



PAS Memo — September/October 2009

## Yikes, There's a Tourist in Town: Guidance for Local Planners

By Michael E. Kelly, MCIP, AICP

Unless directly engaged in making tourism plans or working in a destination community, local planners tend to give little thought to tourism or to tourists in their day-to-day work. However, many communities across the country attract some share of visitors, and planners should be aware of the implications and opportunities that may result.

It can be easy to get swept up in the boosterism that surrounds what is often taken for tourism planning but really is just tourism marketing and promotion. Local governments have a key role to play in tourism planning and development, but that role is not attracting tourists to the community. Marketing and promoting tourism are activities best left to political and business leaders.

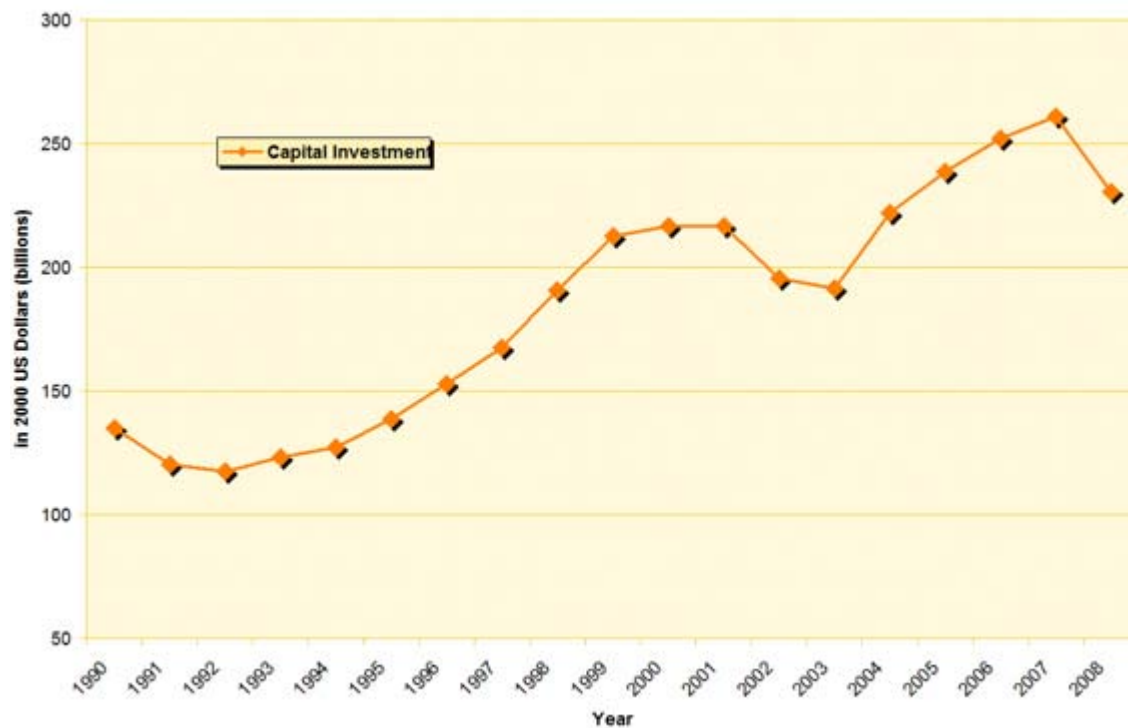
The true role of local government in tourism planning, as in all development planning work, is to first capture the community vision as it is informed by a comprehensive situational analysis, then attract the investments that will fulfill that vision, and finally facilitate and control development so that it conforms to the vision and mitigates external costs. In this *PAS Memo*, I will look at the relationship of tourism to local government, the roles that community and economic development planners play in this relationship, and some tools used by local governments in implementing tourism development.

General interest in tourism planning appears to have diminished in recent years, as suggested by the recent merger of APA's Resort & Tourism Division with the Economic Development Division. Still, many academics and staff in senior governments see tourism as an important social phenomenon and global economic activity.

In the United States, for example, there are more than 1.1 billion trips taken annually by U.S. residents traveling to other parts of the country, and another 50 million international travelers arrive each year (U.S. Travel Association 2009; UNWTO 2008, 9). In Canada, international arrivals in 2005 numbered 18.6 million people, or about 27 percent of the total number of international arrivals (67.8 million) for North America in that year. Domestic travelers on day trips place only limited demands on local tourism and community infrastructure, but international travelers on longer stays require accommodation, several meals, and a variety of other services from a community.

Every year, our federal, state, and provincial governments, as well as the private and nonprofit sectors, allocate considerable financial resources to attract tourists to their jurisdictions and destination communities. The World Travel & Tourism Council (2009a) reports that even after a sharp decline since 2007, annual capital investment in tourism in the United States in 2008 was still above \$230 billion. In Canada, tourism investment in 2008 was over \$16 billion (in U.S. dollars).

