# Introduction to Community Tourism

## A North American Perspective

Samuel V. Lankford
Oksana Grybovych
Jill K. Lankford

http://www.sagamorepub.com/products/introduction-community-tourism

# Introduction to Community Tourism

## A North American Perspective

Samuel V. Lankford

Oksana Grybovych

Jill K. Lankford

SAGAMORE VENTURE

http://www.sagamorepub.com/products/introduction-community-tourism

©2017 Sagamore–Venture Publishing LLC
All rights reserved.

Publishers: Joseph J. Bannon and Peter L. Bannon
Sales and Marketing Manager: Misti Gilles
Sales and Marketing Assistant: Kimberly Vecchio
Director of Development and Production: Susan M. Davis
Production Coordinator: Amy S. Dagit
Graphic Designer: Marissa Willison

Library of Congress Control Number: 2017947206
ISBN print edition: 978-1-57167-722-8
ISBN ebook: 978-1-57167-723-5

Printed in the United States.

SAGAMORE VENTURE

1807 N. Federal Dr.
Urbana, IL 61801
www.sagamorepublishing.com

http://www.sagamorepub.com/products/introduction-community-tourism

This book is dedicated to the heart of community which, when tended,
is the essence of life and provides the vitality we enjoy
and share with others, residents and guests.

http://www.sagamorepub.com/products/introduction-community-tourism

# Contents

Acknowledgments ..... ix
About the Authors ..... x
Preface ..... xi

**Chapter 1: Characteristics of Community-Based Tourism ..... 1**
Chapter Objectives ..... 1
Introduction ..... 1
Community-Based Tourism ..... 3
Obstacles to Tourism Development ..... 6
Summary ..... 12
Key Concepts ..... 13
Useful Internet Sites, Exercises, and Resources ..... 13
Questions for Review and Case Problems ..... 14
References ..... 14

**Chapter 2: Organization of Community-Based Tourism ..... 17**
Chapter Objectives ..... 17
Introduction ..... 17
International Organizations ..... 17
National Organizations ..... 18
State, Provice, and Regional Organizations and Associations ..... 25
Community-Based Tourism Organizations ..... 30
Summary ..... 36
Key Concepts ..... 37
Useful Internet Sites, Exercises, and Resources ..... 37
Questions for Review and Case Problems ..... 39
References ..... 39

**Chapter 3: Attractions, Amenities in Community-Based Tourism ..... 41**
Chapter Objectives ..... 41
Introduction ..... 41
Attractions and Amenities ..... 42
Attraction Management ..... 57
Summary ..... 61
Key Concepts ..... 61
Useful Internet Sites, Exercises, and Resources ..... 62
Questions for Review and Case Problems ..... 62
References ..... 63



http://www.sagamorepub.com/products/introduction-community-tourism

**Chapter 4: Travel Motivation and Understanding Thematic Tourism ..... 67**
Chapter Objectives ..... 67
Introduction ..... 67
Understanding Thematic Tourism ..... 68
Travel Motivation Theories ..... 69
Practical Application: Travel Motivation Research ..... 79
Case in Point ..... 80
Summary ..... 81
Key Concepts ..... 82
Useful Internet Sites, Exercises, and Resources ..... 82
Questions for Review and Case Problems ..... 82
References ..... 82

**Chapter 5: Marketing the Community ..... 85**
Chapter Objectives ..... 85
Introduction ..... 85
Planning for Tourism: SWOT Analysis ..... 86
Destination Marketing, Place Branding, and Positioning ..... 89
Marketing Tourism Experiences ..... 92
Market Segmentation ..... 95
Marketing Mix ..... 98
Destination Marketing: Challenges and Opportunities ..... 103
Summary ..... 107
Key Concepts ..... 107
Useful Internet Sites, Exercises, and Resources ..... 108
Questions for Review and Case Problems ..... 108
References ..... 108

**Chapter 6: Business Concepts/Entrepreneurship ..... 111**
Chapter Objectives ..... 111
Introduction ..... 111
Small Businesses in Tourism ..... 112
Entrepreneurship in Tourism ..... 115
Entrepreneurship and Innovation ..... 118
Entrepreneurship Policy Framework ..... 120
Gaining and Maintaining Competitive Advantages in Tourism ..... 121
Summary ..... 128
Key Concepts ..... 129
Useful Internet Sites, Exercises, and Resources ..... 129
Questions for Review and Case Problems ..... 129
References ..... 130



http://www.sagamorepub.com/products/introduction-community-tourism

**Chapter 7: Community Issues, Concerns, and Planning ..... 135**
Chapter Objectives ..... 135
Introduction ..... 135
Impacts of Tourism ..... 136
Plans and the Planning Process ..... 143
Summary ..... 151
Useful Internet Sites, Exercises, and Resources ..... 151
Questions for Review and Case Problems ..... 151
References ..... 155

**Chapter 8: Main Street ..... 157**
Chapter Objectives ..... 157
Introduction ..... 157
Main Street Programs ..... 158
Main Street Design ..... 160
Working Together ..... 166
Summary ..... 169
Key Concepts ..... 170
Useful Internet Sites, Exercises, and Resources ..... 170
Questions for Review and Case Problems ..... 170
References ..... 171

**Chapter 9: Community Special Events ..... 173**
Chapter Objectives ..... 173
Introduction ..... 173
Purpose of Special Events ..... 174
Typologies of Special Events ..... 175
Factors of Success and Management for Community Special Events ..... 180
Managing and Planning Successful Events ..... 181
Summary ..... 189
Key Concepts ..... 190
Useful Internet Sites, Exercises, and Resources ..... 190
Questions for Review and Case Problems ..... 190
References ..... 190

**Chapter 10: Economic Impacts of Community-Based Tourism... 193**
Chapter Objectives ..... 193
Introduction ..... 193
Direct, Indirect, and Induced Economic Impacts ..... 195
Multipliers ..... 197
Economic Impact Analysis: Main Approaches and Common Mistakes ..... 198
Economic Impact Modeling ..... 200
Practical Implications ..... 202



http://www.sagamorepub.com/products/introduction-community-tourism

Case Studies: Economic Impacts of Wine and Food Tourists in Rural Northeast Iowa ..... 202
Summary ..... 205
Key Concepts ..... 205
Useful Internet Sites, Exercises, and Resources ..... 205
Questions for Review and Case Problems ..... 206
References ..... 206

**Chapter 11: Futures of Community-Based Tourism ..... 209**
Chapter Objectives ..... 209
Introduction ..... 209
Trends in Travel and Tourism ..... 210
Summary ..... 220
Key Concepts ..... 221
Useful Internet Sites, Exercises, and Resources ..... 221
Questions for Review and Case Problems ..... 222
References ..... 222

