marketing adage says: *"To sell Jack Jones what Jack Jones buys, you've got to see the world through Jack Jones' eyes"*. This adage is important for tourism because to understand your tourism potential, you must understand how visitors perceive your attractions, services, and community atmosphere. This may be very different from the way local residents, who are familiar with your town, may see it. To complete this next section, you need to put yourselves in your visitors' shoes. That is, imagine that you are seeing your town as would a visitor with no prior experience in it.

Attractions

What are the primary attractions that draw visitors to your town?

Once visitors are in your town are there secondary attractions that keep them longer and provide them with a more satisfying visit?

Do you have community resources that might serve as attractions if they were developed?

Attractions can be located within or outside your town. Primary attractions are those that draw visitors to your town while secondary attractions are those that encourage visitors to stay longer and help to provide a more satisfying experience. Sometimes, unusual services, such as a unique bed and breakfast or a popular restaurant serve as important secondary attractions.

Services

What are the major kinds of commercial services that visitors seek (or might seek if they existed)?

Do you have visitor information services to welcome and inform visitors?

Are public services (such as police and fire protection) sufficient to support more tourism?

Services provide opportunities for generating economic impacts and for demonstrating your community's hospitable spirit.

Most businesses that serve tourists, however, also serve local markets, so it is important that these markets are also given consideration when evaluating the nature and number of services in your town.

Atmosphere: Physical Environment

Is your town physically attractive, or is it in need of clean-up and beautification?

Does your town's architecture display a cohesive theme?

Is your town inviting, and easy to "get around in"?

Your town's physical environment includes what is often referred to as "infrastructure". Roads, sidewalks, signage, parks, and waste management are just as important to tourism as they are to the quality of living for local residents.

Atmosphere: Human Environment

Do residents of your town support tourism, and are they willing to enthusiastically "host" visiting "guests"?

Are they proud of what their town has to offer?

Are they well informed about its features so that they can serve as effective community ambassadors?

Positive word of mouth is your community's best and least expensive promotion. And since genuine and sincere hospitality creates lasting impressions of your town, it is critical to your town's tourism success. This is why widespread community support of tourism is so essential!

Transportation

In what region of the state or country do visitors to your town reside?

Do they typically travel to your town directly from this region, or from other places?

What mode of transportation is used by most visitors to your town?

Do you have opportunities to develop other transportation modes to enhance your linkages with markets?

Is transportation to your town affected by seasonal factors?

Transportation physically links your town with its markets. One way to begin to identify your geographic markets is to use a map and identify those towns that fall within reasonable driving distance to your town. These are market areas from which you might draw weekend visitors. Are there other towns near you with which you might "team up" in tourism development? The stronger your "drawing power", the further visitors will be willing to travel, and the longer they will stay.

Communication: Marketing Research

What do you know about your visitors?

Do you have methods for collecting information about them that will help you develop your tourism products?

Are there secondary sources of information available (such as regional market studies) that will help you better understand your visitors?

Market research allows visitors to communicate their needs, wants, and characteristics. Effective tourism development begins with an understanding of those visitors your town can best serve. Chapter Six of the Colorado Community Tourism Action Guide identifies ways to gather and utilize market research information.

Communication: Promotion

How do visitors learn about your town?

Do past visitors to your town often recommend it to others?

Promotion persuades visitors to come to your town and return again and again. While word-of-mouth is your most effective promotional tool, a variety of methods can be used to communicate with your desired (target) markets.

Market Niche

Does your town have a unique historic or cultural theme? Does it have a unique story to tell or an unusual "claim to fame"?

The Town of Frasier has a unique claim to fame--it is especially COLD there! While some might perceive this as a liability for tourism, residents of the town have used the cold climate as an advantage by proclaiming Frasier the "Icebox of the Nation". This distinguishing characteristic has helped to position Frasier in a unique, creative and humorous way. Special events, like Dinosaur's "Dinosaur Days" or Carbondale's "Mountain Fair" also help to create unique images and market niches for communities.

Regional Support

Does the region in which your town is located have unique themes that might be developed through regional cooperation?

Do communities within the region have a history of working together?

Would your community benefit from "teaming up" with those around it in an effort to attract more visitors?

The towns of La Veta and Trinidad have joined together to package and market the scenic "Highway of Legends". Marketed as an alternative to I-25, and with recent designation as one of Colorado's scenic highways or byways, the "Highway of Legends" promises to increase the tourism appeal of both these gateway towns.

Finances

Are residents of your town prepared to absorb certain tourism-related costs to support the development of more tourism?

Do your lending institutions understand and support more tourism?

Does the commercial sector support lodging taxes in your town to help fund tourism?

Do non-residents pay special fees at community-supported parks and facilities?

Tourism requires financial support in order to succeed. In cases where capital improvements or new developments are required, costs may be substantial and may require the support of lending institutions. In cases where promotions or programs are the focus, costs will be lower. Regardless of the costs, financing tourism development requires support between commercial, public, and non-profit sectors.

Cooperation/Coordination

Are the commercial, public, and non-profit sectors within your community in agreement on tourism goals?

Is there a tradition of agreement between sectors for economic development?

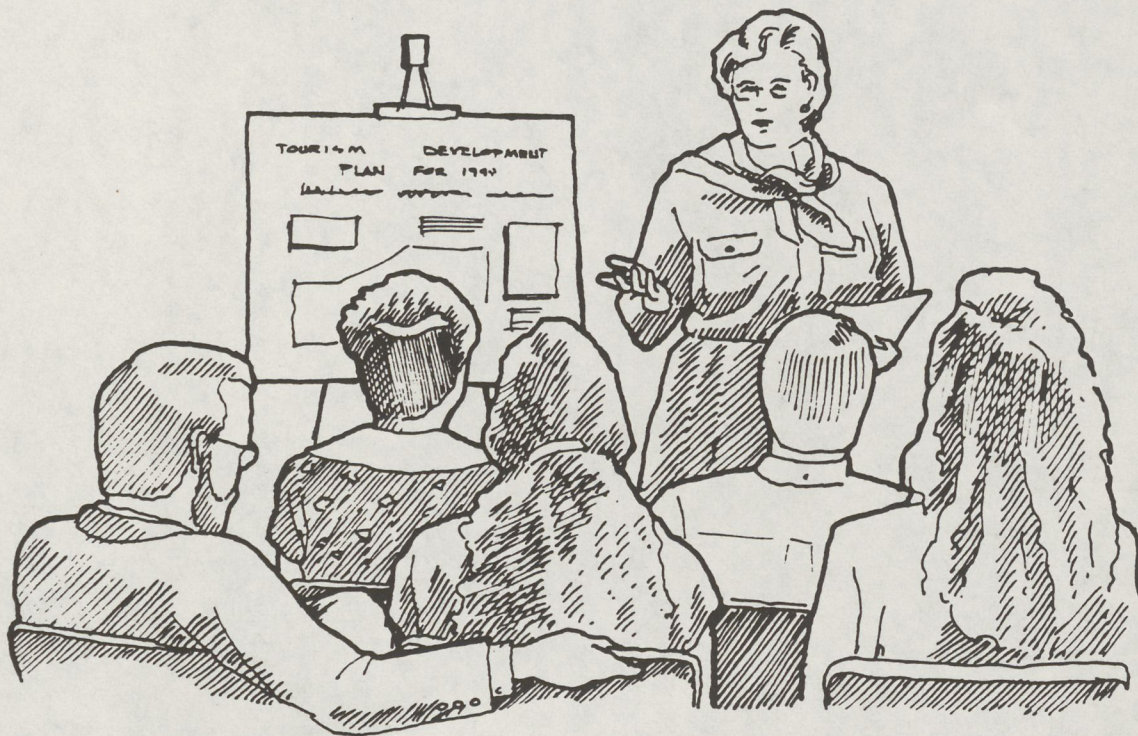
Does public legislation favor entrepreneurship and development?

Does your commercial sector favor long range planning?

Do special interest groups support tourism?

Do organizations currently exist that bring together members with different interests and perspectives?

The development of more tourism requires sound cooperation and coordination between commercial, public, and non-profit sectors in your town. Each sector has an important role in providing and maintaining certain elements of the tourism "product" in your town, and thus in enabling tourism development goals to be realized.



A FINAL TOURISM CONSIDERATION....

Will Your Tourism Dollars Multiply?

When visitors spend money in your town, they are injecting new money into your local economy, and that is often the primary reason that communities engage in tourism development initiatives. Besides creating direct income and sales taxes, these expenditures are only the first link in a chain of economic benefits. Income from visitors is used to pay wages to employees. It is also used to purchase supplies and services that are needed to sustain a business. Employees use their wages to make purchases while businesses trade with other firms to create another round of commercial demand. Through successive rounds of purchases, the "new money" that visitors bring to a community spreads throughout the local and regional economy.

So at first glance, it would seem that the more tourism dollars that are generated, the more economic impacts tourism will deliver. But this isn't necessarily so. Tourism dollars will remain in your local economy only if local residents are also encouraged to spend there too. So, as you begin to wonder "how can we increase the flow of tourist dollars to our town", you must also ask "and how can we encourage local spending so that those tourist dollars have a chance to multiply?"

Controlling "Leakage"

Each time the "new money" from tourists turns over within your community, its impact multiplies. When local residents take their money elsewhere to make purchases, these visitor-generated dollars "leak out" of the local economy. This "leakage" likewise occurs when businesses trade with other businesses that are outside the local area. While the economic benefits of tourism are widely cited, a critical concern for those

concerned with more tourism should be the extent to which tourist dollars stay within their town. To better understand the potential impacts of visitor expenditures in your town, it might be worthwhile to consider the following:

- *Are there opportunities for spending within your town that are attractive and affordable for local residents? Or are residents forced to go elsewhere for groceries, clothing, gasoline, gifts and other retail needs? (More tourism will likely mean more retail activity within your town, but this alone does not mean that residents of your town will want to shop locally).*
- *Is your town's regulatory climate conducive to new business development? Are special tax incentives in place to encourage growth?*
- *Are wholesale or other support businesses located within your region (if not your town)?*
- *Is there a spirit of entrepreneurship?*
- *Are local residents (and visitors) provided with high quality goods and excellent service?*

A certain amount of leakage is bound to occur. The larger a region, and the greater the diversity of commercial and wholesale activity within it, the lower that leakage will be. The lower the leakage, the higher the multiplier effect, and vice versa.

The development of more tourism means more than simply encouraging more visitor spending. It also means creating a commercial environment that is attractive and affordable for local residents so that your tourism dollars can multiply!!

WHAT'S AHEAD?

By now you have decided if more tourism is right for your town, and considered if your town is right for more tourism. If you want to proceed with a coordinated tourism development plan, then strong leadership and organization is key. The next chapter of the *Colorado Community Tourism Action Guide* addresses ways to organize individuals and resources within your town so that community goals can be effectively met. Once citizen leadership has been encouraged and tourism organization has emerged, your community will be able to develop a sound tourism plan for the future.

FURTHER READING:

Numerous publications address the tourism system of markets, products, and linkages between the two. Those with further interest in this topic are advised to contact the Travel Reference Center at the University of Colorado at Boulder at (303) 492-8227 (more information about the Travel Reference Center can be found on page 61). The following are some general texts about tourism:

The Tourism System: An Introductory Text, by Robert C. Mill and Alastair M. Morrison, 1985, Prentice Hall: Englewood Cliffs, New Jersey. 457 pages.

Tourism Planning, second edition, by Clare A. Gunn, 1988, Taylor and Francis: New York. 357 pages.

Tourism: Principles, Practices, and Philosophies, sixth edition, by Robert W. McIntosh and Charles R. Goeldner, 1990, John Wiley and Sons, Inc.: New York. 534 pages.

The following publications specifically address community tourism issues and initiatives:

Tourism: A Community Approach, by Peter E. Murphy, 1985, Methuen: New York. 199 pages.

The Community Tourism Industry Imperative, by Uel Blank, 1989, Venture Publishing: State College, PA. 200 pages.

The following is recommended as a "workbook" style publication about community tourism development:

Tourism USA: Guidelines for Tourism Development. Prepared by the University of Missouri, 1991 edition.

Available from:

U.S. Department of Commerce,
United States Travel and Tourism
Administration,
Room 1862,
Attn: "Tourism USA"
14th and Constitution Avenue, NW,
Washington, DC, 20230

(202) 377-4904

First copies: free

Additional copies: \$5.00

(check or money order payable to "U.S. Travel and Tourism Administration--Tourism USA")

5

ORGANIZING AND FINANCING COMMUNITY TOURISM DEVELOPMENT

Organization, leadership, and financial support are the foundations of successful tourism development. These functions are dependent upon *cooperation* between public, private and non-profit interests, *citizen involvement*, and *coordination* of the many activities and elements associated with tourism. This chapter describes ways to encourage citizen leadership within your town, ways to get organized for more tourism, ways to finance tourism initiatives, and Colorado programs that can assist with these endeavors.

THE WHOLE IS GREATER THAN THE SUM OF THE PARTS

The best tourism development ideas are of little use unless they are followed up with *action*. However, since tourism is a community affair, *acting* on tourism ideas requires that local government, the commercial sector, many non-profit groups, and your community's citizenry *all* be solid participants in the tourism development process. To bring together representatives of these many different interests requires cooperation and coordination. By working together, individuals and organizations can have a far greater impact than if they were working independently.

CITIZEN INVOLVEMENT IS KEY!

Unlike some forms of economic development, citizen involvement is the key to successful tourism. Why is this so? Citizen involvement generates feelings of commitment and civic pride, which creates a positive, "can-do" atmosphere in your

town. It also makes residents more knowledgeable about their community and thus better able to serve as community ambassadors. Your local residents also represent a wealth of ideas, resources and talents that are instrumental to carrying through with tourism initiatives.

BUILDING "COMMUNITY" THROUGH TOURISM

Let's face it. The real issue isn't tourism *per se*. The real issue is bettering your community as a place to live and work. Tourism is simply one means for accomplishing that goal. And since "community" means people sharing common goals and visions, building a better community through tourism must start with commitment and involvement from your entire citizenry. Another way to look at it is this: The people that shape your community are what make it unique...and since the uniqueness of your town is the foundation of tourism, its development must reflect the values and initiatives of local residents!

HOW DO WE GET STARTED?

Developing citizen leadership means more than just asking those people who are already visible and active in your town to "take charge". And it means more than creating a formal tourism board or council. Developing leadership involves building enthusiasm, commitment, and the confidence to become involved throughout your citizenry. It has been said that leaders are not born, they are made. By contributing to tourism, everyone can feel that they are helping to lead their town toward a better future.

Organizing A Town Meeting

How can you provide people the chance to become involved? One of the simplest and most proven ways to start is by holding a town meeting to discuss your community's future. The following are some important tips for making this meeting a catalyst for change.

1. Invite *everyone*. Consider all individuals and organizations that have a stake in your community's future and personally invite them--all of them--*all* members of *all* organizations. The table on the next page will help you identify individuals and organizations with tourism interests. Remember, tourism is a community affair, so make your first town meeting a community event. Some communities have found that "piggybacking" a town meeting on top of a proven event that draws people together--such as a community pot luck--encourages participation.
2. Consider inviting a guest speaker who can talk about a tourism topic pertinent to your town or region. Representatives of The Colorado Tourism Board, universities and colleges, or your travel region (there are six travel regions in Colorado--more on this later in this chapter), can help to get your town meeting off to an informative start.

3. Publicize the event through the local media. Invite the local newspaper to cover the event. Perhaps that coverage can launch an ongoing (weekly?) newspaper series on tourism.
4. Have an agenda for the meeting that reflects what you want to accomplish and keep to that agenda. Don't let the conversation wander to the point where people ask "what is the point?". And keep the meeting upbeat, interesting, and fun.
6. Ask people to introduce themselves at the beginning of the meeting. Don't assume everyone knows each other. And even if they do, introductions help to make people feel immediately involved which, of course, encourages participation.
7. Make this meeting the first of many. If this meeting generates excitement and commitment, others are sure to follow. The following section on brainstorming identifies ways to ensure that this first meeting is followed up with *action*.

You can change the future of your community.
Or you can sit back and allow whatever happens to happen.
You can create your own destiny.
However, the cost is high. It means organizing a group of people who are willing to give of their time and energy to make things happen in your town.
It means believing in yourself and your organization.
It means putting aside individual differences to work together for the good of the community.
It means working together to decide what you want for the future and then working together to make it happen.
You can do it. People are doing it.

Jack McCall
Small Town Survival Manual

COMMUNITY MEMBERS AND ORGANIZATIONS WITH TOURISM INTERESTS

City County and State Officials

Mayor or Chief Executive	Parks and Recreation Director
City Council	County Agricultural Agent
County Judge	City Manager
Fire/Police Chief	Public Works Director
Natural Resource Agency Personnel (State and National Parks and Forests, BLM)	

Officers and Leaders of Civic, Business, and Non-Profit Organizations

Chamber of Commerce	Business Women's Club
Rotary Club	Junior Chamber of Commerce
Lions Club	American Legion
Optimist Club	Veterans of Foreign Wars
Kiwanis Club	Garden Club
Historical Society	Hotel/Restaurant Association
Arts Council	Economic Development Group
Festivals Committee	Downtown Business Group

Local Businesses

Newspaper Editor	TV/Radio Station Managers
Service Station Dealers	Restaurant Managers
Automobile Dealers	Taxis and Car Rental Operators
Florists	Grocers
Lodging Owners/Managers	Travel Agents
Restaurant Owners/Managers	Real Estate Agents
Attractions Operators	Bankers

Educational and Religious Leaders

College Officials	Church Leaders
School Principals/ Superintendents	Religious Organizations

Other

This list is designed to prompt you to consider the wide range of interests in tourism that likely exist within your town. It is not an exhaustive listing of all those who might contribute ideas, energy, and enthusiasm to tourism development in your town. Take a moment to consider other individuals and organizations that might contribute to tourism planning and development.

Adapted from *Tourism in Texas Communities: Guidelines for Assessment and Action*, Department of Recreation, Parks, and Tourism, Texas Agricultural Extension Service, Texas A&M University, 1990.

BRAINSTORMING VISIONS OF THE FUTURE

Tools for a brainstorming session:
butcher paper, magic markers, masking tape, energetic people, open minds.

Many communities have found that a good way to start a working for a better community is by brainstorming ideas about your town's future.

Ideas! Ideas! Ideas!

Brainstorming means exactly that--torrents of ideas! How does it work? First a topic or question is presented--for example, "what can we do to make Our Town a better place to both live and visit?". Everyone contributes ideas, and no idea is considered too ludicrous to be included (sometimes the most "off the wall" ideas carry the seeds of the most creative opportunities!). The first rule of brainstorming is NO CRITICISM!!

As you go around the room everyone presents their idea in turn (that way everyone participates equally). Keep going around and around until all ideas are exhausted. Take a short breather, then start at it again. This second round is key, since some of the least obvious, but most creative thoughts emerge after a short incubation period. Every idea is written down on butcher paper for everyone to see. Ideas usually feed off each other, so don't be surprised if your walls are quickly covered with these new inspirations!

Screening and Evaluating Ideas

When the brainstorming is completed it is time to narrow all these ideas down to a more manageable size. The first step in doing this is to group together all similar ideas (even the really wild ones) into logical categories.

Secondly, criteria must be established for deciding which ideas to "keep" and which to file away. The criteria you choose may include things like "we can accomplish this without a lot of money", "this is good for both tourists and local residents too", or "we can accomplish this immediately". The criteria you choose for evaluating your alternatives will depend on the goals of your town, but *doability* should be a prime concern.

The third step in evaluating and screening ideas is to further develop those that are most feasible. Take some time to discuss these ideas. Identify what would be involved in making them a reality. Identify those that capture the attention and energy of your citizenry right now.

