

OUTLINES

Introduction to Community Tourism A North American Perspective

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CHARACTERISTICS OF COMMUNITY-BASED TOURISM

The world is increasingly open; however, tourists seek experiences based on local identity and culture.

- UNWTO, 2015

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 community tourism

I. Introduction

- a. Components of the Tourism Industry.

II. Community-based Tourism

III. Obstacles to Tourism Development

- a. Process of Tourism Development – How the Industry Develops
- b. Factors of Success for Community Tourism
- c. Stakeholders in Community-based Tourism

IV. Summary

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>

Exercise 2:

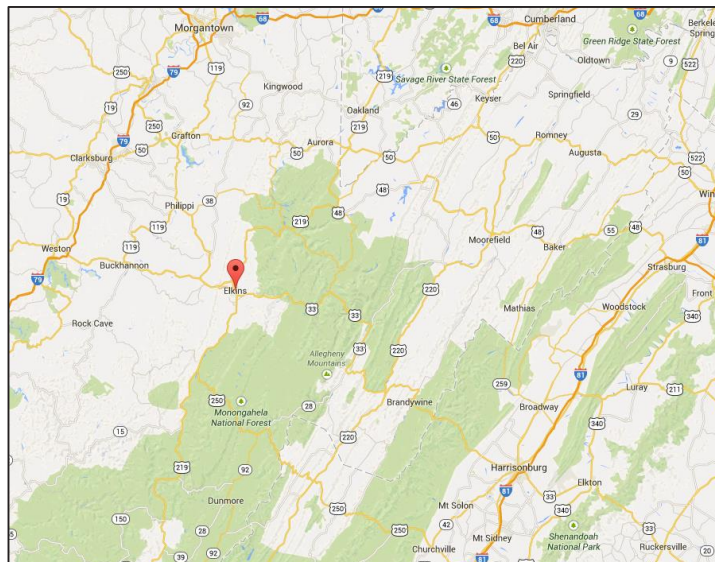
Visit the Canada Travel website and the U.S. Travel website to examine the research publications.

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

Exercise 3:**Introduction**

The city of Elkins, West Virginia is located at the heart of West Virginia's Mountain Highlands. The community was incorporated in 1890 and named in honor of Stephen Benton Elkins, a United States Senator from West Virginia. The founders developed railroad lines, coal mines, and timbering. They built the West Virginia Central and Pittsburgh Railway into Elkins and opened a vast territory to industrial development in the late 1890s. By 1906, the town boasted of European-style hotels, opera houses, banks, a YMCA, a tannery and a brewery. The city had already attracted hundreds of rail and timbering workers as well as business entrepreneurs, all looking to make Elkins their home.

Today, Elkins serves as a gateway to the nearly one million acre Monongahela National Forest. Elkins is a charming community offering residents and visitors a unique opportunity to experience a wealth of outdoor recreation activities, as well as a diversity of arts, entertainment, and heritage attractions. Downtown Elkins is home to a number of unique shops, diverse dining, arts and theater. Davis & Elkins College provides a cultural backdrop and is the home to the Augusta Heritage Center. The Mountain State Forest Festival has been held in early October every year since 1934.



Video: <http://extension.wvu.edu/community-business-safety/tourism-hospitality/voices-of-change>

View the Voices of Change Video and answer the following questions and discuss the 5 core values. Identify local communities who you have experience with that hold these values.

Communities featured have experienced the benefits and challenges of implementing the five core values and developing community-based tourism economies. As you experience each community's story, think about these four questions:

1. What was accomplished?
2. How did they do it?
3. Who was involved?
4. What opportunities and challenges are they facing?
5. What parts of the case study relate to the chapter 1 you have read?

Sources: Arbogast, D., Eades, D., & Plein, L.C, (2017). Extension, West Virginia University.

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 is 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?

2

ORGANIZATION OF COMMUNITY-BASED TOURISM

CHAPTER OBJECTIVES

- To build an awareness and appreciation for the organization of community-based tourism
- To understand the factors that influence organizing community-based tourism offices
- To gain specific knowledge of the challenges for developing organizations for community-based tourism
- To gain knowledge of international, national, state and provincial tourism authorities and its connections to local government efforts to promote tourism
- To understand contemporary examples of community-based tourism organizational models currently in practice

- I. Introduction
- II. International Organizations
 - a. World Tourism Organization
 - b. World Travel and Tourism Council (WTTC)
 - c. Global Travel Association Coalition (GTAC)
- III. National Organizations
 - a. United States National Organizations.
 - b. The Office of Travel and Tourism Industries
 - c. United States Travel and Tourism Advisory Board
 - d. U.S. Travel Association (USTA).
- IV. Canadian National Organizations
 - a. Destination Canada
 - b. Canadian Tourism Commission.
 - c. Tourism Industry Association of Canada (TIAC).
 - d. Canadian Association of Tour Operators.
 - e. Canadian Tourism Human Resource Council (CTHRC).
 - f. Hotel Association of Canada (HAC)
 - g. Parks Canada
- V. Community-Based Tourism Organizations
 - a. Organizational Structure for Community-based Tourism
 - b. Examples of Organizational Models in Practice
 - c. Collaboration and Partnerships
- VI. Summary

