It has been my good fortune to have studied and taught tourism for over four decades. I say "fortunate" with meaning because few people have had this kind of opportunity. This span of time has given me the opportunity to see the recognition of tourism as a legitimate field of higher education. I have observed many changes in the development of tourism over those years:

- from narrow paths to divided highways of the future state system
- from privies behind fruit stalls to deluxe hot tub motel rooms
- from DC-3s to jumbo jets
- from Model A Fords to air-conditioned sleepers comfort in modern automobiles

But, you didn't come here to listen to me pummel you about tourism of the past. Rather, I want to share with you some of my findings that I believe can help you greatly... help you increase your tourism manyfold. I am convinced this can be done.

This is a conference on festivals. The managers of the program have lined up many speakers and experts on festivals, much better qualified than I in this field. Today, I have been asked to share with you what I believe are now first in tourism in Texas and how festivals and other attraction development are vital to future growth of tourism here.

Let me introduce my remarks with some good news and bad news about Tourism in Texas.

**Good News**

We have plenty reason to shout about all the good things about tourism in Texas. We have a transportation network superior to most anywhere in the world. We have a massive promotional effort through the combined efforts of the State Dept. of State Highways and Public Transportation, Texas Travel Bureau Agency, and the many private sector groups such as the Texas Automobile Association. We have an abundance and great diversity of resource in Texas—natural,
Cultural, human: Many of these have been developed as state parks, municipial parks, historic sites and commercial attractions, such as the new Sea World coming to San Antonio. Texas has made phenomenal progress in recent decades, ranking the state as one of the top states of the U.S. list in tourism. Texas obtains five times the tourism of Japan and is equal to some major tourism countries of the world, such as Japan (last year $11.7 m). 

BAD NEWS.

While there is much to be proud of in Texas, it is ironic to observe that Texas is offering our tourism. Fortunately, all can be cured - the technology is here. But, as we are finding in human health, the will to live is often more important than medicine. I am confident that these problems can be overcome if we work to commit ourselves to the task. What are some of the diseases of tourism in Texas today?

We have become complacent. We are resting on our laurels. As a consequence we are losing our market share. I have seen very few tourism innovations in Texas in the last ten years. We still do not have sufficient numbers to give us statistics on what is happening in tourism. We have been virtually in statewide tourism planning - looking ahead to see what our policies planned in and how we planned to put our muscle behind solving some of our tourism problems. We have not gone beyond information. Nearly all the money spent by tourism agencies and organizations in Texas - public and private - is on promotion.

THE NEW ERA - DEVELOPMENT

Although the world today the major change in tourism is the shift from an era of promotion to one of development. It is no longer sufficient to advertise and promote. Much greater emphasis now is being placed on the tourist product - the tourist experience at some destination.
Today’s tourism demands much greater sophistication—understanding of new techniques. It is much more complicated to enter and maintain a viable business. It demands better training and better to cope with a much more complicated world of tourism. Just now we are beginning to understand that a tourist is not a tourist, is not a tourist. In other words, the market is segmented into many kinds of tourists—of different races, at different ages.

Perhaps the greatest need is new ideas, new and creative approaches, especially in attractions. This is why we are here today—to learn how we can improve our festival attractions. With the great tremendous climatic advantages, shouldn’t we be doing better than Canada. Where the average tourist season is 100 days? Let me give you an example. This winter, over 500,000 people participated in February in a “Winterlude” celebration in Ottawa, Ontario—10 above zero. This brought $25 million to the capital region in one week to skate, to ski, to watch ice sculptures and have fun indoors and outdoors. This has increased by 80% since 1987, primarily by visitor dollars from outside the area who spent $140 per person compared to locals who spent only $10.

Development of our money resources, and certainly the development of festival, requires another dimension that is not very well practiced in Texas or anywhere. This is the dimension that could be called “integration.” By integration, I refer to the need for better communication, cooperation, and even collaboration between the many parts of tourism.

A SYSTEMS APPROACH — INTEGRATION.
PEOPLE

A very important component of tourism is that of the people that make up the market. We need to know more about their characteristics—how old, changing age groups, size of groups, and need better information on the relative location of our best markets. Research is telling us that they are much closer to our destination than we had thought. For example, in 1985, in the West South Central region (Arkansas, Louisiana, Oklahoma, Texas), 66% of the travelers destined to the region originated there.

Travelers interests keep changing—we need to know more about what visitors want to see and do. Different ethnic and racial groups, especially foreign tourists, are influenced by different cultural backgrounds and feel special attractions once they travel. The personality of the market demand is very important to the success of all tourist businesses.