Implementation

The final step is to respond to the "who? what? when? where? and how?" of these projects. For each project identify a task force and assign a chairperson. This task force should (1) prepare a list of immediate and long-term tasks to advance the project (2) recruit other people not at the meeting to assist with the project and (3) report back on their progress at the next community meeting. Once this final step has been accomplished you are well on your way to building a better community future.

Follow-Up

By the end of this first brainstorming session you'll have set the stage to continue sharing and implementing ideas. Now just keep doing these things over and over again--meeting, brainstorming, evaluating, implementing, and following up on ideas--and you'll suddenly find that positive changes are beginning to appear in your town.

TIPS FOR ENCOURAGING CIVIC INVOLVEMENT

1. Launch a town clean-up. Everyone can participate and the results are immediate and visible for all.
2. Develop a community slogan that creates a positive, progressive image.
3. Recognize that your community is comprised of many different "audiences" who will be motivated to become involved in their town for many different reasons. Make your appeals based on these reasons.
4. Involve your town's youth. Their energy and enthusiasm is contagious. Involve your community's senior citizens. Their knowledge of community history and resources can be instrumental.
5. Keep your community residents informed. Select residents to contribute to a weekly newspaper column on positive community changes.
6. Nothing generates more community spirit than the sense that things are being accomplished. Focus on projects that are *doable* and *visible*.
7. Create ownership in projects by identifying different ways that people can contribute. Some residents will want to give of their time and talent. Others of their money. Others of materials and goods. All these contributions make people feel like they have a better stake in their town.
8. Make participating a social opportunity. Get business done, but have fun!
9. Work with businesses to secure their involvement. Can they give employees paid time off to assist with a project? Will they sponsor a special event? Will they be willing to recognize employees for their civic involvement.
10. Arrange for residents (especially service employees) to participate in *Colorado Loves Company*, the state-wide hospitality training program (described later in this chapter).
11. Reward participation in community improvement projects. Ask your newspaper if they will identify and feature a "Citizen of the Week".
12. Reward outstanding customer service. The city of Grand Junction sponsored a "Friendly Native Program". Visitors were asked to identify local residents who had been especially hospitable. These "friendly natives" were then recognized with awards from local restaurants, attractions, and other tourism establishments.
13. Encourage local residents to develop their leadership skills and knowledge of tourism by participating in training programs like those offered through the Colorado Rural Revitalization Project (described later in this chapter), and conferences such as the annual Colorado Tourism Board conference (held each spring in Denver).
14. Recognize barriers to involvement and identify ways to overcome them. For example, do childcare needs limit the ability of parents to attend meetings? These kinds of barriers can often be overcome through creative solutions. For example, can your local recreation department provide a children's program when parents want to be of community assistance?
15. Make the most of community special events. These are times to celebrate the uniqueness of your town--those qualities that make it such a special place in which to live--those qualities that make people want to build for a brighter, better future.

CREATING A TOURISM COUNCIL

Just as widespread involvement and support is essential for tourism, so too is *organization*. Organizational needs for tourism will evolve over time. In many communities, tourism efforts are first spearheaded by a special interest or citizens interest group who see tourism as a means for achieving their particular goals and objectives. These groups have an important role to play in generating initial enthusiasm for tourism. But as tourism expands to require greater representation and involvement, so too do organizational needs expand. Most communities eventually create some kind of formal organization to address the day-to-day management of their tourism initiatives.

Communities vary widely in how they organize for tourism. One common approach is to create a subcommittee within a local Chamber of Commerce or Economic Development Association, and charge this committee with overseeing tourism. This approach is convenient since the Chamber or other organization is already formed and its goals are typically consistent with tourism.

Another approach is to create a new independent organization that has widespread community representation and endorsement. The figure on the following page provides an example of one way to structure an independent tourism organization. The advantage of this organizational model is that it clearly defines and delegates tasks associated with tourism using committees. The advantages of this "committee approach" include the following* :

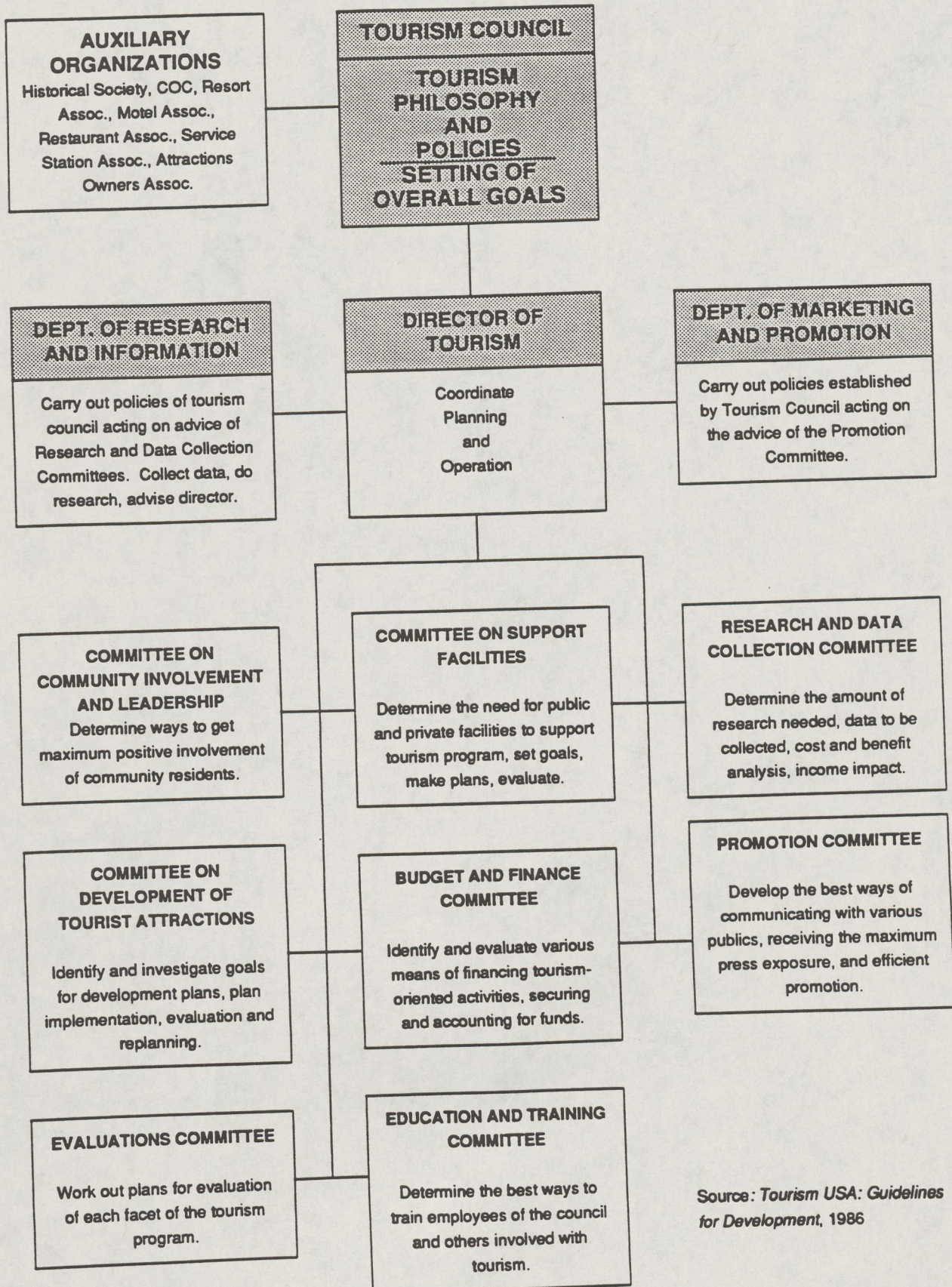
- Because committees are subdivisions of the larger council, they can often operate more informally, efficiently, and effectively.

* Adapted from *Committees...A Key to Group Leadership*, by Sheldon Lowry, North Central Regional Extension Publication No. 18, 1980.

- Committees can focus attention on specific issues, such as research or public relations.
- Committees can provide opportunities for individuals to do the work for which they are especially well-suited. This makes them especially rewarding to serve on and provides members the opportunity to give their greatest service.
- Committees provide opportunities for members to learn from one another--and thus provide a "training ground" for new leaders.
- Committees often bring together individuals with different perspectives. This often means that more ideas are generated and more creative solutions are identified.
- A committee structure often encourages the involvement of many citizens who would not normally become involved with a large, formal organization.
- Committees are flexible. They can be established to address the regular, ongoing work of an organization (these are called *standing committees* and are governed by the bylaws of an organization) or they can be established to address one-time or short-term tasks (these are called *special committees*).



TOURISM ORGANIZATIONAL STRUCTURE (Sample)



Source: *Tourism USA: Guidelines for Development*, 1986

Forming Committees

Every committee should have a chairperson and a defined number of members. The optimum number depends upon the committee's purpose. Committees that are formed to address issue requiring widespread representation (such as a the design of a special event), require more members than are required of very specialized committees.

There are two factors to consider when identifying the optimum number of members to serve on a committee: the more people, the more ideas and personpower; but the fewer people, the more efficient the committee. That's the trade-off.

Choosing the Chairperson

The most important member of your committee is its chairperson since he or she will give primary leadership to the group. The chairperson need not be the person in your community with the most knowledge about a particular topic or issue. Rather, he or she must have the ability to *organize* and *energize* the group to get the job done. Some factors to consider when choosing your committee chairpersons are:

- knowledge of the community,
- commitment to tourism,
- ability to work with a group,
- ability to invest time in the organization,
- ability to delegate work,
- ability to motivate and inspire others,
- and reliability.

Choosing Other Members

Once you have identified your committee chairpersons you are ready to identify its members. Generally speaking, the more diverse the interests of the members, the more creative will be their work.

To identify potential committee members, start by matching the tasks of your various committees with the wealth of expertise that exists within your town. This ensures that your committee members have

opportunities to contribute their strengths, and ensures that your committee is served by the very best. The following questions highlight other important considerations to keep in mind.*

1. Which individuals have an interest in the kind of activities in which the committee will be engaged?
2. Who has the knowledge and skill, or access to information, needed by the committee?
3. Which persons could benefit by working on the committee with members who have had more experience?
4. Are there individuals who might develop a greater sense of commitment to tourism by working on a given committee?
5. Is a representative committee needed? If so, are there people who might bring a unique perspective?
6. Which members have the best access to resources necessary to do the job?
7. Are there some individuals who will work together more compatibly than others?
8. Do the committee chairpersons have any preference as to who they would like on their committees?

Your tourism organization is best served by citizens with energy, enthusiasm, and a positive attitude. These people are often eager to contribute because they take pride in their work and in their town. They enjoy working with other citizens and feeling part of a cause. They are doers. And with the opportunity to develop their leadership capabilities, they can represent many of the citizens within your town.

* From *Committees...A Key to Group Leadership*, by Sheldon Lowry, North Central Regional Extension Publication No. 18, 1980.

TEN TIPS FOR GETTING ORGANIZED

1. Ensure that your tourism organization is endorsed as the primary coordinating body for tourism by local government, the local business community, and any other organizations with tourism interests.
2. Assess community goals for the future (see earlier comments on brainstorming) and develop a policy statement that reflects those goals.
3. Create a statement of purpose and bylaws.
4. Set up committees and subcommittees.
5. Establish lines of communication and develop a flow of information.
6. Foster a spirit of cooperation and coordination among agencies and organizations within your town.
7. Create awareness in your community through the media and other channels.
8. Choose a name and logo that creates an image.
9. Identify methods for financing operations, promotions, and capital improvements associated with tourism (see upcoming comments on financing tourism).
10. Develop an action program: set goals and methods of accomplishing them (see Chapter Six on developing a tourism marketing plan).

ORGANIZATIONALLY SPEAKING.... What's Going On in Colorado?

A recent study of municipal services in Colorado towns found that 49 percent of all Colorado cities and towns have formal economic development programs, 25 percent have tourist attraction programs, and 57 percent engage in comprehensive planning.

How do Colorado's smaller cities and towns compare? When it comes to economic development, 36 percent of towns with populations less than 2,000 and 71 percent of cities with populations between 2,000 and 15,000 have formal economic development programs (100 percent of cities with populations over 15,000 have formal economic development programs).

Tourist attraction programs exist in 18 percent of towns with populations less than 2,000 and 39 percent of cities with populations between 2,000 and 15,000 (compared to 47 percent of cities with populations more than 15,000).

And finally, 42 percent of towns with populations less than 2,000 and 88 percent of cities with populations between 2,000 and 15,000 engage in comprehensive planning (compared to 100 percent of cities with populations over 15,000).

How does your town or city compare?

Based on a Colorado Municipal League survey of 176 (73 percent) of Colorado Municipal League member municipalities.

Municipal Services and User Charges in Colorado, 1988 edition, Colorado Municipal League.

FINANCING COMMUNITY TOURISM INITIATIVES*

While tourism is often noted for its ability to generate jobs, income, and taxes, the old adage "you need to spend money to make money" applies. Developing, marketing, and sustaining tourism over time requires money. There's simply no other way around it.

Funding is required for operational needs like promotions, operating expenses, research, training, and personnel. Funding may also be required for capital improvements such as land acquisition, downtown improvements, recreation facilities development, and attractions enhancement. The type of funding you can secure for your tourism organization and its projects will depend, to some extent, on its organizational structure. Some funding methods can be easily implemented by certain kinds of organizations, while others may require state, regional, or local legislation to authorize their enactment.

Some alternatives for funding tourism operations and capital improvements are described below.

Funding Tourism Operations and Promotions

Transient Guest Tax. The transient guest tax, or "lodging tax" is a popular means for financing tourism operations and promotions in many towns. Funds generated by the lodging tax can be earmarked for a variety of purposes, and often are used for tourism promotions and organizational operations. The use of lodging taxes requires authorization by a city ordinance. The tax is often resisted by lodging owners and managers who view it as a deterrent to their accommodations, but supported by many local residents because it is imposed only on visitors. And of course this tax will only be of

benefit to those communities that have a solid lodging base.

General Revenue Funds. Some communities are able to secure tourism promotions and operating funds from the general revenue fund. The justification for this allocation is that since tourism generates funds for the general revenue fund through taxes, it should be eligible for an allocation in return. The advantage of securing general revenue funds for tourism is that as the general fund increases, so too can tourism funds increase. However, there is sometimes a reluctance on the part of local government to allocate monies to organizations operating independent of the government framework.

Membership Dues. A very common way to fund tourism organizations is through the use of membership dues. This method, used for years by chambers of commerce, allows for all businesses, agencies, or organizations who are willing to pay dues to become partners. The disadvantage of this funding method for many small communities is that the commercial base may not be of a sufficient size to generate necessary financial support. The advantage of this method is that it actively engages a variety of parties in the tourism development process.

Special Events. Special events are becoming an increasingly popular way to generate monies for tourism. This method is particularly effective for communities with a clear community theme. For example, monies generated through an arts festival can help to support a local Arts Council, which in turn helps to attract more guests. While funding special events through tourism often generates a great deal of public support and involvement, the amount of funds that are generated each year may fluctuate. Unless your community has a proven special event that consistently generates considerable income, this method works best to supplement other funding sources.

* This section on financing community tourism initiatives is adapted from Tourism USA: *Guidelines for Tourism Development*, 1986.

Matching Funds. In Colorado, some programs exist to match local funds with those available from state or regional departments. For example, matching grant opportunities are provided through the Colorado Regional Tourism Program to provide monies for regional promotions and organization (more on the Colorado Regional Tourism Program and other Colorado programs later in this chapter).

Funding Capital Improvements

As with tourism operations and promotions, the funding of capital improvements can occur in a variety of ways.

Local Resort Tax. A number of communities earmark a portion of a local resort tax for capital improvement projects. This ensures a balance between expenditures on product development and promotions.

City Capital Improvements Budget. Most communities have monies available for capital improvements in their towns. The extent to which these monies can be drawn upon for tourism often depends on whether a proposed project is also beneficial to local residents. Many recreation facilities and spaces, such as parks, golf courses, tennis courts, and trails, serve as important amenities for local residents and visitors alike. By considering the tourism potential of these improvements, their utility can be enhanced.

Voluntary Contributions. Monetary contributions from individuals and organizations, and foundations are often easier to generate for capital projects than for programs. Indeed, many communities have rallied around the development of a new park, community center, or historic revitalization initiative, generating not just dollars, but community spirit too. The adjacent case study provides one example of a capital improvements project that has become the centerpiece of a community betterment campaign.

CAPITAL IMPROVEMENTS FOR COMMUNITY WELLNESS IN WRAY, COLORADO

The town of Wray, Colorado (population 2100) is developing a reputation as a place where dreaming is out-*doing* is in.

In the early 1980s, residents of this eastern Colorado town identified a need for a community and recreation center that could serve the needs of their town. Community meetings and surveys revealed that this could be no ordinary center. It would need to provide meeting space for groups, classroom space for satellite university courses, and would need to provide for the physical recreation and rehabilitation needs of Wray's younger and older citizens alike. The dream of a comprehensive wellness center was born.

The fall of 1990 saw ground-breaking on this \$2 million dream. When completed, the 29,000 foot structure will house an enclosed swimming pool, aerobics/Nautilus room, gymnastics room, indoor track, several meeting rooms, and a physical rehabilitation room.

How did a town like Wray generate funds for a facility like this? According to Mike Wisdom, Project Manager for the non-profit corporation that was formed to direct the development of the WRAC (Wray Rehabilitation and Activities Center), people in Wray "like a challenge" and any fundraising tactics that are "agricultural in nature and a little bit odd" attract attention. A community wide recycling program, special tournaments and events, and a campaign to "Buy a Piece of the WRAC" are just some of the ways that local monies have been generated. A one-for-one match of all monies by the Kitzmiller-Bales Trust (a local foundation) and grants from other foundations, corporations, and the state generated the \$2 million required to make their dreams for community wellness come true. And the next goal for Wray? Complete fundraising of the *next* \$2 million to endow the building for posterity.

PROGRAMS THAT CAN HELP BUILD CITIZEN LEADERSHIP

Leadership and organization provide the foundation for successful community development initiatives, and are especially important for tourism. A number of Colorado programs have been developed to assist Colorado's smaller cities and towns with their community and leadership development needs. Five such programs are outlined below. Additional information on these programs may be acquired by writing or calling the appropriate contact person.

THE COLORADO RURAL REVITALIZATION PROJECT

The Colorado Rural Revitalization Project provides residents of rural Colorado communities with opportunities for community and leadership development. Through a three-year, three-phase effort, the Colorado Rural Revitalization Project combines technical and development assistance with leadership training to foster the enhancement and economic independence of rural Colorado towns.

Phase One of the Colorado Rural Revitalization Project focuses on leadership development within the town or region. Community residents participate in a 25-hour leadership training program that addresses group effectiveness and rural trends. *Phase Two* requires participants to utilize their new skills and knowledge by applying them to strategic planning within their town. In *Phase Three*, appropriate technical and training assistance are provided to help communities produce tangible projects and results.

The Colorado Rural Revitalization Project is available to communities with populations less than 5,000 that have demonstrated need and commitment, but limited resources, for community revitalization.

It is funded by the W.K. Kellogg Foundation, and represents a cooperative effort between Colorado State University, the University of Colorado, and the Colorado Department of Local Affairs.

To learn more about the Colorado Rural Revitalization Project, call or write to Bob Horn, Director, Colorado Center for Community Development, University of Colorado at Denver; (303) 556-2816.

COLORADO INITIATIVES

Colorado Initiatives represents a partnership between the Colorado Department of Local Affairs, the U S WEST Foundation and the University of Colorado at Denver. The purpose of this project is to provide eligible communities with the technical assistance required to complete specific community projects. In its four year history, Colorado Initiatives has provided economic assistance to close to fifty rural Colorado towns. Past projects have included assistance with recreation master plans, park development, visitor center design, recreation needs assessments, market studies, and historic restorations. Besides receiving technical assistance, community members participate in conferences and meetings to build knowledge and leadership skills.

