It's exciting to be here and meet you, representatives of the important field of outdoor drama. I say 'exciting' because I have learned that you represent a spirit of America that I feared we had lost — the spirit of innovation, creativity, of entrepreneurship, the willingness to have an idea, take a chance, and make something happen.

I must explain that my part of this program differs from the others because I am not a specialist in outdoor drama. Rather, I have been asked to speak on a topic that has absorbed my fifty-year career — tourism. In my discussion, I am confident you will have a better understanding of your role in tourism and how you can improve it.

I have been very fortunate to have observed, studied, taught, written about and performed consulting work in tourism for the last few decades. Actually, the seeds of travel interest were planting in me even earlier because my father was an insatiable traveler even though of modest income. In our family, auto camping tours began in our 1921 Ford, followed by trips to the Upper Peninsula of Michigan in our 1925 Model T. But our 'grand tour' took place in 1929. In the summer of that year and in our brand new Model A Ford we went west. Our auto camping tour took six weeks, covered 8,575 miles, produced 29 flat tires, and went through three sets of tires and one set of brakes. But these trials were insignificant as we experienced the many interesting features of the West for the first time in our lives. Please pardon this personal reference but I mention it only because I now see how that trip has helped me put modern tourism in perspective.

What is Tourism?

Let me start by putting on my professor's hat and giving you a mini version of Tourism 101. Over these years I've learned how important and yet complicated tourism really is.
that compares tourism of the 1920s and today. This exercise has reminded me of important differences and similarities.

--Now I realize that the only real explosion of tourism in this country began in the 1920s when cheap automobiles gave millions of people the opportunity to travel. But it has helped me put modern tourism in perspective.

By way of introduction to my remarks today, I would like to put on my professor's hat and give you a brief version of a TOURISM 101 CLASS.

--For a few minutes I want you to think beyond your own enterprise and discover how important you are in the overall scheme of tourism.

Over the years, as a student of tourism, I have learned how important and exciting, and yet, how complicated tourism really is.

* Today, tourism is defined as including all kinds of travel--business and pleasure. Earlier, we thought of tourism as involving only pleasure and vacation travel. Today, all of you who have come to this conference are tourists because you have traveled and are making use of many of the services and facilities necessary to your trip.

* As I work with communities, I find it necessary to understand that tourism is not like industrial development, although it certainly provides economic impact:

  For example, instead of shipping products to market outlets, tourism moves markets to destinations, the product areas.
  Therefore, destinations are very important. For manufactured products, no one really cares where they were produced.
  The true tourism product is the experience—the experience at a place away from home.
  Places are different, even though in recent years we have tried to make them all look alike. Every location has its own special characteristics. This geographical diversity is a very important lesson of tourism.
  Product areas are perishable. The huge capital investment for tourists at a destination is extremely difficult to move if markets move away.
  Finally, instead of one CEO for a manufacturing plant, tourism development is made by many decision makers, public and private. So, a great many sites, owners, and providers are involved in tourism.

* For these reasons we usually cannot rely on the Industrial Dev. Com. of the Chamber to lead tourism dev.

* The major mind-set of tourism is economic. And, as with any economic development, there is a DEMAND and a SUPPLY SIDE.

--Demand encompasses all people with the interest in and the ability to travel.
Not everyone has the money nor the transportation.
--We'll talk more about this later.

* The SUPPLY SIDE includes everything that is developed for travelers.
--In my classes, I used to ask students to take a weekend trip and list every item that was part of the trip. They were amazed at the length of their lists--literature and individuals that influenced where they went, where they stayed, where they ate, what they saw on the way and what they did at their destination. In addition, they had to identify who owned every bit of these pieces of their travel.

* I have found it useful to model the Supply Side of tourism in this way. All of development can be placed in one of these five components. You can readily see that outdoor drama operations occur in the component of attractions.

--These five components can be identified as:

<table>
<thead>
<tr>
<th>Attractions</th>
<th>Information</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation</td>
<td>Promotion</td>
</tr>
<tr>
<td>Services</td>
<td></td>
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</table>

* But the main point that this diagram dramatizes is the interdependence of all parts of each component to all the others.