**Chapter 12: Careers in Community-Based Tourism ..... 223**
Chapter Objectives ..... 223
Introduction ..... 223
Tourism Training and Education ..... 224
Tourism Careers ..... 226
Summary ..... 230
Key Concepts ..... 231
Useful Internet Sites, Exercises, and Resources ..... 231
Questions for Review ..... 232
References ..... 232

**Index ..... 234**



http://www.sagamorepub.com/products/introduction-community-tourism

# Acknowledgments

Many people have influenced how we view tourism and the community. The journey to study tourism from a community perspective began with Dr. David Povey, professor emeritus at the University of Oregon. Working with David on community planning projects allowed Jill and Sam to discover the potential and pitfalls of community-based tourism. David, who worked with us on refining our skills and abilities with regard to community planning practice, provided us with a unique graduate education experience through Community Planning Workshop. David's involvement in recreation and tourism planning in Oregon has provided us with a model for teaching and working with students and our communities in which we have lived. A special thank you goes to Dr. Larry Neal, professor emeritus at the University of Oregon for his support over the years. Thanks are also given to Dr. George Ikeda, Dr. Pauline Sheldon, and Dr. Juanita Liu from the University of Hawaii. We would also like to thank Marlowe Campos, Simone Campos, Crystal Espinoza, and Selena Winchell from the Department of Recreation Administration at Fresno State for their assistance with the book. Sophie Karas of Fresno State also provided important library research for the book as well. Finally, Sam and Jill would like to thank Dr. Ariana Cela, Dr. Oksana Grybovych, Dr. Rodney Dieser, Dr. Chris Kowalski, Dr. Chris Edginton, Dr. Wade Kooiman, and Dr. Anthony Smothers of the University of Northern Iowa for their support over the years. What a great and accomplished group of professionals and visionaries! If only more communities had these leaders, we as a society would be in a better place. We feel blessed to have had the opportunity to work with all of them.

We would also like to recognize Dr. Joseph Bannon Sr. for his support for this book. It has taken longer than anticipated, but we do hope it is useful in teaching. We would also like to thank Susan Davis of Sagamore Publishing. Thank you for your assistance and professionalism! Finally, thank you to the faculty of the Department of Recreation Administration, specifically Dr. Michael Mahoney, Dr. Nancy Nisbett, Dr. Jason Whiting, Dr. L-J Fine, Brandon Taylor, Justin Butchert, Ryan Soares, Alex Clifton, Lerin Winchester, Karen Markland, and our Dean Jody Hironaka-Juteau at Fresno State for their support.

**Sam Lankford**
**Jill Lankford**

Above all I want to thank my family for the unconditional love, support, and encouragement, in spite of all the time I took away from you. My husband, Delmar, deserves special praise for spending hours brainstorming, reading, and editing my work. I couldn't have done it without you. A special thank you to Sam and Jill Lankford for your mentorship and support throughout the years. You are such a remarkable family.

**Oksana Grybovych**



http://www.sagamorepub.com/products/introduction-community-tourism

# About the Authors

**Samuel V. Lankford** is professor and chair, Department of Recreation Administration at Fresno State. Formerly he served as a professor, graduate coordinator, and doctoral intensive study area coordinator, and director of the Sustainable Tourism and the Environment Program at the University of Northern Iowa. He taught at the University of Hawaii in the School of Travel Industry Management, and was also the Coordinator of the Recreation and Leisure Science degree program from 1990-2001. He has conducted training workshops in the U.S., Canada, The Netherlands, Japan, and Vietnam. He has a PhD with a focus in community tourism planning and development, and a master of Urban and Regional Planning degree from the University of Oregon. He holds a master of arts in recreation and park planning and a BA in geography from CSU-Chico. Dr. Lankford has been a practicing planner in both staff and consulting roles in California, Oregon, Washington, Iowa, Hawaii, and Canada. He has conducted planning projects, needs assessments, community impact studies, carrying capacity studies, and market research in those states and other countries. He specializes in tourism and recreation development. His research in tourism resulted in the development of a scale titled "Tourism Impact Attitude Scale" (TIAS), which has been used extensively internationally, and was the basis for later research on that topic.

**Oksana Grybovych** is an associate professor in the Division of Leisure, Youth and Human Services at the University of Northern Iowa. She holds an EdD in Leisure Services from the University of Northern Iowa (USA), MSc in Leisure and Environments from the University of Wageningen (the Netherlands), and a BA in Economics/ Management from the Institute of Economics and Law (Ukraine). Her research interests include civic and community engagement, participatory community tourism planning, economic impacts of tourism, tourism marketing, and sustainable development.

**Jill K. Lankford** has worked with communities in their planning and design efforts with a particular focus on community character and development. Jill's work with planning and design with small towns has resulted in recognition by the American Planning Association–Oregon Chapter for citizen involvement and economic development. She has provided tourism development training in North America, Bolivia, and Vietnam. She has degrees in landscape architecture (BLA and MLA) from the University of Oregon. She was the coordinator of the Sustainable Tourism and Environment Program at the University of Hawaii and the University of Northern Iowa, where she completed community development projects with students for community and regional agencies and organizations. Jill continues her work in Fresno focusing on community-level park and recreation planning and water-wise design.



http://www.sagamorepub.com/products/introduction-community-tourism

# Preface

*Introduction to Community Tourism: A North American Perspective* addresses tourism at the community level within the United States and Canada. The purpose of the book is to illustrate the significance and potential of tourism at the community level. Our examples focus on the small to mid-sized examples. However, on occasion we provide examples of places outside of the U.S. and Canada. Importantly, the book illustrates the ways in which community tourism involves various departments and organizations involved in tourism. For example, numerous examples are given where the parks and recreation department for a community plays a pivotal role in helping to stage tourism events.

Most introductory textbooks on tourism address large scale tourism, often termed "mass tourism." Waikiki Hawaii is an example of this type of tourism. Those books typically focus on world and national organizations, air transportation, rail transportation, distribution process, hospitality, large-scale human-made attractions (e.g., Disneyworld), international travel, and supply and demand. *Introduction to Community Tourism: A North American Perspective* addresses tourism from a slightly different perspective. This perspective is one in which the trend toward understanding community within the context of tourism and the resulting development that occurs. Importantly, we address the organization of tourism within communities that lie outside of the mass tourism markets. There is a focus on main streets, architectural character, destination attributes, and the inventory and management of those attributes. Specific attention is given to sustainability of the community and industry, to include planning, development, and marketing. The book examines the dynamics between social or economic development and the quality of life for residents in those special places blessed with natural, historic, and cultural resources.

