

Community Involvement in Tourism Planning in the Catlins, New Zealand

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Abstract

This study examines residents' attitudes towards tourism and tourism planning within the Catlins, New Zealand. This rural peripheral area on the lower coast of the South Island has received significant tourist growth over the past decade, resulting in a host community instigating tourism planners to manage this growth. A case study approach was adopted that focused on the community involvement in tourism planning in the Catlins. This increasingly emerging tourist destination in New Zealand presents itself as an ideal case study for this project.

In undertaking planning-related research within a tourism context this project adopts local knowledge as a central method of data collection. Combined with issues identified by eminent planning and tourism literature, this thesis has collected and analysed perceptions on tourism-derived impacts in the Catlins from its residents. The research identified the uniqueness of the community and endeavoured to assist in the long-term sustainability of tourism in the region.

The research discovered that the nature and characteristics of the Catlins community, including demographics and length of residence, make it unique, which may also have a bearing on the attitudes towards tourism. The tourism planning process was found to include a wide variety of stakeholders, who within this study were deemed to have differing levels of importance. Generally tourism is perceived to be a positive influence upon the economic environment while having negative connotations towards the social and physical environments. The need for planning was highly evident, indicating that the host community was integral to the process. In the course of the research, a new model was suggested which offers both a theoretical and practical recognition of the issues facing tourism planners, hence offers new insights into community involvement in tourism planning.

A need for a more collaborative approach was identified, which includes an effective monitoring system and encouragement of the community to participate throughout the tourism planning process.

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Chapter One

Introduction

1.1 Introduction

Planning, in general, is the development of a process to deal with situations, without which human activities would be at best chaotic and confused (Leberman and Mason, 2002). Like many other forms of planning, tourism planning is not a simple process, where entities attempt to prepare for the future of tourism development, with problems becoming evident at the differing levels. Conflict often arises at the local level in regards to local tourism planning as varied stakeholders vie for their position within the planning system. Traditional notions of tourism planning such as 'Boosterism' have identified simplistic attitudes where the planning and policy development is conducted by exclusive groups, excluding the local community (Getz, 1987). However, it is now recognised that tourism's impacts are most recognisable at the community level (Timothy, 2002). In line with this, literature has voiced the need to decentralise tourism development and integrate community into the planning processes (Murphy, 1988; Prentice, 1993; Simmons, 1994; Timothy, 2002).

Hence tourism planning has diversified to adopt contemporary urban and regional planning approaches, such as community/sustainable/integrative planning that advocates the local community take the greater control over the development process (Hall, Jenkins and Kearsley, 1997). As of yet it is unclear if there is an 'ideal' planning approach, but it is accepted that it is necessary to attempt to ensure sustainability of tourism for the benefit of the host resources. Indeed, the issue of what roles and who should take them within the tourism planning process are the basis for a significant portion of the conflict that arises within tourism planning (Bramwell and Lane, 2002).

With the recognition of both the positive and negative impacts more and more groups either want or would like the opportunity to join the process to optimally benefit their stakeholder group. A contemporary example of this situation is the Catlins on the South-East Coast of New Zealand's South Island. This community is rich with heritage and natural resources, which are quickly becoming a popular tourist

destination. Due to this sudden growth an immediate need for planning has been identified by the local government agencies, to manage both the promising and threatening situation.

Primarily the purpose of this research was to broadly examine the Catlins residents' attitudes towards tourism development, with particular focus on tourism planning. This is aimed to produce inferences partially as a theoretical analysis of community involvement in tourism planning, and partially as preliminary research for the Catlins as the area embarks on a necessary and yet perilous portion of the area's tourism development. This thesis examines the situation within the Catlins regarding residents' attitudes towards the development of tourism in the region, with particular attention paid to attitudes towards community involvement within the process. This chapter introduces the study, examining the objectives of the research and outlines the chapters contained within this document.

1.2 Objectives

The purpose of this the thesis is two-fold: (1) to examine the theoretical basis of community involvement in tourism planning and, (2) assess the practical application of such involvement in the context of tourism planning in the Catlins region in the South Island of New Zealand. To complete this is it is necessary to explore historical and contemporary theory and examples regarding community involvement within the wider context of tourism. Additionally, an examination of the study area, namely the Catlins, can be evoked to understand the unique situation that has developed in the region (although applicable to the wider tourism development environment).

From this base, a comprehensive understanding of the situation can be drawn to assist in developing techniques to understand the communities' role in tourism planning in the Catlins. This in turn identifies descriptive analysis of the uniqueness of destinations, of which all have different internal and external factors, which ultimately determines the eventual outcome of tourism development within. This analysis should therefore assist in recognition of the potential role of effective tourism planning for any destination.

1.3 Thesis Outline

Chapter two generally provides a review of literature regarding tourism planning and community involvement within this process. It begins by reviewing the evolution of tourism planning, examining concepts such as sustainable, community and integrated tourism planning, and how contemporary literature views the ideal tourism planning situation. From this discussion the relevance of community involvement is assessed, evaluating the costs and benefits of this involvement, as well the obstacles to the process. This leads to evaluation of resident attitudes to tourism, examining a variety of literature to gain an understanding of the importance of understanding the community's opinions towards tourism. From this understanding a review of current tourism planning models is conducted, drawing the limitations of these, to the end of suggesting a new model prescribing a dynamic and encapsulating approach to modern tourism planning.

Chapter three provides a general introduction to the study region of the Catlins, New Zealand with focus on tourism development within the region. The chapter begins with an examination of the state of tourism within New Zealand, with particular attention paid to resident's attitudes towards tourism. From this basis the study area of the Catlins is introduced, examining the physical and social environments. Further examination of tourism within the Catlins is offered, particularly looking at the planning, stakeholders and development issues in the region.

Chapter four introduces the research methodology employed within this study. Beginning with the research objectives it further examines the rationale behind the selection of a questionnaire for data collation. This is followed by a description of the development of this research tool, detailing structure, content and testing. The administration of the tool is discussed followed by the data analysis tools. The research tool is then critically assessed to draw limitations and biases that may occur with its use.

Chapter five the primary results obtained through the questionnaire administered to the residents of the Catlins are analysed and discussed. The results address the demographics of the sample, and investigate the attitudes and perceptions of the residents towards tourism in the Catlins, with particular focus on the perceived

advantages and disadvantages, and the attitudes towards tourism planning. From this basis the results are discussed with comparison to previous research and literature.

The final chapter six concludes on the study, relating back to the research objectives, the primary results and the examination of secondary information. This leads to an examination of the implications for a community undertaking tourism planning, with specific attention to the future of tourism planning in the Catlins. Specific recommendations from the results are offered, while future research opportunities are identified.

Chapter Two

Literature Review

2.1 Introduction

Tourism has grown to be an integral component of the economies and cultures of many countries. It serves as major source of foreign income, external investment and is often a key developmental component of many societies (Hall, Jenkins and Kearsley, 1997). With the recognition of the importance of tourism, the need for understanding and management of the industry has emerged, at numerous levels of government, industry and academia alike. This chapter generally provides a review of literature regarding tourism planning and community involvement within this process. It begins by reviewing the evolution of tourism planning, examining concepts such as sustainable, community and integrated tourism planning, and how contemporary literature views the ideal tourism planning situation. Specifically the traditions of sustainable and community tourism are primarily examined as they formulate the modern tourism planning methods for destinations that envisage a long term tourist destination that satisfies the community. From this discussion the relevance of community involvement is assessed, evaluating the costs and benefits of this involvement, as well the obstacles to the process. This leads to evaluation of resident attitudes to tourism, examining a variety of literature to gain an understanding of the importance of understanding the community's opinions towards tourism. From this understanding a review of current tourism planning models is conducted, drawing the limitations of these, to the end of suggesting a new model prescribing a dynamic and encapsulating approach to modern tourism planning.

2.2 Planning

Planning it would seem, is a natural behaviour as it is observed in the human activity manners, such as the creating of dwellings and the storing of food for the future. This innate planning behaviour is a programmed behaviour to ensure the survival of a species. Although planning is somewhat ambiguous and difficult to define, the process can generally and briefly be defined as predicting, requiring some estimated perception of the future (Gunn, 1988). Without this planning, and basic anticipation of the future a situation can result in serious problems. Obviously planning has existed

throughout the world at many differing levels (Gunn, 1988), with some places and techniques being more effective than others.

The variety of tasks involved in the planning process, can be interpreted either as one within a process or a collation of several processes. Driver (1970 in Hall, Jenkins and Kearsley 1997) suggested that planning was just one of the processes within a management activity, which generally are:

- *Democratic process: representation of interests and values to integrate in planning*
- *Decision process: the evaluation of alternatives for selection*
- *Administration process: the completion of the variety of functions by the various agencies assigned to them*
- *Planning process: the collation of information to formulate, implement and control a plan to achieve objectives*

Contrary to this, Mintzberg (1994) suggests that the process of planning is a management activity, integrating those suggested by Driver, with planning being:

- *Future thinking*
- *Controlling the future*
- *Integrated decision making*
- *Formalised procedure to produce an articulated result*

Although there are differences, there are also readily apparent similarities between these classifications, being the basis of decision-making and procedures based on information for a desired future outcome. An operational definition of planning can be considered as follows. A situation or problem is defined to make it adaptable to action. An assessment of the situation is undertaken, and innovative instruments and methods are devised for intervention. Policies and plans of action, by way of goals and objectives, assessment techniques, procedures for implementation, monitoring and evaluation are developed as solutions for the problems. The proposed alternative solutions are evaluated to select the most appropriate courses of action (Friedmann, 1987). Thus, a generalised consensus between the previous definitions is that “planning is a proactive means to achieving desired ends” (Baker, 1997:10).

It is important to identify the key role that policy makes within the context of planning. Policy not only communicates the preferred courses of direction for an organisation, but also represents the values and behaviour of that body (Kroll, 1969; Hall, 2000). This infers that policy is a declaration of an organisations core plan, to be implemented to achieve prescribed goals. Therefore within in the public arena, public values and behaviour, or public policy needs to be established through public agencies, namely government (Hall, 2000). Policy then forms the foundations that public agencies base their planning, as a means of achieving the desired outcomes.

This however may be oversimplifying a complicated process. Planning is no doubt a necessary tool to avoid potential catastrophes, yet is a complicated task. It is a multidimensional activity seeking to integrate social, economic, political, psychological, anthropological, and technological factors in the past, present and future (Rose, 1984: 45 in Gunn 1988). Added to these complications are requirements to be political, as for plans to be formulated, implemented and controlled some form of governance is required. Cherry (1984 in Gunn 1988) noted that planning is the interaction between various stakeholders, including industry, bureaucracy, community and politicians.

This interaction is also effected by the numerous roles and responsibilities or activities that the stakeholders can take within the process. Differing parties all have unique stakes within the planning situation, with hopes of particular outcomes. It can become confused who is responsible for what and who is not, especially with the diverse communities and governmental forms that attempt to manage them. With these diverse factors and stakeholders, it becomes apparent that the planning process cannot be defined easily; particularly which parties should take which specific roles (Gartner, 1996; Williams, Penrose and Hawkes, 1998; Medeiros de Araujo and Bramwell, 2002).

The above definitions of planning also miss a fundamental point: they arguably assume many factors that frequently do not exist in reality. These include factors such as consensus of stakeholders in terms of objectives, known alternatives, a high degree of centralised control and sufficient resources for implementation and control (Gunn

1988) that in reality are very difficult to achieve. This suggests that planning, by definition, is rather an abstract concept, not directly implying a constructive activity. To this end Lang (1985) implied that conventional planning should be used only as a basis, with the integration of strategic goal-oriented planning to work in the pragmatic working environments.

A strategic planning model is seen by many as an integral evolution, away from dominating and uni-dimensional planning systems towards systematic approaches that are capable to deal with the complexity of real systems (Moutinho, 2000). Hence planning needs to be not only rational but also creative and intuitive. And while dealing with levels of bureaucracy it should also be dynamic and intuitive, concerning itself with important issues of human values (Haywood, 1988:109). The strategic planning process it would seem is now a necessary tool to ensure prosperity and avoid catastrophic pitfalls for all industries, particularly tourism which exists in fragile and fragmented environments such as sociology and ecology. Arguably however due to these diverse environments with numerous uncontrollable factors, a strategic approach with systematic responses may be too rigid to deal with some situations (Mintzberg, 1994). What does become apparent is the need to examine how planning has evolved; whether for the better and how contemporary planning theory can contribute to practical situations.

2.3 Tourism Planning

Recent attempts to integrate tourism knowledge with a systematic planning approach have been useful, yet at the same time arduous (Getz, 1986). Murphy (1985:156) suggests “tourism planning is concerned with anticipating and regulating change in a system, to promote orderly development so as to increase the social, economic, and environmental benefits of the development process”. Similarly, tourism planning can be described as “a process based on research and evaluation which seeks to optimise the potential of tourism to human welfare and environment quality” (Getz, 1987:3). Both these definitions identify some key factors, primarily being a framework of decision-making where focus on the social welfare and environmental quality are imperative. These imperatives, or values contribute significantly to the tourism policies that determine the plans and their implementation for an organisation. It is

also important to note that tourism planning is not only concerned with the elements that make up the industry, such as transport, destination, community and activities, but also the interrelationships between the elements (Mathieson and Wall, 1982).

Over the recent history several different approaches have embraced some of these key factors, some integrating more than others. The approaches to tourism planning, outlined in table 2.1, show a generalised summary of techniques that have historically been used. Each shows an approach that has suited the popular issues of the particular period, with Hall (1995) suggesting that the sustainable planning is an integration of the economic, physical/spatial and community traditions.

Table 2.1 Approaches to tourism planning

Boosterism	Simplistic attitude that tourism is inherently beneficial to the host community, however residents excluded from planning and development.
Economic	Tourism primarily seen as an economic development tool for a community, with particular focus on economic benefits such as income and employment
Physical/Spatial	Tourism seen as an ecological development tool, where the environment is valued as key component and asset.
Community	Focus on the political and social context of tourism, advocating community control over development process.
Integrative	Inclusion and collaboration of stakeholders with appropriate and acceptable development
Sustainable	Integrative approach which seeks to ensure sustainable development of appropriate resources, with minimal degradation to all.

Source: Hall, Jenkins and Kearsley (1997); Hall (1995); Getz (1987); Murphy (1985)

Interestingly, there seems that there has been an evolution and integration of the variety of approaches, however Getz (1985:5) noted that the approaches are not mutually exclusive, nor necessarily sequential. Tourism has historically and will continue to be adopted by an area for numerous reasons, predominantly however of an economic nature (Murphy, 1985; Pearce, 1989), as McIntosh and Goeldner (1986) pointed out tourism can provide:

- *A method of diversification of economies*
- *The creation of employment, both skilled and un-skilled*
- *The creation of external revenue, contributing to an increased tax base for host community*
- *Receipts of tourism, which affect numerous enterprises, including ancillary operations*

However, these motivations may be or cause conflict with host communities who see economic goals being placed above the social goals of the community. Hence contemporary definitions of sustainable, integrative and community planning seem to have become more similar than different, with objectives encompassing a diverse range of fields to the end of finding an ideal tourism planning approach (Heely, 1981; Hall, Jenkins and Kearsley, 1997; Hall, 2000). Whether or not this has been popular word-smithing or clever marketing, the lines between so-called community, integrative and sustainable planning have become blurred. The current differentials could probably be based on idea that community planning is primarily focused on the community, with less focus on environmental sustainability opposed to the sustainable or integrated approaches. It is generally recognised that community approaches can be seen as a method of empowering communities to develop forms of community-desired tourism (Timothy, 2002).

2.3.1 Defining Community

With these apparent similarities in terms of community involvement in these tourism-planning approaches, it is important to examine each so to accurately isolate the need for community involvement in contemporary situations. A community could be simplistically defined as a “body of people that shares collective interests and lives in a locality” (Baker, 1998:5), where the shared interests may be as simple as a safe and clean environment in which a collection of people share a geographical location. Although defined variously in each community, the notion of community usually involves common spatial, cultural, economic, political, environmental and ethical characteristics (Baker, 1998). These simplistic definitions however seem too simplistic for defining a tourism-oriented community, where central characteristics include growth and change (Gill, 1997). Warren (1977:208) integrated tourism’s dynamic into his definition, where “community” is:

...an aggregation of people competing for space. The shape of the community, as well as its activities are characterized by differential use of space and by various processes according to which one type of people and/or type of social function succeeds in the ebb and flow of structural change in a competitive situation. People are bound together not by sentiment but by utilitarian considerations, cooperating through their mutual interdependence caused by the division of labour, but at the same time, competing in matters of common desire but scarce satisfactions.

This definition conceptualises that change is an outcome of competition within a community (Gill, 1997), which can be aligned with human culture theories such as survival of the fittest. This dynamism infers that communities are shared characteristics, spatiality and resource desires resulting in change, in the traditional nature of organisms. This change factor is constant as a community evolves, particularly in tourism where market forces introduce destination and community competition (Gill, 1997). Confusion can result when defining a community, particularly in terms of urban destinations where it can be conceptualised that within one larger community there are numerous smaller communities, with more defined community characteristics (Gill and Williams, 1994) and potential for even more competition for both the visitor and resident markets. This difficulty is compounded with the creation of ‘global communities’; through technological and cultural change people can be perceived to belong to a variety communities, depending on the categorisation process (Singh, Timothy and Dowling, 2003).

Table 2.2 Characteristics of “Community”

<i>Competition for resources</i>	Warren, 1977
<i>Social group</i>	Murdock, 1955
<i>Shared values</i>	Turner, 1973; Campfens, 1997
<i>Attachment to place</i>	Cohen, 1985
<i>Shared interests</i>	Baker, 1998
<i>Shared geographical location</i>	Savage and Warde, 1993; Baker, 1998.

The concept of community, being a ubiquitous phenomenon, is confused by the diversity of what can be defined as a community. With this diversity of interpretation of community, the values and behaviour can also be misinterpreted for a community. This can lead inappropriate policy formulation, which inturn leads to problems with planning for a community. With the community facing the brunt of the potential impacts of tourism development, several researchers have eluded to methods of planning, which promote quality authentic cultural and natural resources (Boyd, 2000; Butler, 1999; Mowforth and Munt, 1998). Recommendations from a variety of sources have suggested that there is a need for principles to encourage sustainable tourism development, such as:

- *Preservation of ecological processes*
- *Protection of biodiversity in the natural realm*

- *Preservation of cultural integrity*
- *Holistic planning*
- *Balance*
- *Harmony*
- *Efficiency*
- *Equity*
- *Integration*

(Bramwell and Lane, 1993; Hall and Lew, 1998; Timothy, 1998, 2002)

These principles have been integrated into several of the existing tourism planning approaches, and inline with contemporary social orientations the primary focus has been on sustainability and tourism planning.

2.3.2 Sustainable Tourism Planning

Internationally the need for a degree of sustainable development has become recognized (Jafari, 1996), with an ongoing investigation into appropriate policy internationally, as exemplified by the 2002 World Summit on Sustainable Development. This however has been pedestrian paced process for over a decade, with a period of discussion and consideration of a pending resource crisis. This is particularly true in the realm of tourism, however in terms of general sustainable development, tourism is a minor concern in the face of a generalized global problem. The vision and goals of a sustainable future have been conceived and articulated in the 1987 Brundtland Commission report, the 1992 Earth Summit, the Rio Declaration and Agenda 21, which have been integrated into the tourism industry through efforts such as Agenda 21 for Travel and Tourism Industry, the 1995 World Conference on Sustainable Tourism (and the resulting Charter for Sustainable Tourism), and the 1997 Male' Declaration on Sustainable Tourism Development (Jafari, 1995; WTO 1999). Specific outcomes of these activities are shown in table 2.3. These tourism specific guidelines have similar general directions, particularly ensuring that resources utilised are to benefit current and future populations of the world, where the hosts play a determining role in the future of their communities, which guidelines are summarised below as:

- *Tourism to contribute to sustainable development*
- *Conservation and guardianship of environment*
- *Effective resource and waste management*
- *Recognition of sustainability of cultural heritage*
- *Understanding, cooperation and involvement of stakeholders and community*

- *Diversity of opportunities (natural, social, economic and cultural) for local community, public and private organisations*
- *Monitors for assessment of impacts on environment, economy, culture and heritage*
- *Integrated tourism planning to embrace sustainability*

Table 2.3 Charters of sustainable tourism

<i>Charter for Sustainable Tourism</i>	<i>Male' Declaration on Sustainable Tourism Development</i>
Development based on criteria of sustainability	Fostering awareness of environmental ethics in tourism among communities and consumers
Contribute to the sustainable development of areas	Conservation and sustainable use of resources
Consider impact on culture and tradition	Reducing consumption and waste
Inclusion of stakeholders in development and planning	Natural, social and cultural diversity
Development of conservation, protection and appreciation of natural and cultural heritage	Integrated tourism planning for sustainability
Sustainability and preservation of destination with quality visitor experience, priorities for policy and planning	Support for local economies
Tourism to be integrated into diversity of local opportunities within local economy	Local community involvement
All development to improve quality of life and enrich socio-culture of each destination	Consulting tourism stakeholders and the public
Public agencies, NGOs and communities to ensure tourism planning contributes to sustainable development	Human resources development
Equitable distribution of benefits and burdens of tourism	Responsible tourism marketing
Impacted and vulnerable zones to receive priority in protection for future	Ongoing inquiry into sustainability issues
Promotion of alternative forms of tourism that are compatible with sustainable development of each destination	Development of measurements on tourism impacts on environment, culture and heritage
Creation of networks for research, information and knowledge contributing to sustainable development	Private sector involvement
Tourism policy that necessitates environmentally-compatible management systems	
Development of frameworks for positive and preventative actions to secure sustainable activities	
Particular attention to transport sustainability	
Adoption and implementation of codes of conduct for tourism industry	

“Charter of Sustainable Tourism”,(WTO, 1995); “Male’ Declaration on Sustainable Tourism Development”, (WTO, 1999)

Sustainable tourism planning then is an ideal where all resources are used in a non-consumptive manner so that they are preserved for the environment of the future. An integral assumption is that the community has a fundamental role in the planning of development, which by definition (Murphy, 1985) is integrated community tourism planning.

2.3.3 Community Tourism Planning

The growing global environmental concern for conservation and an increasing preference for community involvement has signalled a change in the general approach towards tourism planning (Getz and Jamal, 1994). These social trends are reinforced with the recognition that community interests' and potential needs to be assessed and fostered if regions desire a tourist product that is both healthy and varied (Murphy, 1988). Dogan (1989) suggested that tourism has been a major source of intercultural contact and it has influenced the socio-cultural structures of most countries, both positively and negatively. Host communities have reacted in numerous diverse ways, ranging from active resistance to complete adoption of popular culture.

Numerous examples have noted tourism's impact upon communities where the effects can only be described as depressing as local values and traditions have been irreparably damaged (Turner and Ash, 1975; Smith, 1977; de Kadt 1979; Murphy 1985). It should be noted that although the majority of these situations are observed in developing nations, it has also been seen within industrialized nations as well. Hence a practical challenge for tourism planners internationally is to match the needs of a community to those of tourism development (Haywood, 1988:109).

To maximise the benefits and minimise the costs of tourism development it is necessary to formulate clear management and planning policy (Murphy, 1985) and the usual vehicle for these resources are local government (Hall, 2000). As the host community are the proprietors of the resources of an area in that they have a vested interest because of their residency, with a social and economic reliance upon the area, the government empowered to represent these people hold the responsibility and accountability for tourism management (Kaiser and Helber, 1978). Local government have traditionally taken charge of tourism development, primarily however for the economic benefits that tourism brings, with environmental and social concerns following behind. However, with this bureaucratic approach, many of the "proprietors" have in some way been ignored, often resulting in the host community becoming disillusioned, resulting in resistance and conflict.

Tourism is essentially an assembly process, takes the variety of components such as the physical, economic, cultural resources and stakeholders to create a product that offers an experience (Bramwell and Lane, 2000). It could be argued the determining factor on the success of this process is how these components are assembled, and how relative parties are integrated. Infrequently is there singular control of all the components, stages of development or decision making processes suggesting that a collaborative approach is necessary achieve the ideal results. This can be observed over the last 50 years as tourism organisations have attempted to promote intra-industry cooperation and national tourism organisations representing countries to prospective markets (Pearce, 1992). This situation has evolved further to the point where tourism planning is recognising the need to not only effectively manage resources, but also involve stakeholders, with particular emphasis on the community (Bramwell and Lane, 2000). As with the link between sustainable and community planning approaches, so too there is a link to the integrated planning approach.

2.3.4 Integrative Tourism Planning

Historically, non-integrated tourism planning goals have been dominated by business development and economic growth concerns (Marcouiller, 1997). Murphy (1985) argued that tourism-planning goals, those of which are aligned with public policy are rapidly moving towards consumer satisfaction, resource protection, socio-cultural compatibility and public affordability of tourism development. These goals provide development that is appropriate and acceptable to a wider set of stakeholders or communities. Hence integrative planning is concerned with being inclusive and collaborative with those who are affected by development. Getz and Jamal (1994) define integrative tourism planning as the functional interactions between stakeholders, and in most situations these interdependent stakeholders include the private and public sector, and the community within the resource base that supports tourism exist.