KEY CONCEPTS

- Community-Based Tourism
- International Tourism Organizations
- U.S. National Tourism Organizations
- Canadian National, Provincial and Territorial Tourism Organizations
- Local Tourism Organizations
- Components of Tourism Organizations
- Hotel Motel Use Tax

USEFUL INTERNET SITES, EXERCISES, AND RESOURCES

Canada:

- Canada Travel, <http://us.canada.travel/>
- Canada Tourist Board Information, <http://www.tripadvisor.com/Travel-g153339-s207/Canada:TouristBoard.Info.html>
- Destination Canada: <http://en-corporate.canada.travel/about-ctc>
- Parks Canada, <http://www.pc.gc.ca/eng/index.aspx>.
- Niagra Falls: <http://www.niagarasrto.com/about>
- Travel Alberta: <http://industry.travelalberta.com/About%20Us.aspx>
- British Columbia: <http://www.hellobc.com/british-columbia/about-bc/tourism-bc-information.aspx>
- Travel Manitoba: <http://media.travelmanitoba.com/>
- New Brunswick: <http://www.media.tourismnewbrunswick.ca/>
- Newfoundland and Labrador: <http://www.newfoundlandlabrador.com/travelmedia>
- Northwest Territories: <http://www.spectacularnwt.com/nwttmedia>
- Nova Scotia: <http://www.novascotia.com/travelmedia>
- Nunavut: <http://www.nunavuttourism.com/media/default.aspx>
- Ontario Tourism Marketing Partnership Corporation: www.ontariotravel.net.
- and <http://www.tico.ca/about-tico/who-we-are.html>
- Prince Edward Island: <http://www.tourismpei.com/pei-media-stories>
- Quebec: <http://www.bonjourquebec.com/medias/index.php?Langue=en>
- Saskatchewan: <http://media.sasktourism.com/>
- Yukon: <http://www.travelyukon.com/media>

International:

- United Nations World Tourism Organization: <http://www2.unwto.org/>
- Visit Canada: <http://www.visit-canada.com/>
- World Travel and Tourism Council: <http://www.wttc.org/about/>
- World Tourism Organization, <http://www2.unwto.org/>

United States:

- 50 States Travel Information, http://www.50states.com/tools/moreinfo.htm#.UQhAZ_KjJFd
- Office of Travel Tourism Industries, U.S. Department of Commerce, <http://tinet.ita.doc.gov/>
- State Travel and Tourism Office links, <http://www.sirlinksalot.net/travel.html>
- Tourism Office Directory – Canada, <http://www.towd.com/search.php?country=Canada>
- U.S. Chamber of Commerce, with links to tourism, <http://www.uschamber.com/>
- U.S. State Tourism Websites: <http://www.statelocalgov.net/50states-tourism.cfm>
- U.S. Travel Association: <https://www.ustravel.org/about-us-travel>
- U.S. Travel Association and National Council of State Tourism Directors, <http://www.ustravel.org/member-services/national-council-of-state-tourism-directors>

Exercise 1:

Visit the following websites and examine the partnerships and nature of the tourism product by region of Oregon. Can you determine the emphasis and niche marketing approach to all four communities. Comment on the Travel Oregon site and how it is coordinated with each of the communities.

- Ashland, Oregon (2015) <http://www.ashlandchamber.com/Splash.asp>
- Bend, Oregon (2013-2014) <http://www.visitbend.com/Visit-Bend-Business-Plan-2013-small.pdf>
- Government Camp (2015) <http://mounthoodinfo.com/>
- Hood River Oregon (2015) <http://hoodriver.org/>
- Travel Oregon (2015) <http://traveloregon.com/cities-regions/>

Exercise 2:

Visit the Canada Travel website and the U.S. Travel website to examine the activities and programs as they pertain to local communities. Is it evident that they are connected and supportive of smaller communities?

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

QUESTIONS FOR REVIEW AND CASE PROBLEMS

Identify the obstacles of tourism development in your home town or area.

1. What ways can the United Nations World Tourism Organization influence, assist and enhance local community-based tourism?
2. Identify the impact that the U.S. and Canadian national level organizations have on local community-based tourism? Which country seems to be more supportive of smaller communities?
3. Why do you think states, provinces and territories have different names for their offices of tourism?
4. Discuss the similarities, differences and partnership that exists between Cedar Falls, Iowa tourism and Waterloo, Iowa tourism programs. What are the strengths and weaknesses of each reflecting on the section about developing a tourism organization.

3

ATTRACTIONS AND AMENITIES IN COMMUNITY- BASED TOURISM

In hundreds of regions, the heritage area idea is the unifying force that is strengthening communities and helping them successfully plan for their environmental, cultural and economic future.