The chapters in this book provide learning objectives, examples of tourism in communities, and useful online resources for the reader. Four primary areas of importance to community tourism are covered. The first area addresses the characteristics to community tourism in North America, organizational structures typical to the success of community tourism, and the types of attractions inherent in community tourism. The second area of importance is travel motivation, marketing concepts, and business and entrepreneurship in community tourism. The third section of the book provides the reader with information on the community issues and planning concerns relative to a successful tourism based economy. Community main street strategies are highlighted for readers to appreciate the collaboration and partnerships that exist in successful tourism. This section also addresses special events and community main streets, and concludes with the economic impacts to community tourism. Finally, the fourth area addresses the possible careers for tourism at the community level, many of which are available to students in parks, recreation, and tourism programs. The book concludes with a discussion of tourism futures.



http://www.sagamorepub.com/products/introduction-community-tourism

# CHAPTER 1

# Characteristics of Community-Based Tourism

## CHAPTER OBJECTIVES

- To build an awareness and appreciation for community-based tourism
- To understand the factors that influence the development of successful community-based tourism programs
- To gain specific knowledge of the challenges for successful community-based tourism
- To gain knowledge of community tourism and its connections to local government
- To understand contemporary developments in community tourism

## Introduction

This book addresses tourism at the community level within the United States and Canada. The purpose of the book is to illustrate the significance and potential of tourism at the community level. Our examples focus on small to mid-sized examples. However, on occasion we provide examples of places outside of the U.S. and Canada. Importantly, the book illustrates the ways in which community tourism involves various departments and organizations involved in tourism. For example, numerous examples are given in which the parks and recreation department for a community plays a pivotal role in helping to stage tourism events.

The travel industry's role in the American and Canadian economy is significant. The U.S. Travel Association (2014) estimates that in 2013, 69.8 billion international travelers visited the U.S., while U.S. residents logged 1.6 billion person trips for leisure, and 452 million person trips for business purposes. These trips were to destinations in all 50 states and Washington, D.C., with spending estimated to be $887.9 billion on goods and services at local businesses, generating 7.9 million jobs. In 2012, overall tourism demand grew 4.2% to $81.9 billion, with domestic demand registering a 4.5% increase to $66.4



http://www.sagamorepub.com/products/introduction-community-tourism

billion. Likewise, international demand rose 2.8% to $15.5 billion (Canada Tourism Commission, 2013). Canada received 16 million international overnight visitors in 2012, up 1.7% over 2011. Spending by visitors increased 2.3% to $12.3 billion, as they stayed longer and spent more per trip (Canada Tourism Commission, 2013). A trend in tourism is for travelers to seek experiences in small towns, rural areas, and places that are outside of the mainstream ideas of what tourism is or should be in terms of scale and scope of the development.

Tourism and "the tourism industry" are rather illusive in terms of identification. It is important to understand the definitions in order for one to become aware of the significance and scope of the industry. These definitions also help one to understand the various economic impacts of the industry on local, regional, and national economies. The definition of travel refers to the activity of travelers. A traveler is someone who moves between different geographic locations, for any purpose and any duration (United Nations World Tourism Organization, 2010). These purposes can be for business or leisure. A visitor is a traveler taking a trip to a main destination outside his/her usual environment, for less than a year, for any main purpose (business, leisure, or other personal purpose) other than to be employed by a resident entity in the country or place visited. These trips taken by visitors qualify as tourism trips. Tourism refers to the activity of visitors (United Nations World Tourism Organization, 2010). The Canadian definition of tourism follows that adopted by the World Tourism Organization and the United Nations Statistical Commission: "the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes" (Canadian Tourism Commission, 2012). Tourism is therefore a subset of travel and visitors are a subset of travelers.

## Components of the Tourism Industry

Figure 1.1 provides a simplified view of the necessary components of the tourism industry. There must be a market or attraction that can sustain visitor interest over time. Additionally, the community must be supportive and involved. Resident populations need education about the industry in order to have positive visitor and resident interactions. The government must work with the tourism organizations and supporters to create attractive places for visitors and the resident population. Roads and infrastructure needs to be in place to serve the transportation, water, sewer, and solid waste disposal needs of visitors. Finally, shopping, lodging, restaurants need to be prepared to serve a varying clientele.

## Industry Groups in Community Tourism

The Ministry of Tourism and Culture in the Yukon Territory of Canada notes that there are five essential industry groups of the tourism sector (www.tc.gov.yk.ca, 2014). These groups provide community members opportunities for the creation of businesses and employment. These include the following:

1. **Accommodation:** hotels, motels, resorts, cabins, bed and breakfast, campgrounds, lodges, inns, RV parks, hostels, and the accommodation portion of hunting and fishing trips.
2. **Food and beverage services:** restaurants, dining rooms, coffee shops, fast food outlets, pubs, and catering.