With this level of interaction within the planning process, however there is potential of adversarial contact. To this end several concepts have been developed to avoid the potential conflictual situations that can occur when stakeholders attempt to involve communities and contribute to planning, which include collaboration, partnerships

and cooperation. Arguably, as with definitions of tourism planning the differences between these concepts may be marginal, but still it is important to examine each for its strengths, weaknesses and general uniqueness. To examine the potential interactions between stakeholders, it is first important to examine the concept of stakeholders within tourism, whom are increasingly seen as an integral part of the planning process (Williams, Penrose and Hawkes, 1998). Stakeholders can be defined as ‘any person, group, or organisation that is affected by the causes or consequences of an issue’ (Bryson and Crosby, 1992:65). To conclude on tourism planning, it would seem that all contemporary approaches see community/stakeholder integration as an essential component for acceptable tourism development, in both the developed and developing world.

2.4 Community Involvement in Tourism Planning

Community involvement in resource management has a long history (Keogh, 1990) however the involvement in tourism and outdoor recreation planning is a fairly recent development (Burton, 1979). Community involvement in tourism planning is the process of integrating all relevant stakeholders (such as local government, host community, developers, engineers, business people) in a manner that decision-making is shared (Haywood, 1988:106). Ideally this would result in a local tourism industry that achieves the ten principles of community tourism, as outlined by Mann (2000), which is outlined in table 2.4.

Table 2.4 Principles of Community Tourism

-
- 1. Community Involvement within majority of the tourist system*
 - 2. Fair Community Remuneration from tourism activities*
 - 3. Cooperation between tourism operators and community rather than individuals*
 - 4. Environmentally sustainable tourism*
 - 5. Conservation and integration of local culture*
 - 6. Minimisation of negative impacts*
 - 7. Visitor management appropriate to community to avoid impacts*
 - 8. Education of appropriate behaviour within community for tourists*
 - 9. Authenticity of representation of community*
 - 10. Right of refusal of community towards tourism*
-

Modified from Mann (2000:25)

Unfortunately this idyllic situation is less achievable than one would hope. There are several institutional and systemic obstacles to this community participation approach, which have been outlined by Haywood (1988:107) as shown in table 2.5.

Table 2.5 Obstacles to Community Involvement in Tourism Planning

Bureaucracy where the differing governmental agencies contribute to a fragmented situation with alternate objectives precluding effective cooperation and collaboration

Ad hoc planning where the process is hindered by inadequate systems and knowledge for effective planning

Public exclusion where integration of host community is seen as unnecessary, unmanageable, resource consuming and an idealistic dream

Resources where the numerous costs, such as political, environmental and economic prevent or discourage the integration of the host community

Corporate orientation where traditional managerial techniques focused on profit, devalue the importance of environmental and social objectives

Alienation where specific interest groups and individuals exclude or are excluded from the process

(Source: Haywood, 1988:107)

To overcome these and other constraints for community tourism planning is not a simple task. The level of community resolve should be evaluated, to assess the costs and benefits of community involvement. The costs can be inferred from the above statements; these can be offset by some significant benefits, such as those shown in table 2.6.

Table 2.6 Benefits of Community Involvement in Tourism Planning

Improved assessment of tourism and the community

Universal understanding of issues related to tourism

Avoidance of potential negative impacts

Accommodation of range of public needs and general community development

Community economic development and employment

Incentive for conservation of culture and nature

Community social development, skill training and pride

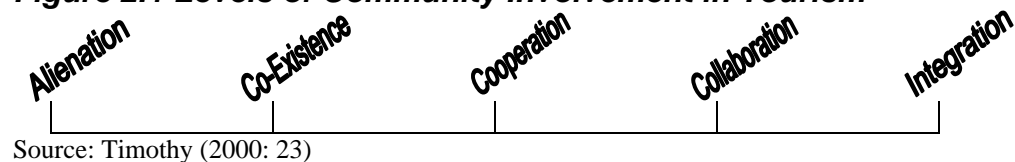
(Source: Haywood, 1988:108; Ashley and Roe, 1997)

Aligned with literature the use of community involvement in tourism development is seemingly beneficial (D'Amore, 1983; Murphy, 1988; WTO, 1997). However with these benefits, attention is required to define what role the community holds within the planning and management system. Within differing communities, the roles assumed will likely differ, whether or not it is the ideal, leading to differing relationships. Budowski (1976) discussed the relationships between tourism and those concerned with the host environment, from which he concluded there were three generic types of interactions:

1. Conflict – independent existence with conflict
2. Coexistence – independent existence with little to no contact
3. Symbiosis – interdependent support and benefits

These differing interactions will differ based on differing situations (Mitchell, 1989), however Arnstein (1969) suggested that generally the distribution of power to the community positively affects the general sentiment of community interactions. Expanding upon this, Martinez (1994) and Timothy (2000) furthered research towards differing levels of community involvement and communication in the context of cross-border tourism relationships. The model developed by Timothy (2000) can also be applied as levels of partnership not only in the cross-border perspective, but also micro example of communities planning tourism (see Figure 2.1). Initially *alienation* exists where no partnerships occur between, where communication and interaction is almost non-existent. With often fragmented and diverse communities, although not obvious this situation can exist in a strange harmony, but with limited development. Secondly *co-existence* is found where minimal partnership exists, in status of bare tolerance with limited accord. *Cooperation* exists where partnership is a result of attempts to solve widely effecting problems, yet still with high levels of independence. Collaboration can occur where established partnerships are developed, with relative levels of community involvement working to identified and common goals. Finally *integration* occurs where the entire community works together functionally, where the development is holistically oriented (Timothy, 2000).

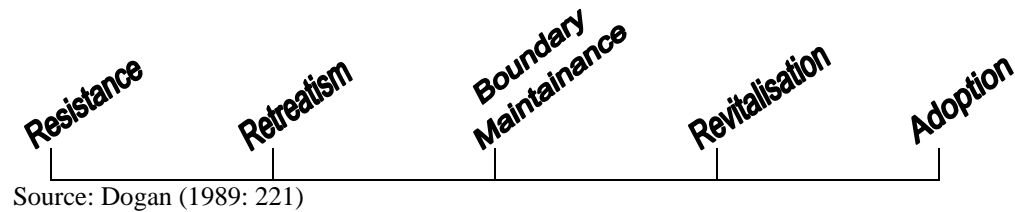
Figure 2.1 Levels of Community Involvement in Tourism



This can be compared to Dogan’s community strategies to cope with Tourism (see Figure 2.2), where the community’s attitudes towards tourism development can have significantly differences depending on how they feel they benefit from tourism in their locality. As with Timothy (2000) these strategies display extremes from where the community has a positive role to where they take an openly negative role. Although a generalisation these strategies, and levels of involvement in tourism planning are based on how individuals experience the development of tourism within their community. Dogan (1989) suggested that a community could implement strategies that could: 1. *Resist* tourism development; 2. *Retreat* from tourism interaction; 3. *Maintain* neutral boundaries between tourism and the community;

4. *Revitalise* community by partially accepting tourism; 5. *Adopt* tourism as a method for community development.

Figure 2.2 Dogan's Community Strategies to cope with Tourism



Timothy's (2000) and Dogan's (1989) models clearly demonstrate the diverse levels of involvement that can occur. It is important to note that these levels are used as typologies, when in reality depending on which stakeholders are involved there can be concurrent levels of involvement. This is an important point, as differing stakeholders, with differing goals with in reality work in the tourism systems in differing ways. Ashley and Roe (1997) suggest that the diversity of roles that either parts or the entire community can take are determined by the nature of the involvement and the level of participation (see table 2.6). The nature of the involvement refers to the individualistic or collective nature of the community's roles and the benefits they receive. In terms of participation, at its most passive, community involvement is no more than local residents as a labour resource.

The general public may be aware of "community decisions" but have no role in making them, with community institutions potentially receiving inconsequential benefits, such as concession payments/donations from private operators. At the other extreme, communities plan and initiate developments within a network that they have established, in highly active full participation role. Between these points there are differing degrees, where participation is more active by some groups, such as entrepreneurs, and passive by others. Potentially what will occur will vary enormously from destination to destination, and in particular will differ in fragile environments, where public concern plays a significant role.

Table 2.7 Typology of community involvement in tourism

Nature of Involvement	Passive	Active	Full
<i>Individuals</i>	Employees	Entrepreneurs	Network of suppliers
<i>Community Institutions (Leaders)</i>	Collective Income	Revenue and Planning Approval	Collective Resource Management
<i>Entire Community</i>	Aware of "Community" Decisions	Community Income and Consultation	Collective Participation within Resource Management, Revenue and Conflicts

(Source: Ashley and Roe, 1997)

A challenge for communities is to increase participation from passiveness to activeness, while also moving from an individualistic to a collective nature. Perhaps it is necessary to assess the stakeholders, and the resources they control, such as knowledge, expertise, constituency and capital so to evaluate what method would collectively increase levels active participation (Bramwell and Lane, 2000). Additionally with the community focus, it may be necessary to evaluate the attitudes and perceptions towards tourism, tourism planning and stakeholder involvement within the processes. It may however be idealistic, that within the development focused and competitive industry of tourism that community development and empowerment towards collective active participation will ever eventuate (Ashley and Roe, 1997).

An initial step towards the integration of community into tourism development, which can assume a variety of forms and functions, is to communicate and educate the community of the appropriate information (Keogh, 1990). As Lucas stated "if full information is not available on issues under consideration, opportunities or even rights to participate become meaningless" (1978:51). Therefore, it is important establish which information is required is important to which stakeholders, as well as an appropriate information dissemination process that occurs throughout the development process. To this end it is important to identify the contentious issues related to tourism development and the community within an area, and the potential stakeholders involved (Keogh, 1990). The identification of these contentious issues, require some level of research on the community and its local environment, such as the numerous impact and attitude studies done in recent years shown in table 2.7.

Table 2.8 Research conclusions of community perceptions of tourism

Increased impact as tourism encroaches on home residence	Belisle and Hoy 1980; Sheldon and Var 1984; Keogh 1990
Development favourable to those economically dependent on tourism	Pizam 1978; Belisle and Hoy 1980; Brougham and Butler 1981; Millman and Pizam 1988; Keogh 1990
Tourism promoted the creation of employment	Prentice 1993; Avcikurt and Soybali 2002
Excess public resource expenditure on tourism development	Prentice 1993
Tourism promoted the creation of recreation opportunities	Allen, Hafer, Long and Perdue 1993
Beneficiaries from tourism likely to support tourism and less likely to note costs	Pizam 1978; Prentice 1993; Snaith and Haley 1999; Avcikurt and Soybali 2002
Tourism over-promoted as a form of economic development	Prentice 1993

These studies identified some key issues that cause conflicts within community tourism development. It has also been noted that the perceptions of tourism by communities is often based on a number of characteristics and circumstances (see table 2.9). Generally socio-demographic characteristics, tourist-community interaction and economic dependency, whether at the individual or collective level, can be used to determine the nature of the probable perceptions of tourism by host communities

Table 2.9 Characteristics or circumstances determining communities perceptions of tourism

<i>Socio-demographic characteristics</i>	Belisle and Hoy 1980; Brougham and Butler 1981; Millman and Pizam 1988; Carmichael, 2000
<i>Proximity of residence to tourist area</i>	Pizam, 1978; Belisle and Hoy 1980; Sheldon and Var, 1984; Perdue, Long and Allen, 1990; Carmichael, Peppard, and Boudreau, 1996
<i>Length of residence/Community attachment</i>	Belisle and Hoy 1980; Sheldon and Var, 1984; Lui and Var, 1986; Allen, Long, Perdue and Keiselbach 1988; McCool and Martin, 1994; Ryan and Montgomery, 1994; Lawson, Marrett and Williams, 1996
<i>Social exchange</i>	Pearce, 1982; Ap and Crompton, 1993
<i>Community involvement in decision making</i>	Cooke, 1982; Allen and Gibson, 1987; Ritchie, 1993; Lankford, Williams, and Knowles-Lankford, 1994
<i>Level of interaction with tourists</i>	Liu 1986; Madrigal, 1995
<i>Level of tourism development</i>	Doxey, 1975, 1976; Butler, 1980
<i>Type of tourism activities</i>	Bryden , 1973; Pizam, 1978
<i>Seasonality of social and economic impacts</i>	Davis, Allen, and Cosenza, 1988
<i>Individual economic dependence on tourism</i>	Liu, Sheldon, and Var 1987; Thomason, Crompton, and Kamp 1979; Murphy 1983
<i>Opportunity of visitor economic exploitation</i>	Pearce, 1982
<i>Economic Instability with fluctuating incomes and prices</i>	Gee, Choy, and Makens, 1984; McIntosh and Goeldner 1986
<i>Community economic dependence on tourism</i>	Rothman, 1978; Thomason, Crompton, and Kamp 1979; Liu, Sheldon, and Var 1987; Allen, Long, Perdue and Keiselbach 1988; Costa and Ferrone, 1995; Wilson 1997

Findings show that residents that are beneficiaries from tourism are more likely to support tourism and are less likely to see the costs of tourism than other residents (Prentice, 1990). Iroegbu and Chen (2002) suggest that within a community, there are two main groups in terms of tourism development support, the tourism supporters and tourism sceptics. These two groups are believed to have either a positive or a sceptical perception in terms of several areas of tourism's impact upon a community, as shown in table 2.10 below.

Table 2.10 Basis for community perception of tourism attributes

Overall benefit of tourism
Development of recreational facilities
Tourism's role in the future of a community
Effect on land value
Tourism employment conditions
Environmental impact from tourism
Leakage of tourism revenue to external organisations
Tourists contribution for community services
Undesirable social conditions, i.e. crime and gambling
Resident-visitor interaction and conflict

After Iroegbu and Chen (2002); Ross (1992)

What can be drawn from this supporter versus sceptic analogy is that what the majority of people base their perceptions on is how tourism affects them directly, no matter how collective good oriented an individual is oriented. Cater (1987) noted that individuals that receive more from tourism will be more favourable to its existence, which is consistent with general human behaviour and correlations between acceptance of phenomenon and benefits received. Realising that there is likely to be a perceptual difference amongst a community, although a hindrance, aids in developing a representative approach where the needs of the collective culminate to best result for the community as a whole. Hence an understanding of a community and their attitudes and perceptions is beneficial when addressing tourism policy and planning formulation.

2.5 Resident Attitudes

Understanding the attitudes of residents' towards tourism is a fundamental component for tourism planning and development. It assists in identifying, measuring and analyzing the impact of tourism, establishing public support for tourism, and determining policy and responses to tourism development (Ryan and Montgomery, 1994; Page and Lawton, 1997). These attitudes can be defined as an individual's state of mind influencing their interpretation of their environment (Page and Lawson, 1997), which suggests that attitudes are dependent on how an individual perceives reality. Added to this several researchers suggest that attitudes are perceptions, the attitude being simply an individual's perception towards an object (Ap, 1990; Page and Lawton, 1997). This substitutions of terms can add to the difficulty within understanding a psychological process, which is further more confused by the individual and collective analysis of attitudes. It is possible to interpret attitudes as a purely personal situation, however as Getz (1994) points out attitudes can also belong to a group, rather than just an individual. To understand an attitude it necessary to recognize that attitudes can be formed from three general conditioners, being:

- *Cognitive (perceptions and beliefs)*
- *Affective (likes and dislikes)*
- *Behavioral (actions or expressed intentions)*

(McDougall and Munro, 1994 cited in Page and Lawton, 1997: 209)

Within different communities different situations will affect the perceptions of tourism. As Ross (1994) observed, attitudes are individually subjective and involve evaluative judgment based on individuals' unique beliefs. A study by Ap and Crompton (1993) using social exchange theory sheds some light on to this subject, and suggests that when an exchange of resources between residents and tourism is high and balanced, or high for the host, residents view tourism impacts positively. Conversely, when an exchange of resources is low and a balanced or unbalanced exchange occurs, the impacts are viewed negatively. This is just one study that highlights the diversity that can exist within communities, which can be based a variety of dimensions, a summary of which can be found in table 2.8.

A key piece of work regarding resident attitudes to tourism, which has proved to one of the most influential is that of Doxey (1975), who proposed an irritation index, or “Irridex”, in which “four time-related stages are linked to increasing numbers of tourists” (Mason and Cheyne, 2000:392). The Irridex theorized that as tourist numbers increased, resident populations react with increasing hostility towards the tourists, passing through stages from euphoria to antagonism. Additionally Doxey argued an integral factor is whether the residents view tourists and tourism as a threat to their lifestyle. As Young (1973) pointed out, once a community reaches a saturation point for tourists, the associated negatives may very well outweigh the positives.

Table 2.11 Doxey’s Irridex of host irritation in tourism development

Number of Visitors	Stage of Irridex	Host Community Behaviour
<i>Low</i>	<i>Euphoria</i>	Enthusiastic and welcoming to visitors. Mutual feeling of satisfaction with opportunities for locals and economic benefits resulting from tourism
<i>Medium</i>	<i>Apathy</i>	Industry expands; community takes tourism industry for granted. Tourists targeted for economic benefit, with a formalisation of host-guest relationships
<i>High</i>	<i>Irritation</i>	Industry reaching saturation point, cannot handle the visitor numbers without expansion of facilities
<i>Very High</i>	<i>Antagonism</i>	Irritation of hosts becomes overt. Visitors seen as harbingers of all that is negative, while being exploited. Mutual politeness has given way to antagonism.

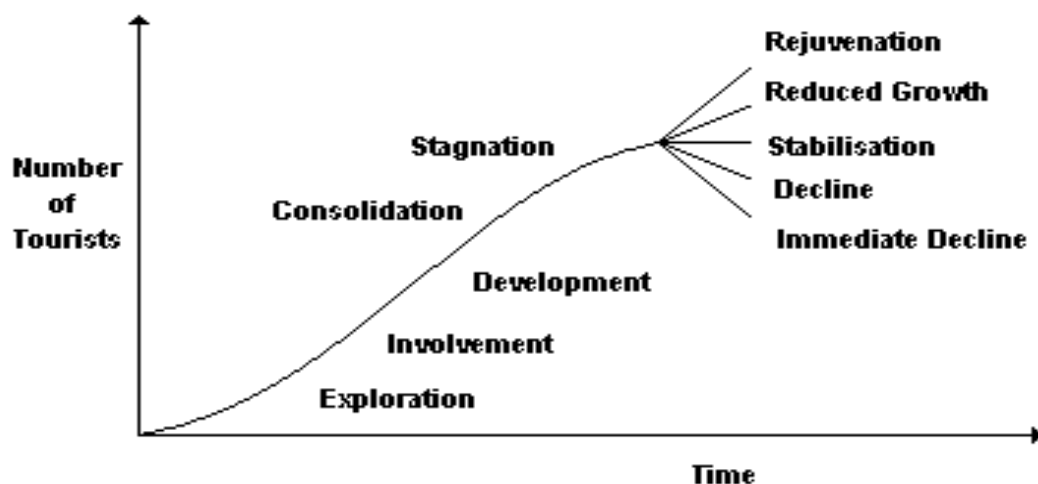
(Doxey, 1975 cited in Murphy, 1985)

Although it would seem obvious that as visitor numbers reached saturation point, the host community would become antagonistic, it is important to note that with diversity of community, would also come a diversity of attitudes, potentially positive or negative depending on the circumstances of the particular groups or individuals within the community. Doxey’s model suggests a singular destination development sequence, where the host community’s attitudes and reactions will alter over time in a predictable sequence (Murphy, 1985). This model, though useful, potentially neglects the complexity and diversity of the human culture where irregularities are often the norm.

Noting this evolutionary development of residents’ attitudes, Butler (1980) suggested the Destination Area Life Cycle. This model is a description of a general pattern of a destination, and the evolution it goes through over time and increasing visitor numbers. Traditionally the concept of a destination life cycle consists of six potential

stages: Exploration, Involvement, Development, Consolidation, Stagnation, Decline and Rejuvenation (see figure 2.3). Although this model has received mass attention in the realm of tourism research, and that the main concepts hold a justifiable place there is still speculation to whether there may be deviations to some of the basic understandings. This speculation focuses on the diversity of destination, where the evolution is as simply defined as the premises established by Butler (Wall, 1982; Getz, 1983; Haywood, 1986; Debbage, 1990; Martin and Uysal, 1990; Getz, 1992, Hovinen, 2002). This refers to differing destinations experiencing differing combinations of Butler's prescriptions over differing time periods, which could be explained by a variety of circumstances and environmental conditions.

Figure 2.3 Butlers Destination Area Life Cycle



What is consistent between Butlers model and Doxey's Irridex is the consideration of number of tourists, which without appropriate control or management will likely result in a negative attitude by host communities and potentially chaotic tourism industry. This suggests that tourist destinations are highly sensitive to the volume of visitors, hence having a *carrying capacity* where simply the number of items in a given space does not present an unacceptable alteration to that space (Matheson and Wall, 1982; Williams, 1998). This concept was adapted from other disciplines for tourism, with traditional focus on physical and experience degradation from excess visitation. However, this focus was generally expanded to include economic and social considerations, particularly the impact on the host community. Ideally, by determining the carrying capacity the negative impacts upon a destination, can be

minimised, particularly for the host community who are a critical element of a destination.

Problems however exist with the notion of carrying capacity, with multiple environments and the dynamic nature of capacities (Wall, 1983; Williams, 1998) and whether it represents the real or the ideal situation, with levels that are actual or estimated. Numerous environments make it difficult to determine one specific base to draw capacity levels, for example whether to focus on the physical or the social environments can present significant conflicts. Additionally as a destination evolves so too do the physical and social environments, with the toleration of the destination to increased visitor volume potentially becoming larger as resident attitudes change and physical developments cater to the influx of visitors. Understanding of resident attitudes and related concepts such as community irritation and carrying concept assist in understanding a community and where tourism may fit in. With this understanding tourism planning becomes a community oriented and potentially beneficial process. However this understanding of community will not guarantee a successful planning development and implementation. To assist with this, several tourism planning models have been developed, giving differing perspectives on how to undertake the planning process.

2.6 Tourism Planning Models

From this ideal, concepts can be developed to integrate communities' perceptions into tourism planning. Concepts, by definition are patterns or regularities that can be observed in events or objects (Novak and Gowin, 1986). The knowledge that one has about a given topic consists of concepts relative to the topic and the relationships amongst those concepts (Duttweiler, 1991). Concept mapping is a visual way to represent concepts and relationships held within a situation, which in theory assists in the interpretation of the planning process. Several attempts, both practical and theoretical have been made to adopt this idea of a step-by-step process for tourism planning (Hall and McArthur, 1998; Hall, Jenkins and Kearsley 1997; TIANZ, 2002b; Brass, 1997; Murphy, 1985; Manning, 1998; Mill and Morrison, 1985).

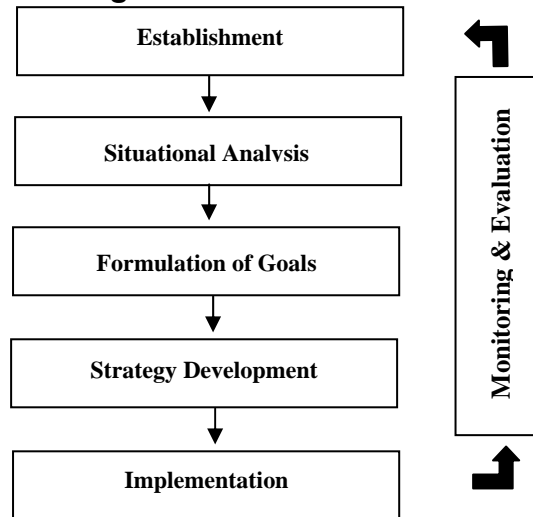
Several of these mapping processes has focused on traditional strategic planning processes at the micro level, where each internal process is outlined in a temporal manner as to achieve desired outcomes, often in a practical manner. Alternately other processes have examined the situation in terms of the macro-environment, possibly with more of a theoretical approach where internal and external forces and relationships are examined. Obviously some of the models have a minimal combination of the two types, but can be generically classified as shown in table 2.12.

Table 2.12 Tourism Planning Models

Micro Based Models	Macro Based Models
Community Tourism Planning <i>TIANZ 2002b</i>	Community-Oriented Tourism Strategy <i>Murphy 1985</i>
Steps in Public Participation <i>Manning 1998</i>	Tourism Policy Making Process <i>Hall, Jenkins and Kearsley, 1997</i>
Community Tourism Assessment <i>Brass, 1997</i>	Program Planning Model <i>Delbecq and Van de Ven (1971)</i>
Strategic Heritage Planning <i>Hall and McArthur, 1998</i>	Goal Programming Model <i>Cocklin (1989)</i>
Tourism Planning Model <i>Mill and Morrison, 1985</i>	<i>Strategic Planning Framework</i> <i>Jamal and Getz (1996)</i>

The micro based models basically flow through the processes of strategy development as shown in figure 2.4, which to a certain degree neglects some external influences on the process. Initially, a basis is established where relationships are defined, and then variety of forms of situational analysis are conducted to understand the current situation. From this understanding, future direction and goals are formulated, from which a strategy is developed and implemented. To ensure the continuity and prosperity of the process a monitoring and evaluation regime is often suggested. Several of these models (TIANZ, 2002b; Brass, 1997) have been developed to offer a regime that a destination or organisation can follow step by step to practically implement tourism plans and policy. These models offer a systematic solution to tourism development; yet generally neglect the wider considerations in which tourism exists, such as external influences like social and technological change.

