
NORTHEAST MINNESOTA
REGIONAL SUSTAINABLE DEVELOPMENT PARTNERSHIP

UNIVERSITY OF MINNESOTA

Tourism Resource Team Manual

April 2005

Executive Summary

This manual serves as a guide to implementing the Tourism Resource Team Program, as designed by the Northeast Sustainable Development Partnership.

The Tourism Resource Team (TRT) program provides technical assistance to community tourism organizations that have encountered an obstacle to realize their sustainable tourism goals. Program emphasis is on sustainability per the guidelines of the Regional Sustainable Development Partnerships (RSDP). Sustainable tourism and recreation recognize the need for various dimensions of “sustainability”: economic, environmental, and social. This program seeks to satisfy tourism industry needs, protect natural and cultural resource attractions, and preserve development capabilities for future generations.

The TRT program provides:

- On-site consultation with experts and consultants,
- A joint TRT and community report with analysis, observations, and potential recommendations to meet identified community needs in a sustainable manner, and
- Sustained interaction between the NMSDP and the community as the implementation plan is considered.

This manual provides details on program implementation and includes examples of the program materials, communications, and evaluations. For additional information on the program, contact: Northeast Sustainable Development Partnership: 218-726-7368 or ukaga001@umn.edu.

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Sustainable Development Partnerships & Sustainability

The Tourism Resource Team is part of the Regional Sustainable Development Partnerships. The Regional Sustainable Development Partnerships work to advance community-university partnerships and sustainable development in Minnesota. This program has the dual purpose of: (1) helping to facilitate local sustainable development in agriculture, natural resources and tourism and address environmental, economic, and social problems associated with conventional practices; and (2) helping address perceived University problems such as the erosion of support and reward for “public interest” scholarship, the lopsided focus on economic and technical efficiency with inadequate attention to environmental and social dimensions of sustainability (Peters et al. 2000). These are partnerships based on: mutual respect, meaningful relationships, and a commitment to work together. These collaborations value each partner’s skills, expertise, and knowledge. These partnerships result in tangible benefits to communities, useful products, and deeper understanding of issues and systems.

A citizen-faculty board exists for each of the five partnership regions. The role of the Board is to share program principles; invite and engage participation of citizens and the University; manage the process; make rules; serve as investors, conveners and referees; and leverage money for Partnership projects. The Board of Directors looks for potential projects; makes decisions about new projects; reviews existing projects; attends “listening” meetings; and evaluates the results of completed projects.

Three principles constitute the foundation for project selection:

1. Active citizenship--local citizen participation in designing, implementing, and evaluating projects in the region.
2. Sustainable development--addressing issues according to sustainable development principles.
3. University of Minnesota involvement--a vibrant relationship between the citizens and their university.

The Northeast Minnesota Sustainable Development Partnership (NMSDP) covers all of St. Louis, Cook, and Carlton Counties, as well as parts of Koochiching, Itasca, Aitkin, and Crow Wing counties. The bulk of this region is known ecologically as the Northern and Southern Superior Uplands. The NMSDP Tourism mission is to facilitate and support sustainable tourism and recreation in northeastern Minnesota. Currently, the NMSDP has areas of focus that include community forms and infrastructure, agriculture, energy, forestry, and tourism. In the area of tourism, the NMSDP is working to increase incorporation of sustainable development principles in recreation and tourism as well as assist and empower communities to achieve sustainable tourism and recreation goals. The sustainability encompasses three key areas: environment, economy, and society.

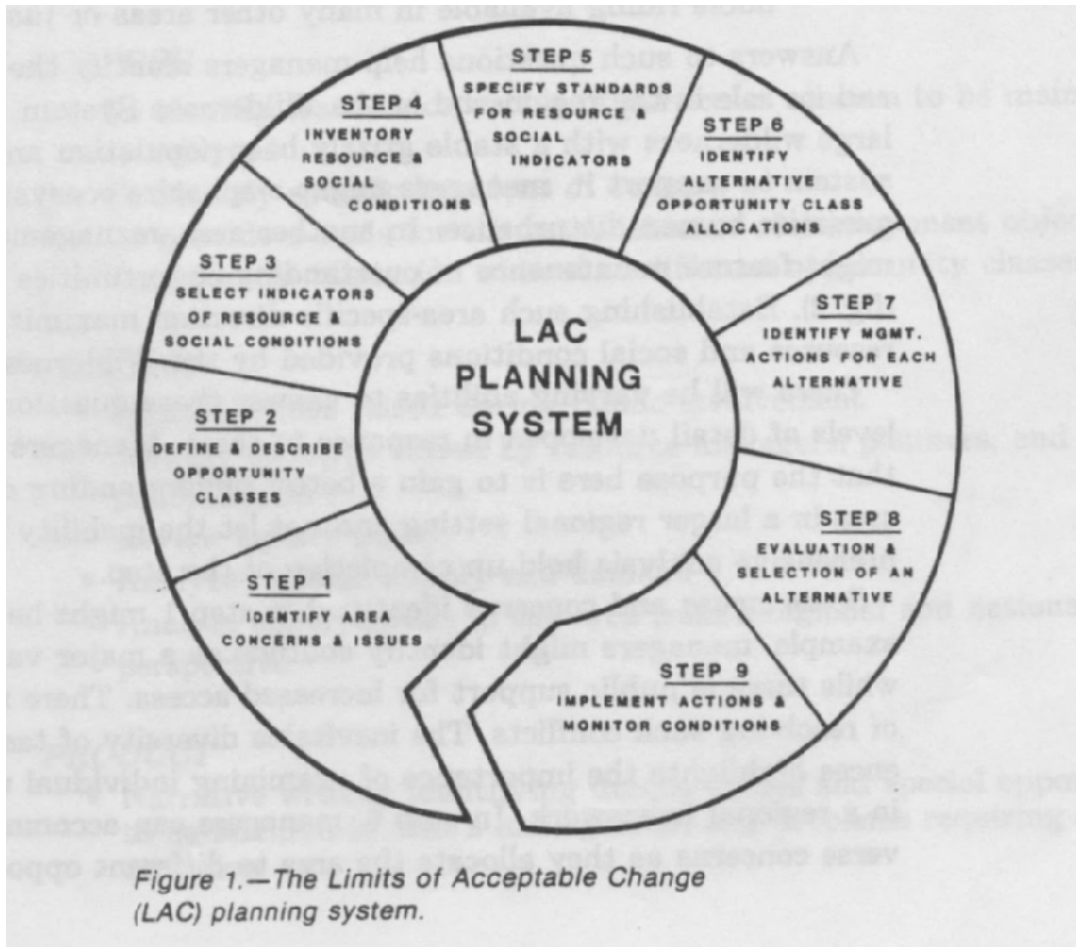
Toward this end, the idea of community tourism assistance and empowerment through tourism resource teams was initiated. These teams can enhance community efforts to reach sustainable tourism goals through visits, assessments, and formal reporting. A 'resource team' is created based on community identified needs. A 'community team' is created by the community to provide information and leadership to the community tourism initiative.