- J. Glenn Eugster, 2003

CHAPTER OBJECTIVES

- To build an awareness and appreciation for the types of attractions used in community-based tourism
- To understand the different attractions that communities use to develop tourism
- To gain specific knowledge of the types of amenities that can be promoted in a community
- To gain knowledge of issues related to attraction management
- To understand contemporary examples of attraction and amenities currently being promoted in a variety of communities

- I. Introduction
- II. Attractions and Amenities
 - a. Comparison of Attractions and Amenities.
 - b. Assessment of Attractions and Amenities
 - 1) Natural Attractions
 - 2) Human-Made Attractions as Amenities
 - 3) Festivals and Events as Amenities
 - 4) Heritage and Culture as Amenities
 - 5) Shopping as Amenities
 - 6) Trails As Amenities
 - 7) Wildlife As Amenities
- III. Attraction Management
 - a. Role of Planning.
- IV. Summary

KEY CONCEPTS

- Amenities
- Assessing Attractions
- Attraction Management
- Community Tourism System and Attractions
- Demand
- Natural Attractions
- Pull Factors
- Push Factors
- Recreational Impacts
- Success Factors in Heritage Thematic Tourism
- Supply
- Tourism Lifecycle

INTERNET SITES

- Butlers Tourism Area Lifecycle model, <http://www.coolgeography.co.uk/GCSE/AQA/Tourism/Life%20cycle%20model/Tourism%20Model.htm>
- Silos and Smokestacks National Heritage Area, <http://www.silosandsmokestacks.org/>
- Smithsonian Magazine 20 Best Small Towns to Visit, <http://www.smithsonianmag.com/travel/20-best-small-towns-to-visit-in-2014-180950173/>
- Texas Parks and Wildlife, <https://tpwd.texas.gov/>
- U.S. Fish and Wildlife Service Historic Preservation, <http://www.fws.gov/historicpreservation/crp/>
- U.S. Forest Service, Travel and Tourism Goals, <http://www.fs.fed.us/recreation/programs/tourism/>
- West Virginia University Extension Services, <http://cred.ext.wvu.edu/tourism/tourism-lifecycle>.
- World Wildlife Fund, http://gifts.worldwildlife.org/gift-center/gifts/Species-Adoptions.aspx?sc=AWY-1200WCGA1&gclid=CMOQ_MekrMYCFVKEfgodcK8H1Q

QUESTIONS FOR REVIEW AND CASE PROBLEMS

1. What is meant by push and pull factors?
2. What are the main or usual attractions for community-based tourism?
3. Discuss food based tourism. Identify communities near where you live that have community-based food tourism events. How have these events changed the community?
4. What is attraction management?
5. What is the product lifecycle?
6. What ways can we manage attractions?

CASE PROBLEM

1. Identify a community that is successful with tourism. Try to identify the thematic attractions. How are they marketed? How is the attraction managed in a sustainable way? Can you apply the Butler TALC to the community? If so how, if not why?
2. Write a 500 word report comparing two communities list in table 1. How do they differ? Why do they differ? What makes them unique? What challenges do they have in managing their attractions?
3. Research the Silos and Smokestacks National Heritage Area. Identify its market, review its website. Review the rank ordered list of attractions in this chapter. Discuss and write a 250 word reason why these are in the order that they are.

EXERCISE

Fayetteville

The town of Fayetteville or Vandalia as it was known until 1883 is the county seat of Fayette County. Named in honor of the Marquis de Lafayette, what was initially a small village of 125 early settlers, today has a population of 2,892 residents.

The passage of 1965s Appalachian Development Act and subsequent development of U.S. Route 19 through south-central West Virginia increased the ease of travel and opened the area to future development. 876 feet above the New River, and spanning more than 3,000 feet across the New River Gorge, The New River Gorge Bridge was completed in 1977. With a 1,700 foot arch, the New River Gorge Bridge was for many years the world's longest steel single-span arch bridge. It marked the completion of the Appalachian Highway System's Corridor L and reduced travel times across the New River from 45 minutes to 45 seconds. Today the bridge is crossed by an average of 16,000 vehicles per day.

Today, Fayetteville is a popular outdoor adventure destination. Selected by Arthur Frommer's Budget Travel as one of America's Top 10 Coolest Small towns, the community is a hub of eclectic shops, diverse dining options, and a mixture in culture from locals to tourists.

Video: <http://extension.wvu.edu/community-business-safety/tourism-hospitality/voices-of-change>

View the Voices of Change Video and answer the following questions and discuss the 5 core values. Identify local communities who you have experience with that hold these values.

Communities featured have experienced the benefits and challenges of implementing the five core values and developing community-based tourism economies. As you experience each community's story, think about these four questions:

1. What was accomplished?
2. How did they do it?
3. Who was involved?
4. What opportunities and challenges are they facing?
5. What parts of this case study relate to the chapter 3 you are reading?

Sources: Arbogast, D., Eades, D., & Plein, L.C, (2017). Extension, West Virginia University.

