

**BUILDING SUSTAINABLE COMMUNITY-BASED ECONOMIC DEVELOPMENT
AND MANAGEMENT LINKAGES BETWEEN TRADITIONAL COASTAL-
DEPENDENT BUSINESSES AND SOUTH CAROLINA'S RECREATION AND
TOURISM INDUSTRY**

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Introduction

The travel and tourism industry is a leading employer in South Carolina. Specifically, the state generated \$9.9 billion domestic travel expenditures in 2008, and 58.2% of these expenditures occurred in the top three counties of Horry, Charleston, and Beaufort, all located on the coast (U.S. Travel Association, 2009). However, tourism driven development and coastal gentrification have resulted in a notable decline in traditional marine resource-dependent businesses on the South Carolina (SC) coast. Given the core economic role of tourism and recreation industries on the South Carolina coast, it is appropriate to examine whether the retention and sustainability of traditional coastal-dependent businesses is desirable from the tourist's perspective.

This research was conducted in response to SC Sea Grant Consortium's desire to "identify sustainable community-based economic development and management strategies to support traditional and emerging coastal-dependent business and industry." This project also addressed SC Sea Grant Consortium's 2006-2010 implementation plan for Coastal-Dependent economy, which included identification of "sustainable community-based economic development and management strategies to support traditional and emerging coastal-dependent business and industry."

In addressing these priorities, the first year of this project focused on delineating the supply of and demand for traditional coastal-dependent business products and services that are relevant to coastal tourists. The businesses included commercial shrimp fishing, seafood processors/commercial dock owners/operators, boat builders, fishing charter operators, marinas and marine suppliers, sweetgrass basket-makers, sea kayak and other boat rental companies, other marine recreational outfitters, coastal guided tour operators (historical, nature-based, scenic), coastal nature parks, seafood retailers, seafood restaurants, and coastal accommodations¹. The supply analysis included identifying and characterizing challenges and opportunities for business linkages between traditional coastal economic activities and recreation and tourism industries on the SC coast. The demand analysis focused on assessing tourist preferences for coastal-dependent products and destination attributes. The research methods integrated literature review, focus groups and an intercept-based mail survey of coastal tourists.

The second year of this project focused on potential capacity building strategies (training and micro-financing) among the small marine-resource dependent businesses as a means enhance economic sustainability through development of activities that meet tourist demand and deepening linkages with the tourism sector. This report represents outcomes from the second year of funding for the multi-year project. Work during the period covered by this report focused on development of business strategies based on the consumer demand survey data (survey of SC coastal tourists) and input from marine resource dependent businesses (interviews) and presentation and discussion of results and recommended strategies as part of a small business training workshop delivered to marine resource dependent businesses.

¹ Inclusion of coastal accommodations and retail businesses is based on the assumption that vacation travel spending in coastal areas is ocean-dependent; i.e., tourists visit because the destination is coastal (Klein, Osleeb & Viola, 2004). Furthermore, efforts to value coastal tourism and recreation include the "full range of tourism, leisure, and recreational activities that take place in coastal areas and in offshore coastal waters" (Kildow & Colgan, 2005, p. 104)

Goals & Objectives

The overall goal of this study was to assess and enhance the sustainability of traditional coastal-dependent businesses by 1) informing business stakeholders about results of supply and tourist demand analysis and potential for business linkages; 2) informing businesses about financing opportunities and 3) delivering regionally based small-business training adapted to needs of coastal marine resource dependent businesses. This report addresses components of the primary objectives indicated in the initial proposal summary and shown in condensed form below. Specifically, this report covers the results of Strategy Development (Phase III) and Training (Phase IV). Methods and results from Phases I and II are included in the 2008-2009 Narrative (Jodice, L.W., G. Lacher, W.C. Norman & D. Hughes, 2010).

Supply Analysis (Phase I)

1. Identify/characterize the supply of traditional coastal-dependent businesses on the South Carolina Coast, and evaluate economic sustainability or decline (including access to investment capital).
2. Identify and examine linkages between traditional coastal-dependent businesses and tourism/recreation industries in the Myrtle Beach, Charleston, and Beaufort/Hilton Head regions (includes identifying challenges and opportunities).