These projects and partnerships call for participatory rather than top-down approaches to planning. But it often comes against the hard reality of habit and culture where autocratic, "top-down" or non-participatory programming is the norm. When things are traditionally done in a top down fashion, people do not easily think or plan in a participatory manner. The challenge then is first to recognize the problem and then to work hard to overcome it so good partnership can, in fact, take place. The heart of partnership is joint ownership of the process for each partner involved. Joint ownership is an intimate, personal experience in that each person commits himself or herself to both the process *and* its outcome. To achieve true and effective partnership, leaders must create and maintain emotionally safe environments within which people can develop quality relationships with one another. Creating such an environment requires at least six things:

- Respect for one another
- Understanding and accepting that what people believe precedes policy and practice
- Agreement on the rights of participation in and access to the entire evaluation process from its inception to the outcome of its results
- Understanding that most people work as volunteers and need personal covenants, not legal contracts
- Understanding that relationships count more than structure because people—not structures—build trust, and
- Protecting the process against capture by self-serving interests

Improved interaction and partnership can be achieved if all stakeholders are proactive in identifying common objectives, take initiative in identifying mutually beneficial work, and are diligent in creating a body of work that is recognized in both field and campus-based cultures. Further, the success of the collaborative effort will depend in large part on the degree to which there is a shared vision (Senge, 1990; Minarovic & Mueller 2000). Successful partnerships call for a sincere and continued effort to always come to common public visions, goals and agendas moving from ideas and interests of the individual members to group consensus or public judgment (Yankelovich, 1991).

A particularly relevant approach to this common vision is the implementation of the Limits of Acceptable Change framework. A nine-step process, this planning framework provides the opportunity to determine the shared vision, explicitly identify objectives for the vision, detail what constitutes acceptable change for the community/area in all three dimensions of sustainability, and then select indicators and standards for that change (Figure 1).



The Tourism Resource Team Program

The Tourism Resource Team (TRT) program provides technical assistance to community tourism organizations that have encountered an obstacle to realize their tourism goals. Program emphasis is on sustainability per the guidelines of the Regional Sustainable Development Partnerships (RSDP). Sustainable tourism and recreation recognize the need for various dimensions of “sustainability”: economic, environmental, and social. This program seeks to satisfy tourism industry needs, protect natural and cultural resource attractions, and preserve development capabilities for future generations.

The TRT program provides:

- Free on-site consultation with experts and consultants
- A joint TRT and community report with analysis, observations, and potential recommendations to meet identified community needs in a sustainable manner, and
- Sustained interaction between the NMSDP and the community as the implementation plan is considered

The application process begins with a community application form (Appendix C), and if selected, participating in a site visit with the TRT program coordinator (Figure 2). Applications are evaluated by the NMSDP Tourism group on several criteria (Appendix D).

Upon selection, the community gathers a team, provides a packet of information to the TRT and prepares for a 2-3 day visit. The TRT creates an expert group based on the community needs, prepares for the visit, participates in 2-3 days of site visits, meetings, and discussion sessions, and prepares a final presentation for the community. After the visit, the team members provide project report components, which are then compiled for the community. Program evaluations are conducted 6 and 12 months following the visit.

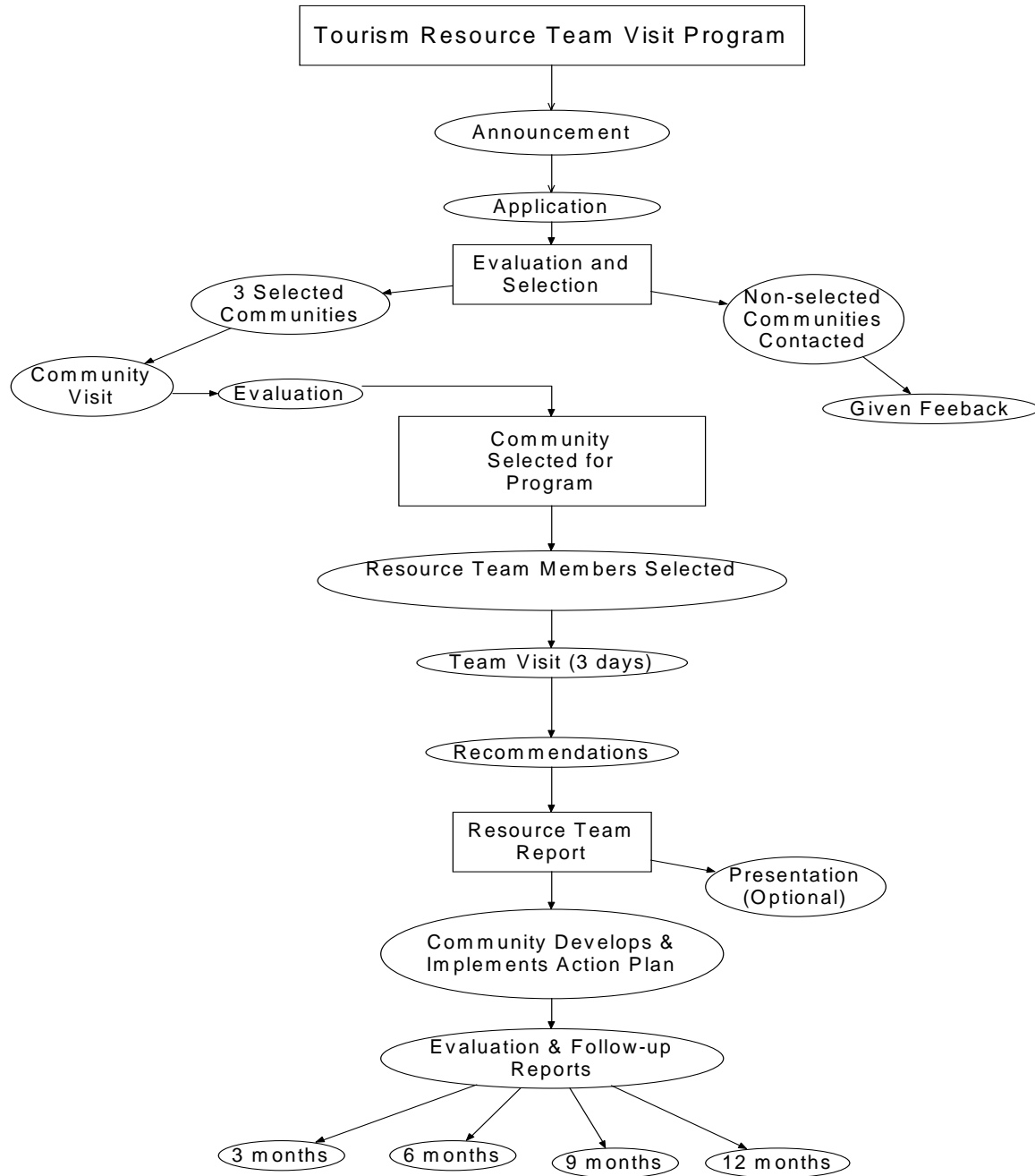


Figure 2. Flow chart of Tourism Resource Team Project

Tourism Resource Team Process

What follows is the detail on the Tourism Resource Team Process executed in northeastern Minnesota, based on a review of models and approaches used in the U.S. Appendix A is a Gantt Chart that outlines the process and timeline of events. A model of the program is included in Appendix B.

The Pre-Application Process:

(Months 1-3)

- 1) Send out request for proposals to interested parties, promote it at tourism events, post it on applicable websites, and advertise it in local newspapers.

Northeast Minnesota Communities: RFP for Tourism Assistance

The Northeast Minnesota Sustainable Development Partnership (NMSDP) announces Monday, February 14th as the deadline for 2005 Tourism Resource Team (TRT) proposals. The TRT provides free technical assistance to community tourism organizations in Northeast Minnesota that have encountered an obstacle or problem that prevents them from realizing their plans or goals. This program seeks to satisfy tourism industry needs, help the tourism industry protect natural and cultural resources that attract the residents and tourists in the first place, and preserve as many options, natural resources and development capabilities as possible for future generations. Details on the RFP will be announced in mid-January. See <http://www.regionalpartnerships.umn.edu/northeast/trtrpt2004.pdf> for the 2004 project report. For more information, contact _____.