Figure 2.4 The Model Planning Process



The macro based models focuses on the larger scheme, where the strategy formulation is a minor portion of a larger consideration of destinations, the wider environment and related external/internal forces and the relationships that may exist. Both the micro and macro oriented models have their benefits, but for the process of integrating communities into tourism planning there is not an approach that discusses the practical strategy formulation, as well as considering the forces and relationships that affect the process. Cocklin's (1989) goal programming model attempts to set acceptable limits to socio-economic and biophysical, which are inherently community-based. However this model neglects external and uncontrollable factors, such as politics, that can ultimately affect the limits to which can be experienced.

Hence, although existing planning models display some useful components, there remain pitfalls that can easily prevent the desired outcomes from them (Mintzberg, 1994). These pitfalls outline that although planning models may have the best intentions, in reality the results can be significantly different to what was intended (see table 2.13). Some planning models identify that community involvement is important, however often the level of commitment is skewed by the differing members, resulting inappropriate regimes and goals implemented, ultimately causing conflict within the community (Mintzberg, 1994). To overcome this it necessary to ensure that from the beginning all groups are aware of the value they can contribute and the possible repercussions of this activity. Planning models also tend to have high

level of rigidity, making them difficult to implement in real situations, as they cannot deal with dynamic situations that are often presented.

Table 2.13 Pitfalls of tourism planning strategies

Inconsistent levels of commitment and involvement of stakeholders

Inflexibility of plans with reluctance to change

Disregard for exogenous and extraordinary factors

Focus on development of strategy, but failure to implement

Lack of adaptability to new situations

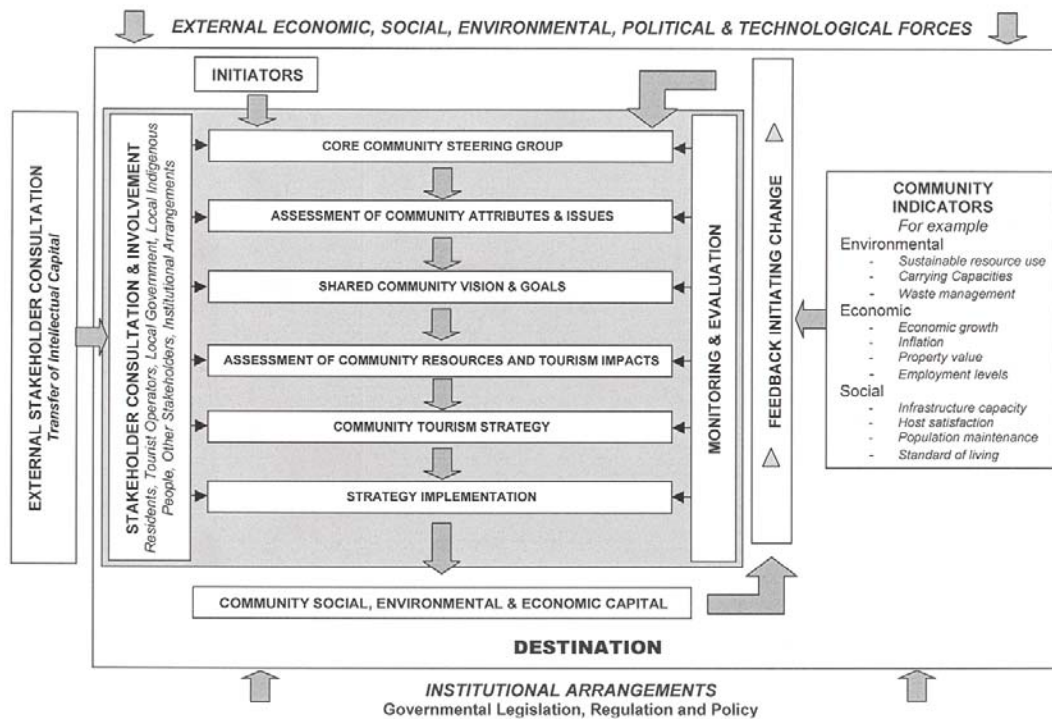
Reliance on goal development and achievement

This requires a level of flexibility, and an awareness of the environment so factors that can become highly influential of a situation can be dealt with in an efficient manner. The apparent wide range of pitfalls of strategic planning, it could be questioned whether a strategic approach is appropriate. Jamal and Getz (1996) stated that although there were limitations of strategic planning, by utilising a comprehensive understanding of where a destination's elements fit within the external environment, a strategic approach can develop a long-term sustainable tourism system. Hence strategic tourism planning is beneficial, but needs to encompass a broad understanding of the environments, be dynamic and adaptable, be open to creativity, consistently attempt to improve itself while giving opportunities for those who are affected by tourism to have a role in its development.

2.7 Model of Community Involvement in Tourism Planning

To this end figure 2.5 presents a proposed model for community involvement in tourism planning system. This model advocates that tourism planning involves the community as much as possible, utilising available resources for the desired and appropriate outcomes.

Figure 2.5 Model of Community Involvement in Tourism Planning



This model places destination and community within the planning process, with external factors being considered, to give both a practical and conceptual thought to the community involvement in tourism planning. Basically it is the process of discovering where tourism fits:

1. *Where the community currently is*
2. *What the community would like to achieve*
3. *How the community can achieve it*

Although very simplistic, these questions give a basis to understand forms of strategic planning, which is recognised as an important method of tourism management (Moutinho, 2000). The proposed model expands upon this simplistic approach integrating both a macro and micro assessment, with a proposed system that outlines necessary and detailed approaches to the numerous tasks that are required to devise and implement a community oriented tourism strategy. It should be noted it is intended to be a prescriptive model, which seeks to demonstrate how tourism planning should occur relative to popular standards (Mitchell, 1989). This opposed to descriptive model that demonstrates actual tourism planning. Hall and Jenkins (1985) recommend the descriptive approach as it gives future planners prior observed information to base their decisions. The proposed model, based on a variety of both descriptive and prescriptive models and studies, hows to offer the ideal method,

although being prescriptive on how achieve effective levels of community involvement in the planning process, to the end of achieving a sustainable tourism product. Below is a detailed analysis of the model, with explanation of each step and the justifications for their use.

Initiators

The initiators are individuals or groups whom begin the process of tourism planning at the destination level, often from a variety of backgrounds. Basically, they facilitate discussion and thought regarding tourism planning in an area, and then facilitate processes in which to develop plans. Local government representatives, such as economic development whom see tourism as a potential or inevitable development, often play a large role at this stage. This could be explained due to the local government role of facilitating development in areas, for the benefit of the larger community (Venture Southland, 2002). The planning process can be initiated for a number of reasons, some of which have been outlined by Hall and McArthur (1997: 19) as:

- *Stakeholder demands: resulting from pressure from stakeholders*
- *Perceived need: lack of knowledge or expertise in certain area*
- *Response to crisis: reaction to a situation*
- *Best practice: process to do things better*
- *Adaptation, Innovation and the Diffusion of Ideas*

Tourism planning is generally initiated for a combination of reasons, some of which may be able to be achieve the desired outcome through a strategic approach to planning. The Initiators are not necessarily intensively involved throughout entire planning process, which can introduce conflict within the process and the relationships. To combat this potential for conflict it is necessary to comprehensively communicate the purpose of each position and stage, and the general understandings of neutrality, acting on the destination level opposed to the individual level.

Core Community Steering Group

The next step is the collation of a group of people, ideally democratically elected to facilitate and control planning process on behalf of community. To enhance the community involvement ideally this should be comprised of host community

individuals whom are not attached to closely to any organisations with particular agendas, which may affect the objectivity of the decision-making processes.

Important roles of this steering group are:

- *Facilitate communication amongst host community, other stakeholders and the Steering Group*
- *Understand the community and represent their values and attitudes*
- *Ensure awareness and participation of stakeholder groups*
- *Facilitate assessment of community attributes and issues*
- *Facilitate formulation of goals and strategies*
- *Ensure continuity and oversee the planning process*
- *Ensure objectivity and proactiveness*

(Mintzberg, 1994; Hall and Jenkins, 1995; Jamal and Getz, 1996)

Assessment of Community Attributes and Issues

To maintain a community focus it is important to assess the community and judge what it is the community wants from any tourism development. Some form of research needs to be conducted, to gain a comprehensive understanding of the communities attitudes and values. It is important to initially assess any past, current or future issues that may affect tourism development. Issues that can affect the planning and development processes can be very broad, ranging from resource use to personal conflict. Each issue should be identified, then addressed by the community to assist in the appropriate development of community shared vision and goals.

Shared Community Vision and Goals

In the development of a communities vision the community attempts to look into the future and imagine what they would like their community to be. Such an effort involves identifying what the community's values or desires and trying to include those elements in a shared image of their community (Brass, 1997), which should have been identified within the previous community assessment of attributes and issues. The vision inherently is a statement of where and how a community desires to be in the future. In commercial terms, this is the communities mission statement, indicating what this 'organisation' intends to achieve (Moutinho, 2000). To maintain the community focus it is important to realise that the community's vision is of their own design, hence may be completely different to popular contemporary visions of

tourist destinations, where focuses are commonly on aspects such as economic development and environmental protection.

Following on from this it is necessary to define goals to achieve the vision, what the community wants out tourism. These goals set targets and implement a method of monitoring, to evaluate if the tourism development is meeting the expectations of the community. Again these goals need to be based on what the community desires, whether it economically, environmentally, culturally, socially based, or a mix or these. To implement these goals it is necessary to fully understand the existing community tourism environment.

Assessment of Community Resources and Tourism Impacts

The assessment of the existing tourism environment within a community is an essential process to effectively produce a strategy. This assessment assists in understanding where a community is currently situated in terms of tourism, identifying potential positive and negatives from current and future development. Ideally each facet of the community should be assessed in terms of affecting and being effected by tourism. Numerous methods can be employed to discover numerous facets of tourism within a community. Table 2.13 provides a list of key areas a community should assess the current situation, in terms of supply and demand and then assessing the current and future impact of tourism relative to each area of the community.

Table 2.13 Key areas for community assessment

Market Situation	Visitor characteristics, behaviour and perceptions
Natural Resources	Ecology, climate and land form
Promotion and Information	Marketing internally and externally
Infrastructure	Public services and facilities (e.g. roading and waste management)
Ancillary Services	Private services and facilities (e.g. transport and petrol stations)
Publicly Owned Attractions	Non-restricted attractions (e.g. recreational facilities and icons)
Privately Owned Attractions	Commercial attractions
Community Resources	Social and cultural traditions and norms
Regulation Policy	Laws and regulations controlling management and development
Development Potential	Potential for development and management of resources

(Gunn, 1988; Laws, 1995; Davidson and Maitland, 1997; Lindberg, Andersson, and Dellaert, 2001)

With this broad understanding of the existing tourism situation within a community, combined with an understanding of the community’s vision for the area and their

perceptions and issues, the process of developing an operational tourism strategy becomes simpler.

Community Tourism Strategy Development and Implementation

Gunn (1988:265) noted that “haphazard, sporadic and uncoordinated efforts are not likely to yield expected results from community tourism development”, hence tourism planning needs a systematic orientation to minimise negatives and maximise positives. A strategy is required to map out a clear direction for a community and provide a framework for the best method of achieving the desired results (Tourism New Zealand, 2001). It is important to realise that to maintain the community focus that the strategy be based on the findings of the previous portions of the suggested model. Ideally the community strategy should include:

Table 2.14 Elements of a community tourism strategy

Introduction	Explanation, justification and background to strategy
Community Vision	Overall desired outcome of tourism in community
Community Goals	Specific goals to be achieved
Tourism Opportunities	Beneficial and efficient use of resources
Monitoring Impacts	Indicators for monitoring change
Community Tourism Action Plan	Organisational structure, infrastructure and product development
Recommendations	Implementation, timeline, promotion and research strategies

(TIANZ, 2002b)

The responsibility of developing a community tourism strategy should be allocated to an entity that fully is aware of the purpose and needs of the community, while possibly also having objective expertise to avoid traditional ad hoc catastrophes (Haywood, 1988). When this strategy is completed it is highly important to ensure it is implemented and is indoctrinated on an on-going basis to ensure that the goals of the community are achieved. The core community steering group should take responsibility for the implementation of the strategy, facilitating the necessary tasks to be completed by which ever party is deemed appropriate.

Community Social, Environmental, and Economic Capital

The outcomes from the strategy should be steps towards improving the community in a manner that it desires. Ideally, resulting from an appropriate strategy formation, the community should receive benefits that add to the social, environment and economic basis of the community. This capital not only serves the community, but also goes towards achieving the goals. However, to achieve this it is necessary to understand the

dynamic nature of tourism and the need for ongoing monitoring to ensure the goals of the community remain central to development.

Feedback Initiating Change and Community Indicators

Communication channels need to be established and maintained to ensure that throughout the planning process, the community is able to voice any concerns regarding the process. To assist in the assessment of outcomes, it is beneficial to develop community indicators that show particular objectives of the community. Indicators assist a community to determine where it is, where it is going, and how far it is from its goals (Hall, 2000). These indicators need to be quantifiable in whatever the community desires, whether the focus is on environmental, social, economic, or sustainability concerns. As this is an ongoing process it is necessary not only to evaluate and measure against final results, it is also valuable to have an ongoing monitoring and evaluations process.

Monitoring and Evaluation

An ongoing monitoring and evaluation program serves to ensure that regularly activities are examined to ensure they are contributing to the overall goals of the community. This program can be a costly exercise, particularly if undertaken by commercial market research providers so it is important to develop the methods in an early stage, ideally developing a program with some expert advice. Areas for monitoring can be seen in table 2.15 below.

Table 2.15 Areas for monitoring

Analyse visitor numbers and characteristics
Conduct visitor surveys
Accommodation Occupancy Rates
Field checking of actual progress of tourism development projects
Develop and maintain relationships with tour operators to determine success of local activities
Impact analysis of economic, social and environmental concerns
Development schedules with other parties that have roles within tourism industry

(Gunn, 1988; Brass, 1997)

Results from these programs need to be compared to the overall goals to assess if the tourism development is achieving the communities ideals. To this end it is important to maintain regular communication with community regarding progress to ensure an ongoing satisfaction with development.

Stakeholder Consultation and Involvement

An obvious facet of community tourism planning is the actual integration of the community into the planning process. It is generally accepted that it is the public's right to participate in planning of activities that affect their day-to-day lives, however in reality this infrequently occurs effectively (Simmons, 1994). Sewell and Phillips (1979) suggest that involvement of the community in planning has three basic points of contention, those being:

- *Degree of Community Involvement*
- *Equity of Participation*
- *Efficiency of Participation*

If the appropriate level of each of these categories can be achieved, integration of community into planning has occurred. The fundamental process is the development of channels of communication, which is how the community learns information and how they feed it back to the appropriate parties. It is important to note that this two-way communication process, where feedback is just as important as the initial form of communication. Types of information for consultation with community should be broad encompassing anything that may be are shown in table 2.16 below.

Table 2.16 Types of information for community involvement.

Situational Information
Potential Legislation and Regulation
Development Projects and Possibilities
Environmental, Economic and Social Impacts
Visitor Characteristics and Statistics
Tourist Attractions and Resources
General Tourism Education
Marketing Initiatives
Methods of Communication
Political Structures and Information

With this wealth of information to be potentially assessed by the community it is important to create a program of mediums, which are appropriate channels of communication which will effectively feed information between planning entities and the communities and stakeholders they serve. Hall and McArthur (1998) suggested that there are numerous methods for this communication, as can be seen in table 2.17.

Table 2.17 Methods of stakeholder consultation

Draft Documents
Information Sheets, Flyers and Brochures
Assessment of Political Climate
Displays
Computer Simulations and Internet
Media Campaigns
Guided Tours
Telephone Polling and Surveys
Review of Related Plans and Publications
Public Meetings
Small Stakeholder Meetings
Individual Interviews with Stakeholders
Focus Groups
Workshops
Advisory Committees

(Modified from Hall and McArthur, 1998)

The resultant communication should be a basis for all levels of the planning process at all stages, to ensure that the communities needs are being met. Often however there may be a lack of understanding and skills within the community to convert the communication to activity, hence it is beneficial to source expertise from external sources.

External Stakeholder Consultation

It is necessary to realise that often the knowledge and skills to effectively achieve some of the community's goals may not exist within the current environment. Hence it may be appropriate and viable to gain some external expertise in, or the transfer of intellectual capital. Intellectual capital is any intangible asset that has a claim to a future benefit, such as some forms of consultancy (Bernhut, 2001). Basically this intellectual capital is useful information that a party has to impart, to benefit but not dominate a situation (Hyatt, 1991). Commonly this external intellectual capital can come from industry experts, consultants, educational institutions, special interest groups and governmental organisations. This external input serves to negate potential pitfalls, while maximising communities goals through advise and decision making often based on previous experiences and observations in the planning process.

External Economic, Social, Political and Technological Forces

Unfortunately, tourism planning is not restricted to internal and controllable factors. Many external forces can have a determining influence over the development of a destination, whether they are factors such as economic, social, political or technological. Some examples of these forces are shown in table 2.18.

Table 2.18 Examples of external forces on tourism planning

Force	Examples
Economic	Inflation, taxation and disposable income levels
Physical	Natural disasters and health
Social	Fashion and trends (e.g. environmentalism)
Political	Terrorism, trade barriers and external communities' tourism planning
Technological	Telecommunications, internet and transportation

These forces need to be assessed in an ongoing manner to determine how they will affect the community's goals. In differing circumstances these forces can highly affect the number and characteristics of visitors and the environment they may visit. Closely aligned with the external forces are the policies determined by local, regional and central government regarding activities and development within a region.

Institutional Arrangements

Within every environment, there are sets of arrangements devised by differing levels of the community to ensure general standards of practice. Most commonly these arrangements, or policies and regulations are set by governmental organisations at differing levels, whom are intended to act on behalf of the greater good, whether that is at the local, regional or national level. Before any actions or decisions can be made within the tourism planning process it is necessary to ensure that potential directions will fall in to the restrictions of institutional arrangements.

2.8 Summary of Planning Model

A model such as the one suggested is prescriptive, hence it is important to realise the ultimate community involvement in tourism planning may never exist. This model brings to attention several factors that are not only important for tourism planning but also the involvement of the community. By having committed facilitators and an ongoing commitment to the development of planning in a community this model shows areas of potential pitfall and courses of action to avoid them while developing a community focus. An obvious key to success is knowledge, which is an ongoing understanding of the components of the community and the tourism sector. Hence it is the process of knowing where a destination currently is, where it desires to be and how it intends to achieve its goals.

Chapter Three

Tourism in the Catlins and New Zealand

3.1 Introduction

Tourism has been described to be in a state of transition in New Zealand (Hall and Kearsley, 2001), growing in size and significance, with new and existing markets demanding new and differing experiences. Perceptions and expectations of tourism in New Zealand are changing, as it now holds a significant sway over the economy and society in general. As an integral component of modern New Zealand, it is essential to ensure tourism will continue to prosper, but not at its future's expense, or the expense of the physical and cultural environments. Hence there is a need for sustainable planning within tourism in New Zealand, particularly at the local and territorial level. This chapter introduces tourism in New Zealand, with particular reference to its current status, tourism planning and resident attitudes towards tourism. This is then followed with a specific discussion of the case study area of this research, the Catlins. This discussion looks at the location, physical and cultural characteristics and heritage, then moves on to discuss the nature of the tourism industry as it currently stands, examining product offerings, markets, stakeholders and specific issues important to tourism development. This introduction to New Zealand and specifically the Catlins, attempts to illustrate the need for recognising destination stakeholders' opinions and attitudes, especially those held by the host community.

3.2 Tourism in New Zealand

Tourism is recognised now as one of the world's most important economic activities, and this is especially true in New Zealand. In New Zealand tourism is a \$14 billion industry and generates 15.8% of New Zealand's exports (TIANZ, 2002a). In addition, the tourism industry employs one in ten New Zealanders in a diverse range of occupations. In terms of international visitor arrivals, the number increased by 2.8% to 1,985,000 from October 2001 to October 2002, despite recent political unrest such as terrorism in other countries discouraging travel (Tourism New Zealand, 2002). Thus, there has been a growth of approximately 85% over only ten years (Tourism

Strategy Group, 2001). Regarding domestic travels, tourism statistics indicate that New Zealanders made an estimated 16.3 million domestic overnight trips in 2000, equating to approximately \$16.3 billion of tourism expenditure (Gravitas, 2002).

Tourism in New Zealand has a significant impact not only on the economic environment, but also on the physical and socio-cultural environment. These effects on the economy, the environmental systems and host communities explain the important role that tourism plays within governmental policy and planning (Hall and Kearsley, 2001). All these factors point to the significant importance the tourism plays in the New Zealand society, and therefore the need for tourism planning to best cope with the developing situation. Currently the base for legislative planning for tourism in New Zealand is the Resource Management Act, but this only serves as one component in the development of a sustainable tourism industry. Internationally, recommendations such as the Bruntland Report (1987) have given direction for sustainability, but cannot provide the drive for that direction. This can only come from within. Hence New Zealand's National Tourism Office, the New Zealand Tourism Board (NZTB), devised the Tourism Strategy 2010, which acts as roadmap of how to develop tourism in a sustainable manner in New Zealand.

This strategy was initiated in 2000 when government and members of the tourism industry realised the necessity of developing a national tourism plan for the future. The main purpose of the Tourism Strategy 2010 is to map out a clear direction for the tourism sector and provide a framework for appropriate decision making (TSG, 2001). Several other objectives were also outlined to ensure the sustainability, public participation, and public/private commitment of the tourism sector. Table 3.1 outlines the key objectives to achieve these principles.

Table 3.1 Objectives of Tourism Strategy 2010

Manage growth to ensure long term sustainability
Methods for conflict management between tourism and values of New Zealanders and their visitors
Structure facilitating investment and profitability
Recognition of the role of Maori in tourism
Minimalise the overlaps and gaps within tourism industry
Secure commitment and funding from government
Assist tourism operators to simplify business
Educate New Zealanders on the role of the tourism industry and their role within it
Provide cohesion to strategic direction and activities

(TSG, 2001:1)

The strategy proposes that by using 'enablers', communities throughout New Zealand should be able to achieve these objectives. Enablers can be defined as key resource employment strategies, which are intended to facilitate and support a successful and sustainable development of tourism in New Zealand. The specific enablers outlined for New Zealand are:

- *Technology*
- *People*
- *Research & development*
- *Infrastructure & investment*
- *Quality*

By effectively utilising and strategising these opportunities it is hoped that by 2010, New Zealand tourism will achieve its vision:

“in 2010, visitors and their host communities understand and embrace the spirit of hospitality while, New Zealanders’ environment and culture is conserved and sustained in the spirit of guardianship and tourism is a vibrant and significant contributor to the economic development of New Zealand”. (TSG, 2001:ii)

The strategy was developed as a national model, whereas tourism planning in New Zealand is currently still remaining the responsibility of local and regional agencies (Simpson, 2001) with some input from national industry associations, such as the Tourism Industry Association (TIA). With primary responsibility remaining at the local level, this offers the opportunity for matching of specific policies to specific local situations, such as funding, community agendas or legislation.

Currently there is a network of 26 regional tourism organisations (RTOs) whose primary function is to capitalise on opportunities in their own geographic region. This however, still offers little assistance to smaller destinations, particularly those whom fall outside the catchment areas of existing RTO's, and are still at the initial stages of tourism development. An example of this within New Zealand is the Catlins regions on the southeast coast of the South Island. The Catlins is a rural oriented community that is experiencing significant tourism growth, and is still within the introductory stage of tourism planning. Currently this region, which falls under the jurisdiction of both the Southland and Clutha regions, has had little coordinated and specific support

from its regional tourism organisations, or any central government agency. Hence the local community has driven the demand for formalised adoption of tourism planning, which aligns with the proposed concepts identified in the national tourism strategy.

One common theme that is emerging from the strategy and regional tourism planning is the development of a sustainable tourism industry. The aim of this theme is to “secure and conserve a long term future” for the tourism industry within New Zealand (TSG, 2001:27). The strategy identified four goals, which should be achieved to sustain the industry. These are:

- *Value and conserve natural environment*
- *Integration and participation of Maori and their culture*
- *Foster recognition, understanding and appreciation of New Zealand’s heritage*
- *Ensure communities understand and support tourism*

Particularly with the importance of the community, it is beneficial to initially gauge a current situation both in reality and perceptually of how residents fit within the framework of their local community (Brass, 1997). Meaning that it is important to understand how New Zealand residents perceive the tourism industry to be able to create an environment that fosters the appropriate tourism development and education for each specific community. A basis for this can be gained from examining existing research into resident attitudes towards tourism within New Zealand to not only assess these previous attitudes, but to also assess the evolution of these attitudes to gain an insight into future opportunities and problems.

