

Project A-834

A TOURIST DEVELOPMENT AND PROMOTION PROGRAM
FOR THE CITY OF SAVANNAH

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Foreword

This report recommends a plan for stimulating the development and promotion of Savannah's tourist industry in order to partially offset the anticipated economic impact of the closing of Hunter Air Force Base.

The report attempts to cover all aspects of a complete tourist program with the exception of recreation. It has been recommended that a special committee be established to make recommendations in this area.

The findings and recommendations contained in the report were based on an objective analysis of Savannah's tourist industry made without prior knowledge of persons or places in Savannah. Every attempt was made to maintain this objectivity throughout the study.

The nature of the report requires identification of problem areas in Savannah's past and present tourist development and promotion efforts. This emphasis is not meant to detract in any way from Savannah's numerous tourist assets or the dedicated efforts of extraordinary individuals and organizations within the community.

The Industrial Development Division expresses appreciation to the many individuals and organizations in Savannah who contributed to the accumulation of material for the report.

Kenneth C. Wagner, Chief
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Summary

An effective tourist program for Savannah must provide for the development and promotion of tourism on the basis of a united and programmed community effort.

1. The executive leadership of the Savannah Area Chamber of Commerce should take a more active and progressive role in the promotion of the tourist industry.
2. A Tourist Development Commission should be established for the purpose of establishing and implementing a program for the development of the tourist industry in Savannah, establishing priorities and schedules for completion of projects included in the tourist development program, determining ways and means of financing approved tourist development projects, providing professional and technical assistance to the various nonprofit organizations or groups engaged in the development and/or preservation of tourist attractions, eliminating the duplication of time and effort expended by many individuals or groups engaged in current development and/or preservation efforts, coordinating the development of tourist attractions with the promotional efforts of the Savannah Area Chamber of Commerce, and serving as a vehicle for informing the community as to where the tourist development program is headed and where each citizen's place is in the over-all effort.
3. The organizations or groups involved in the development and/or preservation of tourist attractions on a nonprofit basis should be invited to submit tentative proposals of their projects to the Tourist Development Commission.
4. The Tourist Development Commission should consider the development program outlined in this report as the basis for initiating and implementing Savannah's united tourist development effort and should establish a time schedule, such as outlined on page v, for completion of the major projects and activities.

An effective tourist program for Savannah must stimulate public interest to the extent that the people, particularly the businessmen, will support and participate in the tourist program.

1. An orientation meeting with local news and communications media should be scheduled to emphasize the economic impact of the tourist industry on Savannah, to outline the tourist development and promotion program, and to stress the importance of media cooperation in the stimulation of public interest and in the presentation of various promotional programs.
2. A series of meetings should be conducted with business, civic, social, and preservation groups to emphasize the economic impact of the tourist industry, to outline the tourist development and promotion program, to point out the responsibilities of various groups and organizations, and to stress the need for a united community effort.

3. "Host" schools should be conducted for those people in the community who are meeting and working directly with the tourist trade.
4. A city-wide contest should be conducted to determine a unifying theme or slogan for the city.

An effective tourist program for Savannah must be concerned with the enhancement of the number and appeal of tourist attractions and activities.

1. The Tourist Development Commission and the community should give full support to existing groups and individuals who are actively engaged in the establishment and/or preservation of historical tourist attractions, including Historic Savannah Foundation, Inc., Savannah Site and Monument Commission, Revolutionary Battle Site Committee, Steamship "Savannah" Replica Commission, and the Georgia Historical Commission.
2. The Factor's Walk area should be developed into a major tourist attraction in conjunction with the establishment of small, tourist-oriented businesses in the existing buildings.
3. The Tourist Development Commission should establish a Future Projects Committee to investigate the feasibility of developing additional historical sites and events into major tourist attractions.
4. The Future Projects Committee should review the feasibility of long-range plans to establish the Mulberry Grove plantation, birthplace of Eli Whitney's cotton gin, as a major tourist attraction.

An effective tourist program for Savannah must concentrate on promoting a national identity for Savannah as a tourist destination.

1. The Savannah Area Chamber of Commerce Convention and Visitors Bureau should develop a detailed, complete advertising and promotion budget based on the realistic needs for Savannah and geared to maximizing the return on investment.
2. The Chamber of Commerce should conduct an annual fund-raising campaign, with emphasis on the budget required for tourist promotion.
3. The Chamber of Commerce should engage the services of a national advertising firm to assist in promoting Savannah's tourist program, inasmuch as the program should be geared to establishing a national image.
4. The Chamber's Convention and Visitors Bureau should provide the hotels, motels, and restaurants with the names and addresses of those potential visitors contacting the Bureau by direct mail, so that these businesses can conduct individual promotional efforts.
5. The Convention and Visitors Bureau should work in conjunction with another organization (such as the Business and Professional Women's Club of Savannah) to develop a program to contact each former visitor by means of direct mail.
6. The Convention and Visitors Bureau should establish a committee to develop and arrange for an annual "Mardi Gras" week in Savannah.

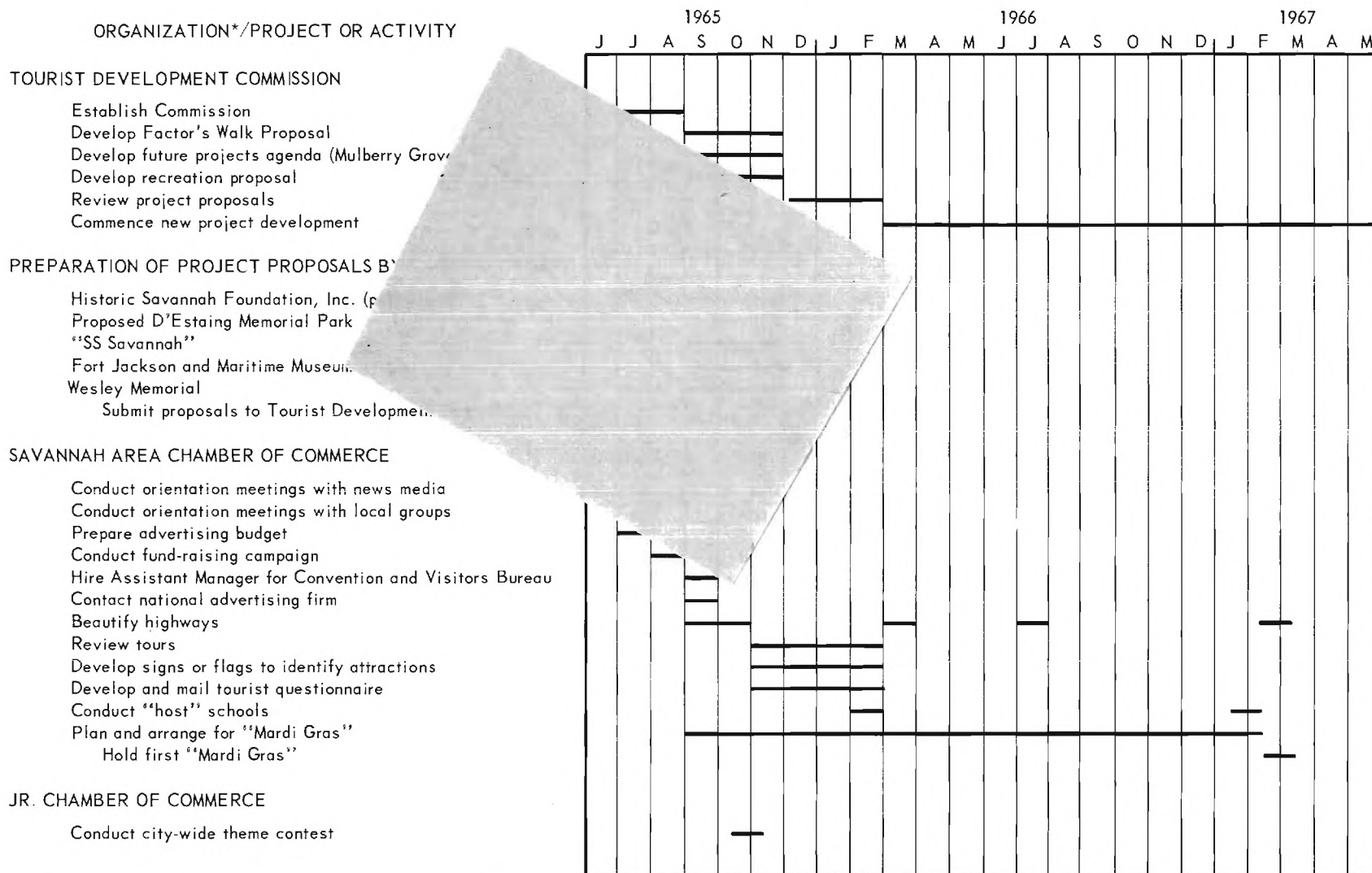
7. It is recommended that the Savannah Area Chamber of Commerce provide an assistant for the Manager of the Convention and Visitors Bureau to provide support for the increased promotional efforts recommended in this report.

An effective tourist program for Savannah must be concerned with improving the flow of tourist traffic and the accessibility of tourist attractions.

1. The beautification of major tourist and business entrances to and exits from Savannah should be a continuing effort on the part of the entire community.
2. The "Walking Tour" and the "Motor Tour" presented in the brochure entitled "See All of Beautiful Savannah" and in the Junior League Guide Book should be promoted in preference to the "17-Mile Tour" unless the "17-Mile Tour" is shortened and/or its objective is more fully explained to the tourist.
3. The Chamber's Convention and Visitors Bureau should confer with other interested groups on the development of uniform, effective signs or flags designed to enable the tourist to more readily identify points of interest.
4. Tourist traffic plans should be closely coordinated with over-all city traffic plans in order to insure the efficient flow of tourist traffic into and through the downtown area.
5. Current studies of traffic in the downtown business area should consider the possibility of closing some of the streets and tying them into the squares to provide pedestrian malls. This would facilitate traffic flow, provide a tourist atmosphere in the downtown area, and enable the city to better capitalize on the squares as a real asset.

