

Ecotourism Production Process:
Best Practices for Developing Ecotourism in the Pacific Northwest

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Abstract

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The field of marine and environmental affairs is multi-disciplinary connecting the complexities of science, law, and policy and incorporating the framework of *Human Dimensions of Global Change in the Marine (and Terrestrial) Environment*. Ecotourism focuses on sustainability and is causally affected by the driving forces in global change. The tourism industry is increasingly recognized as an enormously potent force for sustainable development and positive change in the environment. Today, people travel more than ever. In recent years, elements of the travel market have begun to insist that their travel not jeopardize the quality of the natural environment and their travel not jeopardize the quality of life for the visited communities. Ecotourism is examined in connection with the sociological model of tourism that includes brokers, locals, and tourists and this model is expanded to include nature and technologies. Ecotourism definitions incorporate principles of sustainable tourism and the triple bottom line is the metric for measuring ecotourism success. Ecotourism is an experience and an industry jointly produced by Broker-Local-Tourist dynamics. Ecotourism entrepreneurs in the Pacific Northwest have an opportunity to develop environmentally sound, socially aware, and economically profitable

businesses. Additionally, the concept of the tourist spectrum is presented. The development of an ecotourism business can be visualized as a three-step process: vision of the ecotourism entrepreneur, identification of the ecotourism vision, and analysis of the Ecotourism Production Process. The innovative six-phase Ecotourism Production Process is a framework to develop best practices and will lead the ecotourism entrepreneur to a sequence of logical business decisions. This model was validated with elite interviews with private sector ecotourism brokers.

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LIST OF ABBREVIATIONS

BCE	Before the Common Era
BG	Business Growth
BLT	Broker – Local – Tourist
BLT + N + T	Broker – Local – Tourist plus Nature plus Technology
DWEP	Dominant Western Environmental Paradigm
EPP	Ecotourism Production Process
ES	Environmental Stewardship
GDP	Gross Domestic Product
GP	Green Paradigm
GRI	Global Reporting Initiative
HDGCME	Human Dimensions of Global Change in the Marine Environment
ISO	International Organization for Standardization
IYE	International Year of Ecotourism
KMI	Korean Maritime Institute
MNL	Multinomial Logit
NEP	New Environmental Paradigm
NGO	Non-Governmental Organization
NPS	National Park Service
ONP	Olympic National Park
PNW	Pacific Northwest
SA	Social Awareness
SMEA	School of Marine and Environmental Affairs
SWOT	Strengths, Weaknesses, Opportunities, Threats
TBL	Triple Bottom Line
TIES	The International Ecotourism Society
UNEP	United Nations Environment Programme
UNWTO	United Nations World Tourism Organization

Introduction

The complex field of marine and environmental affairs incorporates the connectedness between marine and terrestrial environments and is multi-disciplinary in many facets; human uses of coastal, ocean, and the environment, maintaining the sustainability of the natural environment, and understanding the governance and management complexities of science, law, and policy. In brief, marine and environmental affairs “utilizes a framework called ‘Human Dimensions of Global Change in the Marine (and terrestrial) Environment (HDGCME)’” (School of Marine and Environmental Affairs, 2013).

Marine and environmental affairs, by definition, typically deals with government agencies, non-profits, and non-governmental organizations (NGO), however, with the evolution of sustainable development in the economy, the private sector is becoming more involved. As population growth continues, so must the sustainability, therefore all sectors – public, private, and civil – must all work together to create an environment that is sustainable as the population reaches 9.6 billion in 2050 (Population Reference Bureau, 2013)

The HDGCME framework is fluid, thus changes in science, law, and policy will have causal effects in the marine and environmental arena. The ‘Human Dimensions’ section of HDGCME refers to social attitudes and behaviors toward changes in the environment. Areas of ‘Global Change’ will, according to Stern, Young, and Druckman include numerous changes. Several driving force examples are; population distribution and size, market growth and economic development, socioeconomic marginalization, geopolitical shifts, international information and communication networks, democratization, scientific and technological expansion and

resurgence of cultural identity (1992, pp. 156 - 159). 'Marine (and terrestrial) Environment' incorporates all biotic and abiotic elements found in the hydrosphere, biosphere, and atmosphere.

Applied and social sciences work collectively to understand the multifaceted framework of HDGCME. Within this collective scientific realm, lie four sectors of industry: Primary, Secondary, Tertiary, and Quaternary. The section of industry in which it is focused defines each sector: raw materials, manufacturing, services, and research, respectively. From this, marine and environmental affairs focus mainly on research and knowledge-based services. However, the tertiary sector of the economy is the sector that “will fuel an environmentally sustainable economy” (Industry Skills Councils, 2010, p. 15) and according to the World Tourism Organization (UNWTO), the “global spread of tourism in industrialised and developed states has produced economic and employment benefits in many related sectors – from construction to agriculture or telecommunications” (UNWTO, 2013).

Tourism is an industry in the tertiary sector, focusing on sustainability, and is causally affected by the driving forces in global change, thus tourism can be identified as a major player in the framework of HDGCME.

Tourism is “one of the fastest growing economic sectors in the world” (UNWTO, 2013). The trend for worldwide growth for tourism is 3.3% (UNWTO, 2012b). There are many forms of tourism: nature-based tourism, wildlife tourism, cultural tourism, adventure tourism, alternative tourism, mass tourism, sustainable tourism, responsible tourism, ecotourism and the list goes on.

As tourism advanced and developed from its primitive beginnings to becoming a world leading industry, the concept of tourism has continually evolved. Tourism established smaller niches as opportunities were presented. The introduction of the rail system offered tourists the opportunity to visit locales that were once out of reach. Soon thereafter, the highway system, availability of the automobile, and the advancement aircraft allowed tourist to take day trips, camp, or fish in destination that were too far previously. Infrastructure advancements not only provided tourism to advance but also created new impacts on the environment that were, up until this point, non-existent.

In 1972, the United Nations Conference on the Human Environment identified “the ‘rights’ of the human family to a healthy and productive environment” (United Nations, 2011). These meetings continued strong foundations already found in emerging environmental revolution, specifically in the United States as President Nixon established the National Environmental Policy Act of 1969, the creation of the EPA in 1970, the Clean Air Act of 1970, the Marine Mammal Protection Act of 1972, and the Endangered Species Act of 1973. This movement did not go unnoticed in the tourism industry.

The paradigm shift that introduced ecotourism into mainstream tourism began in earnest in the 1960’s and 70’s. Ecotourism found a niche and has evolved into a global subset of tourism. The UNWTO identified the year 2002 as the International Year of Ecotourism (IYE). The outcomes of the IYE were reached at the local, national, and global levels. According to the UNWTO reports, that contained 65 case studies from 47 countries, the “global situation of ecotourism still needs improvements, the IYE permitted, in most countries and in all domains, to improve sustainability levels in ecotourism, and in the tourism sector generally” (UNWTO, 2011). The

publications developed from the IYE focused on ‘Good Practices’ learned from small to medium ecotourism businesses. Ironically, the United States is not a member of the UNWTO. No conclusive information details the reason for this, however one can speculate that U.S. believes its own tourism policies are extremely effective and therefore joining the UNWTO will derive no benefit.

Building upon the idea of learning lessons from existing ecotourism businesses, the intent of this thesis is to determine if the Pacific Northwest (PNW) is a viable location to develop ecotourism practices. The main objective is to identify best practices currently used by ecotourism brokers who are also leaders in this industry.

The tourism industry in the United States is responsible, either directly or indirectly, for employing “one out of every 18 Americans” (U.S. Department of Commerce, 2013) workers. According to the Washington Tourism Alliance, tourism is the fourth largest industry in the Washington State behind only software, aerospace, and agriculture and food (Washington Tourism Alliance, 2012). Given the fact that sustainable development is at the forefront of the U.S. economy and the global presence of ecotourism, one can reasonably conclude that ecotourism is a viable business opportunity in the United States. Even more specifically the PNW (Cascadia or the fictional stable-state ecosystem created by Ernest Callenbach in *Ecotopia*¹) is ripe for the development of ecotourism.

Plan of This Thesis:

It is my intention, in this thesis, to identify best practices for developing ecotourism in the PNW; “it is not the size of the operation nor the type of the activity that defines ecotourism but the principles behind the business” (Patterson, 2007, p. 1).

This thesis is about the Ecotourism Production Process (EPP), specifically intended to identify best practices for developing ecotourism in the PNW. This thesis is divided into two parts. Following this Introduction Part I discusses the background and key concepts associated with tourism and ecotourism. Chapter 1 reviews a brief history of tourism from the travels in the ancient world to advancements in tourism technologies. Additionally, the Broker-Local-Tourist (BLT) Model of Tourism is explained. Chapter 2 raises the subject of ecotourism. This chapter communicates definitions and concepts, considers the paradigm shift toward ecotourism, compares ecotourism to other tourism types, examines potential environmental impacts, introduces the motivations, attitudes, and behaviors of the ecotourism tourist, and presents the tourist spectrum.

Part II of this thesis is focused on the EPP in the PNW. Chapter 3 explores the geologic and ecological profiles of the region. Chapter 4 delves into the ecotourism framework and will validate the EPP. Chapter 5 interprets the results from the lessons learned and Chapter 6 presents the best practices for developing ecotourism in the PNW. Lastly, the Discussion section concludes the thesis with a synopsis of the results attributed to the EPP and potential further research.

Part I: Background and Key Concepts

This part of the thesis is devoted to the understanding of the history of tourism; from ancient history to the booming industry tourism is today. Additionally, the concept of ecotourism, while academically challenging to understand, will be defined.

In Chapter 1, the sacred pilgrimage is identified as the genesis of tourism. This chapter continues to describe the progression of tourism from ancient travelers to the advent of travel agents to modern tourists using guidebooks. Steam-powered vehicles, trains and ships, advanced tourism into the modern era. Now, as opposed to the meager beginning of travel and tourism, tourists decide on location while the mode of transportation is secondary. The final section of this chapter discusses the BLT Model of Tourism. This sociological model was introduced into the literature by Miller and Auyong in 1991 and since has become the standard for academics studying any aspect of tourism. The BLT ushered a new and innovative way of looking at the traditional host – guest scenario.

Ecotourism, as a concept, has floated in academia since the 1960's. Eventually identified by the term, *ecotourism*, by either Hetzer in 1965 or Ceballos-Lascuráin in the early 1980's. Since the beginning, academics and tour operators alike have been unable to develop a consistent or industry standard definition. Therefore, Chapter 2 examines the various definitions formed by leaders in the academic field, which leads to an evaluation of the paradigm shift toward ecotourism. The ecotourism tourist, *ecotourist*, is presented in a new fashion in the tourist spectrum. This chapter also describes the methods of in-depth interviews, literature review, and the thought process in developing this thesis.

Chapter 1 A Brief History of Tourism

“One can only really travel if one lets oneself go and takes what every place brings without trying to turn it into a healthy private pattern of one’s own and I suppose that is the difference between travel and tourism.” (Freya Stark)

As cited in (Izzard, 1992)

1.1 Introduction

Tourism is a phenomenon in which people of a particular place visit another location with a return to the original point being expected. Very generally, tourism can be defined as an interrelated system of tourists and services (transportation, lodging, dining, facilities) where tourists experience multi-dimensional characteristics (economic, social, cultural and environmental) and are primarily there for instrumental, educational or recreational reasons. Simply stated, tourism requires contrast (Miller & Ditton, 1986).

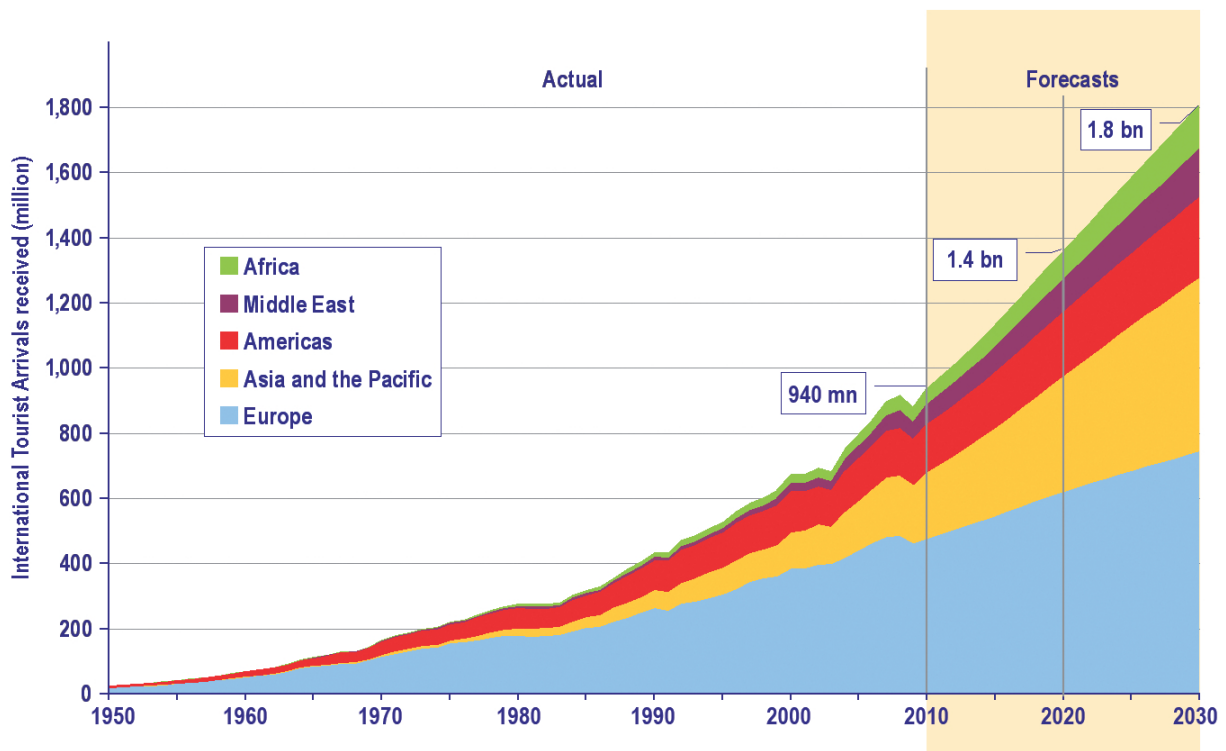


Figure 1:1 UNWTO Tourism Towards 2030: Actual trend and forecast 1950-2030 (UNWTO, 2012b)

Tourism is a multi-billion dollar industry worldwide, in fact “international tourism receipts exceeded \$1 trillion for the first time” in 2011 (UNWTO, 2012a). Additionally, “Worldwide, tourism employs one in every 12 workers and accounts for 11 percent of global gross domestic product (GDP)” (Gmelch S. B., 2010b, p. 4). The Tourism Towards 2030 report, published by UNWTO, predicts international arrivals to reach 1.8 billion in 2030 up from 940 million in 2010

(Figure 1:1). Of these arrivals, the 2030 trend for the Americas is 248 million, an average annual growth rate of 2.2% (Figure 1:2). Specifically, North America's projection for 2030 is 138 million with an average annual growth rate of 1.4%.

UNWTO Tourism Towards 2030: International tourism by region of destination												
	International Tourist Arrivals received (million)					Average annual growth (%)					Share (%)	
	Actual data			Projections		Actual data		Projections			2010	2030
	1980	1995	2010	2020	2030	1980-'95	'95-2010	2010-'30, of which				
								2010-'20	2020-'30			
World	277	528	940	1,360	1,809	4.4	3.9	3.3	3.8	2.9	100	100
to Advanced economies ¹	194	334	498	643	772	3.7	2.7	2.2	2.6	1.8	53	43
to Emerging economies ¹	83	193	442	717	1,037	5.8	5.7	4.4	4.9	3.8	47	57
By UNWTO regions:												
Africa	7.2	18.9	50.3	85	134	6.7	6.7	5.0	5.4	4.6	5.3	7.4
North Africa	4.0	7.3	18.7	31	46	4.1	6.5	4.6	5.2	4.0	2.0	2.5
West and Central Africa	1.0	2.3	6.8	13	22	5.9	7.5	5.9	6.5	5.4	0.7	1.2
East Africa	1.2	5.0	12.1	22	37	10.1	6.1	5.8	6.2	5.4	1.3	2.1
Southern Africa	1.0	4.3	12.6	20	29	10.1	7.4	4.3	4.5	4.1	1.3	1.6
Americas	62.3	109.0	149.7	199	248	3.8	2.1	2.6	2.9	2.2	15.9	13.7
North America	48.3	80.7	98.2	120	138	3.5	1.3	1.7	2.0	1.4	10.4	7.6
Caribbean	6.7	14.0	20.1	25	30	5.0	2.4	2.0	2.4	1.7	2.1	1.7
Central America	1.5	2.6	7.9	14	22	3.8	7.7	5.2	6.0	4.5	0.8	1.2
South America	5.8	11.7	23.6	40	58	4.8	4.8	4.6	5.3	3.9	2.5	3.2
Asia and the Pacific	22.8	82.0	204.0	355	535	8.9	6.3	4.9	5.7	4.2	21.7	29.6
North-East Asia	10.1	41.3	111.5	195	293	9.9	6.8	4.9	5.7	4.2	11.9	16.2
South-East Asia	8.2	28.4	69.9	123	187	8.7	6.2	5.1	5.8	4.3	7.4	10.3
Oceania	2.3	8.1	11.6	15	19	8.7	2.4	2.4	2.9	2.0	1.2	1.0
South Asia	2.2	4.2	11.1	21	36	4.3	6.6	6.0	6.8	5.3	1.2	2.0
Europe	177.3	304.1	475.3	620	744	3.7	3.0	2.3	2.7	1.8	50.6	41.1
Northern Europe	20.4	35.8	57.7	72	82	3.8	3.2	1.8	2.2	1.4	6.1	4.5
Western Europe	68.3	112.2	153.7	192	222	3.4	2.1	1.8	2.3	1.4	16.3	12.3
Central/Eastern Europe	26.6	58.1	95.0	137	176	5.3	3.3	3.1	3.7	2.5	10.1	9.7
Southern/Mediter. Eu.	61.9	98.0	168.9	219	264	3.1	3.7	2.3	2.6	1.9	18.0	14.6
Middle East	7.1	13.7	60.9	101	149	4.5	10.5	4.6	5.2	4.0	6.5	8.2

Figure 1:2 UNWTO Tourism Towards 2030: International tourism by region of destination (UNWTO, 2012b)

This is where tourism is today, billions of tourists and trillions of dollars, however tourism evolved from very humble beginnings. While it is undeniably impossible to identify the moment tourism began, it is possible to review the historical accounts that brought about the beginnings of an industry that supports 259 million jobs worldwide, contributes US\$6 trillion to the global economy, and 9% of the global GDP (World Travel & Tourism Council, 2011).

This chapter aims to inform the chronological understanding of tourism beginning with ancient travelers and the progression toward modern tourism and finally and ground-breaking advancement in the elementary host-guest model of tourism

1.2 Travel in the Ancient World

Queen Hatshepsut of Egypt, in 1480 BCE, arguably made the first recorded journey as a form of tourism when she traveled to the land of Punt (Goeldner & Ritchie, 2009). This journey refers to a pilgrimage in which the walls in the temple of Deir el-Bahri at Luxor displays recorded descriptions of the tour.

The pilgrimage is cited as the genesis of tourism (McLaren, 2003; Lomine, 2005; Goeldner & Ritchie, 2009; Gmelch S. B., 2010b; O'Gorman, 2010) in many leading books about the history of tourism. McLaren states "Tourism began in part as an offshoot of religious pilgrimages and colonization" (2003, p. 1). Using the modern definition of tourism (Section 1.1), the pilgrimage or spiritual renewal was, in fact, a form of rudimentary tourism. The pilgrims or worshippers would travel long distances over many days to reach a destination for prayer, divine connection, to stand in a location where miracles were witnessed, or to visit the place of birth or death of a religious leader or saint (Wikipedia, 2013c). Eventually, the pilgrim would return home, thus completing the journey and concluding the contrast.

Some could argue that Alexander the Great, Augustus Caesar, Attila the Hun, and the Vikings, to name only a few, participated in 'business' or 'mission' tourism. However, while these conquerors doubtfully participated in educational or recreational activities, one could reason instrumental activities took place and therefore, by definition, tourism was performed. Typically,

conquerors have a quest, and that quest requires an action, a means to pursue the end reason for beginning the quest. For example, the Vikings raided and pillaged countries along the North Atlantic but would return home. The Vikings set out for an action, completed the action to the end, experienced contrast and thusly, this can be considered, primitively, tourism.

Money, the object used as payment for goods and services, created the opportunity for travel businesses. While the inventor of money is debated between Mesopotamians and Babylonians, one area that is not debatable, is the fact that money, even in rudimentary form, could be used to barter for transportation, lodging, food, and other services and amenities any travel would want. This concept is the precursor to the effects tourism has on the global economy of today.

Explorers, such as Marco Polo, traveled from destination to destination, discovering new lands, meeting new people, and immersing themselves in new cultures, it is clear, that explorers were, by definition, tourists. Trading posts were established on shipping routes, which opened up the then known world to explorers and thus more tourism. “Travelers ... were generally entertained in castles of private houses. Church monasteries or hospices offered accommodations for the majority” (Goeldner & Ritchie, 2009, p. 47). Eventually, entrepreneurs, seeking fortunes, identified the opportunity to provide hospitality services; the earliest evidence is of a hostel, circa 1500 BCE, which was discovered in Crete (O’Gorman, 2010).

1.3 Moving Toward Modern Tourism

As time progressed, so did infrastructure; modes of transportation improved, roads were built for travel, and people had the means and desire to travel. The pilgrimage was declining and tourism was evolving. “Opinions on the origins of the Grand Tour vary from the break with the church of

Rome in 1534, which changed spiritual pilgrims into secular tourists, to the mid-seventeenth century or early eighteenth century” (Towner, 1985, p. 300). The Grand Tour began innocently enough as an educational experience when young aristocrats traveled to study in France and Italy. Learning about a new culture and then returning home; a quintessential understanding of the tourism phenomenon. Soon, other Europeans of means began to add pleasure into the definition and understanding of the Grand Tour. Soon, “wealthy young Englishmen began taking a post Oxbridge trek through France and Italy in search of art, culture and the roots of Western civilization. With nearly unlimited funds, aristocratic connections and months (or years) to roam, they commissioned paintings, perfected their language skills and mingled with the upper crust of the Continent” (Gross, 2008).

While the Grand Tour continued to flourish during the 1700’s, opponents criticized the lack of adventure. While the concept of adventure is closely tied to tourism, individuals will undoubtedly have varying understandings or the relationship between adventure and tourism. Soon, young women were joining the men, with a chaperone, on trips to Italy. The Grand Tour was still marketed toward the wealthy, however the “arrival of steam-powered transportation, around 1825 (changed the clientele as it became) cheaper to undertake, safer, easier, (and) open to anyone” (Wikipedia, 2013b).

The literature speaks about the Grand Tour from only the perspective of the tourist or traveler, not once was a reference to a tour guide ever found. However, in 1822, Robert Smart of England identified himself as the first ‘steamship agent’ as he began booking passengers from the British Channel to Dublin, Ireland (Goeldner & Ritchie, 2009; Ugurlu, 2013). Later, in 1840’s Thomas Cook began to “handle the complex problems of coordinating train schedules, finding

conveyances, and making arrangements for food and lodging for tourist who intended to visit numerous places in one trip” (Aron, 1999, p. 138). Goeldner & Ritchie also identify Thomas Bennett as a ‘trip organizer’ for British notables during the 1850’s (2009, p. 52). Thus ushered in the age of the travel agent and entrepreneurial opportunities. As Thomas Cook expanded his business across the Atlantic into the United States in the 1870’s, Walter Raymond and Irving Whitcomb, both from Boston, established the Raymond and Whitcomb Travel Agency and declared in 1879:

There need never be anxiety about the morrow, since every requirement has been made a matter of pre-arrangement. The excursionists are expected guests, and their place are held in reserve for them, so that there need be no fear regarding accommodations, and opportunities for sightseeing under the most advantageous circumstances. (Aron, 1999, p. 140)

Those sentiments still ring true with today’s travel agents, tour guides, tour operators, and concierges over 130 years later.