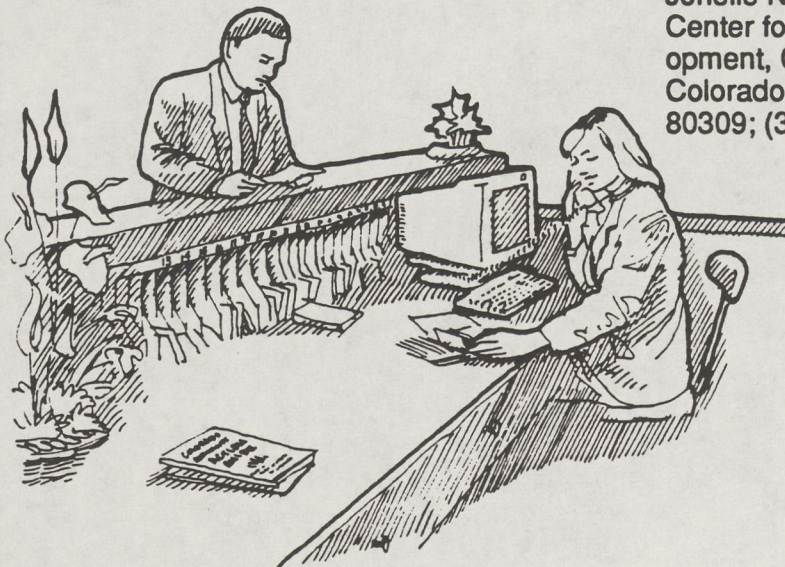
To learn more about Colorado Initiatives, contact Bob Horn, Director, Colorado Center for Community Development, University of Colorado at Denver; (303) 556-2816.

COLORADO LOVES COMPANY

Colorado Loves Company, the state's first hospitality program, is designed to give Colorado the customer service edge. Recognizing that word-of-mouth is the state's most powerful promotional tool, *Colorado Loves Company* provides service employees, business managers and other Colorado residents with the know-how to be enthusiastic and effective ambassadors. Participants in *Colorado Loves Company* courses learn the basics of tourism and the importance of hospitable service. Special courses for managers also focus on building service strategies, developing a "customer friendly" system of doing business, and employee management. And finally, courses are available for those who would like to become hospitality trainers in their own towns or regions.

Colorado Loves Company is sponsored by the Governor's Job Training Office, the Office of Rural Job Training, the University of Colorado at Boulder and the U S WEST Foundation.

To learn more about *Colorado Loves Company* contact Kelley Trierweiler, Project Coordinator, Center for Recreation and Tourism Development, Campus Box 420, University of Colorado at Boulder, Boulder, Colorado 80309-0420; (303) 492-5135.



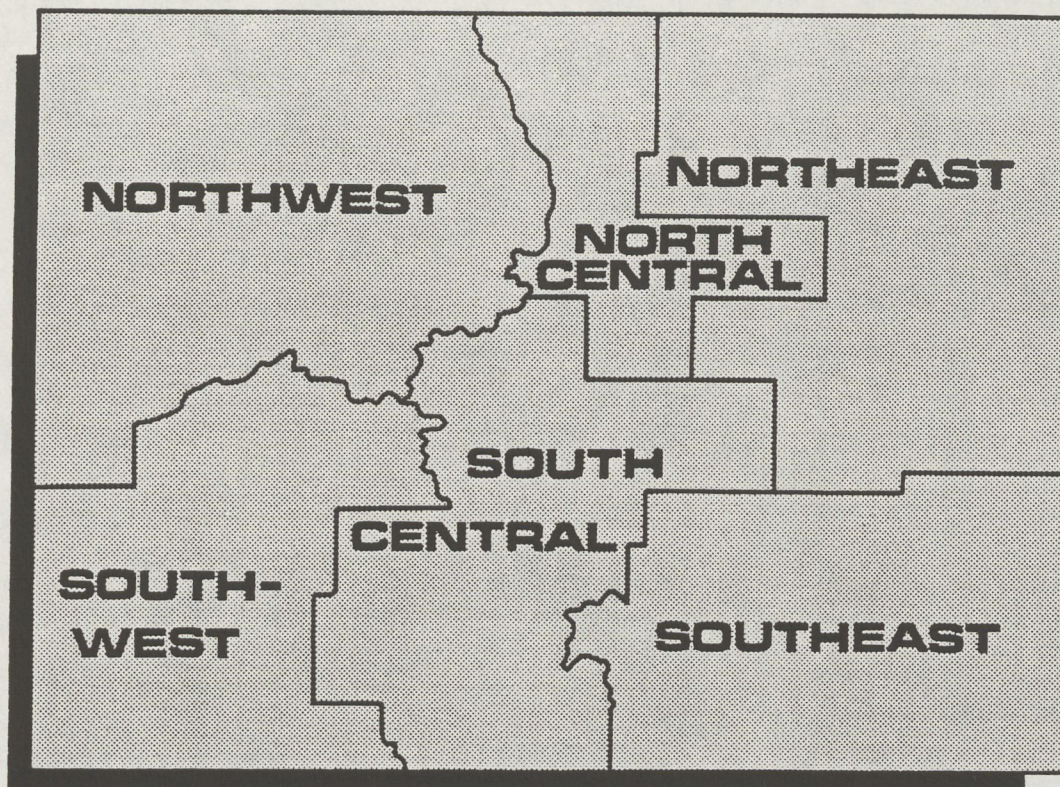
THE COLORADO RURAL RECREATION DEVELOPMENT PROJECT

The Colorado Rural Recreation Development Project (CRRDP) has been assisting rural Colorado towns with their recreation development needs since 1980. The goal of the CRRDP project is to expand awareness of recreation opportunities within rural towns by increasing exposure to the arts, life-long leisure pursuits, and community celebrations. Participating communities receive the services of a full-time recreation director who lives and works within the community for the summer months. Community leisure programs are designed and implemented through the help of community volunteers and recreation specialists. Communities are eligible to participate in the CRRDP for up to three years, during which they often come to understand important linkages between recreation and tourism and the contribution of recreation to community quality of life.

The Colorado Rural Recreation Development Project is sponsored by the U S WEST Foundation, the Office of Rural Job Training, the Colorado Council on Arts and Humanities, the Colorado Tennis Association, and the University of Colorado at Boulder.

To learn more about the Colorado Rural Recreation Development Project contact Jonelle Nuckolls, Project Coordinator, Center for Recreation and Tourism Development, Campus Box 420, University of Colorado at Boulder, Boulder, Colorado 80309; (303) 492-3725.

COLORADO REGIONAL TOURISM PROGRAM



REGIONAL COOPERATION FOR TOURISM

Regional cooperation is critical to successful small town tourism since one town alone may not have the critical mass of attractions and services. By joining together with neighboring communities, Colorado's smaller towns can benefit from a regional image and organization.

Colorado's six travel regions were established by the Colorado Tourism Board in 1988 to assist with Colorado's promotional needs. These independent regions were identified for purposes of promoting and packaging experiences within distinctive Colorado regions, encouraging networking and regional organization, and facilitating tourism education. In order to fully

participate in the Colorado Tourism Board's regional program, each travel region must establish an organization that is broadly based and composed of representatives of communities, counties, organizations, and businesses from within the region. This organization should reflect the geography and tourism industry of the region. Once the necessary organization is established, the Colorado Tourism Board offers matching funds for approved marketing and promotional activities on a \$1:\$1 basis.

For additional information on the Colorado Regional Tourism Program contact Dennis Van Patter, Colorado Tourism Board, 1625 Broadway, Suite 1700, Denver, Colorado 80202; (303) 592-5510.

WHAT'S AHEAD

Now that your community's citizenry is energized and organized for more tourism, you are ready to begin developing a tourism action plan. This plan requires you to look inward at your community's opportunities and liabilities, and outward at your markets and the special opportunities they present. Chapter 6 of the *Colorado Community Tourism Action Guide* provides a workbook format to help you develop a comprehensive tourism marketing plan. But a word of caution...this plan is but the beginning of the ongoing process of assessment, implementation, and evaluation that must characterize your approach to community tourism evermore. Tourism is a dynamic industry and community tourism development requires a dynamic approach.

FURTHER READING

Small Town Survival Manual, by Jack McCall, University Extension, Northwest Missouri, Manual 133.

Committees...a key to group leadership, by Sheldon Lowry. North Central Extension Publication No. 18, NCRS Leadership Series No. 1. Revised June 1980.

Tourism USA: Guidelines for Development, prepared by the University of Missouri, 1991.

Available from:
U.S. Department of Commerce,
United States Travel and Tourism
Administration,
Room 1862,
Attn: "Tourism USA"
14th and Constitution Avenue, NW,
Washington, D.C., 20230
(202) 377-4904

First copies: free; Additional copies: \$5.00
(check or money order payable to "U.S.
Travel and Tourism Administration--
Tourism USA")

SOURCES OF ADDITIONAL INFORMATION ON BUILDING LEADERSHIP, ORGANIZATION AND FINANCIAL SUPPORT FOR TOURISM:

See notes and contacts on Colorado leadership development programs described in the text of this chapter.

For information on volunteerism:

VOLUNTEER--The National Center
1111 N. 9th Street
Suite 500
Arlington, VA 22209
(703) 276-0542

Sources of Assistance for Rural Tourism Development

Numerous national, state, regional, and local organizations can assist with your tourism development initiatives. A companion manual, entitled *Recreation and Tourism Resource Guide for Rural Colorado*, provides a comprehensive listing of agencies and organizations that support recreation and tourism development in Colorado. This guide also identifies important funding sources for these initiatives. The *Recreation and Tourism Resource Guide for Rural Colorado* can be purchased from the Center for Recreation and Tourism Development, Campus Box 420, University of Colorado at Boulder, Boulder, CO 80309-0420; (303) 492-3725. Cost: \$10.00.

6

DEVELOPING A TOURISM MARKETING PLAN

A tourism plan is like a roadmap. It shows you where you are now and points out how to get from "here" to "there". Preparing a tourism plan will help you address four important questions: (1) where are you now with tourism? (2) where do you want to go? (3) how will you get there? and (4) how will you know when you've arrived? This chapter presents a series of steps and worksheets to help you address these questions while developing a tourism marketing plan.

A PLAN IS LIKE A ROADMAP

Planning for tourism is a little like planning for a trip. Think of a tourism plan as a roadmap. It will show you where you are now, it will help you identify different options for where to go, and it will help you decide how to get from "here" to "there".

Like reading a roadmap, planning for tourism need not be complicated. It simply requires a spirit of cooperation, a commitment of time, and the ability to see your town objectively--as if through your visitors' eyes. The main qualification is a belief that you and your neighbors can shape the future of your town. Preparation of a tourism plan does not require outside expertise or advanced training. To quote one community developer, there is nothing mystical or magical about it. In fact, "it is even possible to do one without wearing a tie".*

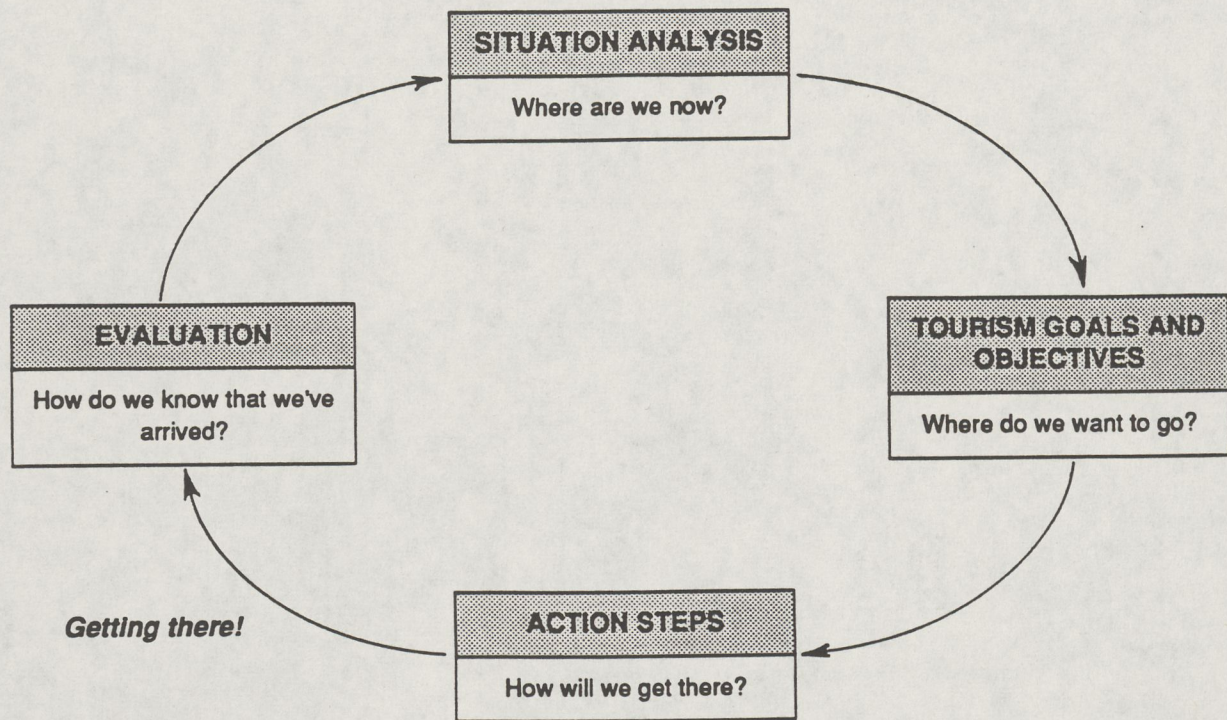
* Quote adapted from *Small Town Survival Manual*, by Jack McCall, University Extension, Northwest Missouri, Manual 133.

WHAT IS A TOURISM MARKETING PLAN?

A tourism marketing plan describes present and potential tourism opportunities in your town. To complete this plan, citizens of your town must address the following questions:

- (1) *Where are we now with tourism?* This is answered by conducting a "situation analysis" of current and potential visitor markets and tourism opportunities in your town.
- (2) *Where do we want to go with tourism?* This is answered by developing tourism goals and objectives based on the information revealed in your situation analysis.
- (3) *How will we get there?* This is answered by formulating specific action steps for meeting your tourism objectives.
- (4) *How will we know when we've arrived?* This is answered by evaluating the success of your action steps in meeting your tourism objectives.

THE TOURISM PLANNING PROCESS



BUT WHY A "MARKETING" PLAN? DOESN'T MARKETING JUST MEAN PROMOTIONS?

No! Marketing includes promotions but it means much more. Marketing is an orientation--a way of thinking--a frame of mind that shapes *everything* you do for tourism. A marketing orientation means that you see things through your visitors' eyes--your community, its opportunities, and its liabilities. It means that the goal of tourism is not just to increase the number of visitors or their expenditures. Instead, the goal is to meet or exceed your visitors' expectations. Once this is done, the rest just happens naturally. Satisfied visitors stay longer, return again, and encourage others to visit. And satisfied visitors are so much more pleasant to host! So visitors and local residents alike benefit when your town assumes a marketing approach to tourism.

WHY IS A TOURISM MARKETING PLAN USEFUL?

Developing a tourism marketing plan is useful for two reasons. First, the final product is an important document that can guide your tourism development initiatives. Second, the very *process* of creating this document encourages citizen involvement and ensures that your community takes a proactive, rather than reactive, approach toward tourism.

WHO SHOULD PREPARE IT?

Preparation of a tourism plan requires a solid commitment of energy and time. Wherever possible, the input and involvement of special interest groups, local government, the business community, and the general public should be encouraged. A local tourism council can organize forums for this input, as well as attend to the many details of preparing your plan.

HOW LONG WILL IT TAKE?

The length of time required to complete a tourism plan will depend on the enthusiasm and initiative of your community and tourism council, and the opportunities that are provided for public input. Some communities complete an entire tourism marketing plan during an intensive weekend retreat. Others prefer to address the steps of the tourism planning process during a series of weekly meetings. This allows more time for information gathering, reflection, and public input.

WHAT ARE THE STEPS?*

A carefully prepared tourism marketing plan involves four basic steps. Step 1 is a situation analysis. It involves identifying factors that influence tourism, describing current and potential visitor markets, and evaluating your community's tourism products.

Step 2 involves writing detailed objectives for developing tourism in your town. These should be based on information revealed by your situation analysis.

Step 3 requires formulating action steps to meet your tourism objectives. Action steps address the "who?" "what?" "where?" "when?" and "how?" of your tourism development initiatives.

* The discussion of the tourism planning process that is presented in this chapter draws on information presented in two existing sources: *Community Tourism Action Plan*, Alberta Tourism, 1988 and *Tourism is Your Business: Marketing Management*, Canadian Hotel and Restaurant and Maclean Hunter Limited.

Authors of these publications are acknowledged for their exemplary presentations of tourism planning and marketing. These presentations have provided a model for the tourism planning process presented here.

And Step 4 requires that you evaluate the success of these initiatives. Based on this information, you'll be able to start the tourism planning process once more!

TOURISM PLANNING IS NOT A ONE-TIME AFFAIR

Tourism is a dynamic industry. Market shifts, new technologies, and changes in your community's tourism product are but some of the factors that will create new opportunities and challenges over time. Tourism planning is an ongoing process that will help your town respond to these challenges and take advantage of new opportunities. By the time you have completed one round of the tourism planning process, you will likely have a new situation to consider and additional objectives and goals. By continually designing, implementing, and evaluating tourism initiatives, you will ensure that your community is responsive to your visitors' needs. And that's what a tourism marketing orientation is all about!

STOP!

If you have not yet read Chapters Two through Five of the *Colorado Community Tourism Action Guide*, STOP RIGHT NOW! These chapters provide ideas and information that are critical to developing a tourism marketing plan. *Chapter 2* addresses tourism trends and opportunities, and characteristics of Colorado visitors. *Chapter 3* identifies the trade-offs between tourism benefits and costs and asks, "is more tourism right for your town?". *Chapter 4* describes the ingredients for small town tourism that will be inventoried and assessed during the tourism planning process and helps with determining your tourism potential. And *Chapter 5* discusses the leadership, organization, and finances that are the foundation of successful tourism. You should not begin developing a tourism marketing plan until you have read and considered this information!

PRE-PLANNING INFORMATION

Before starting the tourism planning process, you should try to learn as much about your area as possible. A wealth of information about your town and region already exists, but locating it may take some digging. The following documents and statistics may be available:

- Tourism destination study;
- Resident attitude study;
- General municipal plan;
- Parks and recreation master plan;
- Economic development plan;
- Attendance figures from national/state parks and forests/BLM lands (these are often available over several years so that you can identify trends);
- Visitor studies for national and state public lands;
- Visitor attendance/profiles at all attractions and special events;
- Hotel/motel occupancy rates/taxes;
- Visitor comment cards from lodging, restaurants, attractions;
- Sales tax information (if acquired for several years, this will help identify trends);
- County economic data;
- Traffic count data (usually available from the highway department);
- Copies of all community/region promotional material;
- A copy of Colorado promotional material available through the Colorado Tourism Board;
- Information on tourism trends in Colorado (available from the Colorado Tourism Board; see Chapter Two of the *Colorado Community Tourism Action Guide* for a listing of Colorado Tourism Board publications).