Media outlets included:

*Fast Facts via Explore Minnesota Tourism
Arrowhead Association Meetings
Governor's Conference on Tourism
Local News Outlets (newspapers, radio, television)*

- 2) Collect pre-applications where communities identify tourism issues that need to be addressed and resources available to meet these needs. *See Appendix C for Pre-Application.*
- 3) Evaluate pre-applications based on the needs, resources, and sustainability of the projects. *See Appendix D for Application Evaluation Form.*
- 4) Select a community to participate in the program and notify applicants.
- 5) Conduct a community team meeting with the coordinator and small team from the Sustainable Development Partnership to define the problem and ascertain what expertise is needed for the TRT team.

Community Preparation:

(Months 1-6)

- 1) Assemble team representing a cross-section of the community, which will be responsible for implementation of the program and for communicating with the rest of the community.
- 2) Prepare a packet of information regarding current state of tourism, needs, and resources in the community.
- 3) Prepare for 2-3 day site visit by the Tourism Resource Team and expert group, including arranging logistics, planning schedule, and setting everything up with community participants. *See Appendix E for Agenda.*

Tourism Resource Team Preparation:

(Months 3-6)

- 1) Create expert group based on community needs. The U of M Tourism Center and Explore Minnesota Tourism (the appropriate regional manager) should be tied into any community project. Both of those entities are key players in any tourism programs, projects, initiatives, and research. *See Appendix F for Letter to Experts and Information about Program.*
- 2) Prepare for 2-3 day site visit, including making plans with experts and setting up meetings and discussion sessions with community team. *See Appendix E for Agenda.*

Site Visit:

(Month 6)

- 1) Community team, TRT, and expert group all participate in 2-3 days of site visits, meetings, and discussion sessions. *See Appendix E for Agenda.*
- 2) After the site visit presentation, conduct Phase 1 of the evaluation process. *See Tourism Evaluation in Appendix H.*

Final Presentation:

(Months 6-8)

- 1) Prepare a final presentation to the community (TRT). *See Appendix G for Power Point Presentation.*
- 2) Make recommendations regarding steps to take and various options for community to resolve some of the issues regarding sustainable tourism.
- 3) After the presentation of the recommendations to the community, conduct Phase 2 of the evaluation process. *See Tourism Evaluation in Appendix H.*
- 4) Prepare final report including process, issues, challenges and assets, TRT team member reports, recommendations and responses to input from the community. *(Final report is available online at: <http://www.regionalpartnerships.umn.edu/northeast/trtrpt2004.pdf>)*
- 5) After the final report is distributed to the community, conduct Phase 3 of the evaluation process. *See Tourism Evaluation in Appendix H.*

Program Monitoring and Evaluation:

(At 6 and 12 months after community receives final report)

- 1) Conduct program monitoring and evaluations regarding how the process is continuing (Phases 4 and 5 of the evaluation process) at six and twelve months after the community receives the final report. *See Tourism Evaluation in Appendix H.*

Appendix A—Gantt Chart of Tourism Resource Team Process

Task	Responsible	Month											
		1	2	3	4	5	6	7	8	9	10	11	12
Pre-application Process													
Send out request for proposals	Coordinator	█											
Promote project at tourism events/conferences	TRT committee	█											
Post RFP on applicable websites, list servs	Coordinator	█											
Collect applications	Coordinator	█	█										
Review applications and select community	TRT committee			█									
Notify applicants	Coordinator			█									
Community Preparation													
Assemble team	Community	█	█										
Provide packet of information to the TRT	Community		█										
Prepare for 2-3 day visit (logistics, etc.)	Community				█	█	█						
TRT Preparation													
Create expert group based on community needs	TRT committee			█	█	█	█						
Prepare for visit (plan with experts, agenda, etc)	TRT committee				█	█	█						
Site Visit													
Community team, TRT, expert group participate	Everyone						█						
2-3 days of site visits, discussion sessions, etc	Everyone						█						
TRT prepares a final presentation for the community													
Make recommendations regarding next steps	TRT committee						█						
Prepare report/presentation to community	TRT committee						█	█					
Prepare final report (include response to input)	TRT committee							█	█				
Program Evaluation													
Conduct program evaluations at 6 and 12 months	Everyone												█

Appendix B—Tourism Resource Team Program



Sustaining Communities with University Community Partnerships: Regional Sustainable Development Partnership's Tourism Resource Team

I.E. Schneider, Ph.D., J. Heisey, O. Ukagu, Ph.D.
University of Minnesota, College of Natural Resources & Tourism Center



Sustainable development partnerships

A University initiative to enhance sustainability across social, economic, & environmental systems. Five partnerships across MN with citizen boards.

Tourism Resource Team (TRT) Program

- Provides technical assistance to communities & their tourism organizations
- Developed through review of programs in other states, adopting perceived best practices
- Emphasizes sustainability
- Provides
 1. On-site consultation with experts & consultants
 2. A joint TRT & community report with analysis, observations, & potential recommendations
 3. Sustained interaction between the Partnership & community thru 1 year

Pilot project: International Falls, MN, bordering Canada

Population: 6,300 as of 2002

Visitation: 250,000 to Voyageurs National Park

Primary attractions: Voyageurs National Park, Rainy Lake & Rainy River

Problem addressed: Sustainable tourism on the Rainy River



Tourism Resource Team Visit Program

Formal application process including a checklist, detail of support, a community team & written narrative

Nominal monetary costs to the community required to demonstrate commitment- Lodging, meeting space, etc.

TRT comprised of five or fewer members based on community needs

Action plan crafted by the coordinator & based on the expert tourism team members' observations & recommendations

Involvement in the community throughout a one year process with additional follow up available at the communities request & expense

Announcement

Application

Evaluation & Selection

3 Selected Communities

Community Visit

Evaluation

Community Selected for Program

Resource Team Members Selected

Team Visit (3 days)

Draft Ideas & Presentation

Resource Team Report

Community Develops & Implements Action Plan

Evaluation & Follow-up Reports

6 months

12 months

Select Recommendations for the Community

Ecological & Social Sustainability

- Work with DNR to understand the fishery & impacts of increased marketing & use
- Partner with various organizations to educate about sustainable use of the natural, cultural & social resources

Community Design & Infrastructure

- Strengthen the visual connection to the river
- Improve physical access to the river

Tourism Resources

- Provide programming/packaging to build shoulder season
- Examine & expand parking capacity at existing facilities

Evaluation

- Short-term evaluation includes immediate team evaluations as well as one month program evaluation from the community leader
- Long-term evaluation will monitor success at 6 months & 1 year.



Appendix C—Community Pre-Application Form

NORTHEAST MINNESOTA

REGIONAL SUSTAINABLE DEVELOPMENT PARTNERSHIP

UNIVERSITY OF MINNESOTA

Community Pre-Application Form Tourism Resource Team Program

If your community is interested in participating in the NMSDP Tourism Resource Team (TRT) project please fill out the following information (typing preferred):

Contact Information:

Community:	County:	
Multi-Community/Multi-County (if applicable):		
Local Coordinator:		
Contact Person:		
Street Address:		
City:	Zip Code:	
Telephone:	Fax:	Email:

Our community has:

- Written strategic plan/long term plan for tourism
- Identified tourism issue(s) that need to be addressed in the community
If so, please state the issue(s) in 50 words or less (each) at the end of the application.

Our community has the key elements needed to attract tourists (check only those that apply*):

- Appealing attractions, activities, events, recreation
- Lodging in or near the community
- Eating establishments
- Transportation infrastructure to and in the community
- Utility infrastructure
- An organization to promote tourism and provide visitor information
- Retail
- Resident support of tourism

*A community does not need all elements to be eligible for selection

Our community will create and secure appropriate resolutions and/or letters of support from local government, business and development organizations, and other community groups supporting participation in the TRT project.