CHART 1 TOURIST DEVELOPMENT AND PROMOTION PLAN

SUGGESTED SCHEDULE FOR COMPLETION



*The organization listed is considered to be the primary organization.
Organizations working with the primary organization are suggested
in the body of the report.

INTRODUCTION

Purpose

Savannah is frequently referred to as the "country's best kept secret." As one local resident states, "Savannah is a combination of Jamestown, Yorktown, and Williamsburg." But to cite a businessman on his first trip to Savannah, "Savannah has not capitalized on her tourist potential even though she has more historical assets than I have seen in any city along the east coast." In other words, the potential for Savannah's tourist industry appears to be limited only by the community's willingness to make the necessary investment of time, money, and united effort. The purpose of this report is to recommend a unified plan for capitalizing on Savannah's tourist potential as part of the over-all program designed to offset the anticipated economic impact of the closing of Hunter Air Force Base.

Approach

The approach to this report has been shaped by the following practical considerations and characteristics of a good tourist program:

1. The most businesslike approach should be used in the development of a sophisticated tourist program for Savannah. Such an approach requires a high degree of objectivity in evaluating the appeal of both existing and potential attractions and in establishing the framework for coordination and implementation of the tourist program.
2. The tourist program should be a continuing one, with both existing and potential attractions coordinated as related segments of a complete tourist package.
3. The tourist program must have a good, competitive product to sell. The tourist is not a "captive" customer. He is free to select the destination which offers the most for his dollar and which offers some sort of appeal for every member of the family.
4. The tourist program must be sold on a national basis by means of effective advertising.
5. No matter how well the tourist program is planned, an important element in its ultimate success depends upon local support and enthusiasm.

Method

The findings and recommendations included in this report are based on the following:

1. "Sidewalk" discussions with individuals selected on a random basis and without identifying either the Industrial Development Division or the purpose of the discussion.
2. Interviews with tourists and out-of-town businessmen.
3. Interviews with local business and civic leaders.
4. Tours of existing tourist attractions.
5. Tours of major highways used by tourists or businessmen to enter or leave the city.
6. Tours recommended by receptionists at the Georgia Welcome Station and the Savannah Area Chamber of Commerce, without either knowing the purpose of the inquiries.
7. Reviews of books pertaining to the growth and development of Savannah.
8. Responses to anonymous letters of inquiry mailed to the chambers of commerce in 12 metropolitan areas (including Savannah).

FINDINGS AND RECOMMENDATIONS

The analysis of tourist development and promotion efforts in Savannah indicated the need for a tourist program which will:

1. develop and promote tourism and preservation efforts on the basis of a united and programmed community effort;
2. stimulate public interest to the extent that the people, particularly the businessmen, will support and participate in a tourist program;
3. enhance the number and appeal of tourist attractions and activities;
4. promote a national identity for Savannah as a tourist destination; and
5. improve the flow of tourist traffic and the accessibility of tourist attractions.

Each of the above pertains to an essential requirement for an effective tourist program. The following findings and recommendations, therefore, are presented in terms of each of these requirements.

Developing a United and Programmed Effort

Findings. The study revealed the following with regard to current efforts to develop and promote the tourist industry in Savannah:

1. There is an opinion within the business community that the executive leadership of the Savannah Area Chamber of Commerce should take a more active and progressive role in the promotion of the tourist industry.
2. There are several organizations, groups, and individuals within the community who are actively engaged in the development and/or preservation of worthwhile tourist attractions.
3. There is a need to coordinate the various development and preservation efforts within certain parameters in order to assist them in their endeavors and to develop a united community program.
4. There is a need to establish professional groups and proper channels of communications whereby those organizations, groups, or individuals engaged in nonprofit endeavors may obtain legal, technical, and financial assistance.

Recommendations. In order to develop a united and programmed effort, it is recommended that the following actions be initiated:

1. The executive leadership of the Savannah Area Chamber of Commerce should take a more active and progressive role in the promotion of the tourist industry. An attempt is made in subsequent recommendations to place the Chamber in such a role.

2. A Tourist Development Commission should be established, with an organizational framework similar to that of the Historic Savannah Foundation, Inc., and this Commission should be closely coordinated with the Convention and Visitors Bureau of the Savannah Area Chamber of Commerce. (See Charts 2 and 3.) The Commission should be activated for the purpose of:
 - a. establishing and implementing a program for the development of the tourist industry in Savannah;
 - b. establishing priorities and schedules for completion of projects included in the tourist development program;
 - c. determining ways and means of financing approved tourist development projects and recommending the allocation of funds in accordance with the objectives of the program;
 - d. providing, through volunteer committees, professional and technical assistance to the various nonprofit organizations or groups engaged in the development and/or preservation of tourist attractions;
 - e. eliminating the duplication of time and effort expended by many individuals or groups engaged in current development and/or preservation efforts;
 - f. coordinating the developing of tourist attractions with the promotional efforts of the Savannah Area Chamber of Commerce; and
 - g. serving as a vehicle, in conjunction with local news and communications media, for informing the community as to where the tourist development program is headed and where each citizen's place is in the over-all effort.

The Tourist Development Commission should not become involved in the administration or control of the various organizations or groups within the community which will provide the initiative and retain the responsibility for the completion of the project.

It is suggested that the Steering Committee for the Tourist Development Commission include representatives from the following:

Savannah District Authority
State Legislature
City of Savannah
Chatham County Commission
Metropolitan Planning Commission
Georgia Historical Society
Savannah Area Chamber of Commerce
Historic Savannah Foundation, Inc.
Armstrong College
Junior Chamber of Commerce
Downtown Revitalization Committee

The primary functions of the Steering Committee should be to accomplish the objectives outlined above and to organize the various professional committees.

CHART 2
 PROPOSED TOURIST DEVELOPMENT COMMISSION

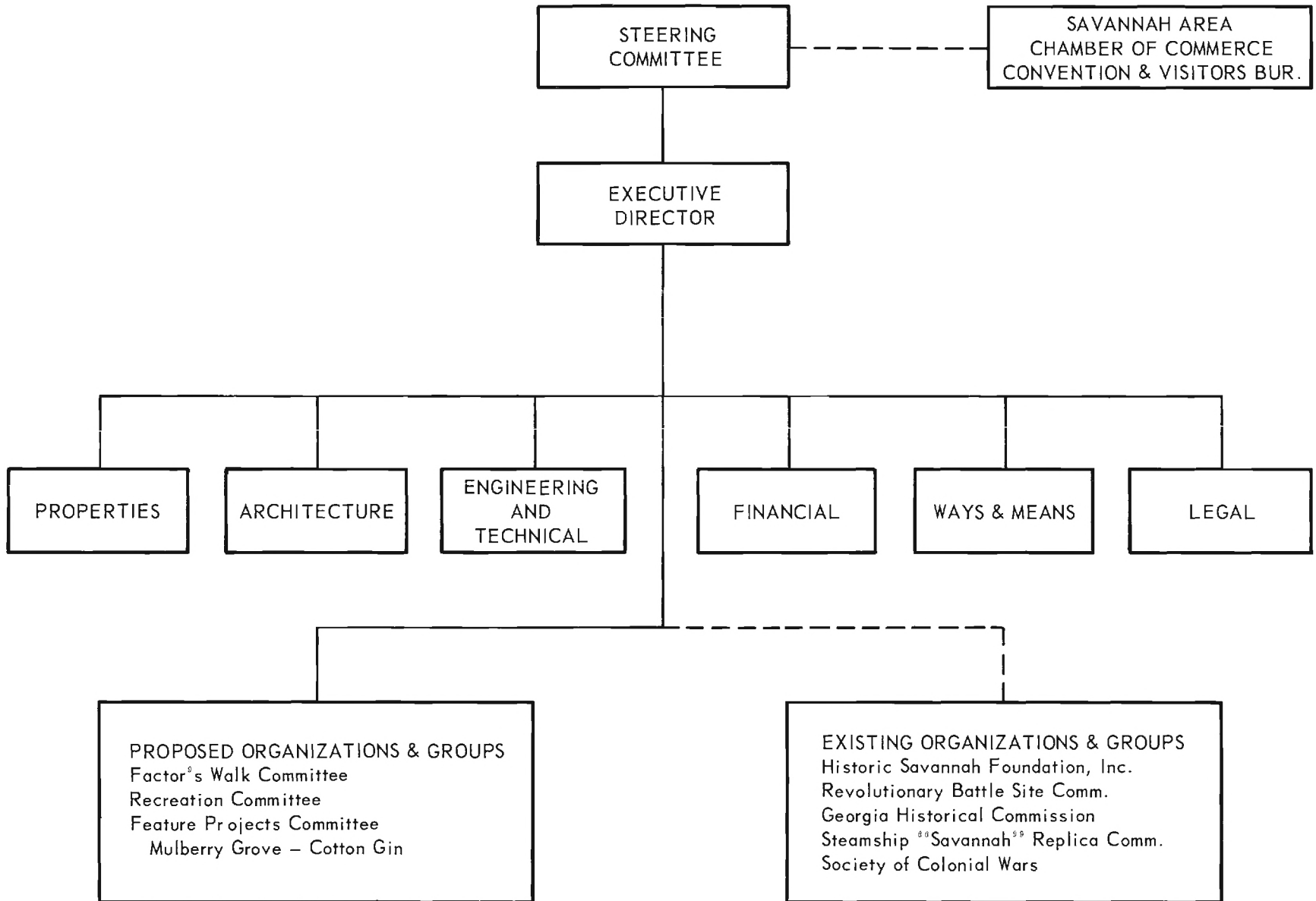
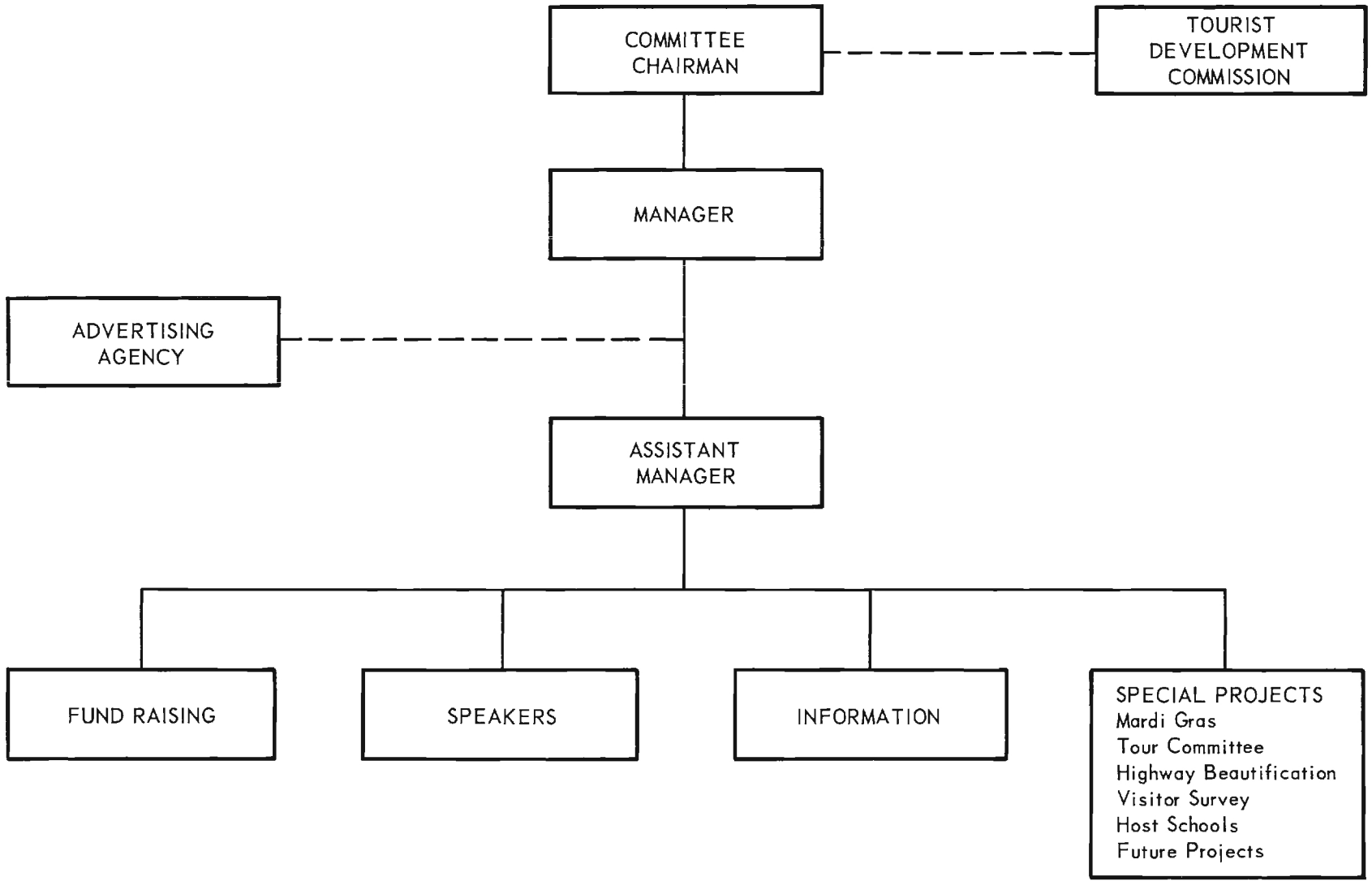