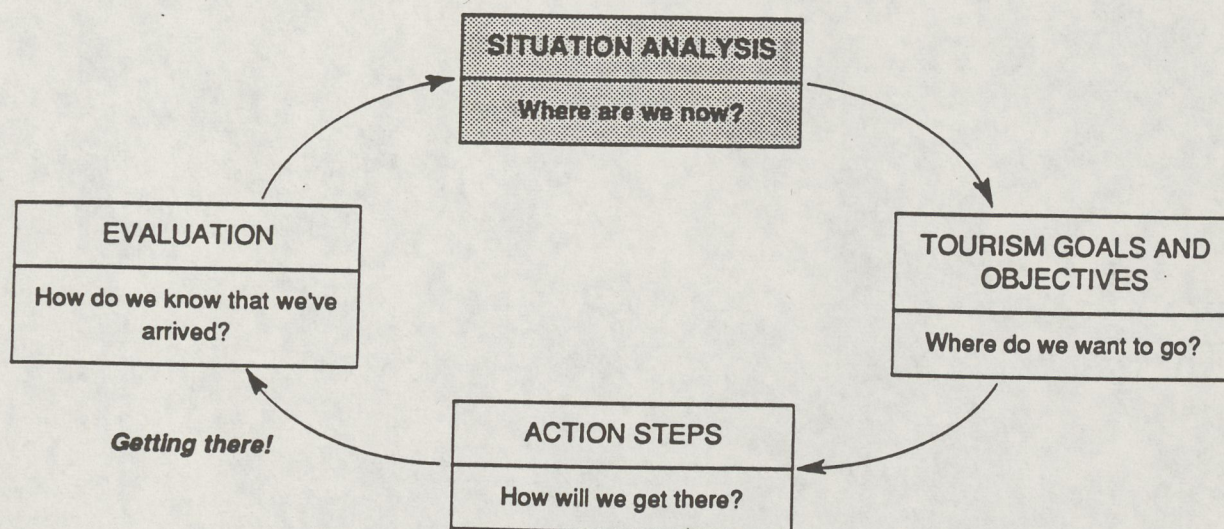
What do you do with all this? Two things. First, the more information you have on your community, the easier it will be to conduct a situation analysis. Second, this kind of information provides important baseline data against which you can measure future change. For example, knowing current attendance at a community special event will help you determine if this year's new promotional efforts are successful. Prior to starting your tourism plan, arrange the data according to categories (e.g. attractions attendance; visitor perceptions; promotional images) so that it is easily accessible and useable later on.

THE TRAVEL REFERENCE CENTER

The Travel Reference Center is located in the Business Research Division, College of Business and Administration at the University of Colorado at Boulder. Funded by Travel and Tourism Research Association and the University of Colorado, the Travel Reference Center houses a comprehensive collection of travel materials and data. Print materials available at the Reference Center include travel trade magazines, marketing reports, journals, books, and publications produced by the Colorado Tourism Board, the United States Travel and Tourism Administration and the United States Travel Data Administration. The Center's holdings are arranged by computerized bibliographies. These can be accessed according to key words. Assistance is provided on a cost-recovery basis. The Travel Reference Center is open during university business hours, Monday to Friday, 8:00 to 5:00 (summer hours may vary) by appointment.

For more information contact Gin Hayden, Director, Travel Reference Center, Business Research Division, College of Business and Administration, University of Colorado at Boulder, 80309-0420; (303) 492-8227.

STEP ONE



SITUATION ANALYSIS *

WHERE ARE YOU NOW?

A situation analysis is an in-depth look at where you are right now with tourism. It involves taking stock of your tourism products, your visitor markets, and all other factors that might influence tourism in your town. This analysis will help you identify the unique selling points that will provide your community with its competitive advantage. Completing an *overall* situation analysis requires that you complete each of the following*:

- (1) **Product analysis.** Inventory, assess, and rank the strengths and weaknesses of your community's tourism product (comprised of attractions, services, the physical environment-infrastructure, the human environment-hospitality). Do the same for linkages between your markets and your community (transportation and promotions).
- (2) **Market analysis.** Identify, describe, and rank your tourism markets (existing and potential).
- (3) **Community analysis.** Assess features of your community (finances, community support, leadership, regulatory climate, etc.) that might affect tourism.
- (4) **Competitive analysis.** Identify and evaluate places and/or activities that compete for your target markets' attention.
- (5) **Business environment analysis.** Identify external factors (leisure trends, economic factors, new technologies, etc.) that might affect the future of tourism in your town.
- (6) **Tourism opportunities analysis.** Based on all the above, determine your best opportunities for stimulating tourism in your town.

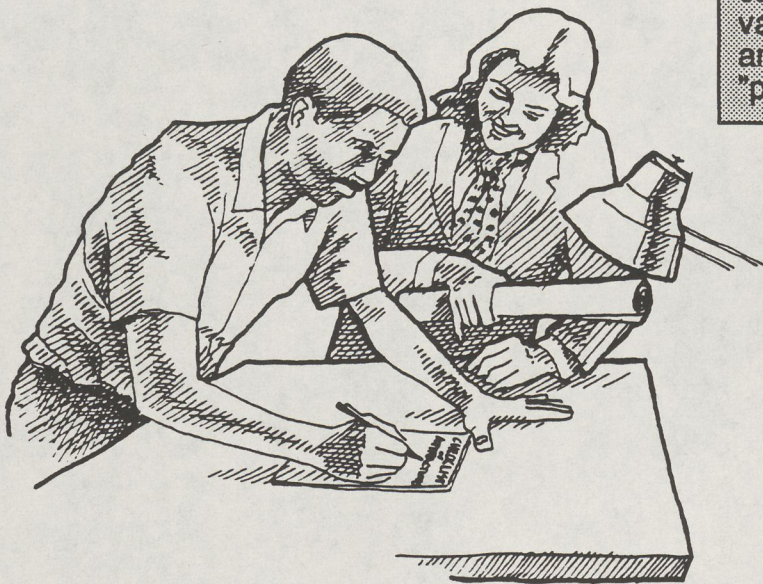
* These steps for conducting a situation analysis are adopted from those presented in *Tourism is Your Business: Marketing Management*, Canadian Hotel and Restaurant and Maclean Hunter Limited. The general procedures for conducting product and market analyses are adapted from *Community Tourism Action Plan*, Alberta Tourism, 1988.

Product Analysis

The first step of your situation analysis is to learn as much as you can about your community's tourism products. These "products" represent the different kinds of tourism-related *experiences* that visitors can enjoy when they are in your town. The following components of community tourism will define opportunities for tourism in your town:

- Attractions;
- Services;
- Physical Environment - Infrastructure;
- Human Environment - Hospitality;
- Transportation;
- Promotions.

Completing your product analysis requires two steps. The first step involves *inventorying* everything that contributes (or has the potential to contribute) to tourism in your town--attractions, services, infrastructure, transportation linkages, etc. The second step requires *assessing* the strengths and weaknesses of the six components of tourism that are listed above. This will help reveal your community's unique opportunities and liabilities.



PUT YOURSELF IN YOUR VISITORS' SHOES!!

To effectively complete your community's tourism product analysis, you must put yourself in your visitors' shoes. Imagine that you are seeing your town through their eyes. What captures your attention? What satisfies or displeases you? Your product analysis will be successful only if it reflects the strengths and weaknesses of your community *as seen by your guests*. Remember, the goal of a marketing plan is to identify ways to provide visitors with experiences that meet or exceed their expectations. Since visitors and local residents often see a town in very different ways, you must take a walk through your town in your visitors' shoes!

Remember that tourism refers to travel away from home for *any reason* except for routine travel for things like work or school. And visitors do not necessarily have to travel from afar to provide "new monies" for your local economy. Visitors to your town might include persons who are traveling for commercial business, personal business (such as shopping or visits to medical facilities or government offices), vacation, visits to family and friends, and even those who are just "passing through".

Inventorying Your Tourism Product

Attractions. Worksheets 1 and 2 (worksheets are located in the Appendix at the back of the guide) will help you identify and describe all attractions that *already* draw visitors to your community, and those that *might* draw visitors if they were developed or promoted. When creating your attractions inventory, remember that attractions that bring visitors to your town may fall outside town boundaries. For example, nearby public lands may generate demand for meals, rooms, and guide services within your town. Be sure to think regionally.

Remember, attractions fall into many categories. They can be natural, man-made, cultural, or historic. Government offices, special events, medical facilities, and stores often attract visitors. Restaurants and lodging facilities may encourage those who are passing through to stop. And certainly your own local residents attract their friends and relatives!

Services. Next, gather as much information as you can about your town's tourism services. Examine lodging and restaurant offerings, retail outlets, and transportation services. Worksheets 3 to 6 are provided to help you compile the following kinds of information about services in your town:

- What restaurants and lodging businesses are in your town?
- What is your total lodging/dining capacity?
- For what markets are these suited?
- What are the hours and seasons of operation?
- What kinds of retail opportunities and entertainment facilities are available in your town?

Remember, many tourism services are provided by public and non-profit sectors. These include visitor information, medical services, tours, and recreation offerings.

Be sure to inventory *all* services within your town that may be important to visitors.

Physical Environment - Infrastructure. Your physical environment includes all those features that visitors see around them when they visit your town. Often these features are part of your community's infrastructure. Roads, signage, waste control, park maintenance, lighting, and zoning all affect the way your community is perceived. Worksheet 7 is provided to help you identify those public facilities and services that influence your town's physical environment. Create an inventory of all features of your physical environment that are important to tourism, and identify those organizations that help to manage it.

Human Environment - Hospitality. While it is not possible to inventory your human environment *per se*, it is possible to get a sense of the general reception that visitors receive when they are in your town. One way to do this is to invite a group of current visitors to attend a small group discussion (called a focus group) to discuss the hospitality they receive when they are in your town (and any other impressions they might have!).

Transportation. Key transportation linkages in Colorado are highway and air. Using a roadmap, highlight roads that link your town with its major markets. Are there other modes of transportation (such as air or rail) that bring visitors to your town? Worksheet 8 is provided to help you identify key transportation linkages.

Promotion. Promotional materials convey information and images about your town. Collect and review all promotional pieces about your town and region. Next, consider where this information is distributed. Visitors seek information at two points during their travels: (1) before they arrive, and (2) once they are in your town. Where can they find out about your town? What kinds of information and images do your promotional materials convey?

Assessing Your Tourism Product

Once your tourism inventory has been completed, you will be ready to assess the strengths and weaknesses of your tourism products. Six worksheets are provided to assist with this important step. (Worksheets 9 to 14). Start by brainstorming and listing all the strengths associated with each of the six tourism elements you have already inventoried. Once these lists are completed, brainstorm and list all concerns.

Brainstorming is an important technique for gathering information about your community. Chapter Five of the *Colorado Community Tourism Action Guide* describes effective brainstorming techniques.

What are Tourism Strengths?* Tourism strengths are features of your community that help to attract, keep, or satisfy visitors. For example, excellent highway access from a metropolitan area might be a transportation "strength". A good variety of restaurants might be a service "strength". An outstanding trails system might be an attraction "strength".

What are Tourism Concerns? Tourism concerns are any features of your community that detract from your ability to attract, keep, or satisfy visitors. Tourism concerns can include:

(1) **Outright Liabilities.** Examples include an unpleasant climate, a lack of retail or other services, or a "run-down" appearance to your town.

(2) **Weaknesses associated with your strengths.** Some features that you identified as strengths might have undeveloped or unappealing features. For example, a local performing arts theater might be a strength, but it might be in dire need of renovation (a concern). A group of historically significant homes might be a strength, but they might be in need of restoration (a concern). Your downtown area might have plenty of retail (a strength), but might not be visually appealing (a concern).

(3) **Undeveloped Ideas.** Ideas that have merit for tourism, but have not yet been acted upon, may be stated as tourism concerns. This will ensure that they receive consideration when you are deciding which tourism initiatives to pursue. For example, an undeveloped idea like "our town might develop a historic downtown theme" could be restated as the following concern: "We don't have a catchy downtown theme".

Once your assessment of tourism strengths and concerns has been completed, you will have thoroughly assessed your community's tourism product. This assessment likely revealed tourism opportunities and challenges that had not been previously considered.

The final step of your product analysis involves ranking your most important strengths and most pressing concerns. However, it is best to conduct this final ranking *after* completing your market analysis so that it reflects opportunities associated with your highest priority (target) markets. The next section addresses ways to conduct a tourism market analysis.

* These criteria for identifying tourism strengths and concerns are paraphrased from *Community Tourism Action Plan*, Alberta Tourism, 1988.

Market Analysis

Conducting a market analysis involves three steps: (1) identifying and describing visitors who currently visit your town (existing markets) (2) identifying and describing visitors who might be encouraged to visit your town if attractions and services were developed or improved (potential markets) and (3) ranking those markets that are the most important to current and future tourism in your town.

Existing Visitor Markets

The Visitor Profile Worksheet (Worksheet 15) will help you identify and profile visitor segments that are both currently and potentially important to your town. It is best to start your market analysis by looking at existing markets since they often represent your best opportunities for further tourism development. It is usually easier to expand an existing market than to develop a new one altogether.

To use this worksheet, start by recording the primary reasons that people visit your town. Record this information in the "trip purpose" category. Complete the subsequent profile questions based on information that already exists, and information that can be easily collected through discussions, interviews and questionnaires.

Potential Visitor Markets

While it is often most effective and efficient to focus your initial tourism development efforts on those visitors who are already in your town, your community assessment might have revealed some new opportunities for tourism altogether. Some of these might be easily developed based on the way different features are packaged together and promoted. Others may require a considerable investment of time, energy, and finances, but represent an opportunity for a truly unique tourism offering.

The Visitor Profile Worksheet will also assist you with identifying visitors that are potentially important to your town. When considering potential markets, consider what your product analysis revealed about your tourism strengths and concerns. For example, if an existing strength is high summer occupancy rates, there may be little tourism advantage in identifying additional summer markets (unless they have considerably more potential than existing ones). On the other hand, if a concern is little winter visitation, you might want to assess potential opportunities and appropriate markets to address this concern.

WAYS TO GATHER INFORMATION ABOUT TOURISM MARKETS

Even if you have no formal system for collecting visitor information in your town, a wealth of data likely already exists. The following are some sources for learning more about these markets:

- *Hotel/motel registrations (lodging facilities may keep records on places of origin of their patrons);*
- *Attractions attendance (may help in defining the size of particular markets);*
- *License plate surveys and counts at attractions (some states even have the county of origin identified);*
- *Discussions with local business owners and attractions managers (meetings) with them may yield a wealth of information);*
- *Discussions with special events planners;*
- *Surveys of existing visitors;*
- *Interviews and focus groups of existing visitors;*
- *Observation of existing visitors.*

Ranking Visitor Markets

Once you have completed the Visitor Profile Worksheet, you will have a complete description of all existing and potential markets for your town. The next step is to rank these according to their importance to tourism in your town. Ranking is important because it will help you choose where to concentrate your tourism development initiatives. The visitor segments that rank the highest will be your *target markets*.

You should rank your visitor segments in two ways. First, rank just your *existing* segments according to their *present importance* to your town. This will give you a sense of your town's *current* tourism appeal. The key here is not to rank each segment in relation to the others, but to rank each one as it is important to your town. Thus, several segments could have equal ranking.

Second, compare and rank the opportunities presented by *all* your visitor markets (*existing and potential*) to identify those that hold the most promise for future tourism. This ranking should reflect what your community can realistically accomplish with tourism development in the foreseeable future. It will allow you to compare where you are now (current ranking) with where you want to be (overall ranking), given future tourism initiatives.

Visitor (or market) segments are relatively homogeneous groups of visitors. Since your town cannot be all things to all markets it is important to "target" your tourism opportunities to specific groups of travelers. These high priority markets are your **target markets**.

Ranking Criteria for Visitor Segments.

The following criteria may help you assess the importance of visitor segments to your town. Depending upon the tourism goals of your community, you may want to modify these criteria or add additional ones.

- **Size.** How large is the segment (i.e. how many visitors are in this segment)?
- **Length of stay.** How much time do members of this visitor segment typically spend in your town?
- **Expenditures.** How much money do they spend during an average stay?
- **Competitiveness.** To what extent does the segment provide opportunities to capitalize on unique tourism advantages?
- **Accessibility.** To what extent can you reach visitors in the segment through promotional channels?
- **Durability.** To what extent will the segment remain viable over a reasonable period of time?
- **Values.** Do the values and activities of this visitor segment detract from your community's quality of life?

Ranking your visitor segments is important for the following reasons:

- Ranking will help you identify the visitor segments that are currently most important to tourism in your town. This will help you with understanding your current tourism appeal.
- Ranking will help identify the visitor segments that offer the best opportunities for future tourism in your town. This will help with identifying your tourism opportunities.
- When considered together, the above information will help you identify your *target markets*. It is important to identify target markets because your community cannot be all things to all visitors. By focusing your tourism development initiatives on one or more key visitor segments you will ensure that your community's financial, physical and human resources are used effectively and efficiently.

Ranking Product Strengths and Concerns

Your completion of the Visitor Profile Worksheet may have revealed additional strengths and concerns associated with your tourism product. Once your market analysis has been completed, return to your lists of tourism strengths and concerns and add any new ideas.

The next step is to rank the most important strengths and most pressing concerns associated with each of the six tourism components. Start with your tourism strengths and work through each list one at a time. Then move on to tourism concerns.

Ranking Criteria for Tourism Strengths.

A column is provided on each worksheet to record the ranking of each strength. Suggested criteria for ranking your tourism strengths are listed below. For your convenience, these also appear at the bottom of each worksheet. Once again, these criteria are offered only as a guide. You may want to modify them or add additional criteria depending on the needs of your town.

- **Uniqueness.** To what extent does the feature help your town maintain a unique niche in the marketplace?
- **Importance.** How important is the feature to your target markets. Is it important to several markets, or just one or two?
- **Attractiveness.** How attractive is the feature to visitors?
- **Effectiveness.** How effective is the feature in encouraging visitors to spend time and money in your town?
- **Promotability.** How easily can the feature be developed and/or promoted?

Ranking Criteria for Tourism Concerns.

The following criteria are suggested for ranking your tourism concerns.

- **Effect on markets.** To what extent does the concern affect your target markets? Concerns that have an effect on many or all of your visitor segments should be of higher concern.
- **Importance to markets.** To what extent does the concern impact your ability to attract, keep, and/or satisfy your target markets?
- **Visibility.** To what extent would the concern, if addressed, encourage citizen support of tourism?
- **Ease with which concern can be addressed.** Can the concern be immediately and inexpensively addressed?

When ranking your strengths (and especially your concerns) refer continuously to your target markets so that you can be sure your ranking reflects their needs.

Ranking your tourism strengths and concerns is important for several reasons:

- Ranking allows you to identify those features of your community that are strongholds for tourism; that is, those features that help to attract a variety of visitors and define your market niche.
- Ranking your tourism concerns will ensure that those that are most pressing will get the attention they deserve when you develop your tourism objectives and action plans.

Community Analysis

Numerous factors can affect your community's success with tourism. Those that are community-based include:

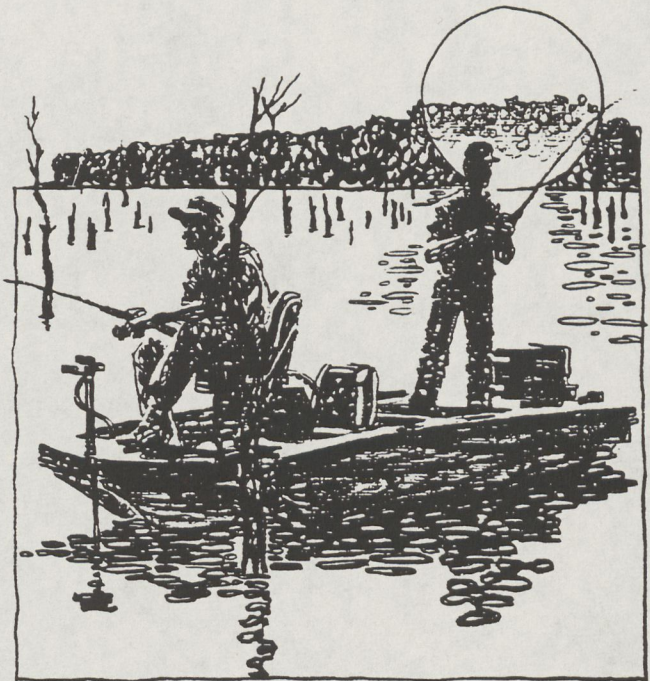
- Finances available for tourism development;
- Attitudes of lenders toward tourism;
- The regulatory climate within your town;
- Policies concerning development, zoning, etc.;
- Local residents' attitudes toward tourism;
- Local values that may conflict with tourism;
- Degree of civic involvement and pride;
- Presence of strong community leadership;
- Ability of community leaders to work together;
- Partnerships between different agencies, organizations, and communities;
- Images that visitors and residents have of your town.