In the spring of 1869, William H. H. Murray of Boston, published one of the first guidebooks to a wilderness area, the Adirondack Mountains. Murray suggested that an “excursion into the raw nature could actually be pleasurable” (Perrottet, 2013, p. 68). Today, a tourist can walk into any bookshop or travel store, or quickly search online, and find countless guidebooks, travel itineraries, travel blogs, journals, magazines, and even apps for hand held devices and tablets that will describe, enhance, or instruct travelers about any location in the world. Today’s tourist will undoubtedly have in his or possession a guidebook from Fodor’s, Frommer’s, Lonely Planet, Moon Handbooks, National Geographic Traveler, or Rick Steves’ to name just a few.

1.4 BLT Model of Tourism

Tourists are one part of the Broker – Local – Tourist (BLT) dynamic (Figure 1:3) (Miller & Auyong, 1991). The relationships between the BLT form the foundation of tourism.

The BLT is a sociological model and “involves the interaction of three elements – tourists, locals, and brokers at tourist destinations” (Miller & Auyong, 1991, p. 76). This model arose from the primitive, yet still widely accepted, host – guest model of tourism. This simple model clearly removes the locals and severely limits the role of the host.

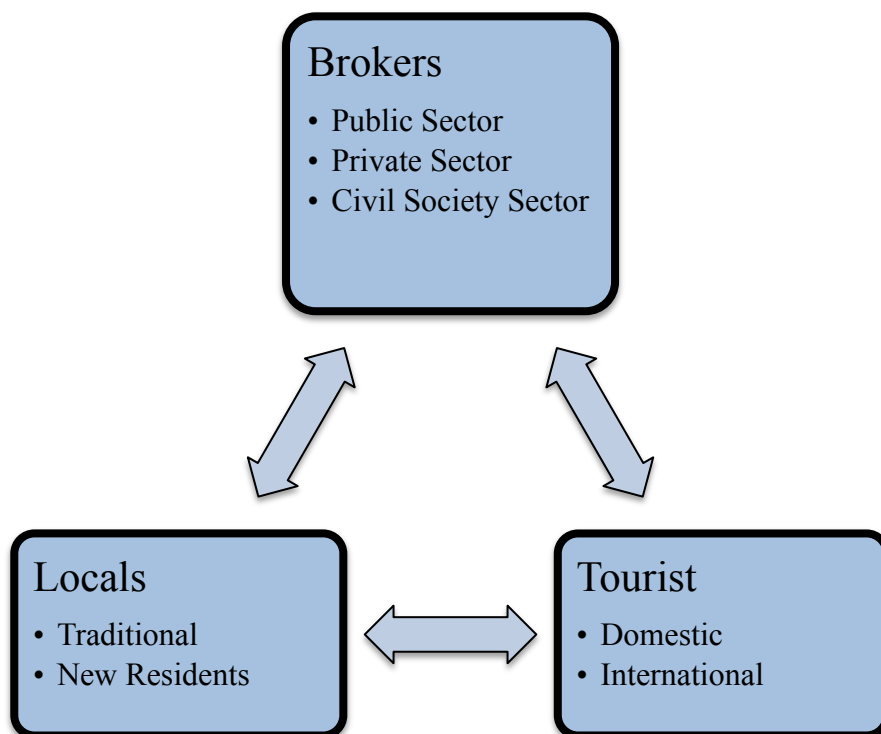


Figure 1:3 Conceptual Framework: Broker-Local-Tourist (BLT) Model of Tourism. Adapted from (Miller & Auyong, 1991)

The original concept of the BLT is a triangle, which is represented by the triangular form created by the arrows. The arrows in Figure 1:3 represent the influence and transformations that can and do occur within this sociological model of tourism. In any given tourist destination, positions in

the BLT can influence other positions. For example, brokers could elicit information and knowledge from locals to help identify restaurants, fishing spots, find well-trained tour guides, or other amenities that could benefit the broker, local, or tourist.

The possibility of positions changing is also the case. Each element of the BLT could be transformed; the status could change. A tourist could find himself or herself in a destination in which he or she could return to as a new resident and therefore become a local.

These influences and transformations can occur back and forth between all three elements of the BLT. The transformation of a local into a tourist requires further thought and eventual study. A local and a tourist could both participate in an activity at a destination; while the tourist is involved in tourism the local is involved in recreation. Thus, it becomes essential to define the boundaries of when a local becomes a tourist. While this concept requires further study, for the purposes of this thesis, a local becomes a tourist when he or she travels outside his or her local region. For example, a Seattle resident travels to the Oregon coast for a weekend retreat, this resident has now traveled outside his or her local region and will therefore be identified as a tourist.

The broker section is identified by three sectors: public, private, and civil society. Each sector functions independently. The public sector tends to focus on policy and regulations surrounding tourism in their region. This sector works on behalf of the community and may include National Park Service (NPS), lifeguards, police, and government personnel. Private individuals or corporations are interested in the bottom line, creating profit and wellbeing for the community.

The private sector may include tertiary services such as taxi drivers, restaurants, hotels, charters,

cruise organizations. Civil society is the social sector and is invested in identifying methods that allow for tourist activities while preserving or maintaining the ecosystem services. This sector may include NGO's, not-for-profits, and environmental grassroots organizations.

Regardless of the sector, the broker has a responsibility to minimize the impact tourism brings forth to the social and natural environments. The main objective of the broker is to provide a service; he or she cannot lose sight that the environment is crucial to his or her livelihood. Along with the financial bottom line, the broker must be concerned about environmental and social responsibility. The brokers are furthering the industry therefore he or she has an obligation to protect the coupled socio-ecological system. Additionally, the recent paradigm shift toward sustainable and therefore ecotourism has resulted in disorganization among brokers.

Another aspect of the broker section that cannot be underestimated is the necessary broker-to-broker dynamic. The interactions between broker sectors are critical to the industry. Two interaction categories appear within the brokers: internal and external.

Locals can be identified as traditional or new resident. Traditional locals are families with generations of local knowledge, who have lived in the region and could be regarded as local historians. While new locals have recently adopted a particular region as home. New residents may have difficulty being accepted as a local, a condition in which only time will resolve.

Tourists have two main categories, domestic and international. Domestic tourists are just that, people who travel within his or her home country looking for contrast. Tourists that journey from a neighboring or far away country are considered international tourists. Tourists are classified

domestic or international from point of origin and thus characterized as inbound or outbound tourism.

It is important to note that the BLT can positively and negatively benefit subsequent sectors. Brokers and locals can be considered part of the immediate community, however, motives for either group can be drastically different. Likewise, the tourist has his or her own agenda and motivation for visiting a community. Thus, each sector of the BLT is considered, in and of itself, a stakeholder of tourism. Stakeholder theory is “integrating multiple stakeholders, who affect and are affected by the firm, on multiple issues” adapted from (Freeman, 1984) and accepted as a working definition by students and professor (CFR 590 Graduate Seminar, 2012). Using this definition, I posit that the environment can be identified as the firm; the locale in which ecotourism will take place. If BLT’s are to be considered stakeholders, then the environment must be considered the firm. Thus, brokers, locals, and tourists affect and are affected by the environment.

The BLT Model of Tourism can then be expanded to include the natural and technological elements. Thus creating the BLT + N + T, a socio-eco-technological system of tourism (Figure 1:4). The addition of nature includes both biotic and abiotic factors. In any tourism setting, biotic and/or abiotic factors contribute or are the sole reason for the tourism. Hiking a trail in the Olympic National Park (ONP), canoeing across Lake Washington, or wandering through the Hoh Rain Forest, the tourist will interact continuously with nature. Technology refers to not only the traditional definition “the application of scientific knowledge for practical purposes” (Stevenson & Lindberg, 2010, p. 1782) but also “can be viewed as an activity that forms or changes culture” (Wikipedia, 2013d). The forming or changing the culture of tourism is connected in such a way

that without tourism advancements, tourism becomes stagnant. Technological peripherals, such as binoculars, docks, boardwalks, or vehicles for transportation (e.g. hybrid vans, canoes, Segways) become an integral part of the tourism process. Brokers rely heavily on the availabilities and opportunities offered in nature and therefore attempt to enhance that experience with modern and efficient technologies. The ability for kayak tour operators to paddle out to uninhabited islands, isolated bays, or down a river where no roads or trails leads, offers the tourist the prospect of viewing or recreating in an area rarely visited, thus creating a one-of-a-kind experience.

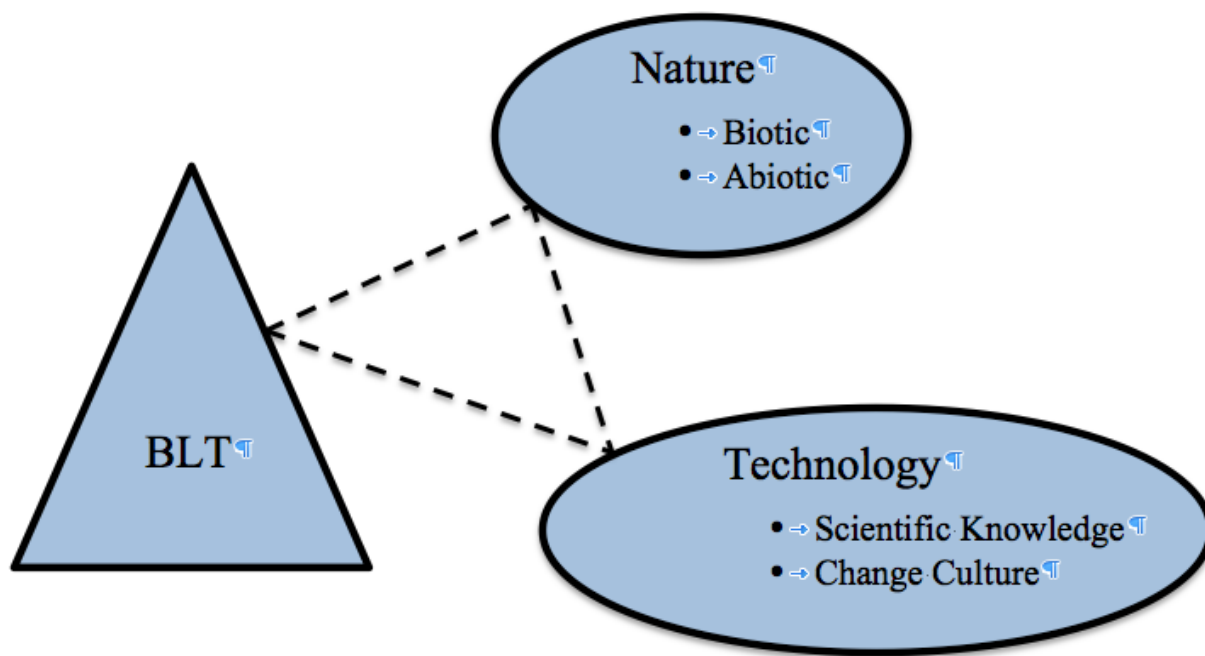


Figure 1:4 BLT Expansion: A Socio-Eco-Technological System of Tourism BLT+N+T. Adapted from (Miller & Auyong, 1991)

Chapter 2 Ecotourism

“I only went out for a walk, and finally concluded to stay out till sundown, for going out, I found, was really going in.” (John Muir)

As cited in (Fennell D. A., 2002, p. 35)

2.1 Introduction

Initially, tourism was just an entity that stood alone. A paradigm shift in the way society started thinking about tourism began in the 1960's. Tourists became aware of his or her surroundings, the potential for degradation, destruction and pollution to the environment, the impacts to a community, and the desire to positively influence the economy in a local region.

With the shift in thinking evolved the many forms and varieties of tourism. The ability for the industry to keep up with the changing demand was ineffective, thus each member of the BLT began to develop his or her own view on ways to create a more sustainable form of tourism, including ecotourism.

Leading academic researchers began developing definitions of ecotourism, each building upon the other. Therefore, today the literature is left with a mosaic understanding of the term ecotourism; there is even controversy to the origin of the term 'ecotourism'.

This chapter aims to discuss the inception of the term ecotourism through an understanding of the paradigm shift. An introduction to the birth of a new definition based on current definitions and concepts currently in use and a clearer perception of ecotourism through comparisons to other tourism types. A review of the ecotourism tourist in the literature and the emergence an original view of the *tourist spectrum* will be detailed. This chapter concludes with an introductory look at the triple bottom line (TBL).

2.2 Paradigm Shift

A paradigm is “the entire constellation of beliefs, values, techniques, and so on shared by the members of a given community” (Kuhn, 1970, p. 175). Paradigms occur because of the life cycle of contradictions; the paradigm stays until evidence contradicts its core beliefs. Typically, paradigms occur in the physical sciences (e.g. continental drift to plate tectonics), however, I posit that paradigms occur in the social sciences and therefore within the context of tourism and subsequently with ecotourism. The explanation of the paradigm shift toward ecotourism is detailed in this section (Figure 2.1).

Weaver (2008) discusses ecotourism in the context of this paradigm shift by identifying four phases of the evolution of ecotourism. In the first phase, Weaver characterizes the 1950’s and 1960’s as the Dominant Western Environmental Paradigm (DWEP). This refers to sustained mass tourism, not to be confused or compared to sustainable mass tourism. The DWEP refers to an anthropocentric belief that humans are separate and superior to the natural environment (Ehrenfeld, 1978; Devall & Sessions, 1985). During this phase, tourists were unaware of the harm being done to the environment. Nature was seen as a open playground with no boundaries or rules; it was assumed that the pristine nature of the natural environment was hearty and durable.

Phase two, according to Weaver is a transition into the emerging Green Paradigm (GP). However, I have found reference to this transistional phase that occurs during the 1960’s and 1970’s. The literature has described this shift in modern thinking as the New Environmental Paradigm (NEP) (Dunlap & Van Liere, 1978; Dunalp & Catton, 1980; Cotgrove, 1982; Milbrath, 1984; Ingraham, 1990). The NEP refers to a biocentric perspective where humans are seen as a context of nature.

Humans and nature are viewed as equals; nature has intrinsic value to humans. Sustainability is becoming the new way of thinking during this phase. Tourists became aware of their surroundings, the potential for degradation, destruction and pollution to the environment, the impacts to a community, and the desire to positively influence the economy in a local region.

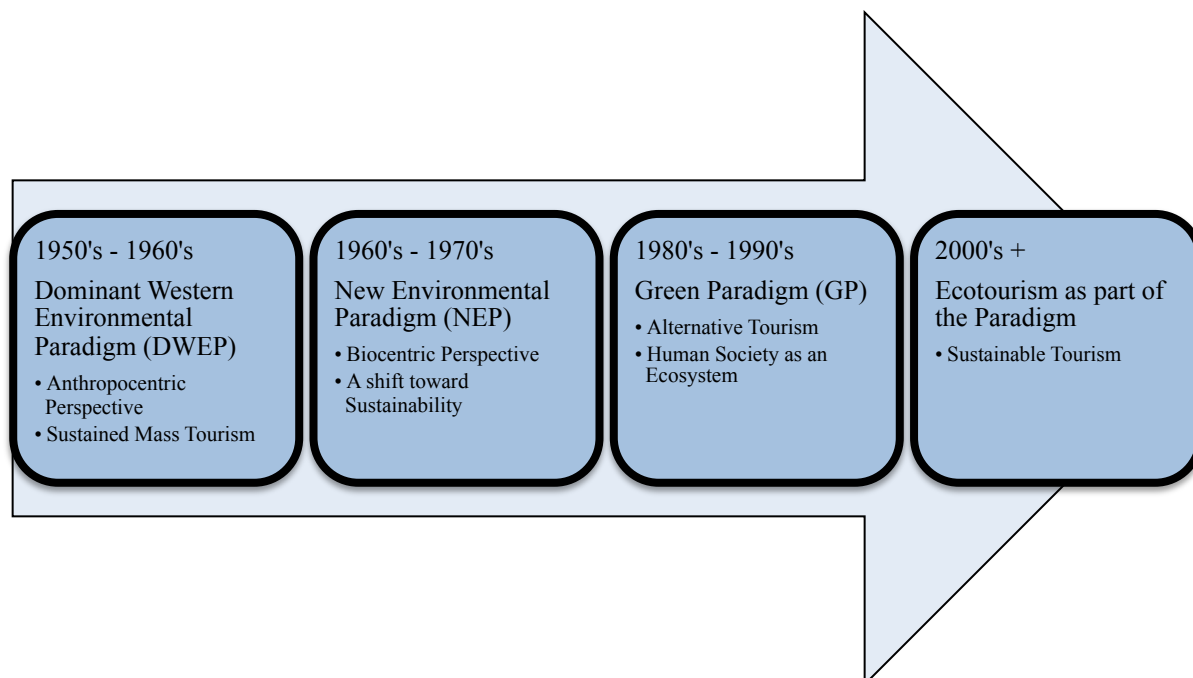


Figure 2:1 Ecotourism Paradigm Shift. Adapted from (Weaver D. B., 2008, p. 38)

The emergence of the GP occurred during the 1980's into the 1990's. This phrase is popularized by the saying 'What's it mean to be green?'; the origins of which date back to the early 1970's to the song *Bein' Green*, written by Joe Raposo (Wikipedia, 2013a). Originally sung by Kermit the Frog on Sesame Street, the meaning of the song shifted from a more melancholy expression to an environmentalist's view of the world. The GP is a seamless shift from the NEP as it further reinforces our thinking about nature and the role of humans in nature. Knill (1991) states, "The Green paradigm suggests that human society is an ecosystem. It is not *like* an ecosystem, it *is* one; a complex network of relationships between humans and their environment" (p. 239). It is

during this phase of the paradigm shift that brings forth the concept of alternative tourism, a more complete focus toward sustainability.

The final phase, ecotourism as part of the paradigm, is the current phase and incorporates the concept of the ecotourism. Sustainable tourism is at the forefront of the tourism industry, couple that with the aspects of ecotourism, one can posit that a new paradigm is taking shape.

2.3 Definitions & Concepts

Initially, tourism was just an entity that stood alone. A paradigm shift in the way society started thinking about tourism began in the 1960s. Tourists became aware of their surroundings, the potential for degradation, destruction and pollution to the environment, the impacts to a community, and the desire to positively influence the economy in a local region.

Much tourism in the 1950's and 1960's, before the paradigm shift, was still classified as mass tourism. An example of this type of tourism is Disneyworld, where large groups of people attend the same destination for similar activities. The focus of the mass tourism tourist is entertainment; this tourist wants to experience something memorable and have little conscience about the impacts of their actions. Mass tourism also occurs in natural settings. Florida's Everglades is a socio-ecological example of what can materialize when policy and governance is mismanaged within an ecosystem. A 2005 *National Geographic Traveler* magazine survey in which Florida's Everglades was ranked "rock bottom [because of] destructive external pressures and major internal difficulties" (Honey, 2008, p. 410). Ecotourism, by definition, avoids this scenario.

The term ‘ecotourism’ can be attributed to Ceballos-Lascuráin in the early 1980s (Miller M. L., Personal communication, 2011). The term came about as several forms of tourism were beginning to overlap, however, each form had a distinct characteristic to differentiate it from the rest.

The evolution of the term ‘ecotourism’ could possibly begin with Claus-Dieter Hetzer as early as 1965 (Miller & Kaae, 1993). Even though the DWEP (Section 2.2) is identified during this time period, Hetzer, an academic from Berkeley, California “identified four ‘pillars’ or principles of responsible tourism” (Blamey, 2001, p. 5). The literature cannot empirically identify Hetzer as the person who coined the term ‘ecotourism’ therefore there is controversy over this issue. Despite the controversy, Hetzer was arguably very astute to the future of sustainable travel with his definition:

Four Standards of Responsible Ecotourism:

1. Minimum environmental impact
2. Minimum impact on – and maximum respect for, host cultures
3. Maximum economic benefits to host countries ‘grassroots’
4. Maximum ‘recreational satisfaction to participating tourists’ (1965, p. n.a)

Whether Hetzer coined the term ‘ecotourism’ or not is a mute point. His definition works during two paradigms – the DWEP and the NEP. During the transition toward the third paradigm phase, GP, does the term start to evolve and transform.

However, by the early 1990’s the term ecotourism had reached the forefront of academia research (Boo, 1990; Miller & Auyong, 1991; Grenier, Kaae, Miller, & Mobley, 1993; Miller M. L., 1993; Valentine, 1993; Ballantine & Eagles, 1994; Buckley R. A., 1994; Orams M. B., 1995).

The International Ecotourism Society (TIES) developed a definition for ecotourism, “Responsible travel to natural areas that conserves the environment and improves the well being of local people” (1990). Although this definition has been in print since 1990 and is highly used within the ecotourism industry, it leaves much to interpretation. For example, how is responsible travel defined? What is meant by conserves the environment? How is wellbeing improved? Despite the shortcomings of the definition, it does maintain a laypersons understanding of ecotourism.

Ceballos-Lascuráin (1991) redefined, from his 1983 work, ecotourism as:

Involves travel to relatively undisturbed or uncontaminated natural areas with the specific object of admiring, studying, and enjoying the scenery and its wild plants and animals, as well as any existing cultural features (both past and present) found in these areas. (p. 25)

As mentioned earlier, the term ‘ecotourism’ is controversially attributed to Ceballos-Lascuráin over Hetzer for the main reason the actual term is actually appears in a Ceballos-Lascuráin’s conference proceedings. Thus, Ceballos-Lascuráin is the main contributor to the birth and growth of ecotourism in the literature. Given that fact, I view his definition as incomplete by today’s standards; this is a very soft version of ecotourism, it does not allow for hard or more rigorous activities.

Solidly in the GP, Valentine (1993) also has a very soft definition but begins to incorporate environmental awareness and sustainable management practices:

Ecotourism is restricted to that kind of tourism that is:

1. Based on relatively undisturbed natural areas;

2. Non-damaging, non-degrading, ecologically sustainable;
3. A direct contributor to the continued protection and management of the natural areas used;
4. Subject to an adequate and appropriate management regime. (pp. 108-109)

An educational component appears in the definition by Buckley in 1994, "... tourism that is nature-based, sustainably-managed, conservation-supporting, and environmentally-educated should be described as ecotourism" (Buckley R. A., 1994, p. 661).

Fennell, in 1999, performed an exhaustive study of the history and evolution of ecotourism as a stand-alone tourism industry. Through research, Fennell identified 85 separate definitions and developed main principles (Table 2:1), for ecotourism. He compiled and analyzed the various forms of the term and developed a thorough definition that is widely cited as an industry standard:

Ecotourism is a sustainable, non-invasive form of nature-based tourism that focuses primarily on learning about nature first-hand, and which is ethically managed to be low-impact, non-consumptive, and locally oriented (control, benefits and scale). It typically occurs in natural areas, and should contribute to the conservation of such areas. (2008, p. 24)

Additionally, Fennell believes his definition is comprehensive enough without being overly restrictive, however I feel that he also avoids the hard tourists. It is also pointed out by Weaver (2001) that certain consumptive behaviors (e.g. hunting and fishing) are to be included in a simple overlap in ecotourism.