CHART 3
SAVANNAH AREA CHAMBER OF COMMERCE
PROPOSED REORGANIZATION OF CONVENTION AND VISITORS BUREAU



3. The organizations or groups involved in the development and/or preservation of tourist attractions on a nonprofit basis should be invited to submit tentative proposals of their projects to the Steering Committee. It is suggested that each tentative proposal include the following:
 - a. Nature and extent of the project
 - b. Purpose and objectives of the project
 - c. Advantages to Savannah's tourist development program
 - d. Local, state, or national groups connected with and/or endorsing the project

If the project appears to be feasible in terms of Savannah's tourist development program, the professional "staff" services of the Commission will be made available to the organization or group in order to continue development in terms of the following:

- a. Architectural drawings, layouts, maps, etc.
 - b. Detailed plans and schedules for completion
 - c. Property rights, legal requirements, etc.
 - d. Financial requirements and ways and means of satisfying these requirements
4. The Tourist Development Commission should consider the development program outlined in this report as the basis for initiating and implementing Savannah's united tourist development efforts.

Stimulating Public Interest and Support

Findings. The study revealed the following significant points with regard to public interest in tourist development and promotion and the attitude of various segments of the community relative to Savannah's image:

1. The feeling exists among a considerable number of local people that Savannah does not have an image as being a progressive community.
2. The impression among certain segments of the business community is that only those businesses directly involved with the tourist trade will benefit from tourist promotion.
3. The feeling among some segments of the community is that the "power structure" (a term that was used vaguely in the community) does not want to really promote or develop the tourist industry.
4. There is a lack of awareness within the community of what has been or is being done regarding tourist development.
5. A need exists for some of those persons actively engaged in meeting the tourist trade to improve their services and to promote Savannah's tourist attractions.

Recommendations. In order to strengthen the image of Savannah and to stimulate public interest to the extent that the people, particularly the business community, will support and participate in a tourist program, it is recommended that the following actions be taken:

1. Schedule an orientation meeting with local news and communications media. It is recommended that this meeting be held prior to the meetings with local business, civic, and social groups which are recommended in a subsequent section. It is suggested that these meetings be conducted by a joint panel consisting of a representative from Forward Savannah, the Tourist Development Commission, the Georgia Institute of Technology, and the Savannah Area Chamber of Commerce.

The objectives of this meeting will be to emphasize the economic impact of the tourist industry on Savannah, to outline the tourist development and promotion program, and to stress the importance of media cooperation in the stimulation of public interest and in the presentation of various promotional programs, beginning with the meetings with business, civic, and social organizations.

It is recommended that the Chamber of Commerce provide the necessary liaison between the news and communications media and the groups and/or projects involved.

2. Conduct a series of meetings with business, civic, and social groups to emphasize the economic impact of the tourist industry on the entire community, to outline the tourist development and promotion program, to point out the responsibilities of various groups and organizations, and to stress the need for a united community effort. It is suggested that these meetings be conducted by a joint panel. Organizations represented on the panel and the topic suggested for each would be: Forward Savannah -- introduction; Georgia Institute of Technology -- results and economic impact of the project; the Tourist Development Commission -- role of the Commission; and the Savannah Area Chamber of Commerce -- role of the Chamber.

It is recommended that the invitations to these meetings be extended from the office of the Mayor and that all arrangements be handled by the Savannah Area Chamber of Commerce. Suggested attendance at these meetings would include the following groups and/or representatives:

Members of the General Assembly from Chatham County
City and county elected officials
Savannah Area Chamber of Commerce
Downtown Merchants Association
Suburban Merchants Association
Motel, hotel, and restaurant managers or associations
Business and Professional Women's Club
Historic Savannah Foundation, Inc.
Georgia Historical Commission
Revolutionary Battle Site Committee
D. A. R.
League of Women Voters

Georgia Association of Garden Clubs
Junior Chamber of Commerce
Junior League of Savannah

3. Conduct "host" schools for those people in the community who are meeting and working directly with the tourist trade. It is recommended that these schools be conducted during January of each year -- just prior to the beginning of the tourist season.

The objectives of the "host" schools will be to better prepare the people within the community who come in contact with the tourist on (1) how to improve tourist services and (2) how to "sell" the tourist on Savannah's numerous attractions. Suggested material for the schools would include the history of Savannah and Chatham County, the calendar of events for the coming "tourist" year, the status of Savannah's tourist development and promotion program, the advantage to the tourist of seeing various historic or scenic attractions, the rules of courtesy, and the role the host plays in Savannah's image.

It is recommended that these sessions be conducted under the general direction of the Savannah Area Chamber of Commerce. It is further recommended, however, that each year a different historical or civic group, such as the Historic Savannah Foundation, Inc., be asked to sponsor the sessions and to plan the program. Instruction material and handouts should be prepared by the sponsoring group, and funds covering the preparation of such materials should be provided by the Chamber of Commerce.

Suggestions concerning the organization of the "host" school sessions are as follows:

- a. Conduct a group session at the Municipal Auditorium or Jenkins Hall. Invite all those in the community who are working with the tourist trade. Arrange for an outside speaker (e.g., Tourist Division, Georgia Department of Industry and Trade, or Colonial Williamsburg) to stimulate interest and attendance.
 - b. Contact local business firms (e.g., taxi and limousine services, hotels, motels, restaurants) in order to distribute material and discuss the program with those who do not attend the group sessions.
 - c. Prepare special articles or programs to be conveyed by local news and communications media.
4. Conduct a city-wide contest to determine a unifying theme or slogan for the city. The Junior Chamber of Commerce, independent of this study, has already developed plans for such a contest. It is recommended that the Junior Chamber of Commerce continue with its plans in conjunction with local news and communications media.

The objectives of this contest are to (1) arouse community interest in tourist promotional efforts and to make the community a part of the tourist program, (2) stimulate a positive community image of Savannah, and (3) develop a common theme or slogan which will represent a united and progressive community effort for nationwide advertising and promotion. For example, current slogans or themes

for the city include: "Forward Savannah," "The First Planned City," "Go Power -- Grow Power," "A Window Into History," "Key to the Thirteenth Colony," "Hostess City to the South," "Queen City of the South," "Cradle of Georgia," and "If you haven't seen Savannah . . . you haven't seen the South."

