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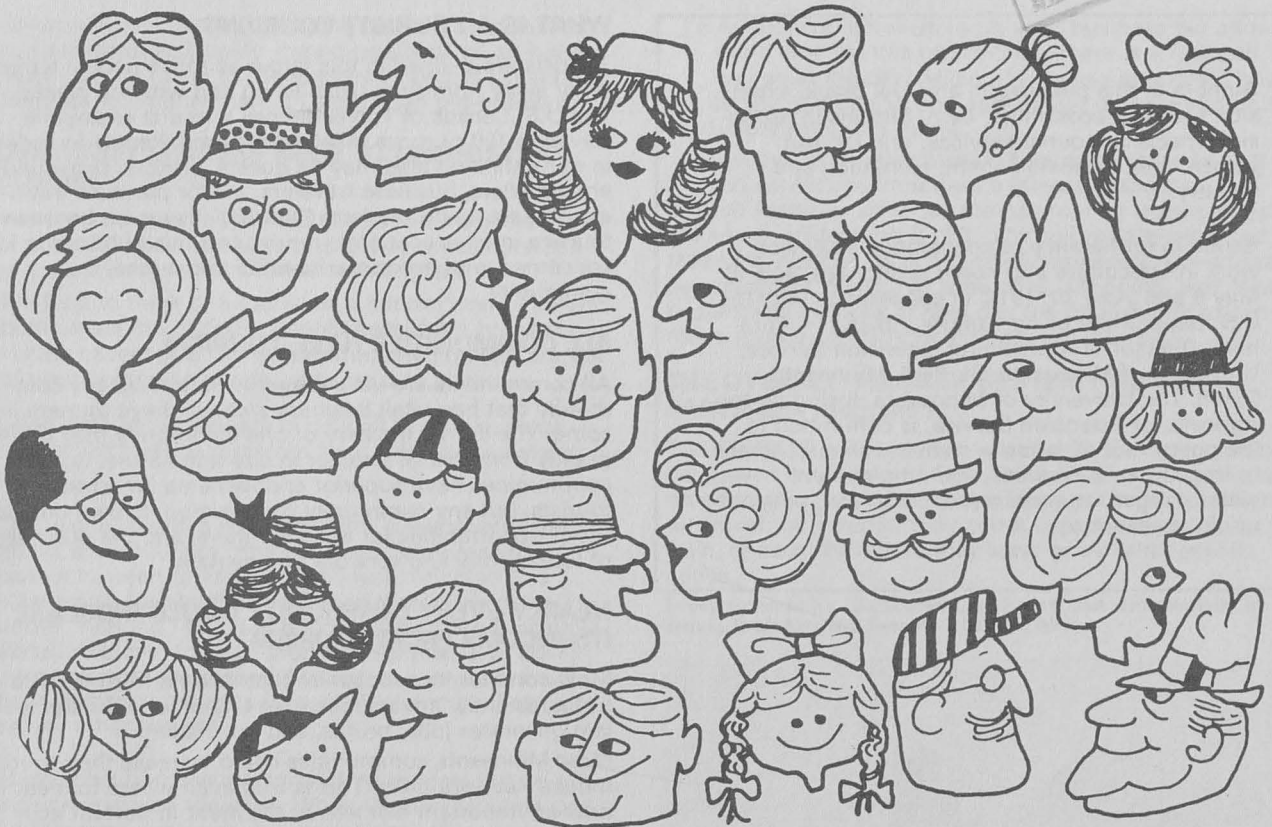
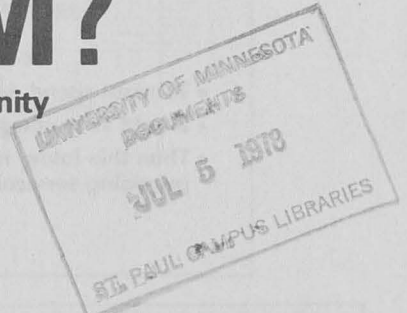
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# SO YOUR COMMUNITY WANTS TOURISM?

Guidelines for Developing Income from Tourism in Your Community

Uel Blank  
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# SO YOUR COMMUNITY WANTS TOURISM?

## Guidelines for Developing Income from Tourism in Your Community

- Tourists spend nearly \$3,000,000,000 annually in Minnesota.
- Would your community like to increase its share of this income?
- Then this folder is prepared especially for you. It explains the basic principles of attracting tourists and providing services to them.

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### WHAT IS A TOURIST? TOURISM?

Tourists are defined in this folder as those people temporarily away from their usual living and working places. The U.S. Census of Travel defines a tourist as anyone traveling 100 or more miles from home. People included in our definition also may be guests, visitors, conventioners, travelers, business travelers, and/or pleasure travelers. We are using the term "tourist," however, because tourism implies economic return, and this publication is concerned with economic benefits to the local community.

### ALL COMMUNITIES HAVE TOURISM.

All communities are visited by travelers, thus any community that has retail business also will have tourism income. The tourist industry of one community may differ greatly from that of another in size and nature. Some communities have superior endowments for attracting tourists, but any community can develop its own unique set of opportunities for inducing travel and the purchase of local goods and services by travelers.