3.3 Resident Attitudes towards Tourism in New Zealand

Several studies have been conducted into New Zealand residents' attitudes towards tourism, which are shown in table 3.2. An early study by Mings (1980) into public support for international tourism in New Zealand showed a distinct lack of any critical or hostile reactions to tourism, effectively showing a hegemonic support for tourism.

Table 3.2 Studies into residents' attitudes to tourism in New Zealand

Cant (1980)	<i>The impact of tourism on the host community: the Queenstown example</i>
Mings (1980)	<i>A review of public support for international tourism in New Zealand</i>
Garland and West (1985)	<i>The social impact of tourism in New Zealand</i>
New Zealand Ministry of Tourism (1988)	<i>Residents' perceptions and acceptance of tourism in selected New Zealand communities</i>
New Zealand Ministry of Tourism (1992)	<i>Residents' perceptions and acceptance of tourism in selected New Zealand communities</i>
Evans, (1993)	<i>Residents' perceptions of tourism in selected New Zealand Communities: a segmentation study</i>
Page, and Lawton (1997)	<i>The impact of urban tourism on destination communities: implications for community tourism planning in Auckland.</i>
Ryan, Scotland, and Montgomery (1998)	<i>Resident Attitudes to tourism development: a comparative study between the Rangitikei, New Zealand and Bakewell, United Kingdom</i>
Mason and Cheyne (2000)	<i>Residents' attitudes to proposed tourism development</i>
Williams and Lawson (2001)	<i>Community issues and resident opinions of tourism</i>

With the significant growth of the tourism industry over the 1980's, the need for sustainable development grew. Thus, the Ministry of Tourism (1988; 1992) commissioned research into residents' attitudes to tourism. Both of these studies had three objectives:

1. *Provide information of residents attitudes for comparison to previous research*
2. *Gain insight into particular tourism related issues*
3. *Depict any misconceptions held by residents towards tourism*

Within this research 15 locations were examined, five being the major population centres of Auckland, Wellington, Christchurch, Rotorua and Dunedin, while the remaining locations were destinations recognised for their tourism development, such as Rotorua and Queenstown. Several key findings were found within this research. Whereas national consensus was discovered on several factors, significant variation were found between individual's attitudes in other factors, a summary of which is shown in table 3.3. Responses that generated national consensus offered positive perceptions of the impact of tourism on New Zealand communities.

Table 3.3 Amount of consensus in New Zealanders' perceptions of tourism impacts and initiatives

No Significant Variation	
-	<i>Tourism creates opportunities for cross cultural interaction</i>
-	<i>Promotion is required to attract tourists</i>
-	<i>Benefits of tourism are widely distributed</i>
-	<i>Nightlife development is required</i>
-	<i>Development of tourist facilities and attractions does not threaten local environments</i>
-	<i>Tourism does not alienate host communities</i>
-	<i>Tourism does not create inflation that makes New Zealand destinations inaccessible economically for domestic tourists</i>
Repeated Significant Variation	
-	<i>Tourism has created employment</i>
-	<i>Casinos are a valuable tool in the creation of tourism</i>
-	<i>Tourism creates traffic congestion</i>
-	<i>Domestic tourists are seasonally nuisances</i>

(Ministry of Tourism, 1992; Pearce, Moscardo and Ross, 1996)

The major population had consistently positive opinions, while the few variations were incurred by smaller tourism-oriented destinations such as Queenstown, Pahia and Te Anau. Pearce, Moscardo and Ross (1997) suggest that the dependence and effects of seasonality are likely contributors to the dissatisfaction of smaller destination with some elements of tourism development. A summary of mean results is shown in table 3.4, where a response of one indicated a total agreement, and five indicated total disagreement with the proposed statement.

Table 3.4 New Zealand communities attitudes towards tourism

<i>Tourism Statement</i>	<i>Mean</i>
Tourism has created employment	1.2
Tourism creates cross-cultural interaction	1
Tourism marketing is required	1
Tourism benefits the wide community	1.5
Shopping Hours need to be extended	1.95
Casino's assist in developing tourism	2.45
Nightlife needs to be improved for tourists	1.65
Ratepayers bear brunt of costs of tourism	3.55
Tourism has increased cost of living	3.6
The development of tourism facilities and attractions is a threat to the environment	3.7
Tourism creates traffic problems	3.6
Tourism alienates the host community	4.05
Tourism creates inflation that makes New Zealand destinations inaccessible economically for domestic tourists	3.65
Domestic tourists are seasonally nuisances	3.85

Modified from Ministry of Tourism, 1992; Pearce, Moscardo and Ross, 1997

This study highlighted a general popular attitude towards tourism; whether this was due to the potential economic and social developmental opportunities, or perhaps a

lack of understanding of the implications of tourism, remain to be seen. Evans (1993) took the data from the Ministry of Tourism (1992) and conducted further interpretation of resident attitudes towards tourism in New Zealand. Within this interpretation a cluster analysis was conducted to identify people that form natural groupings. These clusters were based on some form of similarity measure such as question response (Aaker and Day, 1990), yet having no prior assumptions about differences in the population (Punj and Stewart, 1983). Evans (1993) concluded that there were four distinct clusters, which each consisting of respondents with similar responses and attitudes to tourism in New Zealand, a summary of which is shown in table 3.5.

Table 3.5 Profile of attitude clusters towards tourism in New Zealand

<i>Cluster Evans (1993)</i>	<i>Cluster Ryan et al (1998)</i>	<i>Cluster Lawson et al (2001)</i>	<i>Characteristics</i>
Lovers	Moderate Enthusiasts	Lovers	Extremely positive perceptions of tourism and tourists Pro-tourism and pro-growth
Haters	-	Cynics	Extremely negative perceptions of tourism and tourists Anti-tourism and anti-growth
Controlled	Cautious Supporters	Taxpayers	Positive perceptions of tourism and tourists Resistant to change, recognise potential benefits and impacts
Selfish	Extreme Enthusiasts		Positive perceptions of tourism and tourists Pro-tourism and pro-growth particularly for personal benefit
-	-	Innocents	Unaware of tourism, receive little from its existence

Source: Evans, 1993; Ryan, Scotland and Montgomery, 1998; Lawson and Williams, 2001

These clusters reinforce the general positive perception of tourism. However, the Haters cluster comprised 11% of the sample, indicating a general negative perception of tourism. The Lovers, Controlled, and Selfish indicated general positive perceptions towards tourism, however offered different levels of caution and altruism. Evans (1993) indicated that, although this seems positive for tourism development in New Zealand, it was also important to realise the relative youth of the industry, with the likelihood of attitude changes with further development and growth. Following on from this, several studies were conducted in the South Island of New Zealand, which indicated that residents not only had concerns regarding the impacts of tourism, but also had changing perceptions. This in turn eventuated in behavioural changes in attempts to maintain the quality of the recreational experience (Higham and Kearsley, 1994; Kearsley and O'Neill, 1994; Coughlan and Kearsley, 1996; Ryan et al, 1998).

A study by Ryan, Scotland and Montgomery (1998) in Rangitikei in the North Island of New Zealand, a destination described as being in the late involvement stage of the destination lifecycle, showed resident attitudes that were very supportive of tourism. As with Evans (1993), cluster analysis was conducted, inferring three distinct clusters, the *Moderate Enthusiasts*, the *Extreme Enthusiasts* and the *Cautious Supporters*. These clusters were all positive regarding tourism, but as with Evans's study, some featured a level of concern with the potential impacts. The cluster characteristics were very similar to those found by Evans (1993) as shown in table 3.4. Due to the early stage of the destination lifecycle of Rangitikei, a description partially attributable to many destinations within New Zealand concurs with Doxey's theory of the Irridex where the residents will generally be supportive to tourism (Ryan, Scotland and Montgomery, 1998).

In a more recent study by Williams and Lawson (2001) some variations on the traditional resident view of tourism emerged. Again a cluster analysis was conducted on resident attitudes towards tourism in ten communities throughout New Zealand. As in past research an extreme positive cluster, namely the *Lovers*, and as in Evans's study (1993) a negative cluster, the *Cynics*, became evident. Additionally, the *Taxpayers* existed, which were similar to the controlled or cautious supporters. As such they recognised the effects of tourism, both positive and negative and cautiously approached its development. However, unique to this study was the emergence of the *Innocents* cluster (see table 3.5). The *Innocents* showed little interest in tourism, noted the negative impacts tourism has on an individual basis, which can be attributed to a general lack of involvement with its development, and opposed to antipathy (Williams and Lawson, 2001).

A study conducted by the South Catlins Promotions Association in February 2001 assessed the South Catlins community perceptions of development in the area, with particular focus on tourism (South Catlins Promotions, 2001). An increase of tourist numbers to the region was preferred by 68% of respondents, while 30% believed the current numbers were sufficient and 2% preferred a decline in numbers. These figures are consistent with other New Zealand communities who predominately see tourist growth favourably. Concern was shown throughout regarding the provision of infrastructure and experience within the area, with the belief that no further

development would be detrimental to tourist numbers and experience, and therefore detrimental to the improvement and growth of the local community. This study highlighted a general tendency in New Zealand, where tourism is recognised as a potential economic and social development tool, but without appropriate planning and development can have detrimental effects, opposed to the intended benefits.

Resident attitudes towards tourism have displayed a consistent trend since they began to be monitored. Generally communities have extremes quite extreme attitudes, either highly positive or negative, with a definite weighting towards the positive. However at the same time, attitudes are evolving to understand that the environments that are being offered to tourists are the same in which they must reside. To define New Zealand as a whole within the destination lifecycle is difficult, if at all possible. However, according to Doxey's theory of the Irridex (1975) as the density of tourists increases the level of resident irritation increases. Although no studies point to having a major proportion of residents irritated by tourism, there has been a definite attitudinal shift - from the complete optimism to a more cautious approach. These studies were characterised by employment of different techniques within very diverse communities, suggesting that it may be difficult to compare the results.

However, the results overtime do show a growing recognition of potential pitfalls of tourism, a necessary perception to best avoid them in the future. To assist this community growth and recognition, it appears important that residents' attitudes need to be assessed to benefit the planning and development of a destination, ideally as soon as possible. With the evident growth of tourism within New Zealand, and the growing reliance upon it, the need of this forward thought has become prevalent at both the central and local levels. However as with many planning activities, often a significant gap exists between the ideal theory and realistic practice.

Creating a balanced growth which considers residents' attitudes provides a unique opportunity for many emerging destinations, as this understanding may lead to the ideal sustainable development from the outset, opposed to the traditional reactive attempts at sustainability. The Catlins, on the southern coast of New Zealand, "*is poised on the brink of the inevitable*" (Grzelewski, 2003:35). Due to this expected mass influx of tourists, it is important that this destination and its residents are

understood from the beginning. That would make it be possible to optimise the situation for the host community, which are the foundations of the destination. Thus, it is necessary to assess the overall current situation in terms of tourism within the Catlins.

3.4 The Catlins

Location

The Catlins is a distinct region on the southeast coast of the South Island of New Zealand (figure 3.1). Although spatial definitions of the area have been varied (McKenzie, 1982), generally the region comprises the coastal and 40km inland area from the Clutha River in Otago to the Mataura River in Southland as shown in figure 3.2 (Peat, 1998; Catlins Tourism Strategy Group, 2002).

Figure 3.1 Location of Catlins

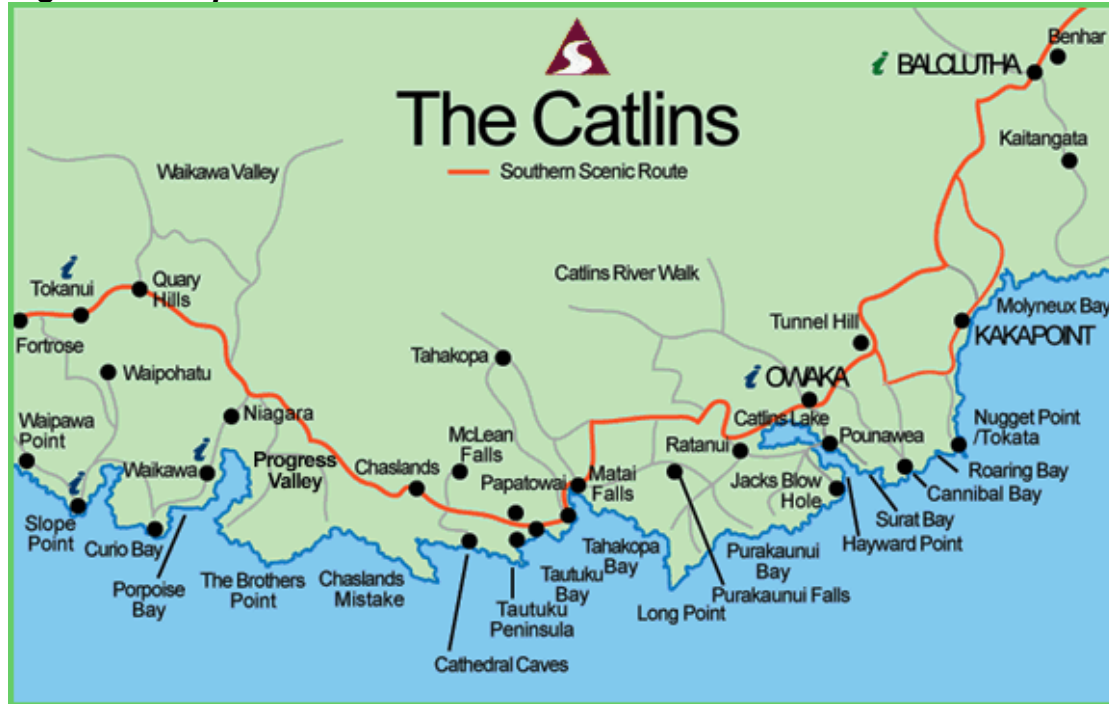


(Modified from Catlins-NZ, 2000)

Physical and Natural Characteristics

The Catlins has a diverse and unique nature of headlands and peninsulas protecting estuaries and long sandy beaches, framed by long valleys and a series of parallel ranges of hill running inland from the coast (Peat, 1998; CDC, 2001; Hamel, 1977). This unique geography is partially the result of interaction between the Murihiku (Southland) Syncline, a steep range of hills that separates two distinct physiographic regions, and the coastal erosion process, with diverse rain forests and coastal geographical irregularities such as the Cathedral Caves and Curio Bay's Petrified Forest (Peat, 1998).

Figure 3.2 Map of Catlins



(Source: A to Z Publications, 2002)

Much of the region, particularly the northern and south-western areas, has been developed for pastoral farming. This predominantly rural landscape is a resultant from the forest activities from the late 19th and early 20th centuries (Bond, Reid, Meimban, Walton, Eyles & Hope-Pearson, 2001). However, large areas of lowland mixed podocarp indigenous forest remain within the area, with the Department of Conservation administering the 42,000 ha Catlins Coastal Rainforest Park (Department of Conservation, 2002). Additionally, other tracts of land with the indigenous forest are under private ownership (Bond et al, 2002). The region is also rich in flora and fauna, key aspects are outlined in table 3.6 below.

Table 3.6 Catlins Flora and Fauna

<i>Flora</i>	<i>Fauna</i>	
<i>Rimu</i>	<i>Yellow eyed Penguins</i>	<i>Long Tailed Bats</i>
<i>Kahikatea</i>	<i>NZ Fur Seals</i>	<i>Forest Gecko</i>
<i>Miro</i>	<i>Wood-pigeons</i>	<i>Yellowheads</i>
<i>Beech</i>	<i>Blue Ducks</i>	<i>Yellow-crowned parakeets</i>
<i>Catlins Coastal Daisy</i>	<i>Hectors Dolphins</i>	<i>Shining Cuckoos</i>
	<i>Southern Elephant Seals</i>	<i>Hookers Sea Lions</i>

(Peat, 1998; Bond et al, 2002; Department of Conservation, 2002)

History

Because of this unique geography and resultant flora and fauna the Catlins region has always attracted human visitation. From the 10th Century to the 18th Century the local Maori, including the the Waitaha, Ngati Mamoe and Ngai Tahu visited the area for their traditional rohe and rohunga, using the local resources for food collection in the summer months, then returning to their normal residences during the autumn to spring seasons (Catlins-NZ, 2000; Hamel, 1977). The main food sources where the Moa, Seals, and a variety of bird life; however, when these resources became depleted in the 18th Century the traditional rohe was concluded. In recent times, numerous Maori settlement sites have been excavated to examine the distinctive culture that grew in the area, which is of significance to the contemporary local iwi, who hold the areas in high spiritual value. The Maori to this day hold a significant role in the Catlins in terms of ownership and management rights to large forest and coastal property (Cook, 2002), however have minimal cultural activity within the region.

Captain James Cook sighted the Catlins region in 1770, but it was not until after 1810 that whalers and sealers of European descent took short-term residence in the area (Waite, 1977; Catlins-NZ, 2000). The rich resource base, particularly the primary products, such as forestry, whales, seals as well as the potential for agriculture, continued to serve as magnet to the area. The Catlins region takes its name from Edward Cattlin, a ship captain who acquired land in the region in 1840. From the 1850's, forestry quickly became the major industry, with the expanse of large rain forests in the area. After the majority of land was cleared of forest, the agricultural farming boom followed quickly in the 1870s (Catlins-NZ, 2000). At the end of the 1870's the first railway track linked the Catlins to rest of the South Island, adding value to the primary industries in the area. The railway closed in 1971, due to improvements of technology and the infrastructure in the area, but its former path serves as current and potential recreational attraction. Additionally, technology such as bulldozers assisted in the clearing of vast portions of forest for conversion to farming. Originally it was principally dairying and cropping farming, however sheep farming quickly proved to be the most profitable and remains to this day (McKenzie, 1982).

Present Community

Due to the cross-regional nature of the Catlins area, it being partially Clutha and partially Southland, there are limited assessments of the community as a whole. It is estimated that there are approximately 1,000 households within the defined Catlins region, with an approximate population of 2,500 (Catlins Tourism Strategy Group, 2002; Statistics New Zealand, 2002c). Only two settlements, Owaka and Kaka Point have permanent populations that number over 250 residents, with several smaller settlements throughout the region (Clutha District Council, 2001). Generally, the two regions have fairly similar demographics compared to the nation average (see table 3.7). These regions tend to have a larger European ethnicity, and a reduced Maori population from the national averages (Statistics New Zealand, 2002a; 2002b). Additionally, these regions tend to have positive economic indicators, with lower unemployment rates, higher median incomes and a larger proportion of home ownership compared to national statistics. The main occupation in the Clutha and Southland region is in the agriculture and fisheries sector due to the southern reliance on the primary sector. However, the level of internet access is much lower than the national average, perhaps due to the peripheral nature of the area.

Table 3.7 Clutha & Southland Census Data 2001

	<i>New Zealand</i>	<i>Catlins</i>	<i>Clutha</i>	<i>Southland</i>
<i>European Descent</i>	80.1	96.2	95.2	95.5
<i>Maori Descent</i>	14.7	6.3	7.9	8.6
<i>Median Income</i>	\$18,500	\$18,475	\$18,700	\$20,400
<i>Unemployment Rate</i>	7.5	3.6	3.3	2.8
<i>Home Ownership</i>	68.8	81.0	76.3	78.3
<i>Occupation</i>	<i>Sales & Service</i>	<i>Agriculture and Fisheries</i>	<i>Agriculture and Fisheries</i>	<i>Agriculture and Fisheries</i>
<i>Access to Internet</i>	37.4	26.4	26.4	29.7

(Statistics New Zealand, 2002a; 2002b, 2002c)

The local economy has recently experienced a diversification towards the emerging tourism industry as a result of the natural advantages and unique cultural resources in the area, as well as alteration of the traditional reliance on primary industry (Hall & Kearsley, 2001). The Catlins community has recognised the advent of tourism in the area by observing and experiencing the large numbers of tourists within their region. Through this recognition, tourism has become a community issue, where concern has been raised through community groups, individuals, and the media, with both positive and negative perceptions regarding the implications of this advent. Hence, the Catlins

community and representative bodies have attempted and continue to attempt the development of appropriate planning. The major aim is to develop a sustainable, community-oriented approach to the development of tourism in the area (Catlins Tourism Strategy Group, 2002).

3.5 Tourism in the Catlins

Predominantly the image held by tourists of the Catlins is that of a coastal wilderness area (Kearsley, 1999). The region has a diverse array of natural and cultural attractions that are quickly becoming popular among tourists. The industry turnover in the Catlins grew by 10% in the year to March 2001 (Clutha District Council, 2001). It is estimated that by the summer of 2003-2004 road traffic, driven by the tourism industry, will double to approximately 400,000 visitors per annum (Beaumont, 2002a). Currently tourism provides 3% of employment over the region, and created an estimated income of \$6.2 million for the year ending June 2000 (Clutha District Council, 2001). International visitors to the Southland and Otago region continue to show positive growth figures (see table 3.8), supplying more potential visitors to the Catlins with approximately 925,000 in 2002, an increase of 7.6% over two years (Tourism Research Council New Zealand, 2003).

Table 3.8 New Zealand regions visited by international tourists

Region	2000	2001	2002	2-Year Growth Rate (%)
Northland	242989	263317	279517	15
Auckland	1172068	1211029	1313482	12.1
Waikato	372482	397935	414526	11.3
Bay of Plenty	592536	594770	648658	9.5
Gisborne	28216	36067	19625	-30.4
Taranaki	51728	53533	48480	-6.3
Hawkes Bay	124652	130597	132200	6.1
Manawatu/Wanganui	134799	142199	130125	-3.5
Wellington	418619	443968	459179	9.7
Marlborough	143550	149048	149450	4.1
Nelson/Tasman	211492	224329	238485	12.8
West Coast	334595	334502	347920	4
Canterbury	716087	744365	798070	11.4
Otago	618275	630233	668831	8.1
Southland	239610	251398	254296	6.1
Total	5401698	5607290	5902844	9

(Tourism Research Council New Zealand, 2003)

Domestic visitors to the Otago and Southland regions numbered at 1,456,000 in 2001 (see table 3.9). Although this was a decrease of 11.4% from 2000, a significant opportunity for the Catlins in terms of tourist growth is obvious (Gravitas, 2002).

Table 3.9 New Zealand regions visited by domestic tourists

Region	2000	2001	Growth Rate (%)
Northland	1172000	1059000	-9.6
Auckland	2582000	2491000	-3.5
Waikato	2884000	2859000	-0.8
Bay of Plenty	1818000	1937000	6.5
Gisborne	219000	207000	-5.5
Taranaki	379000	384000	1.3
Hawkes Bay	823000	667000	-19
Manawatu/Wanganui	1111000	1141000	2.7
Wellington	1507000	1477000	-2
Marlborough	334000	297000	-11.1
Nelson/Tasman	535000	488000	-8.8
West Coast	269000	262000	-2.6
Canterbury	1794000	1830000	2
Otago	1288000	1086000	-15.9
Southland	355000	370000	4.2
Total	17070000	16557000	-3

(Gravitas, 2002)

The Catlins region is off the established “blue ribbon route”, the well established South Island tourist path from Christchurch to Queenstown. However, it is quickly growing on the free independent tourist (FIT) schedule. A key to this growth is the Southern Scenic Route (see figure 1.5), the first prescribed touring route in New Zealand that swings from Dunedin in the east to Fiordland in the west (Peat, 1998). The majority of tourist attractions are based around natural and heritage resources, which are outlined in table 3.10 below.

Table 3.10 Main Attraction Typologies in the Catlins

<i>Bush & Estuary Walks & Tramps</i>
<i>Heritage Buildings (Lighthouses, Museum & Industry)</i>
<i>Rail Heritage</i>
<i>Beach Wildlife</i>
<i>Waterfalls</i>
<i>Ocean Blow-Holes & Sea Caves</i>
<i>Leisure & Recreation (Fishing)</i>
<i>Petrified Forest</i>

(Bond et al, 2001; See Appendix A for Inventory of Attractions)

With the burgeoning industry, infrastructure and superstructure has emerged to cater both the community and the visitors of the area. Regional promotion and management has been undertaken by the economic development units Venture Southland and the Clutha Development Board from 1999, with cooperation from community promotion boards. There are two venues for visitor information, one at Owaka in Otago and one in Waikawa in Southland. A variety of accommodations are available in the area, mainly in the form of motels, Bed & Breakfasts, homestays, self-contained cottages, backpackers and campgrounds. As of yet there is limited hotel style accommodation available, but the potential for the development has been noted, both by the community and property developers (Gable & Kamien, 2002). With the influx of visitors and only eight public toilets currently available, concern has been raised regarding waste management by the community and the situation is being assessed by local government (Davidson, 2001; Beaumont, 2002b). The numbers of visitors and their requirements while in the Catlins has created a contentious situation, with differing stakeholders taking differing stances on the development of the tourism industry in the area. Additionally, a lack of formal knowledge regarding these current visitors also leaves the region with a lack of direction for future developments.