Our community has or will form a team representing a cross-section of the community, which will be responsible for implementation of the program. In addition, our community will designate one person to chair the committee and interface directly with the designated NMSDP TRT contact person. Recommended representation on the committee or other organization includes, but is not limited to:

- | | |
|--|---|
| <input type="checkbox"/> Chamber/CVB Director | <input type="checkbox"/> Hotelier |
| <input type="checkbox"/> Restaurateur | <input type="checkbox"/> Attraction manager |
| <input type="checkbox"/> Recreation Director | <input type="checkbox"/> Visitor center staff |
| <input type="checkbox"/> Tourism/Hospitality educator | <input type="checkbox"/> Retailer |
| <input type="checkbox"/> City planning staff | <input type="checkbox"/> City councilperson |
| <input type="checkbox"/> Event planner | <input type="checkbox"/> Natural Resources Specialist |
| <input type="checkbox"/> Transportation (rental car, etc.) | <input type="checkbox"/> Museum staff |
| <input type="checkbox"/> Law enforcement | <input type="checkbox"/> Resort owner/staff |
| <input type="checkbox"/> Park staff | <input type="checkbox"/> Others as appropriate |

- Our community realizes that implementation of the TRT project will take a substantial amount of time investment and requires financial resources.
- Our community will be able to host visits by providing complimentary commercial lodging and meals to the NMSDP team members, provide office working space for a 3-5 day visit, and arrange for a number of interviews and meetings with community stakeholders.
- Our community will be able to provide timely feedback on the report prepared by the visiting team.
- Our community will complete an evaluation of the TRT project immediately after receiving the final report.
- With some technical assistance and facilitation by the TRT representative(s), our community is prepared to develop an implementation plan to carry out recommendations.
- Our community will be prepared to track the impact of the TRT project and report the findings to the NMSDP program coordinator (6 months and 1 year after the final report; and possibly on an annual basis).
- If appropriate, our community will be adequately prepared for an expected increase in tourism.
- Our community will send a representative to an NMSDP meeting to be recognized as a TRT community.

Pre-applications will be screened by the Northeast Minnesota Sustainable Development Partnership and eligible communities will be notified immediately.

Appendix D – Evaluation of Program Applications

	Yes	No			
Completed form	2	1			
Strategic plan for tourism in place	2	1			
	Strongly agree	Agree	Unsure	Disagree	Strongly Disagree
Local coordinator qualified	5	4	3	2	1
Diverse, representative team	5	4	3	2	1
Issue fits into community plan	5	4	3	2	1
Issue related to sustainability	5	4	3	2	1
Successful community projects identified	5	4	3	2	1
Well thought strategy for carrying out recommendations	5	4	3	2	1
Urgency of need articulately identified and relayed	5	4	3	2	1
Capable of providing resource team's needs	5	4	3	2	1
Recent letters provided	5	4	3	2	1
Letters enthusiastically support project	5	4	3	2	1
Diversity of organizations represented in letters	5	4	3	2	1
Plan clearly articulated	5	4	3	2	1
Plan attainable	5	4	3	2	1
Plan sustainable	5	4	3	2	1

TOTAL SCORE = _____ (higher scores= better applications)

COMMENTS

Appendix E – Sample Resource Team Site Visit Agenda

Day 1

<u>Time</u>	<u>Activity</u>
10:00am to 12:00pm	Orientation and Discussion between Resource Team and Community Team (all resource and community team members should attend if possible)
12:00pm to 1:00pm	Lunch
1:00pm to time needed	Community Tour (Includes all Resource Team members and those Community team members who would be important in informing the Resource team during the land and water tours)
6:00pm	Dinner and Discussion between Resource Team Members on Community's Tourism Resources (Only Resource team members)

Day 2

<u>Time</u>	<u>Activity</u>
7:00am to 8:00am	Breakfast (Open to who wants to meet in the morning but will be meeting as a group at 8am)
8:00am to 12:00pm	Meetings between Community Interest Groups/Stakeholders and Resource Team (Pre-arranged by Community Team) – this is where possibly community members that are not part of the local committee could attend depending on what we decide when talking with you on the conference call (community team members who can attend should)
12:00pm to 1:00pm	Lunch (Open to whoever wants to eat together)
1:00pm to 6:00pm	Meetings between Community Interest Groups/Stakeholders and Resource Team (Pre-arranged by Community Team) - this is where possibly community members that are not part

of the local committee could attend depending on what we decide when talking with you on the conference call (community team members who can attend should)

6:00pm to 7:00pm

Dinner and Discussion between Resource Team and Community Team (Informal Meeting) (both teams present – those community team members who can)

7:00pm to 8:00pm

Resource Team Meeting (no local committee)

8:00pm to 10:00pm

Resource Team Members Individually Work on Recommendations (only resource team members – depending on what is discussed during conference call, your suggestion about having access to a community team member is a good idea)

Day 3

7:00am to 8:00am

Breakfast (Open to whoever wants to meet)

8:00am to 10:00am

Discussion and Collaboration of Recommendations between Resource Team Members (Only Resource Team)

10:00am to 12:00pm

Drafting of Recommendations for Presentation and Report (Only Resource Team members)

12:00pm to 1:00pm

Lunch (Open to whoever wants to meet)

1:00m to 3:00pm

Presentation and Discussion of Recommendations between Resource Team and Community Team (Both teams – all should be present from both teams)

Appendix F – Letter and Information for Potential Tourism Resource Team Members

Greetings _____,

You were referred to the Northeast Minnesota Sustainable Development Partnership (NMSDP) as a potential team member for a tourism resource program in _____. Specifically, your expertise in _____ would be of great assistance to enhancing tourism in this community. This community is specifically interested in enhancing their spring visitation in a sustainable manner.

In a nutshell, the tourism resource program provides technical assistance to communities developing sustainable recreation and tourism. We do this through a community application, community visit, and intense planning and recommendation session. This planning and recommendation session is where we need your help. Specifically, we're asking for you to come to International Falls and engage in assessment, dialogue, and recommendations for the community through a 2-3 day visit this summer. All costs would be covered and you would receive \$_____ (to be determined) as an honorarium for your assistance.

Please see details below. We will contact you within one week to confirm your interest. If you have questions, do not hesitate to call the program coordinator or myself.

Sincerely,

NMSDP Tourism Chair

Tourism Resource Team Members for NMSDP Tourism Resource Team Program

Program Description

This program provides technical assistance to communities developing sustainable recreation and tourism that have encountered an issue that prevents them from pursuing their plans.

In January 2004, one community was selected. This limited selection assures that the community receives a comprehensive assessment, analysis, and customized development strategy. The selection was based on the community's application, and a community visit evaluation.

The Northeast Sustainable Development Partnership

The Northeast Minnesota Sustainable Development Partnership (NMSDP) facilitates sustainable development in northeastern Minnesota by identifying and supporting targeted research and education projects and by developing networks of cooperation. Community members and University personnel work together to develop and implement community-based projects that provide critical resources for community based initiatives while creating learning experiences for citizens and the University. The results of past projects can be seen on the NMSDP web site:

<http://www.regionalpartnerships.umn.edu/Northeast/projects.asp>

Team Composition

Individuals with the expertise necessary to conduct the assessment, including backgrounds in: leadership and organization, tourism and development, community infrastructure and resources, land use and public policy, business facilities and services, marketing, design and sustainable development, but not limited to these areas only. Local, state and federal agencies and private sector individuals with expertise in tourism and an interest in Northeast Minnesota can be invited to participate in the Resource Team and implementation of the community program.

Team Activities

Conduct the Resource team activities in a community visit over 2-3 day period including interviews and/or focus groups with elected officials and staff, civic and business leaders; review of planning documents, marketing materials; and on-site visits of community facilities and attractions.

Responsibilities:

Attend at least one orientation meeting instructed by NMSDP.