--For example, you in OUTDOOR DRAMA are susceptible to any and every change in transportation, services, information, and promotion.
--As we become so tightly focused on our own operation we tend to forget this very basic fact.
--This fact suggests that we need to be aware of and even sometimes work with operations in the other components.

* Here's another way of looking at overall tourism.
--Developers are pluralistic. They include nonprofit organizations and government as well as commercial enterprise.
--All follow the same sequence of development:
  1. Each one sets individual objectives
  2. A location and site is selected
  3. The site and buildings are designed
  4. Construction takes place
  5. Finally, management takes on the function of operation
--All this development by these separate units ends up in a mosaic of establishments across the land.
--But, very important is the fact that the only one to see and use this mosaic is the traveler.
* Perhaps we can summarize some tourism FUNDAMENTALS in this manner.

--We need to strive for a **market-product match**. Attractions, such as yours, must meet the desires and other market characteristics of would-be travelers or you will not succeed.

--Tourism is not just hotels and airlines. Tourism involves a very complicated and interrelated **functioning system**.

--The **power unit** of the entire systems consists of **attractions**. Without them, nothing works.

--The **mix of the supply side components** is huge in number and diversity. This fact makes management and control very difficult although necessary.

--Not just one but **three groups of stakeholders** run the tourism system.
  + **Governments** are heavily involved with parks, recreation areas, forests, transportation, infrastructure, and promotion.
  + **Nonprofit** organizations own land and develop many items such as historic sites, museums, dramas, festivals, and events.
  + **Private commercial enterprise** develops most of the lodging, food service, information, promotion, and a growing number of attractions.

--All this demands much more cooperation and even collaboration than has taken place in the past.

--And, there are many **external influences on the tourism system**, such as the abundance and quality of natural and cultural resources, availability of **finance and entrepreneurship**, **laws and regulations**, community support and organizational leadership.

*As we look to the future, I find it worthwhile to look back—not with sentimental nostalgia, but rather to gain insight.*

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*For my discussion today, I want to make just **three main points**.*

* 1. What are the main features of tourism that have stayed about the same over the last six decades?
  2. What major changes have taken place?
  3. What do these mean for us as we look to a better tourism future?
What's the Same?

* In spite of many changes over the last six decades, we can name several very significant factors that have remained relatively constant—at least they remain very important to tourism today.

**First**, there is no evidence that the desire to travel has diminished. It was there in Greek and Roman times and remains today.

--Naysayers predicted that there would be a major decline due to new technology; it hasn't happened. Sure, some business transactions and discussions now take place by e-mail and conference calls. But, in spite of this, conventions, conferences, and seminars continue to grow.

--Each new generation continues to be imbued with:
  wanderlust, curiosity, breaks from routine, desire to see friends, relatives, and business associates,

and above all—the experience of being there, rather than here.

**Second**, the basic geographic factors have generally remained over the years. Surely we have depleted some forests, added some reservoirs, and made impacts on the land.

--But, generally:
  mountains have stayed where they were
  valleys have remained
  lakes and streams are in about the same places as many years ago
  the coasts are where they were, even with some erosion
generally, the forested regions are in the same locations as before
wildlife can be found in generally the same locations as years ago
and climate hasn't changed a great deal.

**Third**, and one we tend to forget, our public lands remain a significant element of tourism.
We in this country have millions of acres of public land—the envy of nations around the world.

No other country has this abundant asset for tourism.

Years ago, when I chaired a seminar on tourism in Croatia, I had brought along a speaker from our National Park Service. Those in attendance couldn't believe that a nation whose philosophy is capitalism and free enterprise could have such huge land holdings—and open to the public for outdoor recreation and enjoyment.

This is a tremendous asset for tourism that has remained and even expanded over the last sixty to seventy years.

B. WHAT HAS CHANGED? — a review (you know Most, but worthy of reminding)

— Even though my next points are well known to you, I think it is worthwhile to be reminded of them, especially as we try to look ahead.

— Let me highlight ten very important changes that must be considered if we are to deal with tourism in the future.

We now have a huge transportation network.

— Virtually no area of the United States is without access. Our Interstate and rural highways are more extensive and better than anywhere else in the world.

— Jet air travel has brought every corner within reach of markets and links us with every nation of the world.

— The US airlines have the best safety record of any in the world.

— Automobile efficiency, safety, comfort, and dependability are now at an all-time high.