The development of more tourism within your town will require community-wide involvement and support. Regulations and policies of local government must encourage tourism development. Lending institutions must be willing to support entrepreneurship. Local residents must be supportive of financial investments in tourism and of more tourists in their town. And images of your community must convey a positive "can do" feeling. Your situation analysis would not be complete without considering the impact of these community factors on current and future tourism in your town. Take time to discuss these factors with representatives of your tourism council, local government and business community.

ARE THERE "SACRED PLACES" IN YOUR TOWN?

Does your town have some "sacred places"—places that are considered particularly important and private to local residents. Sacred places can include a local park where residents gather and children often play, a local coffee shop where gossip is exchanged, or a special outdoor recreation site that residents keep a well-kept secret.

When considering your tourism development opportunities, it is important to consider places that residents consider their own—places where visitors would be regarded as intruders. Identifying creative ways to preserve these places for local residents can often mean the difference between residents viewing tourism as an intrusion of strangers, or infusion of opportunity.



SOURCE: CLIP-ART

Competitive Analysis

The business of tourism is an increasingly competitive one. States are engaging in aggressive promotional campaigns to capture the attention of an increasingly discriminating travel market. Regional associations are forming to combine the resources and talents of organizations and individuals. And communities are seeking ways to better attract, keep, and satisfy the traveling public.

A sound tourism development plan requires careful assessment of your community's competition. This competition includes other destinations that compete for your target markets' attention. It can also include activities, events, or trends that compete with your target markets' need or desire to travel in the first place.

To conduct a competitive analysis, start by identifying those places that cater to the same visitor segments as your town. Depending upon the distance your markets are willing to travel, these places may be nearby or some distance from your town. Next, evaluate these places in the following way*:

- (1) **Comparison.** Directly compare your town with others to identify their (and your) strengths and weaknesses. This direct comparison will help you avoid head-on competition with their strengths, while capitalizing on their weaknesses. It will also help identify ways that you can work cooperatively with neighboring towns to compensate for individual weaknesses while building on collective strengths.
- (2) **Unique selling points.** Identify characteristics of other communities that make them unique. Unique features do not necessarily make a community

* These three points are paraphrased from *Tourism is Your Business: Marketing Management*, Canadian Hotel and Restaurant and Maclean Hunter Limited.

better or worse, just different. Assessing what makes other communities unique will help you to better define what your community's market niche might be.

- (3) **Opportunity analysis.** Identify ways your competitors are especially successful so that you can see if there are opportunities for you to be successful too. Besides helping you identify opportunities you may have overlooked, an opportunity analysis will again highlight ways that you can work in partnership with other towns.

Conducting a competitive analysis requires that you gather detailed, first-hand knowledge and impressions about competing opportunities. Certainly, the best way to do this is to become a tourist in these towns for a day or two! Evaluation of brochures and other promotional materials will offer insight into media uses and images. The same worksheets used for your own product assessment may be modified for assessing other towns.

More than ever before, the development of community tourism requires a sophisticated, targeted approach. This approach must be based on sound information about your community and the environment in which it (and other towns) competes. When thoughtfully conducted, a competitive analysis will result in:

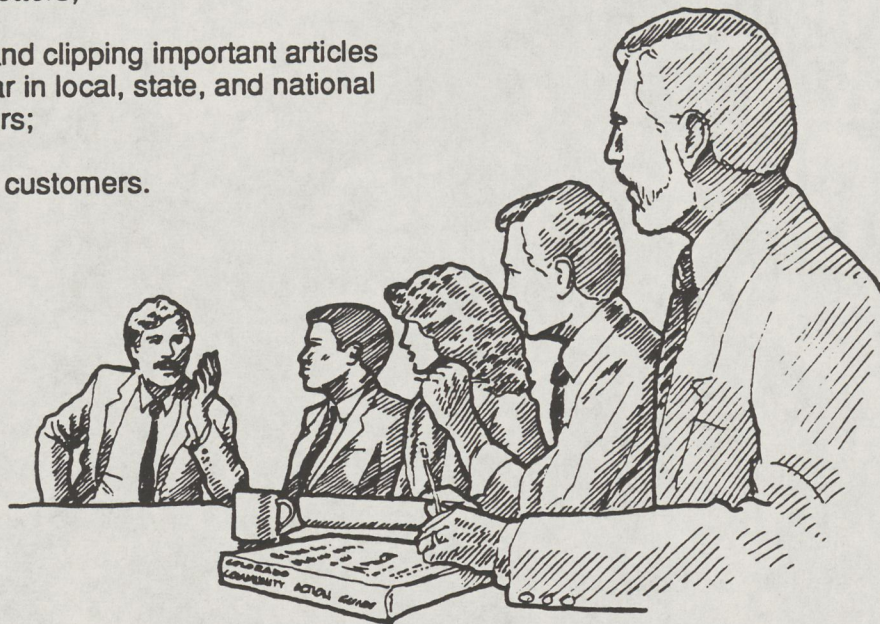
- Greater insight into your community's competitive advantages and unique selling points. This will help with the identification and development of your community's market niche;
- An understanding and appreciation of the tourism strengths of other towns. This will help your community set standards for delivering a quality tourism experience;
- The identification of opportunities to work with neighboring towns to complement attractions and services. This will encourage regional cooperation which will build a better tourism base for all.

Business Environment Analysis

The business environment in which tourism operates is highly dynamic. Recreation trends, new technologies, and overall economic conditions influence every community's ability to be competitive in the tourism marketplace. Changing values, demographics, and lifestyles result in market shifts to which destinations must continually respond. Events at international, national, state, and local levels affect the business environment for tourism in your town. And government policies and industry initiatives shape market demands and development opportunities.

Communities considering more tourism must identify and keep abreast of the economic and social changes that affect the overall business environment. Basic measures for keeping abreast with changes include:

- Networking with others involved with tourism. Representatives of the Colorado Tourism Board, industry and regional organizations, and other communities concerned with tourism can all provide valuable information and ideas;
- Attending tourism conferences, meetings, and trade shows;
- Reading trade magazines and association newsletters;
- Reading and clipping important articles that appear in local, state, and national newspapers;
- Talking to customers.



THE TRAVEL AND TOURISM RESEARCH ASSOCIATION: ROCKY MOUNTAIN CHAPTER

The Travel and Tourism Research Association (TTRA) is an international association that provides leadership in travel marketing research. Its activities include sponsoring conferences, publishing the *Journal of Travel Research*, and supporting the Travel Reference Center at the University of Colorado at Boulder (see page 61 for further description of the Reference Center). The Rocky Mountain Chapter of TTRA was organized in 1989 specifically to encourage networking and research for the improvement of tourism in the Rocky Mountain states. Members of the Rocky Mountain Chapter include professionals from the tourism industry, universities, and communities. Quarterly meetings encourage the exchange of ideas and information.

For information about TTRA and its Rocky Mountain Chapter contact Gin Hayden, Director, Travel Reference Center, Business Research Division, College of Business and Administration, University of Colorado, Boulder, Colorado, 80309-0420; (303) 492-8227.

Tourism Opportunities Analysis

A tourism opportunities analysis is the final step in completing an overall situation analysis. By now you have assessed and ranked important features of your tourism product and identified your target markets. You have assessed factors within your community and the larger business environment that may influence tourism in your town. And you have assessed opportunities and liabilities associated with your competition.

This final step requires you to consider implications of this information for tourism in your town. What opportunities for tourism does this information suggest? Listed below are general kinds of opportunities you may want to consider. Given your current situation, which of these opportunities are *affordable, visible, and achievable* in your town?

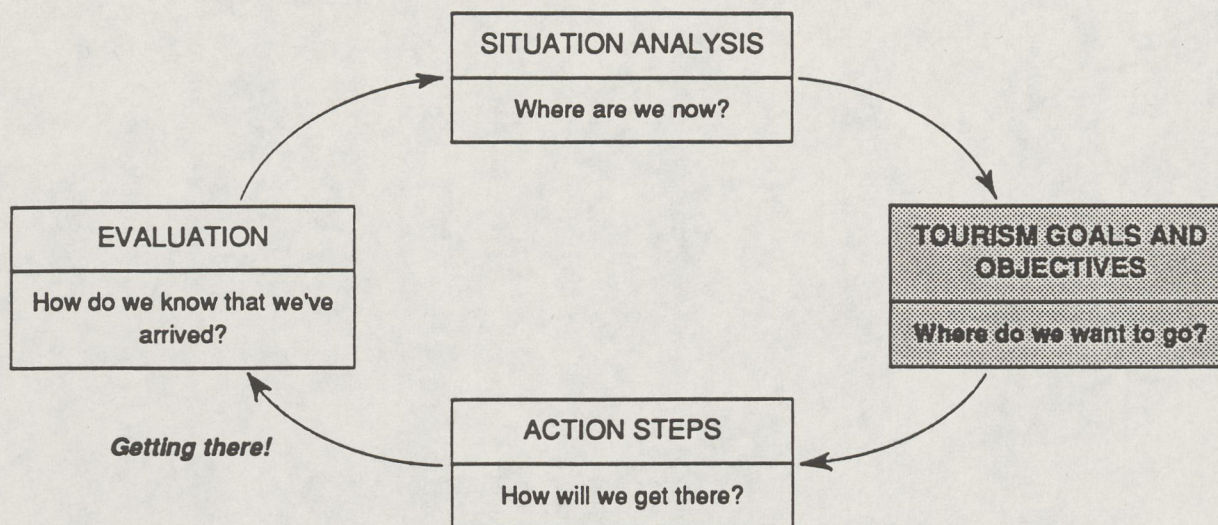
- Introduce new attractions and/or services.
- Improve existing attractions and/or services.
- Revitalize declining attractions and/or services.
- Capitalize on competitive advantages.
- Improve levels of service and hospitality.
- Increase visitor satisfaction.
- Pursue new visitor markets.
- Alter public attitudes toward tourism.
- Enhance your community's tourism image.
- Work regionally with neighboring towns to build on strengths and compensate for weaknesses.
- Improve promotional information about your town.

- Improve the value that visitors receive for their expenditures in your town.
- Encourage local residents to "vacation" in their town.
- Identify off-season uses for attractions and services.
- Enhance transportation linkages to your town.
- Package attractions and services to create an overall community theme.
- Improve signage to attract "drive-through" visitors.
- Consider the needs of international markets.
- Make local events, such as community festivals and recreation offerings, attractive to visitors.
- Inform local residents of all there is to see and do in you town. This will help them serve as effective "ambassadors: to friends and relatives.

INCREMENTAL GROWTH IS BEST!

While it is easy to be ambitious about tourism, start by identifying projects that are achievable, visible and affordable. Very likely, these will be targeted to existing markets, since these markets usually represent your best opportunities for more tourism. Tourism development cannot occur all at once. It can (and should) develop incrementally within your town. Each tourism success will help build the community support and financial resources required for the next incremental phase.

STEP TWO



SETTING TOURISM GOALS AND OBJECTIVES*

WHERE DO YOU WANT TO GO?

Your situation analysis helped you to look at current and future tourism opportunities in your town. The next stage of the tourism planning process involves setting goals and objectives for maximizing these opportunities. Tourism goals and objectives are important because they serve as *directives for action*. They help define exactly where you want to go and why. They provide the answer to the question "Where would we like to be with tourism within a given period of time?" The key to forming tourism goals and objectives is to keep long term visions in mind, while planning for short term successes.

Tourism Goals

Tourism goals are broad statements about ways you would like to see your commu-

nity improve its tourism potential. They are important because they provide direction for specific objectives to follow. To ensure that all your tourism "bases are covered", you may want to formulate goals that pertain to each of the six tourism components. Stated very generally, these goals might read "To improve attractions", "To improve services", "To improve hospitality", and so forth for all six tourism components. Besides forming goals for these six tourism components, you may want to identify additional goals that pertain to specific community needs. For example, a goal of your tourism development efforts may also be to improve leisure opportunities for local residents.

Worksheet 16 is provided to assist you with developing tourism goals and objectives. You may want to create separate worksheets to correspond to each of the six tourism components and for any other tourism goals your community might want to set.

* This section on developing tourism goals and objectives is modeled after that which appears in *Community Tourism Action Plan*, Alberta Tourism, 1988.

What are Tourism Objectives?

Tourism objectives specifically define how your goals will be achieved. For example, objectives corresponding to the goal "To improve attractions" will identify the particular ways that attractions within your town will be improved.

Tourism objectives should not be based simply on what your community has *already* accomplished with tourism. Instead, they should be based on the strengths, opportunities, and concerns revealed by your situation analysis. Besides this, objectives have the following characteristics:

- (1) They are concise, clear, and *very* specific.
- (2) They are stated in terms of quantifiable results that can be achieved within a specified period of time.
- (3) They are measurable. That is, within a given period of time you should be able to assess exactly how far along you are in meeting the objective.
- (4) They are realistic. You must have the resources (human, financial, etc.) to achieve the objective.

Developing Tourism Objectives

To develop tourism objectives for the six tourism components, consider each of these components one at a time. Keeping in mind your target markets, carefully review strengths and concerns for that component. Pay particular attention to your lists of tourism concerns since concerns represent "gaps" between your target markets' needs and wants, and the products and services your community currently offers.

Working with just one tourism category at a time, address each concern and ask "What can be done about this?". When answers are stated in positive ways that help meet the needs of your target mar-

kets you will have sound tourism objectives. For example, the concern "we don't have adequate lodging facilities for our 'antiquing' market" can be restated as the following objective "To encourage local residents to develop bed and breakfast businesses."

Once a thorough listing of objectives has been developed conduct a "reality check" of their importance and achievability. To do this, identify the markets implicated by each objective, and the length of time, expertise, finances, and other resources required to meet it. If the objective will not impact your target markets, or is not achievable, you may want to rethink its importance to your tourism development plans.

Ranking Tourism Objectives

Just as you ranked your tourism strengths and concerns, so too should you rank your objectives. This will help identify those objectives that are most important to this first phase of tourism development.

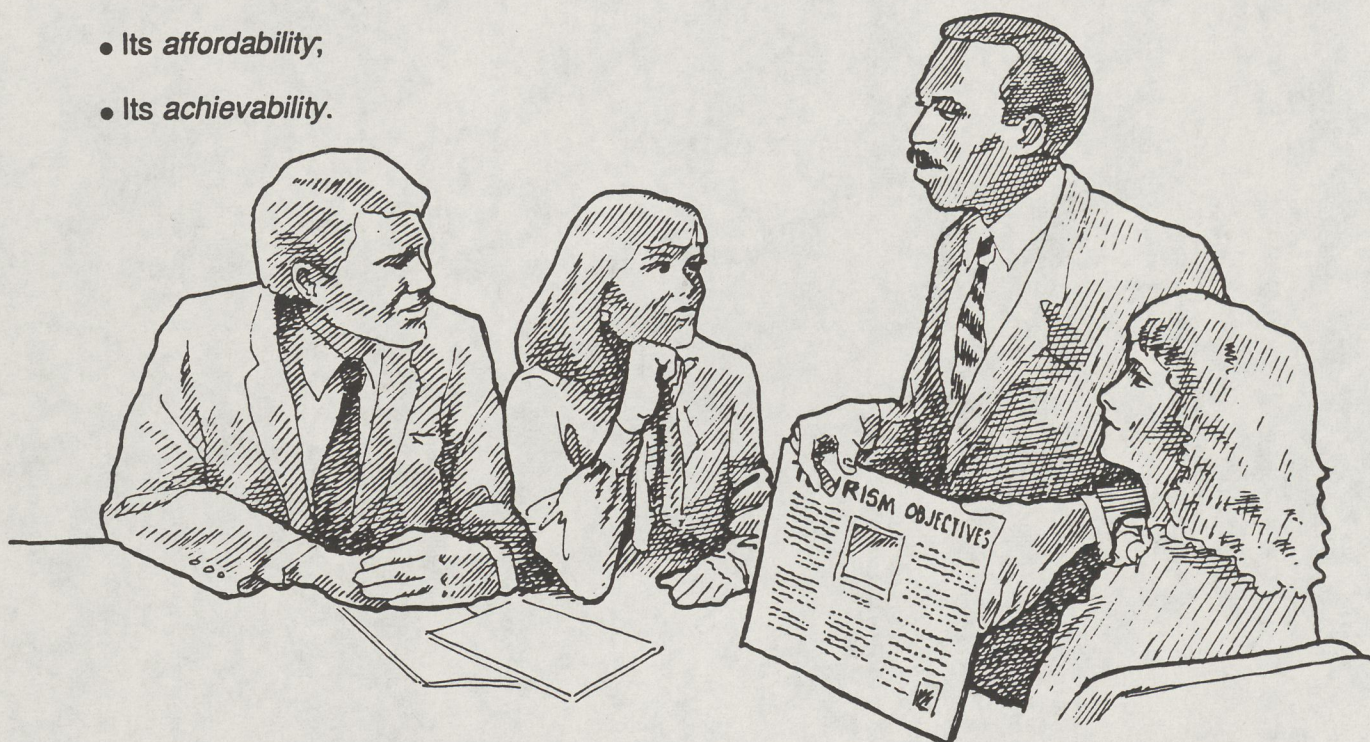
The procedure used for ranking tourism objectives differs from that used for ranking tourism strengths and concerns. When strengths and concerns were ranked, only one tourism component was considered at a time. That is, there was no attempt to rank *overall* strengths and concerns, just those for specific categories. When ranking objectives, however, you should rank them all together, ignoring the category from which they come. The goal is to identify the most important objectives *overall*.

Ranking Criteria for Tourism Objectives. Objectives should be ranked according to a variety of criteria. Certainly these include the extent to which the objective, if met, will help attract, keep, and satisfy visitors. But since tourism initiatives must also appeal to your local citizenry, those that are visible, relatively inexpensive, and produce early results should also rank high. Suggested criteria for ranking objectives are listed below:

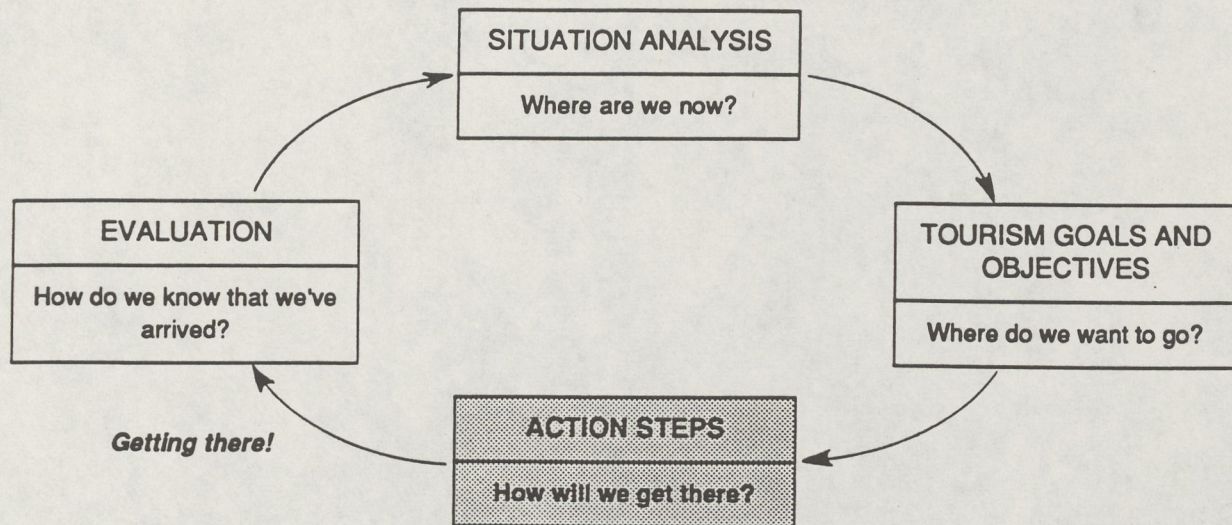
- Its importance to *attracting* visitors to your town;
- Its importance to encouraging visitors to increase their *length-of-stay* in your town;
- Its importance to increasing their *expenditures* in your town;
- Its importance to making their visit more *satisfying*;
- Its *visibility* within the community;
- Its ability to generate *community support*;
- Its ability to serve as a *foundation* for subsequent tourism initiatives;
- Its *affordability*;
- Its *achievability*.