4

TRAVEL MOTIVATIONS AND UNDERSTANDING THEMATIC TOURISM

It has been suggested that it is possible to describe the “who,” “when,” “where” and “how” of tourism, together with the economic and social characteristics of tourists, but not to answer the question “why”
- Crompton, 1979

CHAPTER OBJECTIVES

- Define and discuss the concept of thematic tourism.
 - Briefly discuss various types of thematic tourism.
 - Outline and discuss the main travel motivation theories.
 - Discuss the typical process for conducting visitor motivation studies.
 - Review a case study examining motivations of wine travelers in rural Northeast Iowa.
- I. Introduction
 - II. Understanding thematic tourism
 - III. Travel motivation theories
 - a. Maslow’s hierarchy of needs
 - b. Travel Career Ladder(TCL) and Travel Career Pattern (TCP)
 - c. Push and pull factors
 - d. Plog’s model of allocentricity and psychocentricity
 - e. Cohen’s (1972) tourist typologies
 - f. Seeking and escaping dimensions, and optimal arousal
 - g. Other travel motivation theories
 - IV. Practical application: travel motivation research
 - V. Case study: Examination of motivations of wine travelers in rural Northeast Iowa
 - VI. Summary

KEY CONCEPTS

- Thematic tourism (special interest tourism, niche tourism)
- Maslow’s hierarchy of needs
- Travel Career Ladder (TCL) and Travel Career Pattern (TCP)
- Push and pull factors
- Plog’s model of allocentricity and psychocentricity
- Seeking and escaping dimensions, and optimal arousal
- Travel motivation research

5

MARKETING THE COMMUNITY

CHAPTER OBJECTIVES

- Outline the core marketing concepts including SWOT analysis, destination branding and positioning, market segmentation, target marketing, and marketing mix.
- Outline differences between commodity, product, services, and experience economy, and introduce the concept of experiential marketing.
- Introduce and outline the concepts of socially responsible marketing, relationship marketing, and sustainable marketing.
- Discuss practical application of marketing principles in the travel and tourism industry.
- Outline the most useful strategies for destination/community marketing.
- Discuss destination marketing challenges and opportunities.

- I. Introduction
- II. Planning for tourism. SWOT analysis
- III. Destination marketing, place branding, and positioning
 - a. Brand management
 - b. Positioning
- IV. Marketing tourism experiences
- V. Market segmentation
- VI. Marketing mix
 - a. Product
 - b. Price
 - c. Place
 - d. Promotion
- VII. Destination marketing: challenges and opportunities
 - a. Marketing is not only about promotion
 - b. Sustainability concerns
 - c. When less is better
 - d. Beyond conflicting stakeholder interests, towards collaboration/cooperation/coopetition
 - e. Enter the mobile revolution
- VIII. Summary

KEY CONCEPTS

- SWOT analysis
- Branding, brand identity, and brand equity
- Market positioning
- Experience economy
- Experiential marketing
- Service quality
- Market segmentation
- Target marketing
- Customer profiling
- Marketing mix

- Product lifecycle
- Purchase funnel and travel buying behavior
- Customer relationship marketing
- Sustainable marketing

CHAPTER ACTIVITIES

1. Visit Tourism Australia corporate website at <http://www.tourism.australia.com> and explore the tab “Markets.” What are the main market segments targeted by the tourism industry in Australia?
2. Review the case study of The Golden Triangle and Anantara Resort and Spa at http://www.bized.co.uk/educators/16-19/tourism/marketing/activity/sup_anantara1.htm. Complete the marketing mix activity for the resort at <http://www.bized.co.uk/educators/16-19/tourism/marketing/activity/mix1.htm>.
3. Conduct a SWOT analysis for your community.

6

BUSINESS CONCEPTS/ENTREPRENEURSHIP

Small business is big business in tourism.

CHAPTER OBJECTIVES

- Define and discuss the concept of small and medium-sized enterprises (SMEs) in tourism including their characteristics, typology, and role in community and economic development.
- Define and discuss the concept of entrepreneurship in tourism including characteristics, typology, motivations and characteristics of entrepreneurs.
- Discuss the concepts of lifestyle and family entrepreneurship.
- Introduce and briefly discuss the role of innovation in tourism entrepreneurship.
- Discuss the role of entrepreneurship policy framework, education and training, and sustainability practices.
- Discuss the concepts of clusters, networks, and alliances in tourism.
- Outline and discuss small business development lifecycle.