It is suggested that the selection of the winning slogan be made by a committee of six, with a representative from each of the following organizations:

Junior Chamber of Commerce (Chairman)
Georgia Historical Society
Savannah State College
Savannah District Authority
Telfair Academy of Arts and Sciences or Savannah
Art Association
Professional advertising firm

It is recommended that work on the development of promotional material based on the selected theme commence immediately after the winner is selected and that this work be coordinated between the Savannah Area Chamber of Commerce and the Junior Chamber of Commerce. The Junior Chamber of Commerce has already given considerable thought to such a promotional program. It is further recommended that art work for the theme be submitted to local art or advertising groups for development on a competitive and award-giving basis.

The individual submitting the winning theme could receive a free trip to Tampa's Gasparilla. This would have the additional advantage of stimulating community interest in a festive week for Savannah similar to Tampa's Gasparilla.

Enhancing the Number and Appeal of Tourist Attractions

Findings. The study revealed the following regarding existing and potential tourist attractions:

1. The community must expedite the implementation of a plan for the establishment and maintenance of a "good, competitive product to sell" to the tourist.
2. There are several organizations, groups, and individuals within the community who are actively engaged in the establishment and/or preservation of tourist attractions.
3. There are certain "natural" tourist attraction areas, such as Factor's Walk and the downtown squares, which are not being capitalized upon as tourist attractions. In addition, the tourist is not adequately informed as to what is available and when it can be seen.
4. There are numerous sites or events which are referred to in texts which may have historical significance and/or tourist appeal but which are not referred to in current promotional material.
5. There is a need to establish Savannah as a "destination" and not as a "pass-through" point.

Recommendations. In order to enhance the number and appeal of tourist attractions, it is recommended that the following actions be taken:

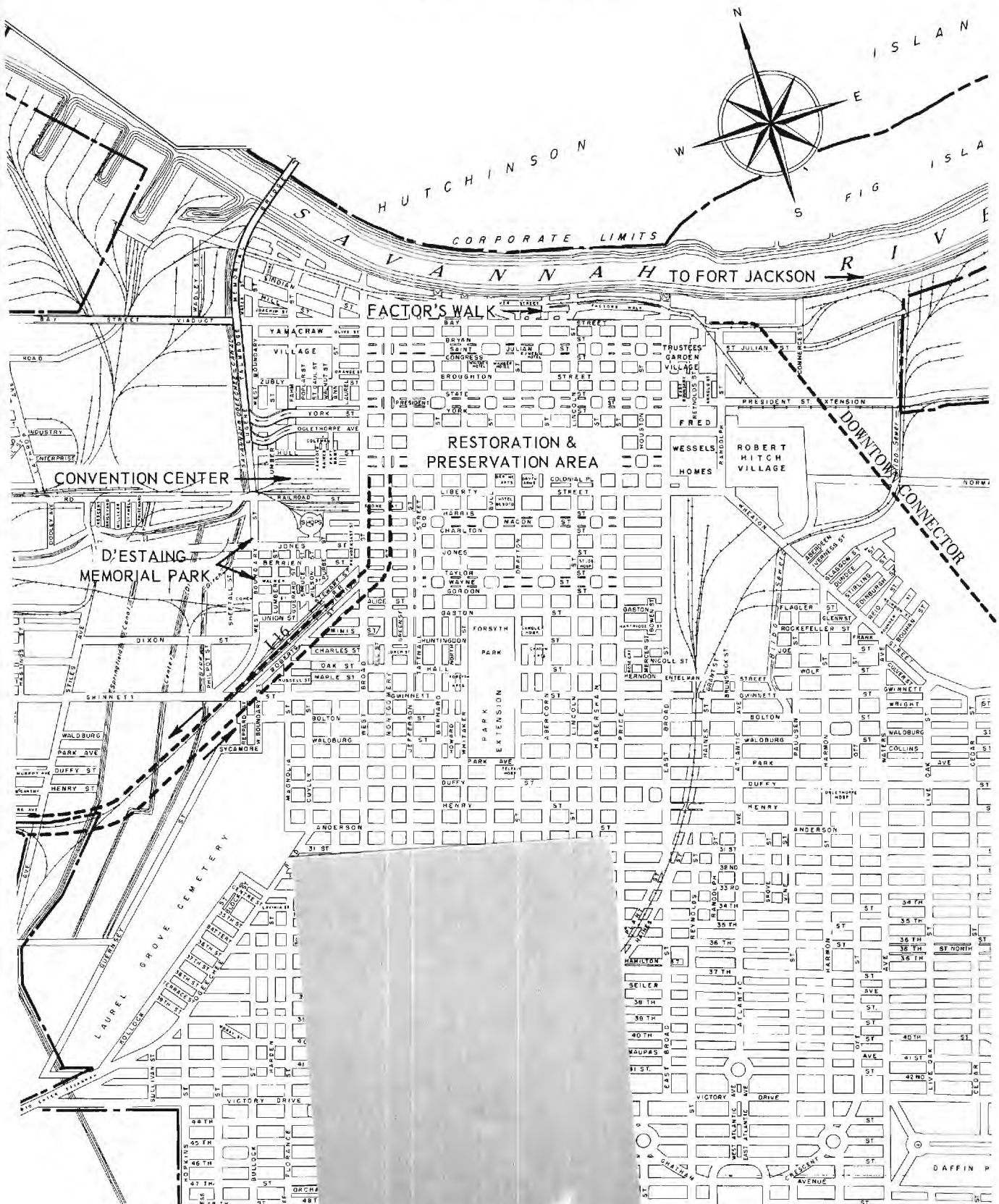
1. The Tourist Development Commission and the community should give full support to the following organizations or groups, and each organization or group should be invited to submit proposals to the Steering Committee of the Tourist Development Commission as outlined previously.

<u>Organization</u>	<u>Project or Activity</u>
Historic Savannah Foundation, Inc.	Rehabilitation and restoration program in the Bay to Gaston, East to West Broad area
Revolutionary Battle Site Committee	Proposed D'Estaing Memorial Park and Railroad Museum
Steamship "Savannah" Replica Commission	"SS Savannah"
Georgia Historical Commission (Mr. A. A. Lawrence)	Fort Jackson and Maritime Museum Wesley Memorial

The bases for the above recommendations, as outlined below, stress economic advantages. This is not meant to detract from the real historical significance of the projects or activities discussed.

- a. Proposed D'Estaing Memorial Park and Railroad Museum. The proposed site for the D'Estaing Memorial Park is from Interstate Highway 16 to Louisville Road and from West Broad to West Boundary. (See Map 1, "Tourist Attractions.") It includes the Metropolitan Planning Commission's "Project J" and properties of the Southern Railway Company. The location of the park at this site would:
 - (1) enhance the approaches and exits to the city from U. S. 17A or I-16 and thereby give the motorists a more favorable impression of the city;
 - (2) provide a natural destination for automobile travelers because facilities, attractions, and points of interest are proposed for every member of the family;
 - (3) provide an opportunity to stimulate the tourist's interest in Savannah as a good place to see, to live, and to invest;
 - (4) provide facilities which would complement a convention center located in the Louisville to Hull and West Broad to West Boundary area;
 - (5) provide a natural location for the proposed railroad museum;
 - (6) promote the national and international prestige of Savannah, especially with respect to the willingness of the French government to assist in the establishment of facilities and attractions for the park;

MAP 1
TOURIST ATTRACTIONS



- (7) provide assurance that the Jewish cemetery located on the site will be properly preserved and recognized; and
- (8) revitalize the surrounding urban areas and "shore up" surrounding values.

The Revolutionary Battle Site Committee is currently confronted with the need to acquire the site for the proposed park and to preserve certain structures which have been deemed to be of considerable value by an outside consultant. It is recommended, therefore, that the first step of the Tourist Development Commission consist of a meeting with the Steering Committee of the Battle Site group in an attempt to determine ways and means of resolving these problems and to review the recommendations made by Mr. Charles E. Peterson, one of their consultants.

- b. Rehabilitation and Restoration Program in the Bay to Gaston, East to West Broad Area. The Historic Savannah Foundation, Inc., frequently was referred to in survey interviews as the most dynamic nonprofit group effort involved in tourist development activities. This efficiently organized group recently completed a successful fund-raising campaign in order to continue their restoration and development efforts, and they are in the process of working with consultants to develop additional plans of action. In addition, plans are in progress for the rehabilitation of a downtown area to be used as an example of what can be done in the way of restoring other business areas. The work of the Foundation is essential to the preservation of architecturally valuable and historic properties and to downtown area redevelopment. The support and acceleration of this work will be of considerable value to the community from the standpoint of tourist attractions, as well as being of an inherent value to the city both financially and culturally.
- c. Fort Jackson and Maritime Museum. The Georgia Historical Commission is currently engaged in efforts to restore Fort Jackson, and steps are being taken to arrange for property rights and access privileges. The advantages of this project to the tourist program include the following:
 - (1) The site is within a short driving distance of the downtown area (approximately three miles) and could easily become a major tourist attraction.
 - (2) The fort will complement Fort Pulaski, inasmuch as it is of different construction and will provide a natural "link" between the downtown area and Fort Pulaski.
 - (3) The establishment of a maritime museum will enhance Savannah's prominence as a major seaport and will afford the opportunity to promote Savannah's many maritime "firsts."
- d. Wesley Memorial. Contacts are being made by Mr. A. A. Lawrence with the Methodist Church regarding the establishment of a memorial to John Wesley. This memorial would include the

utilization of an historic home, the placing of a monument, and the beautification and "blocking off" of a square. The advantages of such a memorial can be compared with the advantages to Savannah of the beautiful home of Juliette Low and the visits and pilgrimages of the Girl Scouts.