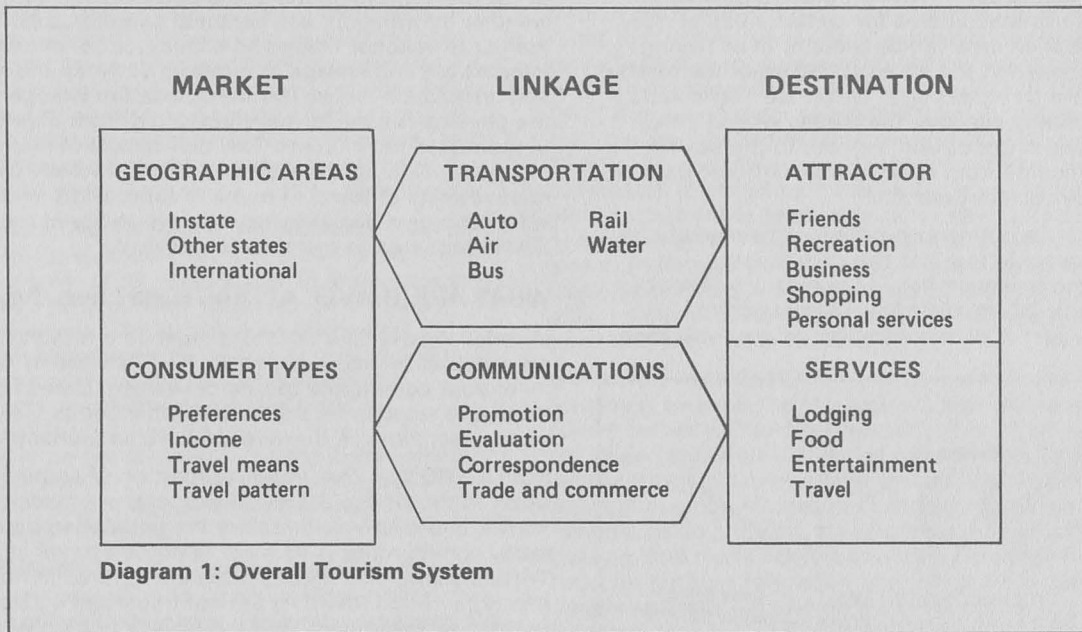
### NEARLY EVERY COMMUNITY COULD INCREASE ITS INCOME FROM TOURISM.

Most communities recognize that income from tourists has substantial advantages. Like any other industry, tourism generates jobs, profits, and tax base.

Most Minnesota communities could increase their tourism industry substantially. This is true even where tourism is now an important element or the *most* important economic sector, since few communities really "get it all together" for tourism.

Tourism is complex, requiring adequate delivery of at least four factors on the part of the host community:

- A travel attractor or a set of attractors, to induce visits.
- An information/direction program including literature, advertising, promotion, and much more.
- Services and facilities to "sell" to tourists. These sales are what produce income for the community.



□ Environmental quality, including manmade as well as natural features. Quality should be such that an honest "yes" can be given to the question, "Would I spend my hard-earned money here if I were from out-of-town?"

**COMMUNITY LEADERS NEED TO UNDERSTAND TOURISM.**

Many communities fail to reach anywhere near their tourism potential because tourism is widely misunderstood. Some reasons for this misunderstanding are:

- We tend to think of a tourist as a special kind of person, but tourists are ordinary people away from home for a variety of reasons. Remember that anytime you are out of your home community, *you* are a tourist.
- Good data about tourism is difficult to obtain, since separating sales to residents from sales to tourists is difficult.
- The idea of tourism as an industry is sometimes hard to grasp, since tourism produces some services which cannot be seen or felt. To individuals oriented to a production society this may mean that tourism produces "nothing" and is therefore inferior if not actually sinful! Actually, tourism produces services and life experiences that are essential in our current economy; furthermore, it provides jobs, profits, and tax base just as any other industry.
- Many think of pleasure travelers as tourists but do not include business travelers. While the distinction is useful for some purposes, it is not realistic if we are to assess the income generated by tourism. Most travelers need food, lodging, entertainment, and various commodities regardless of their reason for travel. Much travel is multipurpose; for example:
  - A business man travels to a community 200 miles away to transact financial business. His wife travels with him to shop or to visit friends while he is doing business. They see a play and go out to dinner. How should the money be allocated?

- An individual travels to transact business but allows extra time for this trip because there is a fine golf course at the city visited. He spends an extra 3 hours on the golf course and eats dinner in the community before returning home.
- A vacation traveler plans his vacation route so that he can contact an important business associate.

*In each instance, so far as the community is concerned the key consideration is this: The community attracted these travelers by its complex of businesses, government headquarters, pleasures, amenities, shopping, and human or personal services. It now has the opportunity to serve them, thereby generating community income.*

**THE OVERALL TOURISM SYSTEM HAS THREE PARTS (see diagram 1).**

**THE MARKET** — the people who travel. These people can be classed according to their home location; by various demographics such as income and age; by their reasons for travel; by whether they come by auto, plane, bus, train, or boat; by where they stay; or by other service needs.