Demand Analysis (Phase II)

3. Assess and analyze tourist demand for traditional coastal-dependent businesses on the SC coast. This includes determining:
 - Demand for traditional coastal economic activities among tourists visiting South Carolina coastal communities.
 - The importance of traditional coastal economic activities in tourists' decision to visit the area and also in the overall tourist experience.
 - Tourist preferences for combinations of traditional coastal-dependent business related activities and experiences

Strategy Development (Phase III)

4. Identify the traditional coastal economic activities relevant to tourism and the potential for linkages.
5. Determine marketing strategies that will increase the demand for traditional coastal economic activities.

Training (Phase IV)

6. Make recommendations for a research-based small-business training to enhance traditional coastal-dependent business sustainability.

Methods

Strategy Development (Phase III)

Project team members met to review preliminary tourism survey results (regarding market strategies and preferences) and supply analysis. They also consulted and with community development extension agents and SC Sea Grant extension agents and in coastal counties regarding training strategies for coastal dependent businesses.

Training (Phase IV)

Small business training curriculum targeting marine resource-dependent businesses was developed based on input from the consumer survey, interviews with businesses and an adaptation of existing small-business training curriculum being used by extension agents associated with the Clemson Institute for Economic and Community Development.

Results & Discussion

Strategy Development (Phase III)

Review of Phase I & II supply & demand analysis results generated a summary of key findings and recommendations for guiding the training program (Phase IV) for marine-resource dependent businesses.

Supply analysis/business interviews

- 1) For most businesses, spring or summer was their busiest season.
 - Marine resource dependent businesses (such as commercial fishermen) should focus their marketing strategy on the traditional tourism market during spring and summer
 - Entrepreneurial strategies focused on attracting tourists during Fall and Winter seasons or exploring alternative non-tourist (i.e., locals) markets may be desirable.
- 2) Interviewed businesses felt that an appropriately designed small business training program would be useful in further developing their niche in the tourism industry.
 - Training should be a mixture of general and specialized business training. For example, a marketing component should be included, but education concerning a mixture of local culture, history, and ecosystems would also be invaluable.
 - Grant writing classes would be very useful.
 - Ecommerce training would be useful for local tourism businesses oriented toward coastal resources, even for those with a strong background and experience in web-age development and use.
- 3) Interviews with businesses and support organizations also indicated the need for specialized training and meeting specialized needs.
 - Sweetgrass basket makers needs training in how to apply for grant funding
 - Marine recreational fishing captains need specialized training in developing new products for tourists interested in harbor and other water-based tours (e.g., interpretation of marine natural history and local culture and history as part of the water-based experience). This includes knowledge and skills suitable for natural history interpretation for the public (e.g., highlighting natural history in a manner that is timely and captures the attention of the audience).
 - There is a need for training that focuses on interacting with the public and general business management skills (i.e., profitability analysis, cash flow analysis, market analysis, and e-commerce).
 - In general, small-business training should be tailored to business sector needs rather than providing cross-sectoral training as initially planned.
- 4) Businesses identified barriers to future growth and development of marine resource-dependent businesses. Barriers include pollution, trash, and other forms of environmental degradation such as poor water quality that impact the quality of products and services. Also,

government regulations at the state and local levels, such as those concerning the consumption of alcohol beverages, or governing signage, are viewed as detrimentally affecting many businesses.

- Strategies for development and tourism and recreation management should focus on reducing these barriers.
- 5) Businesses owners were generally positive in terms of the need for a local business incubator that would provide support for small business development. For example, businesses in Georgetown felt that a business incubator could support the activities of artisan entrepreneurs and even ecotourism businesses.
- Community and economic development programs should include development of small business incubators targeting marine-resource dependent businesses as a priority strategy.
- 6) The research team identified 339 businesses and nonprofit organizations that are strongly tied to the coastal resource based in six counties (Beaufort, Charleston, Colleton, Georgetown, Horry, and Jasper counties). Fishing charters (under the All Other Amusement and Recreation Industries in the North American Industrial Classification Systems (NAICS) are a major component. The data scan also found 55 bed-breakfast inns that could be major players in use of coastal natural resources. Museums and nature parks, many of which are owned by government, are another important set of businesses and organizations oriented toward coastal resources. Fifteen businesses were identified that provide various types of natural resource based scenic tours. The estimated total employment in the 339 businesses was 4,409 jobs and estimated annual sales were \$456.5 million. Estimated employment was largest in the North American Industrial Classification System categories of Other Amusement and Recreational Industries and Nature Parks and Other Similar Institutions.