Main principles of definition ^a	Definitions														
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
Interest in nature	✓	✓			✓	✓	✓	✓		✓	✓			✓	✓
Contributions to conservation			✓		✓	✓	✓	✓	✓	✓			✓	✓	✓
Reliance on parks and protected areas	✓		✓		✓	✓		✓	✓				✓	✓	✓
Benefits local people/long-term benefits			✓		✓	✓	✓		✓				✓	✓	✓
Education and study	✓	✓	✓			✓					✓			✓	✓
Low impact/non-consumptive					✓							✓	✓	✓	✓
Ethics/responsibility				✓					✓	✓					✓
Management					✓			✓			✓				✓
Sustainable								✓			✓			✓	✓
Enjoyment/appreciation	✓				✓									✓	
Culture	✓				✓									✓	
Adventure		✓													
Small scale												✓			✓
Sources: 1 Ceballos-Lascuráin (1987); 2 Laarman and Durst (1987) ^b ; 3 Halbertsma (1988) ^b ; 4 Kutay (1989); 5 Ziffer (1989); 6 Fennell and Eagles (1990); 7 CEAC (1992); 8 Valentine (1993); 9 The Ecotourism Society (1993) in Goodwin (1996); 10 Western (1993) in Goodwin (1996); 11 Australian National Ecotourism Strategy (1993) in Goodwin (1996); 12 Brandon (1996); 13 Goodwin (1996); 14 Wallace and Pierce (1996); 15 The present study															
Notes: ^a Variables ranked by frequency of response; ^b Nature tourism definitions															

Table 2:1 Comparisons of selected ecotourism and nature tourism definitions (Fennell D. A., 2008)

Fennell's work is very appropriate during the GP, but as the 21st century moves forward so will the paradigm shift toward ecotourism, thus in 2008 Honey and Weaver developed definitions that, I believe, (borrowing from Fennell) are fairly comprehensive, leave little for interpretation, and relatively unrestrictive. Both Honey and Weaver have designed their definitions off earlier version, some of which have been discussed in this thesis.

Honey's definition is as follows:

Real ecotourism has the following seven characteristics:

1. Involves travel to natural destinations
2. Minimizes impact
3. Builds environmental awareness
4. Provides direct financial benefits for conservation
5. Provides financial benefits and empowerment for local people
6. Respects local cultures and
7. Supports human rights and democratic movements (2008, pp. 30-31)

Weaver, who is a leading authority on ecotourism created this definition:

Ecotourism is a form of tourism that fosters learning experiences and appreciation of the natural environment, or some component thereof, within its associated cultural context. It is managed in accordance with industry best practice to attain environmentally and socioculturally sustainable outcomes as well as financial viability. (2008, p. 17)

However, I feel that Honey's definition is fairly long and potentially redundant. Also, Weaver's definition is the one I would choose to cite on a regular basis as I feel it covers the aspects of what I consider true ecotourism. Although, after reading these and many other definitions, I have concluded that the term 'ecotourism' is still evolving and is a fluid concept that requires an industry standard. In keeping with the tradition of building upon previous works, I have constructed my own definition of ecotourism that will be discussed in Section 2.4 and will be the accepted definition of ecotourism for the purpose of this thesis.

To conclude the evolution of the term ‘ecotourism’, it is important to note the distinction between hard and soft dimensions of the ecotourism spectrum. The hard and soft dimensions were first introduced in Laarman and Durst (1987) and subsequently detailed by Orams (2001) in which the author compared the level of physical activity to the degree of interest in the natural attraction (Figure 2:2).

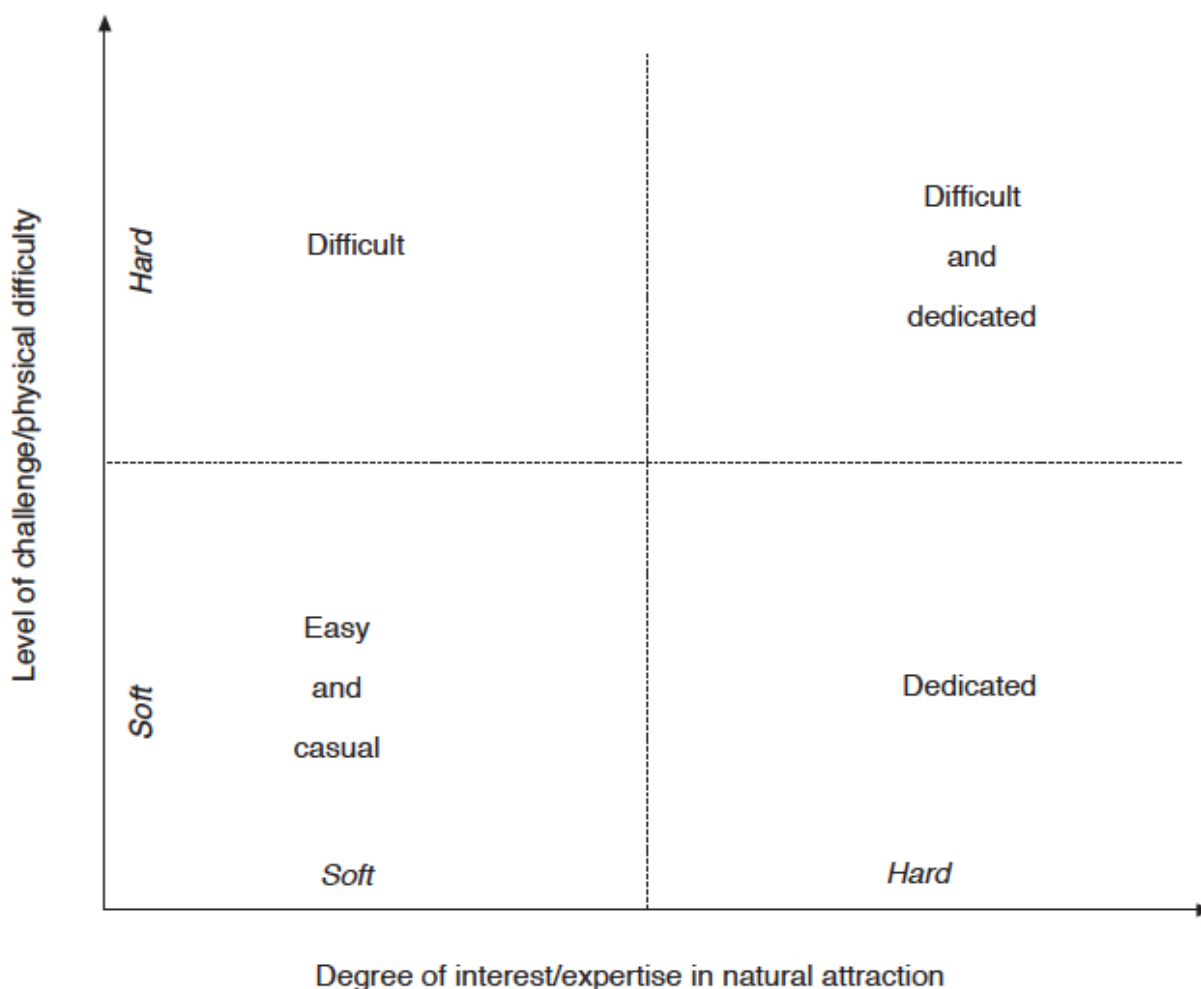


Figure 2:2 Hard and Soft Ecotourism (after Laarman and Durst, 1987) (Orams M. B., 2001)

According to Orams “These terms refer to the level of dedication of the ecotourist to the experience in terms of the physical rigour/effort involved and the level of interest in the natural attraction” (Orams M. B., 2001, p. 28). The hard ecotourism tourist is extremely dedicated to

upholding the standards of ecotourism. This tourist is willing to forego comforts in exchange for a natural experience in the environment. The soft ecotourism tourist, while still maintaining ecotourism standards, is less likely to extend oneself past the level of being comfortable (Laarman & Durst, 1987; Orams M. B., 2001).

Similarly, Weaver (2005) expanded the notion of the ecotourism spectrum and identified characteristics of hard and soft ecotourism as ideal types (Figure 2:3). Weaver identifies the hard ecotourism tourist as someone “associated with a strongly biocentric attitude that entails a deep commitment to environmental issues” (Weaver D. B., 2008, p. 43). Conversely, the soft ecotourism tourist reveals anthropocentric characteristics and tend to be more superficial to environmentalist ideals (2008).

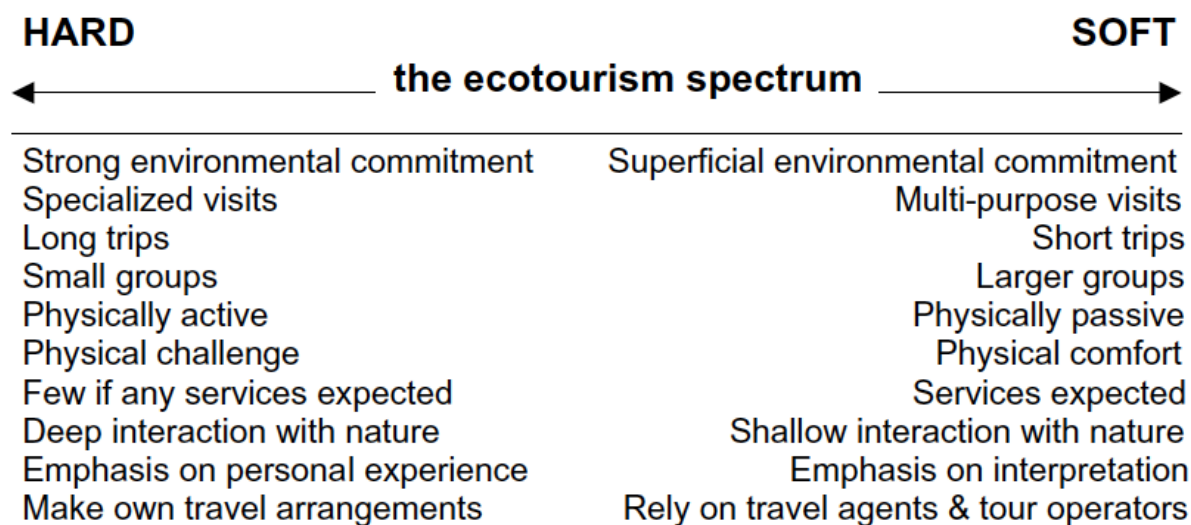


Figure 2:3 Characteristics of Hard and Soft Ecotourism as Ideal Types (Weaver D. B., 2008)

In conclusion, ecotourism definitions generally reflect a concern of tourists and tourism brokers for some combination of three factors having to do with *Beauty*, *Duty*, and the *Built*

Environment:

1. Amenity: nature as the primary actor
2. Obligation: respect for natural/cultural systems (passive ‘only footprints’ to active conservation action continuum)
3. Technology: preference for small-scale infrastructures (Miller M. L., Montanari, Garner, & Zemanek, 2012a)

2.4 Five Aspects

Ecotourism definitions are continually updated and altered to fit the changing tourism industry. As mentioned previously, the term ‘ecotourism’ is continually being altered, therefore I present my definition that is based off five aspects and includes what will undoubtedly be a controversial, yet debatable, concept.

In keeping with the concept of aspects, I identified the following five in which I based my definition:

1. Environment
2. Environmental Awareness
3. Cultural Awareness
4. Financial Benefits to Locals and Communities
5. Educational Opportunities

The aspect of the environment refers to the location, setting, and the physical, social, and cultural surroundings. I also posit that the environment can be either natural or built. It is the built environment characteristic that sets my definition off from the others found in the literature. Examples of the environment include National Parks, State Parks, Nature Reserves, Marine Sanctuaries, city parks, museums, and cities. Allowing for the built environment offers greater

ecotourism opportunities, for example touring castle ruins in Ireland or walking the Inca trail to Machu Picchu.

The aspect of environmental awareness follows the understanding of an environmentalist, that is the conservation and improvement to the health of the environment. Examples of environmental awareness include preservation, restoration, pollution control, sustainable management of resources, protection of floral and fauna, and minimal impact. This last facet about minimal impact, I feel better belongs with environmental awareness rather than being mentioned on its own for the sole reason that by definition, environmental awareness requires respect for the ground we walk on. It is also my opinion that sustainability is now a connected component of environmental awareness and as such does not require a separate aspect.

The aspect of cultural awareness brings the concept of locals and place into the definition, as this section requires respecting the values and ethics of the local host community. Examples of cultural awareness include understanding local customs, respecting dress codes, and being considerate of social norms.

The aspect of financial benefits to the locals and communities simply states that profits can be made. Examples of potential profit making ecotourism endeavors include tour guides, ecolodges, farmer markets, conferences, festivals, and certain attractions.

The last aspect of educational opportunities was initially mentioned in Buckley's 1994 definition but was not specifically mentioned in subsequent definitions. This aspect includes segments of environmental awareness and cultural awareness, additionally all members of the Broker-Local-

Tourist model of tourism can enhance their learning. Examples of educational opportunities include gaining knowledge about the country, environment, local people, and the wildlife.

Based off the previous five aspects and the reasoning behind them, my definition is as follows:

Ecotourism is an activity that transcends the hard-soft continuum, occurs in a natural or built environment where cultural and ecological values are identified and respected and includes a dimension of travel that incorporates recreation and education while at the same time benefiting the local economy. (Montanari M. A., 2012)

It is my opinion that the definition I just presented (to borrow from Fennell again) is comprehensive to the point where misinterpretation is avoided and is not so overly restrictive but allows for a variety of ecotourism opportunities and experiences.

2.5 Comparison to Other Tourism Types

This section of the thesis will compare ecotourism to a variety of other tourism types typically associated or related to ecotourism. Therefore, I plan to review sustainable tourism, nature-based tourism, adventure tourism, cultural tourism, and the connection to mass and alternative tourism.

Each tourism type has similarities and differences with the other tourism types. Therefore, in order to best understand the relationships between tourism types, several diagrams will be employed to aid and enhance the understanding of these similarities and differences.

Sustainable Tourism

Fennell's 2008 account of ecotourism as sustainable tourism is in agreement with the other definitions detailed in Section 2.3. Sustainable tourism encompasses ecotourism, but will also expand into its own realm. Therefore, by this definition, all ecotourism is sustainable but not all sustainable tourism is ecotourism (Figure 2:4).

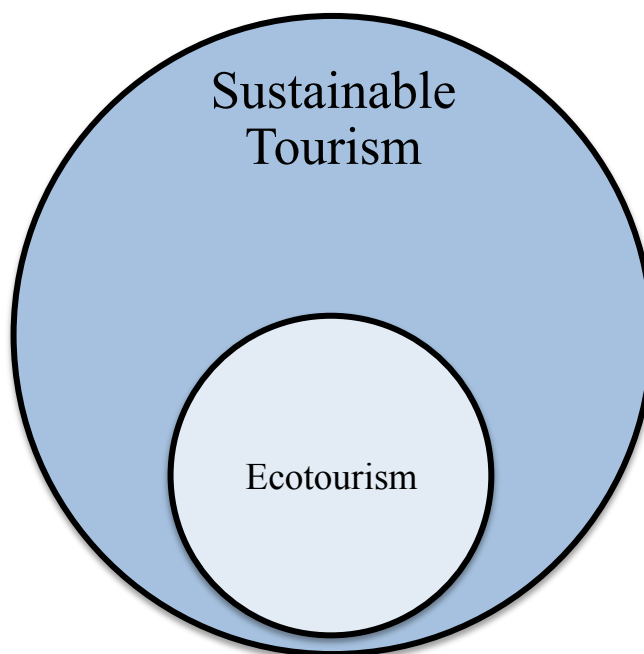


Figure 2:4 Fennell's (2008) View of Ecotourism as an Ideal; Subset of Sustainable Tourism

In fact, of the definitions used in Section 2.3, which were completed by whom I consider leading authorities on the study of ecotourism, only Fennell makes the clear connection between sustainable tourism and ecotourism by stating it. The other ecotourism definitions certainly make inferences toward sustainable tourism.

It should be understood that the concept of ecotourism as a subset of sustainable tourism is an ideal. The activities associated with ecotourism are not necessarily all sustainable. Therefore, a

more realistic and current view of ecotourism as a subset of sustainable tourism is shown in Figure 2:5.

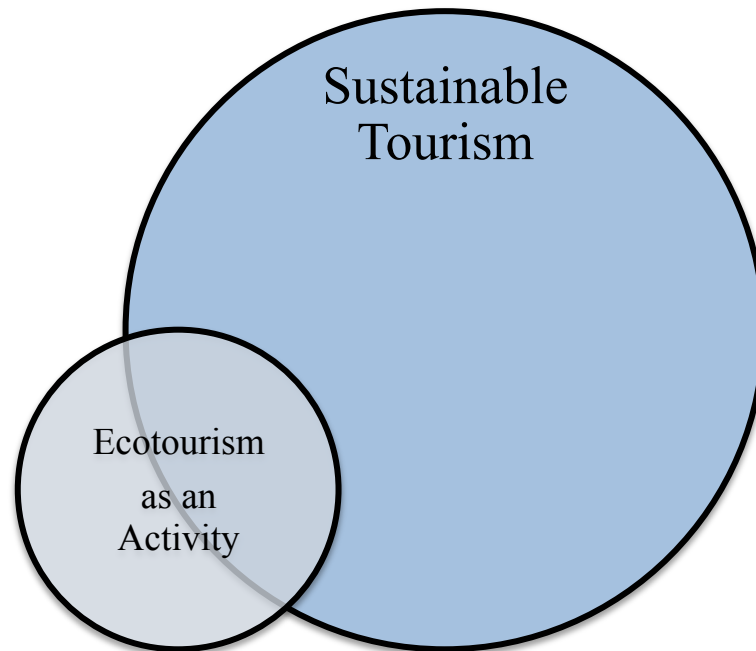


Figure 2:5 View of Ecotourism as an Activity; Subset of Sustainable Tourism

Honey, co-founder and Co-Director of the Center for Responsible Travel (CREST), released fact sheets defining sustainable tourism as “tourism that meets the needs of present tourist and host regions while protecting and enhancing opportunities for the future” (CREST , 2013).

The UNWTO defines sustainable tourism as “tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment, and host communities” (UNWTO).

The literature supports that ecotourism is a subset or niche tourism fully encased by ecotourism. Even the definition presented in Section 2.4 for the purposes of this thesis establishes ecotourism as a subset of sustainable tourism. However, a case can be made when this is not the case.

Hetzer infers to sustainability by the use of the terms ‘minimize’ and ‘maximize’, however an additional inference could be made that consumptive behaviors, if conducted appropriately could minimize environmental impact while maximizing respect for the host culture. The debate between consumptive versus non-consumptive as a characteristic of ecotourism is debated as often as the definition of ecotourism itself. As previously stated, the definition of ecotourism, for the purpose of this thesis, must identify and respect cultural and ecological values. Therefore, the opportunity to partake in appropriate and legal consumptive behaviors (e.g. hunting and fishing) should be allowed in ecotourism.

The controversy between consumptive versus non-consumptive behavior within the boundaries of ecotourism deserves attention and therefore further research. However, it can be noted that common goods, such as air, water, and fish can all be consumed. It is the policies that are in place to monitor and enforce the sustainability of these and other common goods. Consumption has a place in ecotourism, but this thesis is not designed to advise on that subject. That being stated, Figure 2:6 identifies my view of ecotourism as a subset of sustainable tourism while accounting for certain consumptive behaviors to be placed below the line.

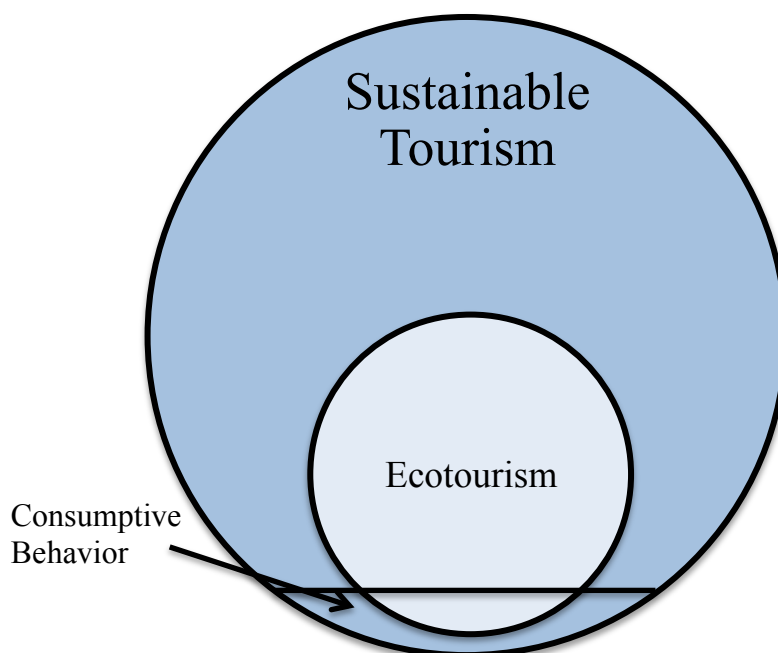


Figure 2:6 View of Ecotourism as a Subset of Sustainable Tourism regarding certain Consumptive Activities below the Line

Nature-Based Tourism

According to Fennell's 2008 definition, nature-based tourism is a larger section of ecotourism. That is to say, ecotourism and nature-based tourism can overlap, but each can have their own identity. The main difference Fennell creates is nature-based tourism can be just travel to an area where ecotourism supplies benefits (e.g. economically, environmentally and socially). Likewise, Weaver (2008) states, "nature-based tourism is any type of tourism that relies on attractions directly related to the natural environment" (p. 18). Furthermore, CREST defines nature-based tourism as "travel to unspoiled places to experience and enjoy nature" (2013). Therefore, nature-based tourism and ecotourism have plenty of overlap, but neither is fully encompassed in the other (Figure 2:7) as ecotourism allows for the built environment.

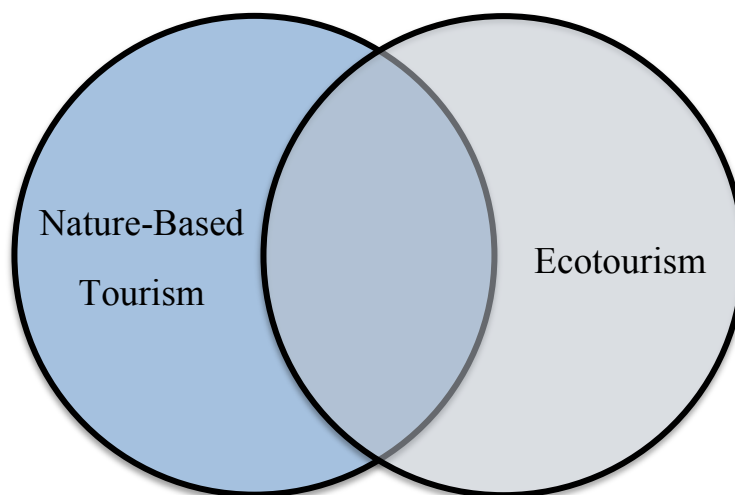


Figure 2:7 Overlap Between Nature-Based Tourism and Ecotourism

Adventure Tourism

The most commonly agreed upon aspects of adventure tourism are the element of risk, a higher level of physical activity, and a specialized skill set to successfully participate (Buckley R. A., 1994; Weaver D. B., 2001; Fennell D. A., 2008; Honey, 2008; Weaver D. B., 2008; CREST , 2013). Therefore, the only issue here is how does adventure tourism connect to ecotourism. Returning to Section 2.3 and more specifically Figure's 2:2 & 2:3, Orams' (2001) hard/hard ecotourism tourist who prefers challenges and is dedicated and Weaver's (2008) hard characteristic of the ecotourism tourist on the ecotourism spectrum are the connections to ecotourism. Therefore, there is overlap, but it is very slight (Figure 2:8)

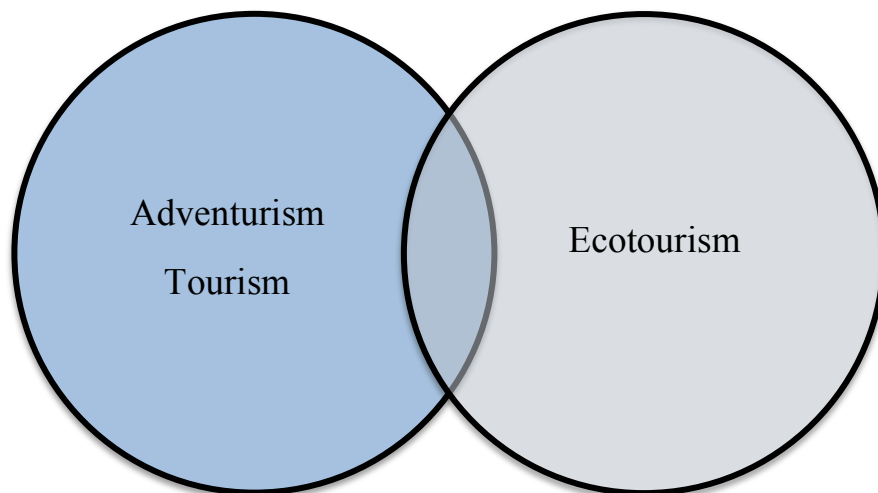


Figure 2:8 Overlap Between Adventure Tourism and Ecotourism

Cultural Tourism

The main focus of cultural tourism is the connection to local cultures or heritages. The definition presented in Section 2.4 identifies cultural awareness as one of the five aspects of ecotourism. Therefore, an overlap does exist (Figure 2:9). Cultural motivations are identified by CREST as the essential reason tourists participate in this form (2013). Goeldner and Ritchie identify the following activities within cultural tourism: meals in rustic inns, costume festivals, folk dance performances, and arts and crafts demonstrations in 'old-style- fashion (2009, p. 279).