Each team member will assist and work as a team in the development of the written report of initial findings and recommendations. All reports will be compiled in a Resource Team Report and then presented to the Community Action Team.

Be prepared to present recommendations and observations at a community-wide meeting if required.

Site description:

Area:

Group:

Issue statement from group:

Discussion of problems and issues associated with tourism in site.

Expected Date and Time Commitment:

Month of July – please give suggested dates that you would be available.

Preferred dates July 20-23. Please indicate if these specific dates would work with your schedule by **June 25th**. The visit would be a total of three days.

A master list of individuals to participate on the resource team needs to be developed. Please consider being a team member or give suggestions of qualified individuals.

If you would like to participate or have questions please contact:

Appendix G – Power Point Presentation to Community

**Draft Recommendations
for International Falls**

Northeast
Sustainable Development Partnership
University of Minnesota

July 23, 2004

Overview

- Sustainable Development Partnerships
- Sustainability
- Recommendations & response
 - Environmental sustainability
 - Community connections: water, land, people
 - Marketing
 - Programming
 - Social sustainability
- Next steps

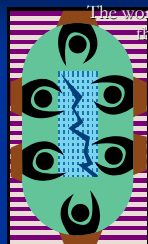


Citizens in Partnership
with the
University of Minnesota



www.regionalpartnerships.umn.edu

Bedrock principles



The work of the Partnership rests on three bedrock principles:

1. Active Citizenship
2. Partnership with UM
3. Sustainable Development

Citizens identify regional priorities in developing sustainable regional communities...

- Balancing...
 - Economy
 - Environment
 - Community




... and engage citizens and UM faculty and students in research, education and outreach...



Three program areas:

- Natural Resources
- Agriculture
- Tourism

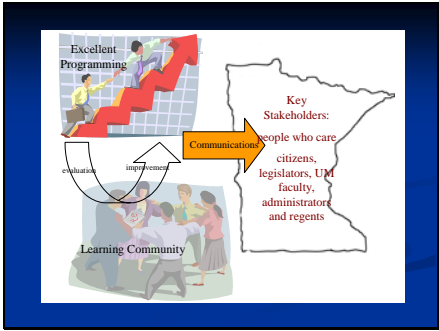
...seeking to maintain or enhance economic opportunity and community well-being while protecting and restoring the natural environment upon which the people and economies depend.



How RP's do their work



- Convene groups of citizen leaders and University researchers to explore ideas
- Define research, education and outreach initiatives
- Cooperatively implement the work program
- Share results throughout region and state



Start Date: _____ End Date: _____

Community Partnership: _____ Phone: _____ Email: _____

UM Partner(s): _____ Phone: _____ Email: _____

Key Words: Choose all that apply

Region	Agriculture	Other
Northwest	Natural Resources	
Central	Tourism	
West Central	Energy Infrastructure	
South East	Local Food Systems	
	Appreciating Rural Assets	

Description - Program Monitoring and Final Benefits

Goals: What was the project designed to achieve?
 Approach: What are the steps or actions taken to achieve these goals?
 Outcomes: What tangible results did you achieve?

Sustainability Development

In what ways will this project intend to enhance sustainability in each of the three areas: environmental, social and economic?
 What difference did the project make in the community or among participants to enhance sustainability, in each of the three key areas: environmental, social, and economic?

University Involvement

How did the project enhance the relationship between the local citizens/community, other partners and the University of Minnesota?

Active Citizenship

How were local citizens/community actively involved in the planning, implementation and evaluation of this project?
 How did the project enhance the capacity for active citizenship in the community and among participants?

Lessons Learned

What are the lessons learned from this partnership project?
 What would be the primary next step, if anything?

Funding summary

RP funds: _____ Other funds: _____ Total: _____

TRT process

- Application process -Fall 2003
- Selected application based on select criteria-Jan 2004
- Site visit-July 2004
- Team meetings-July 2004
- Today-draft recommendations
- Responding to your input-today
- Report compilation, evaluation- next 12 months

Sustainable Development

- Definition
- Principles
- Dimension

Definition

- Meeting the needs of the present generation without compromising the ability of future generation or others from meeting their own needs
- Combines two potentially opposed ideas
- More than a compromise between them

Principles

- Holistic Approach
- Long-term Perspective
- Participation & Active Citizenship
- Appropriate Hard & Soft Technology
- Equity & Fairness
- Attention to Ecological Carrying Capacity
- Precaution (Measure 2X and Cut Once)

Dimensions

- Economic/Built
- Ecological/Environmental
- Social/Community

Ecological sustainability

- Source
- Sink

Considering ecology

Base our strategy to attract more fishing tourist on the relative availability of the various kinds of fish at different locations and times.

Build this into the “theater of season” concept

Work with the DNR to monitor their population to avoid depletion

Encourage catch and release for sturgeon

Select fishery carrying capacity

Walleye

Location	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Dam	L	L	M	M	H	H	M	L	M	H	H	M
Kates	L	L	M	M	H	H	M	L	M	H	H	M

Smallmouth Bass

Location	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Dam	L	L	L	L	M	H	H	M	M	L	L	L
Kates	L	L	L	L	L	M	M	M	L	L	L	L

Sturgeon

Location	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Dam	L	L	L	H	H	H	H	M	M	M	L	L
Kates	L	L	L	H	H	H	M	M	M	M	L	L
Highfork	L	L	L	H	H	H	M	M	M	M	L	L
Lohman	L	L	L	H	H	H	M	M	M	M	L	L

Key
H = High; M = Medium; L = Low

Community design process

- Listen
- Respond

Enhancing community connections to water

- Visually
- Physical access
- Shorelines

Design strategies

- Create celebrations & destinations
- Overlap & combine multiple functions

Greenway through I Falls

- Walking trails & bike paths with access to water
- Gateway into town
- Golf course
- Dog park
- Chamber of Commerce
- Boise Road
- DNR building
- Grand Mound

International Falls CVB Preliminary Marketing Strategies

An overview

1. Focus on key target audience segments
2. Develop the big idea concept that everyone can latch onto
3. Start where you can win
4. Build on the inherent qualities that most closely appeal to your target groups' interests
5. Market to your "internal clients"

Focus on key target audiences

- The Northeast Minnesota vacation is broken into four key segments:
 1. The Leisure Getaway
 2. The Family Getaway
 3. The Adventure Getaway
 4. The Romantic Getaway

You should focus on three of them

The Leisure Segment: Fishing

The Family Segment

The Soft Adventure Segment

A subtle difference

- For your primary target market, Twin Cities' visitors, NE Minnesota is a getaway. Rainy Lake is a vacation
- A getaway is a 2-3 day trip that is planned a few days, or weeks, in advance
- A vacation is a 3-5 day trip that is planned a few months in advance

Developing the big idea

- Partner with Explore MN to work with what is already known
- Ex: Twin Cities residents struggle to conceive of a MN vacation, but they seek:
 - A relaxing experience that incorporates the beauty of nature and outdoor experiences
 - Shorter drive times
 - Getting away from the rat race in a short amount of time
 - Relatively inexpensive travel – no airfare

Continued...