ATTRACTIONS

Attractions are more than just places on a map. In order to truly function as attractions, they must be developed and managed. Attractions provide the pulling power of tourism. They are owned and operated as much by the private as the public sector. Attractions provide a unique function: they soften the lines of travel and also provide for a product that must provide for visitor satisfaction—the true tourism product.

TRANSPORTATION

Transportation is an obvious component of tourism but we often take it for granted. Transportation is important at all levels. Movement of people from home to destination is a major function. But, equally important is transportation linkage between a community center to destination and the many surrounding attractions. So we have built large attraction complexes, transportation within has become
important

SERVICES

The greatest economic impact from tourism is made at the service businesses — accommodations, food service, entertainment, and retail shopping. These activities generate the greatest employment and income and taxes.

INFORMATION/DIRECTION

Finally, the component of promotion, information, and direction provides the communication linkage so very important to travelers. Advertising, publicity, public relations, and incentives; the maps we use to alert marketers to the opportunities and advantages of travel; guide books, tour guides, information centers, and interpretive centers help visitors understand their travel experiences. Maps, price lists, and schedules help visitors understand how to get to attractions and have detail about times they are open and how much they cost.

TOURISM SYSTEM

Perhaps the most important lesson to learn from these five components is their interdependence. Yet, we have generally organized ourselves in other ways. We have hotel, restaurant, and tour operations. But, seldom do we communicate between the components.

This model dramatizes the major division between the demand and the supply side. The four components of the supply side are extremely dependent upon all the characteristics and continually changing in the market. Older travelers, women travelers, and more discriminating travelers are changing the demand for certain attractions, services, transportation, and our methods of promotion and information. Any change in
transportation, such as prices, schedules, and availability, can dramatically change the entire system. Changes in availability and quality of services in the tourism business can have an impact on all other components.

This is what I mean by integration. The more that everyone involved in the supply side interacts rather than existing in isolation, the better the service can proceed. This requires new forms of networking. Generally, I have found very little contact between tourist business and highway departments and airlines, very little communication between tourist businesses and local parks, very little contact between advertising and the product being advertised.

Better integration means better communication between the public and private sectors. The business depends greatly upon governments for highways, water supply, waste disposal, street lighting, police, fire protection and many other services. Yet, the communication lines and decision making is usually done independently. When we vote for community amenities, we need to consider the impact these decisions will have on visitors and visitor businesses.

So, this is my conclusion— that tourism today could be improved greatly if we understood the tourism system better and initiated new ways of integrating the necessary parts. This is the only way we can increase the volume of visitors at the same time we do a better job of giving them the picturesque they seek.

External Factors

This functioning tourism system is influenced by several external factors. Here are probably many more, but let me name just two:

- Natural abundance and quality of natural resource assets
- Abundance and quality of cultural resource assets
Effect of entrepreneurship — ability to start new businesses
Availability of financial resources
Availability of the several kinds of labor needed
Kind and amount of competition
Community attitude and acceptance of tourism
Governmental policies (federal to local)
Organization and leadership for tourism

Whenever expansion of tourism is contemplated, every one of these factors should be investigated. Because no matter how good your project is, it will be influenced greatly by these factors.
TOURISM INTEGRATION - Urban Linkage

- Confederation Square
  - Central location for city
- Remarkable open spaces
  - Better orientation to visitors
- Maintained symbols (changing)

- Canal/Heritage area
  - Needs pole
- greater emphasis on tours

- sleeper settings

- guided tour - good idea

- urban cross-section
  - pleasurable

- improved circulation (long to cartesian)

- UNDER SCOPES/INTEGRATION
  - Mont to Marine
  - Carlton

- greater integration for all citizens

- Lift base - attracting PETERBOROUGH

- Historical Museum

- Univ. - attraction

- Little town:
  - THE GLOBE, Kitchener

- Auction near Berry

- Wallace Oval
  - TOURING CONNECTION
  - JORDAN WINDS

- Bandot Press
  - Neighbour Settlement

- HAMILTON
  - Horse Village
  - Korda Botanical Gardens

- TREN SEVERN WATERWAY - great app.

- Need integration: Christchurch 1853.
  - artist mill

- PUBLIC DEFINES

- churches are part of tourism

- universities
  - beauty year round

- SPRINGBORO - theatre

- Plek

- Ryan

- ORILLA

- Pakenham

- MARKETS
  - 50% OF

- SOURCES

- Need better butterfly design.