**Every community has tourism, and most can substantially increase their tourism income (Hallock, MN).**



**THE DESTINATION AREA** — where travelers go. Every community is a destination area for certain kinds of travelers. The destination area can be thought of as having two major components: **the travel attractor**, or the reason why people travel (see this page, "What are Travel Attractors") and **hospitality services**, the means whereby the community provides goods and services to the traveler and generates income from sales to travelers (see page 6, "Hospitality Services are Essential").

**THE LINKAGE** — the connection between the market and the destination area. It, too, has two components. The **information/communication link** is the means whereby communication or information flows back and forth. Advertising is a part of communication, as are evaluation

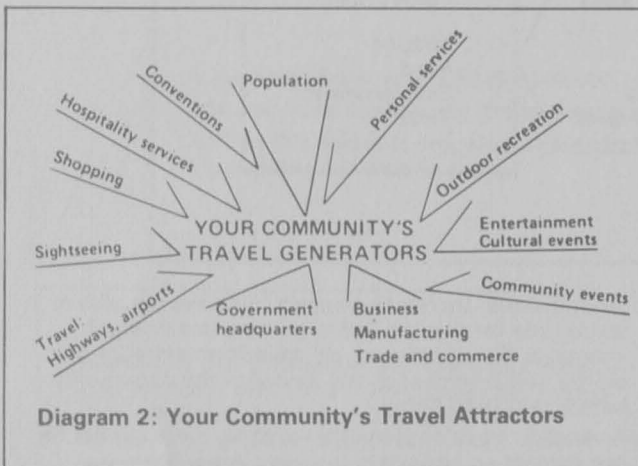
of the market, evaluation of the destination area by users, weather information, and personal communications by mail or telephone. Trade and commerce constitute an interchange and linkage of interests between the market and destination areas. The **transportation linkage** provides the physical means for travelers to get from their homes to their destination areas. This can consist of every means of travel including air, highway, rail, and water. The relative costs of travel in terms of time, effort, money, and safety can be a deciding factor in the ability of a given destination area to compete for tourism.

**WHAT ARE TRAVEL ATTRACTORS? (see diagram 2)**

In order to have tourism there must be a reason for people to travel to your community. The "attracting" capability of your community can be developed. Listed below are the major reasons for travel to specific points. See if your community can use these to improve its tourism:

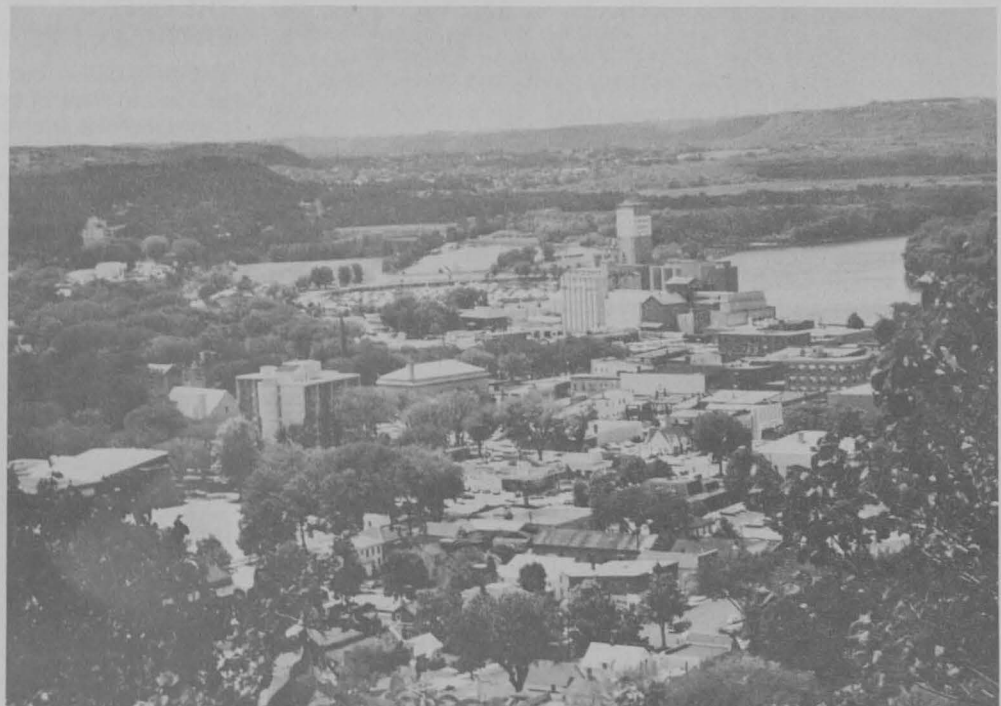
**POPULATION** — The largest proportion of all person-trips\* in the United States (38 percent) are made to visit friends and relatives, therefore the population base of many communities is its most important travel attractor. Travelers who visit friends often are ignored in the mistaken notion that they are not important economically to the host community, but the activity pattern of people when visiting as well as when they have visitors should be recognized. Often special activities such as going to the theater, eating out, and shopping are saved until friends are at hand. A 1970 study in the International Falls area found that 10 percent of the people eating at restaurants

\*A person-trip is defined as one person making one trip to a point at least 100 miles from home. It is counted as a trip regardless of the time involved. Two people traveling together are counted as two person-trips.