- Travel marketing is about conveying an experience – an emotional experience
 - “Exploring Minnesota replenishes what the rest of the world takes away.”
- The experience that meets these demands begins at Rainy Lake but is augmented by Rainy River and Voyageurs
- Develop an integrated position that enhances the consumer interaction between these three entities
- International Falls is the gateway to the experience, not necessarily the destination

Start where you can win: Fishing

- Start with better positioning in your message
- Today’s travelers are online planning their travel. Develop a section on rainylake.org that is the ultimate resource for fishing Rainy Lake and Rainy River. (It’ll make your members happy.)
- Promote this: The Rainy River Spring Extravaganza

Build on what you already have

- We know what your target audiences want out of a getaway
- Capitalize on what you already have to develop perceptions that satisfy their interests
 - Families: boating, fishing, golfing, biking, swimming, touring (Voyageurs)
 - Adventure: Voyageurs kayaking, camping, hiking

Market internally

- The CVB has “internal clients” just like any other corporation. If your corporation is going to be successful, your stakeholders need to be on board
- Tourism cannot be the number one economy in this market. But it can be in the top three-four.
- It’s about building an industry that will make residents lives better

The big idea concepts

- “The Rainy Lake Experience. Vacation everywhere else first.”
- “Visit Rainy Lake. Your boss will thank you later.”
- “The Rainy Lake Experience. Just like fishing in Canada (without Customs, long lines, a cramped flight and a second license.)”

Programming

- Why go someplace?
 - To DO something
 - Fish
 - Hunt
 - Scenery
 - Explore
 - Events
 - Relax
 - Golf
 - Get married
- What is NOT a reason to go someplace?
 - Because there is a
 - Tee Pee Motel
 - Day’s Inn
 - Super 8
 - Holiday Inn

So, what do you have to do to get people to come to International Falls in the shoulder season & midweek?

Give them something to do!

Women's events

- During spring fishing/fall hunting
 - Quilting
 - Scrap-booking
 - Historical tours
 - Wildlife tours
 - Cooking seminars
 - Become an Outdoors Woman type events

Historical/Cultural tours

- Let people feel/see human development through the ages
 - Manitou Mounds
 - Museums
 - VNP Boat Tour
 - Ed Oerichbauer seminar
 - Tour of Boise
 - Resorts as a cultural phenomenon
- Tie in with reinvigorated celebrations

Watchable wildlife floats

- Rainy River
 - Bird checklist
 - Mammal checklist
 - Eagle counts
 - Compare to master chart
 - Collaborate with RRCC/Audubon
 - Knowledgeable tour guide
 - AM/PM offerings
 - Box lunch/snacks
- Combine with VNP boat trip

Social sustainability

- Sense of place
 - Strong & an opportunity
- Acceptable change
 - Limits of Acceptable Change framework
 - Education & information opportunity

Sense of place

- 2 dimensions
 - Place dependence
 - Functions of community/area: *fish, work, live, entrance to VNP*
 - Place identity
 - Emotional attachments to community/area: *identity, who you are, conflict*
- Varying perspectives
 - Among residents
 - Age, orientation, years of residence, primary/2ndary home ownership, relationship to plant/park/gov't
 - Between residents & tourists *perceived*
 - Opportunity

Acceptable change

- Implement limits of acceptable change framework
 - 9 step process: keys = objectives, indicators, standards
 - Identify indicators & develop standards
 - Manage for those standards
 - Example: ratio of tourists to residents; # of times litter receptacles require emptying; width of trails; # fish caught
- Objectives/indicators/standards
 - Acknowledge differences & seek commonalities
 - Traditional & non-traditional approaches: interviews, cameras, questionnaires
- Integrate into education & development plans
 - Business community, Residents, Tourists: +/- tourism, tourist preferences
- Respond to shared visions to increase civic pride & cohesion
 - Place development: special places protected, challenged places addressed
 - Special events & festivals
 - - *Goats for the Woods, Sargeant Rally, Voyager Rendezvous Days*

Next steps

- Integrate your responses & ideas
- Create draft report
 - Within 1 month
- Community review of report
- Final report composition
- Program evaluation
 - 1, 3, 6, & 12 month intervals
- Projects ongoing & beyond 1 year

Appendix H – Tourism Evaluation

Object Description:

Program rationale:

The Tourism Resource Team (TRT) program provides technical assistance to community tourism organizations that have encountered an obstacle to realize their sustainable tourism goals. Program emphasis is on sustainability per the guidelines of the Sustainable Development Partnerships (SDP). Sustainable tourism and recreation recognize the need for various dimensions of “sustainability”: economic, environmental, and social. This program seeks to satisfy tourism industry needs, protect natural and cultural resource attractions, and preserve development capabilities for future generations.

Program goals:

The aim of this program seeks to satisfy tourism industry needs, protect natural and cultural resource attractions, and preserve development capabilities for future generations.

Program staff:

The Northeast Minnesota Sustainable Development Partnership (NMSDP) facilitates sustainable development in Northeastern Minnesota by identifying and supporting targeted research, application of existing research, and education projects, and by developing networks of cooperation. Community members and University personnel work together to develop and implement community-based projects that provide critical resources for community based initiatives while creating learning experiences for citizens and the University.

Program clients/setting:

Communities eligible in participating in the program must be located in the following counties: St. Louis, Cook, Lake, Carlton, or parts of Koochiching, Itasca, Aitkin and Crow Wing counties. The selection will be based on the partnership’s evaluation of the community tourism group’s application and a community visit evaluation.

Program structure:

The TRT program provides:

- On-site consultation with experts and consultants,
- A joint TRT and community report with analysis, observations, and potential recommendations to meet identified community needs in a sustainable manner, and
- Sustained interaction between the NMSDP and the community as the implementation plan is considered.

The application process consists of completing an application form, and if selected, participating in a site visit with the TRT program coordinator. Applications are evaluated by the SDP Tourism group on several criteria.

Upon selection, the community gathers a team, provides a packet of information to the TRT and prepares for a 2-3 day visit. The TRT creates an expert group based on the community needs, prepares for the visit, participates in 2-3 days of site visits, meetings, and discussion sessions, and prepares a final presentation for the community. After the visit, the team provides project report components that are then compiled for the community. Program evaluations are conducted 3, 6, and 12 months following the visit.

Pilot program:

The communities of International Falls and Ranier, Minnesota applied for and were awarded a Sustainable Development Partnership Tourism Resource Team visit. The community struggles to sustain the tourism industry, which is very important to their economic vitality. Specifically, the obstacle that needs to be overcome is to be able to better market Rainy River, Rainy Lake and the surrounding community to visitors. During the shoulder seasons it is especially hard to sustain tourism in the area.

The primary issue addressed was sustainable tourism development on the eastern end of the Rainy River in the spring, as well as throughout the year. Toward that end, a resource team visited, held community meetings, and created this report with several recommendations for the community.

The physical and cultural settings in the area create tourism potential, some of which is developed and others of which exhibits great opportunity. While several key leaders recognize the tourism potential, longstanding community divisions create a challenge to community development, including tourism progress. Community collaboration and planning will be necessary to sustain any efforts and make them successful.

Recommendations are presented in the two areas of sustainability the Partnership addresses (social and ecological), the key expert areas requested in the project, and then rounded out by general tourism ideas.

Context analysis:

Purpose of evaluation: Goal attainment and Object improvement

Evaluation stakeholders:

Stakeholder	Concerns & Issues
Tourism resource team (TRT)	<ul style="list-style-type: none">- Application process- Site visit trip- Community/team relationship- Report process- Use of information
Northeast MN Sustainable Development Partnership	<ul style="list-style-type: none">- Program effectiveness- Sustainable tourism
Community leaders	<ul style="list-style-type: none">- Community/team relationship- Usability of the report- Community investment in program
Community members	<ul style="list-style-type: none">- Local economy & tourism- Off season buffers- Use of information- Community investment in program
Tourism organizations	<ul style="list-style-type: none">- Use of information
Fishermen	<ul style="list-style-type: none">- Access to river
Tourist to the community	<ul style="list-style-type: none">- Tourism opportunities
Local businesses	<ul style="list-style-type: none">- Effect on business

Overarching evaluation questions:

1. To what extent were participants satisfied with the efficiency of the program?
2. To what extent were participants satisfied with elements of the site visit?
3. To what extent were participants satisfied with the presentation and discussions?
4. To what extent were TRT members satisfied with the creation of the recommendations process?
5. To what extent were the necessary accommodations provided?
6. To what extent could the visit be improved?
7. To what extent does the application process encourage/discourage communities from applying to the TRT program?
8. To what extent does the application evaluation identify communities in the most need of technical expertise?
9. To what extent does the selection process identify communities in the most need of technical expertise?
10. To what extent were resources appropriately used by the community and TRT?
11. How effectively did the community and TRT work together, including site visits and report developing?
12. To what extent were the communities concerns and needs addressed?