Today, the relatively small number of class tourists of the past has been replaced by millions of mass tourists. Never before have so many millions of people been in motion every day of the year.
--Many attractions now have long lines of visitors waiting in queues.

--Many communities are being inundated by tourists--more than they can handle.

--In our little town, the President Bush Library is just being completed and we are told that we can expect 500,000 visitors a year.

--In the past, tourists were believed to be all the same. Today, they come in a great variety of shapes, sizes, colors, and interests--what marketers now call market segments.

--We are told that those 50 years and older are the most affluent spenders on travel. But even within that bracket, there are great differences in interests and destinations preferred.

--No, tourists are not all alike.

Today, billions of dollars are spent on promotion as compared to very little in the past.

--Every state has a huge budget for print and video advertising.

--In addition, many regions, such as New England and resort areas, are spending great amounts of public dollars on promotion.

--And, of course, visitor and convention bureaus budget big moneys for promotion to say nothing of the many millions spent by businesses related to travel. And... thousands of tourist business places spend millions on promotion.

--Today it is difficult for the consumer to escape travel promotion in magazines, newspapers, TV, and even on the Web.

Now, franchise operations dominate the entire field of lodging, food service, and other tourist-oriented businesses. Most independents have gone the way of dinosaurs.

--The motel boom of the 1940s and '50s was created by individual entrepreneurs. This was the "mom-pop" era. These small business owners were also the managers.

--Hotels resented this upstart and did all they could to block its growth--it took
many years for them to accept motels into the national organization.

--Cabins, tourist courts, and then motels were the only form of construction that grew during the depression.

--Then, with Holiday Inns and McDonalds came the franchise system. The advantages given were standardization of products and services, economies of scale, and brand recognition.

--Today, motel and fast-food chains can be found in nearly every community.

--Recently, I found a book called, *The McDonaldization of America*.

Over the years *our destinations* have changed. In our early camping travels, it was the national parks and other natural resource areas, especially in the West that attracted us.

--Although these areas continue to draw millions of tourists, today, as you well know, *man-made attractions* have become powerful lures. They have exploded in number and in size.

--The Disney and Six Flags empires are most conspicuous but many others have been developed almost everywhere.

--Certainly, in the new list of very popular man-made attractions we must add:

\[\begin{align*}
\text{Sports arenas} & \quad \text{convention centers} \\
\text{golf courses} & \quad \text{Imax and other 3-D theaters} \\
\text{rock/country concerts} & \quad \text{casinos/gaming} \\
\text{Nashville-Branson complexes} & \quad \text{historic sites}
\end{align*}\]

--The result: tremendous *competition*.

**Exploding technology** has dominated the last decade and continues to grow.

--Every aspect of tourism has been affected--lodging, food service, transportation, cruises

--The new computer reservation systems are giving *travel agents* the jitters. Some predict this will redefine the way people will shop for travel.
--Cited is the major impact on individuals—it gives them control as they surf the Web.

--Web sites provide an abundance of information as well as opportunity for reservations: descriptions of destinations photographs videos and one source even sends weekly e-mail letters of bargain air fares.

--How many of you have children with virtual electronic pets? A major recent trend is **packaging**.

--The growth of **motorcoach tours** can be attributed to packaging—all arrangements for travel, lodging, food, and attractions are sold in one package.

--The same is true for **air** and **cruise packages**. These were unavailable in the US years ago.

--This change has meant the creation of **huge tour companies**. Many destinations today live or die at the hands of tour companies. For example, a tourism leader of Majorca and the Balearic Isles recently told me that their hotels were now going broke because tour companies were sending tourists to the Canary Islands, for just a few dollars less.

--Although a great many destinations have benefitted from this trend, others have suffered.

--But, there is no doubt that **clustering of attractions** has become a major **tourism fundamental**.

Unfortuantely, **increased crime** is a major change from earlier travel days.

--This trend has two faces. First, there is no question that some destinations have become **dangerous places to visit**. But, in addition, **media coverage** is so broad and intensive that this exaggerates greatly the threat of safety.

--Travel agents and tour companies are now advising their clients to **shun** certain travel destinations.
--In some cities, cab drivers warn tourists not to walk at night in certain areas of the city.