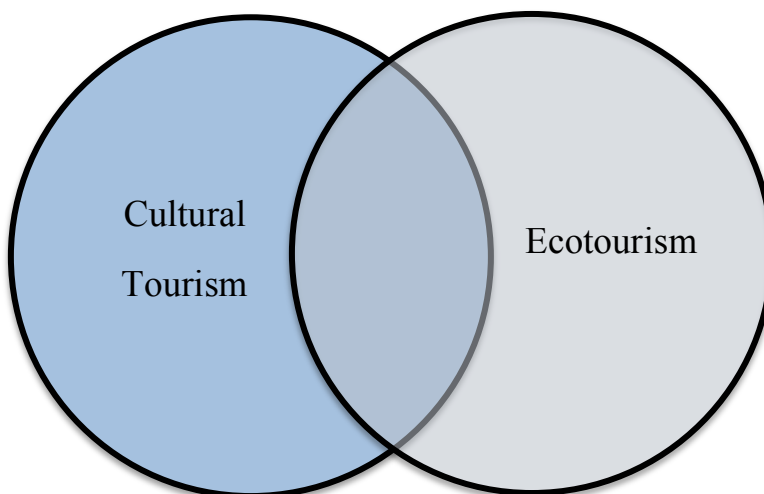


Figure 2:9 Overlap Between Cultural Tourism and Ecotourism

Mass Tourism and Alternative Tourism

Generally speaking, mass tourism is associated with large scale, resort based, package tours, and high economic returns. Some typical examples include theme parks (Disneyland), seaside resorts (Waikiki beach), and cruise ships to small village/island locations (Ketchikan/Jamaica). The main goal of this broker is economic success. As the paradigm shift (Section 2.2) pointed out, the shift toward the New Environmental Paradigm in the 1960's, and subsequent shifts to the Green Paradigm and eventually sustainable tourism and ecotourism in the 21st century, tourism expanded its view of success to include the environment and society. Thus, the performance of the tourism industry began to focus on the Triple Bottom Line (TBL) of business growth, environmental stewardship, and social awareness. Mass tourism is not designed to follow this protocol² and therefore alternative forms of tourism were developed. Thus began the onslaught of niche tourism sectors: nature-based tourism, adventure tourism, cultural tourism, heritage tourism, geotourism, agritourism, rural tourism, pro-poor tourism, volunteer tourism, ecotourism, and the list goes on.

Alternative tourism “can be broadly defined as forms of tourism that set out to be consistent with natural, social, and community values and which allow both hosts and guests [BLT] to enjoy positive and worthwhile interaction and shared experiences” (Page & Dowling, 2002, p. 11). Tourism that places greater importance on the connectedness between the BLT + N + T is viewed as alternative. There is a philosophy behind alternative tourism that “places natural and cultural resources at the forefront of planning and development” (Fennell D. A., 2008, p. 5).

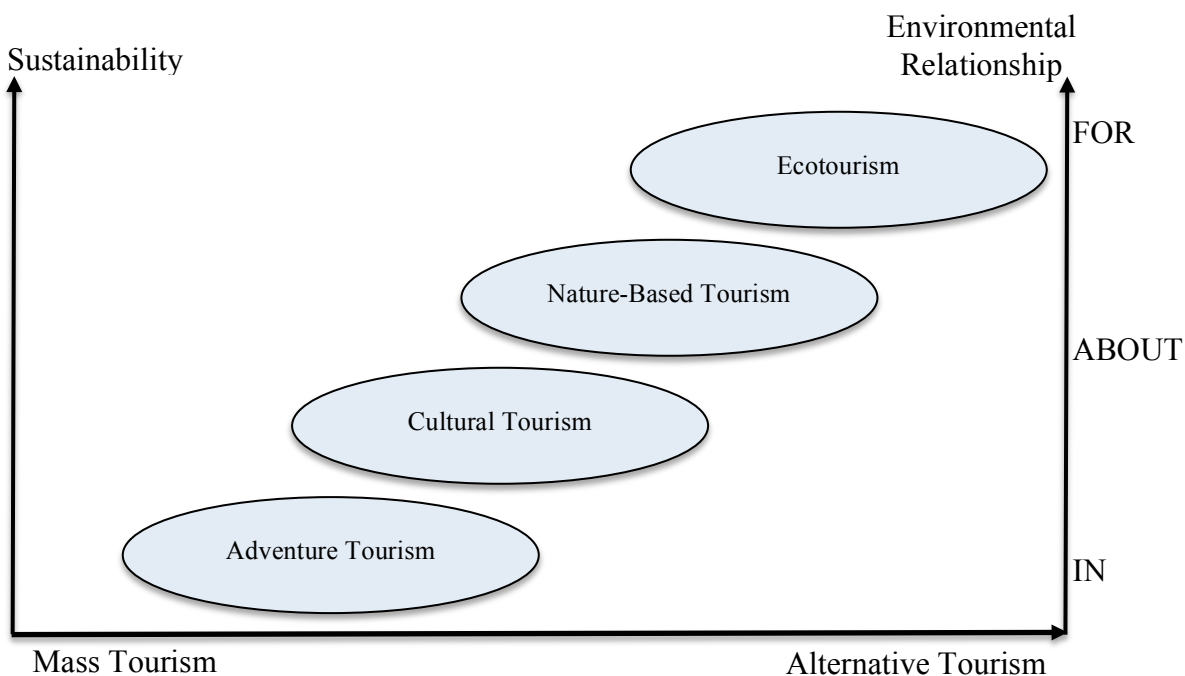


Figure 2:10 Comparison of Tourism Types to Sustainability and Mass and Alternative Tourism. Adapted from (Newsome, Moore, & Dowling, 2007)

Comparison of Listed Tourism Types

Figure 2:10 shows the relationship of the tourism types discussed in this section to sustainability and mass and alternative tourism. Additionally, the far right arrow represents the environmental relationship characterized by each tourism type: adventure tourism is *in* the environment, cultural tourism and nature-based tourism is *about* the environment, and ecotourism is *for* the environment. As the figure shows, alternative tourism types are further to the right and the sustainable the tourism is the higher on the figure that type is placed. Thus, ecotourism focuses on sustainability to greater extent than nature-based tourism. I believe that for future generations, the ovals will undoubtedly become more elongated to incorporate mass tourism into all tourism types and also the ovals will stretch vertically as sustainable touristic practices is key to the TBL success of the tourism industry.

2.6 Ecotourism Tourist

The tourist is the person associated with tourism, therefore the argument could be made that the ecotourist is the person associated with ecotourism. The first question that should come to mind is ‘Who is the ecotourist?’

The term ecotourist is currently used in the literature to describe the tourist who focuses on ecotourism. However, the undeniable lack of a standard definition for ecotourism creates ambiguity for the term ecotourist. Thus, identifying a tourist who participates in ecotourism activities as an ecotourist creates confusion and uncertainty as to who is truly an ecotourist. Being an ecotourist has connotations of not being able to find adventure when traveling, that the mantra is no-impact and leave no trace when traveling. Just as many travellers shy away from wanting to stand out as being a tourist, so too are those that don’t want to be connected to being an ecotourist. The same is true for the opposite reasoning. Travellers nowadays are becoming more environmentally conscious and want to be viewed as an ecotourist, even though the meaning of the term is genuinely unknown to this group.

Added to this is the fact that *The International Ecotourism Society* (TIES) has identified the ecotourist market profile based on a 1998 survey of North American travelers (Drumm & Moore, 2005). The survey consisted of basic demographics: age, gender, and education; it also contained an analysis of trip duration, expenditure, party composition and household composition. For the purposes of this section of the thesis the TIES market profile defined the experienced ecotourist as a “tourist who had been on at least one “ecotourism” trip” (p. 27). Therefore TIES was able to identify the top three important elements of the trip and the top two motivations for taking their next trip based on the experience ecotourist; elements are identified as “(1) wilderness setting,

(2) wildlife viewing, and (3) hiking/trekking” (p. 27) and the motivations are “(1) enjoy scenery/nature and (2) new experiences/places” (p. 27). While this was a very extensive survey, the results are extremely debatable being as though the experienced ecotourist needed only one ecotourism trip.

The tourism agency in Québec, Canada wrote a government policy about ecotourism in 1998 in which the ecotourist was identified as “a person endowed with a tourist ethic of responsibility, who seeks to enjoy nature while scrupulously respecting the environment, whether is be human, natural, historical, or cultural” (Edwards, McLaughlin, & Ham, 1998, p. 41). The ecotourism policy continues to discuss the needs of the ecotourist that include authenticity, access, educational opportunities, conservation, and preservation. In addition, the ecotourist is far removed from mass tourism and appreciates travel with like-minded individuals. It is interesting to point out that the tourism agency in Québec agrees with the elements and motivations described by TIES in regards to the experienced ecotourist; although a travel minimum is not required in the tourism agency’s policy.

While more closely resembling Québec’s definition of the ecotourist, I have developed³ a continuum that identifies and defines varying degrees of the tourist. In creating the *tourist spectrum*, the connotation – whether positive or negative – that is associated with the term ecotourist is no longer an issue.

2.7 Tourist Spectrum

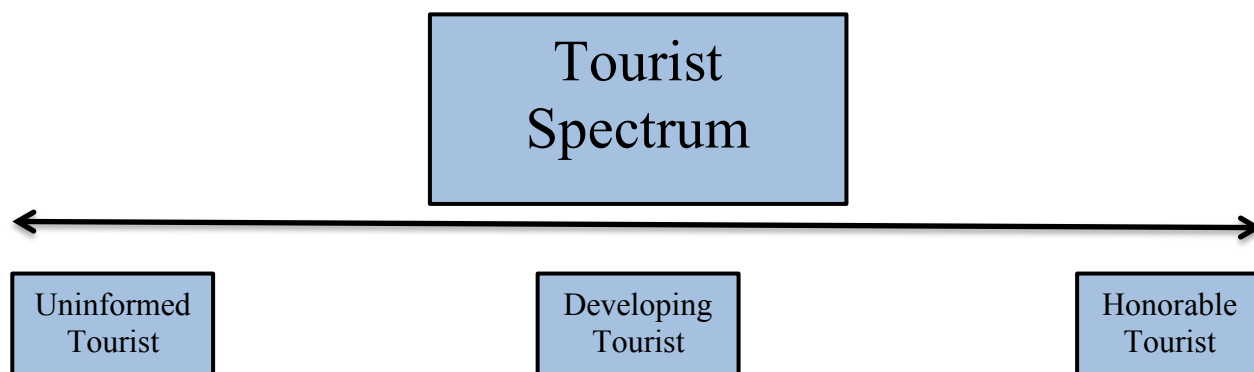


Figure 2:11 Tourist Spectrum

The term ecotourist is ambiguous at best. Any participant engaging in an ecotourism activity with a broker must then be considered an ecotourist. However, the term ecotourist tends to make one think about someone who has the environments best interests at hand. This is not always the case; therefore the meaning of the ecotourist is lost in its vagueness. Thus the tourist spectrum can alleviate any misunderstanding and conclusively categorize the ecotourism tourist.

The tourist spectrum's range (Figure 2:11) is determined by the behavior of the tourist. Given that each individual will behave differently, the tourist spectrum is a sliding scale that allows for every tourist to find spot within the spectrum. While the goal of the spectrum is to identify the ecotourism tourist, the tourist spectrum can be adapted to fit the rules and targets of all types of tourism. The basis of the tourist spectrum lies in the understanding of a personal code of conduct. The *honorable tourist* will obey the code, the *uninformed tourist* has yet to develop a code, and the *developing tourist* has only partially cultivated the code. The honorable tourist and the uninformed tourist mark the two extremes on the tourist spectrum. These two types of tourists

can be viewed as polar opposites, however, it is important to point out that personal choice is the determining factor of where an individual falls along the spectrum.

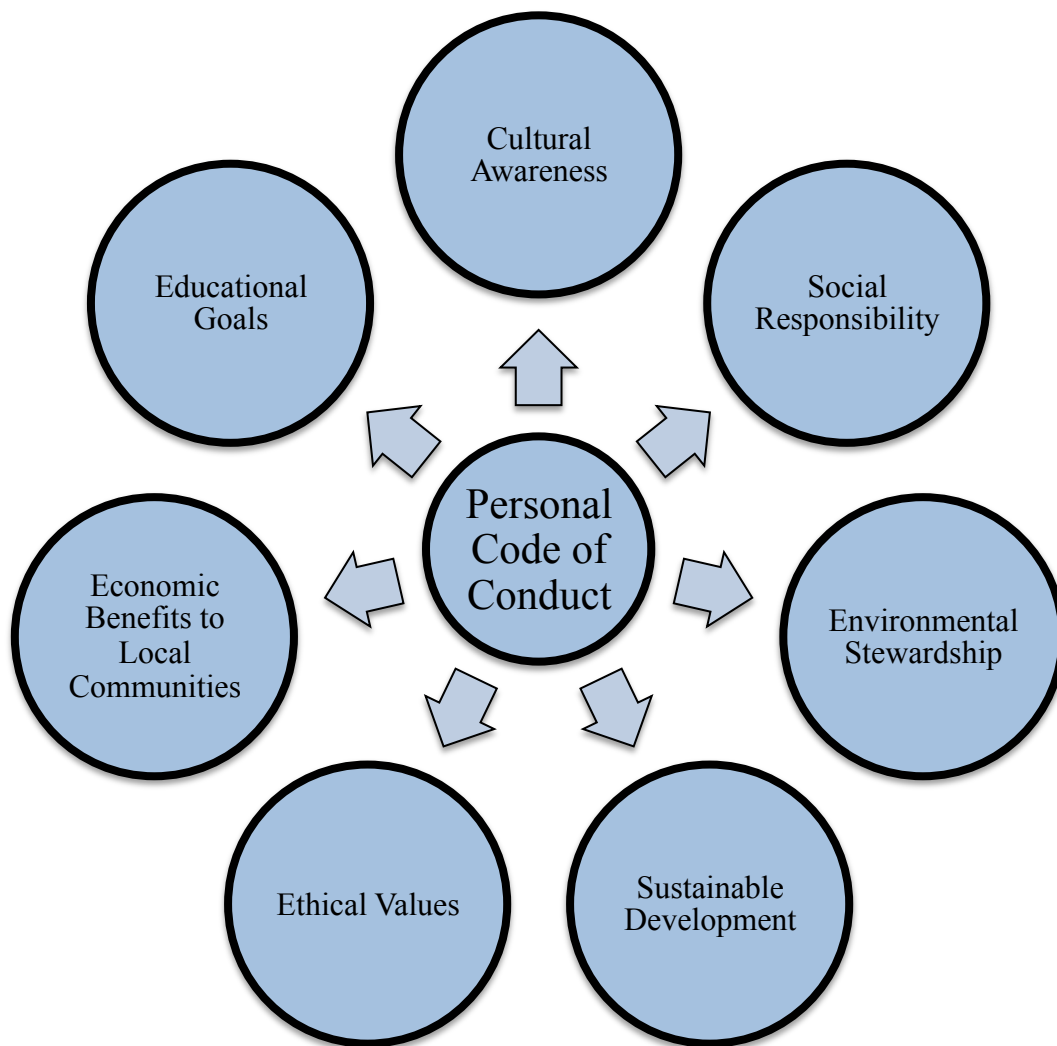


Figure 2:12: Personal Code of Conduct

The roots of the personal code of conduct are firmly grounded in sustainability, the triple bottom line (TBL) and the *Global Code of Ethics for Tourism* (UNWTO, 1999). Individuality of the personal code of conduct (Figure 2:12) is evident, however the basic framework must be adhered to.

The honorable tourist is expected to identify and obey the *Seven Facets of the Personal Code of Conduct*: 1) Cultural Awareness, 2) Social Responsibility, 3) Environmental Stewardship, 4) Sustainable Development, 5) Ethical Values, 6) Economic Benefits to Local Communities, and 7) Educational Goals. While the end result of the honorable tourist will tend to be similar, the means to attain that end can and will differ. This thesis is not intended to identify the path needed for any individual to attain honorable tourist status, yet the Ecotourism Production Process is a tool that brokers can utilize to identify the honorable tourist.

The goal of the ecotourism broker is to find the honorable tourist. This individual is socially and culturally aware, acts as a steward for the environment, seeks to learn, and contributes financially to locals and communities.

I believe that having an understanding of why one is visiting a destination separates those that visit because the locale is on a 'bucket list' or the region offers prestige to tourists. The tourist should be aware of why he or she is going somewhere, to understand and appreciate what that local environment has to offer and how, as stakeholders to the environment, can be active stewards. Therefore, a brief survey was conducted, online, to travel and tourism professionals asking why they travel and what activities they enjoy most. While this thesis is not focused on the motivations, behaviors, and attitudes of the ecotourism or honorable tourist, I felt it was important to highlight some of the results.⁴

Ecotourism will only exist as long as people are willing to visit the region. Therefore, it is crucial to learn and understand the motivations of ecotourism tourist. Typically, honorable tourists are interested in experiencing something authentic, to learn about the culture, customs, and the lives

of the local people, to find a new adventure, and view wildlife or to take in the scenery. Additionally, the honorable tourist participates in the following activities on a regular basis, strolling around town, researching areas of interest, visiting a museum, easy nature walks, and meeting new people. The interesting point to be made here is the connection between the honorable tourist and the new definition of ecotourism presented in this thesis. Finding authenticity combined with visiting the town begins to confirm that ecotourism can and will take place in built environments.

2.7.1 Primary Data Methodology – In-Depth Interviews

This section of the thesis will detail the primary data method of in-depth interviews (Marshall & Rossman, 1999) conducted with five tourists. Additional methodology is detailed in Appendix K.

Tourists were solicited via social media networks and asked to participate in in-depth interviews. The data collected from these individuals was used to develop themes and constructs, from which a narrative about ecotourist motivations, behaviors, and attitudes was created. The results of the narrative allowed the opportunity to create a survey using the Likert Scale to create a larger sample of tourist motivations, behaviors, and attitudes. This survey was circulated to travel and tourism professionals via an online survey tool. The information gathered from these surveys enabled a complete demographic of the tourist and create the concept of the *tourist spectrum* (Section 2.7).

Three general questions were used in creating the question framework:

- *What are the motivations of an ecotourism tourist?*
- *What are the behaviors of an ecotourism tourist?*
- *What are the attitudes of an ecotourism tourist?*

These general questions were used to create empirical data collection questions that are detailed in Figure 2:13.

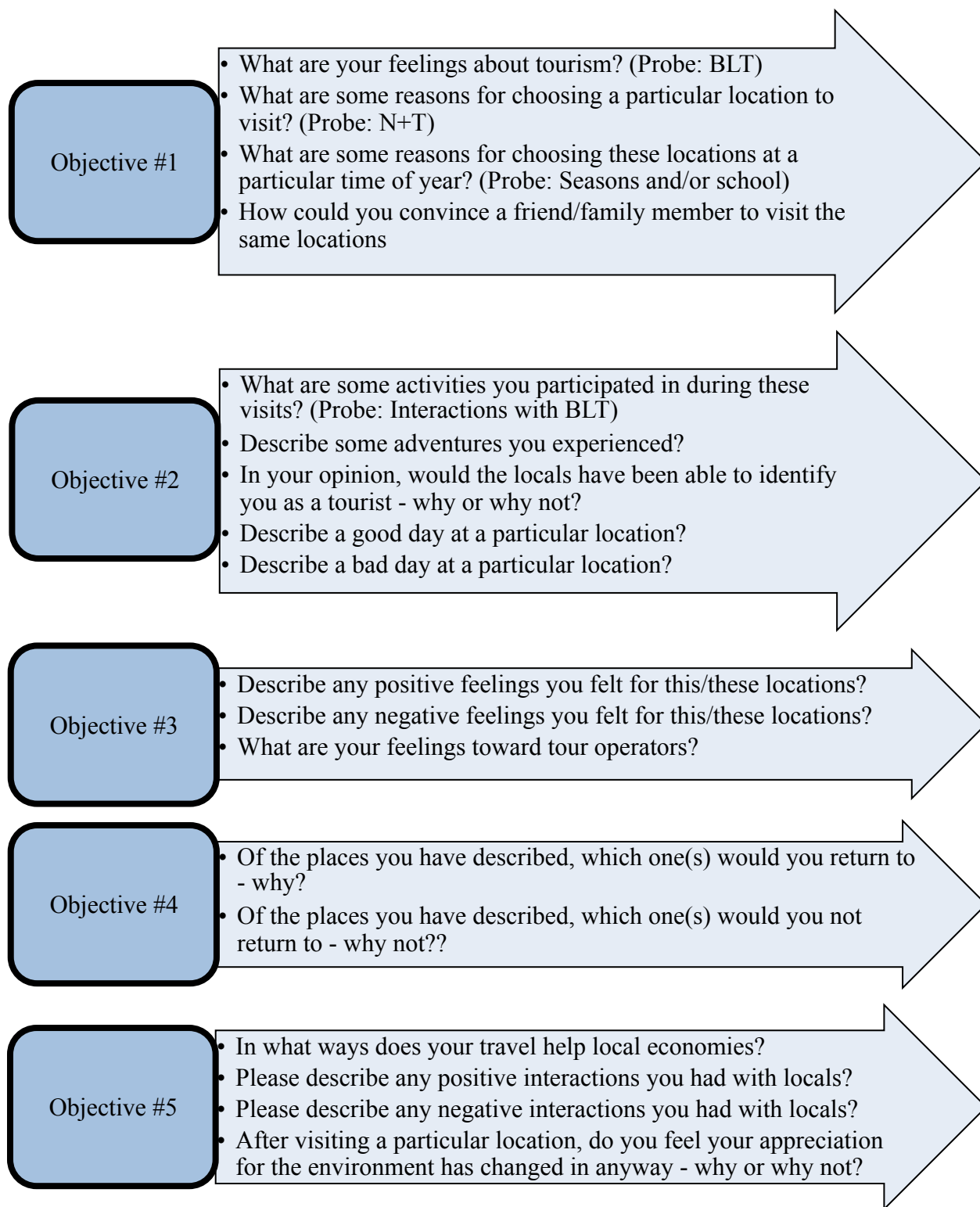


Figure 2:13 In-Depth Interviewing Question Framework

The in-depth interviews had five objectives: Objective #1 – to determine the motivations for an ecotourism tourist, Objective #2 – to determine the behaviors of an ecotourism tourist, Objective #3 – to determine the attitudes of an ecotourism tourist, Objective #4 – to determine if behaviors lead to attitudes, and Objective #5 – to determine the success metrics (TBL) of ecotourism to ecotourism tourists. Each objective was disseminated into manageable questions used in the in-depth interviews.