- I. Introduction
- II. Small businesses in tourism
 - a. Types of small businesses
 - b. Small businesses in tourism
 - c. Strengths and weaknesses of small businesses in tourism
- III. Entrepreneurship in tourism
 - a. Understanding entrepreneurship
 - b. Understanding lifestyle entrepreneurship
- IV. Entrepreneurship and innovation
- V. Entrepreneurship policy framework
- VI. Gaining and maintaining competitive advantages in tourism
 - a. Strategy 1: Education and training
 - b. Strategy 2: Sustainability practices
 - c. Strategy 3: Clusters, networks, and alliances in tourism
 - d. Strategy 4: Understanding the small business development lifecycle
- VII. Summary

KEY CONCEPTS

- Small and medium-sized enterprises (SMEs)
- Entrepreneurship
- Lifestyle entrepreneurship
- Innovation
- Education and training
- Sustainability
- Clusters, networks, and alliances
- Small business development lifecycle

CHAPTER ACTIVITIES

1. Explore the tourism business guide for success by the Small Business Development Corporation, Government of Western Australia (found at <http://www.smallbusiness.wa.gov.au/TourismBoost>). Review the section on “Ensuring business success,” then discuss the main challenges small businesses entrepreneurs face when launching new tourism businesses.
2. Review examples of governmental support for small businesses in British Columbia, Canada (found at <http://www2.gov.bc.ca/gov/content/employment-business/business/small-business>). Discuss how the government of British Columbia listens and responds to the needs of small enterprises.
3. Review “Keeping British Columbia in Business” (found at <http://www.businessinfocusmagazine.com/2014/06/ministry-for-tourism-and-small-business>). Discuss the role of the Ministry for Tourism and Small Business in British Columbia in supporting small tourism businesses.

7

COMMUNITY ISSUES, CONCERNS, AND PLANNING

“The trouble is that success in tourism is measured in terms of volume.”
– William Bryan, Tour Operator

CHAPTER OBJECTIVES

- To build an awareness of the impacts of tourism
- To understand how to measure community concerns for tourism
- To understand the factors that lead to sprawl and uncontrolled development
- To understand the community tourism planning process
- To gain insight into community participation mechanisms

- I. Introduction
- II. Impacts of Tourism
 - a. Stakeholders and Perceptions of Tourism Impacts
 - b. Factors Influencing Support for Tourism
 - c. A Framework for Measuring Impacts
- III. Plans and Planning Process
 - a. Community Participation and Planning
- IV. Summary

KEY CONCEPTS

- Tourism Impacts
- Sustainable Tourism Planning
- Irridex Model
- Stakeholders
- TIAS
- Measurement of Impacts
- Planning
- Community Involvement and Participation

INTERNET SITES

- American Planning Association. <https://www.planning.org/cityparks/briefingpapers/tourism.htm>
- UNWTO. <http://sdt.unwto.org/en/content/guidelines-policy-making-and-planning>
- Washington State. <http://sdt.unwto.org/en/content/guidelines-policy-making-and-planning>
- Nova Scotia. <https://novascotiaturismagency.ca/community-tourism-development-guide>

QUESTIONS FOR REVIEW AND CASE PROBLEMS

1. A quote in the article by Tourtellot (2000) in the *National Geographic* notes that travel has suddenly become such a huge industry that it's threatening to wreck the places we love. In a small group, identify a place you have visited, perhaps in your own town and comment on a) how the place is being wrecked, b) why it is being wrecked, and c) what is being done to save it or what can be done?

2. Find a tourism development plan. Trace how it documents resident concerns and how they were incorporated. If they were not, what was the citizen involvement process? How would you develop a process for tourism development?

EXAMPLE OF PLANNING REQUIREMENTS FOR RESORTS:

Regulating Resort Siting Within Land Use Laws: The Case of Oregon's Statewide Planning Goals & Guidelines GOAL 8: RECREATIONAL NEEDS. Oregon's land use planning process specifically addresses resort siting requirements under the Goal 8: Recreational Needs. Specifically, "to satisfy the recreational needs of the citizens of the state and visitors and, where appropriate, to provide for the siting of necessary recreational facilities including destination resorts." Land use planning laws cover other tourism development like any other land use within a community. Some of the pertinent language is as follows:

DESTINATION RESORT SITING

Comprehensive plans may provide for the siting of destination resorts on rural lands subject to the provisions of state law, including ORS 197.435 to 197.467, this and other Statewide Planning Goals, and without an exception to Goals 3, 4, 11, or 14.

(1) "Small destination resorts" may be allowed consistent with the siting requirements of section (1), above, in the following areas: (a) On land that is not defined as agricultural or forest land under Goal 3 or 4; or (b) On land where there has been an exception to Statewide Planning Goals 3, 4, 11, or 14. Siting Standards

(1) Counties shall ensure that destination resorts are compatible with the site and adjacent land uses through the following measures:

(a) Important natural features, including habitat of threatened or endangered species, streams, rivers, and significant wetlands shall be maintained. Riparian vegetation within 100 feet of streams, rivers and significant wetlands shall be maintained. Alterations to important natural features, including placement of structures that maintain the overall values of the feature, may be allowed.

(b) Sites designated for protection in an acknowledged comprehensive plan designated pursuant to Goal 5 that are located on the tract used for the destination resort shall be reserved through conservation easements as set forth in ORS 271.715 to 271.795. Conservation easements adopted to implement this requirement shall be sufficient to protect the resource values of the site and shall be recorded with the property records of the tract on which the destination resort is sited.