Availability of capital

- 7) Access to credit remains a key issue for small businesses in general and in particular for coastal resource oriented tourism businesses. Discussions with business management leaders suggest a gap in access to financial resources for target businesses. However, the project team identified some sources of funding, suggesting a gap in awareness of opportunities. Table 1 provides a summary of the evaluation of credit availability for appropriate small business owners in the coastal region.
- Microloans (generally with upper limits of \$25,000 or \$50,000) are one potential source of funds for coastal resource based businesses. In other regions, such as Appalachian Pennsylvania, Ohio, and West Virginia, such funds are also tied to business training, which serves to reduce default rates. One entity, Charleston Local Development Corporation, was found to provide microloans that could potentially serve our target business in the three counties, Charleston, Berkeley, Dorchester, in the Charleston area. Other groups, such as Carolina Business Inc., are very interested in providing microloan funds to target businesses in the future but are in the process of rebuilding their organizational infrastructure.
 - Equity financing, where lenders provide capital that is not backed by collateral but rather take an equity ownership stake in the business (as is done by venture capital or angel lending networks) should also be explored. Sources of equity financial capital, such as SC Launch, have more high technology start-ups as their target market for providing equity stakes. US Department of Agriculture which has provided some loan guarantee funds to hospitality businesses in the area is another possibility that should be explored.

Table 1. Financial credit programs available to marine-resource dependent businesses

Program Name	Features/Discussion	Service Area
<p>The SBA MicroLoan Program</p>	<p>Provides very small loans to start-up, newly established, or growing small business concerns. Under this program, SBA makes funds available to nonprofit community based lenders (intermediaries) which, in turn, make loans to eligible borrowers in amounts up to a maximum of \$35,000. The average loan size is about \$10,500. Applications are submitted to the local intermediary and all credit decisions are made on the local level.</p>	<p>US</p>
<p>Charleston Citywide Local Development Corporation 75 Calhoun Street 3rd Floor Charleston, SC 29403 Contact: Cindy Rourke E-mail: rourkec@ci.charleston.sc.us Phone: 843-965-4089 Fax: 843-724-7354</p>	<p>Offerings include tourism related loans (e.g., microloan for a local carriage company). They may be the only organization in the State currently doing microloans. They are open to meeting and further discussing funding options for coastal-dependent and tourism related businesses.</p>	<p>Charleston, Berkeley, and Dorchester counties</p>
<p>Business Carolina, Inc. P. O. Box 8327 Columbia, SC 29202 Executive Director: Elliott E. Franks, III Microloan Contact: Melissa Gaylor E-mail: mgaylor@businesscarolina.net Phone: 803-461-3800 Fax: 803-461-3826</p>	<p>They have had a great deal of turnover along the coast and have very few loans to coastal dependent/tourism businesses at this time. They have, just recently, made a loan to a tour boat business in Charleston.</p>	<p>All of South Carolina counties</p>
<p>Business Development Corporation of SC/ Certified Development Corporation of SC PO Box 21823 Columbia, S.C. 29221 111 Executive Center Drive Enoree Building Suite 225 Columbia, South Carolina 29210 Phone: 803-798-4064 Fax: 803-798-1224 mail@businessdevelopment.org</p>	<p>Business Development Corporation of SC (BDC) was established in 1958 by the South Carolina State Legislature to promote business and industry within the state. BDC is a non-bank commercial lending company specializing in the SBA 7(a) loan guaranty program. Certified Development Corporation of SC (CDC), a sister corporation of BDC and has participated in providing financial assistance to businesses since 1994. CDC specializes in SBA 504 debenture financing — all of which are limited to the state of South Carolina. Both BDC and CDC serve a unique role in South Carolina's economic picture, primarily by providing promising businesses a source for commercial loans not usually undertaken by traditional lending institutions. BDC and CDC continue to have successful years. For the year ended 2008, BDC had 21 approvals representing \$7,478,500.00 in total loan amounts. An</p>	<p>South Carolina</p>