**Diagram 2: Your Community's Travel Attractors**

Nearly all economic sectors of a community benefit from tourism (Red Wing, MN).



were there primarily for "visiting friends and relatives." A 1972 Duluth study found that out-of-town travelers reporting visits to friends and relatives as their primary purpose for being there spent an above-average amount in the Duluth-Superior area. In order for a community to achieve the most from this component of its travel-tourism, it is important that the resident population have good information about the community, be proud of it, and be willing to share it and show it off to their friends.

**BUSINESS AND CONVENTION (CONFERENCE) TRAVEL-**

— Business and convention travel in the U. S. accounts for about 20 percent of all person-trips. In Minnesota the total figure is 15 percent, with 19 percent in the Twin Cities and 14 percent outstate. Modern business is absolutely dependent upon travel as a source of supply, a means of sales outlets, and a way of obtaining technicians and consultants for various kinds of professional services. Attracting major conventions depends heavily on the community's hospitality services and its amenity appeal. All of these business-related travelers require food, lodging, transportation, and recreation or entertainment.

**PERSONAL BUSINESS** — Personal business includes going to school and attending to personal legal matters, personal finance, or health concerns. The better equipped the community is to provide services of this kind, the more likely it is to have an opportunity not only to service these personal needs but to provide other services to those who visit.

**SHOPPING** — Shopping can be considered a "trade center" function of a community. While shopping can be both a part of personal business (in the case of the purchase of personal items) or business (in the case of the

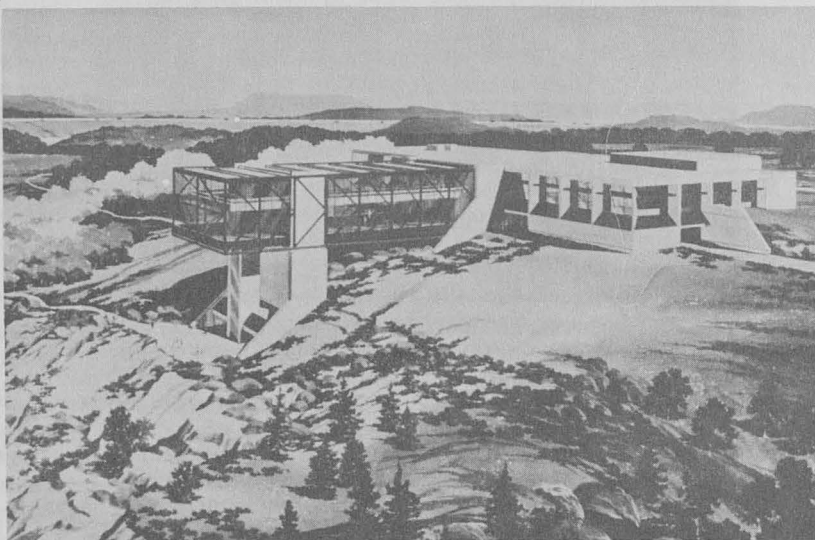
purchase of items for a business), it is treated separately here in order to point out that the better the wholesale, retail, and supply functions of a given community the more likely it is to generate interaction, travel, and trade with other communities. Studies in Duluth in 1972 found that "shoppers" spent at a rate almost three times greater than the average out-of-town traveler (\$23.80 versus \$8.60). This indicates not only the importance of retail businesses in attracting travelers but also the role of travelers as part of the profit picture for retail businesses. The potential for "shopping" includes not simply standard items. There may be sales opportunities designed especially for travelers — art items, crafts, sporting goods, gifts, and souvenirs. Where possible, items should be offered that are unique to the area.

**OUTDOOR RECREATION** — In Minnesota many individuals would be expected to name outdoor recreation as the tourist industry. "Outdoor recreation" is given as a reason for 13 percent of all U.S. travel but accounts for 22 percent of travel in Minnesota in general and 31 percent of travel in outstate Minnesota. Outdoor recreation includes hunting, fishing, hiking, active games, snowmobiling, boating, and many related activities. Personal expenditures for outdoor recreation may range from thousands of dollars annually for owning a second home, to pennies for those who bird watch in nature preserves. Outdoor recreation activities vary from the use of motorized equipment such as snowmobiles and power boats, to canoeing, hiking, and sailing; and from consumptive activities such as hunting and fishing, to nonconsumptive activities such as nature photography. Outdoor recreation requires access for visitors plus resource quality, in order for this part of the travel appeal component of a community to realize its potential.



◀ Tourists are attracted by opportunities for shopping as well as the availability of personal services such as fine medical care (Luverne, MN).

Natural resources attract tourists; also, history can be a major travel attractor, as treated at the Iron Range Interpretive Center (Chisholm, MN).



◀ Festivals and celebrations such as the Renaissance Fair (Shakopee, MN) encourage travel.