(c) Improvements and activities shall be located and designed to avoid or minimize adverse effects of the resort on uses on surrounding lands, particularly effects on intensive farming operations in the area. At a minimum, measures to accomplish this shall include:

(i) Establishment and maintenance of buffers between the resort and adjacent land uses, including natural vegetation and where appropriate, fences, berms, landscaped areas, and other similar types of buffers. (ii) Setbacks of structures and other improvements from adjacent land uses. (iii) Measures that prohibit the use or operation in conjunction with the resort of a portion of a tract that is excluded from the site of a destination resort pursuant to ORS 197.435(7). Subject to this limitation, the use of the excluded property shall be governed by otherwise applicable law.

The land use regulations define, for the purposes of planning compliance, what a destination resort is and is not. This allows for the community to designate lands for various uses, protects local recreational areas and addresses the recreation needs of the resident, and also informs developers of the requirements to "do business" in the community. A destination resort in Oregon is defined as:

A self-contained development providing visitor-oriented accommodations and developed recreational facilities in a setting with high natural amenities, and that qualifies under the definition of either a "large destination resort" or a "small destination resort" in this goal. A large destination resort is:

(1) The resort must be located on a site of 160 acres or more except within two miles of the ocean shoreline where the site shall be 40 acres or more.

(2) At least 50 percent of the site must be dedicated as permanent open space excluding yards, streets and parking areas.

(3) At least \$7 million must be spent on improvements for onsite developed recreational facilities and visitor-oriented accommodations exclusive of costs for land, sewer, and water facilities and roads. Not less than one-third of this amount shall be spent on developed recreational facilities.

(4) Commercial uses allowed are limited to types and levels necessary to meet the needs of visitors to the development. Industrial uses of any kind are not permitted.

(5) Visitor-oriented accommodations including meeting rooms, restaurants with seating for 100 persons, and 150 separate rentable units for overnight lodging must be provided.

To qualify as a “small destination resort” under Goal 8, a proposed development must meet standards (2) and (4) under the definition of “large destination resort” and the following standards:

(1) The resort must be located on a site of 20 acres or more.

(2) At least \$2 million must be spent on improvements for onsite developed recreational facilities and visitor-oriented accommodations exclusive of costs for land, sewer, and water facilities and roads. Not less than one-third of this amount must be spent on developed recreation facilities.

(3) At least 25 but not more than 75 units of overnight lodging shall be provided.

(4) Restaurant and meeting rooms with at least one seat for each unit of overnight lodging must be provided.

(5) Residential uses must be limited to those necessary for the staff and management of the resort.

(6) The county governing body or its designee must review the proposed resort and determine that the primary purpose of the resort is to provide lodging and other services oriented to a recreational resource that can only reasonably be enjoyed in a rural area. Such recreational resources include, but are not limited to, a hot spring, a ski slope or a fishing stream.

(7) The resort shall be constructed and located so that it is not designed to attract highway traffic. Resorts shall not use any manner of outdoor advertising signing except:

(a) Tourist oriented directional signs as provided in ORS 377.715 to 377.830; and

(b) Onsite identification and directional signs.

Developed Recreation Facilities are improvements constructed for the purpose of recreation and may include but are not limited to golf courses, tennis courts, swimming pools, marinas, ski runs and bicycle paths.

Open Space means any land that is retained in a substantially natural condition or is improved for recreational uses such as golf courses, hiking or 6 nature trails or equestrian or bicycle paths or is specifically required to be protected by a conservation easement. Open spaces may include ponds, lands protected as important natural features, land preserved for farm or forest use and lands used as buffers. Open space does not include residential lots or yards, streets or parking areas.

Overnight Lodgings are permanent, separately rentable accommodations that are not available for residential use

e. Overnight lodgings include hotel or motel rooms, cabins, and time-share units. Tent sites, recreational vehicle parks, manufactured dwellings, dormitory rooms, and similar accommodations do not qualify as overnight lodgings for the purpose of this definition.

Recreation Areas, Facilities and Opportunities provide for human development and enrichment, and include but are not limited to: open space and scenic landscapes; recreational lands; history, archaeology and natural science resources; scenic roads and travelers; sports and cultural events; camping, picnicking and recreational lodging; tourist facilities and accommodations; trails; waterway use facilities; hunting; angling; winter sports; mineral resources; active and passive games and activities.

Recreation Needs refers to existing and future demand by citizens and visitors for recreations areas, facilities and opportunities.

Self-contained Development means a development for which community sewer and water facilities are provided onsite and are limited to meet the needs of the development or are provided by existing public sewer or water service as long as all costs related to service extension and any capacity increases are borne by the development. A “self-contained development” must have developed recreational facilities provided on-site.

Tract means a lot or parcel or more than one contiguous lot or parcel in a single ownership. A tract may include property that is not included in the proposed site for a destination resort if the property to be excluded is on the boundary of the tract and constitutes less than 30 percent of the total tract.