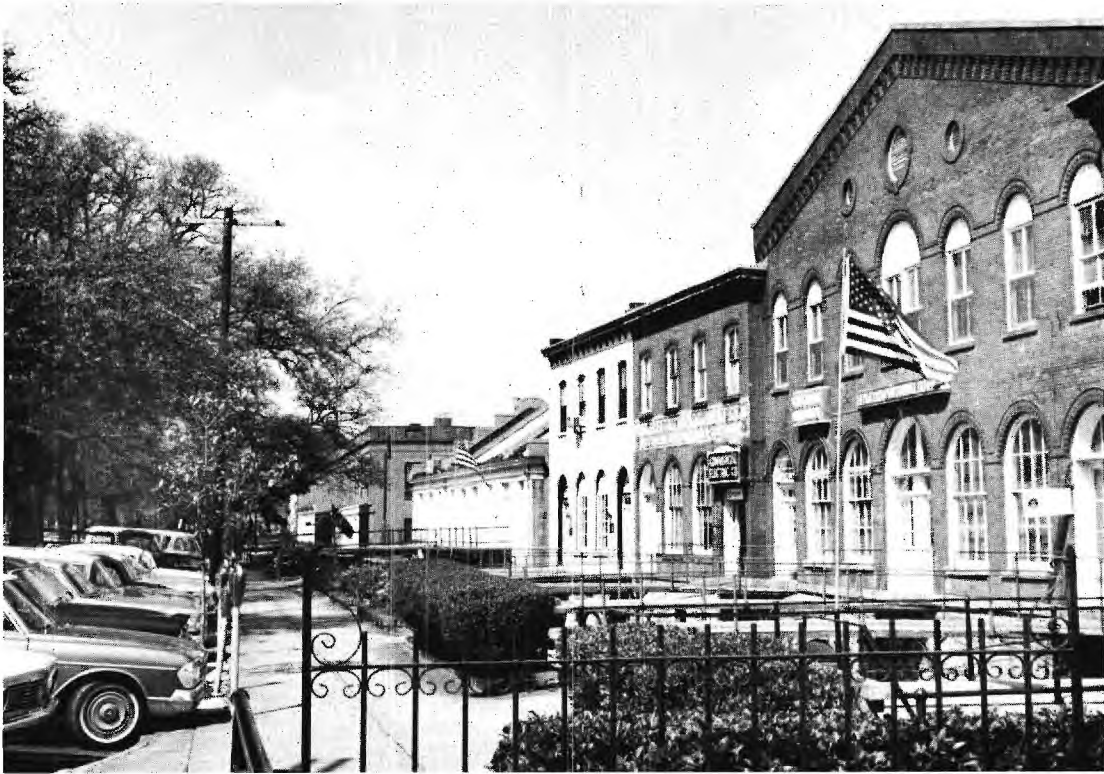
- e. "SS Savannah." The Steamship "Savannah" Replica Commission is currently developing plans for construction of an authentic replica of the "SS Savannah" to be used as a stationary museum. It is recommended that additional funds be provided in order to construct the vessel in accordance with U. S. Coast Guard specifications and to make the "SS Savannah" into a seaworthy ship. The advantages of the additional expenditures include the following:

- (1) The economic returns from international publicity covering a duplication of the first Atlantic crossing would far exceed the additional expenditures involved.
- (2) The promotional efforts would be based on the opportunities offered by Savannah's maritime, industrial, commercial, and tourist industries.
- (3) The revenue from scenic cruises on the Savannah River (e.g., from Factor's Walk to Fort Jackson, Fort Pulaski, Mulberry Grove) would pay for the maintenance and upkeep of the ship.

The construction and sailing of "Mayflower II" represents an example of the international press, radio, and TV coverage devoted to such an undertaking. In addition, it is estimated that interested Britishers paid \$73,000 to see the ship under construction and about 76 British companies shipped samples of their merchandise aboard the ship at approximately \$1,000 a chest. While on exhibit at a New York pier from July to mid-November, the ship was toured by 402,000 visitors who paid approximately \$250,000 to \$300,000 in admissions (at 90 cents per adult and 40 cents per child). An additional \$150,000 was received from exhibition booths along the pier (at \$5,000 per booth). In 1964, during the relatively short exhibit season from April through November, tourists paid \$166,000 to see the Mayflower II at 75 cents per adult and 50 cents for children.

There is some local concern that the replica of the "SS Savannah" cannot be both authentic and seaworthy. This is true, but with regard to the authenticity of "Mayflower II," it should be noted that it is not known whether the original "Mayflower" was an English ship or a Dutch ship or even a captured French ship. The design followed in the building of "Mayflower II" was the nearest thing to a typical ship of the period. In addition, the British Ministry of Transport limited the size of the crew and passenger capacity, and the ship was required to carry pumps, lights, and radio. The concern for strict adherence to authenticity, therefore, did not thwart the efforts of constructing and sailing what the general public believed was an exact replica of the original "Mayflower."

FACTOR'S WALK



The cost of constructing the Mayflower II has been estimated at \$280,000, and approximately \$120,000 was required to transport and promote the sailing of the ship from England to the United States.

2. The Factor's Walk area should be developed into a major tourist attraction in conjunction with the establishment of small, tourist-oriented businesses in the existing buildings. Factor's Walk offers numerous possibilities. For example, Savannah was once the second largest cotton exporting port in the world, but as one recent visitor said on first seeing Factor's Walk, "Where are the cotton bales?"

The bases and/or advantages for promoting Factor's Walk as a major tourist attraction include the following:

- a. the accessibility to the Savannah Area Chamber of Commerce and the feasibility of establishing a tourist orientation center in one of the buildings, with tourists being directed to this center from the Welcome Station;
- b. the accessibility to current restoration efforts;
- c. the present use of the area as the starting and ending point of motor and walking tours;
- d. the existing tourist interest in the area, as reflected by the current traffic along River Street;
- e. the beauty of the parks and the "sense" of history as projected by the architecture, the cobblestones, the runways and bridge-ways, etc.;
- f. the view of the river;
- g. the historic significance of the site; and
- h. the bolstering of property values in the area.

It is recommended that the Tourist Development Commission establish a Factor's Walk Committee for the purpose of planning and developing this area into a major tourist attraction. It is suggested that this Committee include representatives from the following organizations:

Restoration	Historic Savannah Foundation, Inc. Savannah Art Association Georgia Association of Garden Clubs Business and Professional Women's Club Trustees' Garden Park and Tree Commission
Small Business Opportunities	Downtown Merchants Association Savannah District Authority Savannah Restaurant Association Georgia Institute of Technology
Tourist Orientation Center	Savannah Area Chamber of Commerce Junior League of Savannah Savannah Historical Research Association Juliette Gordon Low House

The following suggestions are presented, with a degree of imagination, for the purpose of illustrating the potential of bringing this area "alive" and the feasibility of development on a programmed basis. (For example: Phase I -- from 2 Bay Street to 130 Bay Street; Phase II -- from 202 Bay Street to 230 Bay Street; and Phase III -- west of City Hall.)

- a. Strategically place cotton bales (to be protected from inclement weather) and life-size manikins depicting activities on the lower levels, tunnels, and runways as they existed in the days of "King Cotton."
- b. Display Whitney's cotton gin with pictorial presentations of the cotton industry before and after the gin, the life of Eli Whitney, etc.
- c. Construct a balcony around the back of the buildings to afford tourists a panoramic view of river activity, to permit entrance to and exit from the shops from both the front and back, and to provide for sidewalk cafes overlooking the river.
- d. Provide horse-drawn carriages or carts to convey the tourists over the cobblestones and to tour the area.
- e. Extend the water-front parks which are currently being developed by private and public interests.
- f. Place a flag staff in front of the Chamber of Commerce for each of the countries involved in Savannah's colorful history.
- g. Fire the cannon at noon each day; ring bells.
- h. Establish a tourist "orientation" center for welcoming tourists to Savannah, giving them a brief history of the city, providing information and directions for the various tours, and providing illustrations of Savannah's industrial, maritime, and tourist opportunities. This last objective could be accomplished by means of exhibits, photographs, films, and records -- with the possible addition of a city "host" and "hostess" from Armstrong College or the Telfair Academy of Arts and Sciences dressed in Colonial costume.
- i. Set aside parking spaces (approximately 25 to 30) in the area from 130 Bay Street to 102 Bay Street for tourist parking only.
- j. Establish tourist-oriented shops and/or displays in the existing buildings. For example, the following might be appropriate:

Export and import shop
Antique shop
Art exhibit and shop
Auction center
Travel bureau
Ice cream parlor
Sidewalk cafe

Historical wax museum
Coin and stamp shop
Souvenir shop
Bakery
Cocktail lounge (Dixieland music)
Puppet shows for children
Silver, china, and linen shop
Displays or exhibits pertaining to Savannah's industry,
commerce, maritime, and tourist opportunities

- k. Sail the "SS Savannah" from a dock at the rear of the building. This dock area, however, should be improved.
3. A review of books pertaining to the history of Savannah and Chatham County indicated numerous sites or events which are not referred to in promotional material currently distributed to tourists. It is recognized that some of these sites may no longer exist and that some of the events may have no real historical significance or tourist appeal. It is recommended, however, that the Tourist Development Commission establish a Future Projects Committee to use the sites and events listed below as a point of departure for reviewing source material and developing a future projects agenda.

It is recommended that the Future Projects Committee include representatives from such organizations as the following:

Savannah District Authority
Georgia Historical Society
Savannah-Chatham County Historic Sites and Monuments Committee
Public relations or advertising firm
Telfair Academy of Arts and Sciences
Metropolitan Planning Commission

Projects endorsed by the Tourist Development Commission may be assigned to one or more of the current organizations within the community for further development.