No comprehensive research has been conducted into the nature of tourist markets within the Catlins yet, however several are evident. The Catlins's numerous natural resources, such as the Petrified Forest, have made it a traditional area for domestic tourism. Notable has been the increase of international visitors to the region, who have historically remained on the key tourists routes with well established infrastructure, such as sealed roads and information provision. Free and Independent Tourists (FIT) appear to make up the majority of visitors, however it has been suggested that the unsealed road continues to discourage visitors. As the area is not on the major highway, no established public transport system has existed comprehensively since the removal of the railway. This has resulted in the emergence of several package tours offering guided bus tours interpreting the local nature and culture during the last five years. These operations appear to be aimed at FIT, particularly backpacker markets which generally result from incidental bookings during travel. Those who visit the region are noted to primarily visit the natural resources that the Catlins boasts.

Several boutique style Bed & Breakfast operations have been established to cater to the growing mature FIT markets, particularly for those seeking a wilderness-oriented experience and intending to be higher yield. A significant number of second homes also exist in the coastal communities attracting regular domestic visitation, particularly through the summer months. It is apparent that a profile of current visitors would assist in understanding the current situation, particularly for future developments, which is currently being investigated in the region by a cohesive plan to develop tourism.

3.6 Tourism planning in the Catlins

Since the early 1990's the need for tourism planning in the Catlins area has been recognised by a variety of groups, such as community groups, national tourism organisations, and the local and central government (Paterson, 1999a; Anon, 2002a; Conway, 2002a, 2002b). However, similar to general tourism planning, it has encountered numerous problems, such as ad hoc approaches and the inability to transfer plans to action. Several attempts have been employed over the last decade for preparation of the burgeoning tourism industry, such as the North and South Catlins Promotions Groups, but have suffered from ad hoc approaches and un-operational ideals. These attempts have been founded and developed by the community, which sounds ideal, however has lacked commercial viability and has resulted inevitably with inaction.

However, in 2002 the creation of the cross-regional Catlins Tourism Strategy Group has unified various parties under one group, drawing a variety opinions and skills to a proposed direction for the future (Catlins Tourism Strategy Group, 2002). The task laid to this group was to unify the tourism planning and promotion in the area, with particular focus to be placed on ensuring a "community driven" project, where the community is an integral part of the entire planning and implementation process (Kruger, 2002). To this end, the Catlins community should query whom they believe should be involved in the tourism planning of the region, and whether they believe the existing technique is appropriate. Additionally, the implications of tourism planning and other concerns raised by the community also need to be addressed, such as the provision of infrastructure, waste management, development of the natural and built

environment, as well as the experience offered to the visitor. Fortunately the community has realised the need for a formalised and professional tourism planning, as well as having a cohesive approach integrating numerous stakeholders.

3.7 Stakeholders in Tourism in the Catlins

There is a significant body of literature that attempts to gain insight into the different perceptions of tourism by different stakeholders (Marcouiller 1997; Madrigal 1995; McCool & Martin 1995; Ap 1992). Important differences exist in how tourism is perceived by the different stakeholders, with tourists seeking an appreciable environment and experience for the short-term while in a destination, residents experience the impacts of these visitors over the long-term, whether they are positive or negative. A wide variety of stakeholders exist in the Catlins area, all of which have differing levels of involvement within the differing facets of the tourism system. These are outlined in table 3.11 below.

Table 3.11 Stakeholders in tourism development in the Catlins

Host Community	<i>Local Tangata Whenua & Hapu Retailers/ Chamber of Commerce General residents Community Groups Local Promotion Groups Land Owners (Farmers, Developers etc) Second Home Owners</i>
Tourist Operators	<i>Accommodation Providers Activity/Attraction Providers Food & Beverage Providers Transportation Providers</i>
Local Government	<i>Clutha District Council Southland District Council</i>
Regional Government	<i>Otago Regional Council Southland Regional Council Environment Southland</i>
Economic Development Entities	<i>Venture Southland Clutha District Council Economic Development Board</i>
Central Government	<i>Department of Conservation Ministry of Economic Development Tourism New Zealand Community Employment Group Ministry of Tourism</i>
Regional Tourism Authorities	<i>Tourism Dunedin Tourism Southland</i>
Other	<i>Education Institutions (Schools, University of Otago etc) Tourism Industry Association New Zealand Tourists/Visitors Iwi Non-Governmental Organisations (Forest & Bird etc)</i>

Each of these stakeholders, whether directly or indirectly, draw a variety of potential benefits and drawbacks from the advent of tourism in the Catlins region. The importance of recognising these stakeholders and the potential effects upon them has been noted by Bramwell and Lane (2000). As with any destination, the Catlins has stakeholders who have a primary foci on the management of tourism and its development. At the national level, government organisations vie, or at least attempt to initiate activities that achieve their prescribed national goals, whether it is conservation of the natural estate, creation of economic growth, or the development of tourism. Within the framework of the central government a potential for conflict already exists as differing ministries and departments strive for their particular goals. This signifies that a high chance of conflict between stakeholders and within the micro or macro level exists. The challenge is then laid to tourism planners to assess each concern of the various stakeholders, then evaluating each of them and developing a planning regime that is most appropriate to the evaluation.

The host community of the Catlins includes a broad array of groups. Here it is discussed as individuals and groups who inhabit the Catlins region on day-to-day basis and are either directly or indirectly affected by visitors. Hence this includes the rural and urban residents, the business operators (primarily farms, retailers, and service providers), community groups, and indigenous Maori. It is important to note that some of the host community could potential fall into all of these groups. The Catlins is primarily an agriculturally based region, with limited urban bases. This results in relatively few retail offerings, but as noted by Paterson (1998), the diversification into tourism and hospitality has shown significant growth over the last decade.

As pointed out by Haywood (1988) the host community is probably the most important stakeholder in the development of tourism, as it is them who have to directly live with the ramifications of such activities. Therefore, a comprehensive understanding of the host community's attitudes towards tourism development is necessary to implement planning that is acceptable and appropriate to the area (Brass, 1997; Williams, 1998). To assess these attitudes, it is important to understand issues that currently exist within the destination. Especially those which the host community

may perceive as contentious and hence may affect the outcome of tourism development in the area.

3.8 Issues in the Catlins tourism

As with any tourism destination, the Catlins has numerous issues that are directly affecting the development of tourism and the pertinent resources. Stakeholders have recognised this fact and have endeavoured to begin addressing some of these issues (Beaumont, 2002c; Anon, 2002a). The basic areas of concern in the Catlins fall in to the categories of:

- *Tourism planning*
- *Infrastructure*
- *Superstructure*
- *Public service provision*
- *Resource conflict*
- *Environmental Impacts*
- *Visitor Experience & Behaviour*

A recent project conducted by the South Catlins Promotions Group (2002) investigated the concerns of the host community regarding tourism and the issues that the community believed needed attention within the planning process. Table 3.12 summarises the findings of the research.

Table 3.12 Catlins community concerns with tourism

<i>Tourism Planning</i>	<i>Target Marketing</i>
	<i>Impartial representation of stakeholder groups</i>
	<i>Operational planning</i>
	<i>Seasonal balancing of visitors</i>
<i>Infrastructure</i>	<i>Provision of public toilets</i>
	<i>Provision of rubbish bins</i>
	<i>Sealing of Road</i>
	<i>Traffic management (vehicular and agricultural)</i>
	<i>Provision of visitor information and signage</i>
<i>Waste Management</i>	<i>Campervan waste</i>
	<i>Litter and pollution</i>
<i>Natural Environment</i>	<i>Appropriate flora planting</i>
	<i>Preservation of natural estate (flora & fauna)</i>
	<i>Disturbance of wildlife</i>
	<i>Controlling fisheries</i>
	<i>Controlling recreational activities in natural settings</i>
	<i>Acceptable pest control measures</i>
<i>Built Environment</i>	<i>Preservation of heritage sites</i>
	<i>Consistent aesthetic development</i>
<i>Visitor Experience</i>	<i>Ensure visitor safety</i>
	<i>Quality visitor experience</i>
	<i>Development of opportunities for visitors</i>
	<i>Improvement and maintenance of existing attractions</i>

Modified from South Catlins Promotions Group (2002)

It is necessary that these concerns raised by the community are considered, particularly to evaluate whether or not they are general community opinions or individual opinions.

Possibly the most public and contentious issue in the Catlins region is that of the proposed tar sealing of the current 17.6km of gravel road on the Southern Scenic Route. Since 1992 the debate has been raging, with primary concerns being the positive and negative implications on the host community. Positive opinions regarding the sealing revolve around social and economic opportunities which would open to the host community, such as the ability of quick and clean travel to major centres such as Invercargill in Southland. The opportunities for tourism and transport have also been recognised, with the pending development of numerous tourist oriented attractions and facilities in the region (Gable & Kamien, 2002). Additional social services, such as emergency and school services, would possibly become a quicker and safer option to the pre-sealing days. The implications for visitors would also be substantial, with 60% of international visitor vehicle accidents occurring on unsealed roads (Page and Meyer, 1996). It is inevitable that the number of visitors will increase as access is improved to the region.

Table 3.13 Implications of Sealing of State Highway 98

Reduction of Tourist Traffic Accidents
Local government commitment of budget
Reduction of travelling time to local major centres
Reduction of Wear and Tear on Motor Vehicles
Improved provision of social services (e.g. School Buses and Emergency services)
Increased frequency and volume of visitors to region
Further economic development of tourism sector
Loss of economic activity to major centres
Diversified visitor markets to region

Added to this infrastructure issues, attention has also been drawn to the provision of other facilities and services in the Catlins area. Since 2001 visitor information sources and public facilities, such as toilets, have received attention from the media (Paterson, 1999b; Davidson, 2001) and henceforth have been developed to better cater for the needs of the region and its visitors (Conway, 2001; Conway, 2002c; Beaumont, 2002b).

3.9 Summary

New Zealand has a very prominent tourism industry that promises to be a primary industry for the nation in years to come. Currently the nation as a whole is attempting to develop appropriate methods of planning to ensure the sustainability of the tourism industry. However, this will continue to primarily be the task of each individual community. Generally residents of New Zealand have positive attitudes towards tourism, but without control and the increase of negative impacts these attitudes are likely to deviate. The Catlins has the opportunity to effectively plan and manage their tourism industry from the outset, but it is important they continue their inclusive and proactive approach into the future. As with any destination, they have numerous issues that will affect the outcome of tourism. A clear understanding of the attitudes and issues that exist offers an opportunity to capitalise the region's resources in a sustainable manner.

4.1 Introduction

This chapter discusses the research methods used to address the research objectives described in chapter one. The Catlins region has been identified as an emerging tourist destination (Tourism Research Council New Zealand, 2003), without having assessed the communities' and stakeholders' perceptions regarding tourism development. It was concluded that based on previous research projects investigating resident attitudes and perceptions towards tourism, including economic, temporal and spatial constraints, the most appropriate method for data collection was a postal survey, which was distributed to every household in the Catlins region.

This chapter therefore reviews the objectives of the study, which are (1) to examine the theoretical basis of community involvement in tourism planning and, (2) to assess the practical application of such involvement in the context of tourism planning in the Catlins region in the South Island of New Zealand. Thus the purpose of this chapter is to describe and justify the methods employed to obtain primary information from Catlins residents.

4.2 Research Objectives

This research originated out of consultations with the Catlins Tourism Working Party, a community facilitated group, which integrates tourist operators, local and central government, community groups, and education providers. The objective of this working party was to create and implement a strategic direction for tourism in the Catlins, which the community had an integral role in facilitating. One key objective identified by this group was to assess the local communities' perceptions and attitudes towards tourism in the Catlins, both in the past and into the future. This particular objective formed the basis for this research, integrating this project's objectives as shown in table 4.1. Simplistically, it was intended to understand the theoretical consideration of community's role in tourism planning, and to assess how the Catlins community believed the tourism planning should take place.

Table 4.1: Thesis' objectives and methods applied

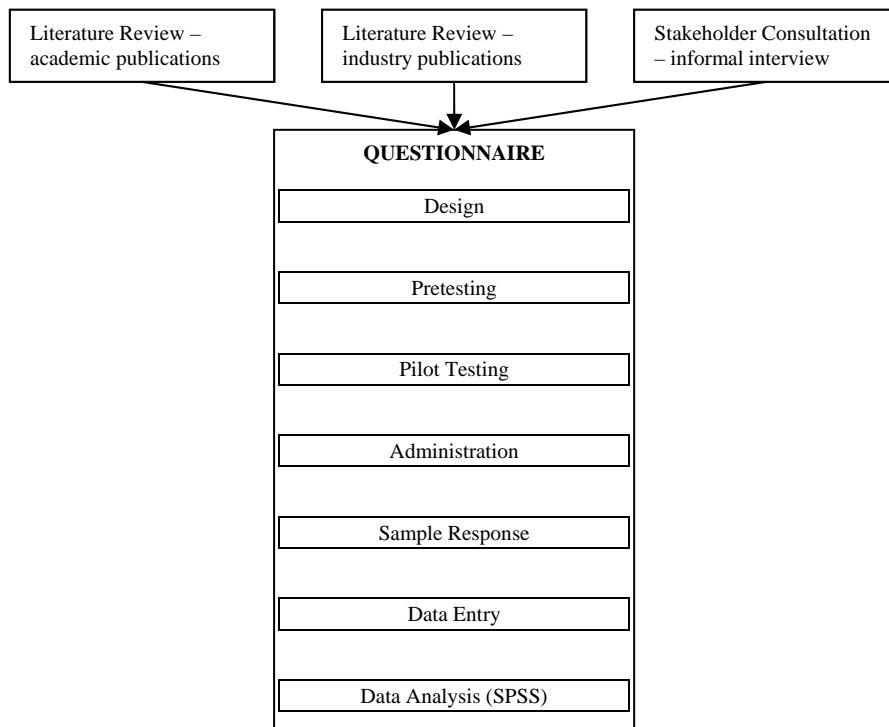
Objective	Methods used to achieve objectives
1. To examine the theoretical basis of community involvement in tourism planning	<i>Literature Review</i>
2. To assess the practical application of such involvement in the context of tourism planning in the Catlins region.	<i>Survey</i>

4.3 Method Selection Rationale

The purpose of this research was to collect data on the perceptions of residents of the Catlins in terms of tourism. Within this data issues such as the current perceived impact of tourism upon residents, the role of tourism within residents' lives and their perceptions and attitudes towards tourism planning and growth. Numerous studies have investigated the perceptions and attitudes of residents towards tourism. The predominant method for data collection in these studies has been survey/questionnaires (Davis et al, 1988; Evans, 1993; Williams and Lawson, 2001; Gursoy et al, 2002). From this basis it was evaluated in line with previous research on resident attitudes towards tourism that a quantitative study using a questionnaire was the most appropriate method. Due to a relatively small community which has been estimated at 2,500 persons within 1,000 households (Catlins Tourism Strategy Group, 2002; Statistics New Zealand, 2002c) it was deemed that a consensus-styled approach in which every household had the opportunity to participate within this research, is in line with community participation/involvement theories discussed in chapter three. Additionally because of the rural setting of respondents it was deemed most appropriate to conduct a mail-out questionnaire with a return postage paid envelope to ensure the least disruption to respondent's day to day life.

The use of questionnaires for research purposes has been criticised due to the perceived limitations in adequately collecting data (Sarantakos, 1998) which include the inability to probe and comparative low response rates (Brunt, 1997). Nevertheless, this technique was deemed suitable for this style of research as it helped to overcome economic, spatial and temporal constraints, while also minimising community irritation by limiting time requirements and completion of responses at convenience.

Figure 4.1 Questionnaire development process



4.4 Questionnaire Development

The development of the questionnaire survey followed commonly accepted research procedures, where initially a sample of Catlins residents was selected to participate within informal focus groups. In these groups, respondents were encouraged to specify their attitudes to and perceptions of tourism within the Catlins region (Davis et al, 1988). The results were combined with findings of the local newspapers (Otago Daily Times and Southland Times) in which tourism, economic, and infrastructural issues were examined. Where issues or specific structures were identified, they were examined using a literature review of these topics. This triangulation (focus group, newspaper analysis and literature review) of different data collection methods was used to develop a more accurate understanding of the research topic (Saunders et al, 1997), From the combined outcomes a questionnaire was developed, which was then presented to five members of the Catlins community to remove ambiguities and ensure content validity.

4.4.1 Questionnaire Structure

The questionnaire was designed to elicit high responses by creating a resource that enticed respondents to complete by seeing the importance to the community of the research, while also ensuring that it was simple to complete and not overly time consuming. This was completed by utilising appropriate language and layout. Veal (1992) noted the importance of having a logical flow of questions in a useful layout and presentation as vital components in developing a successful research tool. The introductory letter (Appendix A) outlined the purpose of the research, introduced the researcher and assured strict confidentiality.

The questionnaire had three focus areas, with a total of 23 questions, with 103 measured responses. The first part of the questionnaire contained nine questions pertaining to respondents' perceptions of tourism, including their perceived involvement, the advantages and disadvantages of tourism, environmental and economic impacts of tourism and particular developmental focuses of tourism. The second part consisted of questions surrounding the tourism planning process; including questions regarding the necessity of cross-regional cooperation, communication methods, growth control methods and level of involvement of stakeholder groups in the planning process. The final part of the questionnaire dealt with demographic information such as gender, age, residence, and employment (refer to Appendix B).

4.4.2 Question Types

It has been noted regularly that the nature of questions is highly influential on the validity and reliability of data (Veal 1992). Therefore the selection of the question type is highly important to elicit the desired data from respondents. Within the questionnaire, a variety of ranking questions, scale, open and closed questions were utilised. Where it was deemed important to allow respondents the opportunity to add other responses to the options offered, open-ended options were included, i.e. 'other, please state'.

Overall simple dichotomous and multichotomous categorised closed questions were utilised, with responses being a selection from a stated list. Two other types of questions were used; the first were ranking questions, where respondents were asked

to rank a selection of items depending on their perceived importance, the use of this style question is discussed as follows. Questions 2 and 3 addressed the biggest advantages and disadvantages from the advent of tourism. Respondents ranked the 3 items from a list which they believed to be the best and worst from tourism. This list was devised from the theoretical background of implications of tourism (Ross, 1992; Faulkner and Tideswell, 1997; Iroegbu and Chen, 2002), and then altered through consultation with the Catlins community during informal interviews and pretesting stages. Question 7 similarly evaluated the best three perceived methods of communication between the community and planning bodies, adapting communication techniques suggested by Hall and McArthur (1998). Question 16 also used a ranking to evaluate which industries had the best opportunities for economic development in the region, where the selection of industries posed are ones that have been prevalent in rural New Zealand communities (such as agriculture, forestry, or mining) combined with those that have emerged over recent history (such as retail, tourism, or manufacturing).

Table 4.6 Question Types

Question No.	Question	Type		Area
1	Tourists affect day to day life	Closed	Nominal	Perception of tourism
2	Three biggest advantages of tourism	Ranking	Scale	Perception of tourism
3	Three biggest disadvantages of tourism	Ranking	Scale	Perception of tourism
4	Level of desire for tourism	Likert	Scale	Perception of tourism
5	Importance of cross regional cooperation in tourism planning	Scale	Scale	Perception of tourism
6	Involvement with local tourism industry	Closed	Nominal	Tourism planning
7	Three best methods of communicating planning process	Ranking	Scale	Perception of tourism
8	Areas of focus for development	Likert	Scale	Tourism planning
9	Tourism control management techniques	Scale	Scale	Perception of tourism
10	Importance of tourism effect upon	Likert	Scale	Tourism planning
11	Level of involvement of stakeholder groups	Scale	Scale	Perception of tourism
13	Nature of residence	Closed	Nominal	Demographic
13	Population centre of closest proximity	Open	Nominal	Demographic
14	Length of residence	Open	Nominal	Demographic
15	Industry of employment	Closed	Nominal	Demographic
16	Best opportunities for economic development	Ranking	Scale	Perception of tourism
17	Industry impact on physical environment	Likert	Scale	Perception of tourism
18	Gender	Closed	Nominal	Demographic
19	Age group	Closed	Nominal	Demographic
20	Marital Status	Closed	Nominal	Demographic
21	Household size	Open	Nominal	Demographic
22	Total annual income	Closed	Nominal	Demographic
23	Employment Status	Closed	Nominal	Demographic

Several of the questions utilised a five point Likert scale, where respondents could indicate their levels of agreement towards a series of statements (Veal, 1992). Therefore respondents indicate on a scale from 1 to 5 their level of agreement or attitude towards a particular statement, where 1 may indicate completely agree and 5 may indicate completely disagree. The Likert scale has been used frequently when assessing resident attitudes towards tourism (Ritchie, 1988; Prentice, 1993; Gursoy et al, 2002). It is considered to be suitable as it allows quantitative data to be collected, on numerous issues with the capability of allowing a minute level of qualitative response, where respondents are able to indicate one of five levels of agreement (Brunt, 1997). Question 4 was a simple Likert scale to assess respondent's desire for tourism, indicating the level of desire, neutrality or lack of desire. A simple question like this was utilised by Ritchie (1985) to quickly assess the level of desire of a community. Questions 8, 9, 10, 11 and 17 used multiple items and gauged how respondents felt towards those particular items, hence offered the opportunity to rank the items by responses. These items came from a variety of sources, particularly from content analysis of regional newspaper and personal communication for the developmental foci for the Catlins (Q8); tourism growth control measures from Swarbrooke (2002) (Q9); the attributes of the local Catlins environment combined with Faulkner and Tideswell's (1997) review of the potential tourism benefits (Q10); the variety of stakeholders defined by Hall, Jenkins and Kearsley (1997) then interpreted through personal communication with the Catlins community (Q11); and finally the industries identified in Q16 were again used for Q17 for assessment of environmental impact.

4.4.3 Questionnaire Testing

To ensure the accuracy of the research technique, the questionnaire was put through several tests regarding its ability to gain the desired data (Veal, 1992; Brunt, 1997). This initially involved pre-testing the questionnaire with five colleagues to highlight any design or procedure errors with the tool, and test the time that it would take the respondents to complete it. During this process technical language was replaced with colloquial language to ensure understanding, the order of questions was changed to create a logical flow and additional questions were added responding to potential queries. On the completion of this process the questionnaire was pilot tested on five members of the Catlins community. This testing identified any confusion and

ambiguities for respondents, while also allowing the opportunity for the addition of other important questions, all to the aim of ensuring the validity and quality of data (Brunt 1997).

4.5 Sampling

Because of the constraints of social research, resulting in the inability to reach all potential respondents, it is necessary to sample. With the size of the Catlins community (approximately 2500 persons within 1000 households) it was deemed appropriate to distribute a questionnaire to each of the households. By implementing the request that the next individual in the household to have a birthday over the age of 18 years resulted in creating a situation where if completed accurately the sample would be random, hence having a probability sampling approach. 1000 questionnaires were sent out, 250 valid responses were received, resulting in a response rate of 25%, which is suggested by Brunt (1997) as a typical response to a mail out questionnaires.

4.6 Administration

Within the defined Catlins catchment area, the population was estimated at 2500 persons, with 1000 households (Catlins Tourism Strategy Group, 2002; Statistics New Zealand, 2002c). Hence was deemed suitable to distribute a survey to each of these households. To ensure a diversity of respondents, the next person within the household over the age of 18 years to have a birthday was asked to complete the survey. For economic, spatial and temporal convenience the survey was distributed by the rural mail delivery network, in which the survey was accompanied by an introductory letter and a postage paid envelope.

4.7 Analysis

After the completion of data entry the data analysis process included the utilisation of the Statistical Package for Social Sciences (SPSS). Several different analysis methods were adopted including descriptive data such as frequencies and cross-tabulation as well as chi-square analysis, cluster analysis, multi-dimensional scaling and one-way analysis of variance (ANOVA).

4.8 Limitations and Biases

Within any research project such as this, attempts are made to ensure the accuracy and validity of the data sourced is of the highest level. However the reality of research shows ongoing limitations and bias to projects. Through identification of these limitations and bias, the context of the research can be better understood, while the outputs can also be examined within this context. A constraining factor on many research projects is the financial consideration. Under ideal circumstances this research could have been conducted with a greater level of intensity, over a longer period, employing a greater number of tools to achieve the desired outcomes. Aligned with this limitation is the constraint of time, where resources can only be allocated for a certain period and the outcome of the research is also required to become available for use or perusal within a productive timeline.

Leading from these constraints the response rate and sample size is limited. 1000 questionnaires were distributed to a population of only 2500, of which 250 responses were received, resulting with 10% of the population of Catlins participating. Although this can be deemed to be successful, with further resources a census style method could have been employed, to gain a more accurate view of the attitudes of the community.