http://www.sagamorepub.com/products/introduction-community-tourism

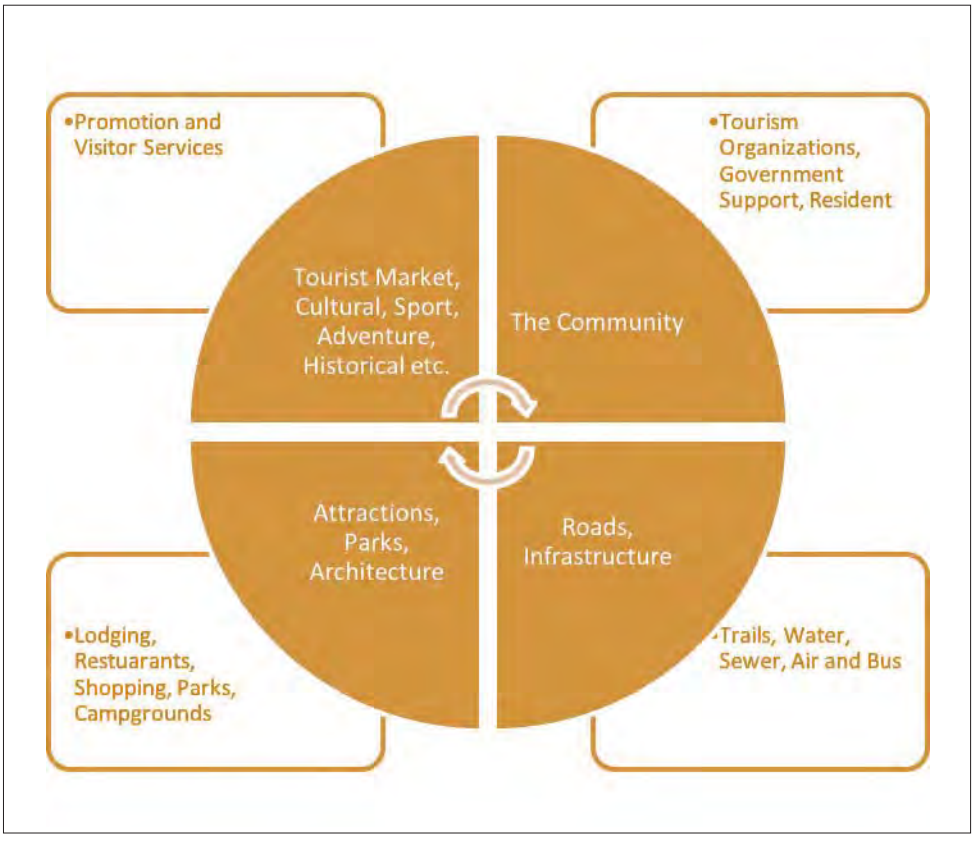


***Figure 1.1***. Necessary Components of a Tourism Industry. Adapted from University of Missouri, University Extension, (1991). Tourism USA, Guidelines for Tourism Development.

3. **Recreation and entertainment:** ski areas, golf, fishing and hunting, hiking, canoeing, kayaking, rafting and dog-sledding, arts and cultural festivals.
4. **Transportation:** air carriers, motor coaches, railways, cruise lines, car rentals, recreation vehicles, taxis, gas stations.
5. **Travel services:** travel agencies, tour wholesalers, tour operators, tour guides, government tourism departments and information centers, research services, advertising.

It is important to note that while businesses operate separately and competitively, they are dependent on each other for success. For example, the fishing or hunting guide needs the services of the transportation, food, travel, and accommodation sectors. Partnerships may develop between the fishing guide and other complementary companies such as a rafting guide company to enhance the visitor experience.

## Community-Based Tourism

Community-based tourism is defined as a tourism or visitor industry organized by the community for its overall benefit. It sounds simple; however, community interests often conflict and the interpretation of overall benefits differ between individuals and groups. Russell (2000) notes that community-based tourism must fulfill three criteria:



http://www.sagamorepub.com/products/introduction-community-tourism

It should have the support and participation of local people; as much of its economic benefit as possible should go to people living at or near the destination; and the act of tourism must protect local people's cultural identity and natural environment.

Murphy (1980) notes that community tourism as "an industry which uses the community as a resource, sells it as a product, and in the process, affects the lives of everyone" (p. 1). Murphy and Murphy (2004) later suggest that the community then no longer exists as a home with a communal sense of belonging, but has become an actual or potential profit-making center. This view in fact points out some of the concerns facing community leaders as they move toward tourism as an economic development strategy. Specifically, how does the community help develop a sustainable tourism product, yet keep a communal sense of belonging? We will discuss this in detail in the planning section of the book. In response to the issue, there has been an emergence of organizations and tourism trends such as ecotourism to involve local people in decision-making. The chapter on planning will detail some of these strategies.

Tourism, as the world's largest growing industry, is usually promoted by government for its ability to spread economic development and reduce inequalities in income distribution (Cela, Knowles-Lankford, & Lankford, 2007). Yet tourism is an elusive industry. As quoted by a well-intentioned mayor in a small Midwestern town "we know the tourists are out there, we just have to figure out how to get them into our town." This statement exemplifies what is taking place in communities across North America. When a community or region has resources such as lakes, rivers, oceans, and mountains it becomes an attraction that can be built upon if the community will exists and the investments are made. The town referenced above was some distance to that lake, had a rather odd (or unique depending on your perspective) character in terms of architectural resources, and a rather undeveloped tourist infrastructure. The town's claim to fame was that it was partly destroyed by a tornado decades before. The leaders of the community thought a tornado museum would provide the attraction. A tourism assessment, provided by planners from a regional university to the town, allowed the decision makers a chance to view realistically the chances of developing into a destination. Consequently, when these limitations were identified, the shift to something other than tourism for economic diversification was adopted.

Community leaders sometimes misunderstand the tourism industry and what is required for a destination to be successful. There are very successful tourism-based communities without these natural amenities, but they typically have a strong arts community and are part of a regional tourism framework. Other communities use food-based festivals as a way to enhance visitor spending (Cela et al., 2007; Emmons, 2001). There are many examples such as wine routes in Italy, Spain, Portugal, France, Australia, and California, or beer trails in Canada and Oregon. These are examples of food and beverage tourism. Food has become an increasingly important element in the tourism industry, and up to 25% of total tourist expenditures is accounted for by foods (Quan & Wang, 2004). Tourists are seeking authentic and unique experiences and the consumption of local food and beverages brings the tourist closer to the host culture (Plummer, Telfer, Hashimoto, & Summers 2005). Small festivals in areas with few



http://www.sagamorepub.com/products/introduction-community-tourism

attractions may be critical in retaining locals' discretionary spending and generating civic pride (Cela et al., 2007; Chhabra, Sills, & Cubbage, 2003; Sanders, 2005).

Tourism is thriving in rural and small towns, primarily due to the relationships the industry has built upon with city, county, and provincial governments. For example, in Cedar Falls, Iowa, the Tourism Office is managed as part of the Department of Leisure and Human Services. The tourism industry in Cedar Falls is reliant on city parks, public bike and walking trails, a public university with sports and art venues, and public camping areas. The responsibility of the Department of Leisure and Human Services is to sponsor and coordinate community events for tourism and to meet the needs of the resident population. However, this relationship is not as direct in places such as Waikiki Hawaii, San Francisco, and New York City. Yes, tourists visit those parks and attend special community events, but the tourism industry is well developed and sophisticated enough to manage those events. Saunders (2005) studied communities and the level of coordination with community organizations for successful festivals. Festival organizers in small, medium, and large communities in the study sample noted they coordinate with (in order of importance) local chambers of commerce, city government (parks, leisure departments), local businesses, nonprofit organizations (churches, schools, youth groups, clubs), and civic organizations.

Rural communities around the nation are facing population and economic decline. Rural populations have declined drastically, resulting in a loss of employment opportunities for younger people. Tourism is viewed as an economic diversification tool in part to stabilize out migration of young people from small towns.