Sites or events which may be considered by the Future Projects Committee would include the following:

- a. On the night of December 20, 1864, the Confederate forces withdrew from Savannah and crossed the river into South Carolina on a pontoon bridge. This bridge was located on River Street, a few paces west of Barnard, and extended from Anderson's Wharf to Hutchinson's Island. A second pontoon bridge extended from there to the Carolina shore. (A scene depicting this event could, for example, become a part of the attractions at Factor's Walk.)
- b. Tondee's Tavern was located at the northwest corner of Whitaker and Broughton Streets and was one of the historic spots in Savannah. Here the early protest was made by the colony against the English Parliament. The Council of Safety held weekly meetings at this spot, and on July 4, 1775, the Provincial Congress assembled here and formally severed the colony from the Crown. The famous Liberty Pole was erected in front of the tavern on July 5, 1775, by the Sons of Liberty.

- c. It was at Beaulieu that the French forces under Count D'Estaing landed on September 12, 1779, to aid the Revolutionists in the battle of Savannah. "Avalon" is or was a part of this tract, and the old British shipyard located in this area gave the name to Shipyard Creek.
 - d. Noble Jones, a companion of Oglethorpe on his first voyage to establish the Georgia Colony, acquired land on the southern end of the Isle of Hope and built a fort to command the inland river passage. The name of the installation was Fort Wymberly.
 - e. Tomochichi's Village, located at the junction of Pipemaker's Creek and the Savannah River, was the location of Rae's Hall, the home of Major-General Samuel Elbert of the Revolutionary Army, who received the arms at Yorktown at the surrender of the British.
4. Present plans indicate that I-95 will be routed near Mulberry Grove, the birthplace of Eli Whitney's cotton gin. It is recommended, therefore, that the Future Projects Committee review the feasibility of long-range plans to establish the Mulberry Grove plantation site as a major tourist attraction. The bases and/or advantages of developing Mulberry Grove include:
- a. the proximity of the site to I-95 and its tourist traffic flow;
 - b. the opportunity to promote the advantages of staying and seeing Savannah to those tourists who stop and visit Mulberry Grove;
 - c. the significance of the cotton gin with regard to promotion of industrial parks in the area;
 - d. the authenticity of the site, the scenic beauty of the trees and river, and the historical significance of Mulberry Grove and the cotton gin;
 - e. the appeal to tourists who are seeking vestiges of the "Old South" and the "land of cotton" (the State has planted cotton near one of the welcome stations in order to satisfy inquiries from tourists concerning cotton); and
 - f. the possibility of providing park and dock facilities for boat excursions, camping, and picnic areas.

The following suggestions are presented for the purpose of illustrating the type of facilities or events that could be developed at Mulberry Grove in order to establish it as a major tourist attraction:

- a. Locate a scale model of the original cotton gin or an actual gin in a replica of the original building.
- b. Locate a full-scale cotton gin in an adjacent building. This gin should be in operating condition for demonstrations at periodic intervals during the day.
- c. Develop a series of illustrations or replicas showing the evolution of the cotton gin and textile manufacturing, including the development of modern processing of synthetic fibers.

- d. Cultivate a small tract of land in cotton.
- e. Provide a walking tour of the old plantation site and the ruins of the original buildings with emphasis on historic significance of the site, beauty of the plantation, gardens, trees, etc.
- f. Provide an exhibit of additional tourist attractions and business and trade opportunities in the Savannah area.
- g. Provide a small theater, located in the building with the gin, for periodic showings of films pertaining to the cotton gin (e.g., McGraw-Hill's film, "Eli Whitney Invents the Cotton Gin") or the cotton, textile, and man-made fiber industries.
- h. Provide dock, camping, and park facilities.

Promoting National Interest

Findings. The study revealed the following regarding the current efforts to promote the tourist industry in Savannah:

1. The advertising funds allocated to the Savannah Area Chamber of Commerce Convention and Visitors Bureau (approximately \$21,000 to \$22,000) are not adequate when compared with advertising budgets for other tourist programs (e.g., the advertising budget for Stone Mountain is estimated at \$80,000) or in terms of potential return on investment.
2. The Manager of the Convention and Visitors Bureau is unable to devote full time to the Bureau's activities because of periodic special assignments.
3. There is a real need to enhance Savannah's national image in order to satisfy one of the primary requirements of a good tourist city.
4. The community's response to direct mail inquiries from adults interested in visiting Savannah (approximately 3,000 letters per year) is not as effective as the response from other cities. The response to an anonymous letter of inquiry mailed to the chamber of commerce in 12 cities (including Savannah) is summarized as follows:
 - a. Savannah was not among the eight cities that included a "personal" letter or invitation to visit the city in their promotional material.
 - b. Savannah was not among the nine cities from which individual letters or brochures from motels were received. For example, 29 individual letters or brochures were received from hotels or motels in the Daytona Beach area, 26 from Atlantic City, eight from Jacksonville, four from Charleston, and three from St. Augustine.
5. The registers used to record the names and addresses of visitors to various attractions (approximately 179,000 visitors toured Fort Pulaski in 1963) are not being used to maximum advantage.

Recommendations. In order to promote national interest in Savannah as a tourist destination, it is recommended that the following actions be taken:

1. The Savannah Area Chamber of Commerce Convention and Visitors Bureau should develop a detailed and complete advertising and promotion budget based on the realistic needs for Savannah and on maximizing the return on investment. (Informed sources in the advertising field have estimated that a realistic advertising budget for Savannah would range from \$100,000 to \$200,000.)
2. The Chamber of Commerce should conduct an annual fund-raising campaign, with emphasis on the budget required for tourist promotion. The fund-raising committee should include representatives from such groups as 500 for Progress, Downtown Merchants Association, Suburban Merchants Association, Savannah Restaurant Association, Savannah Hotel and Motel Association, and representatives from Savannah's professional groups. Emphasis should be on establishing pro rata contributions and on the use of imaginative and businesslike promotional efforts (e.g., campaign letters, fund-raising dances, etc.).

Establishing donations on a pro rata basis should not be unrealistic in terms of the following estimated number of potential contributors within the city of Savannah (not including Chatham County):

Retail Trade Establishments (1963 Census of Business)	1,275
Manufacturing Firms (1963-64 Directory of Georgia Manufacturers)	199
Doctors, Dentists, Lawyers (Telephone Directory)	429

3. The Chamber should engage the services of a national advertising firm to assist in promoting Savannah's tourist program, inasmuch as the program should be geared to establishing a national image.
4. The Chamber's Convention and Visitors Bureau should provide the hotels, motels, and restaurants with the names and addresses of those potential visitors contacting the Bureau by direct mail so that these businesses can conduct individual promotional efforts. Better still, the hotel and motel association should prepare a brochure similar to the "We point with pride . . . Savannah's Restaurants" brochure and supply the Chamber with sufficient copies for enclosing in their replies to direct mailings.

The Bureau should also enclose a letter of invitation from the Mayor's office with each response.

5. The Convention and Visitors Bureau should work in conjunction with another organization (such as the League of Women Voters of Savannah) to develop a program to contact each former visitor by means of direct mail. The objectives of this contact would be:
 - a. to show appreciation for the visit to Savannah,

- b. to invite a return visit, and
- c. to provide a questionnaire to be completed by the visitor in order to determine his "likes" and "dislikes" while in Savannah.

This type of mailing would serve to promote Savannah's hospitality among the tourist's "circle of influence" back home and to provide a means of adjusting Savannah's tourist program in accordance with the likes and dislikes of the "customer."

- 6. The Convention and Visitors Bureau should establish a committee to develop and arrange for an annual "Mardi Gras" week in Savannah, the first celebration to be held in the winter or spring of 1967. The objectives of this annual festive week will be to stimulate nationwide attention to the tourist, industrial, and maritime opportunities in Savannah and to serve as an annual "pump primer" for Savannah's tourist industry.

The economic impact of such a week on the business community can be substantiated by the success of similar weeks in other cities. The Tampa News Bureau, for example, estimates that, for an investment of approximately \$1 million, the business community receives an economic return of about \$45 million each year from Tampa's "Gasparilla Week." This is based on an expenditure of \$100 per week by each of the 450,000 out-of-town visitors. The Quebec "Mardi Gras" further illustrates the economic impact of such a week, inasmuch as the week attracted in 1963 about 150,000 tourists who spent approximately \$7.8 million.

The following ideas or suggestions concerning a "Mardi Gras" week in Savannah are presented to illustrate the potential of such a celebration:

- a. Time of Year: February, to build upon Georgia Day; March, with St. Patrick's Day as one of the major celebrations; or April, to capitalize upon and build around the Fine Arts Festival.
- b. Slogan or Theme: Tomochichi Week, Flint Days, Darby Days ("Fetch aft the rum, Darby!"), etc. The slogan or theme should be one of national significance.
- c. Major Events: One or more of the following events could be promoted on various days during the week in order to appeal to the variety of tourist interests:
 - (1) Sports Car Race: In 1908, 1910, and 1911, the International Grand Prix Race and the Vanderbilt Cup Race were held in Savannah and gave the city international prestige. The Sports Car Club of America, Inc., has expressed an interest in the promotion of a sports car race in the Savannah area in conjunction with a "Mardi Gras" week.
 - (2) Boat Race (Power, Sail, or Scull): Any one of Savannah's maritime firsts could be tied in with the theme of a major boat race. The American Power Boat Association has expressed an interest in cooperating in the promotion of a power boat race in this area.