2.8 Literature Review on the Ecotourism Tourist

Long before the establishment of the term ecotourism and therefore ecotourist, Crompton (1979) conducted a literature review regarding motivations of tourists. Crompton also identified socio-psychological motives that can be linked to today's view of ecotourism. In doing so, as Fodness (1994) describes, tourist motivations are easily linked to who, when, where and how in regards to tourism functions, however, the question of why typically goes unanswered. It is the study of socio-psychological motives that begin to elucidate reasons for travel. Crompton (1979) suggests escape from the mundane, exploration and evaluation of self, relaxation, social interactions, prestige and regression as major motives of early travel. Several studies agree with relaxation being a major function of the tourist/ecotourist (Ryan & Glendon, 1998; Bansal & Eiselt, 2004; Nicolau & Mas, 2006; Lee, 2009; Hsu, Cai, & Li, 2010).

Wearing (2001) states that the “research can link tourist experiences to possibilities for extending the self beyond the limitations of culturally specific discourses” (p. 404). What Wearing is suggesting is that the tourist has moved beyond the one-way version of tourism. The ecotourism tourist wants to interact within socio-environmental systems, to be involved. However, the ecotourism tourist wants more than just relaxation; a point made very clear by (Hawkins &

Lamoureux, 2001)

It is also suggested that motivation is a primary driver for tourist satisfaction, (Crompton, 1979; Fodness, 1994; Lee, 2009; Lu & Stepchenkova, 2012). Ecotourism is interpreted by Blamey (2001) that the maximizing of tourist satisfaction is integral to the overall experience. Lee defines tourist satisfaction as “a positive perception or feeling that tourists develop or acquire by engaging in recreational activities and is expressed as the degree of pleasure derived from such experiences” (2009, p. 219). Tourist motivation connects with Crompton’s discussion of the push-pull model (Crompton, 1979; Fodness, 1994; Bansal & Eiselt, 2004; Nicolau & Mas, 2006). Crompton’s push-pull model directly relates to tourist motivation and satisfaction and is described as “the push force causes a tourist to leave home and seek some unspecified vacation destination, while the pull force compels a tourist toward specific destinations that are perceived as attractive because of their attributes” (Lee, 2009, p. 218). Most of the literature that I have found recognizes Crompton as the developer of the push-pull model; however, Crompton himself, along with Hsu et al (2010), identified Dann (1977) as the creator of this model. Since the push-pull model was extensively discussed and describe, I did not feel the need to locate the original article from 1977.

The issue about attitude directing motivation is discussed in many articles, with Gnoth (1997) being a major early contributor. Gnoth states “attitudes become the first topic of discussion in the development of a model for tourism motivation and behavior” (1997, p. 284). The discussion of the concept makes valid points and is cited in eight of the articles included here, (Dolnicar, 2008 & 2009; Lee, 2009; Fennel, 2010; Hsu, 2010; Krider, 2010; Lu, 2012; Zhang, 2012) the overall theme of a paradigm shift is inline with the paradigm shift toward ecotourism and the timeline

agrees with the earlier notion of the shift out of the Green Paradigm (Figure 2:1). Gnoth discusses an attitude paradigm shift occurring in the late 1990's, a point agreed with by Fodness (1994).

Tourist motivation and the impact on choice of destination were not covered as extensively as I had expected. Possibly this is from the keywords chosen in the methodology; destination was not identified as a keyword. However, Nicolau and Mas (2006) did an extensive review about tourist motivation and choice of destination. These authors determined that two main characteristics were associated with choice of destination, distance and price. Ten hypotheses were developed and multinomial logit (MNL) models were used to disseminate the information. Multinomial logit appears as a reasonable choice in trying to determine which factors predict which destination tourists choose. Although my exposure to MNL is limited to this one article, perhaps a more extensive search (i.e. cite forward) would express more interest in MNL modeling and tourist destination choices. In fact, Krider (2010) was the only article that even identified MNL as a reference.

In reading books about ecotourism (Patterson, 2007; Fennell, 2008; Honey, 2008; Weaver, 2008), I expected to find tremendous study about the ecotourist attitude toward environmental awareness. However, environmental awareness is rarely mentioned. Dolnicar (2010) referred to it once as identifying a characteristic by another author's study. Zhang and Lei (2012) focused on environmental awareness as a factor for measuring tourist attitude toward specific destinations. Dolnicar, Crouch, and Long (2008) referenced the term only to identify it as being mentioned in two previous studies, from their literature review, with the conclusion that the authors were surprised it was mentioned so few times as it is considered a salient characteristic.

Further review of the literature is warranted to determine specific characteristics of the ecotourism tourist. Many authors (Crompton, 1979; Fodness, 1994; Wight, 1996b; Gnoth, 1997; Nicolau and Mas, 2006; Dolnicar, Crouch and Long, 2008; Dolnicar and Long, 2009; Dolnicar, 2010; Fennel and Nowaczek, 2010; Hsu et al, 2010; Krider et al, 2010; Lu and Stepchenkova, 2012) identified multiple characteristics of the ecotourism tourist such as level of income, education, distance to destination, reason for travel (other than motivation) and price.

2.8.1 Secondary Data Methodology – Literature Review

The initial literature review about ecotourism included a search in University Libraries, University of Washington with the term *tourism* in the title and a date range from 1998 to present and that identified a list of 65 journals. To determine the final set of journals to actively search for articles, only journals pertaining to tourism research, tourism management, sustainable tourism, ecotourism and marine and coastal tourism were chosen and the following journals were identified:

- *Annals of Tourism Research*
- *International Journal of Tourism Management*
- *International Journal of Tourism Research*
- *Journal of Sustainable Tourism*
- *Journal of Unconventional Parks, Tourism & Recreation Research*
- *Tourism Geographies an International Journal of Tourism Space, Place and Environment*
- *Tourism in Marine Environments*
- *Tourism Management*

- *Tourism Today*

To discover pertinent journal articles from those journals, for this thesis, a simple search was conducted using only the term *ecotourism* in the title, as a keyword, or mentioned in the text of the article. This search resulted in hundreds of journal articles. Searching in the title or keyword with the following terms further condensed this list:

- Ecotourism
- Pacific Northwest
- Coastal Tourism
- Benefits of Ecotourism
- Ecotourists
- Economic Viability
- Case Studies in Coastal Regions
- Ecotourism Development

This list of journal articles was scrutinized to establish a final working set that were subsequently organized into the following categories:

- Concepts and Definitions
- Evaluations
- Tourists
- Case Studies
- Methods

The objective of the additional exploration was to determine how the definitions, concepts and the understanding of ecotourism differs and is similar among the various experts. I utilized the works to expand and enhance my working definition of ecotourism. My view focused on how ecotourism overlaps with other various forms of tourism.

As the thesis progressed and additional information was required, continued searches in the University Libraries, University of Washington was conducted to fill gaps in the research.

2.9 TBL Metrics

The most appropriate success metric for the evaluation of ecotourism projects is that of the Triple Bottom Line (TBL); John Elkington (1999), who first developed this three-part standard, states:

“Increasingly, we [business enthusiasts] think in terms of a ‘triple bottom line,’ focusing on economic prosperity, environmental quality and—the element which business has tended to overlook—social justice.” (p.2)

“But the real competitive advantages, it was recognized would flow not from marginal ‘greening’ improvements to products but from deep—albeit carefully phased—structural changes to value chains and markets.” (p. 111)

TBL thinking emphasizes not only profit but ecological and social well-being as well and thus connects to the ecotourism framework (Figure 2:14):

- Business Growth: Traditional profit and loss accounting
- Environmental Stewardship: Environmental responsibility to the region
- Social Awareness: Social responsibility to the community

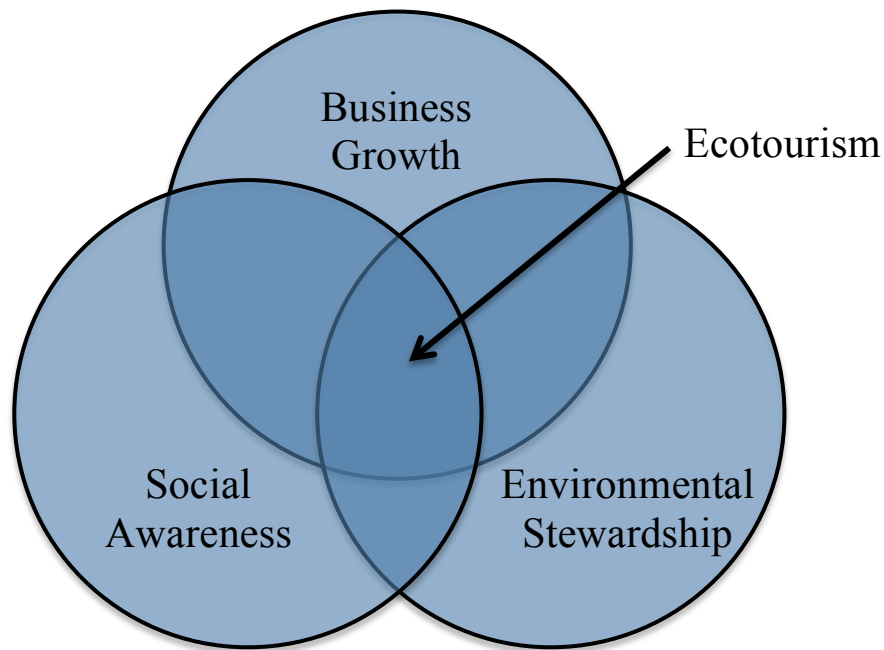


Figure 2:14 Triple Bottom Line Venn Diagram - Showing Ecotourism Relationship

Savitz, a leading authority on TBL, offers ‘The Sustainability Sweet Spot’ (Figure 2:15) as a blueprint for developing sustainable business practices that will ultimately lead to economic, social, and environmental success (Savitz, 2006). Brokers view the business interests and locals and tourists view the stakeholder interests.

According to Savitz, the sweet spot is “the place where the pursuit of profit blends seamlessly with the pursuit of the common good” (2006, p. 22). This is to say that the overlap of interests between each member of the BLT will result in new products and services, processes, markets, business models, and/or methods of management and reporting; all for the betterment of increased profits, environmental stewardship, and social awareness. It is a collaboration of stakeholders in sharing common ground.

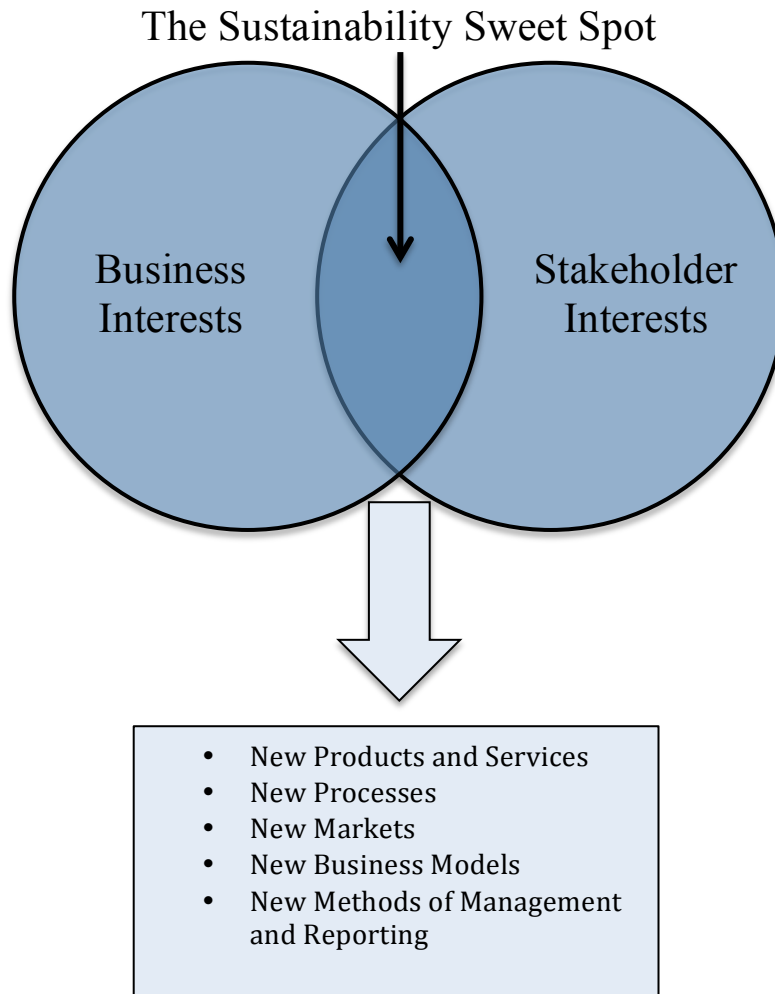


Figure 2:15 The TBL Sustainability Sweet Spot (Savitz, 2006)

This thesis is not intended to evaluate TBL reporting methods, however a brief discussion of potential reporting opportunities currently available can be found in the final discussion section of the thesis.

2.10 Thesis Methodology

This thesis research is the result of working as a Research Assistant for Professor Marc L. Miller. The project offered collaboration with the Korean Maritime Institute (KMI) for *Sustainable Tourism Development for Korea's Coastline: Phase I – Best Practices for Ecotourism*.

The two overarching questions for the KMI project included guiding questions:

1. The Impact Question concerns *optimum visitation*:
 - What is the quality (or significance, or value, or meaning, or importance) of visitation for:
 - a. the coastal ecosystem and its components, and
 - b. the citizenry of the area and humankind at large?
2. The Design Question concerns *optimum experience*:
 - What is the best way to create a quality biological, social, and technological environment while fostering personal growth and responsible environmental conduct through recreation and tourism? (Miller M. L., Montanari, Garner, & Zemanek, 2012a, p. 281)

These guiding questions provided the foundation for the development of the questions for the tourists and brokers. While these questions were designed initially for the KMI project, they were transferred seamlessly into the structure for this thesis. Questions of central importance in the interviews were organized to fit with the TBL framework of evaluation.

The main goal for the thesis is to identify best practices for ecotourism and in order to reach that goal, it was determined that brokers would be the ultimate key informants to obtain that

information. Additionally, to fully recognize and understand ecotourism, the ecotourism tourist must also be considered a player therefore several tourists were identified and subsequently interviewed to create a survey that was used to reach a larger audience.

Part II: Ecotourism Production Process in the Pacific Northwest

This part of the thesis is devoted to describing the setting, research and the understanding to the goal of the thesis.

Chapter 3 introduces the Pacific Northwest (PNW) by describing the geologic and ecological profiles of the region. The goal of the thesis is to determine best practice for ecotourism in the PNW; therefore an in-depth look at the area is required.

The creation of the Ecotourism Production Process (EPP) is the culminating result of the research therefore Chapter 4 delves into the formation, analysis, and use of the EPP.

Accordingly, the construction of the framework is disseminated into the six main sections: 1) Ecotourism Philosophy, 2) TBL Success, 3) TBL Disappointment, 4) Design & Technology, 5) Stakeholder Dynamic, and 6) Ecotourism Insight and Advice. This chapter also discusses how the EPP is validated.

Lessons learned, and subsequently best practices, concludes Part II of this thesis in Chapter's 5 and 6. Each section of the framework is individually detailed for a complete understanding.

Chapter 3 Pacific Northwest

“Forget the boundary of Canada and America at the 49th Parallel; the Northwest is united by landscape, not divided by latitude lines. The regional icons – salmon and trees and mountains and water – spring from the elements. If people become too far removed from those basic sources of life, then they lose the bond to a better world.” (Timothy Egan, *The Good Rain*)

As cited in (Phillipsen, 2010)

3.1 Introduction

The Pacific Northwest (PNW) region is typically identified as being located in the northwest corner of the United States and the southwest corner of Canada. The boundaries are constantly in debate depending upon the source used to identify the location. According to the United States Forest Service, Region 6 is identified as Washington and Oregon only (2013). Travel guides, Lonely Planet (2013) and Fodor's (2013) agree that the PNW is composed solely of Washington and Oregon. Karen Brown's World of Travel includes British Columbia along with Washington and Oregon (2013). United States Environmental Protection Agency defines the Pacific Northwest as Region 10 and includes Alaska and Idaho along with Washington and Oregon (2013). Additionally, the Pacific Northwest Library Association serves all that has been mentioned thus far and includes Alberta, Canada and the state of Montana (2012). Lastly, the Pacific Northwest Ski Areas Association adds the northern portion of the state of California to the PNW region (2012). Each organization, agency, non-profit, or author may have a different designation for the PNW region; there appears to be no commonly agreed boundary defining the PNW.

Therefore, for the purposes of this thesis, the PNW region is defined as the southern portion of the PNW bioregion, also known as the Cascadia bioregion (Figure 3:1 A&B). While this thesis is concerned about ecotourism and the conservation of the environment, the fact that the Cascadia bioregion defines the boundaries is in no form an indication that the author prescribes to the Cascadia Independence Movement.⁵

The PNW bioregion stretches from northern California to Southern Alaska and includes the entire state of Washington, most of Oregon and Idaho, and "northwestern California, Montana

west of the Great Divide, about four-fifths of British Columbia, and Southeast Alaska” (Cascadia, 2010). Since this thesis is concerned mainly with Washington State, the defined boundary of the PNW stops in southern British Columbia and removes the area east of Craters of the Moon National Monument in Idaho. While the ecology of the entire PNW bioregion is similar throughout, the socioeconomic profile differs enough, that the focus of this thesis did not stretch as far as the northern reaches of the bioregion.⁶

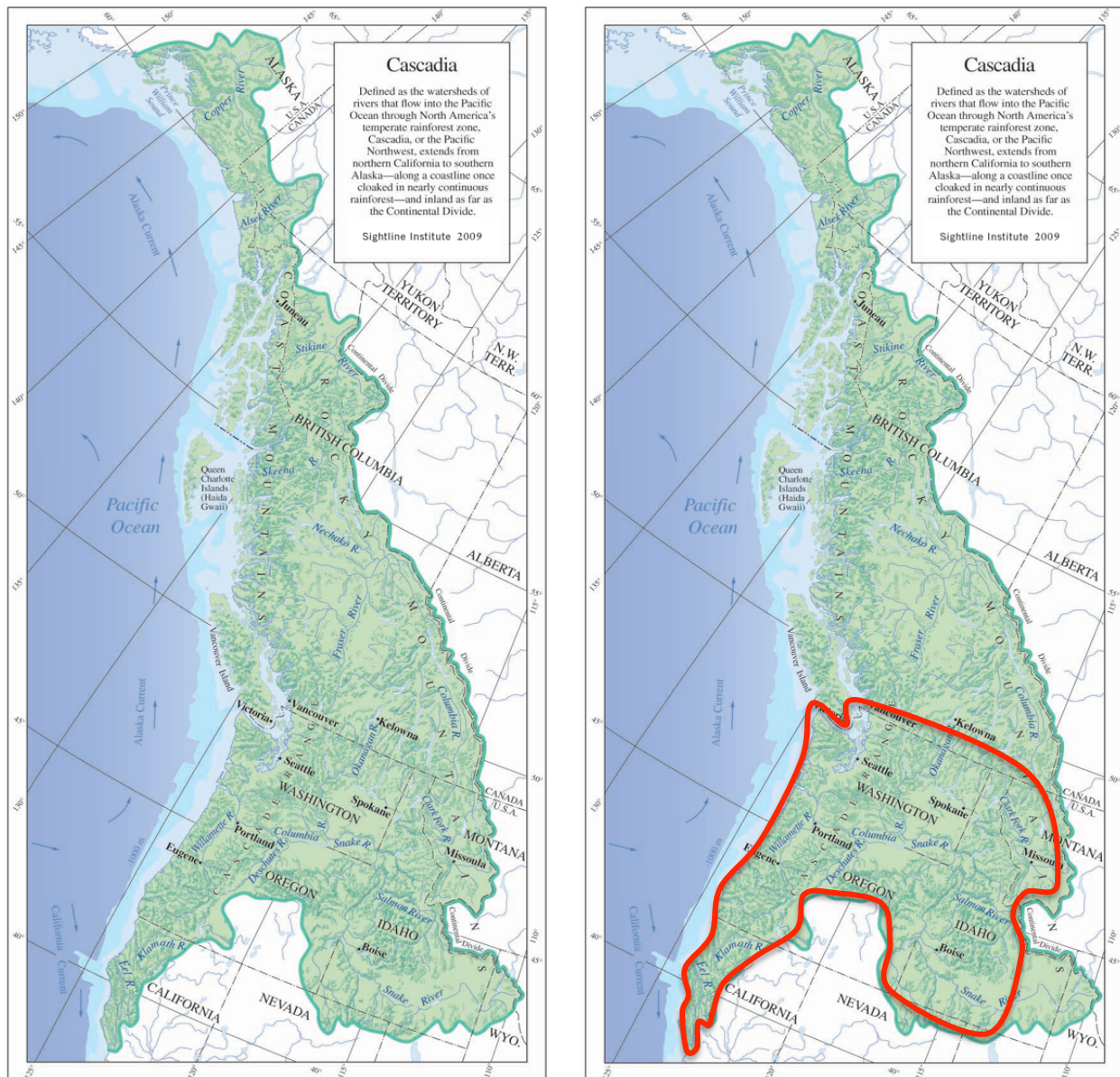


Figure 3:1A&B: A – Map of Cascadia (Thomas, 2009)

B – Highlighted area of the PNW

Choosing the PNW was dependent on two major factors. First, the PNW includes geological and biological attractions, which include, Pacific beaches, glaciers, snow-capped mountains of the Olympic and Cascade Ranges, a temperate rain forest, and an amazing variety of flora and fauna. Specific areas include the Hoh Rain Forest, which receives 140 to 170 inches (12 to 14 feet) of rain annually (National Park Service, 2013e), glacially carved lakes (e.g. Lake Crescent), one thousand year old and 191 feet tall Sitka Spruce in the Quinault Rain Forest, and sea stacks off the Oregon coast to name just a few. Second, the area is already a known tourist destination with several National Parks, Historical Reserves, National Monuments, and National Recreation Areas with millions of visitors per year (National Park Service, 2013f)

This chapter will define the setting for the case study in this thesis, the PNW. The geological profile will discuss the formation of the region through geologic time until the present and also feature a brief synopsis of Mt. Rainier and North Cascades National Parks. The ecological profile details old growth forests, temperate rain forests, wildlife, and the climate of the defined PNW bioregion boundaries.

The Puget Sound represents only a portion of the PNW, however the geographical and ecological presence has appeared to remain a constant as shown in this century old excerpt from *American Highways & Byways of The Pacific Coast*:

The Puget Sound country appeals to the traveller with exceptional force. The Sound itself is a magnificent waterway with its shore line of eighteen hundred miles; and the larger bordering towns are remarkably vigorous and modern and promising, while the tributary streams and fertile soil and fine forests prophesy a future of unusual prosperity and the maintenance of a very large population. You will stop at Tacoma and Seattle, as a matter

of course, but it would be well also to have a look at some of the smaller places. Then, too, if possible, visit the primeval woodland and see what is probably the noblest forest on the face of the earth. (Johnson, 1908, p. 285)

3.2 Geological Profile

There are many geologic processes that sculpt the earth. These processes are continually in motion moving rock up, down, and sideways. The PNW was born from a combination of folds, faults, volcanoes, and cataclysmic events. The PNW has an incredibly complex geologic history. Geologic processes began in Precambrian and proceeds through many geologic events until Pliocene when orogenesis began.