The choice of questionnaire as a research tool serves as the most economical tool for research of this size, considering financial restraints. However the quantitative data gained has limits in terms of what inferences that can be taken from it, where a qualitative technique could have offered a more in-depth and comprehensive understanding of the attitudes and perceptions of the residents of the Catlins. Ideally a multi-method approach would have enhanced the quality of this project, but due to financial and time constraints it was deemed unsuitable to the research question.

From the population of respondents, those who chose to respond may have not been a representative sample, with “responsive people” completing the research (Brunt, 1997: 28) who may have differing reasons for the choice to participate. As discussed within chapter 3, there are a variety of reasons for residents’ attitudes towards tourism, which in turn could affect their predisposition to complete a survey regarding tourism. These include factors such as: demographics, level of involvement in tourism

industry, length of residence and incidental occurrences (favourable/unfavourable experiences with tourists). Because of this it is possible that the sample received is not a complete representation of the Catlins community, with potential bias to those that have larger stakes in the outcome of tourism development in the area. This becomes apparent where the sample includes a high level of respondents indicating that they are involved within the tourism industry, as response would be encouraged as it is potentially directly applicable to their livelihood. To assist with this, issues such as stated above were integrated within the questionnaire.

4.9 Summary

This chapter illustrated the research methods that were selected in order to achieve the objectives of this study. The methods and processes that were employed are commonly used for this type of research, where the constraints of research can be minimised and where valid and reliable data can be collated from respondents. Although not without the limitations the methodology creates an opportunity to gain further insight into resident attitudes towards tourism, the specific situation in the Catlins and assess the success of the methods employed.

Chapter Five

Results & Discussion

5.1 Introduction

This chapter presents the results of the questionnaire survey administered to the Catlins residents to determine their attitudes to tourism in the region. These results are discussed in terms of the Catlins community and the wider consideration of the phenomenon of tourism. Initially, the response rate and community demographics are examined. This is followed by an examination and discussion of the residents' attitudes towards tourism development in the region. Within this discussion of results several areas are examined, particularly:

- perceptions of tourism (desire for tourism, level of involvement);
- advantages and disadvantages of tourism;
- developmental issues (growth control, economic development, environmental impact); and
- tourism planning (communication and participation)

The results of this research are compared to previous studies, specifically the South Catlins Promotions study (2001) and the Doxey's Index of Irritation (Doxey, 1975). This chapter also examines the current and future situation of the Catlins, particularly in terms of the tourism planning process.

Of the 1,000 questionnaires distributed, 250 responses were obtained resulting in a response rate of 25%. As mentioned in earlier chapters, the actual population of the Catlins community is not known, but can be estimated to be approximately 3,000 to 4,000 persons, with an estimated 1,000 households within the region.

5.2 Demographic Profile

The following section outlines the results from section 4 of the questionnaire which relate to respondents' socio-demographic characteristics, household composition and characteristics, occupation, residence and employment status. The results show a relatively even distribution between gender, with valid percentages of 47.8% of male and 52.2% of female responses. This indicates that although this gender division was

consistent with national census data, the respondents to this research have a higher weighting towards female than the regional census data from Clutha and Southland (Statistics New Zealand, 2002a; 2002b).

The samples age groups is dominated by respondents that are over 34 years old, with 81.7% of respondents indicating they were 35 or older. This was greater than the national averages, where only 50% of the population were above the age of 35 years (Statistics New Zealand, 2002a). This mature representation is consistent with the regional census data; with the Clutha and Southland regions generally having a two-year higher age medium than the general New Zealand age medium of 34.8 years (Statistics New Zealand, 2002a; 2002b).

It is important to note that sampling procedures required respondents to be 18 years or older, hence direct comparisons with national census data shows a higher medium age. Several studies have addressed the implications of mature age groups and their attitudes towards tourism, showing several unique characteristics held by individuals over the age of 50 years (e.g. Warnick, 1993; Payne, et al., 2002). These studies suggest that more mature age groups are less active and put less emphasis on physical tourist activities, while generally having less desire for change in their local environments, which has resulting in reduced positive attitudes towards tourism development.

A large portion of respondents, 77.6% indicated that they were either married or in a de facto relationship, which significantly exceeded national and regional statistics (Statistics New Zealand, 2002a; 2002b) Consequently, both the single and divorced/separated/widowed categories for respondents were lower than census data.

Household size amongst respondents ranged from one to seven persons, with the most common group size being 2 persons in a household (with 46.3%). 56.4% of respondents were from the Otago region, and 41.6% from the Southland region. 83.3% of respondents indicated that their residence in the Catlins was permanent, while 16.7% indicated that their residence was used as a second home.

Responses' regarding the annual household income was relatively evenly distributed over the seven categories available. Indicating a household income of below \$20,000 had the highest frequency with 17.3%, while the lowest frequency was shown in the \$20,000 to \$29,999 bracket. 57.3% of the sample indicated their household had an income above \$40,000, which was consistent with the generally higher incomes of the Clutha and Southland regions (Statistics New Zealand, 2002a; 2002b).

Cross tabulation between the household income and the primary industry of employment showed that forestry and retired were linked to lower income households, while agriculture, education and health services were in the highest brackets. The education and health services were consistent with higher incomes for those respondents with higher education, while agricultural incomes indicated the value and importance of agriculture for the region, particularly with this being the largest respondent group.

Employment

75.7% of respondents indicated they were part of the labour force working either full or part-time or being self-employment. An unemployment rate of 1.6% was indicated by the sample, which is favourable compared with both the national statistics of 7.5%, and the regional statistics of Clutha with 3.3%, and Southland with 2.8% unemployment (Statistics New Zealand, 2002a; 2002b). 22.6% of respondents indicated they were not in the labour force, the majority being retired persons.

Consistent with the rural nature of the Catlins region and the 2001 Census, agriculture was the primary employment industry, with 45.2% of responses (Statistics New Zealand, 2002a; 2002b). The rural communities of New Zealand have experienced some significant changes over the past quarter century, where programmes of agricultural deregulation and wider macro-economic reforms have opened the rural communities to the global market (Johnsen, 2003). This has resulted in a changed rural community, particularly in economic terms, which has in turn changed the sociological make up of these communities. To accommodate these changes, obvious diversifications have been embraced, such as growth in non-traditional forms of agriculture and new industries such as tourism (Johnsen, 2003). Rural communities have had to accept these changes, which have changed the values within the culture.

This would appear to make opportune industries such as tourism a more viable future economic and social development tool.

The second largest affiliated group was the retired with 16.9%, followed by education with 10.5% and tourism with 8.1%. As several studies have shown mature age groups, such as retirees, are recognised to be less accepting of tourism development as tourism can significantly affect lifestyle within a region (Warnick, 1993; Payne, Mowen and Orsega-Smith, 2002). As retirees are the second largest group within the community this may have a significant effect upon the community's acceptance of tourism development.

Table 5.1 Industry employment

	Percent
Agriculture	45.2
Retired	16.9
Education	10.5
Tourism	8.1
Retail	4.4
Trade	4.4
Health Services	2.8
Forestry	1.6
Not working	1.6
Government	1.2
Other	3.2
Total	100

Of all respondents, 10.5% indicated a secondary form of employment, with the majority identifying tourism with 6.5%, followed by education and forestry. This infers that 14.5% of respondents are in some way employed in the tourism industry. This level is consistent with other studies which have shown that tourism employment levels between 10% and 15% within rural environments (Lankford, 1994). This shows that regarding the overall employment of respondents, tourism is the second largest employer, after the traditional agricultural industry.

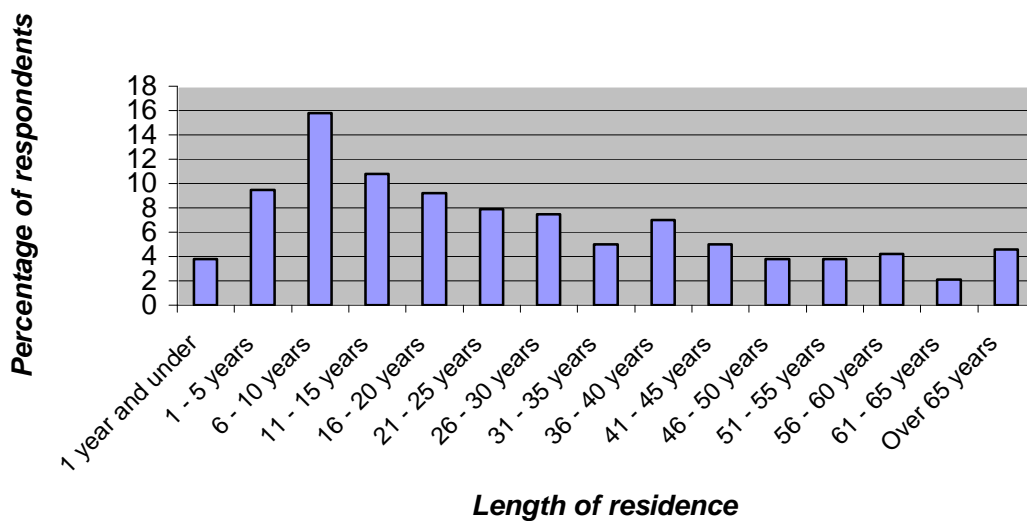
Table 5.2 Secondary industry employment

	Percent
Plus Tourism	6.5
Plus Education	1.6
Plus Forestry	1.6
Plus Retail	0.8

Length of Residence

Consistent with the varied age distribution of respondents, the length of residence in the Catlins (Figure 5.1) showed a wide range of time periods. In particular, 49.1% indicated a length of under 20 years, 28.4% lived 20 – 40 years, and 23.5% have lived over 40 years of residence in the area. This results in an average residence of 25.4 years, which is significant for its high number of years (Lankford, 1994) and the implications for tourism development. Length of residence has been identified as a key factor in residents' attitudes towards tourism development. The longer the period of residence, the higher is the level of community attachment, resulting in resistance to change and development (Belisle and Hoy 1980; Sheldon and Var, 1984; Lui and Var, 1986; Allen et al, 1988; McCool and Martin, 1994; Ryan and Montgomery, 1994; Lawson et al, 1996).

Figure 5.1 Length of residence in Catlins region



5.3 Perceptions of Tourism in Catlins

To gain an insight into the community's perception of tourism, it was important to find out if the respondents believed that tourism affected them and whether they desired tourism within their community. Respondents were asked whether they were involved within the local tourism industry. This served as basis for an understanding of the role of tourism in the community, as well as determining the role of the community within tourism. Additionally it served as a basis of comparison with the

other enquiries, such as the level of desire for tourism and to analyse reasons for the community's overall attitudes towards tourism. Throughout this section there are several comparisons and cross tabulations of results to draw some inference regarding respondents' views, and particularly their involvement within the industry. Hence the integral base of comparison for this section is the industry that respondents indicated they are primarily involved in.

When asked whether they were involved in the local tourism industry, 48% indicated that they were, 43% indicated that they were not, and 9% indicated that they were unsure of their involvement in tourism (see table 5.9). When compared to the industry of employment, below 50% of respondents working in forestry, health services, agriculture or being retired indicated a perception of personal involvement within the local tourism industry.

Table 5.3 Perception of involvement in tourism by industry of employment

Industry	Yes (%)	No (%)	Unsure (%)
Forestry	25	50	25
Health Services	20	80	0
Government	67	33	0
Not working	50	25	25
Retail	50	33	17
Trade	50	50	0
Retired	28	61	11
Education	55	41	5
Tourism	100	0	0
Other	65	19	16
Agriculture	37	55	8
Total – Percentage	48	43	9

Although only 14.5% work within the tourism industry 54.6% of respondents indicated that tourists affected their day-to-day lives. Although this day-to-day contact was not specifically defined within this research, this can be interpreted as over half of the Catlins community recognised some form of contact with tourists every day. This in turn may suggest a perceived saturation of tourists to the community, which as discussed by Doxey (1975 in Mason and Cheyne, 2000) can lead to higher levels of irritation amongst residents as tourists infiltrate their lives. This however must be taken within context as communities will adapt to what they regard as saturation

through the evolution of a destination, where over a period of time the defined saturation will likely evolve.

An important factor for tourism in any destination is the level of desire the community has for tourism development within their environment (Ritchie, 1988). Respondents were asked to rank their desire on a five point likert scale. This scale allowed respondents to give a general indication of how they personally felt towards tourism, where responses of 1 or 2 indicated a positive level desirability, 3 indicated a neutral level, and 4 or 5 indicated they did not desire tourism. Overall, this question showed a mean of 2.3, pointing to a marginal desire for tourism in the Catlins.

The majority of respondents with 69.2% indicating a preference for tourism (either totally desired or desired) in the region, with 18.3% being impartial to tourism development, while 12.5% indicated they preferred a region without tourism (either totally undesired or undesired) (table 5.10). Ritchie's (1985) study found an overwhelming 97% of the sample from the study in provinces of Canada had a desire for tourism within their communities. Although not directly comparable, the differences between these studies suggest a higher level of resistance to tourism within the Catlins region. Jamal and Getz (1995) state that it is important to understand the diversity of communities, hence recognise that areas have and continue to be within unique environments and influences. Therefore the comparison of desirability is difficult, if at all a possible task. This comparison does however show that the desire is in no way overwhelming when placed within the international context.

Table 5.4 Level of desire for tourism by day-to-day contact with tourists

<i>Do tourists affect your day-to-day life?</i>	<i>Totally desired</i>	<i>Desired</i>	<i>Neutral</i>	<i>Undesired</i>	<i>Totally undesired</i>
Yes (%)	13.8	36.2	13.1	7.7	6.2
No (%)	17.5	53.4	18.4	3.9	2.9
Total Valid Percent	19.2	50	18.3	7.1	5.4

Interestingly, of those that had indicated that they had day-to-day contact with tourists, only 50% desired tourism development, while 13.9% preferred a region without tourism. Of those who indicated that they did not have any day-to-day contact with tourists 70.9% indicated they desired tourism, while only 6.8% indicated they

did not desire tourism. These results suggest that those who have day-to-day contact with tourists have a reduced desire for tourism, which is consistent with the index of irritation suggested by Doxey (1975 in Mason and Cheyne, 2000).

Particular employment groups that had a significant segment which was a preference for an absence of tourism within the Catlins include agriculture, education, forestry, retired, trade and other (see table 5.5). These can be explained by the relative small samples for each employment sector, or as tourism can be seen as potential threat to particular livelihoods or lifestyles.

Table 5.5 Level of desire for tourism by industry employed

	<i>Totally desired %</i>	<i>Desired %</i>	<i>Neutral %</i>	<i>Undesired %</i>	<i>Totally undesired %</i>
Retail	20	60	20	-	-
Agriculture	14	49	24	8	4
Education	13	39	30	13	4
Forestry	-	50	-	25	25
Tourism	29	47	24	-	-
Government	33	67	-	-	-
Not working	50	-	50	-	-
Retired	18	59	9	9	6
Other	24	60	2	5	10
Trade	30	40	20	10	-
Health Services	40	40	20	-	-

To assess this dissatisfaction with the advent of tourism, further research would be required to specifically investigate the reasons for these responses. However, further analysis follows in the next sections investigating the residents' attitudes regarding the current and potential role of tourism in the Catlins.

5.4 Advantages of Tourism

“ What advantages does tourism present a Community?”

The Catlins community was asked to rank what they perceived to be the three major advantages of likely tourism development in the Catlins region. Residents' perceptions of tourism are predominantly influenced by three basic categories of benefits and costs, namely economic, environmental, and social (Gee, et al., 1989; Gunn; 1988; Gursoy, Chen and Yoon, 2000; Gursoy, et al., 2002; McIntosh and

Goeldner, 1986; Murphy 1985). From this theoretical base, respondents were asked to rank a selection of previously identified benefits from tourism.

The primary advantage indicated a variety of factors as shown in table 5.11, with employment opportunities, followed by the improvement of community facilities and assets, then economic development and population retention and growth. Cumulative frequencies of all advantages show a similar focus between employment opportunities and improvement of community facilities and assets. Economic benefits (i.e. employment opportunities, economic development, and real estate value) accounted for 67% of all responses, which is consistent with other research (Davis, Allen, and Cozenza, 1988), in which elements relating to employment and economic opportunities received positive feedback from residents. Advantages to the social environment accounted for 24%, followed by advantages to the physical environment with 9%. These perceived advantages indicate that the Catlins community saw tourism as an avenue for community improvement and development, particularly in the economic and sociological sense. Tourism was not seen significantly as a beneficial tool for advancing the status of the physical environment.

Table 5.6 Cumulative frequencies of perceived tourism advantages

Perceived advantage	Category	Primary Advantage	Secondary Advantage	Tertiary Advantage	Total
Employment opportunities	<i>Economic</i>	36.1	17.0	13.0	22.2
Improvement of community facilities & assets	<i>Economic</i>	18.5	29.8	10.0	19.5
Economic Development	<i>Economic</i>	13.0	14.9	17.7	15.2
Population retention and growth	<i>Social</i>	11.8	16.6	12.1	13.5
Increase in the value of real estate	<i>Economic</i>	8.0	7.7	14.7	10.1
Socio-cultural interaction with visitors	<i>Social</i>	4.2	3.4	13.0	6.8
Improved quality of life of community	<i>Social</i>	3.8	3.0	4.3	3.7
Improvement of community appearance	<i>Environ</i>	3.8	7.7	15.2	8.8
Environmental protection & awareness	<i>Environ</i>	0.8	0	0	0.2
Total (valid)		100.0	100.0	100.0	100.0

5.5 Disadvantages of Tourism

“ What disadvantages does tourism present a Community?”

Respondents were also asked to rank what they perceived as the three major disadvantages of likely tourism development in the Catlins region. This was asked to investigate the pre-disposition of residents towards tourism development, which generally would be based on their observations of other areas and the media. The

primary concerns of the Catlins community were the disadvantages on the physical environment, with environmental impacts and crowded recreational areas and facilities being indicated as the two main disadvantages. This was followed by concerns towards traffic and over-development, as shown in table 5.12. Socially there was a concern about the potential increase of crime in the community, while the economic ramifications such as inflation of real estate and taxes were only perceived as minor disadvantages of tourism development in the region. The majority of disadvantages related to the physical environment, with 75.1% of all responses. Social disadvantages accounted for 15.4%, and economic concerns for 9.4%. These results were an inverse of the advantages, indicating that in terms of perceptions of tourism, economic issues are generally viewed positively; social issues are relatively neutral, while physical issues are generally perceived negatively.

Table 5.7 Cumulative frequencies of perceived tourism disadvantages

Perceived disadvantages	Category	Primary Advantage	Secondary Advantage	Tertiary Advantage	Total
Environmental impacts	<i>Environ</i>	34.4	23.3	15.2	24.5
Crowded recreation areas & facilities	<i>Environ</i>	23.7	30.1	17.0	23.6
Traffic congestion	<i>Environ</i>	17.4	10.6	16.1	14.7
Over development	<i>Environ</i>	9.1	12.7	11.3	11.0
More Crime	<i>Social</i>	6.6	14.0	19.6	13.3
Dangerous Traffic	<i>Environ</i>	2.5	0.8	0.4	1.3
Higher real estate prices	<i>Economic</i>	1.7	4.2	6.5	4.1
Population growth	<i>Social</i>	1.7	1.3	3.5	2.1
Higher prices for goods & services	<i>Economic</i>	1.2	1.7	7.8	3.5
Higher taxes	<i>Economic</i>	1.2	1.3	2.6	1.7
Competition between businesses	<i>Economic</i>	0.4	0.0	0.0	0.1
Total (valid)		100.0	100.0	100.0	100.0

5.6 Development Issues for the Catlins

“What is particularly important for the Catlins to focus on in terms of tourism?”

From these general perceptions of tourism, it was deemed important to investigate which issues residents saw as particularly important for the Catlins. These questions used a five-point likert-type scale where 1 represented total agreement to the item, and 5 represented total disagreement. A Cronbach’s Alpha Coefficient Test, which measures the degree of covariance that exists between items, was conducted to test the

reliability of this question, which had a result of 0.7003 which is acceptable to proceed with analysis (Ryan, 1995).

Primarily, concern was voiced over the physical environment, with the most important issue, consistent with local media reports, were the roads and traffic with a mean of 1.37. Waste management, conservation, and emergency services followed this closely, as shown in table 5.8. Interestingly, issues pertaining to tourism planning, regional cooperation and tourist experience followed this, showing community recognition of the importance of a proactive approach, particularly regarding the development of the local tourism industry. All these results suggest that the community of the Catlins was looking to create an environment that is safe, convenient and sustainable.

Table 5.8 Developmental issues in Catlins region

	<i>Mean</i>	<i>Standard Deviation</i>
Roads and Traffic	1.37	0.83
Waste Management	1.46	0.75
Conservation	1.56	0.85
Emergency Services	1.56	0.86
Tourism Planning	1.78	0.92
Cooperation amongst Catlins District	1.84	1.00
Tourist Experience Quality	1.97	1.07
Signage	2.03	0.97
Employment	2.08	0.96
Accommodation	2.11	0.93
Education	2.35	0.94
Community Projects	2.37	0.97
Retail	2.45	0.98

Infrastructure issues, such as signage and accommodation did not feature as the most important developments. However, when asked to specify any other issues, respondents focused on the current lacking infrastructure and services as shown in table 5.9. This was also consistent in terms of community development, where education and community projects were not the most important, but the development of community was mentioned as another realm of issues that needed addressing.

Table 5.9 Other developmental issues in Catlins region

		<i>Frequency</i>
<i>Infrastructure and Services</i>	Increasing toilet facilities	6
	Increasing cell phone coverage	3
	Correct maps of area	1
	Medical services	2
	Public phone box	1
	Water management	1
<i>Community</i>	Maintain unique characteristics	2
	Prioritizing host community	2
	Fair representation of community	1
<i>Other</i>	Restriction of private developers	1
	Restriction of vehicle access to beaches	1
	Implementation of tourist taxation	1

5.7 Tourism Growth Control

“How can we control the growth of tourism in the Catlins?”

With the rapid and ongoing growth of tourist numbers, it was deemed relevant to investigate the residents’ perceptions of methods to control this growth in the creation of a sustainable tourism environment. Hence, respondents were presented with options which could serve as useful method to control the number of tourists entering the Catlins region. The concept of growth management within tourism is widely recognised within tourism literature and within the New Zealand tourism industry (Gill and Williams, 1994; Hall and McArthur, 1998; Hall, 2000, Tourism Strategy Group, 2001). However it is often only considered within a community after the establishment of tourism, rather than before (Gill, 1998 in Hall 2000). The optional methods presented to respondents to consider were based on existing methods of tourism growth control, where growth can be controlled through techniques such as:

- Marketing (e.g., target marketing and de-marketing)
- Regulation (eg concessions, visitor flows and numbers)
- Economic restrictions (eg taxes and tolls)
- Site closure and restriction (eg barriers, private access, reserves, and national parks)

(English Tourist Board, 1991; Swarbrooke, 2002)

This question used a five-point likert scale where 1 represented total agreement to the item, and 5 represented total disagreement. Responses indicated that there was no great support for any methods with no mean being under 2.38. However, the creation

of non-visitation zones and regulation of operators had the most support as shown in table 5.10. Interestingly the creation of non-visitation zones was significantly more popular than the creation of reserves or national parks. This might suggest that the community not only wants to restrict the numbers of visitors, but also maintain some environments at the current “pristine” nature. Limiting the provision of facilities and marketing, were not deemed as popular solutions to growing tourist numbers. Overall these results suggest that the residents of the Catlins, although aware of the potential ramifications of significant tourist numbers, do not yet believe it is necessary to limit the numbers entering the region.

Table 5.10 Methods of controlling tourist numbers

	<i>Mean</i>	<i>Standard Deviation</i>
Creation of non-visitation areas	2.38	1.31
Regulation of operators	2.44	1.27
Marketing campaigns to specific tourists groups	2.67	1.14
Incentives for tourists	2.84	1.21
Control through regulation of tourists	3.05	1.35
Creation of national park	3.19	1.52
Limit marketing	3.25	1.22
Limiting the provision of facilities	3.44	1.30

Respondents were offered the opportunity to suggest any other methods to control growth, which did not result with any significant frequencies. These other methods suggested by respondents are shown in table 5.11, with the most suggested being the integration of the host community into a control program.

Table 5.11 Other methods of controlling tourist numbers

	<i>Frequency of responses</i>
Host community cooperation, planning & communication	5
Legislation (Health & Safety, Campervan Tolls, Restriction of traffic)	4
Environmental reserves and protection (Marine Reserves, waterway protection)	2
Adequate and appropriate signage and interpretation	1

5.8 Importance of Tourism for Catlins

“What specifically should tourism do for the Catlins?”