Public investment is a necessary part of tourism industry development. It may be in parks (as in the picture above, taken in St. James, MN), beaches, golf courses, or trails for snowmobiling, hiking, or bicycling (as in the picture below, taken in Douglas, MN). Often a combination of county or municipal plus state or federal funding is involved.



**SIGHTSEEING AND ENTERTAINMENT** — Sightseeing and entertainment account for 13 percent of U.S. travel and 8 percent of Minnesota travel, breaking down between 11 percent for the metropolitan Twin Cities and 4 percent for outstate Minnesota (although 30 percent of all trips to the North Shore of Lake Superior were for sightseeing). Entertainment may include going to the theater, to musical performances, to art museums, and to other kinds of performances and activities. A stay in a hotel or motel may in itself be the entertainment attraction.

**COMMUNITY EVENTS** — These may be celebrations or highlights of some local activity, history, or resource. They can reinforce other attractors and draw travelers on their own right.

**HEADQUARTERS CENTER** — Much travel is generated because the headquarters of various kinds of operations

are in a given community. These range from government agencies in county seats to headquarters for religious organizations and business corporations.

**TRAVEL NODE** — Many people travel to a community simply because they cannot avoid it—the train, bus, or plane goes there, or the road leads there. Whether or not a community capitalizes upon this “travel node” function depends upon its impulse appeal to travelers and its ability to offer them readily available services they want.

Drawing travelers off the highway is not automatic. The fact that 10,000 automobiles a day pass is no guarantee a single one of them will stop. Studies made in Duluth in the summer of 1972 illustrate the problem dramatically. It was found that 38 percent of the through traffic did not stop in this city of 100,000. Services were available, but did the traveler know about them? And were they readily accessible? Meeting these conditions requires real ingenuity on the part of the community.

Each community has its own unique advantage for attracting travelers. This advantage should be developed. Attention to a multiple set of appeals is appropriate in today's market of multi-purpose travel. The more a community offers travelers in shipping, business, aesthetic qualities, and things to see and do, the better will be its opportunities for tourism income.

#### HOSPITALITY SERVICES ARE ESSENTIAL.

Hospitality services are as essential as travel attractors to a community's tourism industry. Travelers must be able to meet their daily needs as well as special needs while they are away from home. In doing so, they provide a large part of the income generated from tourism. The following points are suggested as guidelines toward development of adequate hospitality services but are far from a full treatment of the subject:

- Hospitality services usually are a part of the private enterprise sector. Thus, they are not directly responsive to public decision-making; but there are many ways in which the community can encourage and influence their development:
  - through public education to investment opportunities.
  - by assisting already-operating businesses to be profitable.



Most income from tourism comes from sales by private commercial facilities. High quality hospitality services are a must (Roseau, MN).

#### THE PROS AND CONS OF DEVELOPING TOURISM

Your community has no choice as to whether or not tourists will come. Tourism is inherent in the nature of modern systems. But you can choose to what degree you develop tourism as an industry. For this reason, community leaders need to consider the pros and cons of tourism. How can you take advantage of the positive factors and reduce the negative effects?

The box below lists some of the major considerations on both sides. A discussion of the points follows.

**INCOME FROM TOURISM** — Tourism is most often sought because it provides income to the host community. It offers the means for a one-industry community to diversify its economic base. In order to realize income from tourists, the community must have something to “sell” them. The relative scale attainable is illustrated in Minnesota by Cass County, where 56 percent of retail sales are to tourists, and Cook County, where more people can be hosted overnight than exist in the resident population.

#### Pros and Cons of Developing Tourism in Your Community

##### Pros

1. Tourism can be a major income generator, providing jobs, profits, and tax base as do most other industries.
2. Tourism often makes services that the community could not otherwise support available to residents. Included may be theater, sports facilities, and food services.
3. Travel is vital to modern industries. Travel and living amenities may encourage expansion of industries other than those that are directly tourist related.
4. Nearly all community segments profit financially from tourism.
5. Tourism-related enterprises provide entry-level jobs for youth, and often part-time or seasonal jobs adapt well to the needs of a second family wage-earner.
6. Travel is personally rewarding to most who undertake it. Since most communities are suppliers of travelers, they also have a responsibility to serve as hosts.

##### Cons

1. Tourism requires that strangers will travel to your community. The activities of these tourists may conflict with activities of residents.
2. In some communities a “tourism industries” versus “rest-of-the-community” feeling develops into antagonism.
3. People-pressure on local resources and services may cause environmental deterioration and pollution.
4. The tourism industry often is highly seasonal.
5. Many tourism-related jobs are seasonal and low-paying.
6. Travel requires a high level of energy use in an energy scarce world.

**CONFLICTS WITH RESIDENTS** — Pressure upon local services and facilities from tourists interacting with the resident population, on the highway, in food services, and at local natural features may be one of the most serious negative aspects of tourism. In the early stages, conflicts between local residents and visitors often give the visitors an "ugly tourist" image wherever there is substantial tourism. Unfortunately, some communities develop the attitude that they would like the travelers to send their money but stay at home! It now is possible to design services and accesses in a way that minimizes conflicts, but few communities have practiced much of this design.