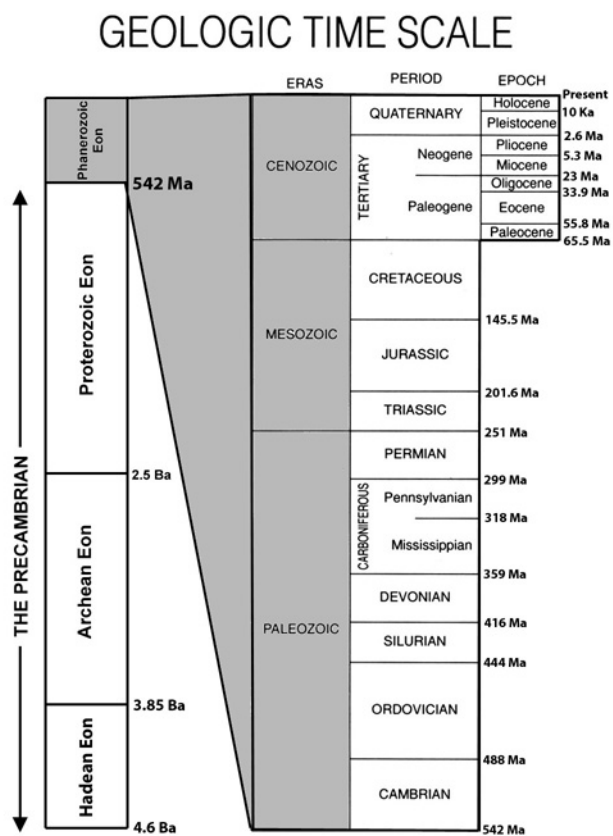


Figure 3:2 Geologic Time Scale (Martz, 2011)

The Earth was created over 4.6 billion years ago (Figure 3:2); geologic time allows scientist to measure this relative time period. Major events occurred over, what humans perceive as millions of years, but in a geological sense occur rapidly or instantaneously. For the purposes of this thesis, geologic time periods will progress swiftly to the creation of the PNW. The Precambrian Era (542 – 4600 million years ago (MYA)) represents a time of birth, formation of the Earth's crust, and the formation of the early supercontinent. It wasn't until the Mesozoic Era (65.5 – 251 MYA), during the breakup of Pangaea and the formation of two supercontinents – Gondwanaland and Laurasia that the North American continent was beginning to take shape, along with Europe and Asia. Approximately 200 MYA “most of [the PNW] was two large islands, each one a scrap of continent, lying somewhere in the vastness of the Pacific Ocean” (Alt & Hyndman, 1995, p. 1). This process moved tectonic plates into position to complete the northwest section of the North American Plate.

During the Mesozoic Era and before, the geography of the PNW, and the world, was very different. The western portion of America had not reached its present day location. The west coast of North America lay on what is eastern Washington today. An ocean flowed to the west of this. This coastline may have been present for over 800 million years creating a large continental shelf (Alt & Hyndman, 1995).

Around the time of the Pangaea break-up, the Atlantic Ocean created a new oceanic ridge and began to split apart, a divergent plate boundary. As this occurred, a new oceanic trench formed on the west coast of North America. This new trench is a convergent oceanic – continental plate boundary. The floor of the Pacific Ocean moves east slipping through the trench off North

America, which is moving west. One of the first trenches was the Kootenay Trench, situated in present-day eastern Washington.

Small parcels of land, known as micro-continents existed in the Pacific; New Zealand is a present day example. The Okanogan micro-continent was the first to approach North America, slipping into and filling the Kootenay Trench. This allowed a new trench to form, the Okanogan Trench, around Middle Cretaceous.

The next parcel of land was the North Cascade micro-continent which did not slip into the trench but rather 'docked' along the west coast bringing with it active volcanoes. These volcanoes would eventually become extinct and change dramatically through weathering and erosion. This occurred during the Eocene Epoch. This process of trench building, subduction, and filling continued for millions of years (Alt & Hyndman, 1995).

A few hundred miles offshore of western Washington are oceanic ridges that are remnants of a much larger oceanic ridge that existed in Early Miocene. Three plates, remains of the one large Farallon Plate, are moving at "35 mm per year of northeasterly motion, relative to North America" (Harris, Tuttle, & Tuttle, 1997, p. 354). The Farallon Plate subdivided into the Explorer, Juan de Fuca, and Gorda plates during the Miocene Epoch, with the Juan de Fuca being the largest of the three. The Juan de Fuca causes the oceanic lithosphere to subduct into the asthenosphere along the Cascadia Subduction Zone, where the oceanic basalt melts into magma. This magma then finds vents and fissures to intrude the North American Plate creating the Cascade Arc, which is highly volcanic.

Orogenesis occurs where oceanic lithosphere is subducted, this is the case for not only the Cascade Range but also the entire Cordilleran belt, which includes all the mountain ranges in the PNW. Orogenesis continued through the Pliocene and Pleistocene Epochs eventually forming volcanoes during the Holocene Epoch; e.g. Mt. Rainier, Mt. Baker, and Glacier Peak.

Juan de Fuca is still converging today. Estimates state that in the next ten to fifteen million years, the ridge and trench will meet along the west coast of North America. Juan de Fuca will have completely subducted, filling in the subduction zone. It is at that point that orogenesis will cease and all the volcanic activity will die out. If plates do not converge and subduct, then there is no fuel to keep the volcanoes active (Alt & Hyndman, 1995).

The Cordilleran belt contains many mountain ranges and therefore specific peaks in the PNW. However, the largest range, in the defined boundaries of the PNW for the purposes of this thesis, is the Cascade Range. There are over twenty individually named peaks along this range; Mt. Rainier, in Washington, is the zenith at 14,410 feet in elevation, followed by Mt. Shasta in northern California at 14,162 feet. Five other peaks, including Mt. Baker in the North Cascades reach elevations that exceed 10,000 feet (Rand McNally, 1994). The Cascade Range is also home to several National Parks including Lassen Volcanic National Park in northern California, Crater Lake National Park in Oregon, Mt. Rainier National Park and North Cascades National Park both in Washington. For a better understanding of the region, the National Parks situated in Washington State will be briefly highlighted.

Mt. Rainier National Park, covering an area of 368 square miles, was established on March 2, 1899, becoming the 5th National Park in the United States (Harris, Tuttle, & Tuttle, 1997).

Captain George Vancouver first saw the mountain during a mission in 1792 when he sailed into Puget Sound (1997). Today, volcanologists, geologists, glaciologists, botanists, and tourists can all be found simultaneously and continuously on or around Mt. Rainier. The fifth largest peak in the contiguous forty-eight states, Mt. Rainier is home to twenty-five named glaciers that encompass over thirty-five square miles of land surface (National Park Service, 2013b). Mt. Rainier is unique in that it is one of the few volcanic peaks that has geothermal ice caves or 'steam caves' (Harris & Kiver, 1985). As Mt. Rainier began to grow, volcanic activity assisted in its own development; early eruptions created tephra that started to accumulate. The cone of Mt. Rainier was formed by lava flows; rarely more than fifteen meters thick near the top. Downslope, however, reached sixty meters thick. About ten percent of the volcano is made up of this tephra. Because Mt. Rainier was formed in this manner, it is known as a stratovolcano, characteristically large and steep (National Research Council, 1994).

It is widely believed that Mt. Rainier once reached an elevation in excess of 16,000 feet, but a major eruption 5700 years ago dismantled the summit. Others believe it wasn't an eruption at all, but a massive mudflow, initiated by steam explosions, known as the Osceola mudflow that destroyed the unstable summit (Harris & Kiver, 1985).

North Cascades National Park has an area of 789 square miles and was established on October 2, 1968. This national park was established "to preserve the remaining wilderness areas of the range and protect the watershed" (Harris, Tuttle, & Tuttle, 1997, p. 343). Today, foot and backpack typically accomplish access to the park. The North Cascades National Park is unique in that it is home to over 300 valley, shelf, and cirque glaciers (National Park Service, 2013a). The scenic beauty of the park is through the mix of the glaciers and jagged peaks reaching elevations

exceeding 8000 feet. The North Cascades have been referred to as “the American Alps” (Harris, Tuttle, & Tuttle, 1997, p. 343).

3.3 Ecological Profile

The PNW is a virtual playground for tourists on the tourist spectrum, but especially the honorable tourist with the mountains, beaches, and forests. The old growth forests in the PNW are “complex associations of volcanic soil, cold rivers, hundreds of animals and plants, and a highly evolved group of conifer trees which have attained great age, size, and individuality” (Kelly & Braasch, 1988, p. 1).

The ecological web associated with old growth forests produces an ecosystem capable of supporting biodiversity not seen in other forests that are not old growth. Trekking within the PNW bioregion, the tourist will encounter the old growth forest and the uniqueness that allows for such biodiversity. Typically, a human managed forest is cut and replanted approximately every 40-70 years, not nearly enough time for the trees to reach maturity (Figure 3:3). Biologists agree that it takes two to three hundred years for an ecosystem to develop (Kirk & Franklin, 1996). The old growth forest will also create higher quantities of biomass.

The over abundance of biomass creates a situation for the biodiversity to reach amazing levels. It is the biomass that is responsible for the success of an ecosystem. Biomass “is the total amount of all the living and once-living material in a particular area” (Davis, 2009). The higher the biomass ratio the higher the diversity and productivity of the forest, for example, tropical rain forests biomass is about 180 tons/acre, the average PNW old growth forest is approximately 400 tons/acre, and the at the southern end of the PNW bioregion are old growth redwood forests

responsible for a biomass over 1500 tons/acre – arguably the highest biomass of any ecosystem on the planet (2009, p. 304).

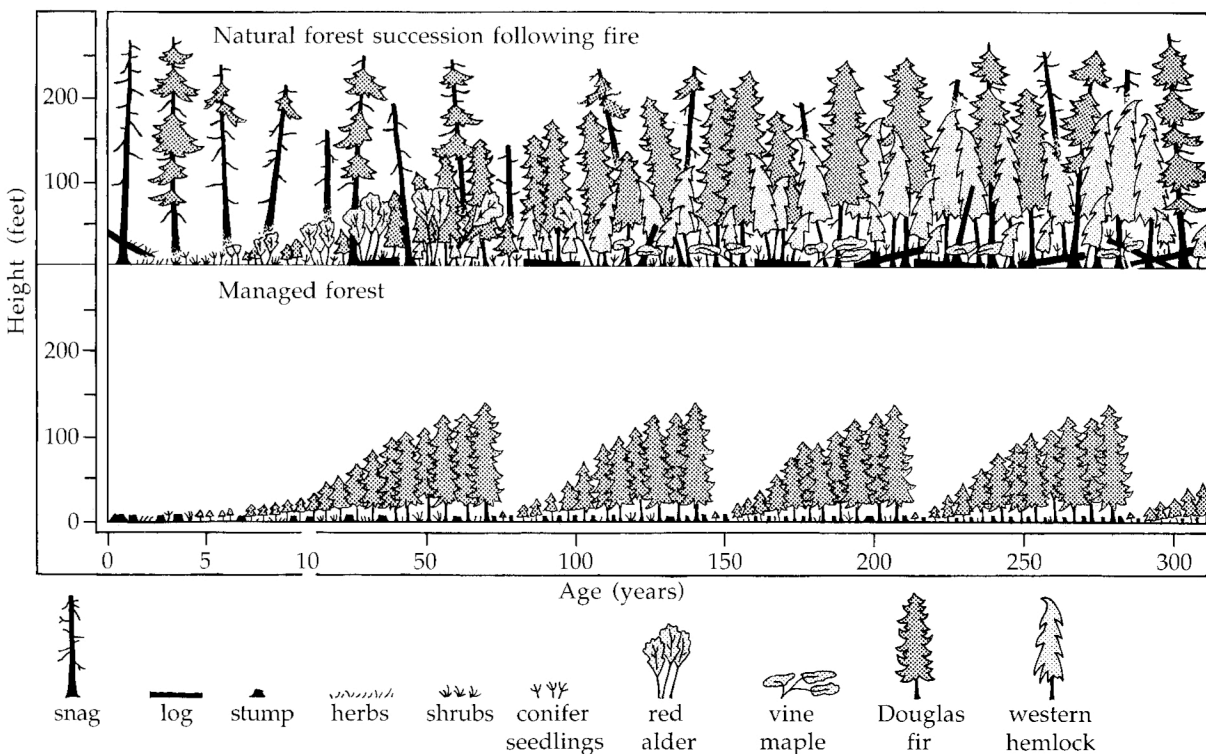


Figure 3:3 Comparison of Natural Forest Succession vs. Managed Forest (Kruckeberg, 1995, p. 144)

The characteristics of the old growth begin with age. Typically, the old growth forest reaches maturity between 350 to 750 years. Tree sizes can vary, as the old growth forest will support seedlings and saplings along side massive 50 – 200 feet tall specimens. This creates a multi-layered canopy. The largest specimens, Douglas firs, often sustain wind damage, breaking large limbs off the top and sending them crashing to the ground below. This aspect of the old growth forest is the life-blood of the diversity. This log will create a habitat for mosses, lichens, insects, birds, and small mammals. Other specimens such as the Western hemlock, Western red cedar, and Sitka spruce will reach 150 feet tall. Eventually, after hundreds of years, many of these

giants will fall, creating a labyrinth of logs that help hold the soil from the steep terrain in place. Eventually, these logs begin to decay and begin to retain moisture at the same level of similarly sized living tree. Decomposers go to work on the rotting wood producing nutrients and transferring energies that allow other trees to nurse from and begin the process of rebirth. A human managed forest is never afforded this life-giving opportunity (Kelly & Braasch, 1988; Kruckeberg, 1995; Kirk & Franklin, 1996; Davis, 2009).

Most of the PNW bioregion resides within the temperate forest biome, however typical temperate forests consist of broadleaf or deciduous trees, but coniferous trees in the PNW outnumber deciduous trees a thousand to one (Kirk & Franklin, 1996). There are many advantages to this type of tree, that large stature can hold massive amounts of water, deciduous trees lose a small percentage of needles each season, being green year round adds to the aesthetics of the forest, and there is no dormant phase and this allows the tree to balance nutrient absorption through-out the year as opposed to the deciduous trees that pull massive amounts of valuable nutrients from the ground every spring. Another unique feature of the temperate forest biome of the PNW is that it is a temperate rain forest. In fact, the PNW rain forest is the largest in the world with isolated rain forests found along coastal regions in Chile, New Zealand, Japan, and portions of the United Kingdom (Kirk & Franklin, 1996; National Park Service, 2013d).

The PNW bioregion can be viewed as one large ecosystem incorporating coastline, old growth forest, temperate rain forest, and mountains regions. Specifically there are six distinct ecosystems in Washington State, depending on location and altitude: Alpine Ecosystem (above 5,500 feet), Montane Ecosystem (lower mountainous region), Ponderosa Ecosystem (dry zones east of the Cascades), Shrubsteppe Ecosystem (rainshadow zones east of the Cascades), San Juan

and Olympic Rainshadow Ecosystem (northern portion of the Olympic Peninsula), and West Lowland Forest Ecosystem (coastal zones and includes temperate rainforest and old growth forest) (Washington Native Plant Society, 2013). The sheer number of wildlife associated with the PNW bioregion is too extensive to completely list in this thesis. Therefore, the following (Table 3:1) will identify some of the more common creatures found in the PNW.

The following are Kingdom Animalia, Phylum Chordata, Class Mammalia, and Order as listed:

Rodentia	Lagomorpha	Artiodactyla	Carnivora	Chiroptera	Sirenians	Cetaceans
Mice	Rabbit	Deer	Skunks	Bat	Manatees	Whales
Rats	Hare	Elk	Raccoons		Dugongs	Dolphins
Gophers		Mountain Sheep	Bears			
Squirrels		Prong-horned Antelope	Weasels			
Beaver			Mountain Lion			
Mountain Beaver			Marten			
Porcupine			Fisher			
Vole			Sea Lions			
			Sea Otters			
			Seals			

Table 3:1 Common Mammals Found in the PNW Bioregion - Header Row Identifies Order Classification

Birds are classified in the same Kingdom and Phylum, however all birds are categorized in the Class of Aves: northern goshawk, bald eagle, osprey, northern spotted eagle, pileated woodpecker, marbled murrelet, red-tailed hawk, robin, Stellar's jay, swallows, warblers, and chickadees.

The climate of the PNW is unique as the geology and ecology. There are three overarching 'climate controls' that affect the daily weather and climatic trends: "1) the Pacific Ocean, acting as the region's thermostat and generator of moisture-lade air, 2) the semi-permanent high and low pressure cells that hover over the North Pacific Ocean and that propel the maritime air in the direction of [Puget] Sound, and 3) the mountains bordering Puget Sound, which regulate the flow of regional atmosphere" (Kruckeberg, 1995, pp. 35-36; Mass, 2008, p. 9). While the PNW region is considered a very rainy zone, the following data proves otherwise. Based on a 30-year period, the average rainfall in Seattle WA is 37.07 inches, Washington DC – 39.35, Philadelphia PA – 42.05, Boston MA – 42.53, and Portland OR – 37.07 (NOAA, 2013a). Thus, for these metropolitan cites, the PNW contingency is on the low end.

However, this data can be misleading as the data is directed at major cities as opposed to the region in general. Determining an average for the defined PNW bioregion would not prove helpful as the average annual range of precipitation varies greatly (Figure 3:4), areas are as low as 6-10 inches in the dry, arid regions east of the mountains to as high as 200-400 inches (17-34 feet) on the Olympic Peninsula (Climate Impacts Group, 2013). While the mountain totals include all forms of precipitation, the Hoh Rain Forest receives 140-170 inches (12-14 feet) of rain annually (National Park Service, 2013e).

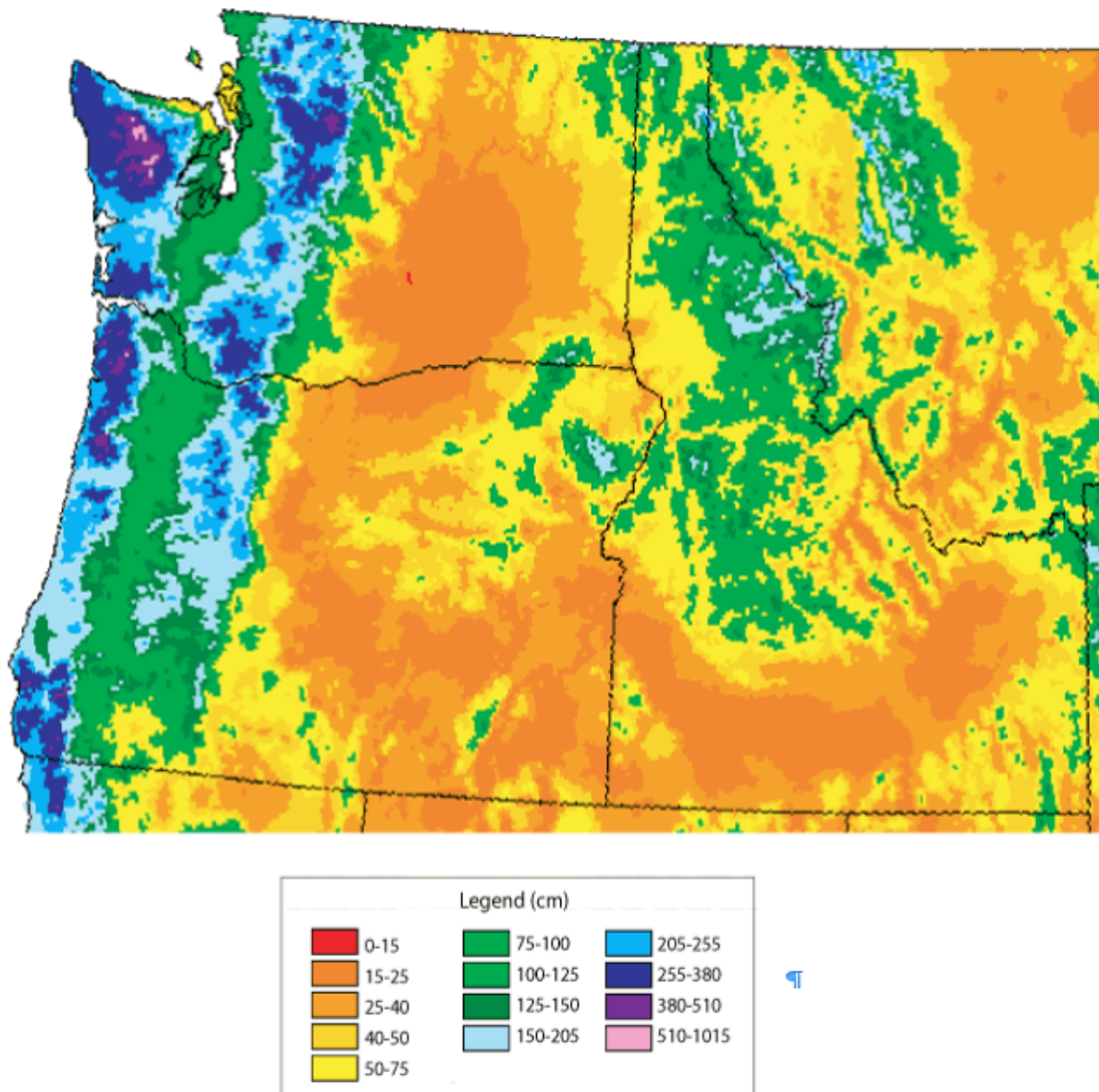


Figure 3:4 Pacific Northwest Average Annual Precipitation 1961-1990 (Climate Impacts Group, 2013)

The climate of the PNW is typically associated with being mild and the temperatures certainly prove that to be correct. Similar to precipitation, temperature ranges can vary greatly from coastline to forest to mountains and from winter to summer (Figure 3:5).

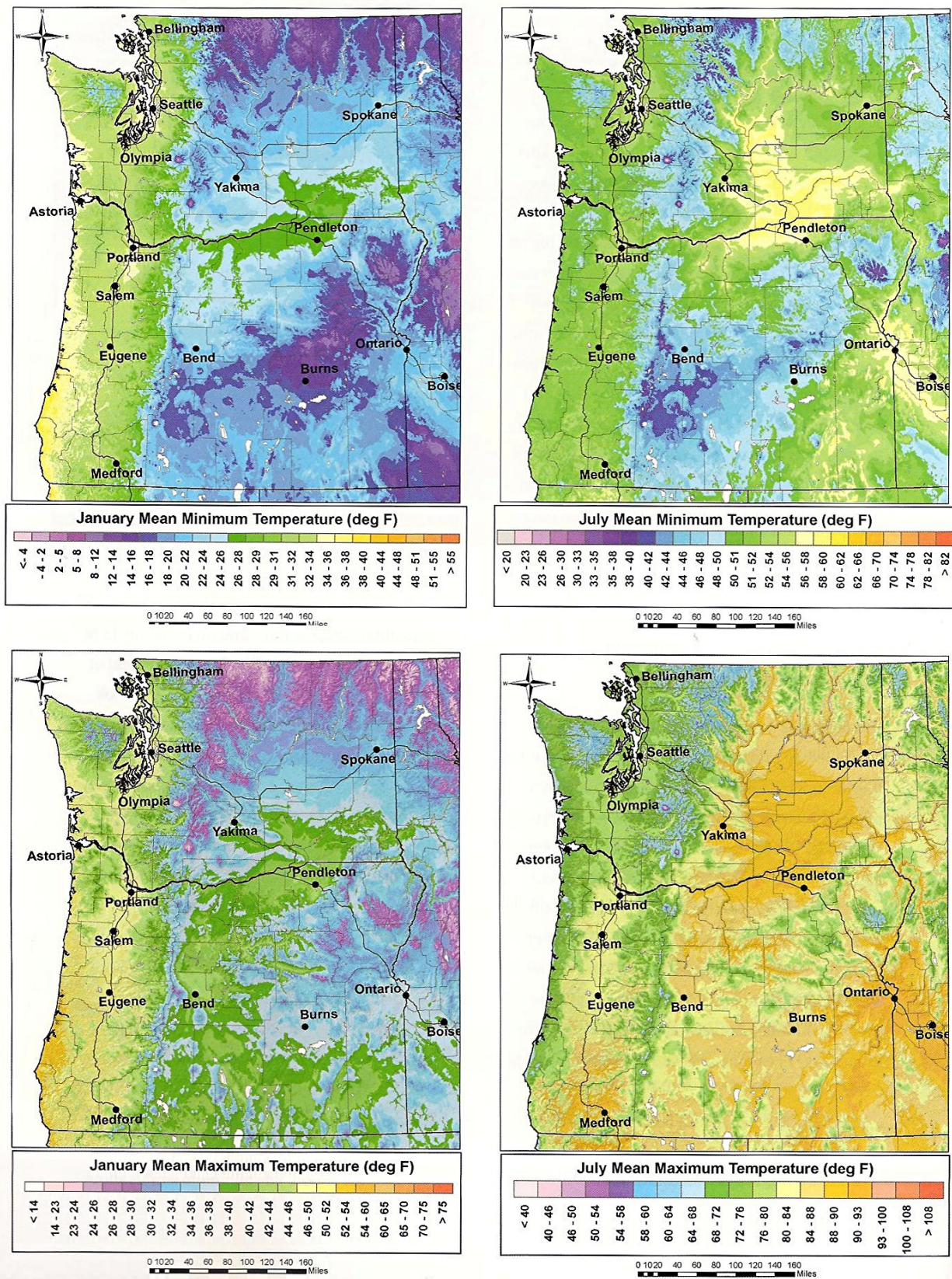


Figure 3:5 Climatological (1971-2000) Maximum and Minimum Temperatures for January and July (°F) (Mass, 2008, p. 14)

Chapter 4 Ecotourism Framework

“Putting tourism on a sustainable path is a major challenge, but one that also presents a significant opportunity.” (Klaus Töpfer, UNEP Executive Director)

As cited in (Wood, 2002, p. 5)

4.1 Introduction

The ability to create a foundation in the understanding of ecotourism allows the broker to develop a plan for touristic opportunities. However, in order to create a plan, the ecotourism framework must be recognized. The ecotourism framework was developed in collaboration with colleagues and contains six sections: ecotourism philosophy, TBL success, TBL disappointment, design and technology, stakeholder dynamics, and ecotourism insights and advice (Miller M. L., Montanari, Garner, & Zemanek, 2012a).