According to a National Association of Governors report (NGA, 2003), rural economic development policies must build upon the strengths of rural America. Two of these strengths are close-knit communities and strong local business networks. Importantly, tourism relies on the close-knit fabric of the community and business networks. The livability and quality of life of rural areas is enhanced when there are numerous and diverse opportunities for participation in leisure and cultural activities, events, and programs. For example, Independence, Iowa utilized recreation development (e.g., public recreation, parks, festivals, trail development, campgrounds, tourism) to stimulate its economy and develop a sense of community. Independence is "… competing [economically] with some of the bigger cities in our state and we're starting with some of the good things we've always had and never thrown away—the beauty of the river, our history—and we are adding in everything from town celebrations to global Internet connections … [the] kids have got good fun things to do all over town, and they're safe, too, because there's always a neighbor looking out for them" (Witt, 2011, p. 54).

Communities have capitalized on tourism in the following areas (Weaver & Wishard-Lambert, 1996). It is important to note the first three areas are often managed by park and recreation departments on a daily basis:

- Natural features such as open space and parks, lakes, mountains, streams, and caves
- Cultural and ethnic attractions such as antiques, art galleries, ethnic celebrations, and heritage areas
- Created events such as fairs, festivals, rodeos, running events, and tournaments



http://www.sagamorepub.com/products/introduction-community-tourism

- Historic attractions such as battlefields, famous buildings, landmarks and sites
- Human-made attractions such as covered bridges, dams, shopping areas, and parks

## Obstacles to Tourism Development

Smaller towns and rural areas are unique. They are fragile places, often unprepared for not only the sophisticated development pressure that tourism brings but also naive in terms of their capacity to sustain the industry. Some communities who have transitioned from resource extraction activities such as logging have struggled. One such community (unnamed to protect its identity) in the Pacific Northwest made a swift move to advertise tourism opportunities in a large metropolitan area newspaper. Tourists started coming for camping and vacation. However, the infrastructure was not in place, the training of former mill workers had not yet been implemented, signage for way finding was nonexistent and the story was predictable. People quit coming due to the lack of amenities. This did more long-term damage than the townspeople realized. Table 1.1 illustrates some of the challenges in developing the industry.

**Table 1.1**
*Obstacles to Tourism Development*

| Obstacles | Descriptions |
|---|---|
| Underdeveloped Amenities | Limited means (funding, technical support, etc.) to develop and manage amenities like campgrounds, picnic areas, public spaces and gathering places. Tourism plans provide evidence of the opportunity to invest. |
| Competition | Towns and regions compete for the tourism dollar. In fact most tourists are seeking "thematic" experiences like museums, foods, history, etc. Cooperation is needed for successful development of the industry. |
| Lack of Understanding of Visitors | Elected officials and civic-minded citizens often lack an appreciation of marketing, research, visitor information systems and visitor motivations. Attractions are not developed to meet needs of visitors. People are not trained to be in a service industry. |
| Lack of Land Use Plans and Zoning | Urban sprawl, inappropriate architecture for the place, signage that has a "clutter" effect, loss of open space, lack of walking and bicycling services, and loss of the character of the place. This list can be expanded, but the point is without appropriate controls and guidance, a great place becomes a visitor nightmare and the area will decline in visitations. A sense of place is critical to success; we need not destroy what brings them there in the first place. |



http://www.sagamorepub.com/products/introduction-community-tourism

**Table 1 (cont.)**

| | |
|---|---|
| Community Culture | Some places are willing to embrace the tourism industry when it is locally controlled and planned for by citizens. Some places continue to fight even a successful tourism industry due to impacts on quality of life. Additionally, impacts on indigenous peoples are real and must be accounted for in the process. |

Importantly, community leaders must understand that tourism is a multidisciplinary industry. Viewpoints of residents, business interests, planners, architects, landscape architects, economists, geographers, and archaeologists to name a few, are needed. This occurs during a planning process. That process consists of assessing resources and amenities, determining market potential, creating business investment opportunities, designing places with the visitor in mind, creating attractive way finding and retail signage. Saunders (2005) identified challenges that small, medium, and large communities in Iowa face with regard to successful tourism events and festivals. These challenges include recruiting and training volunteers, lack of sponsorships and funding, keeping attractions affordable, marketing and promotion, and conducting visitor research.

Often, communities are in transition from resource extraction to service sector economies. However, these communities lack leaders who are attuned to the intricacies and challenges of tourism development. Furthermore, these communities may lack the planning experts who can help guide the development in order to protect the amenities that are attractions.

## Process of Tourism Development—How the Industry Develops

Most communities in the United States and Canada are served by some type of tourism organization, such as the Eastern Iowa Tourism Association at a regional level, or Iowa Tourism at the state level. Communities, such as Nanaimo, British Columbia, which is served by the Visitor Centre, a part of the Nanaimo Economic Development Corporation. These organizations can provide assistance to communities and event organizers in terms of coordination, planning, marketing, and other technical assistance. It is also important that communities work together in developing tourism as an industry and not against each other. Later chapters will discuss both the organization of tourism coordination and planning and how a larger regional approach to tourism makes for successful tourism.

The organization of community-based tourism at the onset is often informal until the industry expands. Typically, as tourism activities grow in popularity in a community, the formation of a visitors and convention bureau, tourism office, or arrangements with the chamber of commerce occur. Weaver and Wishard-Lambert (1996) note that the structure is not as critical as its function, which follows a process acceptable to the community and should include developmental, marketing, and community educational strategies. Lewis and deLisle (2004) have provided a model of the way in which tourism develops at the community level (Figure 1.1). This model provides a sense of a timeline in the process. It would be beneficial for tourism supporters to understand the tourism development stage or level of their community tourism at a given moment and reflect



http://www.sagamorepub.com/products/introduction-community-tourism

upon earlier developmental stages. This allows for the formation of advisory groups, policy support and funding. Figure 1.2 outlines the stages in the tourism development process.

