

Table 11.5 Phases in the Tourism Policy and Planning Process

Phase 1: Definitional phase
Definition of the tourism destination system (geographical boundaries and the stakeholder groups and their relationships)
Specification of the tourism destination philosophy (the values to be followed)
Crafting of a destination vision
Specification of objectives and constraints
Phase 2: Analytical phase
Internal analysis (review of existing policies and programs, resources)
External analysis (analysis of current and future demand, competition, and promotion)
Phase 3: Operational phase
Strategy determination
Predictions regarding future demand and competitive environment
Policy and program recommendations
Phase 4: Implementation phase
Strategy for development, promotion, and stewardship
Assignment of responsibilities for tactical implementation
Identification of funding sources
Specification of timing of tactics

Source: Adapted from Ritchie, J. R. B., and Crouch, G. I. (2003). *The Competitive Destination*. Wallingford: CABI Publishing.

A fine example of tourism planning is the Banff National Park Management Plan. The plan started with a vision statement that provided direction for the preparation of a detailed plan that will guide decision-making about development and operations in the Canadian park for the foreseeable future.²⁹

Political “Tugs of War” Over Tourism

Under “Tourism and Politics,” we defined politics as power and about who gets what. Whenever a finite amount of resources, especially financial resources, needs to be allocated, there will always be tugs of war among providers and users of these resources. In politics, groups with common needs or wants are called **constituent groups**. In the world of tourism, these constituent groups include:

- Tourism business owners
- Employees of tourism businesses
- Other business owners/managers/employees
- Government officials
- Government employees
- Taxpayers
- Local community/region citizens
- Tourists

Each of these constituent groups has its own set of priorities concerning how resources, especially tax dollars, should be used. In addition, these groups also have differences in opinion concerning issues such as the quality of life. For example, some people believe jobs and higher incomes (quantity of life) are the basis for attaining quality of life for citizens, whereas others believe environmental and cultural aspects are equally or even more important.