### **U.S. annual capital investment in tourism, 1998-2008**



Michael Kelly. Data: World Travel & Tourism Council 2009a. Real Travel & Tourism Activity (data set: 2000 US\$ bn)

Tourism investment includes public sector spending on air, highway, and rail facilities; travel offices; parks; and water, sanitation and utility infrastructure. Examples of private sector tourism investment include airplane purchases, car rental fleet purchases, and lodging facilities construction (WTTC 2009b). Investment in tourism is not necessarily made in just a community itself; investments made in surrounding jurisdictions can affect small towns or cities as well.

## Planning for Tourism

Tourist activity of such national magnitude has planning implications for many local communities in the United States and Canada. The impacts of tourism on a community can be beneficial if planned and managed, and extremely damaging if left without controls (Bosselman, Peterson & McCarthy 1999; Kreag 2001). The positive economic impacts of tourism motivate local governments to become stakeholders in tourism development. Key economic benefits for local governments include new direct and indirect tax revenue and increased local employment.

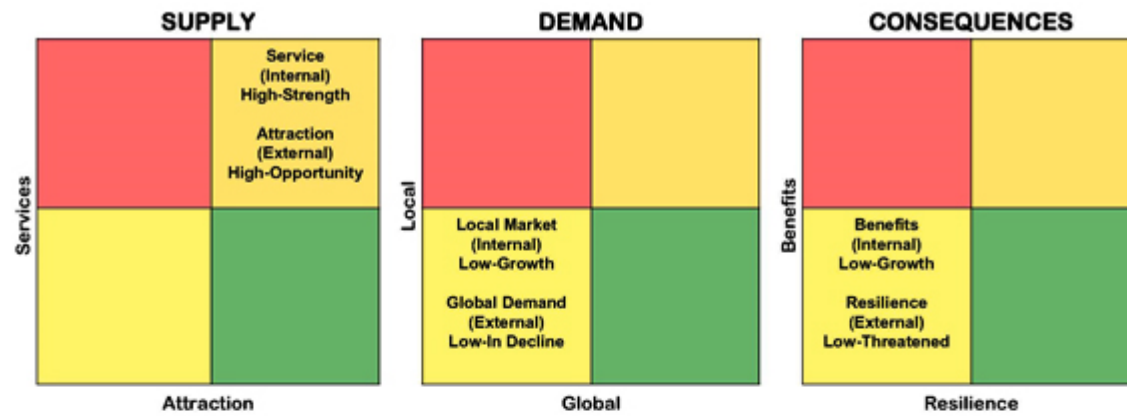
Tourism has its costs and challenges too. These include the need to provide affordable housing for community support staff such as police, fire, and health workers, water operators, and trash collectors, as well as tourism operations support staff including hotel/motel staff and housekeepers, cooks, waiters, busboys and girls, and visitor bureau front counter staff. Then there is managing traffic congestion, parking congestion, littering, public toilets, seasonal homes and their attendant vacancy, and drugs, vice, and crime. A tourism development plan and program is an important way for a community to encourage and support the positive impacts of tourism while controlling and mitigating potential negative impacts.

Creating a vision for a successful tourism development program is a team effort. A community tourism planning team should represent many diverse interests: local government agencies, tourism and non-tourism related businesses, local business organizations, nonprofit and non-governmental organizations, community safety personnel, and community members. Planners can lead such teams in delivering facilitated public participation processes, conducting community situational analyses, and synthesizing the collective conclusions of the team.

One useful tourism planning tool is the strategic community development assessment. The results of the assessment can give a tourism planning team and local planners an indication of how a community is positioned with respect to ongoing social, physical, and economic impacts of tourism and help ascertain if it is appropriate to develop tourism any further, if at all (Palermo et al. 2001).

This tool was recently used to analyze the situation of Salt Spring Island as a case study in a larger tourism planning study for the Islands Trust, a multi-jurisdiction regional planning agency in British Columbia. Salt Spring Island, the largest of British Columbia's Gulf Islands with a resident population of just over 9,000, is an iconic tourism destination for the region, attracting more than 115,000 visitors annually.

### Salt Spring Community Assessment



PILGRIMAGE / REPUTATION	SPECIAL INTEREST	FRICION
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Salt Spring Island is a well known regional attraction. People from Vancouver's Lower Mainland, from the Capital Region around Victoria, and from other places farther afield have been drawn to Salt Spring Island by its mystique of alternative life style, high quality arts and crafts, and recreational adventure. Ganges, at the core of the island's tourism development, provides the basic service infrastructure (hospital and waste water treatment) required to support tourism. Many people willingly travel over three hours to arrive at Salt Spring.