	<p>estimated 200 jobs were created or retained with these approvals. For the year ended 2008, CDC had approval for 26 debentures totaling \$10,472,200, representing \$38,328,771 in total project costs. An estimated 191 jobs were created or retained with these approvals.</p>	
<p>SC Launch Charleston Office 5300 International Blvd North Charleston, SC 29418</p>	<p>This program offers funding to qualified applicants in the form of grants, loans and equity investments. Grants may be awarded to help defray the cost of business services such as legal, financial, marketing and intellectual property protection. Grants are also intended to further the applied research and development efforts and better position the Client Company for future growth and fund-raising. Once a company has met certain milestones, they may go before the SC Launch! Inc. Board for approval of a loan or equity investment of up to \$200,000. The SC Launch! funding process prepares its clients for the rigors involved in acquiring follow-on funding from angel investors and venture capital firms.</p>	<p>South Carolina</p>
<p>USDA Rural Development</p>	<p>Rural Development administers direct and guaranteed loans for rural business and industry projects, grants to facilitate development of small and emerging private business enterprises in rural areas, and loan and grant funds for the establishment of revolving loan programs that finance rural business and community development projects in South Carolina. The purpose of the <u>Business and Industry (B&I) Guaranteed Loans</u> program is to improve, develop, or finance business, industry and employment opportunities in rural communities (population < 50,000). Up to an 80% guarantee may be provided on quality loans to lenders with terms ranging from 7 to 30 years. Applicants must provide adequate collateral and meet U.S. citizenship and equity requirements. Eligible purposes include: (1) purchase of real estate, construction, machinery, equipment, inventory; (2) working capital; (3) financing housing development sites (land and infrastructure only); and (4) hotels, motels, recreational facilities (golf courses are not eligible). <u>New microloan program</u>: \$50,000 and less they would like to get this going along the coast.</p>	<p>US</p> <p>They currently have a number of coastal dependent loans, (restaurants, amusement parks, hotels) in the Myrtle Beach area, Charleston, Beaufort. Has recently paid out a loan for an aquaculture business in Edisto.</p>

Visitor survey/consumer demand

- 8) Visitors intercepted in Myrtle Beach seem to be more loyal (took more repeat trips) to their primary destination than visitors intercepted in the Charleston or Beaufort/Hilton Head regions.
- 9) The majority of respondents (N=772) were very (51.1%) or extremely (40.2%) satisfied with their most recent trip to the SC coast.
- 10) Respondents ranked (1=Not at all important to 5=Extremely important) eating local foods (M=3.87) and beach swimming/sunbathing (M=3.87) as the most important activities on their most recent visit to the SC coast, and shopping for fun as the second most important (M=3.31). Visiting fishing docks or seafood operations (M=1.97), golfing (M=1.91), saltwater fishing-personal (M=1.64), saltwater fishing-charter (M=1.56), canoeing/kayaking (M=1.58) were among the least important activities. Purchasing local arts/crafts was moderately important (M=2.38).
 - Given the tourist interest in eating local foods, continued and increased collaboration between local food providers and restaurants or resorts is also a good idea.
 - The moderate demand for local arts/crafts also suggests that small business training for this sector should include marketing and networking strategies such as developing linkages with tour companies focused on local heritage.
- 11) Importance of an activity is not necessarily related to how much time respondents spend on an activity. For example, Visiting historical/cultural sites, Guided historical tour, Guided nature/historical tour, and Watching wildlife were all rated as important, but the amount of hours spent per day on these activities was an average of ½ hour.
 - There may be an opportunity to fill the gap between importance of activities during the trip and the amount of time spent and take advantage of top activities. For example, a guided boat tour could include time spent at a beach reached only by boat, opportunities to eat local seafood as part of the lunch included in the tour, and/or opportunities to purchase local crafts such as sweetgrass baskets.
- 12) With regard to development strategies, respondents placed the highest priority (scale of 1=Very low priority to 5= Very high priority) on protecting parks and open space (M=4.27), protecting historical sites (M=4.10), promotion of local heritage/culture (M=4.06) and encouraging sustainable use of local natural resources (M=4.05). They considered building resort property (1.95) and building more golf courses (1.65) as the lowest priority strategies. Furthermore, there was an 80% probability that tourists are willing to pay at least \$3.65 in additional accommodation tax for an initiative that supports marketing and small business training for coastal-dependent businesses.
 - Coastal-dependent businesses (such as recreational fishing charter and kayaking tour companies) may want to continue or increase focus on enhancing visitor access to marine habitats and providing nature-based and historical interpretation.
 - Coastal-dependent businesses serving tourists may want to collaboratively advocate for community development strategies that retain the natural and historical character of the region.