The ecotourism framework is based on the Ecotourism Production Process. This process drives the entrepreneur to the development of a successful ecotourism operation.

This chapter introduces the Ecotourism Production Process (EPP) from the entrepreneurial perspective. A validation of the EPP is described for a clearer understanding of the EPP. The method used in obtaining the information in the creation of the EPP concludes this chapter.

4.2 Ecotourism Production Process

The Ecotourism Production Process (Figure 4:1) takes the view or perspective of the entrepreneur. This broker, whether from the public, private, or civil society must have a complete understanding of the role he or she is expected to uphold. Ecotourism is currently a small market industry, however, with broker integrity, enthusiasm, and knowledge, the environmental and social benefits associated with ecotourism will establish new norms in the tourism industry.

4.2.1 Entrepreneurial Perspective

The development of an ecotourism business can be visualized as a three-step process.

Step 1. Vision of the Ecotourism Entrepreneur:

This step identifies the party or parties involved in creating an ecotourism opportunity. The entrepreneur has a vision of the ecotourism opportunity found in their region and the enthusiasm to explore it. This first step begins the journey and frames the adventure.

Step 2. Identification of the Ecotourism Vision:

The entrepreneur crafts an overarching vision and statement for what he or she seeks to achieve in the long run. This step identifies the goals and objectives of the ecotourism venture. The entrepreneur will want to answer the questions where do you want to go and how are you going to get there during this step.

Step 3. Analysis of the Ecotourism Production Process:

Ecotourism is an experience and an industry jointly produced by Broker – Local – Tourist dynamics. Figure 4:1 represents the perspective of the broker as it relates to the EPP. There are six phases incorporated into the EPP: 1) Goals, 2) Actors, 3) Site, 4) Products & Services, 5) Production Dynamics, and 6) Outcomes. Each phase of the EPP is specific and requires an explanation as to the relationship to the EPP. The term phase refers to each part of the EPP and is not suggesting that the EPP be followed in the specific order. However, goals and outcomes should remain as bookends to the EPP as these identify and concluded the entire process.

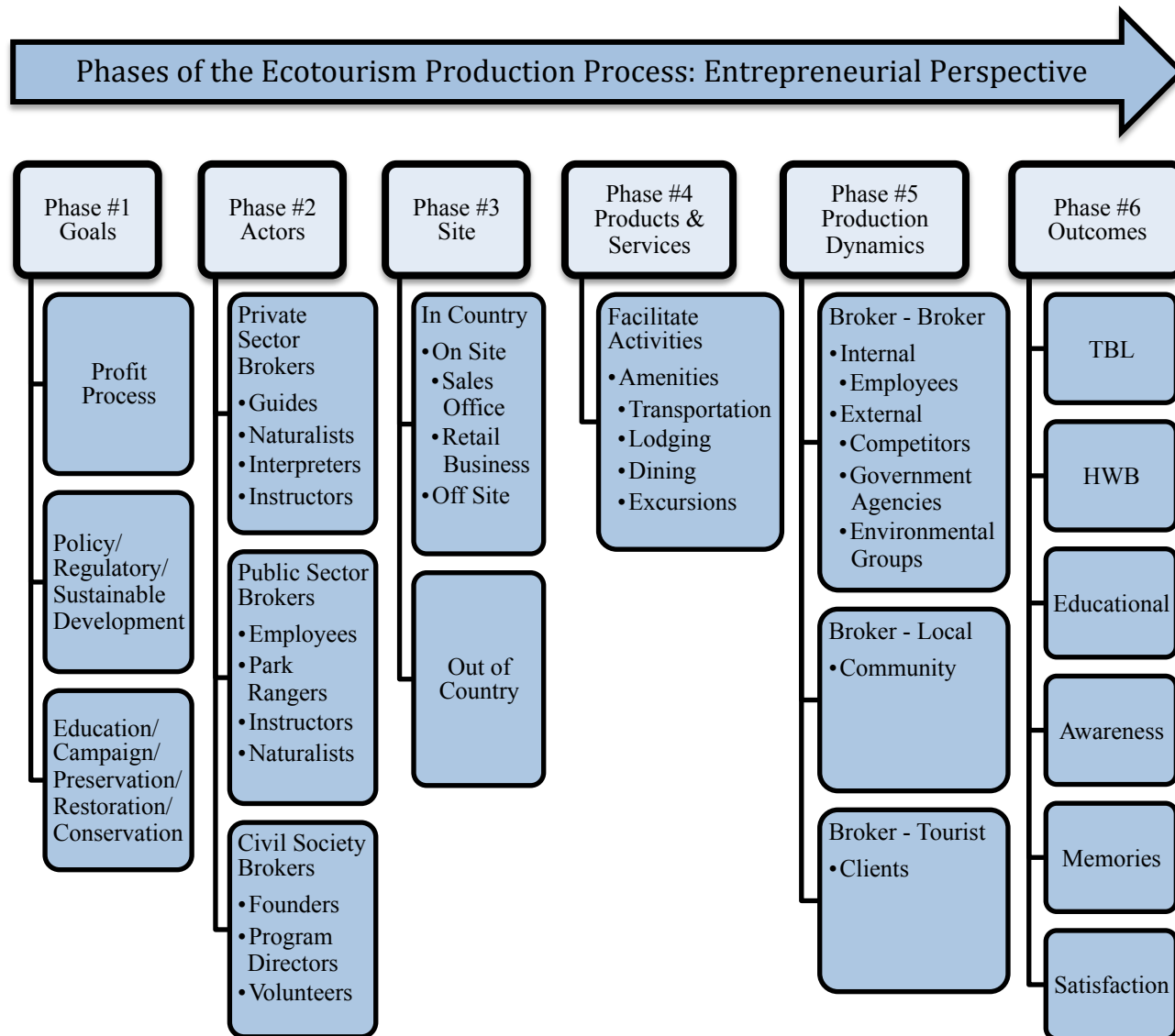


Figure 4:1 Phases of the Ecotourism Production Process

4.2.1.1 Phase #1 – Goals

Each broker sector has unique and specific goals. Phase #1 of the EPP pertains to the goals visualized by the brokers. There are three levels of goals; profit process, policy/regulatory/sustainable development, and education/campaign/preservation/restoration conservation that are aligned with each section of brokers, including public, private, and civil society.

The profit process is clearly understood to be the single bottom line from the perspective of the private sector and the ability to earn a profit in the ecotourism endeavor. Each broker, while having a responsibility to the tourist, also has a responsibility to the broker and that is to earn money. Determining fair market value is determined by the basic economic principle of supply and demand. While ecotourism needs to remain open and available to all tourists, establishing the willingness to pay will set the fair market value. Of course, the fair market value is fluid and dependent on location.

Policy, regulatory, and sustainable development is the goal for the public sector. Monitoring and enforcement of the rules is crucial to minimize environmental impact and maximize social responsibility. The public sector will work the constituency to determine fair regulations that are manageable and attainable.

The civil society brokers will focus on education, campaign, preservation, and restoration. This will result from well-organized outreach programs. Allowing the public to hear, read, and understand what is expected, creates a scenario for a systemic change in the views of society toward ecotourism.

4.2.1.2 Phase #2 – Actors

Brokers are identified as actors in Phase #2, those that are engaged in creating the ecotourism involvement. Private sector refers to the moneymaking tourism industry. Public sectors are working on behalf of the community, i.e. National Park Service and government. Civil society brokers (not formal government agencies); these are NGO's and not-for-profit organizations.

Simply, there are three sections to the actors in the EPP and they coincide with the three sectors of brokers in the BLT: 1) Public, 2) Private, and 3) Civil Society.

The public sector brokers work for local, state, or government agencies. The skills required for this broker are similar and in fact will overlap with the private sector. While the private sector is concerned about making a profit, the public sector broker wants to enforce the rules and create the norms that will instill sustainability in the tourism industry. These brokers are government employees, park rangers, NPS instructors and naturalists.

The private sector includes brokers independently working and/or collaborating with each other. These could include tour guides, naturalists working for tour companies, interpreters, and instructors. This person understands the goal of the private sector is to be profitable, and therefore must work to develop the necessary skills to be beneficial.

Civil society brokers are mainly focused on educating the public and therefore develop partnerships with other like-minded brokers such as NGO's and non-profits. While founders and program directors are needed to create the organization, volunteers are crucial to the success of the broker.

4.2.1.3 Phase #3 – Site

Phase #3, the site refers to the locale the broker manages their company. Some brokers live within the same country but could either be on site or off site brokers. It is also plausible for brokers to own and operate an ecotourism business that is out of country. Typically, in country and on-site creates the best opportunity for business development. These brokers create a sales

office and possibly a retail setting. Off site and out of country are also feasible but require further study.

4.2.1.4 Phase #4 – Products & Services

Products and services are in Phase #4 and consist of the activities the ecotourists will engage.

This refers to the planning of the trip and the adventures that follow. This is the crux of the EPP as this develops and identifies the facilities, activities, and amenities being offered, these includes transportation, lodging, dining, and excursions. Depending on the broker's business plan, any or all of the amenities will need to be examined.

4.2.1.5 Phase #5 – Production Dynamics

Phase #5 explains the production dynamics that are associated with the conceptual framework of the BLT Model of Tourism. This incorporates the three sectors (e.g. public, private, and civil society) of brokers, locals (e.g. traditional and new residents) and tourists (e.g. domestic and international). While Phase #4 is the crux, Phase #5 is the most critical phase. The broker dynamics involve several layers. The broker-broker dynamic includes interactions and relationships both internally and externally. Internal dynamics refers to relationships within the organization, specifically employees. The tour guide is the face of the ecotourism business and the ability to keep that employee motivated is crucial to the success of the business. External dynamics refers to connections to competitors, government agencies, and environmental groups. The relationship with each of these groups will be as individual as the group itself. For example, competitors can offer beneficial opportunities for reaching potential clients. Working collegially with government agencies and environmental groups will enable ecotourism brokers to bridge the gap of misinformation into following rules and norms surrounding environmental policies.

4.2.1.6 Phase #6 – Outcomes

In the last phase, Phase #6, outcomes conclude the process via indicators presenting successes or disappointments. These outcomes are measured by various means including TBL (e.g. business growth, environmental stewardship, and social awareness), human wellbeing, educational advancements, awareness (e.g. environmental and social), memories, and satisfaction of the overall experience. Working with tourism research companies, the brokers will establish indicators to determine results and opportunities for advancing and evolving tour operations. The metrics methodology used will incorporate triangulation via different methods of data collection, for example surveys and in-depth interviews of all member of the BLT. Therefore each perspective is identified and coded in such a manner to establish best practices.

The Ecotourism Production Process framework will enable the entrepreneur to conceptualize a sequence of logical business decisions. Each phase is independent yet relies on all other phases to be successful. As previously mentioned, the goals and outcomes are required *ad initium* and *ad finem*.

4.3 Validation of the Ecotourism Production Process

The six phases of the EPP collectively work together to essentially identify the motives that drive brokers. The EPP is only worth something if it works and the validity can be shown. Therefore a question framework of evaluation was developed via elite interviews of key informants; established ecotourism entrepreneurs. Six methods of inquiry were developed: 1) Ecotourism Philosophy, 2) TBL Success, 3) TBL Disappointment, 4) Design & Technology, 5) Stakeholder Dynamic, and 6) Ecotourism Insight and Advice. The interviews of the brokers enabled discovery of the leadership qualities, adaptive management practices and the resilient nature of

the ecotourism broker. The information acquired will help validate the framework and direct a successful business approach.

4.4 Primary Data Methodology – Elite Interviews

This section of the thesis will detail the primary data method of elite interviews (Dexter, 2006) conducted with seven established ecotourism brokers. Additional methodology is detailed in Appendix B.

Brokers were identified using Internet search engines Google and Bing. A search of ecotourism brokers was unsuccessful therefore the keywords were adjusted to make the results more fruitful. Potential brokers were identified and then contacted via phone or e-mail to determine willing participation. Once willing participants were confirmed, a meeting was scheduled to conduct elite interviews.

In these interviews, the concentration was on the opinions, experiences, visions, and insights of ecotourism brokers (using the terminology of Miller and Auyong, 1991). Essentially, I wanted to be familiar with the motives that drive brokers based on the six methods of inquiry. The development of the question framework established a script that was presented to each broker at the onset of the elite interview (Figure 4:2).

Key touristic concepts (e.g., ecotourism, broker-local-tourist model of tourism, human wellbeing, triple bottom line, and the socio-eco-technological system of tourism) were used to create the question framework.

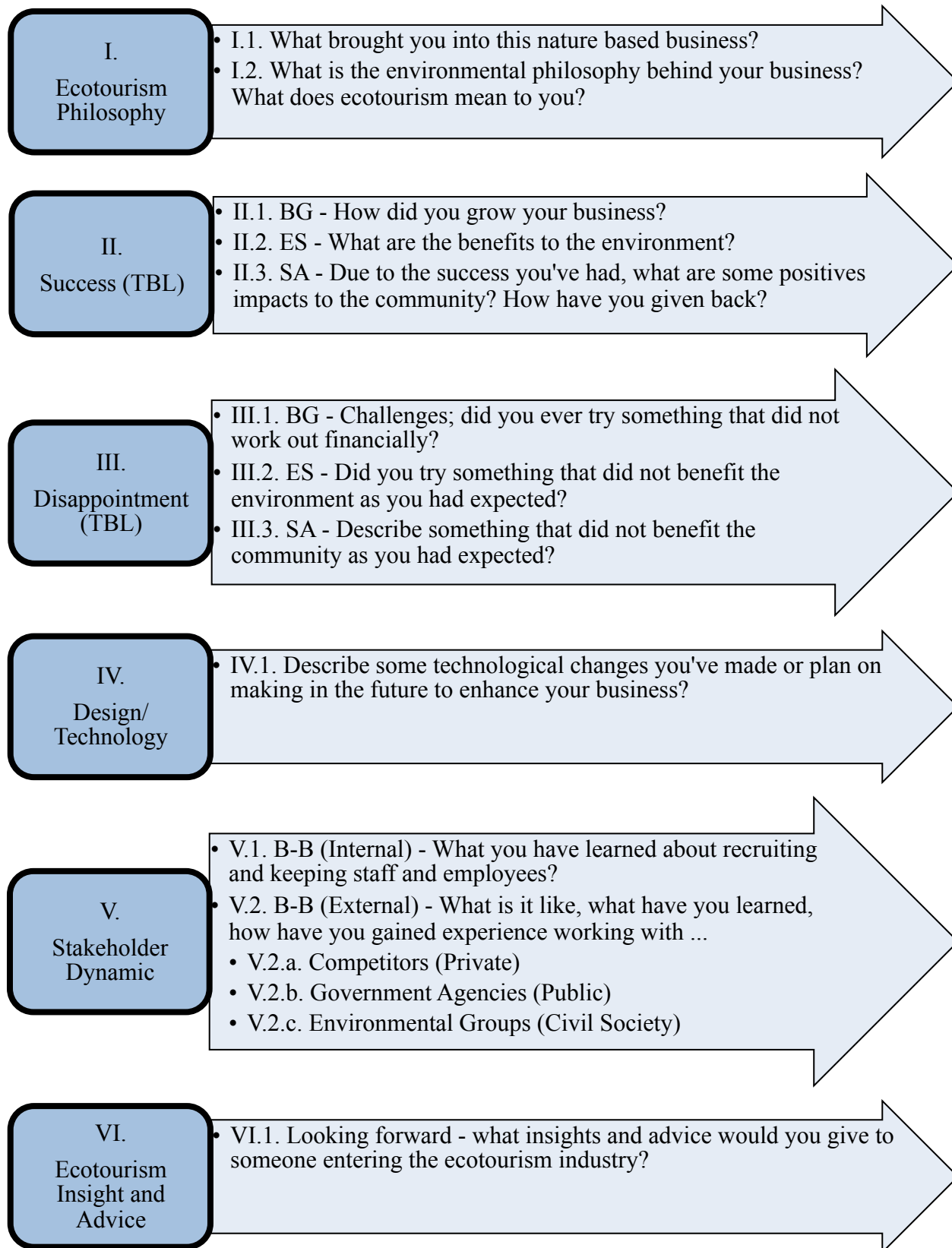


Figure 4:2 Elite-Interviewing Question Framework

4.4.1 Ecotourism Philosophy

In this section, I determined the brokers understanding of ecotourism. The questions posed during this time focused on why the broker was interviewed. The objective was to establish the brokers level of insight regarding ecotourism; specifically, why the broker is involved in a nature based business and their environmental mission. Brokers were encouraged to expand on this question beyond that of his or her business. It is possible that some brokers were tourists or locals before entering the industry and this question allowed for the opportunity to elicit that information.

4.4.2 TBL Success

This section identified why businesses are successful in regards to the environment. Motivations for business growth, environmental stewardship, and social awareness were determined here. This offered insight as to how brokers were able to further their business, discover benefits to the environment and how local communities have benefited by having ecotourism businesses in the region. These questions were framed in such a manner that brokers were able to provide detailed accounts of characteristics and attributes that have allowed for success in the industry.

4.4.3 TBL Disappointment

To balance the successes, it is as important to understand disappointments and challenges to fully appreciate the broker profession in ecotourism. The same business growth, environmental stewardship and social awareness framework shown in 4.4.2 was utilized. The difference is that the focus is concerned about financial wellbeing, impacts to the environment and oversights within the community. These questions allowed the brokers to reflect on decisions that may not

have been analyzed thoroughly prior to action taking, thus allowing for insight on decision-making tactics.

4.4.4 Design & Technology

The built environment and the technologies associated are key components and drivers in the ecotourism industry. Infrastructure, preferably small-scale, establishes a framework that enhances the business. Peripheral technologies are a needed source in the ecotourism industry. Referring back to the BLT Model of Tourism and the BLT + N + T Expansion Model (Section 1.4), the technological system is added to allow for nature and technology. Biotic and Abiotic aspects of nature are easily identified as wildlife, the forest and the ocean however, without technologies such as boardwalks, docks, boats, binoculars, cameras, among countless other items, ecotourism cannot function to its full potential. Brokers were encouraged to discuss aspects of design and technology and how risks and regrets were rewarded and penalized.

4.4.5 Stakeholder Dynamic

In regards to the BLT Model of Tourism, the concern is with relationships between brokers. Experiences acquired by the brokers, internally by associating with staff and employees and externally from interactions with different sectors (e.g. public, private, and civil society) were ascertained. Brokers are responsible for encouraging or discouraging tourist activities. Learning from colleagues, peers and competitors is crucial to advancing ones career as a broker. Knowledge obtained through these relationships allows the broker to adjust his or her practice and have the potential for success. The analytical challenges to understanding broker behavior is illustrated in Figure 4:3.

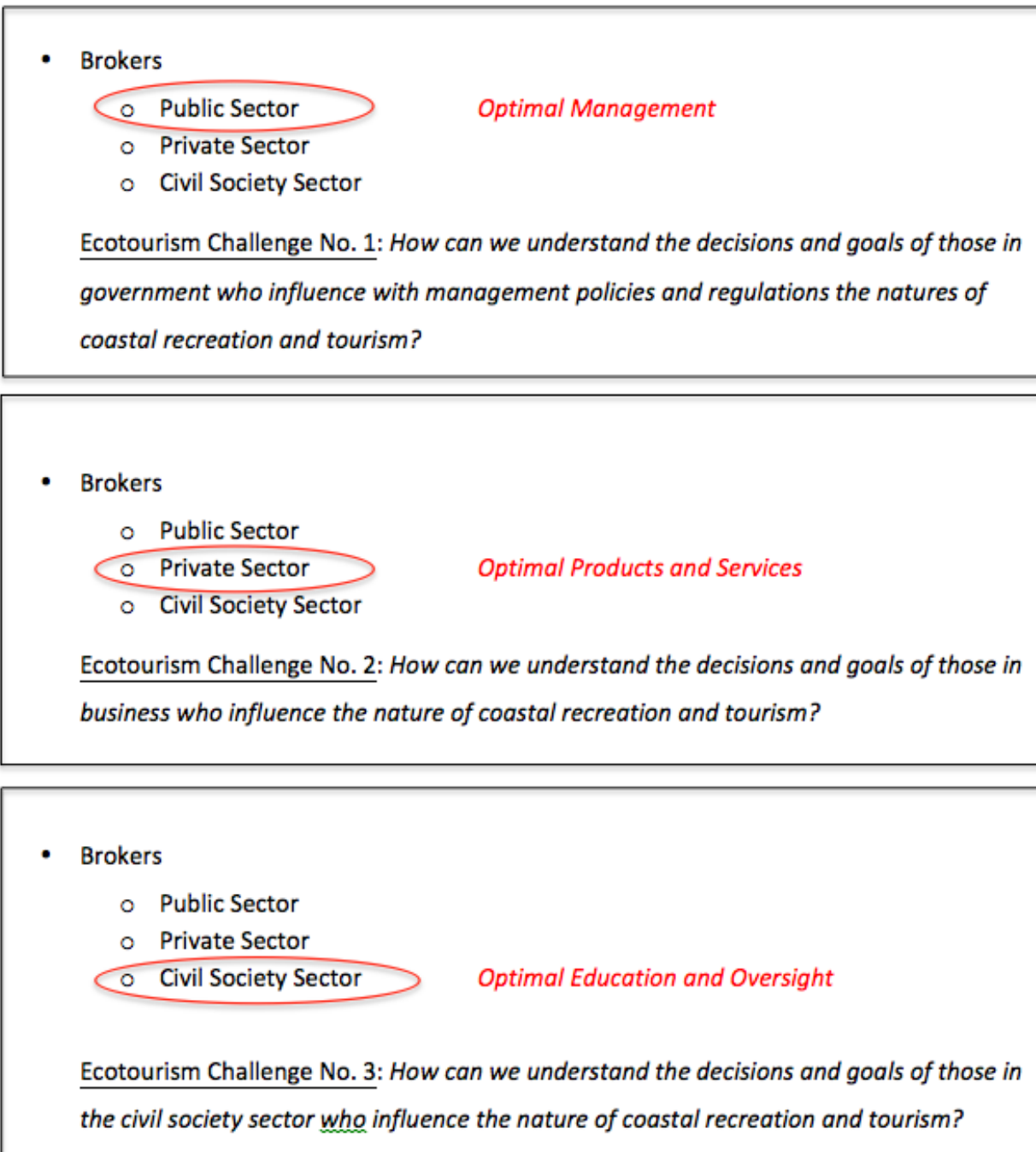


Figure 4:3 Ecotourism Challenges as seen by the Broker (Miller M. L., Montanari, Garner, & Zemanek, 2012b)

4.4.6 Ecotourism Insight & Advice

This is the capstone question to connect all six parts. I interviewed established firms who can provide guidance to individuals and groups interested in the ecotourism industry. This may prove

to be the most astute question of the six methods of inquiry. Ecotourism professionals have spent considerable amount of time researching, preparing and developing successful ecotourism operations, it is within this information we can ascertain insights and advice that will prove invaluable to the ecotourism entrepreneur.