Tourists who come to Salt Spring Island want the special experience of a vibrant local outdoor market. Other experience demands include outdoor recreation and a growing interest in health and spa resorts. At the moment the island is not overwhelmed by tourists, although Ganges on Saturdays during the high season might well break through the 1:1 tourist to resident threshold. Demand for the Salt Spring experience, however, has declined slightly in the last several years.

There are many reports and some physical evidence of friction between Salt Spring residents and tourists who come to the island. While undoubtedly certain business, studio, and accommodation owners benefit greatly from tourism, it remains to be documented that there are measurable overall benefits of more than \$200/resident to the community derivable from tourist activity and that there are other positive environmental outcomes. The natural ecology of the island is fragile and under natural conditions is at its most vulnerable during the summer months. This peak vulnerability is coincident with peak tourism activity.

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The assessment is usually presented in three panels. The data used to develop the assessment are gathered through interviews with key community informants and through observations made in the community. Analyses of three key dimensions — supply, demand, and consequence — strategically measure the community situation. Narratives provide background information related to the assessment results in each dimension and conclude with intervention action recommendations. See Additional Resources for links to the full report.

### Who Are the Tourists, What Do They Do, and Why Is This Important to Local Planners?

Tourism can be broadly defined as "the temporary movement of people to destinations outside their normal places of work and residence, the activities undertaken during their stay at these destinations, and the facilities created to cater to their needs" (Mathieson and Wall 1982:1). Current thinking (Gunn and Jamal 2007) sees tourism as a broad holistic system that includes multiple dimensions: economic (demand and supply), cultural, social, environmental, geographic,

political, and organizational.

Tourism planning means making public policy that supports the inclusion of the activity and service needs, through investment and development, of a group of people who are not local residents, but whose numbers can represent a substantial proportion of the total number of people present in a community at a given time. Scales include single sites (physical design), multi-jurisdictional destination areas (local and regional policy), and entire countries (national policy). Tourism developers can come from private, public, or not-for-profit sectors.

A Tourist Impact Index (TI<sub>t</sub>) is a simple indicator that can be used to model the impacts of tourism on residents of a community.

$$TI_t = V_t / (R * t)$$

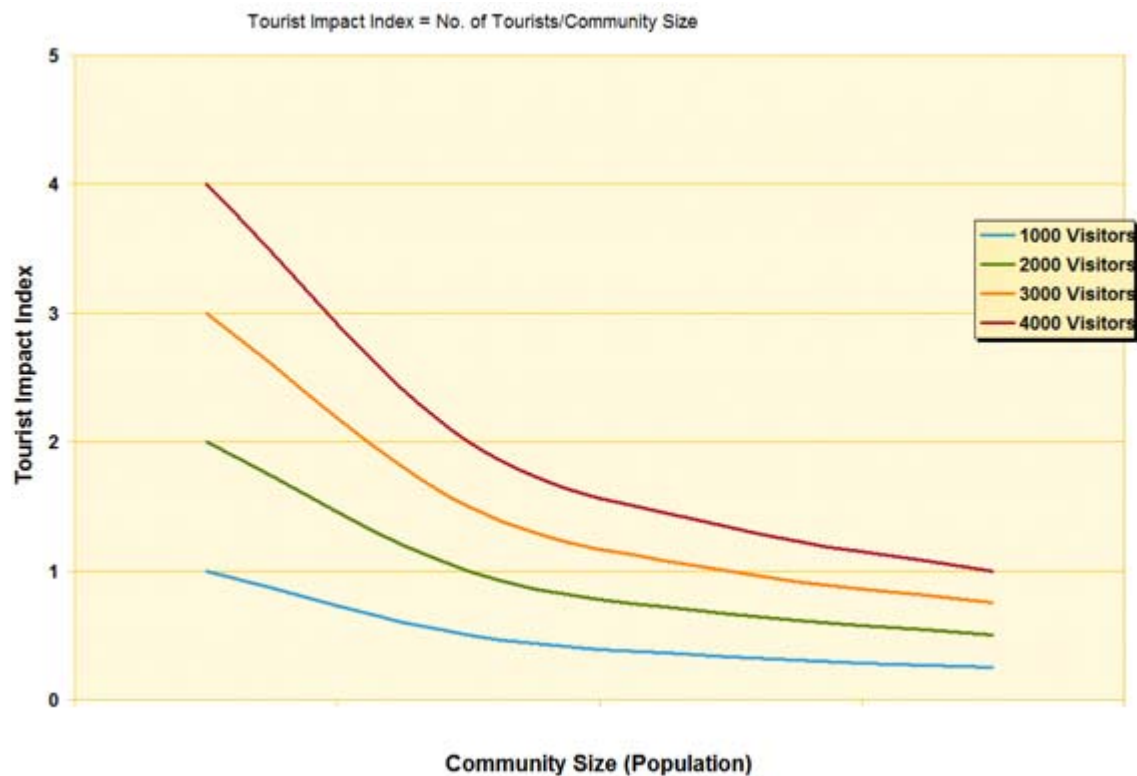
where:

V = estimated number of visitor days spent by visitors during period t,

R = number of community residents, and

t = number of days in a visitor log's recording period (often one month, 30 or 31 days).