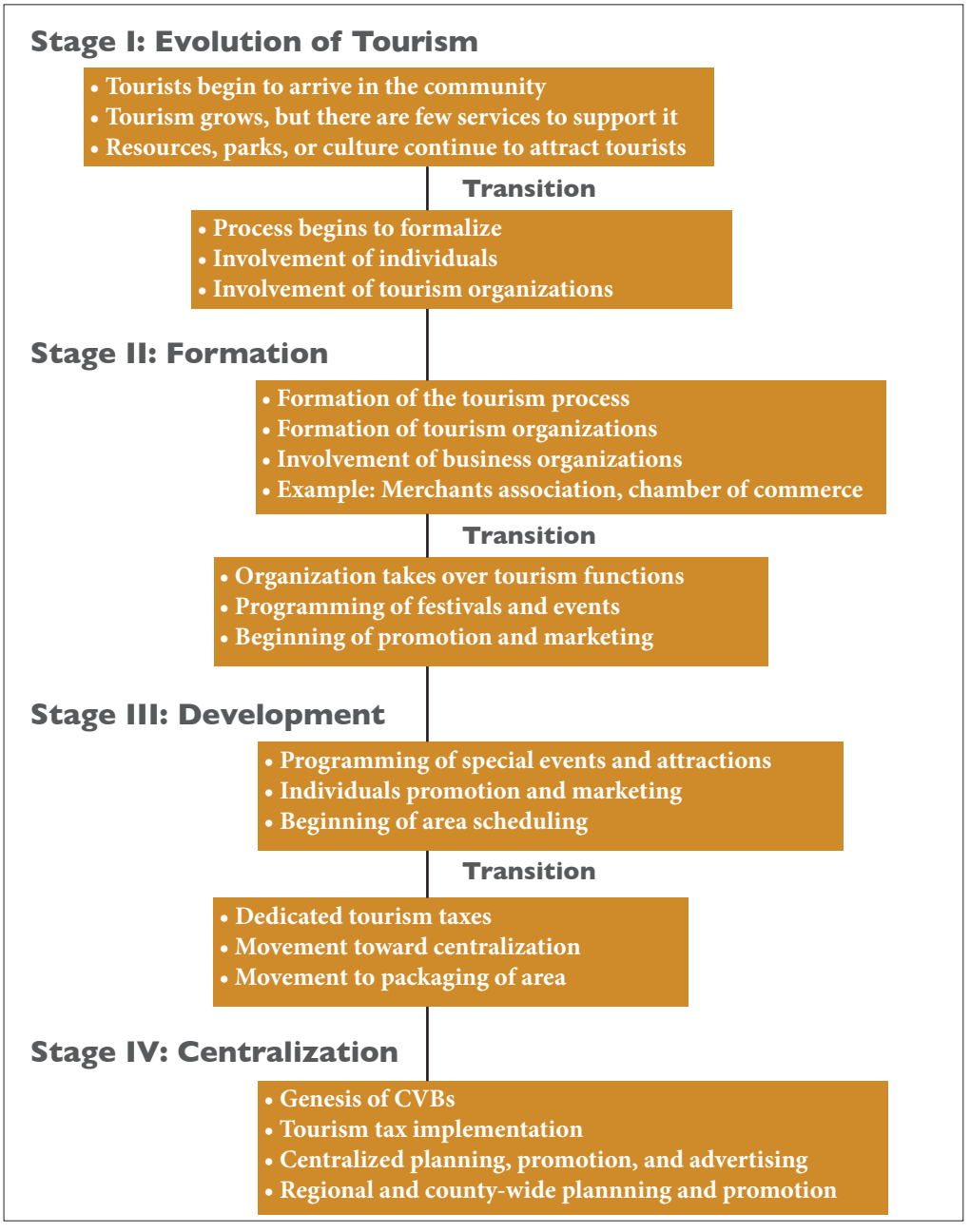


***Figure 1.2.*** Process of Tourism Development in Rural Communities

## Factors of Success for Community Tourism

If a community has started the process of tourism development, a number of factors need to be considered. Research in Illinois revealed 10 factors of success for rural community-based tourism (Wilson, Fesenmaier, Fesenmaier, & Van Es, 2001). Table 1.2 presents these factors. In addition, Saunders (2005) tested these same factors and other items in Iowa by examining festivals and events in small, medium, and large communities (27 communities).



http://www.sagamorepub.com/products/introduction-community-tourism

**Table 1.2**
*Factors of Success for Rural Community Tourism and Festivals (In Order of Importance)*

| Wilson et al. (2001) Community Tourism | Saunders (2005) Festivals |
|---|---|
| A Complete Tourism Package | Widespread Community Support for Tourism and the Festival |
| Good Leadership | Volunteers |
| Support and Participation of Local Government | Festival Management |
| Sufficient Funds for Tourism Development | Coordination and Cooperation With Businesses |
| Strategic Planning | Sufficient Funding |
| Coordination and Cooperation between Businesses and Local Leadership | Support and Coordination from Local Government |
| Coordination and Cooperation between Rural tourism Entrepreneurs | Choice of Festival Activities |
| Information and Technical Assistance for Development and Promotion | Strategic Planning |
| Supportive Convention and Visitors Bureau | Supportive Convention and Visitors Bureau |
| Widespread Community Support for Tourism | Information and Technical Assistance |
| | Cooperation with Professionals |
| | Complete Tourism Package |

Importantly, one can see that coordination, cooperation, community government, community support are the basis for successful community-based tourism and festivals. This list of factors may be a tool for communities in assessing their current position with regard to developing tourism. Wilson et al. (2001) defined success of community tourism as "a tourism attraction that has established an effective infrastructure to support tourism development." The authors also defined an unsuccessful tourism community as "one with substantial natural/cultural resources, but that has not established the economic, political, and community-based infrastructure necessary to support tourism development."

## Stakeholders in Community-Based Tourism

The importance of building and maintaining partnerships in community tourism cannot be overstated. By communicating goals to partners, a community can gather more support (fiscal, technological, human resources) for the local industry. Balancing needs and desires is crucial in community tourism development. The extent to which the community decides to offer various visitor services and what impacts are acceptable requires involvement by the resident population. In community tourism, to the extent



http://www.sagamorepub.com/products/introduction-community-tourism

possible, policy actions are determined locally and collaboratively. Residents are central to the process. See Figure 1.3 for an example of the types of interests that are represented in community-based tourism.