--Airlines and hotels now post long lists of do's and don'ts--measures guests should take to avoid trouble. No one is immune from this trend.

Today, environmentalism has become a significant trend.

--Many years ago, the conservation ethic became a major movement. But, today's environmental concerns are much more important.

--Environmental legislation has increased greatly over the last several decades.

--In recent years, many streams, once heavily polluted have been cleared up allowing fishing and contact recreation.

--Timber companies, industries, and cities have made great strides in controlling wastes.

--Even so, much is yet to be done. In tourism, resort complexes often run their sewage directly into the very waters used by the guests for swimming, diving, and fishing. This problem I continue to observe not only in the United States but around the world.

--The flip side of environmentalism is change in tourist market demand. Adventure travel, ecotourism, and other interest in nature is changing the need for tourism development.

A serious change, especially in recent years, has been cutback of public funds for park, forest, and recreation areas.

--At both the federal and state levels, the increased competition for public funds from welfare, health, and education have taken their toll.

--The new talk in recent years is privatization. Just recently, I participated in two seminars in Ontario, where the provincial tourism agency was being cut to a fraction of its former size and budget.

--But, not every type of establishment, important to tourism, can become profitmaking. Some attractions, such as zoos, may not survive without support from public funding.
All this means a change in public policy—transferring to the private sector as much tourism development as is feasible.

C. TOURISM CHALLENGES

* Reviewing these past and current trends should give us some clues to what we should be doing to cope with the many challenges ahead.

* I see a lot that needs doing, but, for the next few minutes I want to call your attention to five major issues that face everyone in tourism, including those of you in outdoor drama.

The demand for natural and cultural resource attractions and destinations continues to grow. The challenge is: how can we best respond?

--In spite of the growth of theme parks, we see an increasing interest in nature. The World Bank has developed a comprehensive list of guidelines for developing nature tourism. The World Tourism Organization predicts that nature tourism will be the fastest growing segment in the future.

--Texas has produced Nature Tourism in the Lone Star State and Viewing Wildlife in Texas—excellent tourist guides.

Eight of the top twenty reasons for travelers visiting Texas include: scenery, beaches, parks, lakes and boating, fresh and saltwater fishing, good campgrounds, hiking trails and dude ranches. The 25 million visits per year to state parks continue to grow. Bird watchers in Texas, more than any other state, generate an annual economic impact of $6 million on the Upper Texas coast alone.  

--Nature tourists come to experience natural phenomena, learn about nature, be physically active, and meet people with similar interests. The popular term for this today is ecotourism.

--A recent study by the US Forest Service identified the number of participants and projected increase as shown here. And, FS land represents only 17 percent of forest land in the US.
Ecotourism demands new planning and management approaches.
This diagram offers 5 alternative site relationships.
A. Utilizes tours from nearest city. Day use in resource area has the least impact on the environment.
B. Is similar but the source of tours is taken over by small town nearby.
C. Utilizes sites directly adjacent to the resource area. Tours may be best when run by the resource management.
D. This pattern generally is a mistake, one we have learned in Yosemite National Park and Banff NP in Canada.
E. Here the resource and service manager are one and the same. This means both the facilities and resources must be kept in balance.

Ecotourism raises important issues of ethics.
Now there is a trend toward solar and wind as electrical power supply along with recycling waste. This is wonderful technology but is encouraging developers to destroy the very fragile and rare landscapes important to ecotourism.
Just because we can, should we?

The main lesson is to realize that every site and development has limits to the volume of visitors that can be handled without damage to the environment.

Certainly, the demand for nature-oriented development continues.

But, equally significant is cultural tourism.

One survey showed the percentage of US travelers participating in cultural activities; the percent of foreign visitors interested, and a forecast.

