

# ENABLING SUSTAINABLE RURAL TOURISM DEVELOPMENT THROUGH CUSTOMIZED POLICY SUPPORTS

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- Definition of homogeneity

the quality or state of being of a similar kind or of having a uniform structure or composition throughout : the quality or state of being homogeneous

what's the  
opposite of  
homogeneity?



heterogeneity, dissimilarity,  
heterogeneousness, difference,  
disagreement, unevenness,  
variety



# THE PROBLEM

- Despite the growing understanding of the importance of acknowledging heterogeneity in rural contexts within the academic literature, policy and program supports have been **slow to adapt** and often are developed with the **assumption that communities are homogenous**. Additionally, an **urban centric lens** dominates policy and program development.
- These biases can result in inadequate supports for rural areas, inappropriate use of programs, unintended impacts and costly, frustrating experiences at the local level.
- This presentation identifies a typology of tourism dependence and enabling actions which may be useful to assess and customize supports to ensure that adequate supports are available to communities at all stages of tourism development.





  
**CREATE**  
 — YOUR —  
**OWN**



# RECAP OF THE EVOLUTION OF TOURISM STAGE MODELS





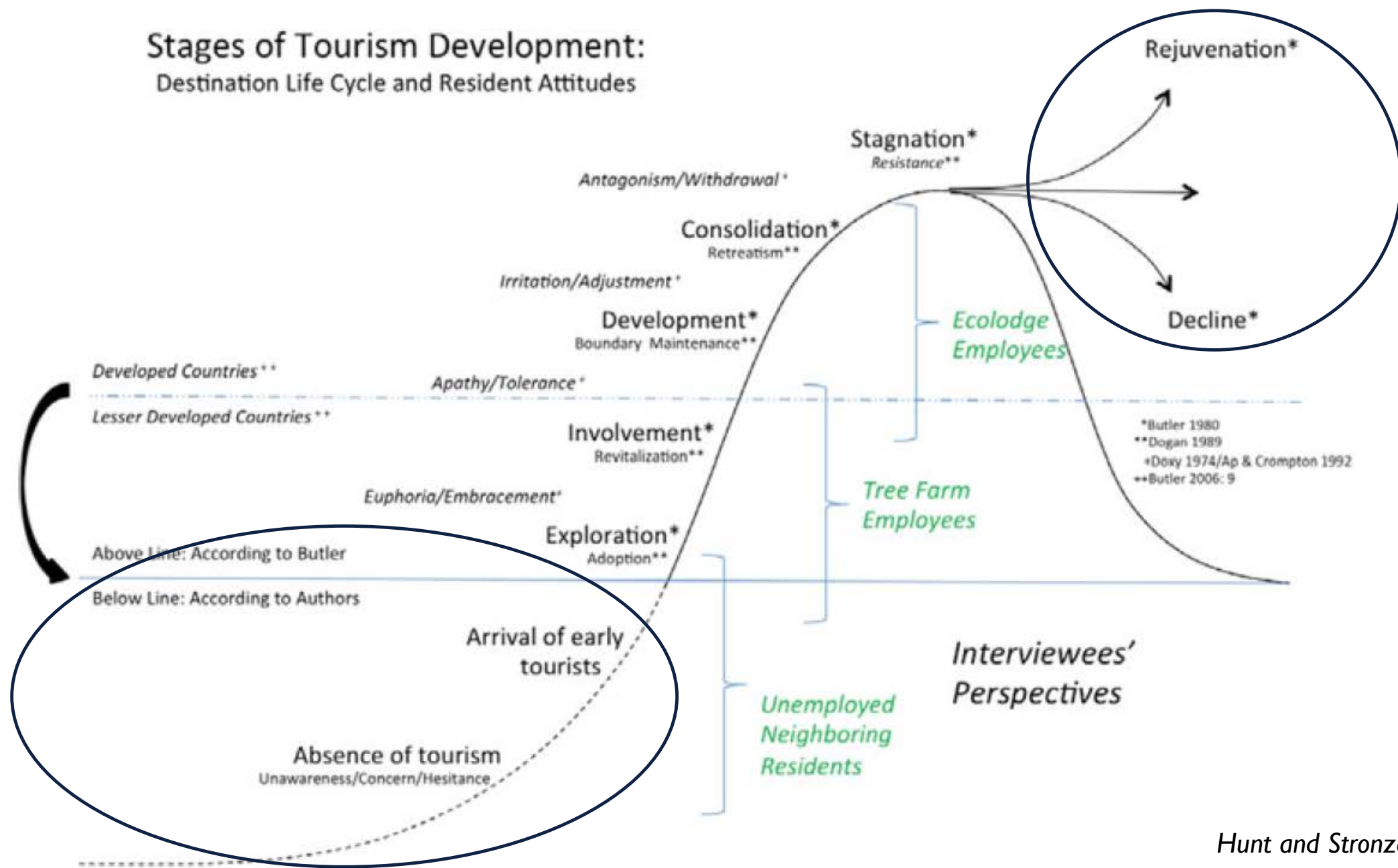
Tourism Stage Models				Time/Experience/ Participation in Tourism	Citizen Participation		Ecotourism Scholarship
Doxey (1975)	Butler (1980)	Dogan (1989)	Ap & Crompton (1993)		Arnstein (1969)		
<i>Antagonism</i>	<i>Stagnation</i>	<i>Resistance</i>	<i>Withdrawal</i>	<i>more</i>   <i>less</i>	<i>Citizen Control</i>	<i>Citizen Control</i>	<i>More Benefit</i>   <i>Less Benefit</i>
<i>Irritation</i>	<i>Consolidation</i>	<i>Retreatism</i>	<i>Adjustment</i>		<i>Delegated Power</i>	<i>Tokenism</i>	
<i>Apathy</i>	<i>Development</i>	<i>Boundary Maintenance</i>	<i>Tolerance</i>		<i>Placation</i>	<i>Non-participation</i>	
<i>Euphoria</i>	<i>Exploration</i>	<i>Revitalization</i>	<i>Embracement</i>		<i>Consultation</i>		
		<i>Adoption</i>			<i>Informing</i>		
					<i>Therapy</i>		
					<i>Manipulation</i>		