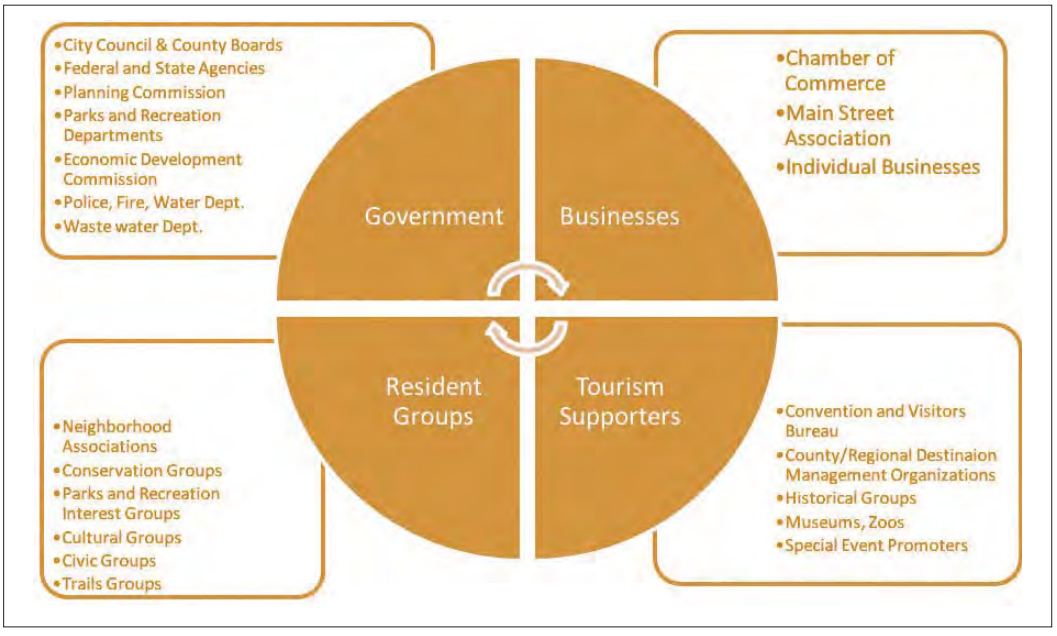


***Figure 1.3.*** Community Stakeholders in Tourism

An example of the complex relationships in community tourism is Gros Morne National Park of Canada. There are eight communities within the park area which creates a need for the park administration to rely on stakeholders for assisting in a collaborative approach to problem solving, decision-making, and planning. The park administration works in collaboration with such groups as the tourism industry, environmental organizations, provincial and municipal governments, Aboriginal groups, and local operators to help improve the ecological integrity of the park and the regional ecosystem (Parks Canada, 2009).

The Gros Morne National Park of Canada Management Plan documents the park involvement in regional programs that take a comprehensive look at issues and involve all levels of the organization from technical staff to senior management. Table 1.3 presents the organizations and their interests and suggests collaboration and partnerships are crucial to community tourism success.

A study of tourism stakeholders representing city administrators, planners, recreation directors, and tourism and convention professionals sought to understand some of the perceptions of community tourism (Nelson, 2014; UNI STEP, 2013). Respondents represented 48 communities that were purposively sampled due to the nature of their tourism industry, which was community-based tourism. As one can see in Table 1.4, when the collective group of respondents were asked to identify benefits of tourism, improvement of the local economy, employment, and increased quality of recreational attractions were the viewed as the primary benefits. This finding further illustrates the importance of working with stakeholders in the establishment of tourism as a community economic strategy. The stakeholders not represented (conservation groups, tourists, residents, etc.) may have alternative but important views and opinions to be considered.



http://www.sagamorepub.com/products/introduction-community-tourism

**Table 1.3**
*Stakeholders in Community Tourism*

| Organization/ Stakeholders | Interests Addressed/Expertise Provided |
|---|---|
| Gros Morne Co-operating Association: | A nongovernmental, nonprofit association made up of volunteers dedicated to the promotion and interpretation of the values of national parks. |
| Mayors' Forum: | The intent of the forum is improved mutual understanding of each (the park and the eight adjacent communities) other's needs and constraints, and to support each other in achieving common goals within their respective mandates. |
| Aboriginal Partners: | Park staff members have developed many initiatives with our Aboriginal partners (Labrador Métis Nation, the Federation of Newfoundland Indians, Mi'kmaq, Innu and Inuit) that focus on the respectful conservation and presentation of their culture. |
| Sustainable Economic Development Partnerships: | Staff at Gros Morne take an active role in partnering with other agencies and organizations to promote local attractions to visiting tourists. These agencies and organizations include:<br>• Red Ochre Regional Development Board<br>• Hospitality Newfoundland and Labrador<br>• Federal Joint Council<br>• Western Destination Marketing Organization<br>• Atlantic Canada Opportunities Agency |
| Third Parties: | Heritage preservation staff have worked directly with partners in the shared delivery of interpretive boat tours and sea kayaking excursions and training. |
| Educational Partners: | Educational partners include the Department of Education, school boards and local schools, Killdevil Camp, the Newfoundland and Labrador Teachers Association, Memorial University of Newfoundland, Sir Wilfred Grenfell College, and the College of the North Atlantic. This group represents an important opportunity to integrate Parks Canada's messages into the classrooms of Newfoundland and Labrador. |
| Gros Morne Institute for Sustainable Tourism: | Has a mandate to promote and train tourism industry members and other businesses, particularly in Atlantic Canada, toward effective, sustainable tourism practices.<br>Its vision includes being recognized internationally as an innovator and leader in developing capacity for sustainable tourism; reaching a national audience, attracting participants from Atlantic Canada and Canada; and having Gros Morne and Atlantic Canada recognized as destinations committed to the improvement of sustainable tourism practices. |



http://www.sagamorepub.com/products/introduction-community-tourism

**Table 1.4**
*Perceived Importance of Benefits of Tourism to Community*

| How important are the following tourism benefits to your community? | Very Important | Important | Not Important |
|---|---|---|---|
| Improvement of local economy | 84.9% | 15.1% | |
| Increased employment opportunities | 66% | 32.1% | 1.9% |
| Improvement of quality of life | 49.1% | 50.9% | |
| Development of community pride | 37.7% | 60.4% | 1.9% |
| Promotion of cultural exchange | 30.2% | 52.8% | 17% |
| Preservation of cultural identity of host population | 28.3% | 50.9% | 20.8% |
| Increased quality of attractions/recreational opportunities | 56.6% | 43.4% | |

*Source:* UNI-STEP; 2012-2013 Community-Based Tourism Survey

Furthermore, the same study (see Table 1.5) found that various stakeholders collaborate to make a successful tourism industry. Not surprisingly, the visitor convention bureau always collaborates followed by the chamber of commerce. Of particular interest is that the parks and recreation department always or sometimes (97.3%) collaborates for community tourism. This finding suggests that the role of the local government is particularly important to support tourism efforts.