Here are some issues especially associated with cultural tourism development:

a. In a survey of historic sites in Texas it was found that neither Afro-Americans nor Hispanics attended even though they are a significant percentage of the population. When asked why, they responded by saying that you Anglos don't tell history the way it really was!
Equally important is **Indian cultural development** for tourism. In a state tourism plan in Oklahoma we were taken to task by an Indian Chief because we were recommending a major Indian Cultural Center. He misinterpreted our concept as a putdown. The richness of other cultures should be presented but they must be done with extreme care and sensitivity.

b. **Mere restoration** of buildings in only a start. Planning for visitors must be included in these efforts—air conditioning, heating, toilet facilities, and techniques that handle masses without damaging the structure.

c. Often forgotten is planning for **adequate parking**. Especially for tour buses. **Landscape** design that replicates the period of history and informative **signage** are also needed.

d. Again, the market trend toward clustering suggests planning complementary attractions nearby. Perhaps this is the **best place** for outdoor drama that relates to this history.

e. Certainly, building restoration is a first step but planning for these other **considerations** must be considered.

f. In my opinion, there are great opportunities for new and larger visitor **interpretive centers**. I’ll discuss this in more depth later.

g. Finally, cultural tourism can be a **catalyst** for community focus and improvement. This has happened in Lancaster, Pennsylvania where local decisions were made on protecting their culture as well as handling mass tourism.

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**Cultural tourism is a significant trend, requiring careful planning and guidance.**

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**Packaging**

For all cultural tourism development, the principle of **packaging** is a major trend. The isolated attraction is increasingly less popular.

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**There are two types of clustering or packaging.**

**a. Physical.** By this I mean the **shopping center** concept—one large parking area and a massive grouping of attractions near each other.
There are many advantages to this:
--it saves getting back in the car for several stops
--on-site people-movers handle crowds
--can be serviced efficiently--deliveries, repair, etc.
--infrastructure is more efficient, water, waste, power
--more efficient management: control, landscape management, economics of scale (joint purchases).

Today, we are seeing new historic building complexes by moving them together into a compound.

For many years, six different Pacific region cultures are depicted in one area--the Polynesian Culture Center, Hawaii.

--Perhaps here are opportunities for your field.

 Maybe it is desirable to group together an array of cultural and natural activities because natural resource had much to do with cultural development. For example, areas associated with historic mining offer opportunities for rich and colorful legend, lore, and reenactment of events. Mines attracted a great diversity of ethnic mixes, creating opportunities for telling many stories about cultural clash and adaptation.

--Why can't pageantry be combined with natural area protection?

The dynamics of natural resource systems and how human development can destroy or foster their perpetuation can be told not only by on-site tours, exhibits and videos but also by dramas.

b. A second type of packaging is merchandising.
--package tours are increasingly popular
--efficiently marketed by tour companies
--very adaptable to motorcoach, air, cruise travel
--demands cooperation
--is not well adapted to long trip access.

--I suggest that greater consideration be given to creating and managing new attraction packages.

In today's tourism, there is great need for sharpening our public and private roles for tourism.

--With cutbacks in public funding for tourism promotion, I believe there remain some public roles that do not necessarily require
the billions of dollars now spent on advertising.

--Very few city councils are proactive, rather than reactive, in their action on infrastructure. In the future they will be required to plan for a visitor as well as a resident population. I am referring to decisions on water supply, waste treatment and disposal, police, and fire protection.

--In the future, there must be better communication and interaction among public agencies at all levels on tourism issues. In a study of tourism in the Finger Lakes region of New York we found there were over 200 public agencies that had an impact on tourism—yet there were no mechanisms for communication on tourism issues. This must change.

--Today, as all of you know, tourism establishments, whether attractions or services, are plagued by a multiplicity of regulations, often overlapping and contradictory. A role of government in tourism must be review of this dilemma and elimination of obsolete and conflicting regulations.

--I am in a position to know that the many questions we have about tourism are not going to be answered without more research by both the private and public sectors. At issue today is tourism research and education at our universities. Many researchers in several disciplines relating to tourism have the capacity and interest in tourism research but no funding. In my opinion, state governmental leaders need to give greater initiatives and funding to colleges and universities for tourism study and education.

--On the private side of tourism I see two major issues that must be dealt with in the future

--First is the matter of service. As franchise businesses grew, the corporate headquarters were removed from the public they served—the travelers. As a consequence, service decayed. Motel and fast-food managers saw themselves only as wage-earners, not the responsible hosts that dominated mom-pop motels in the 1950s.

--In recent years, we are beginning to see a turn-around. Managers of these businesses are being rewarded for good service, often by giving them a piece of the business. Outback Steakhouse, for example, now requires manager-ownership and rewards good service, not only within the business but within the entire community. This is a good trend.
Next is the matter of business ethics. I'm not referring to crooked deals but rather to a broader ethical responsibility on two fronts: the visitor behavior and environmental sustainability.