### Tourist Impact Relative to Community Size



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A plot of tourist impact relative to community size suggests smaller communities may be disproportionately impacted by tourism and may require more planning protections than larger communities. This index is a relative indicator and can be used to compare one community to another or to compare two points of time for the same community. In the case of Tofino, British Columbia, the index shows a constant tourist impact throughout the year with substantial impacts for the summer season and lower relative impacts during the winter.

#### Tofino, British Columbia: Back-of-the-Envelope Tourism Impact Index (TI<sub>t</sub>) Estimates, 2006

Resident Population of Tofino CSD and the Tin Wis IR: 1,671 (Statistics Canada, Census 2006)  
2006 Visitor Estimates:

by Tourism Tofino Visitor Services (Cox Bay Info Centre) — acknowledged undercount:

Total: 40,191	Range: 9,308 (Aug) 255 (Jan)
by Parks Canada Visitor Services (Long Beach Unit Visitor Centre) — reliable data, but no daily breakdown:	
Total: 767,155	Range: 122,691 (Aug) 33,474 (Dec)
Tourism Impact Index (TI <sub>t</sub> ) Estimates:	
Annual:	= V <sub>t</sub> / R
	= (767,155 x 2) / (1,671 x 365)
	= <b>2.52</b>
High Season (Aug):	= (122,691 x 2) / (1,671 x 31)
	= <b>4.73</b>
Low Season (Dec):	= (33,474 x 2) / (1,671 x 30)
	= <b>1.25</b>
<b>Note:</b> Parks Canada counts visitors once, but they stay two or more days on average	

Because tourism impacts on community development can be substantial, community planners need to think about the permanent resident equivalent (PRE) when planning local infrastructure for a destination community. This number can be estimated by calculating the median number of daily visitors in a year:

$$PRE = ((MaxV_t - MinV_t)/2) + MinV_t$$

When added to the resident population number, the PRE gives a better estimate of the true infrastructure loads and public service demands that a community is likely to encounter. For small communities with high tourist volumes such as Tofino, the demands can become substantial.

Behavioral characteristics of tourists have implications for local planning. Tourists in North America generally travel for three reasons: visiting friends and relatives (VFR), business and conferencing, and leisure (U.S. Travel Association 2009). For VFR and leisure travelers, shopping (30 percent) and attending a social or family event (27 percent) decisively win the activities participation sweepstakes. This suggests potential policy interventions of encouraging investment and development in retail shopping opportunities in revitalized downtowns, malls, or other destination districts as well as social event venues. Table 1 lists some other tourist behavioral statistics along with potential policy response areas for local government.

**Table 1. Potential Policy Response Areas for Selected Tourist Behaviors**

Tourist Behavior*	Policy Response Area
73% of trips by auto, truck, or RV	Policy on community signage and parking
33% of trips in summer	Policy on recreational and outdoor activity areas
23% of trips are day trips	Policy on pedestrian spaces, business mix, ground level retail shopping, public toilets, parking
35% of trips are 1 or 2 overnight stays 54% overnight stays are in motels, hotels, or B&Bs 40% overnight stays are in private homes	Policy on business hours, business mix, accommodation location, B&B location and neighborhood density, vacation home rentals, parking, and signage
26% to 31% of trips made with kids in tow	Policy on children activity spaces, parks

\*U.S. Travel Association 2009

## Policy Implementation Tools: The Carrots and Sticks

Because tourism is viewed as a business and economic activity, there can be a tension between fostering tourism growth and development while maintaining community sustainability and livability. Local governments can use incentives and regulations to achieve the necessary balance.

## Incentives

Incentives are subsidies governments offer businesses in order to influence their decisions and achieve the community vision for a local economy. Options include tax incentives, grants and loans, financing, technical assistance, regulatory and procedural relief, labor force development, and quality in community amenities. Investment incentives are commonly used by governments at the federal, state/provincial, and local levels to persuade businesses to locate or remain in their jurisdiction rather than go somewhere else. The State of Kentucky and the municipalities of Asheville, North Carolina, and Blyth, California, provide examples of the use of incentives to foster tourism development (see Additional Resources for more information).