It is suggested that you start by identifying the top three to five objectives that can provide initial direction to your tourism development efforts. The achievement of these objectives will help build community confidence, support, and pride. Once these initial objectives are successfully achieved, subsequent objectives can be addressed. Ranking tourism objectives is important for the following reasons:

- Ranking helps identify those objectives which, if met, will most affect your ability to attract, keep and satisfy your target markets.
- Ranking helps identify those objectives that, if met, will generate local enthusiasm for tourism.
- Ranking helps identify those objectives that, if met, will provide a foundation for ongoing tourism initiatives.



STEP THREE



ACTION STEPS

HOW WILL YOU GET THERE?

Action steps are detailed work plans that address the "who", "what", "when", "where" and "how" of your objectives. While your objectives outlined what was *doable*, action steps describe the *ways to get these things done!*

Worksheet 17 is provided to assist with action steps. To formulate action steps, use one worksheet for each objective and consider all resources and tasks required to achieve it within a specified time frame. Several action steps will likely be required to meet any one objective. The worksheet also provides space to summarize pertinent information that was gathered during your situation analysis.

Start by formulating action steps for the three to five objectives that you have deemed your top priority for now. Remember, it is best to concentrate on just a few selected objectives and on getting the job done right, than to spread your efforts too thin. This will help build momentum for tourism in your town.

Should you experience any difficulty identifying specific action steps to achieve an objective, you may need to consider rewording your objective to reflect more specific outcomes.

Who's Responsible For Action Steps?

While council members are often assigned responsibility for ensuring that action steps are completed, the more persons you can involve in carrying out action steps, the better--*provided the individuals work together effectively and efficiently*. Involving more people draws on additional expertise and allows for citizens to have ownership in the tourism development process. Chapter 5 of the *Colorado Community Tourism Action Guide* outlines procedures and considerations for forming committees for addressing tourism initiatives. You may want to consider this kind of organization for your action steps.

PREPARING THE TOURISM MARKETING PLAN DOCUMENT

By engaging in the first three steps of the tourism planning process (situation analysis, setting tourism objectives, and detailing action steps) you have generated the "raw data" necessary for a tourism marketing plan document. To complete your planning document, simply package your worksheets along with a description of how this information was generated and all other relevant information about tourism in your town. When completed, this document will identify where your town is presently in regard to tourism, where you want to go, and precisely how you'll get there. *This plan is your blueprint for action!*

Public Input on the Plan

Public input and endorsement of your tourism marketing plan is essential to its success. It is important to seek public input throughout the tourism planning process. This input can be sought at many points, but it *must* be considered before embarking on your action steps. At this time you will have a completed tourism marketing plan comprised of your worksheets and additional information, and will be ready to embark on visible tourism initiatives.

Who should provide input? Members of your local government, the business community, other community organizations and the general public should all have opportunities to review your tourism marketing plan and make recommendations. Listed below are several options for encouraging input and ideas.

- Publish key parts of the plan in your local newspaper. Ask your local newspaper editor to devote a subsequent edition to public comments on the plan.
- Hold meetings with special interest groups (e.g. retailers, local government officials, Chamber of Commerce members, historic preservationists) to discuss its contents.

- Hold a town meeting for the general public to present and discuss the plan.
- Present your plan to your town board or council.
- Distribute your plan to a sample of community residents and/or selected community representatives. Allow them time to review the plan, then follow up with a questionnaire.
- Hold face-to-face meetings with community representatives.

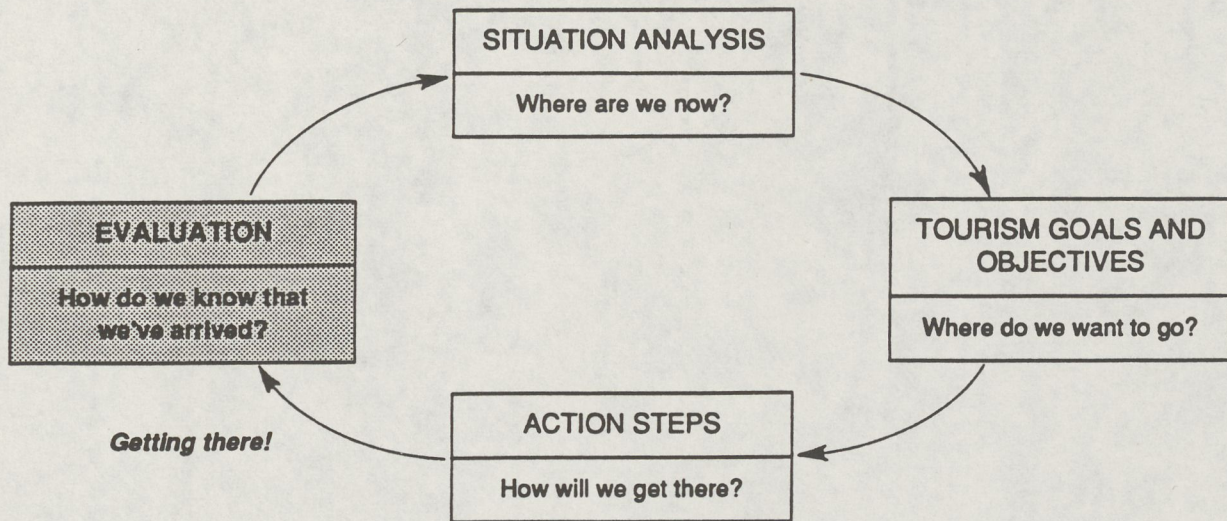
Encourage citizen input in as many ways as you can--and be prepared to modify your plan according to ideas and insights that the council may have overlooked.

Chapter 5 of the *Colorado Community Tourism Action Guide* describes ways to encourage citizen leadership. You may want to refer to this chapter for ideas about encouraging public involvement in the tourism planning process.

Formal Endorsement of the Plan

Once public input has been incorporated, your tourism plan is complete. But before embarking on your action steps, it is important that your plan be formally endorsed by your local government and other commercial and non-profit groups with tourism interests (e.g. Chamber of Commerce, Historic Preservation Society). This will ensure that members of your community share a common vision for tourism, and that your tourism council is recognized for its ability to lead your community in its tourism endeavors.

STEP FOUR



EVALUATION

HOW DO YOU KNOW THAT YOU'VE ARRIVED?

While steps one through three of the tourism planning process provide the information necessary to develop your first tourism plan, the tourism planning process does not stop there! Measuring the success of your action steps is critical to the tourism planning process. Besides helping with the identification of tourism achievements and challenges, this evaluation lays the groundwork for the next round of tourism planning and your second plan.

Evaluating Action Steps

You should evaluate your tourism initiatives from two vantages. First, evaluate the success of specific action steps in meeting your tourism objectives. Questions to ask include: Were the action steps sufficient to meet the desired objective? Was the time-frame appropriate? Was the project's budget accurate and realistic? Were you able to secure the support of the person(s) most needed to get the job done? Factors that both inhibited and enhanced tourism actions should be carefully identified. If objectives were not met, reasons for delays and implications for future developments should be considered.

Evaluating Tourism Overall

Second, you should continually monitor changes in your tourism situation overall. At the beginning of this section you were advised to collect as much information on tourism in your town as possible. This information provides "baseline" data against which you can measure change. By continually monitoring changes in attendance, visitation, and sales, you will have important indicators of tourism growth. This kind of information provides a *quantitative* overview of tourism in your town. *Qualitative* information is also important. This includes information about your visitors' needs and wants, their satisfaction with your town, and the images they hold of your town. It also includes ways your local residents perceive tourism as it changes and grows.

Information is the cornerstone of successful tourism planning and development. The continual evaluation of your tourism planning initiatives ensures that your community will consistently maintain the marketing orientation that makes communities successful with tourism over time.

Good luck with your tourism marketing plan!

WHAT'S AHEAD

This chapter of the *Colorado Community Tourism Action Guide* provides a format for developing a tourism marketing plan. Worksheets help with the assessments and decisions required to complete this plan. When carefully completed and compiled, these worksheets can help in creating a blueprint for action. Since tourism is a dynamic industry, planning for successful tourism in your town must be an ongoing process. Each round of planning must serve as the foundation for the next. The final chapter of the *Colorado Community Tourism Action Guide* presents important issues involved with managing tourism over time.

FOR ADDITIONAL INFORMATION ON TOURISM PLANNING:

The following are workbook style publications that address tourism development and marketing:

Tourism is Your Business: Marketing Management (A Program for Canada's Tourism Industry). Published by Canadian Hotel and Restaurant, Maclean Hunter Limited in cooperation with Tourism Canada (Department of Regional Industrial Expansion) and the Canadian Government Publishing Center, Supply and Services, Canada.

Maclean Hunter Limited,
Canadian Hotel and Restaurant, 5th Floor,
777 Bay Street,
Toronto, Ontario
Canada M5W 1A7

Although this book is targeted to owners of tourism businesses, and therefore assumes a commercial business rather than community approach, it is an excellent tourism marketing resource. Its ten chapters each outline a different component of tourism and hospitality marketing. Topics include pricing, programming and packaging, and other elements of the promotional mix.

Community Tourism Action Plan
(Revised 1988), Alberta Tourism.

Alberta Tourism
Planning Division, Community Services
Branch,
5th Floor, City Center,
10155-102 Street
Edmonton, Alberta T5J 4L6

Tourism USA: Guidelines for Tourism Development. Prepared by the University of Missouri, 1991.

U.S. Department of Commerce,
United States Travel and Tourism
Administration,
Room 1862,
Attn: "Tourism USA"
14th and Constitution Avenue, NW,
Washington, DC, 20230

First copies: free; Additional copies: \$5.00
(check or money order payable to: "U.S.
Travel and Tourism Administration--
Tourism USA")

Small Town Survival Manual. By Jack McCall, University Extension, Northwest Missouri, Manual 133.

Worksheets to assist with developing a tourism marketing plan are located in the Appendix of this guide.

7

MANAGING TOURISM OVER TIME

Tourism is a dynamic industry that is influenced by many factors. Recreation trends, new technologies, new business opportunities, and the changing nature of destinations themselves influence a community's ability to be a competitive destination over time. Communities that choose to develop more tourism must monitor their tourism industry to assess changes in both markets and products. This chapter presents two important issues associated with managing tourism places over time: the destination "life cycle", and interrelationships between recreation and tourism.

TOURISM IS DYNAMIC

Tourism is a highly dynamic industry. Demographic trends like the "greying of America", emerging social values like environmentalism, economic fluctuations, new technologies, and recreation trends are but some of the factors that keep the market side of tourism in a constant state of change.

Likewise, destinations change over time. As tourism develops within a town, its attractions, services, and community atmosphere will likely change. And as tourism products and experiences change within a town, so too will its visitor markets. Thus, communities concerned with tourism must recognize that the only thing that stays the same with tourism is that things will *always* change.

THE DESTINATION LIFE CYCLE

Marketers of consumer goods and services have long recognized that most products have life cycles. These life cycles consist of distinct phases of introduction, growth, maturity and finally, decline. Experience with many tourism destinations suggests that if they are left unmanaged, they too will experience stages of

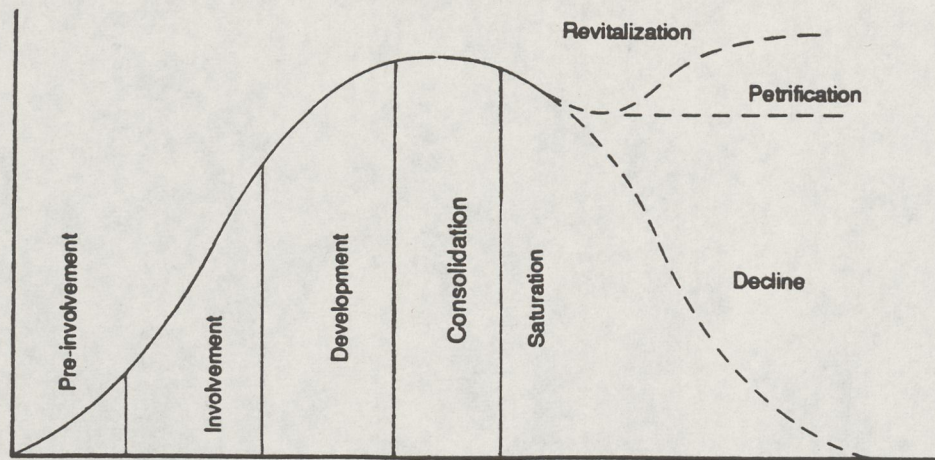
growth and popularity, but later decline. A highly visible example of this evolutionary process is Atlantic City, New Jersey. Once a roaring resort community known for nightlife and casino gambling, Atlantic City later fell out of "vogue" and into decline. Fortunately, this scenario can be avoided by sound management strategies for tourism in your town.

Life Cycle Stages

The destination life cycle suggests that tourism destinations experience different stages of development. These are characterized by:

- Different levels of development of tourism attraction and services;
- Different levels of outside versus local investment in tourism;
- Different types of visitors that are attracted;
- Different levels of contact between local residents and visitors;
- Changing local attitudes toward tourism.

THE DESTINATION LIFE CYCLE



Adapted from *The Concept of a Tourism Area Cycle of Evolution: Implications for Management of Resources*, by R.W. Butler, *Canadian Geographer*, 1980, 24, 5-12.

Pre-involvement. Have you ever stumbled across a town that seems to be a well-kept secret--a town that is visited and appreciated by just a select few who like to get "off the beaten track"? These places are often characterized by a sense of "authenticity" about the local way of life. The attraction is often the undeveloped nature of the town itself. Since no special amenities are provided just for visitors, contact with local residents is high, and visitors are welcomed guests.

Involvement. Well-kept secrets don't stay secret for long. Once discovered by visitors, most communities respond by providing facilities and services to better meet their needs. The community continues to attract those who like to "get off the beaten track" and interaction between local residents and visitors remains high. A tourism season may begin to emerge around local celebrations or recreation opportunities.

Development. Once involved with tourism, most communities look forward to the *development* of their tourism potential. This stage is characterized by increases in both the numbers and types of visitors and tourism amenities. For the first time, the community begins to attract a mass market as well as outside investment in commercial enterprises. Personal contact between visitors and residents becomes

more formalized. While many residents begin to receive economic benefits from tourism, some begin to miss the peace and quiet of the "good ole' days".

Consolidation. This stage is characterized by declines in the rate of tourism growth. At this point, a major part of the community's economy is connected to tourism. Accordingly, the town hosts major franchises and chains that serve the tourism industry and likely has a touristic "look" about it. If tourism has not been managed to reflect local interests, its dominance may provoke local opposition.

Saturation. Destinations that are not managed from the outset, may exhaust their tourism potential early on. Sound management avoids this situation by ensuring that tourism development reflects the values and priorities of local residents and thus can be sustained over time.

Three alternatives exist for communities that saturate their tourism potential: (1) the community may choose to no longer pursue tourism as an economic development alternative (decline) (2) the community may decide to sustain a moderate tourism program (petrification) (3) the community may embark on an aggressive campaign to rejuvenate its tourism industry by developing and launching a new tourism theme altogether (revitalization).

MANAGING TOURISM OVER TIME

Any community embarking on a program of tourism development is seeking change. That's a "given". What's not "given" is that changes will always be in the best interest of your town. This is ensured only by a sound management orientation that is guided by a clear vision of future tourism in your town, and a "tracking" program to monitor and assess the impacts of tourism over time.

What's the long term vision for your town?

From the outset, communities involved with tourism must have a long term vision for their town. This vision recognizes the future viability of the destination as being *just as important* as the immediate viability. Questions to be considered include: What level of tourism do residents of your community desire? What level of local ownership will best serve your community's interests? What kinds of visitors do you want to attract and in what ways are residents prepared to host them? Do you want to be attractive to a "mass" or exclusive market? How should tourism look and feel in your town? How can you best sustain tourism over time? What are your long term priorities and goals? By answering questions like these prior to extensive development, you will be actively shaping the future of tourism in your town.

Developing a Tourism Impact Assessment

What is a Tourism Impact Assessment? We have already seen that a variety of factors affect the destination life cycle. A tourism impact assessment is a systematic, ongoing program for tracking the status of these factors in your town. By continually monitoring and assessing the impacts of tourism, communities can ensure that it is developing in a way that is consistent with

community priorities and needs. For a tourism impact assessment to be successful, the following factors should be continually assessed:

- Visitor profiles, including motivations and expenditure patterns;
- Visitor satisfaction;
- Local versus outside ownership and operation of local businesses;
- The attitudes of residents toward tourism;
- The quality and quantity of tourism attractions, facilities, and services;
- The physical environment within the community;
- The ecological integrity of natural attractions.

What do we do with all this? Just as you should develop a tourism marketing plan each year (see Chapter Six of the *Colorado Community Tourism Action Guide*) so too should you prepare an annual Tourism Impact Assessment. This document compares where you want to be with tourism (your vision for the future) with where you are now. Each of the factors that affect the destination life cycle should be individually addressed since a negative impact in any one area (for example, residents attitudes toward tourism) can affect tourism overall. Thus, the Tourism Impact Assessment can help identify where adjustments should be made before any negative impacts occur.

Once your tourism impact assessment is compiled, be sure to make it available to special interest groups, the business community, local government, and the general citizenry of your town. This document should be your starting point for your annual tourism marketing plan and for any long-term planning.

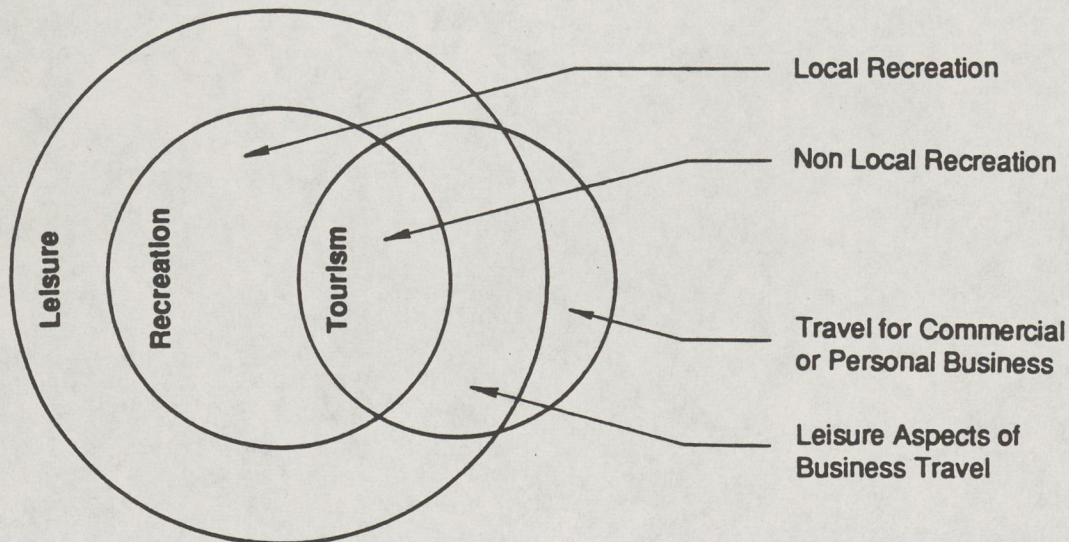
THE RECREATION CONNECTION

One way to ensure that tourism reflects community needs over time is to integrate tourism and local recreation development. At first glance, community recreation and tourism may seem to be very different activities. We do, after all, tend to think of recreation as a public sector offering that is directed toward local residents, and tourism as a private sector activity that is designed for visitors. But think about it...pleasure travel *is* recreation--it just occurs away from home. By building opportunities for recreation in your community that are inviting to local residents and visitors alike, you will be targeting visitors who share similar leisure pursuits and values while building a community that is fun and festive for all.