13. To what extent did the community learn from the process regarding sustainability?
14. To what extent can the TRT recommendations be used and applied by the community?
15. To what extent is the program valuable to the community and partnership?
16. To what extent have the recommendations been implemented by the community?
17. What challenges has the community faced in implementing the recommendations?

Evaluation Design:

Phase I- After community site visit presentation			
Evaluation Question	Information Needed	Information Source	Data Collection Method
To what extent were participants satisfied with the efficiency of the program?	Information on organization and time use	TCT & TRT	Survey
To what extent were participants satisfied with elements of the site visit?	Information on visit elements	TCT & TRT	Survey
To what extent were participants satisfied with the presentation and discussions?	Information on the presentations and discussion	TCT & TRT	Survey
To what extent were TRT members satisfied with the creation of the recommendations process?	Information on discussions and writing of recommendations	TRT	Survey
To what extent were the necessary accommodations provided?	Community hospitality and meals provided	TRT	Survey
To what extent could the visit be improved?	What went well and what could be improved	TCT & TRT	Survey

Phase II- After presentation of recommendations			
Evaluation Question	Information Needed	Information Source	Data Collection Method
To what extent were participants satisfied with the efficiency of the program?	Information on organization and time use	TCT & TRT	Survey
To what extent were participants satisfied with the presentation and discussions?	Information on the presentations and discussion	TCT & TRT	Survey
To what extent were the necessary accommodations provided?	Community hospitality and meals provided	TRT	Survey
To what extent could the visit be improved?	What went well and what could be improved	TCT & TRT	Survey

Phase III- After report distributed to community			
Evaluation Question	Information Needed	Information Source	Data Collection Method
To what extent does the application process encourage/discourage communities from applying to the TRT program?	Communities' perceived costs of the application process compared to the perceived benefits (outcomes) of the technical assistance.	Community tourism groups who received technical assistance application materials.	Survey
To what extent does the application evaluation identify communities in the most need of technical expertise?	Evaluation form used to rank each of the eligible communities.	TRT staff	Survey
To what extent does the selection process identify communities in the most need of technical expertise?	Process used by the TRT members participating in the community selection process.	TRT members participating in selection process	Survey
To what extent were resources appropriately used by the community and TRT?	Information on time and money spent.	TRT and TCT	Survey
How effectively did the community and TRT work together, including site visits and report developing?	Information on site visits and report developing process.	TRT and TCT	Survey
How effectively did the community and TRT work together, including site visits and report developing?	Information on site visits and report developing process.	TRT and TCT	Phone interview
To what extent were the community's concerns and needs addressed?	Community's concerns and the issues addressed.	TRT and TCT	Phone interview
To what extent did the community learn from the process regarding sustainability?	Community knowledge of sustainability	TCT	Phone interview
To what extent can the TRT recommendations be used and applied by the community?	Community's visions and plans to use the recommendations, and potential challenges.	TCT	Phone interview

Phase IV- 6 months after community receives report			
Evaluation Question	Information Needed	Information Source	Data Collection Method
To what extent have the recommendations been implemented by the community?	Implementation of recommendations	TCT	Written response
What challenges has the community faced in implementing the recommendations?	Challenges in implementing recommendations	TCT	Written response
To what extent is the program valuable to the community?	Value to community	TCT	Written response

Phase V- 12 months after community receives report			
Evaluation Question	Information Needed	Information Source	Data Collection Method
To what extent have the recommendations been implemented by the community?	Implementation of recommendations	TCT	Written response
What challenges has the community faced in implementing the recommendations?	Challenges in implementing recommendations	TCT	Written response
To what extent is the program valuable to the community?	Value to community	TCT	Written response

Phase 1

Community Visit Evaluation for **Tourism Community Team (TCT)**

Date _____

	Very Satisfied			Very Dissatisfied	
	1	2	3	4	5
1. Organization Why?	1	2	3	4	5
2. Time Well Used Why?	1	2	3	4	5
3. Community Driving Tour Why?	1	2	3	4	5
4. Orientation/Discussion Why?	1	2	3	4	5
5. Community Water Tour Why?	1	2	3	4	5
6. Meetings b/t Interest Groups/Stakeholders and Resource Team members Why?	1	2	3	4	5
7. Dinner and Discussion with Resource Team Why?	1	2	3	4	5
8. Resource Team Recommendations Why?	1	2	3	4	5
9. Resource Team Responsiveness Why?	1	2	3	4	5

What worked well?

What improvements should be made?

Other comments?

Community Visit Evaluation for **Tourism Resource Team (TRT)**

Date _____

	Very Satisfied			Very Dissatisfied	
1. Organization Why?	1	2	3	4	5
2. Time Well Used Why?	1	2	3	4	5
3. Community Driving Tour Why?	1	2	3	4	5
4. Orientation/Discussion Why?	1	2	3	4	5
5. Community Water Tour Why?	1	2	3	4	5
6. Meetings b/t Interest Groups/Stakeholders and Resource Team members Why?	1	2	3	4	5
7. Dinner and Discussion with Resource Team Why?	1	2	3	4	5
8. Resource Team Meeting Why?	1	2	3	4	5
9. Individual Work on Recommendations Why?	1	2	3	4	5
10. Discussion and Collaboration of recommendations b/t team members Why?	1	2	3	4	5
11. Drafting of recommendations Why?	1	2	3	4	5
	Very			Very	

	Satisfied			Dissatisfied	
12. Presentation of recommendations Why?	1	2	3	4	5
13. Community Team Responsiveness Why?	1	2	3	4	5
14. Community Hospitality Why?	1	2	3	4	5
15. Lodging Why?	1	2	3	4	5
16. Meals Why?	1	2	3	4	5

What worked well?

What improvements should be made?

Lessons Learned?

Phase 2

Community Visit Evaluation for **Tourism Community Team (TCT)**

Date _____

	Very Dissatisfied			Very Satisfied	
1. Organization	1	2	3	4	5
Why?					
2. Time Well Used	1	2	3	4	5
Why?					
3. Resource Team Recommendations	1	2	3	4	5
Why?					
4. Discussion of Recommendations with Resource Team	1	2	3	4	5
Why?					
5. Resource Team Responsiveness	1	2	3	4	5
Why?					

What worked well?

What improvements should be made?

Other Comments:

Community Visit Evaluation for **Tourism Resource Team (TRT)**

Date					
	Very Dissatisfied				Very Satisfied
1. Organization	1	2	3	4	5
Why?					
2. Time Well Used	1	2	3	4	5
Why?					
3. Presentation of Recommendations	1	2	3	4	5
Why?					
4. Discussion of Recommendations with Community Team	1	2	3	4	5
Why?					
5. Community Team Responsiveness	1	2	3	4	5
Why?					
6. Community Hospitality	1	2	3	4	5
Why?					
7. Meals	1	2	3	4	5
Why?					
What worked well?					
What improvements should be made?					
Lessons Learned?					