Figure 2. Theoretical frameworks.

Hunt and Stronza (2014) *Journal of Sustainable Tourism*

# Stages of Tourism Development: Destination Life Cycle and Resident Attitudes



Hunt and Stronza, 2014

Figure 3. Appended stages of tourism development.



Pergamon

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# TOURISM DEPENDENCE AND RESIDENT ATTITUDES

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**Abstract:** Many rural communities view tourism as a major vehicle for addressing rural economic decline, but several empirical studies suggest that its growth can bring negative social impacts. One group of studies suggests a direct relationship between the level of tourism development in a community and the presence of negative resident attitudes toward it. This “tourism dependence” hypothesis is evaluated using survey data from four rural communities in the United States Rocky Mountain West. Results support the hypothesis with some important qualifications, and suggest a typology of rural communities experiencing tourism growth that includes tourism-saturated, tourism-realized, and tourism-hungry community types. **Keywords:** tourism development, rural communities, social impacts, residents’ perception and attitudes.

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Thus, the tourism-dependence typology is offered as a hypothesis for future evaluation. To assess the validity of this hypothesis, future studies should include a wider range of measures and variables, a larger and random sample of communities with differing levels of tourism dependence, longitudinal research designs (Getz 1994; Johnson and Beale 1994), and measures of individual respondents' dependence on tourism, so that *community* and *individual* tourism dependence can be distinguished. □ □



# CRITICAL REFLECTION ON DECADES OF RESEARCH CONTRIBUTIONS

- Stage based models have aided in understanding the evolution of tourism at destinations and the recognition of impacts associated to its development.
- Significant research on resident attitudes/perceptions to tourism has emerged.
- Thousands of case studies (often at the community level, majority in developing countries and in rural or small city contexts) exist that can enable us to be more confident in describing the evolution of tourism and its associated impacts.