Business Training (Phase IV)

Business training in part centered on adapting the FastTrac NewVenture and GrowthVenture training curriculum for the tourism sector by including a focus on marine resource-based coastal tourism and/or recreational based enterprise. Research results from the consumer survey were

used to supplement training program information to provide marketing and product development strategies for marine resource-dependent business. The project team also worked with a variety of partners in developing unique business training courses (for example, for marine charter captains interested in taking tourists on interpretive tours of Charleston Harbor). This section highlights details of the curriculum used in the training, marketing of the training program, and the specific training programs that were delivered.

Curriculum

FastTrac has been adopted and disseminated by the Ewing Marian Kauffman Foundation as a premier entrepreneurial training program. It is a set of practical, hands-on business development programs designed to help entrepreneurs hone the skills needed to create, manage and grow a successful business. Entrepreneurs work on their own business ideas or ventures throughout the course - moving their ventures to reality or new levels of growth. Each program is divided into modules, with each module focused on a specific characteristic or trait of the business. Along with homework, each participant is exposed to hours of networking opportunity, expert opinions, analysis, and mentoring from local, successful entrepreneurs and experts. An example of the materials provided in the training can be found in Appendix A. Specific modules adapted for use in the training for marine-resource dependent businesses.

- FastTrac NewVenture was used in assisting the start-up entrepreneur of natural resource-based coastal tourism and/or recreational based enterprise in developing and evaluating the business through each step of the business planning process. Program modules took the aspiring targeted entrepreneur through concept analysis and business planning with an emphasis on their specific problems. NewVenture assisted in cultivating the area economy by bringing new life and perspective in the form of a new generation of natural resource and tourism based entrepreneurs in the coastal region. During the FastTrac NewVenture module, the entrepreneur target audience developed:
 - Knowledge of the feasibility planning process.
 - A feasibility plan that follows an assessment template designed to refine your ideas and assess your venture's viability.
 - Research skills you can apply to the workplace or any future business venture.
 - An understanding of the most common business entry strategies, including their pluses and minuses.
 - A network of entrepreneurial peers.
 - Valuable mentor relationships.
 - A sense of yourself as an entrepreneur.
 - Knowledge concerning specific issues faced by various types of natural resource-based coastal tourism and/or recreational based enterprise.
- FastTrac GrowthVenture was used to assist entrepreneurs in evaluating their current business framework and determining the changes needed to improve performance and grow their business. Program modules were used in assisting the entrepreneur target audience through setting the direction for their business and supporting action steps. Through FastTrac GrowthVenture the entrepreneur target audience developed:
 - Knowledge of a successful business planning process.
 - A business plan that follows a planning template focused on growth strategies and effective business management.
 - A better understanding of market opportunities.
 - Insight on how to use resources to your best advantage.
 - A network of entrepreneurial peers.
 - Valuable mentor relationships.
 - A sense of yourself as an entrepreneur.

- An understanding of such key business concepts as marketing, market position, finance, customer relations, and operations.
- Knowledge concerning how to deal with specific issues faced by these various types of natural resource-based coastal tourism and/or recreational based enterprise, which are limiting their growth potential.

The unique issues of starting and successfully running a natural resource-based coastal tourism and/or recreational based enterprise (our entrepreneur target audience) as well as regional and local problems/issues were addressed through the trainings. The scientific literature, discussions with industry and business leaders, lessons learned from other similar efforts, and, most importantly, the needs of our entrepreneur target audience were used to determine the exact nature of the trainings. During the three hour class sessions, local entrepreneurs and experts were used to speak about various aspects of their successful ventures.