Visitor-Oriented Accommodations are overnight lodging, restaurants, meeting facilities which are designed to and provide for the needs of visitors rather than year-round resident

8

MAIN STREET

“All of us, if we are reasonably comfortable, healthy, and safe, owe immense debts to the past. There is no way of course, to repay the past. We can only repay those debts by making gifts to the future.”
- Jane Jacobs

CHAPTER OBJECTIVES

- To build an understanding of Main Street development and its relationship to community tourism
- To understand the relationship between Main Street revitalization, smart growth, and new urbanism
- To understand the function of the National Main Street Center
- To understand the role Main Street plays in supporting community tourism

- I. Introduction
- II. Main Street Programs
- III. Main Street Design
 - a. Building Renovation
 - b. Streetscape
 - c. Signage
 - d. Design Guidelines
 - e. Working Together
- IV. Summary

KEY CONCEPTS

- Main street revitalization
- Economic impacts of main street revitalization
- Gentrification
- Pedestrian scale
- Smart growth
- New urbanism

INTERNET SITES

Exercise 1

Define the 4 point system as developed by the US Main Street Center.
<http://www.preservationnation.org/main-street/>

Exercise 2

Locate a Main Street Community in a state of your choice and describe how the four point system of the national Main Street Center has been applied to your selected community.

Exercise 3

Identify techniques to address pedestrian scale in a Main Street development.

- <http://www.oregon.gov/lcd/tgm/docs/mainstreet.pdf>
- <https://www.illinois.gov/iHPA/Preserve/Documents/Storefronts-Shopfronts-Facades.pdf>
- <http://www.oregon.gov/lcd/tgm/docs/mainstreet.pdf>
- <http://www.nps.gov/tps/standards/rehabilitation/rehab/index.htm>

QUESTIONS FOR REVIEW AND CASE PROBLEMS

1. Identify the Main Street coordinating agencies in selected states and their organizational structure. Describe the types of services the Main Street coordinating agency provides to local governments and organizations.

9

COMMUNITY SPECIAL EVENTS MANAGEMENT

"Opportunities don't happen. You create them."
- Chris Grosser

CHAPTER OBJECTIVES

- To understand the role of community special events in tourism.
- To appreciate the range of community special events that community manage and/or sponsor.
- To provide insight into the responsibilities and difficulties of community event management.
- To understand that community special events bring benefits to both the resident and visitor population.
- To gain an appreciation of the elements that must be considered when organizing events.

- I. Introduction
- II. Purpose of Special Events
- III. Typologies of Special Events
- IV. Factors of Success and Management for Community Special Events
- V. Managing and Planning Successful Events
 - a. Staffing
 - b. Scheduling
 - c. Location of Event
 - d. Finances
 - e. Marketing and Media Relations
 - f. Risk Management and Legal Considerations
 - g. Event Production
 - h. Evaluation of Event
- VI. Summary

KEY CONCEPTS

- Community Special Events
- Factors of Success
- Managing Events
- Planning Events

DISCUSSION QUESTIONS

1. Why do communities hold special events and festivals?
2. What types of festivals can you name and describe in your community?
3. What are the four characteristics of special events?
4. What are the functions and purposes of special events?
5. What are the benefits of special events and festivals?
6. Describe the typology of special events, list events in your community that fit that typology.
7. Compare and contrast the reasons why people visit a community. How does that compare to your community?
8. List the community stakeholders in your community who are involved in event planning and management.
9. What are the factors for success for special events?
10. What are the essential eight planning considerations for successful special events?

EXERCISE

Fayetteville

The town of Fayetteville or Vandalia as it was known until 1883 is the county seat of Fayette County. Named in honor of the Marquis de Lafayette, what was initially a small village of 125 early settlers, today has a population of 2,892 residents.

The passage of 1965s Appalachian Development Act and subsequent development of U.S. Route 19 through south-central West Virginia increased the ease of travel and opened the area to future development. 876 feet above the New River, and spanning more than 3,000 feet across the New River Gorge, The New River Gorge Bridge was completed in 1977. With a 1,700 foot arch, the New River Gorge Bridge was for many years the world's longest steel single-span arch bridge. It marked the completion of the Appalachian Highway System's Corridor L and reduced travel times across the New River from 45 minutes to 45 seconds. Today the bridge is crossed by an average of 16,000 vehicles per day.

Today, Fayetteville is a popular outdoor adventure destination. Selected by Arthur Frommer's Budget Travel as one of America's Top 10 Coolest Small towns, the community is a hub of eclectic shops, diverse dining options, and a mixture in culture from locals to tourists.

Video: <http://extension.wvu.edu/community-business-safety/tourism-hospitality/voices-of-change>

View the Voices of Change Video and answer the following questions and discuss the 5 core values. Identify local communities who you have experience with that hold these values.