Building a Community Leisure System

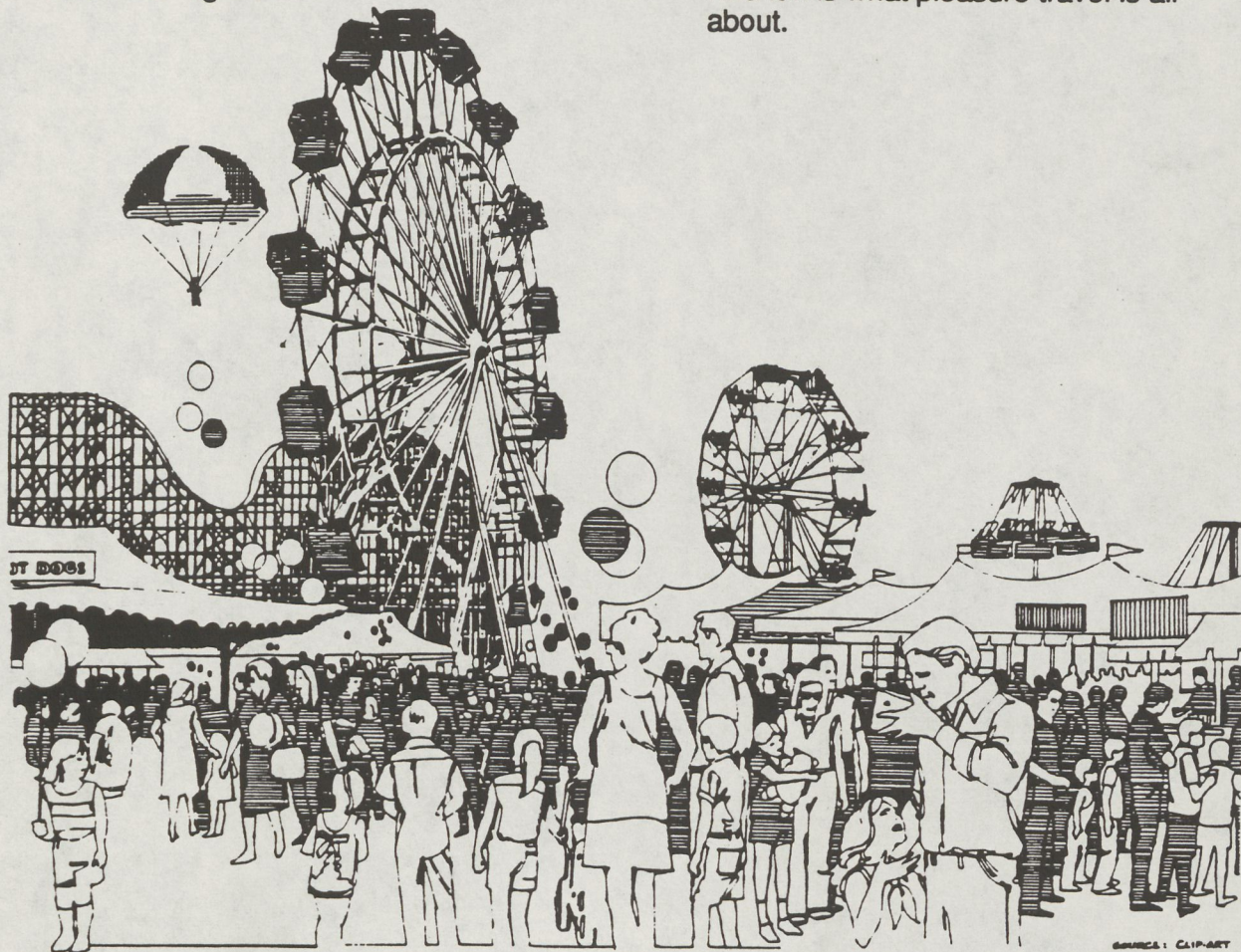
A community leisure system is comprised of leisure services, facilities, and other amenities that are meaningful to both residents and local visitors alike. The outcome is that the development of local recreation opportunities contribute to tourism, and tourism contributes to local recreation. Consider the following interrelationships between recreation and tourism:

- People engage in both recreation and tourism for similar reasons. Some primary motives for both activities include the need for social interaction, the need to escape routine, and the desire for novelty and education. The development of special events, the offering of various outdoor recreation pursuits, and the provision of open spaces help meet the leisure needs of both residents and visitors alike.
- Parks and open spaces that are often regarded as local amenities often double as tourism attractions or settings for tourism-related activities. They also help to enhance the overall ambience of your town.
- Local recreation programs for community residents convey a sense that your town is alive. These activities can help make your town more attractive to residents and visitors alike. Local recreation offerings often help your residents better appreciate their community, which makes them better ambassadors to the visiting public.
- Local recreation departments are often instrumental in developing special events, such as community celebrations and sporting tournaments, which are increasingly important to tourism.



Source: Some Notes on the Geography of Tourism, by Z.T. Mieczkowski, *Canadian Geographer*, 1981, 25, 186-191.

- Tourism supports local recreation by providing valuable tax dollars for programs, personnel, facilities, and parks.
- Tourism also enhances recreation because visitors support commercial recreation facilities and services that might not otherwise be available.
- Recreation supports tourism by providing visitors with opportunities to engage in new activities, cultural events, the arts, and other offerings while in town.
- Local park and recreation amenities may encourage your local residents to spend their vacation time and dollars at home. It may also encourage them to invite friends and family to visit. You may want to develop a theme like "OurTown..Your First Resort" to convey the sense that they can enjoy a quality vacation without even leaving town.
- Recreation provides opportunities and settings where local residents and visitors can interact. These interactions often leave visitors with highly positive impressions of your town, and residents with positive impressions of their visitors.
- Recreation programs and amenities often bring together residents of neighboring towns, which builds regional cooperation for tourism and other endeavors.
- Recreation amenities often encourage visitors who are traveling for personal or commercial business to stay in your town a little longer, and spend a little more.
- Best of all, recreation helps make your community a fun place to live and work, which helps make it a fun place to visit. And fun is what pleasure travel is all about.



DEVELOPING COMMUNITY LEISURE SYSTEMS: TWO SUCCESSFUL CASE STUDIES*

FRISCO, COLORADO

Frisco, Colorado (elevation 9,200 feet; population 1,500 year-round, 27,000 peak season), located 15 minutes from four major ski areas and an hour and a half from the Denver metropolitan area, is economically dependent on the winter visitor market and second-home residents. In an effort to better meet the needs of local and visitor populations, the Town of Frisco recently hired its first full-time Chief of Marketing and Recreation Services. This individual is charged with developing a public recreation system that meets local needs and attracts and maintains visitor interest. Given that tourism in Frisco is winter-based, the marketing/recreation specialist is also responsible for extending the tourist season into the summer months. This is accomplished through a regional cooperative marketing effort that focuses on special events and multi-use of both public and private facilities and sites. For example, public spaces, such as the Frisco town hall meeting rooms are available for small conference meetings and retreats during the summer season. Consistent with Frisco's image as an outdoor recreation destination and consistent with local interests, many of its special events are sports and fitness oriented. The community also maintains a summer activities program for visitors and residents and recently developed a Nordic ski center that is promoted locally and to visitor markets.

GRANBY, COLORADO

Granby, Colorado (elevation 7,900 feet; population, 1,300 year-round, 5,000 peak season), has a diversified economy that is primarily tourism-based. Located within Grand County which is home to a major ski resort (Winter Park) and a summer resort (Grand Lake), Granby demonstrates strong commitment to community-based tourism and recreation opportunities. In 1985, the community hired its first full-time recreation director to plan and implement community special events and manage the community's recreation services and facilities. The position was originally jointly funded by the Chamber of Commerce and the town government. Today it is funded solely by local government and it includes management of a community park system. Granby's recreation programs feature a cooperative agreement with the local school district for year-round use of facilities. The community actively participates in county-wide efforts to develop amenities that contribute to year-round recreation and tourism. An example of this is a comprehensive trail system for bicycling, skiing, hiking, and equestrian use that links five Grand County communities. This effort was initiated by the Grand County Marketing and Economic Development Corporation, a non-profit, multi-sector organization. Granby also participates in the "Highway 40 Coalition", an organization of towns and private entities that promotes travel along Highway 40 as an alternative to interstate travel.

* These case studies first appeared in *Integrating Recreation and Tourism in Small Winter Cities*, by Patrick Long and Sarah Richardson, *Journal of Physical Education, Recreation, and Dance*, October, 1989.

CLOSING COMMENTS

Successful community tourism occurs when the numbers and types of visitors are accepted and welcomed by the majority of residents, when residents instead of outsiders are the primary owners and operators of tourism facilities and services, when the community continues to be as "user friendly" to residents as it is to visitors, when the physical environment remains attractive and preserved, and when visitors have highly satisfying experiences. By monitoring and understanding factors that influence the destination life cycle, by integrating recreation and tourism, by nurturing leadership and civic involvement, and by building on the qualities that make a community unique, many Colorado towns can enjoy successful tourism over time.

The *Colorado Community Tourism Action Guide* was developed to assist residents of Colorado's smaller communities with their tourism development needs. The guide has taken a "community-approach" to tourism development and has focused on the cooperation between the public and private sectors and communities, the development of leadership and organization, and the encouragement of civic involvement that is necessary for tourism to truly emerge as a community initiative.

Tourism is an exciting form of economic development for a variety of reasons. Certainly, one reason it is exciting is because of the variety of economic, social, and environmental benefits it delivers. But another reason that tourism is exciting is that the very *process* of working for more tourism often brings people together, working toward a common goal.

Tourism is a complex industry. It is a community industry. And it is a civic industry. The staff of the Colorado Center for Community Development at the University of Colorado at Denver and the Center for Recreation and Tourism Development at the University of Colorado at Boulder hope the information contained within the *Colorado Community Tourism Action Guide* helps you plan and manage your tourism development endeavors.

FURTHER READING:

Tourism: A Community Approach, by Peter E. Murphy, 1985, Methuen: New York.

The Tourism Connection: Where Public and Private Leisure Services Merge, by John L. Crompton and Sarah L. Richardson, *Parks and Recreation*, October, 1986.

Integrating Recreation and Tourism in Small Winter Cities, by Patrick T. Long and Sarah L. Richardson, *Journal of Physical Education, Recreation, & Dance*, October, 1989.

APPENDIX

WORKSHEETS FOR DEVELOPING A TOURISM MARKETING PLAN

Numerous publications that have addressed community tourism development predate the *Colorado Community Tourism Action Guide*. Several of these have presented field-tested tourism planning materials that are outstanding. To ignore the format and content of these materials would be to ignore their important impact within the arena of community tourism development. To this end, selected worksheets in this Appendix represent adaptations of worksheets that have appeared in other publications. Acknowledgments are extended to authors and publishers of the following publications that have provided models for some of the worksheets presented here:

Tourism USA: Guidelines for Tourism Development, prepared by the University of Missouri for the U.S. Department of Commerce, United States Travel and Tourism Administration, (in revision); Worksheets 1-6.

Community Tourism Action Plan (revised), Alberta Tourism, 1988; Worksheets 9-17.

Tourism in Texas Communities: Guidelines for Assessment and Action, Department of Recreation, Parks, and Tourism Sciences, Texas Agricultural Extension Service, Texas A&M University, 1990; Worksheets 9-14.

The Californias: Rural Tourism Marketing, by Arlene Hetherington, The Rural Tourism Center, California State University, Chico, 1987; Worksheet 1 (also Worksheet in Chapter 3, pp. 18-24)

HOW TO USE WORKSHEETS 1 TO 8

Worksheets 1 to 8 are provided to assist you with inventorying and describing attractions, services, and other components of your community that contribute to its tourism potential. Completing these worksheets will require that you conduct a comprehensive review of the six ingredients for successful tourism: attractions, services, physical environment/infrastructure, hospitality, transportation/location and promotions.

When completing these worksheets do not rely just on common knowledge about local attractions or services. Sometimes what is commonly believed to be true about attractions, services, or other tourism elements may no longer be the case. For this reason, it is important to solicit input from attraction managers, business owners, managers of non-profit and public services, and representatives of local government agencies.

One way to secure their input may be by designing a questionnaire that addresses the various questions on the worksheets, and then compiling results on the worksheet forms. Or, you may simply want to photocopy these worksheets and make them available to all persons currently or potentially involved with tourism so that they can complete them for their site, business, or agency. A final suggestion is to personally meet with members of your community who can provide the information you require. Whatever the method, the goal is to develop a very detailed profile of the components and characteristics of tourism in your town.

CHECKLIST OF ATTRACTIONS

Natural or Scenic	Attraction Currently Exists?	Area has Potential to Develop the Attraction In		
		1 Yr?	3 Yrs?	5 Yrs?
Beaches				
Bird watching sites				
Canyons and gorges				
Caves				
Cliffs				
Climate				
Deserts				
Fall foliage				
Farms, ranches, dude ranches				
Fishing streams and lakes				
Forests				
Botanical gardens				
Geysers				
Geologic formations				
Headwaters				
Hiking trails				
Hot springs				
Islands				
Lakes				
Mineral springs				
Mountains				
Nature trails				
Open space				
Orchards and vineyards				
Parks, national, state, local				
Picnic areas				
Quiet				
Rivers				
Sand dunes				
Ski slopes				
Star gazing				
Remoteness				
Views				
Volcanoes				
Waterfalls				
Whitewater				
Wilderness				
Wildlife (natural settings, sanctuaries, zoos)				
And, what else?				

Adapted from *Tourism USA: Guidelines for Development*, prepared by the University of Missouri for the United States Travel and Tourism Administration, Economic Development Administration, 1986 and *The Californias: Rural Tourism Marketing*, prepared by the Rural Tourism Center (Arlene Hetherington, Author), California State University, Chico, 1987.

Cultural and Historical Attractions	Attraction Currently Exists?	Area has Potential to Develop the Attraction In		
		1 Yr?	3 Yrs?	5 Yrs?
Archaeological sites				
Art galleries				
Antique and craft shops				
Battlefields				
Birthplaces or homes of famous people				
Burial grounds				
Ceremonial dances				
Churches				
Conservatories				
Costumed events				
Covered bridges				
Early settlements				
Ethnic celebrations				
Ethnic restaurants or grocery stores				
Exhibits				
Famous historical buildings				
Flumes				
Folk art collections				
Ghost towns				
Historic building tours				
Historic railroads				
Indian culture				
Landmarks				
Lumber camps				
Mansions				
Memorials				
Mines				
Missions				
Monuments				
Museums				
Native folklore				
Newsworthy places				
Old forts				
Pioneer churches				
Pioneer homes				
Re-enactment of historical events				
Ruins				
Special "nationality" days				
Theaters (stage productions, film)				
Trains				
Victorian buildings				
And, what else?				

Recreational Activities	Attraction Currently Exists?	Area has Potential to Develop the Attraction In		
		1 Yr?	3 Yrs?	5 Yrs?
Amusement or theme parks				
Archery				
Ballooning				
Beachcombing				
Bingo				
Bird watching				
Boating				
Bowling				
Camping				
Canoeing				
Children's playgrounds				
Fishing				
Fossil hunting				
Gambling				
Golf				
Hang gliding				
Health and beauty spas				
Hiking				
Horseback riding				
Hot springs and mud baths				
House boating				
Hunting				
Ice skating				
Kayaking				
Kite flying				
Local food specialties				
Mountain biking				
Mountain climbing				
Pack horse or llama trips				
Picnicking				
Racing and regattas				
River tubing				
Rock hunting				
Sailing				
Scuba diving				
Shopping				
Skeet shooting				
Skiing (downhill, cross country)				
Spelunking				
Swimming				
Tennis				
Trap shooting				
Video arcades				
Water skiing				
White water rafting				
And, what else?				

Special Events	Attraction Currently Exists?	Area has Potential to Develop Attractions		
		1 Yr?	3 Yrs?	5 Yrs?
Agricultural fairs				
Air shows				
Animal shows				
Antique and collectible shows				
Art shows				
Artisan studio tours				
Auto shows				
Ball games and tournaments				
Barbecues				
Barn dances				
Bicycle tours/races				
Card tournaments				
Christmas festivities				
Comedy contests				
Craft shows				
Drama productions				
Farm tours				
Fishing derbies				
Flower shows or festivals				
Food festivals				
Harvest celebrations				
Hayrides				
Hobby shows				
Home tours				
July 4th celebrations				
Labor Day celebrations				
Living history festivals				
Music festivals				
Pageants				
Parades				
Photo contests				
Queen coronations				
Races (auto, motorcycle, boat, horse)				
Religious celebrations or observances				
Rodeos				
Specialty food tasting events				
Threshing bees				
Tractor pulls				
Triathlons				
War games				
Winery tours and tasting rooms				
And, what else?				

Other Attractions	Attraction Currently Exists?	Area has Potential to Develop the Attraction In		
		1 Yr?	3 Yrs?	5 Yrs?
Arenas				
Ball parks				
Bakeries				
Bridges (covered, historical, engineering wonders)				
Unusual buildings				
Children's park				
Churches				
Dams and power stations				
Family				
Ferryboats				
Fish hatcheries				
Food-processing plant tours				
Friends				
Government buildings				
Handcraft/homecraft industries				
Harbors				
Health resorts				
Local "oddities"				
Libraries (including special collections)				
Industrial plant tours				
Lumber camps				
Military installations				
Most remote spot				
Most winding road				
Murals				
Night clubs				
Nuclear power plants				
Planetariums				
Unusual restaurants or "watering holes"				
Roadside parks				
Roadside produce stands				
Settings for movies				
Shopping centers				
Souvenir and curio shops				
Showboats				
Shopping centers				
Statuary				
Swimming pools				
Telescopes				
Theaters				
The biggest "something"				
The first of its kind				
The only one of its kind				
The smallest "something"				
Observation towers				
Universities and colleges				
Windmills				
Zoos				
And, what else?				

CHARACTERISTICS OF ATTRACTIONS

Name & Address of Attractions	Natural or Scenic	Cultural and Historical	Recreational Activities	Special Events	Other Attractions	Capacity Per Day	Admission Rate			Daily Business Hours	Months/Seasons of Operation
							Adult	Child	Group		

Adapted from *Tourism USA: Guidelines for Development*, United States Travel and Tourism Administration, Economic Development Administration, 1986.

CHARACTERISTICS OF ATTRACTIONS (cont)

Name & Address of Attractions	Activities/Services Provided	Types of Visitors	General Condition				Handicap Accessible?	Improvements Required	
			good	fair	poor	needs improv.		Yes (Describe)	No

CHARACTERISTICS OF LODGING FACILITIES

Name and Address	Type of Facility	Number and Fees/Unit*				Fees Per Person	Occupancy Rates			Length of Stay In Days %							Guest Profile			Special Facilities						Employee Information				Projections of Employees Needed				
		Singles	Doubles	Suites	Other		Total No. of Units	Average %	Lowest %	Highest %	1	2	3	4	5	6	7+	% of other	% of bus.	% of fam.	Pool	Playgrounds	Tennis Courts	Other	Handicapped Facilities	Foreign Language (S) Spoken	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time

* Place off-season rates in ().