Obviously, there are some negative impacts from tourism—litter, defacing buildings, noise, and congestion. Business, by means of how they host visitors can help alleviate this problem greatly. And, I'm pleased to see this already happening.

Today, we are seeing more tourist businesses accepting a greater environmental responsibility. This is expressed in several ways:

a. Reduced energy consumption—fluorescent lighting, highly insulated equipment and structures, air-drying laundry, and solar electricity.
b. Water-conserving toilets, water treatment systems.
c. Solid waste management, biodegrading systems, recycling.
d. Some hotels add a surcharge that is contributed to parks and wildlife refuges.

Seacoast tour companies of western Canada have agreed upon a rigid code of ethics that addresses both visitor behavior and how they protect the environment they use. 40 operators—consensus.

The Tourism Industry Association of Canada has developed an ethics Code of Tourism Ethics that covers tourism as a whole, natural cultural resource protection, and specific guidelines for access food services, and tour operators. We have nothing like this business sector in the U.S.

And, as we alluded to in our comments on privatization, it is high public and private sectors not only begin to communicate, but on joint ventures.

One application I believe has great opportunity is the establishment of visitor interpretive centers at the edges of public parks, prehistoric areas.

I'm suggesting something much more comprehensive than the interpretive centers of national parks. These have proven their value and I believe we can expand that concept with public-private cooperation.

Today, visitors need help in understanding both natural and cultural assets. We
cannot assume they can do it on their own.

--I see a major complex that would include these elements:
  a. Purpose
  b. Location
  c. Site Design
  d. Building Design
  e. Planning Guidelines

--As I mentioned before, there is value in placing such a facility adjacent to a major attraction complex. And it could assist public agencies at the same time it could be profitmaking.

My next point states that we need to be ever mindful of a **better market-supply match**.

--I have already emphasized the continuing and growing travel demand for attractions based on natural and cultural resources.

--But, this generalization doesn't go very far in identifying the market segments interested in these attractions.

--One trend we need to watch is the great growth in the "baby-boomers". We are told that those over 50 now have the greatest buying power and will **double** in size in the next 25 years. However, from 50 to 80 there are many differences in taste and travel desire and they must not be considered elderly. Not until you make your own market research studies can these differences be determined.

--Some believe we can go too far in providing everything the market wants, especially when **moral values** are involved. This concern has already been expressed in movie and TV ratings. As you well know, it is difficult to legislate taste. But, how far do we go with explicit sex and violence? I am sure that those of you in outdoor drama have already set some societal standards on this issue.

--Some time ago we had a bigoted racist on our park management faculty who advocated "dirty parks for dirty people". I am sure no one of us wants to go that far in our market-match.

--It is difficult to measure travel market trends but here are a few of my observations:
a. There seems to be a trend, especially in nature-oriented tourism, toward more non-consumption. Nature photography, catch-release, and nature visitor centers are gaining emphasis as compared to hunting and fishing for harvest.

b. Travelers today are less satisfied with the commonplace because they are more highly educated and experienced as travelers.

c. We have already emphasized some demographic trends that are important for the future.

d. I sense there are more travelers interested in others than themselves only. Group tours and family activities are clues to this interest. Many are seeking greater understanding of other peoples of the world. (White, Anglo-Saxon, Protestant)

e. European travelers used to dominate travel but several other ethnic groups are now traveling. They often demand somewhat different supply side development.

f. As air travel becomes more available, many more international travelers are coming to the U.S. Language and other cultural differences require new programs to host these travelers.

g. As we mentioned, more travelers today seek an in-depth experience. They seek greater understanding of the environment and how things work. They are less interested in the shoddy and makeshift. Tour guides now must avoid rote narratives and have greater knowledge of their destinations.

---To these I need to add a trend that is popular but I don't know how to deal with it—that's the MTV syndrome—fast-paced, loud, and aggressive and intensive presentations. I am told that for a large market segment, this is the reason for a drop in attendance to symphony, opera, and similar cultural attractions. Counter to this is the growth of Branson and Nashville that often include the less bombastic kinds of programs. Frankly, I don't know how significant this trend may be but it is worth watching.