- Is it time to advance further or are we a bit stuck?
- Can we aggregate insights from case studies to begin describing the stages so that communities can identify where they are at – and what they can do to prevent the dominant linear progression in these models?
- Are the insights gained to date about stages or sustainable tourism management practices translating into appropriate supports or interventions?

# PURPOSE AND METHODS

- The purpose of this presentation is to enable the development of sustainable tourism in rural areas by advocating for customized supports for communities/regions with different levels of dependence on tourism.
- Presents a typology developed using grounded theory and data obtained through extensive fieldwork with rural communities in BC from 2005-2015 (TRIP project). Content analysis was used on various knowledge outputs to analyse and classify communities based on their level of dependence and maturity with tourism. The typology proposed by Smith and Krannich (1998) was used for the initial classification and modified slightly based on qualitative observations of the diversity of rural communities encountered in the fieldwork. **Descriptive detail was added to the typology to describe the conditions at the destination and enabling actions were added based on insights from sustainable tourism management literature.**

# TRIP

- A decade of research and knowledge mobilization activities in rural areas of BC.
- Multiple partners, activities and outputs

## Activities grounding the observations

- 3 week extension tours – met with hundreds of operators and community leaders to learn about their realities with tourism (most in early stages)
  - Video footage
  - Innovation snapshots
- Case studies
- Participatory Rural Appraisals of tourism development
- Extension activities
- Visitor experience studies
- BC Advisory Committees – Agritourism, Resort Development, Rural Development, Tourism Research, Culture and Heritage

Grounded observations about the level of diversity of rural communities interested in, engaged with or struggling with tourism development

# TYOLOGY OF TOURISM DEPENDENCE AND SUPPORTS NEEDED TO ENABLE SUSTAINABLE TOURISM DEVELOPMENT

## Tourism Saturated

- Planning tools, assessment, destination marketing, product development and maintenance, engagement tools, supports for collaboration.

## Tourism Active

- Destination marketing, product development and maintenance, assessment, engagement tools, supports for collaboration, planning tools.

## Tourism Desperate

- Education, assessment, engagement tools, planning tools, supports for collaboration, product development

# TOURISM DESPERATE COMMUNITIES/REGIONS

<i>Alignment with theory</i>	<i>Description of tourism maturity</i>	<i>Supports needed to enable sustainable tourism development</i>
<p>Smith and Krannich <i>Tourism hungry communities</i></p> <p>Hunt and Stronza <i>Absence of tourism and arrival of early tourists</i></p> <p>Butler's TALC <i>absent</i></p>	<p>No well-established tourism industry operating yet but have expressed interest, desire or need in order to diversify. Tourism products are not often developed, organizations are not often in place, understanding is weak and myths and stereotypes exist. Planning documents and processes are often weak and/or do not integrate tourism activities.</p>	<ul style="list-style-type: none"> <li>● <b>Education on tourism</b> (its consequences, approaches to development, keys to success)</li> <li>● <b>Assessment strategies</b> (to determine fit, potential, market demand, amenities, products)</li> <li>● <b>Engagement tools</b> (to get residents input into tourism, discuss resources, types of visitors to invite, ways to ensure tourism benefits the local residents)</li> <li>● <b>Planning tools</b> (to establish a vision for tourism, to determine what timeframe and key strategies are going to be needed to reach the vision)</li> <li>● <b>Supports to encourage collaboration</b> (within and among regional stakeholders, identify supports that are lacking and initiate them)</li> <li>● <b>Product development supports</b> (to determine the types of experiences for visitors and get them ready for visiting markets, support of business clusters, market readiness)</li> </ul>