As the above results show, residents perceive a variety of potential advantages and disadvantages from the advent of tourism, but it is also important to evaluate what they perceive to be the particular favourable outcomes from tourism development in the Catlins. Respondents were asked to indicate what they perceived to be the

importance of tourism in fostering several factors within their community. This was indicated by a 5-point likert-style question where 1 indicated extremely importance, and 5 indicating extremely unimportance. The most important factor, which was consistent with previous results, was the development of general infrastructure with a mean of 1.51, such as the provision of sealed roads, waste management and toilet facilities. Cultural factors, such as the development of heritage and the development of community ownership and pride were deemed important, while protection of the flora and fauna were also seen as important. However, the creation of nature and marine reserves to protect these, did not receive as much support. Economic concerns such as employment and income generation did not feature as important effects of tourism, although they had previously been seen as major advantages of tourism development in the area.

Table 5.12 Importance of tourism's effect

	<i>Mean</i>	<i>Standard Deviation</i>
Development of general infrastructure	1.51	0.78
Development of Catlins' heritage	1.66	0.75
Protection of the forests & natural environments	1.70	1.04
Protection of marine mammals	1.70	0.99
Community ownership and pride	1.73	0.88
Development of recreational walks	1.74	0.86
Education about Catlins for visitors	1.84	0.78
Development of accommodation	1.85	0.77
Community cooperation	1.88	0.84
Increase of income for Catlins	2.00	0.89
Creation of jobs	2.04	0.92
Education about Catlins for locals	2.23	1.00
Retention of Catlins youth	2.29	1.09
Creation of nature reserves	2.34	1.23
Creation of marine reserves	2.42	1.35
Diversification of traditional industries	2.43	0.98
Expansion of traditional industries	2.58	1.00
External investment in Catlins	2.76	1.17

5.9 Economic Development of the Catlins

“Which industries will play the biggest roles in economic development in the Catlins?”

To additionally understand the nature of the Catlins and the role of tourism within the region it is important to investigate what industries were perceived to be the most beneficial to the future economic development. Respondents were asked to rank the

role of seven industries in terms of their role in economic development (see table 5.13). With the rural nature of the Catlins, agriculture was identified as the main economic opportunity, closely followed by tourism. Forestry and retail were ranked third and fourth, while non-established industries, namely fisheries, manufacturing and mining proved to be least viable.

Table 5.13 Economic development opportunities for Catlins

	<i>Mean</i>	<i>Median</i>	<i>Standard Deviation</i>
Agriculture	1.8	1	1.16
Tourism	2.12	2	1.25
Forestry	3.29	3	1.38
Retail	3.89	4	1.26
Fisheries	4.51	5	1.22
Manufacturing	5.55	6	0.97
Mining	6.79	7	0.83

5.10 Industry Environmental Impact

“Which industries will have the largest environmental impact on the Catlins?”

Additionally, respondents were asked to rank the level of negative environmental impact of each industry on a five-point likert scale, where 1 represented a very low impact to the item, and 5 represented a very high impact. This provided the opportunity to assess perceptions of tourism in comparison to other industries, specifically addressing the contentious environmental impacts. Retail was identified as having the least amount of environmental impact with a mean of 2.13, followed by agriculture, fisheries and manufacturing, which all had means below 2.9 indicating a low to moderate environmental impact. Tourism had a mean of 3.07, indicating perception of a moderate level of environmental impact, followed by forestry with 3.22 and mining with 3.48. Over 10% of respondents indicated that they were unsure of the negative environmental impact of mining and manufacturing. These results perhaps suggest an interpretation of environmental impacts that might vary to others. The environmental impacts of agriculture, particularly the use of chemicals, such as pesticides, the consumption of non-renewable resources, land erosion and pollution of waterways (Riha, et al., 1997) have been well identified, hence suggesting that the residents have a significantly favourable perception of agriculture within the Catlins. This was to be expected with the majority of the population in the region relying on the industry.

Tourism, although not without its own environmental impacts, is beginning to recognise the value of environmental sustainability, to the point where it is expected to have environmentally responsible activities and serve as a basis for community environment responsibility (Davies and Cahill, 2000). This placing of tourism in terms of the industry environmental impact reinforces the previous results, where the community of the Catlins see a high propensity for environmental damage from tourism.

Table 5.14 Environmental impact of industries in Catlins

	<i>Mean</i>	<i>Standard Deviation</i>
Retail	2.13	0.97
Agriculture	2.50	1.23
Fisheries	2.63	1.15
Manufacturing	2.85	1.16
Tourism	3.07	1.14
Forestry	3.22	1.21
Mining	3.48	1.62

A cross tabulation of respondents' industry with their perception of environmental impacts indicated a significant variance, where the retired, and followed by those within trade and agriculture perceived generally lower levels of environmental impacts than respondents involved in other industries.

Table 5.15 Respondents perception of environmental impacts by industry

	<i>Mean</i>
Retired	2.46
Trade	2.70
Agriculture	2.80
Tourism	2.98
Education	3.06

5.11 Tourism Planning

“Should there be cross-regional tourism planning for the Catlins?”

An important focus of this study was the investigation into the perceptions of the current and future tourism planning in the region. As by definition the area now falls into two distinct districts, namely Clutha and Southland. Thus, it is important to

identify whether the community see it is as important to work as a cohesive group. A large majority was in favour of cooperation with a support of 82.9% of valid answers, while 12.6% indicated they were unsure, and only 4.5% indicated they did not believe cooperation was important. Of those who indicated they were unsure, 53% were from Clutha and 47% from Southland, while 55% of those who did not believe in cooperating were from the Clutha region and 45% from the Southland region, hence not indicating any significant regional bias.

Table 5.16 Importance of cross regional cooperation for tourism development

	<i>Valid Percent</i>
Yes	82.9
No	4.5
Unsure	12.6
Total	100.0

5.12 Community Consultation and Communication

“How can ideas be communicated throughout the community regarding tourism?”

With the wide dispersal of the population it was also deemed important to identify key methods for community consultation and communication. Based on Hall and McArthur’s (1998) methods of stakeholder consultation, respondents were requested to rank what they perceived to be the three best methods of communication. The ideal goal of this communication tool would be to be efficient, in terms of time and cost, provide the ability for two-way communication, with high participation and representation of the community and related stakeholders (Simmons, 1994; Pearce et al, 1996). As shown in table 5.17 the most preferred technique was the use of information sheets, flyers and brochures, which is a relatively efficient tool, however does not guarantee participation or offer the preferred two-way communication channel. This was followed by public meetings with 21.3%, which has the desired two-way communication, but can sometimes develop biases through in-accurate representation. Public review of draft documents, publications and plans, and media campaigns also proved to be popular, but as with the two foremost also can potentially have limitations.

Table 5.17 Catlins community ranking of communication methods

Communication method	<i>Primary Method %</i>	<i>Secondary Method %</i>	<i>Tertiary Method %</i>	<i>Total %</i>
Information sheets, flyers & brochures	35.0	21.7	11.2	22.8
Public meeting	28.8	15.8	19.0	21.3
Public review of draft documents, publications & plans	5.8	15.4	21.1	14.0
Media campaigns	14.0	15.0	11.6	13.6
Public displays	2.5	10.8	15.5	9.5
Workshops	6.6	5.0	3.9	5.2
Focus groups	2.5	7.9	4.3	4.9
Websites	2.5	3.3	6.9	4.2
Small stakeholder meetings	1.6	2.1	2.2	2.0
Telephone polling	0.4	2.1	3.0	1.8
Computer simulations	0	0.8	0.9	0.6
Individual meetings with relevant stakeholders	0.4	0.0	0.0	0.2
Informal communication	0.0	0.0	0.4	0.2

5.13 Stakeholder Involvement in Tourism Planning

“Who should be involved in the planning for tourism in the Catlins?”

The tourism planning process should ideally have the involvement of all relevant stakeholders to create an acceptable direction for particular situations (Madrigal, 1995, Marcouiller, 1997). However, in reality with the diversity of modern society it is virtually impossible to firstly get all involved and then secondly get a result that is acceptable to all. Literature suggests the variety of stakeholders that should be involved in the process (Burton, 1979; Haywood, 1988), however who the residents perceive should be involved has received very little attention. With the community being the “nuclei” of the community tourism planning, it would seem logical to at least determine whom they believe should be involved in the tourism planning process (Murphy, 1985). This serves to assess current perceptions of the variety of stakeholders, but additionally may suggest some areas where the residents lack knowledge in terms of specific stakeholder groups and their roles.

Respondents were asked to rate the level of involvement they believed various stakeholder groups should have within the tourism planning process in the Catlins. This was based on a likert scale questions from 1 to 5, where 1 indicated a high level of involvement, and 5 indicated a low level of involvement. A chi-test of these responses was conducted to test whether the observed distribution showed inferential

significance. The results indicated that all variables had small significant values (<0.05), suggesting relationships between the variables.

Table 5.18 Community attitudes towards stakeholder involvement in tourism planning

	<i>Cluster</i>	<i>Mean</i>	<i>Std. Deviation</i>
Clutha District Council	1	1.74	0.92
General Residents	1	1.82	0.76
Activity/Attraction Providers	1	1.84	0.89
Local Promotion Groups	1	1.85	0.96
Southland District Council	1	1.86	0.99
Accommodation Providers	1	1.86	0.88
Transportation Providers	1	1.86	0.86
Community Groups	1	1.91	0.76
Food & Beverage Providers	1	1.93	0.88
Tourism Southland	2	1.97	0.90
Otago Regional Council	2	1.97	0.98
Tourism Dunedin	2	2.00	0.91
Clutha District Council Economic Development Board	2	2.01	1.01
Southland Regional Council	2	2.03	1.04
Environment Southland	2	2.04	1.07
Department of Conservation	2	2.05	1.07
Venture Southland	2	2.06	1.02
Tourism New Zealand	3	2.11	1.01
Retailers	*	2.18	0.88
Ministry of Tourism	3	2.19	0.99
Community Employment Group	3	2.22	0.96
Ministry of Economic Development	3	2.34	1.02
Consultants/Tourism Expertise	4	2.48	1.08
Tourism Education Providers	4	2.49	1.01
Second Home Owners	5	2.51	0.92
Environmental Groups	5	2.53	1.19
Local Schools	*	2.58	0.97
Tourists/Visitors	5	2.64	0.99
Recreational Groups	5	2.65	0.99
Chamber of Commerce	*	3.08	1.07
Local Tangata Whenua	6	3.09	1.27
Regional Iwi	6	3.24	1.16

* Outliers to clusters

From these results, six clusters were identified based on their characteristics and, interestingly, the similarity of their means. By utilising qualitative factor analysis, the differing stakeholder groups were shown to have different characteristics, which they shared with other groups (including factors such as private/public role, economic reliance and contribution, and industry involvement) (Reid, Mair, and George 2004) while utilisation of cluster analysis of quantitative results showed clusters of preference by respondents.

This resulted in the identification of the following clusters.

1. Local tourism community
2. Active regional agencies
3. Central government
4. Tourism specialists
5. Special interest groups
6. Indigenous culture

The first cluster, described as the “*local tourism community*”, including the local district councils, community groups, tourism providers and the general residents, were perceived to be the most important in terms of involvement in local tourism planning. This concurs with contemporary literature that suggests the local community should take the lead guardian role in the development of tourism planning (Madrigal, 1995). The residents’ perception of the importance of local government within tourism planning is consistent with the general recognition that local government is the most important authority in terms of establishment of tourism policy (Bouquet and Winter, 1987; Pearce, 1989). All stakeholders within this cluster had a mean below 1.95, showing a preference for a high level of involvement in the tourism planning process. The standard deviations of this cluster, being all below 1, also suggest that the variance of response is relatively low, indicating an overall congruence regarding these stakeholders, particularly in terms of general residents (0.76) and community groups (0.76). Hence the residents perceive the importance of general community involvement within the tourism planning process as being fundamental.

The second cluster, described as the “*active regional agencies*” includes regional councils, regional tourism organisations, economic development agencies, and environmental agencies. These types of groups have already recognised roles within the local tourism industry, particularly in terms of regulation, moderation and facilitation (Andriotis, 2002). As active components of a community’s development, these groups are generally seen as favourable elements to the planning process, due to the fact that their presence is recognised in day-to-day activities, and the residents have an understanding of the particular roles they are intended to partake (Mitchell and Reid, 2001). These groups had means between 1.95 and 2.10, indicating they are

perceived to be an important component of the planning process, although not the primary resource.

The third cluster, described as the “*central government agencies*” includes central governmental departments, responsible for tourism, employment, and economic development. Traditionally these agencies act at the national level, opposed to the regional level, hence are not recognised components of local tourism planning. Central government is often responsible for the general direction of tourism, where the community serves as the object of development, opposed to the subject of development (Mitchell and Reid, 2001). This often can lead to a dissonance from the community to central government, where the community, although noting the value of central support, perceives an isolation from central policy and planning (Andriotis, 2002). These groups had means between 2.10 and 2.35, again suggesting they should be involved in the process, yet having a more supportive role than directive position.

The fourth cluster, described as the “*tourism specialists*” includes tourism consultants and tourism education providers. These groups are having an increased role within the New Zealand tourism industry, as the benefits of market research and expertise are being realised, in line with other industries. Peattie (1992) discussed how tourism specialists are better suited to planning and policy formation due to their resources, in terms of intellectual and economic capital, from which they have an ability to best address the particular issues that are relevant in the field of tourism development. As with the previous two clusters, the residents perceived this cluster as important to the planning process, particularly as a supportive component having means between 2.45 and 2.5.

The fifth cluster, described as the “*special interest groups*” includes groups that exist in some temporal manner within the community, such as recreational groups, second homeowners, tourists, and environmental groups. These groups utilise and value the resources within a community in different fashion to the residents, where its utility is the ability of the area to offer unique experiences, usually in a transitory nature, opposed to residential lifestyle. Generally these groups are neglected within the majority of tourism planning collaborations (Lovelock, 2002), possibly due to their specialist focus on items that are generally not resident oriented and their external

nature. These groups can offer a unique standpoint on numerous issues regarding tourism development, which can contribute ideas to ultimately develop plans for a sustainable oriented tourism environment (Inskeep, 1991; Mowforth and Munt, 1998). These groups, perhaps due to their external nature, were perceived by the residents to be less important within the planning process, with means ranging between 2.50 and 2.65.

The sixth cluster, described as the “*indigenous culture*” comprises the regional and local Maori groups. Within contemporary New Zealand, the role of the Maori culture has been realised as an important component of any development, particularly in terms of tourism as recognised by the Tourism Strategy 2010 and Tourism New Zealand. However within this study, the local Tangata Whenua and regional Iwi were the only stakeholder group where the mean was above 3, indicating that the residents perceive the role of these groups to be fairly unimportant in the tourism planning process.

The Catlins community has a relatively low Maori population of only 6.3% compared to the national average of 14.7% (Statistics New Zealand, 2002a; 2002b), which may have a large influence upon the perceptions of Maori culture and its role within contemporary society. Over a quarter of a century ago, Oppenheim (1968) noted that the European majority mainly ignored the Maori culture, the largest minority group of the time. Obviously since this time perceptions have begun to alter, however as Laidlaw (1999) discussed, the contemporary European New Zealand society seeks a singular culture, opposed to the multi-cultural situation that has evolved. Specifically within the Catlins, although not significantly large numbers, local Tangata Whenua has had a significant role in terms of heritage, land ownership and access, which has potentially created degrees of displacement to the local majority population. Hence with the relative low numbers of Maori within the Catlins region, the displacement felt by the local community and the preconceptions of the ideal New Zealand society have led to the perception that Maori involvement in tourism planning is relatively unimportant. This is however conflicting with reality in contemporary New Zealand culture, where cultural diversity is embraced, particularly that of the Maori, which is becoming integrated throughout modern New Zealand life.

Hence it is apparent that the involvement of indigenous culture within tourism in New Zealand is a necessary and inevitable activity. Communities such as the Catlins may find it necessary to assess the current roles of indigenous culture, and how their input can benefit the process. The role of culture has been identified as a unique selling point for destinations, both indigenous and introduced, so the involvement of all present cultures would not only improve the tourist experience but also improve cultural understanding. This theoretically sounds simple, but to change the attitudes and perceptions of individuals is not a simple task, therefore a program of education promoting understanding of different cultures would seem to be a solution.

Results also identified three groups, being retailers, local schools and Chamber of Commerce, whom in terms of their means were not clustered with groups displaying similar characteristics. These outliers are recognisable elements within the Catlins community, however have not been recognised as elements of the local tourism industry. Local schools and the Chamber of Commerce had means of 2.58 and 3.08, indicating perceived low levels of involvement, grouping them with special interest groups. Thus, although they comprise the key components of the local day to day society, they are perceived by residents to be external to tourism and its planning.

Particularly interesting were the perceptions of retailers, which had a mean of 2.18, grouping it with the central government agencies. Shopping and retail activity is one of the most pervasive activities in which tourists participate and which is recognised as a significant economic, psychological, and social pursuit (Gunn 1988; MacCannell 2002 and McIntosh and Goeldner 1986). It has also been concluded that shopping is the most popular activity for tourists in terms of economic activity, with shopping accounting for approximately one-third of total tourism spending (Godbey and Graefe 1991; Snepenger, Murphy, O'Connell, and Gregg, 2003). This is clear evidence that the role of retailers within a tourist industry is not only present, but also a key element in the tourist experience and in turn, a key local stakeholder within the development of tourism.

These clusters suggest that within the context of tourism planning in the Catlins, and perhaps in the wider tourism environments, residents perceive the importance of differing groups in differing manners. The level of activity within communities and

the potential for impact appears to shape perceptions of residents, with those who are seen as inactive and experiencing less impact being less important than those who are active. The basis for planning activities is perceived by residents to be primarily the community and local industry components, while groups that do not appear to have significantly active roles are perceived to be less important. Whether this is better in terms of a community remains to be determined, however it is recognised that the wider the input, the lower is the potential for conflict later in the development process (Mason and Cheyne, 2000). A potential reasoning for the residents' perceptions is a lack of knowledge regarding the differing stakeholder groups, and what they offer to the planning process. The idea of education and understanding can serve as an important tool for developing community involvement within tourism planning, as every different stakeholder would learn the others' perspectives, and thus, ideally, would be able to appreciate the importance of all being involved.

5.14 Research Comparison

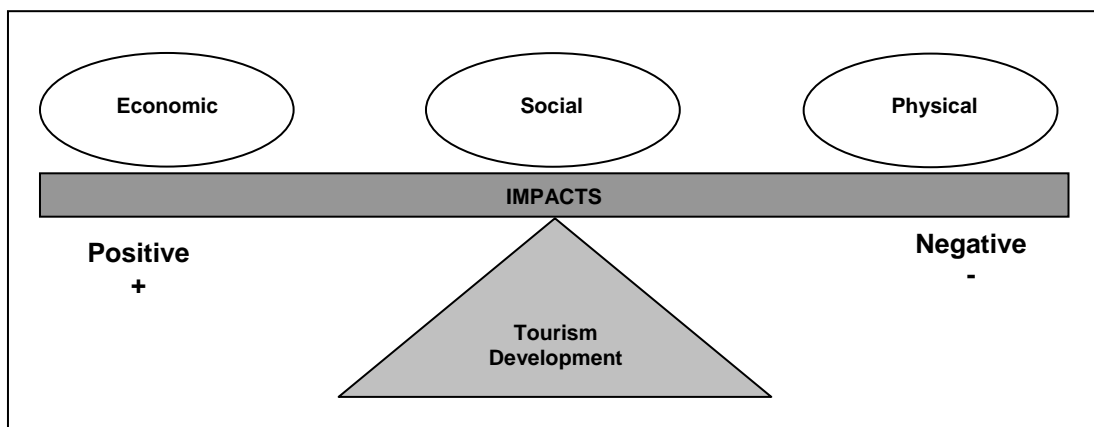
In February 2001 the South Catlins Promotions Association conducted research in the attitudes of development in the area, with particular focus on tourism (South Catlins Promotions, 2001). This study gathered 261 survey responses from the South Catlins community. Consistent with both studies was a preference for tourism growth, with 68% of the South Catlins, and 69.2% of this study. These figures are consistent with other New Zealand communities who predominately see tourist growth favourably. Tourism was seen by both studies as bringing economic and social benefits to the community, but also as having a potentially negative impact on the physical environment.

Concern was shown in both studies throughout the provision of infrastructure and experience within the area, with the belief that without further development it would be detrimental to tourist numbers and therefore detrimental to the improvement and growth of the local community. This study highlighted a general trend in New Zealand, where tourism is recognised as potential economic and social development tool. However, without appropriate planning and development it can have a detrimental effect, opposed to the intended benefits.

Additionally there was a coherency between the perceived role of the marketing of the region. Both studies suggested that the development of a cohesive and appropriate marketing plan would greatly assist in developing the destination while attracting the desired visitors. This comparison of studies indicates that attitudes towards tourism in the area remain consistent, where tourism is seen as a positive avenue for economic and social development, but is potentially detrimental to the physical environment. Without further development of infrastructure and the appropriate planning and marketing, tourism is perceived as to be not achieving its beneficial potential, with possible negative ramifications.

The comparison of these studies shows a continuation of attitudes by the Catlins community, where tourism is favourable perceived particularly in terms of economic and social development. Again, concerns regarding the physical and natural environmental degradation were identified. These results, combined with previous research (Davis, Allen, and Cozenza, 1988), suggest a balance of resident perceptions in terms of tourism impacts, where economic impacts are generally positive, social impacts are moderate, while physical impacts are generally negative (see figure 5.2). Although these are the perceptions of residents, hence is not necessarily reality, they do suggest areas of concern for communities. Therefore these types of results offer possible content of educational programs for residents in areas of tourism development, where proper development of tourism, with appropriate involvement and intervention, can result in the maximisation of positive benefits and minimisation of undesirable impacts.

Figure 5.2 Residents perceptions of the impacts of tourism



With a greater understanding of the impact tourism may have upon a community, the better a community can evaluate the introduction of tourism and its management. To better understand the likely impact of tourism it is important to conduct research into the existing situation, then using previous research and modelling to draw potential conclusions of proposed development, depending on strategies implemented. With this understanding of potential outcomes, stakeholders can have the ability to become involved within the planning and policy formation. Several models, as discussed in chapter three, propose potential development for communities, in terms of the potential for success for a destination as well as the success for the community.

5.16 Doxey's Index of Irritation

Doxey (1975) proposed that as tourist numbers increased resident populations react with increasing hostility towards tourists, passing through stages from euphoria to antagonism (Mason and Cheyne, 2000:392). Within the context of the Catlins, the comparison between the South Catlins Promotions study (2001) and this study did not produce any significant development of irritation amongst the community of the Catlins. However it was found within this study that residents, who had day-to-day contact with tourists, had lower levels of desire for tourist than those that did not have day-to-day contact. This would suggest that the tourists and tourism is having a detrimental effect on some residents, to the point where it is a threat to their lifestyle and hence a point of irritation. As noted above, the Catlins have moved past the introductory stage of tourism, where the residents are recognised to be enthusiastic and welcoming to visitors, with mutual satisfaction between the opportunities and benefits from tourism. As the tourism industry has expanded in the Catlins, tourism is now taken for granted by the community. Tourists are targeted for economic benefits, which in turn formalises the relationships between residents and tourists leading to an apathetic community.

With further development and visitation it is suggested by Doxey (1975 in Mason and Cheyne, 2000) that the community may become irritated as their lifestyle changes to cater to tourists. Although Doxey's Irridex is a theory, and its validity has been questioned, it is recognised that community members generally go through a natural progression of responses as tourism development occurs (Mair, Reid, George and

Taylor, 2001). This suggests that without implemented measures to control growth, there is likelihood that the observed irritation of those in contact with tourism may grow. Forms of intervention and control regarding tourism would hence be prescriptive to avoid an increase in this irritation. However within this study, although residents seemed aware of the potential ramifications of significant growth in tourist numbers, they did not yet believe it was necessary to limit or moderate the numbers entering the region.

5.17 Tourism Planning

What becomes apparent from these comparisons to previous research and theory is that with the Catlins being poised on the brink of significant growth in tourism, the effect upon the residents might alter the traditional culture of the region. Hence it is important that the planning process takes into account the variety of factors and stakeholders that make up the present and future community. Tourism planning has quickly evolved within New Zealand to cater for the growth of the industry, but it is also important that this planning reflects the desired direction of the current population. Therefore, the parties responsible for the formation and implementation of planning and policy need to ensure there is adequate communication, of which needs to be in both direction, so that all have an understanding comprehension of the situation. This necessitates significant programs of market research, education and consultation with stakeholders, and needs to continue throughout the planning and implementation process.

Although the use of tourism planning models, such as Community Tourism Planning (TIANZ 2002b) and the Community-Oriented Tourism Strategy (Murphy 1985) as discussed in chapter two, may be an unreasonable expectation, they do offer an insight into the complexity and diversity that exists within the realm of the planning process. Having an understanding of the importance of stakeholders and their particular roles would potentially create a future environment that would minimise negative impacts and associated conflict. Comparisons between models of tourism planning and practical situations identify that models do not comprehensively explain the phenomenon that occurs during the planning process. However, it is important to understand that these models serve as a basis, from which planners can proactively

avoid potential problems and ideally optimise the positive influence upon a community. What becomes evident from this study is that without a balanced coordination and active participation, the community can potentially become highly irritated by tourism development. Hence the coordination and participation, although not as simplistic as the described models, offer the potential to mitigate some of the disadvantages, while receiving the greatest value from the advantages.