---Another market trend is from generic to specialized. This is another way of saying travel markets are segmented—different for different interests. For example there is a definite trend toward small inns and bed-breakfast accommodations where close contact with owner-hosts is available.

---My purpose here is to emphasize again the need for retooling our supply side developments to meet shifting market demands.
My final point is one that I find more and more important everywhere I go—better community guidance and control.

Today, I think communities have three choices:

1. Communities have the right to say "no" to tourism and its growth. If people do not believe the advantages offset the problems, such as litter, congestion and disruption of resident lifestyle, they should have the right to prohibit further tourism. For example, a community in northern Australia refused the establishment of a Club Med because it would damage the environment, and attract social conflict, and not produce economic benefits promised. This option requires severe control supported by local policy change.

2. The most popular option today is capitulation—allowing anyone to do anything in the name of tourism progress. Hindsight now shows the folly of this option. Recently I participated in a conference in the historic community of Niagara-on-the-lake, Ontario. Here, with a population of about 2,000, there are over 3 million visitors a year. Local residents enjoy an attractive community with high quality maintenance due to tourist dollars but are disturbed by the negative impacts. They now must travel 10 miles to shop because all Main Street shops have become tourist oriented. In summer it is impossible to cross the street due to traffic and the noise and exhaust from hundreds of tour buses is very disturbing. I saw many homes for sale. This is typical everywhere that the community let everything keep developing willy-nilly.

3. A third choice that can be exercised by communities is to guide tourism growth and monitor the impact. This approach of adaptation to tourism requires a great amount of tourism understanding and self-discipline. If there are some very special land areas, such as coastal scenes, that are important to local people, they should enact the ordinance that will protect the resource. Along with this decision, however, there should be planning guidance and perhaps zoning that encourages tourism development in suitable locations. When this approach is taken, the community can respond to pressures from outside developers. Tourism and the quality of life locally—both will gain.
* This diagram of a **tourism destination** may help you relate to the spatial functions of tourism and particularly the role of the community.

Let me point out the key elements of a destination:

--**Circulation corridors** bring travelers to communities as centers of destination zones, no matter whether it is by air, land, or water. Even if we fly, we end up in a taxi, shuttle bus, or rental car using local highway and street access. The question we should ask is: Does the appearance of this corridor give us a good impression of the destination?

--At the main **gateway to** the community the traveler needs **information**. This is the best location for a visitor center. In Canada, England, and Australia the traveler is led to a visitor information center with "I" signs along the highway, keyed into "I" labels on highway maps. Today with video technology, complete information can be accessed by interactive computer programs, such as GPS - Geographical Position Systems.

--**Communities offer two very important tourism functions:**

Here can be found many **urban attractions**. This is the dominant location of historic sites and buildings, zoos, sports arenas, convention centers, museums, health centers, theaters, and even medical centers.

At communities is the best location for **tourist service businesses**. The community sites are most profitable because all tourist businesses serve **two markets**—residents as well as travelers. Hotels, motels, restaurants, shopping centers, travel agencies, and banks are patronized by locals as well as outsiders.

--**Surrounding a community** and depending greatly upon it are many **attraction clusters**. These range from those close by to those rather remote, such as national or state parks. Even here, travelers depend on community services, such as for communication, lodging, medical and other services.

I am confident that outdoor dramas have a strong physical relationship to communities.
This interdependence for tourism is often hampered by \textit{jurisdictional and traditional rivalries}. Surrounding small towns and counties often refuse to understand their important linkage with the major community nearby. I continue to encounter this problem as I work with communities and tourism. Tourism does not quit at the city limits.

--Very important ties between the major community and attractions are \textit{linkage corridors}. These roads and streets are often ugly and poorly maintained, giving travelers poor impressions of the attractions they are about to visit.

--Perhaps this diagram can serve to summarize all we have talked about regarding tourism. Perhaps it will help you position yourself so that you can be more successful as trends change in the future.

Believe me, I have had to adapt to considerable change over the last 80 years and I am confident that you will adjust to tourism trends as they influence you in the future.

* As a footnote to my comments today, I have included a lot more information on tourism and its development in my books--\textit{Tourism Planning and Vacationscape}, both recently published in their third editions.

* In closing I genuinely appreciate being invited to this important conference on outdoor drama and hope that this has been useful to you.