**Table 1.5**
*Stakeholder Collaboration*

| Which stakeholders collaborate toward a successful visitor industry in your community? | Always Collaborate | Sometimes | Never |
|---|---|---|---|
| Parks and recreation | 67.3% | 30.8% | 1.9% |
| Visitor convention bureau/visitor center/ tourism office | 90.2% | 7.8% | 2% |
| Chamber of commerce | 58.5% | 34% | 7.5% |
| Economic development authority | 50% | 37.5% | 12.5% |
| Main street organization | 42.2% | 31.1% | 26.7% |
| Community festival group | 48% | 38% | 14% |

*Source:* UNI-STEP; 2012-2013 Community-Based Tourism Survey

## Summary

In this chapter we have examined tourism from a community approach. The size and breadth of the industry is vast. Research with regard to community tourism has grown over the last 25 years and covers a broad spectrum of topics. These include economic impacts, travel motivations, festival and event management, marketing, planning, and social and environmental impacts.



http://www.sagamorepub.com/products/introduction-community-tourism

Tourism is thriving in rural and small towns. This is primarily due to the relationships the industry has built upon with city, county, and provincial governments. Obstacles to successful tourism development include lack of planning for the industry and community. Not knowing the visitor profile results in ill-timed messages or misguided marketing campaigns. Finally, community culture plays a role in acceptance of the tourism industry.

However, there are some success factors that we may be able to model tourism development after. These include packaging visitor experiences, having adequate and meaningful partnerships in place, and having widespread community support. The issue of widespread community support can be an obstacle as noted previously, but a thoughtful and balanced process of involvement will alleviate some or most of the concerns.

The process in which tourism grows in a rural and small town environment allows for stakeholders and authorities to slowly engage the industry. These phases include the evolution of the industry from first arrivals to the community to awareness of the community about the industry and the formation of organizations and processes. Tourism organizations emerge in leadership roles, with development of marketing programs and taxation programs following. Finally, a centralized tourism bureau or visitor bureau emerges.

Community-based tourism differs from other forms of tourism. Community-based tourism infers planning, coordination, and management of a visitor industry in a community by diverse stakeholders. These include government, associations, resident groups, businesses, and entrepreneurs.

## Key Concepts

- Community-based tourism
- Obstacles to tourism development
- Process of tourism development
- Success factors for tourism and festivals
- Tourism
- Tourist
- Travel

## Useful Internet Sites, Exercises, and Resources

### Exercise 1

Visit the following website and examine the tools to develop and promote tourism. Then watch the Youtube segment on Gros Morne National Park and how the community works with the National Park Service of Canada. Then visit the Gros Morne Sustainable Tourism Institute for more details. Compare and contrast the U.S. Travel website toolkits for tourism development.

http://en-corporate.canada.travel/resources-industry/tools
http://www.youtube.com/watch?v=tERWqD7e-dU
http://www.gmist.ca/tools-resources/
http://www.ustravel.org/news/toolkits



http://www.sagamorepub.com/products/introduction-community-tourism

### Exercise 2

Visit the Canada Travel website and the U.S. Travel website to examine the research publications.

http://en-corporate.canada.travel/about-ctc
http://www.ustravel.org/

## Questions for Review and Case Problems

1. Identify the obstacles of tourism development in your home town or area.
2. What factors of success for tourism are prevalent in your home town or area?
3. Can you identify the process/phases of tourism development in your home town or area?
4. What makes community-based tourism unique?
5. Find a community in which tourism is coordinated by or supported by the leisure services, parks and recreation department. What functions does the department fill, and what other organizations are active in tourism development and management?

## References


Canadian Tourism Commission. (2011). Destination Canada welcomes eight new directors. Retrieved from http://en-corporate.canada.travel/sites/default/files/pdf/Research/Stats-figures/Year-in-review-facts-figures/Tourism%20Snapshot%20-%20Year%20in%20review/2011_year-in-review_en.pdf

Canadian Tourism Commission. (2012). Tourism in Canada. Retrieved from http://en-corporate.canada.travel/research/glossary

Canadian Tourism Commission. (2013). Tourism snapshot 2012 year-in-review. Retrieved from http://en-corporate.canada.travel/sites/default/files/pdf/Research/Stats-figures/Year-in-review-facts-figures/Tourism%20Snapshot%20-%20Year%20in%20review/2012_year-in-review_en.pdf

Cela, A., Knowles-Lankford, J., & Lankford, S. (2007). Local food festivals in Northeast Iowa communities: A visitor and economic impact study. *Managing Leisure, 12*(2 & 3), 171–186.

Chhabra, D., Sills, E., & Cubbage, F. W. (2003). The significance of festivals to rural economies: Estimating the economic impacts of Scottish Highland games in North Carolina. *Journal of Travel Research, 41*(May), 421–427.

Ministry of Tourism and Culture, Yukon Territory, Canada. (2014). The big picture. Retrieved from www.tc.gov.yk.ca

Murphy, P. (1980). Tourism management in host communities. *The Canadian Geographer, 24*(1), 1–2.

Murphy, P. E., & Murphy, A. E. (2004). *Strategic management for tourism communities: Bridging gaps.* Buffalo, NY: Channel View Publications.

Nelson, M. (2014). *Characteristics of community-based tourism practices: A stakeholder perspective.* MA Research Paper. University of Northern Iowa.

Parks Canada. (2009). Gros Morne National Park of Canada Management Plan. Retrieved from http://www.pc.gc.ca/pn-np/nl/grosmorne/plan.aspx




http://www.sagamorepub.com/products/introduction-community-tourism

Quan, S., & Wang, R. (2004). Towards a structural model of the tourist Experience: An illustration from food experiences in food tourism. *Tourism Management, 25*(3), 297–305.

Russell, P. (2000). Community-based tourism: Institutional and organizational challenges. Unpublished report prepared for the Land and Agriculture Policy Centre, Johannesburg.

Saunders, K. (2005). Factors of success in Northeast Iowa community festivals. MA Thesis, University of Northern Iowa, pp. 64.

United Nations World Tourism Organization. (2010). Tourism statistics. Retrieved from http://unstats.un.org/unsd/tradeserv/Workshops/Chisinau/docs/05%20a%20-%20UNWTO-Basis%20concepts.pdf

UNI STEP. (2013). Community-based tourism study. Retrieved from www.uni.edu/step

U.S. Travel Association. (2014). U.S. travel answer sheet. Retrieved from https://www.ustravel.org/sites/default/files/page/2009/09/US_Travel_AnswerSheet_June_2014.pdf, June 7, 2015.

Weaver, G., & Wishard-Lambert, V. (1996). Community tourism development: An opportunity for park and recreation departments. *Parks & Recreation, 31*(9), 81–107.

Wilson, S., Fesenmaier, D. R., Fesenmaier, J., & Van Es, J. C. (2001). Factors for success in rural tourism development. *Journal of Travel Research, 40,* 132–138.



http://www.sagamorepub.com/products/introduction-community-tourism