5.18 Summary

Taking into account the results found within this study, it could be suggested that the residents of a community have a variety of attitudes and perceptions about the development of tourism. This forms the basis for a community and inherently the success of any development within it. Fortunately for the local tourism environment, the majority of respondents saw the development of tourism as beneficial, particularly in terms of economic and social impacts. The community did perceive a significant negative physical impact upon the local environment and a continued reliance upon the agricultural industry. Community involvement and cooperation are perceived as important components of the tourism planning process, with the variety of stakeholders having different roles. However, the role of specific groups, specifically the indigenous culture, are not perceived to be important, which is contrary to contemporary New Zealand society.

The Catlins community appears to be consistent with other studies examining residents' attitudes at the preliminary period of tourism development. The levels of irritation noted in further developed destinations are not yet prevalent in the region, however several indicators are becoming obvious. This suggests an integral period within the planning process to avoid the degradation of the residents experience and attitudes towards the introduction of tourism. Methods of mitigation suggested by the community to avoid the potential community irritation and impact have a variety of backgrounds and implications. It is unlikely that the entire community would be completely satisfied with the outcomes. However, it is still important to take a proactive and integrative stance to ensure the best possible future for the Catlins community and the tourism industry within in it.

Chapter Six Conclusions & Recommendations

6.1 Introduction

The purpose of this research was to broadly examine the Catlins residents' attitudes towards tourism development, with particular focus on tourism planning. For a destination such as the Catlins, to develop tourism in a sustainable manner, a holistic understanding of variety environments is essential. This includes a planning regime that integrates the variety of stakeholders, where effective communication channels are established to evaluate strategies and activities prior to implementation to mitigate problems and develop opportunities. Resident attitudes towards tourism are highly complex, and hence the integration of the variety of attitudes has been an arduous task for the bodies involved in the tourism planning process (Mason and Cheyne, 2000). This might suggest that traditional authoritarian planning approaches would be simpler, however by the nature of the modern democratic society attempts should be made to improve communities for the benefit of the communities, with involvement of these stakeholders throughout the process. This chapter addresses the key results from the research and discusses the implications in light of the review of appropriate literature. From this discussion recommendations related to this research, specifically tourism planning and tourism in the Catlins are suggested. Additionally future research opportunities are discussed, formulated from results and discussion in previous chapters.

6.2 Key Findings

The purpose of this research was to combine a theoretical understanding of community involvement in tourism planning with a practical application within the Catlins community through a resident's attitudes survey. As the results have shown in chapter 5, the residents of the Catlins generally have a positive perception about the development of tourism, yet realise that there is potential negative ramifications (see table 6.1). This is arguably due to observation of other destinations growth over recent history, such as tourist Mecca of Queenstown New Zealand, which is in relatively close proximity to the Catlins. From these perceptions the integral role of tourism planning can be identified, where an adoption of an appropriate management strategy

is essential, from which should be developed from observations and previous research within other tourism environments.

The demographic profile of the Catlins is unique, based on the rurality of the region, with stable economic situations, and low ethnic minority numbers, which has in turn influenced the values and attitudes of the region. This rural nature has resulted in a bias towards the agricultural industry, which is favourable viewed, specifically in terms of its environmental impact. Because of these unique characteristics, it is important to ensure continuity of this culture, while also introducing a greater understanding of the tourism development process and the necessity of participation within in. Overall the residents believed that the cooperation between the Clutha and Southland regions is essential to ensure the maintenance and creation of effective tourism relationships. Although potential conflict between the regions may not be completely avoidable, a cooperative strategy ensures minimising conflict and increases the cohesion hence increasing efficiency of activities.

Tourism is seen as having a key role in economic development within the area, while concerns are voiced about the potential negative environmental and sociological ramifications resulting from tourism growth. This balance between the positives and negatives suggest that strategies are required to communicate appropriate information regarding the implications of tourism and the implementation of a strategy to ensure that the concerns of the community can be avoided. The community identified several methods of communication which they perceived to be the most appropriate for conveying the planning process, the primary methods being the provision of information through media and public meetings. Additionally the residents perceived that each of the stakeholders has a different requirement of participation, resulting in six clusters of groups who should have differing levels. These clusters, from most important to least important were:

1. Local tourism community
2. Active regional agencies
3. Central government
4. Tourism specialists
5. Special interest groups
6. Indigenous culture

As these were the perceptions of the Catlins community, it can be argued that the practical application of these stakeholders in this order in the planning process. By developing communication with the community regarding these different groups, and the groups themselves the level and perception of involvement may alter over time. However it is important that the residents are made aware of the planning process, and the participation of the differing groups will demand on their willingness or recognition of the tourism planning process.

Table 6.1 Key findings of residents attitudes survey

<i>Perceptions of Tourism</i>	Generally favourable attitudes towards tourism, with the majority seeing tourism as a desired industry for the Catlins in the future.
<i>Tourism Advantages</i>	The economic attributes, such as employment, economic development and inflation of real estate were seen as the major benefits of tourism. This was followed by socio-cultural preservation and development of the community.
<i>Tourism Disadvantages</i>	The effects on the physical environment were the major concerns about tourism, coupled with social change problems of crime and over development.
<i>Developmental Issues</i>	Developmental attention was focused on the physical environment, particularly roading, waste management, and conservation.
<i>Tourism's Community Role</i>	Tourism is believed to be an avenue to improve community infrastructure and community spirit. Additionally it is seen as having an important role in conservation of natural assets such as flora and fauna.
<i>Economic Development</i>	Agriculture is perceived to be the major economic opportunity in the region, followed closely by tourism.
<i>Environmental Impact</i>	Tourism is seen to have a moderate level of environmental impact by the community.
<i>Cross Regional Cooperation</i>	Cooperation between the Clutha and Southland regions is seen as an important component of tourism development in the Catlins.
<i>Communication Methods</i>	Information sheets, flyers and brochures are the preferred method of communication between planners and the community. This is followed by public meetings, public review of documents and media campaigns.
<i>Stakeholder Involvement</i>	Local district councils, residents and tourism industry operators are perceived to be very important in the tourism planning process. Maori input is not deemed to be important within this process.

Developmental issues identified by the community revolve primarily around the physical environment where infrastructure needs to be developed and maintained for the benefit of residents and visitors alike. While having an understanding of some of

the factors within the development of tourism, several factors, such as the role of indigenous culture and economic development agencies, are yet to receive the support that they will enviably require in the future.

From the examination of these results, and comparison to actual practice and tourism planning processes, it is apparent that there are some discrepancies between the actual and the ideal. The challenge that lies for a community such as Catlins is to recognise the variety of ramifications of tourism and actively participate in the tourism development, which should start with the planning.

6.3 General Recommendations for Catlins Tourism Planning

The Catlins area has and continues to experience significant tourism growth, which is unfortunately very difficult to control. However stakeholder groups within the area have recognised this growth and the importance of adopting a proactive stance to ensure that the area can capitalise from the growing industry. This has resulted in the commissioning of the Catlins Tourism Strategy which was completed in 2003 by the Department of Tourism at the University of Otago. This document included research into the current state of tourism in the Catlins and a strategy to manage the burgeoning local tourism. This was a key step in the development of a sustainable and satisfying industry for the local community. However as has been observed in the past it is important that this strategy is implemented and is maintained on an ongoing basis.

A key task for the Catlins is to ensure that community is encouraged to participate within the planning and development process, throughout and after the implementation. This necessitates clearly defined methods of communication between planning management and the community, where the information flows regularly in both directions. The community also should involve the wider group of stakeholders who can contribute different perspectives, economic, social and intellectual capital, which in the long term can effectively assist in the sustainable growth of tourism in the Catlins.

Complimentary to this is the implementation of effective monitoring systems, to assess the variety of areas that are affected by tourism development. This includes the social, economic and physical environments which are all heavily affected by tourism. This reinforces the necessity of an active and ongoing tourism planning process, rather than a one of process which can quickly become outdated. By defining what the community wants out of tourism, the growth can be directed to ensure that the desired outcome is achieved. It is important also to recognise the current culture of the Catlins area and ensure that through the planning and management process the community can maintain its uniqueness, and minimise resident irritation to tourism and tourists.

6.4 Recommendations for Tourism Planning

This thesis reviewed the wealth of previous thought into the concept of tourism planning and the roles of communities with the process. Over recent history numerous authors have donated their research and thoughts into the burgeoning area of tourism planning. This has resulted in the evolution of modern thought on tourism planning, which has shown a particular growth into the role of communities in tourism planning. If community involvement within tourism planning is to be a successful exercise it is important that when considering planning a holistic view is undertaken. This necessitates having a complete understanding of all elements of the planning process.

As discussed in chapter three numerous models have been created to assist this process, and the Model of Community Involvement in Tourism Planning was suggested. Particularly this model recognises the variety of influences upon the tourism planning process, with specific attention to the integration of the stakeholder involvement. Although as with any model it suggests the ideal situation rather than the reality, it ensures that all forces are considered including uncontrollable external forces, institutional arrangements, and stakeholders which all have significant influence on the basic planning process. A highly important factor amongst this model is the monitoring and evaluation, hence leading to change to capitalise upon the environments.

6.5 Research Opportunities

What becomes evident is that the research and theory into the area of tourism planning is that opportunities to better understand the growing tourism industry also continues to grow. Identified below are a number of research opportunities resulting from this research.

Longitudinal Study on Catlins Tourism

This study identified some unique characteristics within the Catlins community, which in turn created unique perceptions. As tourism is a relatively youthful concern within the area, the proactive participation within the tourism planning process is encouraging. To assess the success of this participation, further research into this host community, their attitudes and the entire development of tourism in the area would offer insight into the value of community involvement in the planning process. Additionally this longitudinal styled research could draw conclusions into a destinations lifecycle, dependent on the controllable and uncontrollable forces.

The Role of Indigenous Cultures in Tourism Planning

A highly contentious issue raised by this research was the community's attitudes towards indigenous groups' participation within the planning process. The role of indigenous culture within tourism has been identified as unique selling point for a destination, hence is suggested that holds a role within the planning process ensuring the authenticity of representation (Wilson, 1997). This however in reality can be contrary to modern societies where colonisation has significantly altered the ethnicity of historical society. The challenge of this research would be to understand the perceptions and attitudes of residents to the involvement of indigenous culture, with the long term outcome of devising strategies to ensure the appropriate participation of all stakeholders.

Stakeholders involvement in tourism planning

The necessity of involving a variety of stakeholders within the tourism planning process has been well documented (Timothy, 2002). This study identified some unique attitudes towards which stakeholders have significant influence over the planning process, where a variety of stakeholders are perceived to have differing importance with it. This suggests that further research examining the current roles of and perceptions of stakeholders within tourism planning can be undertaken, to identify future avenues of involvement. This research would offer insight into how stakeholders are perceived, to lead to developing strategies to integrate more stakeholders if necessary to create a planning environment that offers the benefits that have been identified within community involvement research (Simmons, 1994).

Communication methods for tourism planning

The role of effective communication in the planning process is integral to gain the desired objectives of tourism (Hall and McArthur, 1997). Within this study, a number of communication methods were discussed to communicate the tourism planning process, which with further investigation could offer a variety of tools for a destination to effectively motivate participation by the wider community within the process. This communication could simply play a role in awareness, creating the opportunities for communities to maintain the desired life style where the increase of participation plays a role in creating a sustainable tourism product within a sustainable community.

6.6 Concluding Remarks

Tourism is now recognised as a significant portion of the economic and social development of regions throughout the world (Hall, Jenkins, and Kearsley, 1997). This is as applicable for the Catlins region as any other. Fortunately with the recognition of this growth, the field of tourism planning has increasingly received more attention from both the theoretical and practical areas. The prevalence of this investigation into resident attitudes towards tourism development has created the opportunity to improve the nature of the development. This research investigated the attitudes of the residents of the Catlins towards tourism development, particularly focusing on tourism planning. It was found that the Catlins holds unique

characteristics which will affect the decisions that are made in terms of tourism planning. The positive view of tourism is balanced with the concerns of the potential negative ramifications of tourism development.

In terms of tourism planning participation a variety of stakeholders hold different perceived importance, within a highly important process. These views reinforce the necessity to understand the unique environment that any planning process occurs. To state that one method of tourism planning is superior to another is difficult because depending on a community and the forces upon it, it will suit one style opposed to another community. What is hence apparent that a holistic understanding of a community, including the attitudes, will contribute to creating a planning style that is appropriate to this specific community.

Chapter Seven

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Appendix A

CATLINS COMMUNITY ATTITUDE SURVEY TO TOURISM

Warrick Low
Department of Tourism
University of Otago
Po Box 56
Dunedin



Te Whare Wānanga o Otago

Re: CATLINS COMMUNITY ATTITUDE SURVEY TO TOURISM

Dear Community Member,

My name is Warrick Low and I am a Master's student at the Department of Tourism, at the University of Otago. I originally came from rural Southland and through my education have realised the potential of tourism to be beneficial to small rural communities particularly in Otago & Southland. Currently I am working with the Clutha and Southland District Councils to evaluate the role of tourism in the Catlins region, to ultimately contribute to the development of a *tourism strategy for the Catlins*. This strategy will aim to manage tourism in the Catlins in a manner that is desired by you, a resident of the area. Attached to this letter is a survey that is being distributed to the entire Catlins community to gauge the current attitudes and perceptions of residents to tourism and tourism planning in the region.

Could the next person in your household over the age of eighteen to have a birthday complete the attached survey. Then place in the postage paid envelope attached and place in the mail

Please note that your responses to this survey will be completely confidential, with results being aggregated together ensuring responses cannot be traced to an individual. If you have any questions regarding this research please do not hesitate to contact me. This research is being conducted under the supervision of Professor Mike Hall and Dr David Duval from the University of Otago. Please note there is a section at the end of the survey where you can add any other thoughts you believe are important to communicate regarding tourism in the Catlins.

The completion of this survey should take approximately 10-15 minutes, which is highly appreciated by all parties, particularly myself.

With sincere thanks for your interest and effort

Warrick Low

03 479 5403

wlow@business.otago.ac.nz

Appendix B

CATLINS COMMUNITY ATTITUDE SURVEY TO TOURISM

1. Do tourists/visitors to the Catlins affect your day-to-day life? Yes No

2. Listed below are possible advantages the Catlins region may experience as a result of tourism development. Please select what you feel are the three (3) biggest advantages and write the letters in the appropriate space provided.

- | | | | |
|----------|--|-------------------------|----------------|
| <i>A</i> | Employment opportunities | Biggest Advantage | _____ (e.g. I) |
| <i>B</i> | Improved quality of life of community | | |
| <i>C</i> | Increase in the value of real estate | Next Biggest Advantage | _____ |
| <i>D</i> | Improvement of community facilities & assets | | |
| <i>E</i> | Improvement of community appearance | Third Biggest Advantage | _____ |
| <i>F</i> | Population retention and growth | | |
| <i>G</i> | Economic development | | |
| <i>H</i> | Socio-cultural interaction with visitors | | |
| <i>I</i> | Other: _____ | | |

3. Listed below are possible disadvantages the Catlins region may experience as a result of tourism development. Please select what you feel are the three (3) biggest disadvantages and write the letters in the appropriate space provided.

- | | | | |
|----------|---------------------------------------|----------------------------|----------------|
| <i>A</i> | Traffic congestion | Biggest Disadvantage | _____ (e.g. J) |
| <i>B</i> | Crowded recreation areas & facilities | | |
| <i>C</i> | Population growth | Next Biggest Disadvantage | _____ |
| <i>D</i> | More crime | | |
| <i>E</i> | Environmental Impacts | Third Biggest Disadvantage | _____ |
| <i>F</i> | Over development | | |
| <i>G</i> | Higher prices for goods & services | | |
| <i>H</i> | Higher taxes | | |
| <i>I</i> | Higher real estate prices | | |
| <i>J</i> | Other: _____ | | |

4. Please indicate your level of desire for tourism in the Catlins area? (please circle one number)

Totally Desired	Desired	Neutral	Undesired	Totally Undesired
1	2	3	4	5

5. Is cross regional (Clutha and Southland) cooperation important for development of tourism in the Catlins? Yes No Unsure

6. Do you believe you are directly or indirectly involved in the tourism industry in the Catlins? Yes No Unsure

7. Communication is an integral component of involving community in planning. Please select what you feel are the three (3) best methods of communication between the community and those undertaking the planning and write the letters in the appropriate space provided.

- | | | | |
|----------|--|-------------------|----------------|
| <i>A</i> | Workshops | Best Method | _____ (e.g. J) |
| <i>B</i> | Information sheets, flyers & brochures | | |
| <i>C</i> | Public displays | Next Best Method | _____ |
| <i>D</i> | Computer simulations | | |
| <i>E</i> | Websites | Third Best Method | _____ |
| <i>F</i> | Media campaigns (newspaper, radio etc) | | |
| <i>G</i> | Telephone polling | | |
| <i>H</i> | Public Meetings | | |
| <i>I</i> | Small stakeholder meetings | | |
| <i>J</i> | Focus Groups | | |
| <i>K</i> | Public review of draft documents, publications & plans | <i>L</i> | Other: _____ |

CATLINS COMMUNITY ATTITUDE SURVEY TO TOURISM

8. Please indicate what you believe the Catlins region needs to focus its specific attention on in terms of development (please circle 1 number per statement)

	Totally Agree 1	Agree 2	Neutral 3	Disagree 4	Totally disagree 5	
Roading					1	2 3 4 5
Signage					1	2 3 4 5
Waste Disposal					1	2 3 4 5
Education					1	2 3 4 5
Accommodation					1	2 3 4 5
Conservation					1	2 3 4 5
Retail					1	2 3 4 5
Community Projects					1	2 3 4 5
Employment					1	2 3 4 5
Tourism Planning					1	2 3 4 5
Cooperation between the Catlins District (North & South)					1	2 3 4 5
Emergency Services					1	2 3 4 5
Tourist experience quality					1	2 3 4 5
Other (please specify)_____					1	2 3 4 5

9. Tourism growth should be managed in the Catlins area by (please circle 1 number per statement)

	Totally Agree 1	Agree 2	Neutral 3	Disagree 4	Totally disagree 5	
Control through regulation of tourists (quotas, opening times etc)					1	2 3 4 5
Regulation of operators (concessions for use by operators etc)					1	2 3 4 5
Creation of non-visitation areas (sensitive areas etc)					1	2 3 4 5
Incentives for tourists (entice particular types of tourists)					1	2 3 4 5
Marketing campaigns to specific tourists groups					1	2 3 4 5
Limiting the provision of facilities					1	2 3 4 5
Limit marketing					1	2 3 4 5
Creation of National Park					1	2 3 4 5
Other (please specify)_____					1	2 3 4 5

10. Please rate what you think the importance of tourism's current effect on the Catlins is in terms of the following (please circle 1 number per statement)

	Very Important 1	Important 2	Neutral 3	Unimportant 4	Very Unimportant 5	
Creation of jobs in the Catlins area					1	2 3 4 5
Retention of the Catlins youth, keeping young people in the area					1	2 3 4 5
Increase of income for Catlins					1	2 3 4 5
Diversification from traditional industries, i.e. forestry and agriculture					1	2 3 4 5
Expansion of traditional industries					1	2 3 4 5
Development of general infrastructure i.e. roading, toilets and waste disposal					1	2 3 4 5
Development of accommodation					1	2 3 4 5
Development of recreational walks					1	2 3 4 5
Development of heritage (history) of Catlins (museums etc)					1	2 3 4 5
External investment in the Catlins					1	2 3 4 5
Protection of the forests & natural environments					1	2 3 4 5
Protection of the marine animals (dolphins, penguins, seals etc)					1	2 3 4 5
Community cooperation					1	2 3 4 5
Education about Catlins for locals					1	2 3 4 5
Education about Catlins for visitors					1	2 3 4 5
Creation of Nature Reserves					1	2 3 4 5
Creation of Marine Reserves					1	2 3 4 5
Community Ownership & Pride					1	2 3 4 5
Other (please specify)_____					1	2 3 4 5

CATLINS COMMUNITY ATTITUDE SURVEY TO TOURISM

11. What level of involvement do you believe these stakeholders should have in tourism planning in the Catlins (please circle 1 number per statement)

	Completely Involved 1	Involved 2	Partially Involved 3	Uninvolved 4	Completely Uninvolved 5	
<u>Host Community</u>						
Local Tangata Whenua	1	2	3	4	5	unsure
Retailers	1	2	3	4	5	unsure
General residents	1	2	3	4	5	unsure
Community Groups	1	2	3	4	5	unsure
Local Promotion Groups	1	2	3	4	5	unsure
Second Home Owners (Cribs & Bach's)	1	2	3	4	5	unsure
<u>Tourist Operators</u>						
Accommodation Providers	1	2	3	4	5	unsure
Activity/Attraction Providers	1	2	3	4	5	unsure
Transportation Providers	1	2	3	4	5	unsure
Food & Beverage Providers	1	2	3	4	5	unsure
<u>Regional Government</u>						
Otago Regional Council	1	2	3	4	5	unsure
Southland Regional Council	1	2	3	4	5	unsure
<i>Environment Southland</i>	1	2	3	4	5	unsure
<u>Local Government</u>						
Clutha District Council	1	2	3	4	5	unsure
Southland District Council	1	2	3	4	5	unsure
<u>Economic Development Entities</u>						
Venture Southland	1	2	3	4	5	unsure
Clutha District Council Economic Development Board	1	2	3	4	5	unsure
<u>Central Government</u>						
Department of Conservation	1	2	3	4	5	unsure
Ministry of Tourism	1	2	3	4	5	unsure
Ministry of Economic Development	1	2	3	4	5	unsure
Tourism New Zealand	1	2	3	4	5	unsure
Community Employment Group	1	2	3	4	5	unsure
<u>Regional Tourism Authorities</u>						
Tourism Southland	1	2	3	4	5	unsure
Tourism Dunedin	1	2	3	4	5	unsure
<u>Other Groups</u>						
Environmental Groups (e.g. Forrest & Bird)	1	2	3	4	5	unsure
Consultants/ Tourism Expertise	1	2	3	4	5	unsure
Tourism Education Providers	1	2	3	4	5	unsure
Regional Iwi	1	2	3	4	5	unsure
Recreational Groups (e.g. Fish & Game)	1	2	3	4	5	unsure
Tourists/Visitors	1	2	3	4	5	unsure
Chamber of Commerce	1	2	3	4	5	unsure
Local Schools	1	2	3	4	5	unsure
Others (please state) _____	1	2	3	4	5	unsure

12. Is the Catlins your: Permanent Residence Second Home (Bach/Crib)

13. In what town (or the closest to your home) do you reside? (i.e. Owaka, Fortrose) _____

14. How long have you approximately lived in the Catlins area? (i.e. 1.5 years) _____

15. What industry do you work in?

- Retail Agricultural Education Forestry
 Tourism Government Not working Retired

CATLINS COMMUNITY ATTITUDE SURVEY TO TOURISM

Other (please specify) _____

16. In your opinion, which of the following provide the best opportunities for future economic development in the Catlins community? (Please rank, 1 through 7, with "1" being the best opportunity, in the appropriate spaces provided)

- ____ Agriculture
- ____ Forestry
- ____ Manufacturing
- ____ Fisheries
- ____ Retail
- ____ Tourism
- ____ Mining
- ____ Other: _____

17. Please indicate the level of negative impact the following industries you believe occurs on the environment (please circle 1 number per statement)

	Very Low Impact 1	Low 2	Partial Impact 3	High 4	Very High Impact 5	
Agriculture	1	2	3	4	5	unsure
Forestry	1	2	3	4	5	unsure
Manufacturing	1	2	3	4	5	unsure
Fisheries	1	2	3	4	5	unsure
Retail	1	2	3	4	5	unsure
Tourism	1	2	3	4	5	unsure
Mining	1	2	3	4	5	unsure
Other: _____	1	2	3	4	5	unsure

18. Please state your gender by ticking the appropriate box. Male Female

19. Please indicate which age category you fit into. (Please tick one box only)

- 18 – 24 years 35 – 44 years 55 – 64 years
- 25 – 34 years 45 – 54 years Over 65 years

20. What is your current marital status? (Please tick the most appropriate)

- Single Married/Defacto Divorced/Separated/Widowed

21. Please indicate how many people currently live in your household. _____

22. What is your total average annual household income before tax? (Please tick one box only)

- Less than \$20,000 \$20,000 - \$29,999 \$30,000 - \$39,999 \$40,000 - \$49,999
- \$50,000 - \$69,999 \$70,000 - \$99,999 \$100,000 or more

23. What is your current employment status? (Please tick one box only)

- Employed Fulltime Employed Part-time Self Employed
- Retired Student Unemployed
- Homemaker Other (please specify) _____

Thank you for your participation and time, please feel free to make any comments you think are important to be noted over the page

CATLINS COMMUNITY ATTITUDE SURVEY TO TOURISM