Marketing to target audiences

Using resources of the Clemson Extension Service, the Clemson Institute for Economic and Community Development, as well as the FastTracSC Coalition, a network was put in place utilizing a wide range of marketing tools. With agents “on the ground” covering all of South Carolinas coastal communities, Clemson Extension provided the word-of-mouth marketing dimension. Fliers and local ads, as needed, were utilized, as was the FastTracSC Coalition Web Site, FastTracSC.org.

Training delivery

A number of FastTrac businesses classes were taught as part of the business training effort tied to this funding and are summarized in Table 2. Local nature based tourism businesses formed the primary target market for this training activities.

Table 2. Small-business trainings conducted with coastal-dependent businesses

Target Audience (small business focus)	Training	Location	# trained
Coastal hotel and accommodations and wineries	FastTrac GrowthVenture class materials for this resource-based tourism focused course focused on ecommerce and marketing plans for coastal businesses in the Internet age. To date, graduates’ marketing and ecommerce plans are still in development. (March, 2009)	Bluffton, SC	12
Small businesses from coastal Ravenel, SC to Edisto Island, SC to downtown Walterboro, SC, including a local seafood market and landscape, design and tourism-related coastal property management businesses.	FastTrac GrowthVenture class (several sessions from May of 2009 through July of 2009)	Walterboro, SC	15
Coastal restaurant, winery, and land development firms	FastTrac GrowthVenture class that was resource-based tourism focused (several sessions February 2010 to April 2010)	Myrtle Beach, SC.	15

Target Audience (small business focus)	Training	Location	# trained
Given Charleston’s successful culinary and local foods initiative, this group included local restaurants and seafood focused producers as well as coastal growers and marketers.	Food and farming FastTrac NewVenture training. Information included data resources with useful information (such as population and income levels, projected demand for certain products and commuting patterns.) Training also included a section concerning the development of cooperatives by one of the grant co-principal investigators. (Several session from June , 2010 through July, 2010)	Charleston, SC	22
“Sea Captains” who take individuals on off-shore fishing trips or are involved in harvesting shrimp of other seafood – those interested in developing tours of Charleston Harbor (Because their operations are seasonal, they usually have other jobs as either primary or supplemental income.)	The training was designed to provide sea captains with other business options by tapping into the local tourism market and to enhance the tourism experience for visitors to the Charleston Area. Training topics included soft-skills and basic business skills, ecology of the Harbor, and history of the Harbor (one session being conducted by a project co-principal investigator). All program graduates were required to pass a written exam and provide a tour to visitors. (February 11 through March 10, 2011) (<i>see Evaluation</i>)		13

Future training

Discussions are being held for conducting additional training programs for marine-resource dependent businesses in the future and at other coastal locations in South Carolina. For example, a training program for 14 additional sea captains is currently planned for the Charleston Area to start this fall. Also, plans are also currently underway to present results of the consumer survey data analysis concerning spending by local visitors in the Beaufort, Charleston, and Horry County areas (a copy of the presentation is available at: http://www.clemson.edu/centers-institutes/tourism/documents/Clemson_Coastal_Tourist_Survey_2008_2009.pdf; a copy of the Power Point presentation with lecture notes can be obtained by contacting Laurie Jodice at jodicel@clemson.edu). These presentations will highlight the need for further training opportunities and opportunities for business financing such as the South Carolina Micro Lenders Network. Audiences include the Charleston Green Committee and the Conway Chamber of Commerce Economic Development Council.

Training Evaluation

The final training session for the “Sea Captains” training was to provide a tour for interested people who attended the National Association of Community Development Extension Professional (NACDEP) and National Extension Tourism (NET) conferences held in Charleston from March 7 - 11, 2011. Seventy-two conference attendees participated in this tour. Informal reviews indicate that individuals taking the tour were universally complementary concerning their experience. A formal survey is currently being conducted via survey monkey to better assess

their experience and to further refine the curricula for future training. A copy of the survey instrument is provided in Appendix B. A proposal has been submitted to present our evaluation of this training to ESTC 2011: Ecotourism and Sustainable Tourism Conference, which will be in Hilton Head Island, SC on September 19-21, 2011.