Communities featured have experienced the benefits and challenges of implementing the five core values and developing community-based tourism economies. As you experience each community's story, think about these four questions:

1. What was accomplished?
2. How did they do it?
3. Who was involved?
4. What opportunities and challenges are they facing?
5. What parts of this case study relate to the chapter 8 and 9 you are reading?
6. Talk about role of main street (chapter 8) and businesses in successful tourism.
7. How have special events transformed the community?

Sources: Arbogast, D., Eades, D., & Plein, L.C, (2017). Extension, West Virginia University.

10

ECONOMIC IMPACTS OF COMMUNITY-BASED TOURISM

CHAPTER OBJECTIVES

- Outline the main types of tourism impacts.
- Outline and discuss direct, indirect, and induced economic impacts.
- Discuss different approaches to tourism economic impact assessment.
- Review the main economic impact analysis approaches.
- Outline and review the main input-output analysis models.
- Discuss common mistakes in economic impact studies.
- Review two case studies examining economic impacts of wine and food tourists in rural Northeast Iowa.

I. Introduction

II. Direct, indirect, and induced economic impacts

III. Economic impact analysis

IV. Practical implication

V. Case studies: Economic impacts of wine and food tourists in rural Northeast Iowa

VI. Summary

KEY CONCEPTS

- Economic, environmental, social, and cultural impacts of tourism
- Direct, indirect, and induced economic impacts
- Economic impact analysis
- Input-output analysis
- Tourism multipliers

11

FUTURES OF COMMUNITY-BASED TOURISM

"Change is the law of life. And those who look only to the past or present are certain to miss the future."
- John F. Kennedy

CHAPTER OBJECTIVES

- To build an awareness of trends and future issues in tourism
- To understand the factors that influence tourism and travel
- To gain specific knowledge of the challenges for labor in tourism and travel

- I. Introduction
- II. Trends in Travel and Tourism
 - a. Leisure Travel
 - b. Business Travel
- III. Summary

KEY CONCEPTS

- Futures of tourism
- Trends affecting tourism
- Labor and employment in tourism
- Employment types and opportunities
- Training opportunities

USEFUL INTERNET SITES, EXERCISES, AND RESOURCES

- What can I do with this major? <http://whatcanidowiththismajor.com/major/hotel-restaurant-tourism>
- Tourism career paths. <http://discovertourism.ca>
- http://crctourism.com.au/wms/upload/resources/bookshop/FactSheets/80046_Dwyer_SUMMARY_SHEET.pdf
- <http://www.responsibletravel.com/resources/future-of-tourism/travel-trends.htm>
- <http://www.projecttimeoff.com/resources/fact-sheets/project-time-research-overview>
- <http://en-corporate.canada.travel/resources-industry/tools>
- <http://www.ustravel.org/>
- http://tiac.travel/_Library/TIAC_Publications/TIAC_Annual_Report_EN_FINAL.pdf
- <http://www.wttc.org/mission/tourism-for-tomorrow/>
- <http://www.wttc.org/mission/tourism-for-tomorrow/>
- http://discovertourism.ca/en/interactive_zone/take_tourism_career_quiz/which_industry_groups_am_i_best_suited_for

Exercise 1:

Visit the Canada Travel website and the U.S. Travel website to examine the similarities and differences in the labor markets for the future.

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

DISCUSSION QUESTIONS

Identify the trends of tourism development in your home town or area.

1. What factors or trends impact the success for tourism is prevalent in your home town or area?
2. Can you identify the key trends in tourism for the future?
3. What trends do you think will help local tourism?
4. What trends do you think will hinder local tourism?

12

CAREERS IN COMMUNITY-BASED TOURISM

CHAPTER OBJECTIVES

- To gain knowledge of the types of careers in tourism
 - To understand the requirements for careers in tourism and travel
- I. Introduction
 - II. Careers in Travel and Tourism
 - a. Operational Positions
 - b. Supervisory Positions
 - c. Management Positions
 - d. Executives
 - III. Training and Educational Opportunities
 - a. Tourism careers
 - IV. Summary

KEY CONCEPTS

- Employment types and opportunities
- Training opportunities
- Educational requirements
- Useful Internet Sites, Exercises and Resources
- What can I do with this major? <http://whatcanidowiththismajor.com/major/hotel-restaurant-tourism>
- Tourism career paths. <http://discovertourism.ca>
- <http://en-corporate.canada.travel/resources-industry/tools>
- <http://www.ustravel.org/>
- http://discovertourism.ca/en/interactive_zone/take_tourism_career_quiz/which_industry_groups_am_i_best_suited_for

EXERCISE

Visit the following website and take the survey to help define the type of tourism job you may be best suited for. http://discovertourism.ca/en/interactive_zone/take_tourism_career_quiz/which_industry_groups_am_i_best_suited_for

DISCUSSION QUESTIONS

Identify the types of tourism jobs in your home town or area.

1. Can you identify the key trends in tourism for the future?
2. What jobs are attractive to you?
3. What training is needed for that job?