

## FYI GREEN BAY

Did you know that the citizens of Green Bay, Wisconsin, own the National Football League team the Green Bay Packers? November, December, and January are not prime

tourism months in Wisconsin, but professional football games, practice events, and other events held at the Packers' home, Lambeau Field, generate over \$12 million in economic

benefits for Green Bay. Unlike so many other teams, the Packers won't be leaving their city for greener pastures!

on departing flights from the local airport. These tax revenues can then be used to further develop and promote tourism or, as is common, to improve the quality of life by funding services for local citizens.

National and state/provincial governments can support tourism development by performing many activities. These can include the collection of tourism information, regulation of tourism-related businesses such as airlines, international promotion of tourism, encouragement of development of tourist areas (especially by funding infrastructure or providing government-backed loans), and development of tourism **policy**. In a bid to reshape its economy, the government of Taiwan is shifting its development efforts away from manufacturing to tourism. Its "Challenge 2008" plan, backed by \$75 billion in financing, is designed to double the number of tourists visiting the country.<sup>18</sup> Its subsequent implementation of the "Taiwan's 2015–2018 Tourism Action Plan" includes tourism product integration and marketing, manpower optimization, application of smart tourism, and promotion of green and caring travel. The government plans to welcome the 11.2 million international visitors to Taiwan in 2017.<sup>19</sup>

In some countries, the national government actually takes part in the tourism industry through government ownership of certain businesses such as hotel chains, tour companies, and airlines. In the United States and Canada, government agencies are an integral part of the management of a valuable tourism resource—the national park systems. However, more and more national governments are getting out of the tourism businesses through **privatization** and limiting their roles to tourism promotion and regulation. For example, in the mid-1980s, the government of New Zealand owned hotels, tour companies, and the national airline. Since then, the New Zealand government has privatized virtually all of these tourism enterprises.

Governments can also aid tourism development by financing necessary infrastructure such as roads and airports and by offering government-backed low-interest loans to private developers who develop **superstructure** facilities. For example, travelers are often surprised to learn that they must pay a departure tax in many locations to fund airport operations and improvements. In other instances, many local governments, aided through state funds, have attempted to revitalize inner-city areas and turn them into leisure, entertainment, and shopping meccas. Local governments can also sponsor "hallmark tourist events" such as the Super Bowl or a World's Fair to generate increased visits and gain publicity for the region that can pay off in the future.

Think of the international awareness that is gained by cities and countries when they host Olympic Games! Bidding for the Olympics is an expensive and competitive endeavor and often considered an investment for tourism in the host country by gaining the opportunity to showcase its cultural and natural resources. The estimated cost of the Sochi Olympics in 2014 is \$51 billion.<sup>20</sup> Many question whether such an expense was a good use of funds and whether it is likely to see a return on the investment for future tourism in Sochi. Still, countries see mega-events as an investment in tourism and continue to compete to host the Olympic Games. For example, the Japanese government has set a goal to achieve 20 million visitors by the time Tokyo hosts the Summer Olympics in 2020.<sup>21</sup>