Phase III

TCT Questionnaire

Dear Tourism Community Team member:

Please take a few minutes to answer the questions on this evaluation. Your responses will provide helpful feedback regarding your experience in the tourism project. The information you provide on the evaluation is critical to understanding how the tourism project helped you and your community, as well as direct towards any needed improvements. All the information you provide is completely voluntary, confidential, and anonymous. Please return the survey in the enclosed, self-addressed, postage-paid envelope within two weeks of receipt. If you have any questions, please contact

Sincerely,

First, please answer tell us about your involvement in the project

1. Please indicate if you attended the following activities (check each that apply):

Date:

- Community Driving Tour
- Orientation/Discussion
- Community Water Tour

Date:

- Meetings between Stakeholders and Resource Team members
- Dinner and Discussion with Resource Team

Date:

- Discussion of Recommendations with Resource Team
- Presentation of Recommendations

Date:

- Discussion of Recommendations with Resource Team
- Presentation of Recommendations

Next, a few questions about the application process

2. Did you aid in composing the written narrative of the application process?

Yes No

If yes, please answer the following:

Which aspects were you involved in? (check all that apply)

- Group Description
- Tourism issue and relationship to sustainability
- Tourism project experience
- Plan for implementation
- Urgency of need
- Resource team's needs

Regarding the application process, please indicate the extent that you agree or disagree with each of the following statements:

	STRONGLY DISAGREE	DISAGREE	NEITHER	AGREE	STRONGLY AGREE
The application expectations were clear	1	2	3	4	5
It was easy to complete the application	1	2	3	4	5
The length of the application was discouraging	1	2	3	4	5
The application allowed the community to fully explain its issues and concerns	1	2	3	4	5

Next, a few questions about the time and resources used during the program.

3. Please indicate the extent that you agree or disagree with each of the following statements:

	STRONGLY DISAGREE	DISAGREE	NEITHER	AGREE	STRONGLY AGREE
Time was well used by the community team	1	2	3	4	5
Time was well used by the Resource team	1	2	3	4	5
I felt frustrated that my time was wasted	1	2	3	4	5
The program could have been run more efficiently	1	2	3	4	5
Resources were well used by the community team	1	2	3	4	5
Resources were well used by the resource team	1	2	3	4	5
I feel that I can use the information provided	1	2	3	4	5

TRT Questionnaire

Dear Tourism Resource Team member:

Please take a few minutes to answer the questions on this evaluation. Your responses will provide helpful feedback regarding your experience in the tourism project. The information you provide on the evaluation is critical to understanding how the tourism project helped the community, as well as direct towards any needed improvements. All the information you provide is completely voluntary, confidential, and anonymous. Please return the survey in the enclosed, self-addressed, postage-paid envelope within two weeks of receipt. If you have any questions, please contact _____

Sincerely,

First, please answer tell us about your involvement in the project

1. Please indicate if you attended the following activities (check each that apply):

Date:

- Community Driving Tour
- Orientation/Discussion
- Community Water Tour

Date:

- Meetings between Stakeholders and Resource Team members
- Dinner and Discussion with Community Team

Date:

- Discussion of Recommendations with Community Team
- Presentation of Recommendations

Date:

- Discussion of Recommendations with Community Team
- Presentation of Recommendations

Next, a few questions about the application process

2. Did you aid in composing the written narrative of the application process?

Yes No

If yes, please answer the following:

Which aspects were you involved in? (check all that apply)

- Evaluating community application
- Initial site visit
- Site visit, July
- Presentation, September

Regarding the application process, please indicate the extent that you agree or disagree with each of the following statements:

	STRONGLY DISAGREE	DISAGREE	NEITHER	AGREE	STRONGLY AGREE
The application evaluation identifies communities in the most need of technical expertise	1	2	3	4	5
The application allowed the community to fully explain its issues and concerns	1	2	3	4	5
The selection process identifies communities in the most need of technical expertise	1	2	3	4	5

Next, a few questions about the time and resources used during the program.

3. Please indicate the extent that you agree or disagree with each of the following statements:

	STRONGLY DISAGREE	DISAGREE	NEITHER	AGREE	STRONGLY AGREE
Time was well used by the community team	1	2	3	4	5
Time was well used by the Resource team	1	2	3	4	5
I felt frustrated that my time was wasted	1	2	3	4	5
The program could have been run more efficiently	1	2	3	4	5
Resources were well used by the community team	1	2	3	4	5
Resources were well used by the resource team	1	2	3	4	5
I felt frustrated that resources were wasted	1	2	3	4	5

Now, just a few questions about the Tourism Resource Team (TRT) report development and presentations

4. Please indicate the extent that you agree or disagree with each of the following statements:

	STRONGLY DISAGREE	DISAGREE	NEITHER	AGREE	STRONGLY AGREE
I feel that I understood the needs of the community	1	2	3	4	5
I feel that the appropriate resource team members were involved in the project	1	2	3	4	5
The community discussions were valuable	1	2	3	4	5
The community team made helpful comments	1	2	3	4	5
The resource team worked well together to create the presentation	1	2	3	4	5
The resource team worked well together to create the report	1	2	3	4	5
I feel that my contributions will be relevant to the community's concerns	1	2	3	4	5
The report was relevant to my community's issues	1	2	3	4	5
I believe the community learned about overall sustainable tourism	1	2	3	4	5

5. Other comments?:

THANK YOU FOR YOUR PARTICIPATION!

TCT Interview

Thank you for participating in this evaluation! The purpose of this evaluation is to better understand your perceptions regarding the International Falls tourism project. To obtain the perspectives of those involved, we are conducting interviews with members of both the Tourism Community Team and Tourism Resource Team. The interview lasts approximately one 30 minutes. Your participation is voluntary and you may withdraw from the study at any time. Your decision will not affect your current or future relations with the University of Minnesota.

If you agree to be in this study, all efforts will be made to maintain confidentiality. Any information provided that may reveal your identity will be excluded from published documents. Your name will not be associated with the data collected and will not be reference in any future publications.

Working relationship

- 1) Do you feel that the community and TRT worked together well?
Site visits
Report developing
- 2) Can you describe some interactions that you had with the TRT?
Were your questions answered?

Community needs

- 1) Do you feel that your concerns and needs were addressed by the TRT?
What were your particular concerns?
Were they addressed?
- 2) Do you feel that the community's concerns and needs were addressed by the TRT?
What were the community's concerns?
Were they addressed?

Sustainability lessons

- 1) Do you feel that you feel that you learned anything about sustainability from the process?
What did you learn?
- 2) Do you feel that the community learned anything about sustainability from the process?

Value and recommendations

- 1) Do you feel that the project has been of value to your community?
In what ways?
- 2) Do you feel that the TRT recommendations will be applied by the community?
Which ones?
Any not going to be used?
- 3) How do you feel that the process could have been improved?
Working with the TRT
Presentations
Report
Recommendations

TRT Interview

Thank you for participating in this evaluation! The purpose of this evaluation is to better understand your perceptions regarding the International Falls tourism project. To obtain the perspectives of those involved, we are conducting interviews with members of both the Tourism Community Team and Tourism Resource Team. The interview lasts approximately one 30 minutes. Your participation is voluntary and you may withdraw from the study at any time. Your decision will not affect your current or future relations with the University of Minnesota.

If you agree to be in this study, all efforts will be made to maintain confidentiality. Any information provided that may reveal your identity will be excluded from published documents. Your name will not be associated with the data collected and will not be reference in any future publications.

Working relationship

- 1) Do you feel that the community and TRT worked together well?
Site visits
Report developing
- 2) Can you describe some interactions that you had with the Community?

Community needs

- 1) Do you feel that you were able to understand the needs of the community?

Sustainability lessons

- 1) Do you feel that the community learned anything about sustainability from the process?

Value and recommendations

- 1) Do you feel that the project has been of value to your to the partnership?
In what ways?
- 2) Do you feel that the TRT recommendations will be applied by the community?
Which ones?
Any not going to be used?
- 3) How do you feel that the process could have been improved?
Working with the TRT
Presentations
Report
Recommendations