- (3) Exhibit of Antique Cars: The Committee may wish to contact Mr. Mills Lane with regard to an exhibition of his fine collection of antique cars.
 - (4) Exhibition Baseball Game (Braves vs.?): The Committee could "sell" this game as an excellent opportunity for the Atlanta Braves to stimulate interest in baseball in the southeastern part of the state.
 - (5) Others: Fishing, golf, and tennis tournaments could be sponsored by local clubs.
 - (6) Entertainment: Local theater, ballet, or symphony groups could stage special presentations during the week. Local night clubs and restaurants could arrange to procure "name" talent during the week.
- d. Selection of King and Queen: The winner of the major sporting event could reign as King Tomochichi, Captain Flint, etc.
- The Queen could be selected at random by a committee or by a drawing, with every female in attendance having the opportunity of being Queen.
- Miss Savannah could reign as the Indian Princess, Darby, etc.
- e. Themes for Special Pageants: Landing of Oglethorpe, Burial of King Tomochichi, Arrival of Captain Flint, Battle of Savannah, Duel between McIntosh and Gwinnett, etc.
7. It is suggested that the Savannah Area Chamber of Commerce provide the Manager of the Convention and Visitors Bureau with an assistant. This recommendation is based on the assumption that increased promotional efforts recommended in this report will be implemented.

Improving the Flow of Tourist Traffic

Findings. The study revealed the following regarding the highways leading into and from the city, the movement of tourist traffic, and the existing tourist tours:

- 1. The scenery along the highways currently used by tourists and businessmen to enter or leave the city is badly in need of improvement. The photographs on the following pages illustrate areas or sites requiring beautification.
- 2. The present "17-Mile Tour" is too long. Unless the azaleas are in bloom, the scenic or historic attractions from Forsyth Park to Thunderbolt and from Bonaventure Cemetery to LaFayette Square are extremely sparse.
- 3. There are no specific signs to direct the motorist into or through such attractions as Bonaventure Cemetery or Savannah State College. In addition, some of the attractions -- particularly some of the historic homes -- are difficult for the motorist to identify as he drives by. This is especially a problem at some of the squares where the homes or buildings are located at the opposite end of

HIGHWAY SCENES



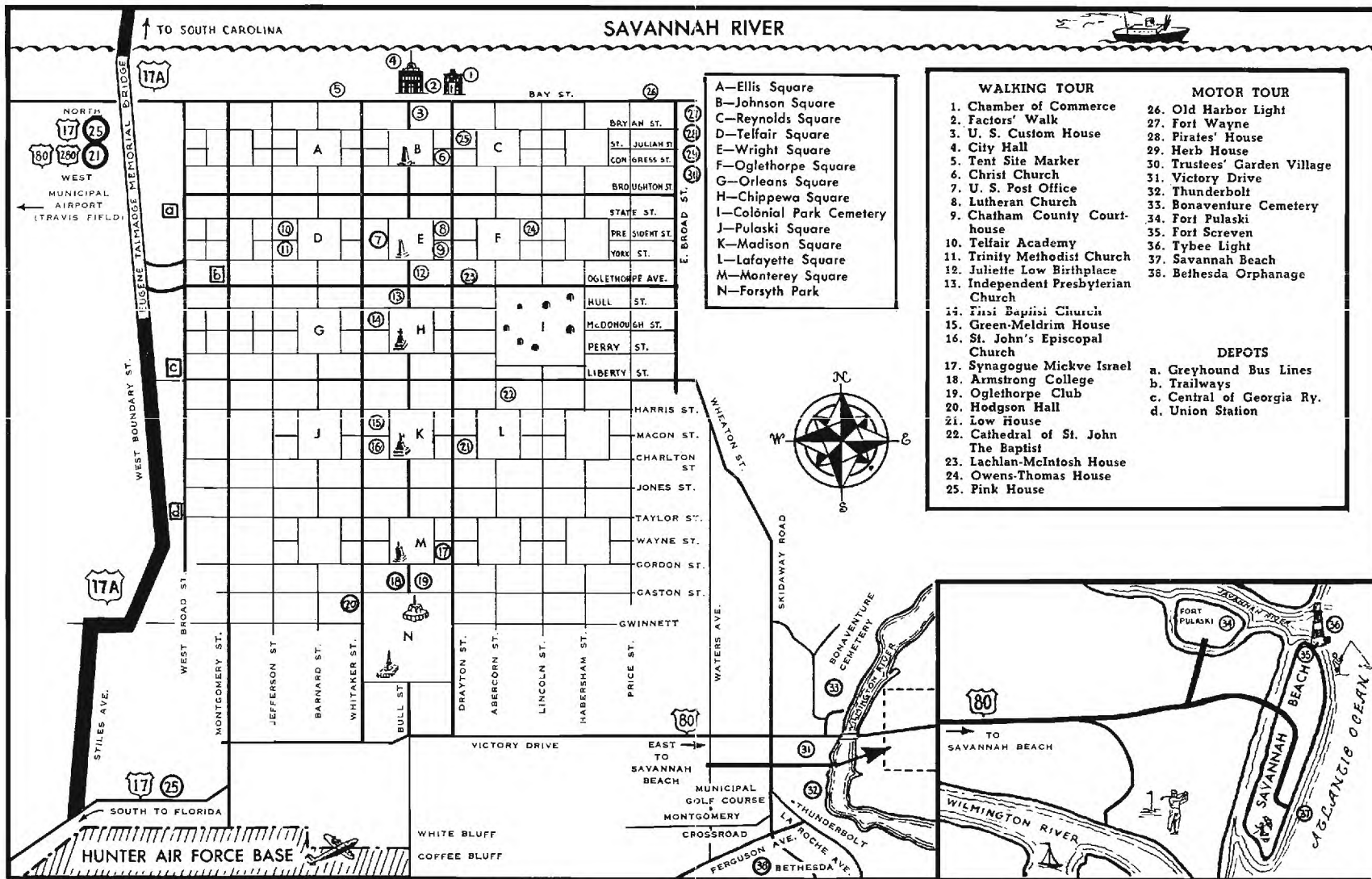
HIGHWAY SCENES



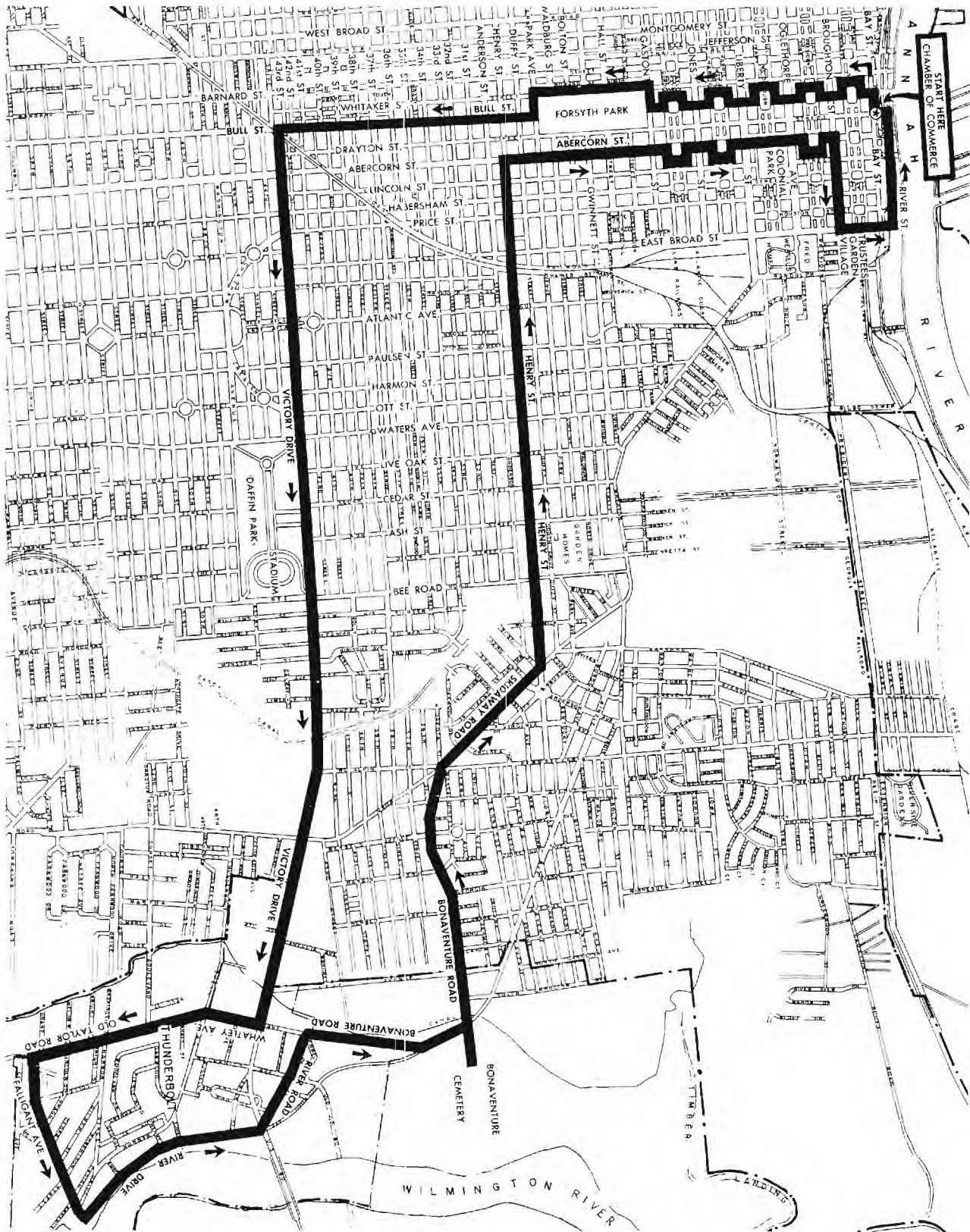
HIGHWAY SCENES



MAP 2
 JUNIOR LEAGUE GUIDE BOOK TOURS



MAP 3
17-MILE TOUR



the square from the tour route. The motorist headed for Fort Pulaski can drive from Bay Street out the Outland Road and almost to the Fort before he sees a sign that directs him to the Fort.