Kentucky's Tourism Development Act and Tourism Development Loan Program is the first of its kind in the United States. This legislation allows developers of new or expanding tourism projects to recover up to 25 percent of development costs over a 10-year term. Projects constructed on state, federal, and national park and forest lands are eligible to recover up to 50 percent of development costs over a 20-year term. An expanding attraction receives the incentive on increased sales tax revenue due to the expansion. Eligible projects include cultural or historical sites, recreation or entertainment facilities, areas of scenic beauty or distinctive natural phenomena, entertainment destination centers, Kentucky crafts and products centers, theme restaurant destinations, and lodging.

The City of Asheville's Economic Development Incentives Policy is designed to stimulate private sector investment, economic growth, and job creation in the city by offering economic development grants to companies and industries seeking to relocate and expand business. It establishes a consistent manner for the city's participation in the development of business activity that will have a significant and positive effect on the economic health of the community. The city's Industrial Development Grant (IDG) program allows the city to make a five-year grant to a new or existing industry, including tourism projects drawing from outside a 100-mile radius, based on the amount of new capital investment.

To encourage downtown redevelopment and revitalization, an action that can result in increased tourist activity, Blyth, California, has implemented a Storefront Improvement Rebate Program to fund architectural and aesthetic improvements to commercial buildings. New and existing businesses can obtain a 50 percent match, up to a maximum of \$20,000, for construction-related improvements, and a 25 percent match with a \$10,000 maximum for improvements to vacant structures. Technical assistance and grant opportunities for similar projects are offered in the U.S. by the National Trust for Historic Preservation's Main Street Program. The Canadian government established a similar program in 1979, but it has been cut from the budget in recent years.

## Regulations

Regulations constitute the rules of the governance game. Zoning is probably the most important tool local governments have to guide and control tourism development to achieve the community plan's vision. Other regulations that can influence tourism development include density bonuses for developer-provided public amenity or social housing, development permitting, parking, signage, urban design, and architectural character bylaws and ordinances.

The old-world Danish village of Solvang, California (population 5,300) attracts more than a million visitors each year. To maintain its special character in the face of modern development, Solvang has adopted a general plan and zoning regulations designed to protect the village core while promoting tourism. A board of architectural review reviews all new developments in the Village Area (which overlaps their Tourist Commercial District) for compliance with architectural guidelines.

### Solvang, California: Achieving the General Plan Vision Through Regulations

#### *Solvang General Plan — Land Use Element*

Goal 4: Promote and Protect the Village Area as the Heart of Solvang's Commercial District and the Main Attractor of Tourists.

Policy 4.1: Promote restaurants and shops that reflect Solvang's unique Danish Northern European character.

Policy 4.4: Encourage and/or undertake design improvements in the Village area to create a safe, convenient, and pleasant pedestrian environment.

#### *Solvang Zoning Regulation, Title 11, Chapter 7*

##### Article A. TRC Tourist Commercial District

###### 11-7A-1: Purpose and Intent

A. General: The purpose of the TRC tourist commercial district is to primarily provide areas for tourist related retail business and commercial needs including stores, shops

and hotels. Also, it is the intent to provide offices supplying commodities or performing services for the residents of the surrounding community and for local trade. In conjunction with such commercial uses, residential mixed uses are encouraged.

*Solvang General Plan — Community Design Element*

4.2 Theme: Community design in Solvang involves three basic themes. First, the Village Area has been developed based on the Danish/Northern European design theme. This theme suggests the character and feeling of a small Danish village with an orientation to pedestrians. It is the "old world" charm of such design that provides Solvang with its unique identity and encourages a high degree of tourism. In this area the automobile is secondary to the pedestrian.

Solvang Architectural Review Guidelines (in Community Design Element)

4.3.1 Village Area.

Exterior Appearance

1. All new construction and remodels within the Village Area shall be within the traditional and historic Danish theme or design vernaculars which are found in Denmark or neighboring northern European countries. Eighteenth century, half-timbered structures found in Denmark are encouraged.

The Town of Golden, British Columbia, has deep heritage ties to the forestry and rail industries. Located on the TransCanada Highway, it receives many pass-through visitors traveling from Calgary to Vancouver. Recently, the town adopted a revised and updated Official Community Plan and new Form and Character Guidelines to help conserve and commemorate the working character of Golden while enhancing the community for residents and visitors.

**Golden, British Columbia: Preserving and Enhancing Community Authenticity**

*Official Community Plan, Form & Character Guidelines*

Executive Summary:

This document provides a set of architectural form and character guidelines as part of the Official Community Plan for the Town of Golden. It identifies and builds on qualitative characteristics found in and around Golden at present and which have appeared throughout its history. As such, it takes advantage of a nuanced understanding of "place," embracing Golden's industrial, natural, touristic, and historical identity.