**TYPES AND QUALITY OF COMMUNITY FACILITIES** — In the course of developing tourism, some communities initiate community events and pageants and put their heritage as well as current industry on display. A frequent result is greater community pride. Service to tourists may result in swimming pools, tennis courts, high quality food services, and evening entertainment—largely financed by travelers, but also available to residents. Without tourism, the community might not be able to support these facilities.

**COMMUNITY ANTAGONISM OVER TOURISM**—Who contributes? Who gains? Incomplete understanding of the tourism phenomenon, discussed earlier in this folder, often causes costly, unnecessary antagonisms within the community:

- Motels, resorts, or campgrounds do not gain at the expense of other community segments. Minnesota studies consistently have found that tourists' purchases are from all segments of the community. Nearly all retailers gain directly from tourists. In 1975, the nationwide travel expenditure breakdown was:

Lodging .....	12%
Food and Beverage .....	30%
Transportation .....	38%
Entertainment .....	8%
Retail purchases .....	12%
Total .....	100%

- In addition to gains from direct tourist sales, many other community elements gain indirectly by supplying the businesses that make these direct sales.
- Competition for tourists is less likely to be from other nearby businesses than from other regions of the world. The challenge is that the entire area work together to build its overall tourism industry.
- Public facilities may compete with certain kinds of private services (campgrounds are a common example), but publicly managed resources and facilities often are necessary as complements to private services.

**MODERN INDUSTRY'S NEED FOR SERVICES FOR TRAVELERS**—Most modern businesses require travel as a condition for proper operation—for sales staff, consultation, management, supplies, and services. Thus, the means of travel access and the means for hosting travelers must be available. There is another important

aspect to the relationship between tourism and other types of economic activity: many kinds of industries prefer to locate and operate in relatively high-amenity areas. A community that maintains its resource quality and offers high quality service in order to generate a high level of tourism also may find that it is attractive as a location for nontourist industries.

**SEASONALITY OF TOURISM**—The seasonal nature of many tourism operations can cause problems in supporting large capital outlays, whether public or private, and creating peaks and valleys of employment. Some communities have been able to extend the season by creating activities in what were formerly slack seasons. Each community needs to assess the possibilities for market opportunities in its individual setting.

**TOURISM JOBS**—There are an estimated 90,000 directly travel-related jobs in Minnesota. While many of these positions compare favorably with employment in other industries, average pay in the food and lodging services is low, and some of the work is part-time. This situation is not all bad, since part-time and/or seasonal jobs often match employment needs of youth and second wage-earners in the family.

**TOURISTS—THE BIG WINNERS**—The tourists themselves are the big winners. Perhaps a better expression would be "we tourists," since nearly everyone is a tourist at times. Tourism yields many rewarding life experiences. For some it is an opportunity to relax. For others it is a change of location or activity. A recent study of young, upwardly-mobile families found that they traveled for "educational" purposes. Tourism is a part of current life styles to the extent that even energy limitations are not expected to cause substantial reductions in the near future. Form of travel may change, we may arrange for more recreation close to home, but the rewards from travel are great enough to guarantee its expansion in the decade ahead. Evidence for continued travel comes from the U.S. Travel Data Center. Its studies indicate person-trips in the U.S. to have increased by 54 percent in the 1972-1976 period.

## HOW TO GET GOING

Many communities can build tourism into a major industry. What does it take? It takes some of the same inputs required for development of most other industries:

- A vision of the potential.
- Understanding and support by the community in general.
- Leadership in new, necessary private investment.
- New public investment.
- Public resource management.
- Building of the community's travel destination image in the minds of travelers (not usually a part of other industry development).

What can you do? Where do you start?

- Begin by sounding out your ideas with associates. These may be business men or women, civic leaders, city officials.
- Bring the subject up for discussion in a group you belong to: the Chamber of Commerce, your civic club, the city council, the county commission, or similar community-oriented organization or agency.
- At least one major organization should make a formal commitment to tourism industry development. All others should pledge support to this lead organization.
- Talk with others who can assist: the Minnesota Director of Tourism, your Regional Tourism Association, your County Extension Director.
- Develop a program: take some positive steps. Listed below are suggested steps in moving forward. Tourism development may require repeating some steps at each stage of development.

**SET GOALS**—What kind and how much tourism is appropriate for your community? This probably can't be determined completely at the outset, but you and other community leaders should consider what you want the tourism industry to do for you.