Adapted from *Tourism USA: Guidelines for Development*, United States Travel and Tourism Administration, Economic Development Administration, 1986.

CHARACTERISTICS OF RESTAURANTS/DINING FACILITIES

Name and Address of Eating Estab.	Type of Facility (fast food, etc.)	Specialty	Licensed to Serve Alcohol?	Aver. Price Paid per person for:		Business Hours	Days of Operation	Total Seating Capacity	Percentage of business related to tourism
				Lunch	Dinner				

Adapted from Tourism USA: Guidelines for Development, United States Travel and Tourism Administration, Economic Development Administration, 1986.

CHARACTERISTICS OF RESTAURANTS/DINING FACILITIES (cont)

Name and Address of Eating Establishment	Employee Information					Projections & Employees Needed					Are Present Physical Facilities adequate to handle additional vol.?		Handicapped Accessible?	
	Current Skilled Positions		Current Unskilled Positions			Skilled		Unskilled			Yes	No	Yes	No
	Full-Time	Part-Time	Full-Time	Part-Time	Total	Full-Time	Part-Time	Full-Time	Part-Time	Total	Yes	No	Yes	No

CHARACTERISTICS OF RETAIL SHOPS

Name & Address of Shop	Specialty of Shop	Business Hours	Days of Operation	Percentage of Business Related to Tourism	Number of Employees			Additional Employees Needed if Volume of Business Increased			Are Physical Facilities Sufficient for Increased Business	
					Full-Time	Part-Time	Total	Full-Time	Part-Time	Total	Yes	No

Adapted from *Tourism USA: Guidelines for Development*, United States Travel and Tourism Administration, Economic Development Administration, 1986.

CHARACTERISTICS OF ENTERTAINMENT SERVICES & FACILITIES

Name and Address of Entertainment Facility	Type of Entertainment	Special Features	Fees	Type of Visitor Facility Caters to	Hours Per Day				Employees Information						Are Physical Facilities Sufficient To Handle Increased Volume of Business?
					Positions Req. Spec. Skills		Positions Req. No Spec. Skills		Add. Pos. If Volume Increased		Special Skills	Unskilled			
					FT	PT	FT	PT	FT	PT					
Spring	Summer	Fall	Winter												

Adapted from *Tourism USA: Guidelines for Development*, United States Travel and Tourism Administration, Economic Development Administration, 1986.

CHARACTERISTICS OF PHYSICAL ENVIRONMENT & INFRASTRUCTURE

	General Condition				Adequate for Tourism		Improvements Required (Describe)		
	Good	Fair	Poor	Needs Improvement Yes/No	Yes	No	Immediately	To meet future tourism demands	Responsible Agency/Organization
Town Entrances									
Public Parking									
Traffic Flows									
Road Conditions									
Downtown Appearance									
Downtown Lighting									
Sidewalks									
Benches/ Rest Areas									
Trash Recepticals									
Public Restroom Facilities									
Handicap Access									
Signage									
Landscaping									

CHARACTERISTICS OF PHYSICAL ENVIRONMENT & INFRASTRUCTURE (cont)

	General Condition				Adequate for Tourism		Improvements Required (Describe)		
	Good	Fair	Poor	Needs Improvement Yes/No	Yes	No	Immediately	To meet future tourism demands	Responsible Agency/Organization
Snow Removal									
Drainage									
Waste Disposal									
Water Supply									
Water Quality									
Police Protection									
Fire Protection									
Medical Services									
Public Parks									
Overall Visual Appeal									
Other									
Other									

CHARACTERISTICS OF TRANSPORTATION AND LOCATION

What are your geographic markets? To begin your transportation and location assessment, start by examining a road map to determine your geographic market potential. Research has shown that people will drive up to two hours away for a one-day outing, and up to four hours from home for a weekend trip. Start by drawing a circle that encloses those towns that are located within a two hour drive from your town. This circle will capture your potential day or weekend market. Next, draw a circle that encloses those towns that are located within a four or five hour drive. This is the distance that visitors are typically willing to travel for a weekend or longer. Which towns are within these two important geographic market areas?

Road Transportation

What are the major roads leading to your town?

Is your town accessible from major highways routes?

How many driving hours is your town from major urban centers?

Is your town located along a linear highway that might be marketed as an alternate to major highway travel?

Is your town easily accessible from regional attractions that are already drawing visitors into your area?

Is your town part of a cluster of towns that are easily linked and could be jointly promoted through driving or other tours?

Do motorcoach tours come to or through your town?

Are the roads leading to your town especially attractive to specific groups of travelers, such as recreation vehicle owners, or bicyclists?

Do winter conditions affect transportation to your town? Is snow removal adequate?

Is your town perceived to be accessible or remote? Do either of these characteristics represent opportunities to appeal to distinct market niches?

Air Transportation

Is your town accessible by air?

If so, does it have the capability for commercial air service?

Is there transportation between the airport and your town?

If you do not have air transportation, where is the nearest airport?

Rail Transportation

Is your town accessible by passenger train?

If so, what routes and schedules are in existence?

What kinds of passengers currently arrive?

What is the condition and atmosphere of the local train depot?

Does your town have a unique rail history?

Are there ways to link communities on your rail system through "historic rail tours"?

HOW TO USE WORKSHEETS 9 TO 17

Worksheets 9 to 15 are designed to be used together. When these worksheets are used together by a group, it may be most effective to copy their headings to large pieces of butcher paper that can be attached to a wall for everyone to see. Assign one or two people as "recorders" of your group's ideas.

Step 1. Beginning with Worksheet 9, brainstorm all the strengths of the tourism attractions in your area. Once all ideas are exhausted, brainstorm the strengths of the remaining five tourism components (Worksheets 10 to 14).

Step 2. Beginning with Worksheet 9, brainstorm all the concerns associated with tourism attractions in your area. Complete this process for each of the remaining tourism components (Worksheets 10 to 14).

Step 3. After completing Steps 1 and 2, complete Worksheet 15: Visitor Profiles. This worksheet will help you identify your target markets, and this information is required for Steps 4 and 5.

Step 4. By referring to the needs and wants of your target markets, begin with Worksheet 9 and rank the most important strengths of each tourism component (Worksheets 10 to 14; suggested ranking criteria are provided).

Step 5. In a similar fashion, rank the most pressing tourism concerns for the remaining five tourism components.

Step 6. Once you have assessed and ranked your tourism products and markets, you are ready to begin setting objectives for development. Worksheet 16 will help you identify objectives from the information you have gathered through Steps 1 to 5. Worksheet 17 will help you turn those objectives that are your top priority into *action*. If you need assistance with these worksheets, see pages 73 to 76 in Chapter 6: Developing a Tourism Marketing Plan.

ASSESSMENT OF ATTRACTIONS - STRENGTHS

Attractions	Attraction Strengths	Rank
<p><u>Primary Attractions</u></p> <p>E.g. Good Times Ski Area</p> <p>E.g. Blue Bass Lake</p> <p><u>Secondary Attractions</u></p>	<p><u>E.g.</u> Good Times Ski Area-doesn't have many crowds; families seem to enjoy it.</p>	

Suggested ranking criteria for tourism strengths:

1. *Uniqueness.* Features that are unique to your town and help create a market niche should rank higher.

2. *Importance.* Features that are important to several target markets should rank higher.

3. *Attractiveness.* Features that are particularly important to attracting tourists should rank higher.

4. *Effectiveness.* Features that are particularly effective in encouraging visitors to spend time and money in your town should rank higher.

5. *Promotability.* Features that can be easily developed and/or promoted should rank higher.

ASSESSMENT OF ATTRACTIONS - CONCERNS

Attraction Concerns	Rank	For More Information. . .
<p><u>E.g.</u> Blue Bass Lake - access road is not well maintained.</p>		<p><u>About Attractions.</u> See "What Do You Have That Visitors Want?", pages 28-31 and "Tourism and Your Town: A Quick Community Checklist", pages 36-40.</p> <p><u>About Inventorying Attractions.</u> See "Inventorying Your Tourism Product", page 64; Also "Worksheet 1: Checklist of Attractions" and Worksheet 2: Characteristics of Attractions".</p> <p><u>About Identifying Strengths and Concerns.</u> See "Assessing Your Tourism Product", page 65.</p> <p><u>About Ranking Strengths and Concerns.</u> See "Ranking Product Strengths and Concerns", page 68.</p> <p><u>About Brainstorming.</u> See "Brainstorming Visions of the Future", page 46.</p>

Suggested ranking criteria for tourism concerns:

1. *Effect on markets.* Concerns that have a major effect on many or all markets should rank higher.
2. *Importance to markets.* Concerns that have a major effect on attracting, keeping, or satisfying your existing markets should rank higher.
3. *Ease with which concern can be addressed.* Concerns that can be immediately and inexpensively addressed should rank higher.
4. *Visibility.* Concerns that are visible and, if addressed, would encourage citizen support of tourism should rank higher.

ASSESSMENT OF SERVICES - STRENGTHS

Services	Service Strengths	Rank
<u>Commercial Services</u>	<u>E.g.</u> Good diversity of restaurants	
<u>Public/Nonprofit Services</u>		

Suggested ranking criteria for tourism strengths:

1. *Uniqueness.* Features that are unique to your town and help create a market niche should rank higher.
2. *Importance.* Features that are important to several target markets should rank higher.
3. *Attractiveness.* Features that are particularly important to attracting tourists should rank higher.
4. *Effectiveness.* Features that are particularly effective in encouraging visitors to spend time and money in your town should rank higher.
5. *Promotability.* Features that can be easily developed and/or promoted should rank higher.

ASSESSMENT OF SERVICES - CONCERNS

Service Concerns	Rank	For More Information. . .
<p><u>E.g.</u> No visitor information services for our town/region.</p>		<p><u>About Services.</u> See "What Do You Have That Visitors Want?", pages 28-31 and "Tourism and Your Town: A Quick Community Checklist", pages 36-40.</p> <p><u>About Inventorying Services.</u> See "Inventorying Your Tourism Product", page 64; Also Worksheets 3 to 6.</p> <p><u>About Identifying Strengths and Concerns.</u> See "Assessing Your Tourism Product", page 65.</p> <p><u>About Ranking Strengths and Concerns.</u> See "Ranking Product Strengths and Concerns", page 68.</p> <p><u>About Brainstorming.</u> See "Brainstorming Visions of the Future", page 46.</p>

Suggested ranking criteria for tourism concerns:

1. *Effect on markets.* Concerns that have a major effect on many or all markets should rank higher.
2. *Importance to markets.* Concerns that have a major effect on attracting, keeping, or satisfying your existing markets should rank higher.
3. *Ease with which concern can be addressed.* Concerns that can be immediately and inexpensively addressed should rank higher.
4. *Visibility.* Concerns that are visible and, if addressed, would encourage citizen support of tourism should rank higher.

ASSESSMENT OF PHYSICAL ENVIRONMENT - STRENGTHS

Physical Environment	Physical Environment Strengths	Rank
<p>(List all components related to tourism)</p>	<p><u>E.g.</u> Sufficient water supply to support more tourist traffic; Parks are well-maintained.</p>	

Suggested ranking criteria for tourism strengths:

1. *Uniqueness.* Features that are unique to your town and help create a market niche should rank higher.
2. *Importance.* Features that are important to several target markets should rank higher.
3. *Attractiveness.* Features that are particularly important to attracting tourists should rank higher.
4. *Effectiveness.* Features that are particularly effective in encouraging visitors to spend time and money in your town should rank higher.
5. *Promotability.* Features that can be easily developed and/or promoted should rank higher.

ASSESSMENT OF PHYSICAL ENVIRONMENT - CONCERNS

Physical Environment Concerns	Rank	For More Information. . .
<p><u>E.g.</u> Main Street needs repaving.</p>		<p><u>About the Phys. Env./Infrastructure.</u> See "What Do You Have That Visitors Want?", pages 28-31 and "Tourism and Your Town: A Quick Community Checklist", pages 36-40.</p> <p><u>About Inventorying Physical Environment.</u> See "Inventorying Your Tourism Product", page 64; Also Worksheet 7: "Characteristics of Physical Environment and Infrastructure".</p> <p><u>About Identifying Strengths and Concerns.</u> See "Assessing Your Tourism Product", page 65.</p> <p><u>About Ranking Strengths and Concerns.</u> See "Ranking Product Strengths and Concerns", page 68.</p> <p><u>About Brainstorming.</u> See "Brainstorming Visions of the Future", page 46.</p>

Suggested ranking criteria for tourism concerns:

1. *Effect on markets.* Concerns that have a major effect on many or all markets should rank higher.
2. *Importance to markets.* Concerns that have a major effect on attracting, keeping, or satisfying your existing markets should rank higher.
3. *Ease with which concern can be addressed.* Concerns that can be immediately and inexpensively addressed should rank higher.
4. *Visibility.* Concerns that are visible and, if addressed, would encourage citizen support of tourism should rank higher.

ASSESSMENT OF HOSPITALITY - CONCERNS

Hospitality Concerns	Rank	For More Information. . .
<p><u>E.g.</u> Local residents are not well-informed about all there is to see and do here.</p>		<p><u>About Hospitality.</u> See "What Do You Have That Visitors Want?", pages 28-31 and "Tourism and Your Town: A Quick Community Checklist", pages 36-40.</p> <p><u>About Assessing Hospitality.</u> See "Inventorying Your Tourism Product", page 64;</p> <p><u>About Identifying Strengths and Concerns.</u> See "Assessing Your Tourism Product", page 65.</p> <p><u>About Ranking Strengths and Concerns.</u> See "Ranking Product Strengths and Concerns", page 68.</p> <p><u>About Brainstorming.</u> See "Brainstorming Visions of the Future", page 46.</p>

Suggested ranking criteria for tourism concerns:

1. *Effect on markets.* Concerns that have a major effect on many or all markets should rank higher.
2. *Importance to markets.* Concerns that have a major effect on attracting, keeping, or satisfying your existing markets should rank higher.
3. *Ease with which concern can be addressed.* Concerns that can be immediately and inexpensively addressed should rank higher.
4. *Visibility.* Concerns that are visible and, if addressed, would encourage citizen support of tourism should rank higher.

ASSESSMENT OF TRANSPORTATION - CONCERNS

Transportation Concerns	Rank	For More Information. . .
<p><u>E.g.</u> People perceive road conditions to be poor in winter - not so!</p>		<p><u>About Transportation.</u> See "What Do You Have That Visitors Want?", pages 28-31 and "Tourism and Your Town: A Quick Community Checklist", pages 36-40.</p> <p><u>About Assessing Transportation.</u> See "Inventorying Your Tourism Product", page 64; Also Worksheet 8: "Characteristics of Transportation and Location".</p> <p><u>About Identifying Strengths and Concerns.</u> See "Assessing Your Tourism Product", page 65.</p> <p><u>About Ranking Strengths and Concerns.</u> See "Ranking Product Strengths and Concerns", page 68.</p> <p><u>About Brainstorming.</u> See "Brainstorming Visions of the Future", page 46.</p>

Suggested ranking criteria for tourism concerns:

1. *Effect on markets.* Concerns that have a major effect on many or all markets should rank higher.
2. *Importance to markets.* Concerns that have a major effect on attracting, keeping, or satisfying your existing markets should rank higher.
3. *Ease with which concern can be addressed.* Concerns that can be immediately and inexpensively addressed should rank higher.
4. *Visibility.* Concerns that are visible and, if addressed, would encourage citizen support of tourism should rank higher.

ASSESSMENT OF PROMOTION - STRENGTHS

Promotion	Promotion Strengths	Rank
<p>(List all ways local attractions are promoted)</p>	<p><u>E.g.</u> We work well with other members of our CTB region.</p>	
<p>(List all regional promotional efforts)</p>		

Suggested ranking criteria for tourism strengths:

1. *Uniqueness.* Features that are unique to your town and help create a market niche should rank higher.
2. *Importance.* Features that are important to several target markets should rank higher.
3. *Attractiveness.* Features that are particularly important to attracting tourists should rank higher.
4. *Effectiveness.* Features that are particularly effective in encouraging visitors to spend time and money in your town should rank higher.
5. *Promotability.* Features that can be easily developed and/or promoted should rank higher.

ASSESSMENT OF PROMOTION - CONCERNS

Promotion Concerns	Rank	For More Information. . .
<p><u>E.g.</u> We need to encourage local residents to be effective community ambassadors--i.e. spread positive word of mouth.</p>		<p><u>About Promotions.</u> See "What Do You Have That Visitors Want?", pages 28-31 and "Tourism and Your Town: A Quick Community Checklist", pages 36-40.</p> <p><u>About Assessing Promotions.</u> See "Inventorying Your Tourism Product", page 64.</p> <p><u>About Identifying Strengths and Concerns.</u> See "Assessing Your Tourism Product", page 65.</p> <p><u>About Ranking Strengths and Concerns.</u> See "Ranking Product Strengths and Concerns", page 68.</p> <p><u>About Brainstorming.</u> See "Brainstorming Visions of the Future", page 46.</p>

Suggested ranking criteria for tourism concerns:

1. *Effect on markets.* Concerns that have a major effect on many or all markets should rank higher.
2. *Importance to markets.* Concerns that have a major effect on attracting, keeping, or satisfying your existing markets should rank higher.
3. *Ease with which concern can be addressed.* Concerns that can be immediately and inexpensively addressed should rank higher.
4. *Visibility.* Concerns that are visible and, if addressed, would encourage citizen support of tourism should rank higher.

VISITOR PROFILES

Visitor Types (based on Primary Trip Purpose)	Rank		What attracts them to come here?	What attractions/ services do they seek?	What are they like? (age, sex, education, income)	What do they like? (values, lifestyle, etc.)
	Cur- rent	Over- all				
Passing Through (Existing)						
(Potential)						
Visiting Family and Friends (Existing)						
(Potential)						
Vacation (Existing)						
(Potential)						
Commercial Business (Existing)						
(Potential)						
Personal Business (Existing)						
(Potential)						

Suggested Ranking Criteria: • *Size.* Number of visitors in segment • *Length of stay.* Time visitors stay in community • *Expenditures.* Money spent during average stay • *Competitiveness.* Opportunities segment provides to capitalize on unique tourism advantages • *Accessibility.* Ability to reach visitors through promotions • *Durability.* Viability of segment over time • *Values.* Consistency of visitors' values with those of local residents

TOURISM GOALS AND OBJECTIVES

OVERALL GOAL:							
Objectives	Target Markets Implicated	Resources Required					Overall Rank
		<u>Time</u>	<u>Expense</u>	<u>People</u>	<u>Physical</u>	<u>Other</u>	

Adapted from *Community Tourism Action Plan*, Alberta Tourism, Alberta, Canada, 1988.

Suggested Ranking Criteria: • Importance to attracting visitors • Importance to encouraging visitors to increase their length of stay • Importance to increasing their expenditures • Importance to making their visit more satisfying • Visibility • Ability to generate community support • Affordability • Achievability • Ability to serve as a foundation for subsequent tourism initiatives

TOURISM ACTION PLAN

GOAL:

OBJECTIVE:

CONCERN(S) ADDRESSED:

MARKETS IMPLICATED:

RESOURCES REQUIRED (time, expense, people, physical, other):

PARTNERSHIPS DESIRED (other communities, agencies, organizations with interest in project):

ACTION STEPS	WHO WILL BE RESPONSIBLE?	COMPLETION DATE?	HOW WILL SUCCESS BE EVALUATED?

Adapted from *Community Tourism Action Plan*, Alberta Tourism, Alberta, Canada, 1988.