1. The Historical Downtown

Goal: The Historical Downtown should become focal point for the community, a place where people will live, work, and gather. It should attract residents and visitors into the historical downtown core and encourage economic growth for all businesses in Golden.

Strategies:

- (1) Encourage new development to be sympathetic with the existing scale and material palette present in this area.
- (2) Create a new focus for the town in and around the interface with the Kicking Horse River, expanding the breadth of the public and service realm to include natural amenities.
- (3) Create a connection between the public pedestrian areas of the historical downtown and the Kicking Horse River, particularly between the two bridges.
- (4) Consolidate hospitality, service and public amenity development in the historical downtown.
- (5) Create a compelling 'destination' bringing short-term visitors from the Corridor to the town centre and riverfront and provide clear signage and directional flow to the historical downtown core from all areas of the community.
- (6) Encourage the development of a clear pathway from the highway corridor to Golden's historical downtown to enhance the town's legibility at a number of scales while bringing business from the highway into the core.
- (7) Institute a strong, legible network of public spaces with both pedestrian and vehicle connectivity to enhance the overall vitality of the historical downtown area. In particular, an improved interface between the town and the river could become a strong asset in the overall perception of Golden as a destination or a stopping point.

With the many policies, regulations, and entities empowered by state and provincial governments to carry out planning and economic development activities, care must be taken to avoid competition among different government agencies and inconsistent regulations. Internal dysfunctions in senior governments sometimes frustrate the efforts of local governments in achieving their tourism development goals. The experience of Valemount, British Columbia, is a case in point. In recent years, potential investors from Italy, France, and several Canadian

provinces have met with village representatives to discuss potential tourism projects, but the lengthy bureaucratic process to identify crown (public) land sites for potential development has derailed each proposal thus far. Overlapping jurisdictions and current legislation, regulations, and policies at the crown level are in this case hampering Valemount's ability to seek economic diversification through tourism investment (Pfister 2000).

Sometimes tourism development benefits from the combination of granting incentives and regulating land use zones in unexpected ways. Within a commercial zone, a local government can establish business improvement areas (BIAs) or districts (BIDs) and create district associations of business owners. These associations receive annual operating and program grants which are really a return of the association members' own tax dollars. Such associations often name their area and use the grants to improve image recognition through branded signage and streetscaping, thus creating an attractive tourism destination in an urban center. Nanaimo, British Columbia, is an excellent example of this process.



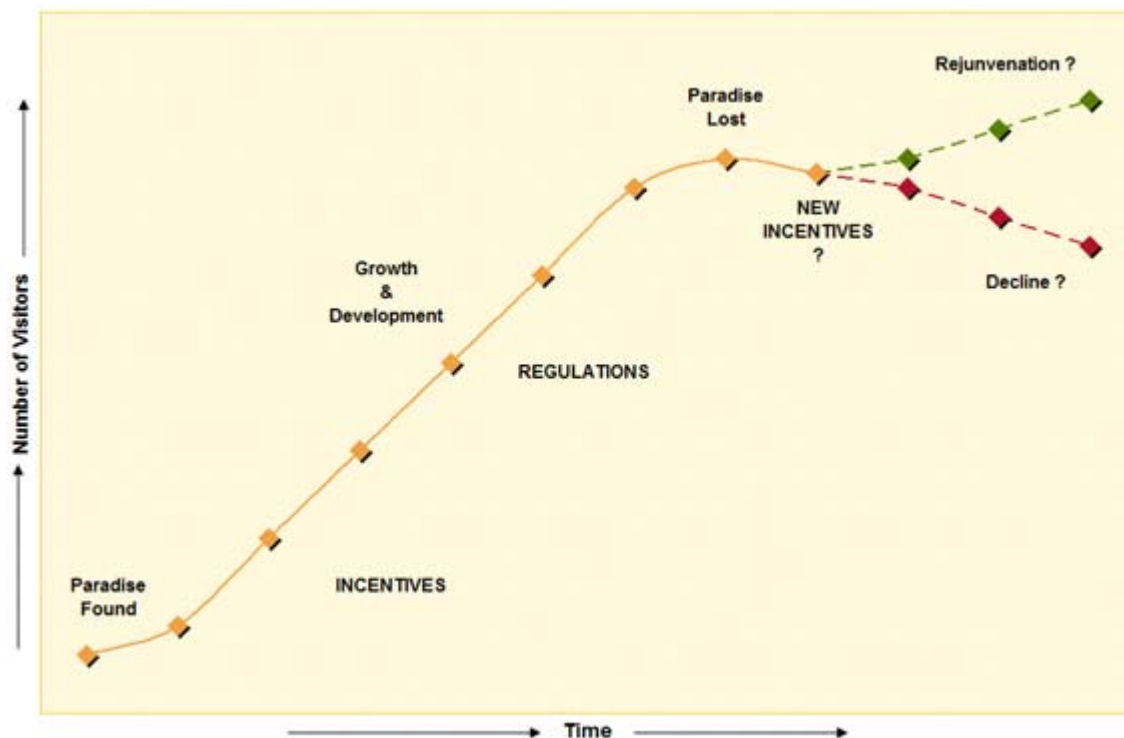
Nanaimo, British Columbia: Business Improvement Area Grant Incentives and Districting  
Photos Michael Kelly