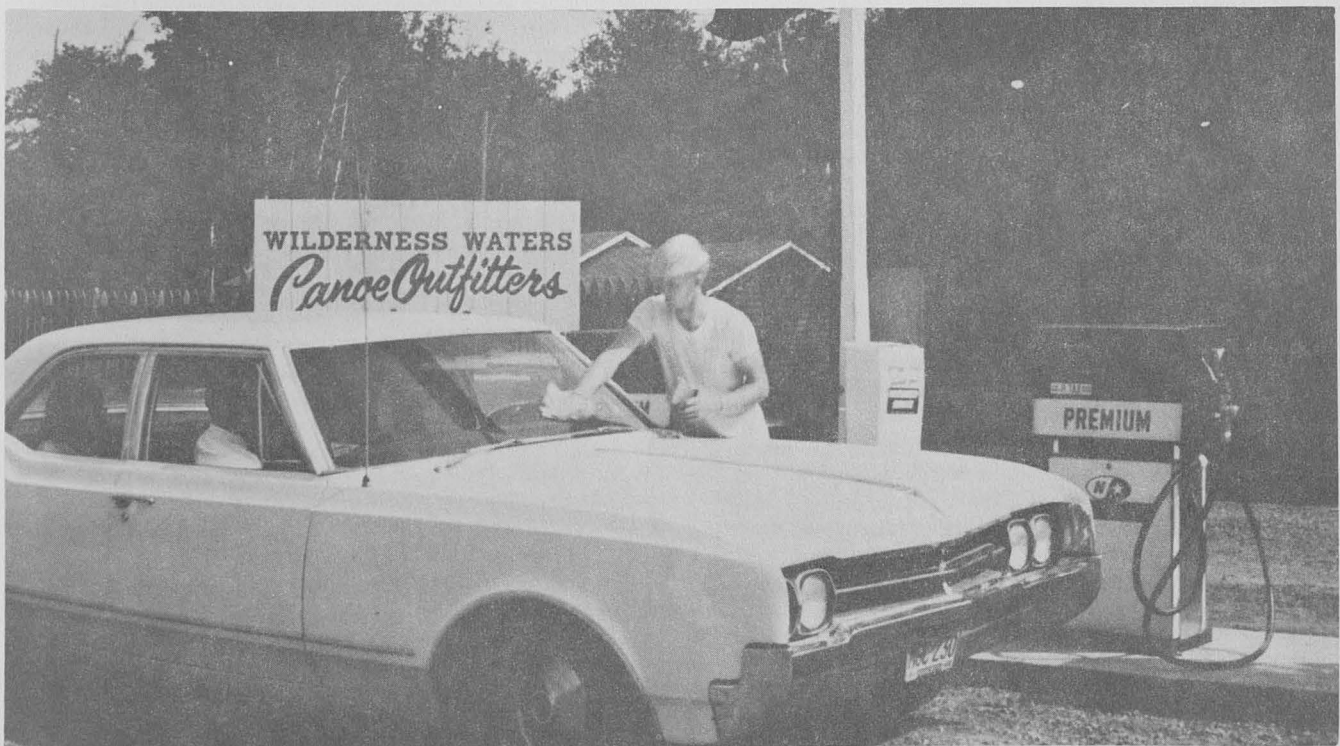
**EDUCATE YOUR COMMUNITY**—Does your community really want tourism? In the average community, many citizens oppose tourism. Why? Largely because they don't

understand it. Few realize that most of the community can gain from tourism. Few understand how tourism can be managed to avoid excessive competition with citizens' activities. Few think of themselves as "tourists" when away from home. All of this means that an ongoing tourism education program should be carried out in the community. It may include public meetings, programs in civic clubs, and newspaper, radio and television programs.

**STUDY YOUR PRESENT TOURISM AND TOURISM RESOURCES**—How much tourism do you have now? What are your resources for tourism?

- Prepare an inventory of your present tourist business and of the resources that adapt to tourism.
- Ask yourself why anyone would come to your community? The "attractors" for tourists may be natural, man-made, historical, economic activities, educational, or other human services. (Review "What Are Travel Attractors?", page 4.)
- What services do you have? What is there to sell to tourists? Without a "sales package," the local community cannot gain economically from travelers. Services may develop from public investment, but most are the result of private entrepreneurs. They include food, lodging, and things to see and do. (See forthcoming publication in this series, *Know Your Community*.)
- Transportation is a special part of services. Your travel access affects both the kinds of people and numbers that come.

**Alert salespeople who recognize tourists and provide good service and community information are a key part of tourist industry development (Grand Marais, MN).**







Show off the beauty in your community not only for tourists but for year-round residents (Northfield, MN).

**STUDY MARKETS**—What is your tourist market? Who comes now? What do they do? This information can come from a look at your present tourism industry. But it should reach beyond, asking what the market potential for your resources might be.

**ESTABLISH GUIDELINES FOR TOURISM DEVELOPMENT**—What development is needed? Now, action is required if you are to realize your goals for tourism:

- What really “big idea” or “major theme” do you have around which to build a traveler image? Can one be developed? If you wish to succeed as a tourist destination center, you must develop a distinct image that differentiates your community from all others.
- What public investment is needed?
- What is needed to make attractions accessible?
- What commercial traveler services are needed?
- What about basic community services such as roads, water systems, and waste disposal?