4. Parking is a problem for the tourist, especially in the Factor's Walk area.
5. At certain times of the day (e.g., mid-day or late afternoon), it is difficult for the motorist following the "17-Mile Tour" to cope with downtown traffic and at the same time fully appreciate the scenery and historical sites past which he is driving.
6. The route of the limousine from Travis Field to downtown Savannah, together with the attitude of the drivers, does not tend to leave a favorable impression with the businessman, the tourist, or the prospective resident.

Recommendations. In order to facilitate the movement of tourist traffic, maximize the accessibility of tourist attractions, and beautify the scenery leading to and from the city, it is recommended that the following steps be considered:

1. The beautification of major tourist and business entrances to and exits from Savannah should be a continuing effort on the part of the entire community. In order to stimulate this effort, however, it is recommended that the beautification of these routes be made a joint project of the Junior Chamber of Commerce and the Georgia Association of Garden Clubs under the general administration of the Savannah Area Chamber of Commerce. Joint subcommittees should be established for the beautification of specific areas, with improvements being judged on a competitive basis. Considerable improvement could be made with paint, trees, shrubs, imagination, and effort. For example, trees could be planted along Bay Street in front of the Fellwood Homes; the trash along certain areas of U. S. 17 (N) could be picked up by group effort within a relatively short period of time; and a combination of paint and accelerated demolition of certain buildings along U. S. 17 (S) would result in considerable improvement with minimum expenditures.
2. The "Walking Tour" and the "Motor Tour" presented in the brochure entitled "See All of Beautiful Savannah" and in the Junior League Guide Book should be promoted in preference to the "17-Mile Tour." (The Junior League Guide Book tours and the "17-Mile Tour" are illustrated on pages 27 and 28.) It is recommended that the Junior League consider a new edition of the Guide Book, to be edited in conjunction with such groups as the Historic Savannah Foundation, Inc., and the Savannah Area Chamber of Commerce Convention and Visitors Bureau, and that the book be made available at the proposed Factor's Walk tourist orientation center at a nominal charge.

Promotional emphasis on the "Walking Tour" will alleviate the tourist motor traffic in the downtown area and will enable the tourist to actually see and appreciate more areas of scenic beauty and historical significance. It would also stimulate tourist expenditures in the downtown business district. The walk, however, could be

excessive for some tourists because of the total distance involved. Consideration should be given, therefore, to the establishment of parking facilities in the Factor's Walk area with transportation (such as small buses, golf carts, or carriages) leaving on the tour at periodic intervals.

The "Motor Tour," as compared with the "17-Mile Tour," will also provide the advantage of keeping the motoring tourist out of the downtown area. It will provide the motorist with routes and distances to specific attractions, such as Fort Pulaski and Savannah Beach, which are referred to as "side trips" in the "17-Mile Tour."

It is recommended that the Savannah Area Chamber of Commerce establish a Tour Committee to review existing and proposed tours. It is suggested that this Committee include representatives from such organizations as the following:

Savannah Area Chamber of Commerce (Chairman)
City Traffic Engineer
Metropolitan Planning Commission
Historic Savannah Foundation, Inc.
Downtown Merchants Association
Junior Chamber of Commerce

3. The Savannah Area Chamber of Commerce Convention and Visitors Bureau should confer with such groups as the Colonial Dames, the Historic Savannah Foundation, Inc., and the Telfair Academy of Arts and Sciences to develop uniform and effective signs or flags which will enable the tourist to more readily identify points of interest in the tourist guide.
4. The Manager of the Savannah Area Chamber of Commerce Convention and Visitors Bureau and the Director of the Tourist Development Commission should be ex-officio representatives at meetings of the Metropolitan Planning Commission or the City Traffic Engineer which involve flow of traffic in the downtown area, in order to coordinate tourist traffic plans with over-all city traffic plans.
5. If the proposed D'Estaing Memorial Park and the Convention Center are located west of West Broad Street, adequate tourist and convention parking facilities could be incorporated into these plans. Tours by foot, carriage, or bus could originate in these areas, proceed east to Bull Street, then blend into the proposed "Walking Tour" and move north to the downtown business area.
6. Studies are currently being made concerning traffic in the downtown business area. From the tourist point of view, it is recommended that consideration be given in these studies to closing some of the streets and tying the streets into the squares to provide pedestrian malls. This would enable the city to better capitalize on the squares, provide a tourist atmosphere in the downtown area, and facilitate traffic flow. Conversion of some of the squares into malls and parks would draw tourists into the area and, to some extent, would make them a "captive market" for the downtown merchant.

ECONOMIC IMPACT OF THE TOURIST INDUSTRY

The tourist industry in the United States is developing rapidly. With the increase in disposable income and leisure time in future years, there will be a corresponding increase in the time and money spent for tourist activities. For example, a recent study by the U. S. Department of Agriculture concluded that population will double by the year 2000; disposable income will quadruple; leisure time will increase by a third; and automobile travel will increase more than fourfold. If Savannah is going to compete with other cities for this expanding tourist market, she must develop and implement a comprehensive tourist development and promotion program.

In the 1963-64 year, the Savannah Area Chamber of Commerce estimated that 320,000 tourists and conventioners poured approximately \$7 million into Savannah's economy. The economic impact of this "new" money to Savannah is extremely significant; however, based on traffic counts, it has been estimated that an additional \$50 million is passing by Savannah to go to other destinations. The loss of potential income is magnified considerably when viewed in terms of the estimated fourfold increase in future automobile travel. Furthermore, based on the 1963-64 estimates, it can be seen that if the number of tourists can be tripled by 1966, the resulting income would more than offset the estimated \$13.5 million loss anticipated from the closing of Hunter Air Force Base.

The economic impact of the tourist dollar is not limited to hotels, motels, restaurants, night clubs, automobile service stations, and amusements, as some persons in the business community tend to believe. In effect, these businesses are just the first in a series of businesses which benefit from the tourist dollar. This "new" tourist money continues to have an impact as it circulates throughout the economy of the city. As this money continues to circulate, more and more firms feel its impact. For example, part of the money spent by a tourist for a night at the Manger or the Holiday Inn is used to pay wages, which in turn are used by the employees to buy clothes and groceries along Broughton Street and Victory Drive, and so the process goes. The process does not, of course, continue indefinitely, for with each round of spending, some of this money is withdrawn in the form of savings or taxes or "leakage" to another area through purchases of out-of-city goods and services.

Eventually the impact of the "new" tourist money disappears. But before it does, it has been "multiplied" by this spending and respending process until it has created a total impact which is considerably larger than the initial expenditure itself. It is generally estimated that each "new" dollar is multiplied between 1.5 and 2.0 times. That is, each "new" dollar spent in Savannah produces between \$1.50 and \$2.00 in new spending money. For illustrative purposes, a figure of 1.75 will be used to denote the "multiplier" effect of the tourist dollar in Savannah.

Based on the multiplier of 1.75, the estimated \$7 million spent by tourists and conventioners in the Savannah area during 1963-64 produced an estimated total economic impact of approximately \$12.4 million. Local firms shared generally in this money as shown in Table 1.

Table 1
ECONOMIC IMPACT OF THE SAVANNAH TOURIST INDUSTRY, 1963-64

<u>Business or Industry</u>	<u>Estimated Receipts</u>	<u>Receipts Increased By Multiplier Effect</u>
Local transportation, oil, gas, and storage	\$ 400,000	\$ 700,000
Entertainment	1,000,000	1,800,000
Restaurants	2,000,000	3,500,000
Retail	1,400,000	2,500,000
Hotels and motels	1,800,000	3,200,000
Miscellaneous	<u>400,000</u>	<u>700,000</u>
Total	\$7,000,000	\$12,400,000

Table 2, which applies the average expenditures and distribution of the tourist dollar in a neighboring state to Savannah's tourist volume, further illustrates the impact of the tourist industry on the business community. This illustration is based on an average expenditure of \$15 per day per tourist and a projection of 900 tourists per day. It should be noted that the number of tourists and conventioners in Savannah, based on the 1963-64 estimates, averaged approximately 900 per day.

Table 2
ESTIMATED AMOUNT AND DISTRIBUTION
OF DAILY TOURIST EXPENDITURES IN SAVANNAH

<u>Business or Industry</u>	<u>Amount Spent by Tourists Per Day</u>
Food and drink in restaurants, clubs, etc.	\$ 2,465
Food and drink in stores	1,245
Amusements	1,730
Clothing and footwear	1,570
Gasoline	1,090
Other auto expenses	105
Jewelry, souvenirs, and gifts	975
Drugs, cosmetics, tobacco, and photos	550
Services: barbers, doctors, dentists, etc.	340
Utilities: lights, gas, tele- phone, etc.	235
Lodging	<u>3,180</u>
Total	\$13,485

Tourism pays off in other segments of the economy also. The Tourist Division of the Georgia Department of Industry and Trade reports that businesses that serve travelers in Georgia increased in number from 17,230 in 1961 to 18,680 in 1963, which meant an increase of 8,700 jobs in this period. The 18,680 travel-serving businesses in Georgia during 1963 showed sales of approximately \$970 million, and 67,000 employees received wages of \$152 million. Tourists also contributed \$23 million in taxes to Georgia in 1963, or approximately 5.5% of total state revenue.

Just how many jobs a certain number of tourist dollars will create in Savannah is difficult to determine. But it is obvious that increased tourist expenditures will create a number of additional jobs not only in the tourist-serving industries, but in all segments of the Savannah economy. Even the process of advertising and building tourist facilities will generate more jobs, income, and taxes. A report by the DeKalb County Chamber of Commerce,

for example, indicates that 25 tourists per day per year are equal to an industry with a \$100,000 payroll. It is essential, therefore, that those persons interested primarily in industrial development and those persons interested primarily in tourist development work hand-in-hand for the general economic welfare of Savannah.