Conclusions

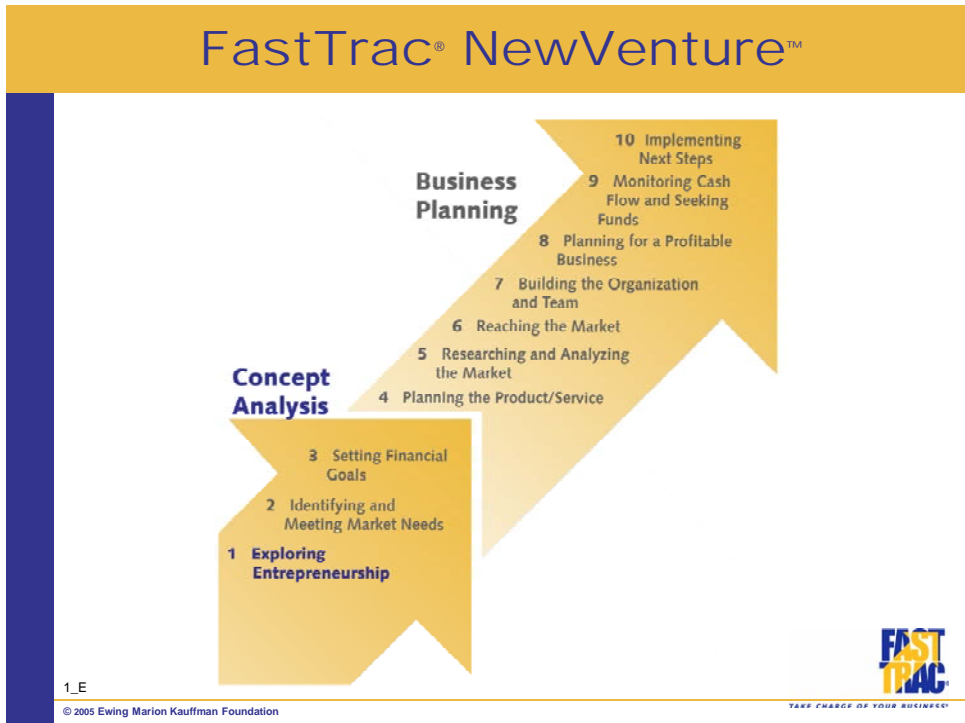
The study illustrated that that South Carolina coastal tourists are moderately interested in retaining marine-resource dependent businesses and sustainable development strategies that focus on protecting parks and open space, protecting historical sites, promote local heritage/culture and encouraging sustainable use of local natural resources in the destinations they visit.

Entrepreneurial marine resource-dependent businesses looking to add value to their products and services or to develop additional or alternative income could take advantage of favorite tourist activities such as eating local foods, going to the beach, and going on nature-based and historical/cultural tours. However, capacity building in the form of training is welcome by some businesses. Additional strategies for enhancing sustainability of marine resource-dependent businesses include extension outreach on micro-financing for these small marine-resource dependent businesses and facilitation of partnerships building between the marine-resource dependent businesses and tourism development programs.

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Appendix A. Example of FastTrac Training Material



Appendix B. Charleston Harbor Sea Captain's Tour

Please fill out this survey regarding the harbor tour that you took during you March visit to Charleston, SC. Thanks for participating.

Which tour did you select?

- Historic Tour
- Eco/environment Tour

2. How knowledgeable was your Sea Captain about the sites you visited ?

	1	2	3	4	5	
not knowledgeable at all	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	very knowledgeable

3. Did you feel free to ask questions during the tour ?

	1	2	3	4	5	
not at all	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	very much

4. Was your tour guide' fun' ?

	1	2	3	4	5	
not at all	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	very much

5. How likely are you to recommend this tour to your friends?

	1	2	3	4	5	
not at all	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	very much

6. Has this experience enhanced you visit to Charleston ?

	1	2	3	4	5	
not at all	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	very much

7. Do you feel that this tour was a good value for the price?

	1	2	3	4	5	
not at all	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	very much

8. How did this experience rank in terms of your experiences during your Charleston visit ?

	1	2	3	4	5	
worst	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	best

9. How likely are you to take this tour again on another visit to Charleston?

1 2 3 4 5

not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	very much
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10. Was the vessel that you travelled in acceptable

1 2 3 4 5

not at all	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	very much
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11. What was the best part of your tour?

12. What would have improved your tour?