## Success and Sustainability

What makes for successful tourism at a community scale? Successful tourism accomplishes at least three things. First, it generates positive experiences for visitors — ones that are unique and fulfil or surpass trip expectations. Second, it provides economic and social benefits to the host community. Third, it is sustainable; the carrying capacity of the destination is not breached and it does not consume its commons.

According to the classic Tourism Life Cycle Model (Butler 1980), tourism communities and destinations move through a progression of development stages over time. At first there will be a discovery and launch stage ("Paradise Found"). A small number of visitors arrive seeking unsullied destinations. The social and environmental impacts at this stage are small and resident attitudes are positive towards tourists.

### **Tourist Destination Life Cycle Model (after Butler 1980)**



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This early stage is followed by a long period of growth and development with increasing numbers of tourists until saturation and stagnation set in ("Paradise Lost"). Tourists have become bored with the destination and facilities are showing their age. At this point one of two futures is possible: rejuvenation or continued decline until tourism ceases altogether.

Incentives and regulation may be applied with differing emphasis by local governments at each stage of this life cycle to spur or control development. Incentives could be used to attract and reattract investment in the destination, whereas regulations might be used to impose development controls so as to flatten or do away with "boom-and-bust" patterns, help conserve the local environment, and discourage obnoxious and rowdy behavior.

New models of destination growth and development have emerged in recent years that are embedded with the notion of sustainability (Lane 1992). Sustainable tourism, or tourism that optimizes the interests and benefits of all those involved — hosts, guests, developers, and the environment — over the long term, is the result of proactive local government leadership and deliberate policy choices. Table 2 lists and contrasts some of the differences between conventional and sustainable tourism development.

**Table 2. Contrasting Tourism Development Policy Choices**

Conventional Tourism Development	Sustainable Tourism Development
Project driven planning	Concept driven planning
Tourism development anywhere/everywhere	Tourism development clustered near existing community services
Imported developers	Local developers
Community bears social/environmental costs	Developer bears social/environmental costs
Urban architecture	Vernacular architecture
Development that maximizes return on investment	Development that optimizes return on investment
Price conscious development	Value conscious development
Landscape disruption	Landscape preservation

### Mega scale

Uncertified construction and operation

### Community scale

Certified LEED construction and green operation

Whistler, British Columbia, has taken on the sustainability challenge. A world-class resort with a resident population of 9,200, it will be the site of the 2010 Winter Olympic alpine ski events. Whistler is noted for its compact, pedestrian, vernacular village design. It has explicitly adopted tourism as its economic base and recently, with the strong leadership of its mayor, council, and municipal staff, has adopted a comprehensive sustainability plan to maintain future sustainability as a successful tourism destination.



Whistler, British Columbia

Photos Michael Kelly

### Whistler, British Columbia: Cultivating a Tourist Economy with a Sustainable Plan

*From the Whistler 2020 Comprehensive Sustainability Plan*

Vision: Ensuring Economic Vitality

In 2020, tourism remains the primary economic driver of Whistler's ongoing success. To build and stabilize customer visits, the resort has successfully expanded into ventures that complement tourism and that move the resort community toward sustainability. The resort community partners have tracked external trends such as changing demographics, climate change, globalization, emerging resorts and growing competition, along with other tourism trends that influence the economy and Whistler's attractiveness as a destination resort.

Why is Whistler focusing on a tourism economy when traditional economic development principles promote diversification across sectors, and when certain global trends appear to be moving in a direction contrary to our tourism focus? There are fundamental reasons why a tourism economy is the right decision for Whistler. Whistler is very different from traditional communities because it was designed specifically as a destination resort and has many specialized tourism amenities. Economic diversification that undermines the value of these amenities and natural surroundings could irreversibly destroy our tourism economic base. Our tourism focus provides us with strong incentives to protect the environment and community health and vibrancy that both residents and visitors enjoy.

#### Strategies: Economic

The Economic Strategy enhances Whistler's tourism-based economy in the context of the regional economy. It focuses on increasing tourism while optimizing the impact of dollars that flow into the community. The strategy addresses Whistler's business climate and workforce as well as implications of trends on existing/emerging economic sectors.