**MAINTAIN ENVIRONMENTAL QUALITY**—How will you maintain or improve your community’s environmental quality? This step can have far-reaching consequences; environmental quality should be directly more important to residents who live there 365 days a year than to tourists who are there only for a few days or weeks, but it is essential to attract tourists. Would you spend hard-earned money to vacation in a “dump”? Environmental quality is more than water quality; it has to do with visual aesthetics, with air purity, vegetative cover, and noise intrusions. Also involved are intrusions by people, crowding or people pollution, a potentially serious problem for residents and visitors alike. Good design can help greatly to reduce the problem. It may include:

- Design of road access and circulation patterns — does all the traffic have to snarl up at certain spots?
- Segregation of special interests — certain activities require relative isolation. These include: hiking, nature study, cross-country skiing.
- Design of facilities for interpretation and special experiences — most visitors can be concentrated at such points if they are well-designed, thereby not intruding unnecessarily upon on-going community activities.

**PROVIDE ADEQUATE INFORMATION/DIRECTION**—What kind of information/direction/interpretation program is needed? Perhaps you will think of this as “marketing,” but it should be much broader. How do people learn about what you have? How readily accessible is this information? Included is the development of brochures, directional signs, informational or interpretational signs, traveler information centers, advertising, and promotion. Who should do it? This activity is best looked at as an overall system extending from the individual operation to the state; thus, some of the responsibility is Minnesota’s. Some belongs to the region of which your community is a part. The community must play a part, and each firm must see that the traveling public has information about itself.

Interpretation provides depth of understanding. It can create interest and “hold” the traveler. Increasingly, travelers want to learn about the economy and people of the places visited. They want to look up the history and savor the life style. Interpretation is more than a museum. It can be shown in the architectural style, in tours of industrial plants, in retail stores, food and lodging places, and in special events that the community supports.

**EDUCATE YOUR SALESPeOPLE**—Do your salespeople really “sell” the community? An ongoing sales training program can be instituted for all people who contact travelers. This includes not just the waitresses or the gas pump operators or the motel and resort clerks. It includes every retail business in the community, because all retail businesses contact tourists. In an even larger sense it includes nearly all citizens, because all citizens are involved in the quality of their community and in “selling it.” Salesmanship consists of having a good product, presenting it well, and treating the customer in such a manner that he is eager to buy. Such a program must start with the managers of businesses and services, and it must include at the very minimum all personnel who will contact those people who are travelers and who will be serving them at the retail level.

**ENCOURAGE COMMUNITY APPRECIATION AND PRIDE**—Do resident citizens exhibit real pride in the community? This is the ultimate in sales—enthusiasm for the community by its residents. It is a step beyond training sales

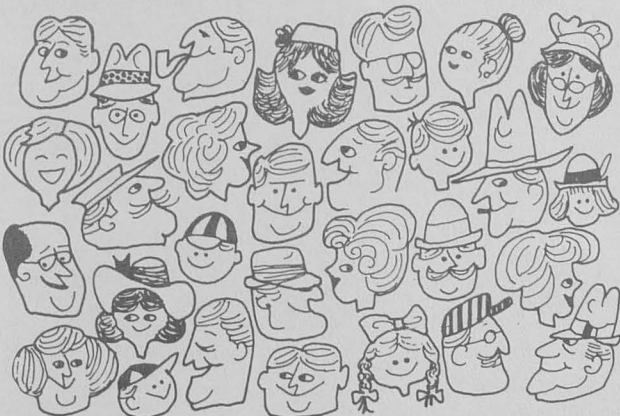
Study and planning for tourism development is a continuous process.



people. Every community has its unique natural endowments and its own heritage of human sweat, toil, tears, and achievement. All too often these are not appreciated by citizens. Perhaps you will want to expand your "know your community" program to a program of "community pride." The goal might be to develop living quality and to create awareness of this quality on the part of school children and adults who live in your community.

**MANAGE TOURISM: AN ONGOING JOB**—Our economy is dynamic. What worked to develop tourism may not be best a decade later; furthermore, your own citizens change as the generations progress. Parts of the ongoing job include:

- Monitoring the system. Is your industry stable, growing, or shrinking? How are your customers' needs changing?
- Adapting to new technology affecting travel or services.
- Adapting to basic market shifts in income, tastes, family, and travel patterns.
- Maintaining a positive attitude on the part of community citizens toward tourism.
- Maintaining environmental quality; avoiding blight as facilities age.
- Reexamining your tourism industry goals. Do they need to be advanced? Can they be made more realistic in the light of experiences?



#### You Can Move on Tourism:

1. Get dedication to the task on the part of an ongoing community body, with support from other relevant organizations.
2. Conduct an effective educational program to develop:
  - understanding of tourism on the part of community leadership.
  - hosting capability on the part of hospitality firms.
  - citizens' pride in their community and willingness to share it with travelers.
3. Assess your tourism potential:
  - Analyze your present tourism industry.
  - Evaluate the adaptability of your resources to tourism.
  - Evaluate your market and your market potential.
4. Develop guidelines for programming and investment:
  - What should be your community's "Tourist Destination Image?"
  - What are reasonable goals?
  - What kinds of new investment are required: Public? Private?
5. Programs: Brick and Mortar—making it happen:
  - Get needed public investment started.
  - Encourage private investment and development for needed hospitality service.
  - Make progress on environmental quality and community aesthetics.
  - Develop an effective information/direction/interpretation program.
6. Manage your tourism industry:
  - Keep track of what is going on.
  - Maintain quality.
  - Stay up-to-date on markets and services.



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