# TOURISM ACTIVE COMMUNITIES/REGIONS

<p>Smith and Krannich <i>Tourism realized communities</i></p> <p>Butler's TALC <i>Exploration, Involvement and Development</i></p>	<p>Some well-developed products which are attracting visitors. Experience hosting visitors and recognition of their value to the local economy by various stakeholder groups. These regions have a delivery system in place and are promoting the experiences they can provide to external audiences using marketing strategies. This grouping varies in terms of the approach used – but most often the strategies are linked to marketing the destination (i.e. set of tourism committees, collaborative marketing initiatives, branding). Emphasis in planning at the community or on tourism specific plans is placed on growth.</p>	<ul style="list-style-type: none"> <li>• <b>Destination marketing supports</b> (to develop a brand image and position the destination competitively in the mindsets of visiting markets, integrated marketing and cooperative initiatives in place)</li> <li>• <b>Product development and maintenance supports</b> (to keep the product mix relevant to visiting markets, to identify and develop new products or markets, proactive business clusters)</li> <li>• <b>Assessment strategies</b> (to determine performance of markets, effectiveness of models or product mix, to monitor growth and overall quality of visitor experience)</li> <li>• <b>Engagement tools</b> (to enable residents to provide input on tourism initiatives and engage in ambassador roles, to encourage industry stakeholders to engage in delivering exceptional experiences)</li> <li>• <b>Supports to sustain and expand collaboration and cooperation</b> (within the industry, within and among the region, and within aligned sector).</li> <li>• <b>Planning tools</b> (to implement existing plans and monitor changes, or to revise/renew plans. Efforts to integrate tourism with broader community/regional plans)</li> </ul>
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# TOURISM SATURATED COMMUNITIES/REGIONS

<p>Smith and Krannich <i>Tourism saturated communities</i></p> <p>Butler's TALC <i>Consolidation and Stagnation</i></p>	<p>Tourism developed to the extent that an attractive image of the destination is in visitor markets mindsets. Marketing has emerged to establish the image, promote widely to potential visitors. High visitation exists, usually seasonal in nature, and evidence of some negative impacts associated to tourism are present. There are usually concerns about the sustainability of the industry and strategies or plans may indicate mitigation strategies.</p>	<ul style="list-style-type: none"><li>• <b>Planning tools</b> (to implement existing plans with a focus on sustainable development, systems in place to monitor changes and impacts. Integrated planning where tourism is embedded in broader community/regional plans)</li><li>• <b>Assessment strategies</b> (to determine performance of markets, effectiveness of models or product mix, monitor growth and overall quality of visitor experience and resident attitudes to tourism)</li><li>• <b>Destination marketing supports</b> (to retain competitive strength and positive brand image and position the destination in the mindsets of select or desired visiting markets)</li><li>• <b>Product development and maintenance supports</b> (to keep the product mix relevant to visiting or desired markets, to identify and develop new products or phase out, proactive and long term thinking aimed at addressing negative perceptions of visitors and residents).</li><li>• <b>Engagement tools</b> (to enable residents to provide input on tourism initiatives and engage in ambassador roles, to encourage industry stakeholders to engage in delivering exceptional experiences)</li><li>• <b>Supports to sustain and expand collaboration and cooperation</b> (within the industry, within and among the region, and within aligned sector).</li></ul>
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# CONTRIBUTIONS

- The typology adds **descriptive detail** to enable the identification of the level of dependence/maturity at a destination level.
- The addition of **enabling actions** allows **insights from sustainable tourism management research** to be used in the development of customized programs/policy supports.
- **It builds upon and aligns with** destination development and resident attitude stage models in tourism – **integrating more recent calls to extend these models** to focus more attention on early stages (**pre-tourism**) and late or challenging stages (**over tourism**).



# FURTHER RESEARCH AND APPLICATIONS

## Research

- Further research is needed to **refine and test the tourism dependence hypothesis** and to **refine the descriptions of the typology**.
  - Does the classification include a wide enough range of categories for communities?
  - Does the addition of the descriptions of the communities align with the experiences that they face?
  - How do known interventions in sustainable tourism map to the typology?
  - Do the enabling actions support the evolution of sustainable tourism?

## Application

- Does the typology provide adequate and accurate descriptions of the experiences of heterogeneous rural communities so that customized programs and policies can be developed?
- What customized supports exist at the provincial/state level, what research was used to help design them, and do they have measurable impact on the conditions in communities at different stages of tourism development?
- Do these customized programs or policies enable the evolution of sustainable tourism?



# THANK YOU

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