... As a result of external and internal factors, visitation peaked and began to decline in the year 2000. The resort's current economic challenge is to harness its entrepreneurial spirit to build a progressive economy and regain economic health in a way that integrates the regional economy and optimizes use and stewardship of existing assets, including natural, social, and financial capital.

#### Strategies: Visitor Experience

The Visitor Experience Strategy focuses on providing exceptional experiences and excellent value to increase repeat visitation and recommendations, setting Whistler apart from its competitors. The strategy addresses the welcoming and servicing of visitors: (1) before their visit; (2) upon their arrival and for the duration of the stay; and (3) upon leaving Whistler.

Whistler is a successful destination resort, centered on a lively pedestrian village that is located at the base of two world-class mountains. Purpose-built to encourage social interaction, create vibrancy and support a healthy tourism economy, Whistler is home to almost 10,000 permanent residents and accommodates approximately two million visitors per year... Providing such memorable experiences requires...unique, diverse and authentic offerings and service, while enhancing the community's social fabric, and natural and built environment that creates Whistler's special sense of place.

## Conclusion

Tourism is a unique economic activity in that consumers come to a destination to experience and participate in the attractions and services offered by the destination. Thus visitors place additional loads on host communities. And besides the physical infrastructure and public service demands, there is also an intangible demand for hospitality that is placed on each and every community member. This demand comes not only from the visitors, but also from those community businesses that directly benefit from the tourist economy. This makes the linkages between tourism and the community complex and far reaching. Because of this, local planners would do well to include an element in their long range planning work projecting desirable future scenarios for tourism in their community.

#### About the Author

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#### Additional Resources

*Reader's Guide to Tourism & Community Development Supply-Demand-Consequence Analysis.*  
[www.community-tourism.net/documents/ReadersGuideToSDCAAnalysis.pdf](http://www.community-tourism.net/documents/ReadersGuideToSDCAAnalysis.pdf)

*Initial Tourism Planning Strategy for the Islands Trust Area, June 2006.*  
[www.ilbc.leg.bc.ca/public/PubDocs/bcdocs/403925/InitialTourism.pdf](http://www.ilbc.leg.bc.ca/public/PubDocs/bcdocs/403925/InitialTourism.pdf)

*Salt Spring Island Strategic Community Development Assessment.*  
[www.community-tourism.net/documents/SaltSpringIsland-SDC%20Assessment-FinalPackage.pdf](http://www.community-tourism.net/documents/SaltSpringIsland-SDC%20Assessment-FinalPackage.pdf)

The Islands Trust  
[www.islandstrust.bc.ca/index.cfm](http://www.islandstrust.bc.ca/index.cfm)

Kentucky Tourism Development Act and Tourism Development Loan Program  
[www.kentuckytourism.com/industry/Incentives.htm](http://www.kentuckytourism.com/industry/Incentives.htm)

Asheville, North Carolina, Economic Development Incentives Policy  
[www.ashevillenc.gov/uploadedFiles/Business/Business\\_In/Economic\\_Development/IncentivePolicy.PDF](http://www.ashevillenc.gov/uploadedFiles/Business/Business_In/Economic_Development/IncentivePolicy.PDF)

Blyth, California, Storefront Improvement Rebate Program  
[www.cityofblythe.ca.gov/documents/Redevelopment/Redevelopment%20Agency%20Programs/Storefront%20Rebate%20Program.pdf](http://www.cityofblythe.ca.gov/documents/Redevelopment/Redevelopment%20Agency%20Programs/Storefront%20Rebate%20Program.pdf)

National Trust for Historic Preservation's Main Street Program  
[www.preservationnation.org/main-street/](http://www.preservationnation.org/main-street/)

Solvang, California, *General Plan* [www.cityofsolvang.com/index.php/departments/planning/planning-documents/cat\\_view/63-planning-documents/64-general-plan](http://www.cityofsolvang.com/index.php/departments/planning/planning-documents/cat_view/63-planning-documents/64-general-plan)

Solvang *Zoning Regulation* [www.sterlingcodifiers.com/codebook/index.php?book\\_id=701&Itemid=56](http://www.sterlingcodifiers.com/codebook/index.php?book_id=701&Itemid=56)

Golden, Colorado, *Official Community Plan, Form & Character Guidelines*  
[www.town.golden.bc.ca/upload/dcd857\\_Schedule\\_D\\_Design\\_Form\\_and\\_Character\\_Guidelines.pdf](http://www.town.golden.bc.ca/upload/dcd857_Schedule_D_Design_Form_and_Character_Guidelines.pdf)

Whistler, British Columbia, *Comprehensive Sustainability Plan*  
[www.whistler2020.ca/whistler/site/priority.acds?instanceid=1930532&context=1930531](http://www.whistler2020.ca/whistler/site/priority.acds?instanceid=1930532&context=1930531)

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