Chapter 5 Results

“Certainly, travel is more than the seeing of sights; it is a change that goes on, deep and permanent, in the ideas of living.” (Miriam Beard, US writer, 1901)

As cited in (Arndt, 2013)

5.1 Introduction

This chapter identifies lessons learned in each method of inquiry in regards to the validation of the Ecotourism Production Process described in Section 4.3.

5.2 Lessons Learned

In this chapter, lessons learned are described in regards to the questions from the ecotourism framework. Goals, business strategies, and technologies most relevant to ecotourism development in the Pacific Northwest are identified in this section. These are important considerations to keep in mind while developing the ecotourism framework. The lessons learned are organized in outline form in Section 5.3

5.2.1 Ecotourism Philosophy Lessons Learned

In regards to how brokers entered the realm of this nature based industry, it is apparent through the data gathered, that having been exposed to nature early in life, being part of a family interested in nature, or “just fell in love with” the area is key to success. Having a connection to the outdoors and “adventure travel” permitted one broker to “start (his) own business.” Another broker took advantage of “opportunities and made decisions.”

Environmental philosophy revolves around knowledge. Appreciating the environment, understanding the wildlife, and knowing their behavior are connected to ecotourism, as per our interviews. Specifically, brokers in the industry had this to say about ecotourism: “conserving wilderness”, “knowledge”, “no intention of harming their (marine mammals) environment”, “marry an altruistic goal with an economic model” and “make a model out of an entrepreneurial venture out of a non-consumptive model.” It was clear that the brokers were adamant about

preservation and conservation. The environment is the broker's livelihood and it will not be treated negatively. It is believed that, as one broker states, "a paradigm switch actually occurred where a lot more people wanted to see wildlife instead of kill it." This is crucial to environmental philosophy and a true understanding of ecotourism. Sustainability was another key concept. One broker tries "to live as sustainably (as he can), and (tries) to manage the refuge as sustainably as possible." Lowering energy consumption and protecting the habitat are ways that the broker accomplishes this task.

5.2.2 TBL Success Lessons Learned

Triple bottom line has been discussed at great length; it is imperative that ecotourism brokers have a deep comprehension of how TBL connects to ecotourism. Brokers who have experience success have an understanding of how to grow the business, where the environment benefits, and what actions results in benefits to the community.

In regards to growing the business, one broker stated that the region should have "an actual tourism department" with a budget. Create a pact with hotels/motels for sharing tourism tax dollars. This broker discussed a specific scenario where there is a five percent tax to tourists who stay in hotels/motels. The region where this is done has a coastline, however the extent of the county reaches further inland, and there are towns that are not considered coastal. Yet, since these towns are part of the county, the five percent tourism tax is still enforced. The county government understands that most tourists come to the region to interact in the coastal communities. With that understanding, true coastal communities keep the entire five percent to be used to bring more tourists to the area (i.e. advertising). Communities not on the coast are

entitled to three percent of the tax while the county absorbs the remaining two percent to be used for infrastructure in the region (i.e. roads, sewer, water)

Other brokers discussed growing their business based on tourist interest. One company used to only run a sailboat charter, then whale watching began growing interest and it was seen as an obvious opportunity; the brokers were already going on the water daily so time was invested to learn and understand all available information about whales and the regulations and laws surrounding the endeavor as well. Another broker slowly offered tours into the jungle. It was advertised as “a couple of restaurants and a cabin” and offered “two different kinds of tours.” People started showing up and the company grew. After a few years this broker “built some cabins and it just kept growing ... last year (they) had 17,000 visitors.”

In regards to benefits to the environment, one broker “planted trees” and “all of the wood (they) use comes from those plantations.” Additionally, this same broker discussed conservation of trees on the tours by describing this scenario: “(I) show them this very impressive tree ... if I cut this tree down, it’s worth so much money, but I only get to sell it once. Last year there were 17,000 people who came here and saw (this) tree ... we sold it 17,000 times ... so it’s worth a lot more standing here than it would be cut down.” This broker thoughtfully explains this preservation and conservation concept. The impression of protecting the environment was heard from all brokers:

- “We need to be conscious of our environment.”
- “People involved in tourism ... pay attention to (the environment).”
- “... lower our energy consumption.”

- "... protect a lot of habitat."
- "... make it clear how important these wild areas are and how important their wildlife resources are ..."
- "... conserving wilderness ..."

Generally, brokers stated that the community benefits mainly through employment. One broker described how out of his 36 employees only 2 live further than 15 kilometers. His rationale for hiring local help is explained when he states that he's "found that the local people make much better employees than people from farther away, even though people from farther away may have more education. The local people are attached to the area ... they have an appreciation for the area and they feel the job ... they think of it as more of a career ... a life career." Another broker believes that educating his employees for the real-life work experience is a benefit afforded to the community; "... and I try to instill in them values of natural resources and how important the free enterprise is and how money is generated. And unless they generate the money there's not going to be any tax revenue ...". A separate broker looks at how his business may bring in additional businesses as a benefit; "which means more people coming (to the area). There's going to be another shop... that's more money ... and two to three more people being employed."

Additionally, many brokers detailed their experiences with local schools: "Some of the schools come around and we give them a little talk on conservation and we take them on a little walk. The guides explain to them conservation and we take them on a little tour and we try to show them why conservation is so important." "School kids go for ½ price and if they can't afford it, they go for free. Children deserve the opportunity for enrichment in their lives." and "We do

donate to schools ... some schools will ask us for help with projects and we never say no to them.”

Lastly, one broker summed up benefits to the community very simply by stating “I put smiles on people’s faces and talk to them about the environment. That’s not rocket science.”

5.2.3 TBL Disappointment Lessons Learned

Dealing with disappointments was an area that all brokers were very willing to discuss. One might assume that successful businesses rarely have disappointments, but if the TBL concept is applied, then business owners need to rethink about past avenues and arenas where disappointments financially, to the environment, or to the community may have occurred. Through our question framework, we were able to elicit the information from the brokers so future brokers can learn from these experiences.

In regards to challenges that did not work out financially, some brokers had not experience this sort of disappointment; “... we feel that we have always been successful at what we do.” and “Not any big things, no.” One broker described how the recession and local economy could cause disappointments; “Fishing is critical to (businesses here)...” They need to keep the recreational fishermen there, “more fish, (and) more tourism dollars and (then) cycle it through the community.” Another broker was very forthright in his disappointments; “Oh yeah! I’ve screwed up many times. I do at least a target market every year of some sort and most of the time they don’t work.” But at the same time will attempt to work through them; “... where I don’t like to lose, I’m very competitive, I enjoy it. If someone’s trying to get ahead of me I’ll just get up earlier.”

In regards to disappointments with the environment the common theme revolved around caring for the environment and being extremely careful that disappointments did not occur which was defined by one broker as, “No, we are very careful to care for the environment, it is our livelihood.”

Dealing with disappointments to the community was viewed along the same lines as the environment, “No, like I said, we know everyone and are very careful in doing the right thing.” However, one broker related this concept back to the lack infrastructure and development. Without these resources he believes there will be no opportunity for investment and therefore no improvements.

5.2.4 Design & Technology Lessons Learned

Design and technology offered the opportunity for the brokers to talk about any advancement that has taken place to better their position in the industry. Each broker discussed this question differently. One broker related this question to infrastructure, “The big issue ... is water, sewer water. Without water ... (or usable) septic or holding tanks,” investment in the county will not occur therefore infrastructure to address this issue is important. Another is “looking into things like looking (at) PVC platforms for zip lines instead of wood.” A different broker identified “moving along with social media and websites ...” Lastly, another is “... looking into lots of different things, but nothing major. No. We already have solar hot water. We might consider solar electric [sic] someday.”

5.2.5 Stakeholder Dynamic Lessons Learned

With this section of the framework, my goal was to identify relationships the brokers I interviewed have with other brokers, both internal and external.

Internally, one broker identified an amenity for his employees as "... (showing) them the great natural environment." Other brokers repeated this sentiment when discussing hiring from the local community; "We meet them and say, 'Hey, what are you doing next summer, want to work on the boat?' You never had a bad day working on a boat, it is fun and the people love it."

Another broker had this to say; "We get a lot of employees who consider these the best summers of their lives because they are watching whales and then they're getting paid and they're getting tips and they're getting together at night, going down the beach and drinking wine and laughing about the day and coming back the next day to do it again. It's the best summertime in their life ...". A separate broker had this to say about how the dynamic changed when an internal broker became an external broker; "... I know one of our guides left last year and he wanted to own his own van and go to transport tourists. He's still very friendly with us and we do a lot of business with him." An important aspect identified by one broker is the issue of salary; "... the main thing is to just pay them a reasonable salary. Overpaying them is not a good idea. If you overpay one, well then everybody wants to be overpaid."

Discussions about relationships with external brokers were separated into the three sectors of public, private, and civil society. In regards to the private sector, one broker was able to identify having an advantage of some sort to bring the ecotourists to your destination; "We have a big advantage, and that's that we have the wildlife refuge. So as far as hotels are concerned, we don't

really have any competitors because nobody else has a hotel that is on a wildlife refuge. So that's our big selling point."

As for the public section, the recurring theme was abiding by the law; "We abide by all the laws." and "No, we do things well and legally." Finally, one broker identified the issue of infrastructure and finding a way to work with local officials so "the State Department of Transportation (will) give ... thought as to what effect the traffic will have on communities."

Conversations about external civil society brokers dynamics discussed issues of being able to donate money to NGO's to help causes; "We work very closely with ... we donate money to them, especially to the turtle project, but to other things too."

5.2.6 Ecotourism Insight & Advice Lessons Learned

Each broker was able to openly speak about insights and advice in regards to helping others enter the ecotourism industry. Not surprisingly, each broker's individuality is showcased in this section. This section of the framework was found to be the most inspiring. Below is a summary of what the brokers had to say.

- "Infrastructure is the key to everything and water is the main infrastructure component."
- "We pride ourselves on being environmentally friendly so we can continue encouraging groups like that to work with us."
- "I think that probably the most important thing in people acceptance of it is our sincerity."

- “You cannot be risk averse.”
- “We’re in it for the long term.”
- “You (need to) have fresh water.”
- “We’ve always put conservation before profit.”
- “... we like to make money, but we’d like to be making money a hundred years from now too, and not just this year or next year.”
- “We work with a lot of ecotourism groups.”
- “... you’re made to adapt and not freak out when things don’t go well ...”
- “50 years from now when my great-great grandchildren come driving by here I want them to be able to say ‘my great-great-grandfather was the founder of that.’ I would rather them say that than say ‘you know I think somebody in the family used to own some land around here,’ while they’re looking out at shopping centers and condominiums and things like that.”

5.3 Summary of Lessons Learned

- I. Ecotourism Philosophy
 - i. Conservation
 - ii. Appreciation of the environment
 - iii. Inspiration from the environment

- II. TBL Success
 - i. Well-defined business plan
 - ii. Community development
 - iii. Accountability

- III. TBL Disappointment
 - i. Risk-taking

- IV. Design & Technology
 - i. Sustainable development
 - ii. Infrastructure

- V. Stakeholder Dynamic
 - i. Positive employee relations
 - ii. Adaptive management

- VI. Ecotourism Insight and Advice
 - i. Non-consumptive model
 - ii. Uniqueness of the business

Chapter 6 Conclusions

“I learned this, at least, by my experiment: that if one advances confidently in the direction of his dreams, and endeavors to live the life which he has imagined, he will meet with a success unexpected in common hours.” (Thoreau, 1854, p. 198)

6.1 Introduction

This chapter identifies best practices in each method of inquiry in regards to the validation of the Ecotourism Production Process described in Section 4.3.

6.2 Methods in Identifying Best Practices

To understand the concept of best practices, a review of the literature was conducted and several best practices in regards to market profile, guidelines, ecotourism tourist characteristics, sector schemata, and the business incubator process were studied. The information gathered from highly respected and cited authors has undoubtedly added valuable insight to ecotourism best practices.

To begin, market profile was thoroughly studied by Wight (1996) in which ecotourists in North America were studied to compare and contrast general consumers interested in ecotourism with that of travelers who considered themselves experienced ecotourists. Wight's challenge was to assess the demand for ecotourism. The study focused on potential markets in Alberta and British Columbia, Canada, however the findings were expected to relate to all ecotourists. The results identified a wide range of market profiles that include: age, gender, and education. Additionally, trip characteristics such as party composition, trip duration, expenditure, and season of travel were also studied. Some conclusions Wight ascertained was the fact that age was not a determining factor for ecotourism experiences and interest in ecotourism was clarified to be equal between males and females.

The education level of the experienced ecotourist group was found to be substantially higher than that of general consumers. Summer travel appeared to be the preferred season of travel. Most

travelers, experienced ecotourist and general consumers, were likely to travel as couples. Wight also determined that trip duration ranged from four days to two weeks depending on the criteria of the trip. Lastly, experience ecotourists were more likely to spend more money.

The concept of hard and soft ecotourism has been found in the literature since the early 1990's. Weaver (2001) detailed the concept in *The Encyclopedia of Ecotourism* where the degree of interest or expertise was charted in relation to level of challenge or physical difficulty (p. 28). In short, the hard-soft continuum (Figure 2:3) was identified to range from active (i.e. difficult and dedicated) to passive (i.e. easy and casual). Weaver added to the basic spectrum and introduced characteristics which include environmental commitment, sustainability, trip purpose, trip duration, party size, level of physicality needed, services expected, and emphasis of the experience.

Valentine (1993) surmised that in order for ecotourism to be ecologically sustainable, then certain conditions must be met while specific guidelines should be followed. The three conditions are clear and concise with the theme revolving around benefits to locals, tourists, and the environment. Valentine's nine guidelines range from facilities, tourist volume, cultural and natural links, program monitoring, and identification of goals and objectives.

USAID developed the Model of the Ecotourism Incubator Process (Figure 6:1). According to USAID, the model is expected to contribute to economic growth of an ecotourism business by providing services and support. The objective of the model is "to promote the creation and strengthening of strategic new businesses and related industries" (p. 2). Expected results are

outlined below, as taken directly from the concept paper, and have connections to the Ecotourism Production Process and the TBL concept:

- A network of competitive ecotourism enterprises that conserve biodiversity
- A pioneer model for incubators in ecotourism, potentially replicable in other regions
- A mechanism for financing protected areas in the region
- Greater harmony between the financial sector and entrepreneurs in ecotourism, creating possibilities for other interested entrepreneurs
- Sustainability of a nucleus of synergistic enterprises with a united commitment to environmental and social issues (Conservation International and the George Washington University, p. 3).

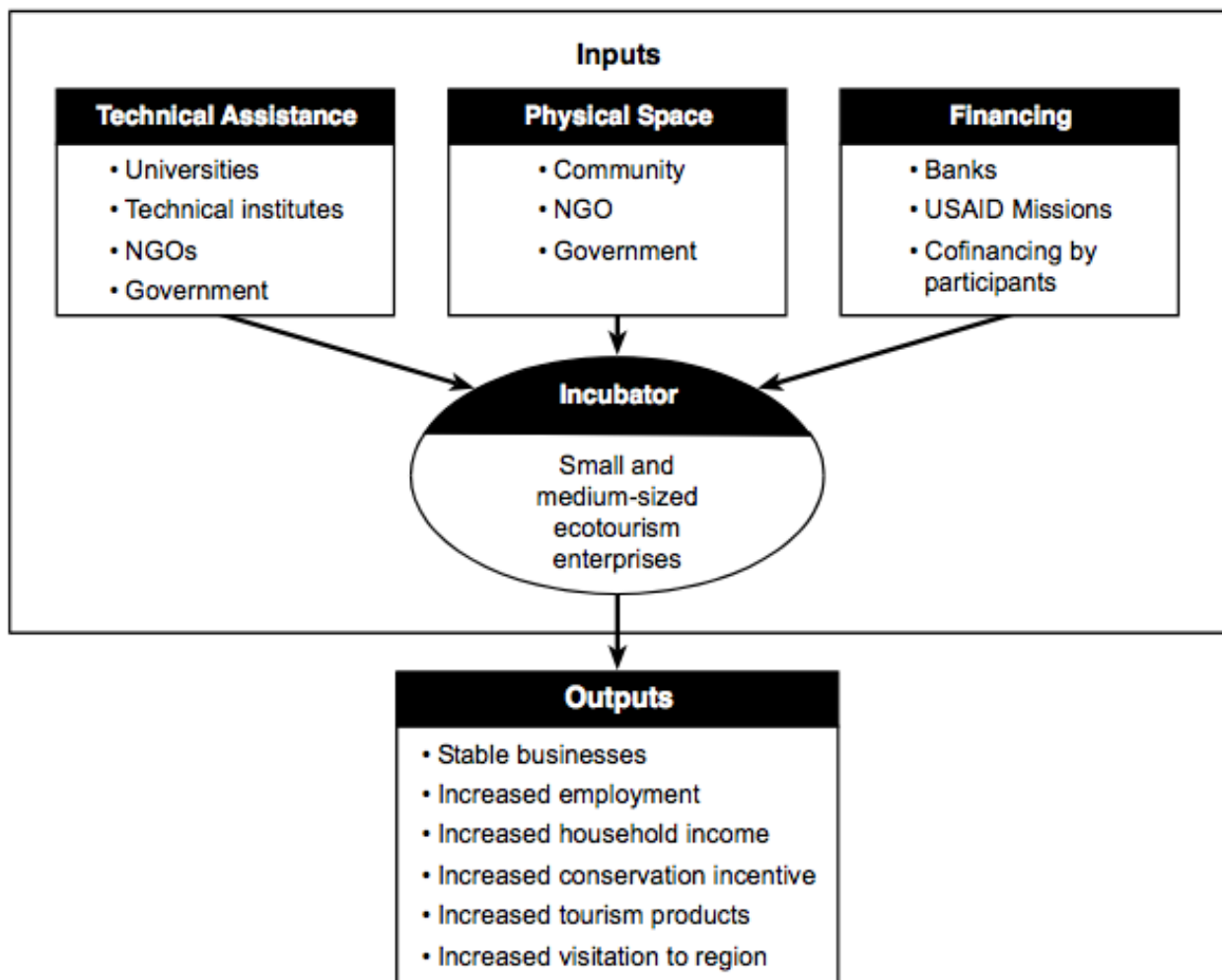


Figure 6:1 Model of the Ecotourism Incubator Process (Conservation International and the George Washington University)

Weaver and Lawton (2007) took time to study the progress made in ecotourism research. They posit that ecotourism could be organized “into five major interrelated subject categories” (p. 1169); supply, demand, institutions, impacts, and external environments (Figure 6:2). Each category is subsequently specified into sub-sets. Interpretation, marketing and ecotourist experience are common themes seen throughout the literature and are shown in this graphic as being fluid in nature. The dynamic from one sector to another is essentially what drives the ecotourism industry.

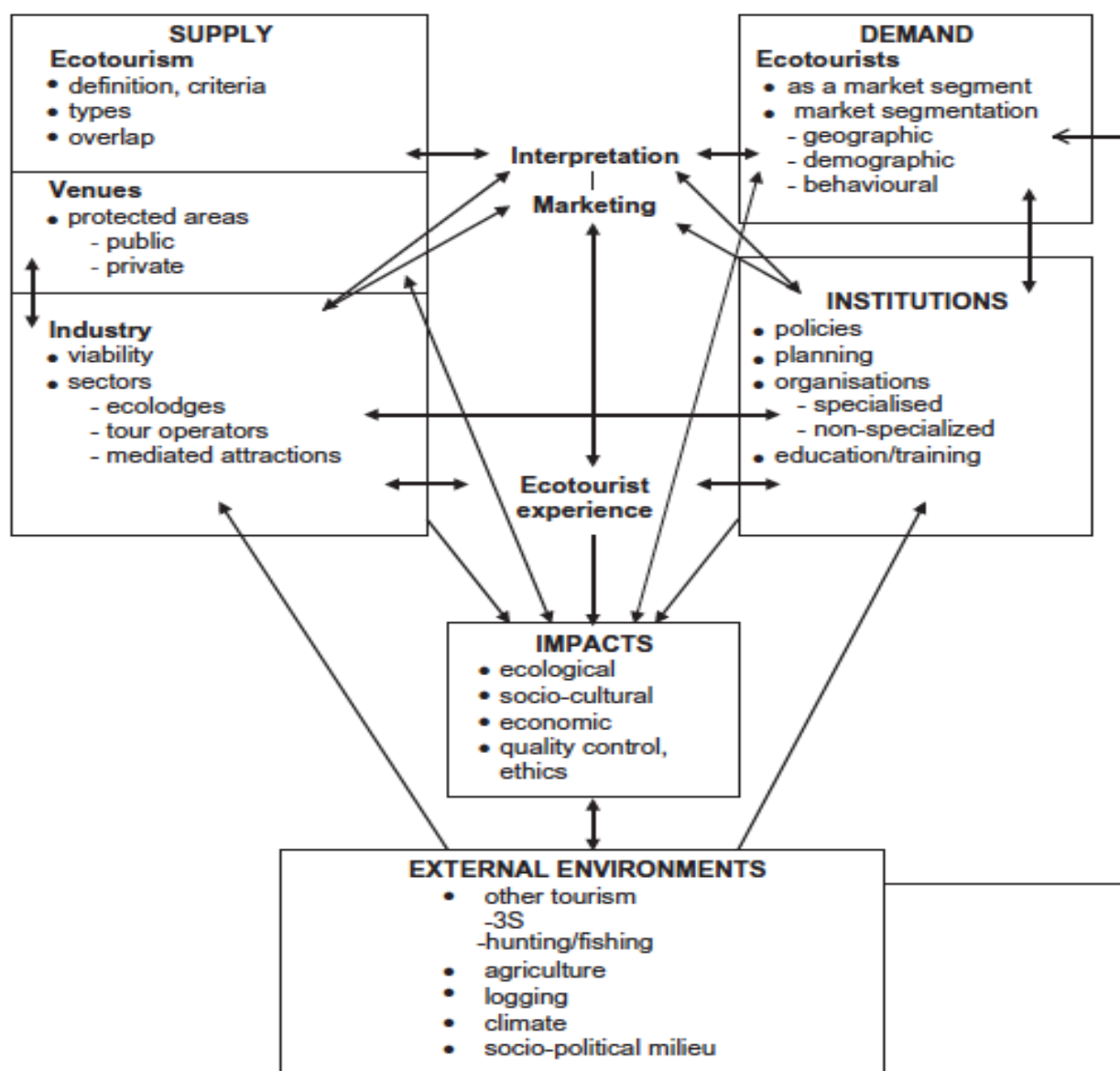


Figure 6:2 Ecotourism Sector Schemata (Weaver & Lawton, 2007)

6.3 Best Practices

In this chapter, best practices are described in regards to the questions from the ecotourism framework. These are important recommendations to keep in mind while developing the ecotourism framework. These best practices should lead the entrepreneur to a sequence of logical business decisions. Each section of the framework has identified specific best practices. This list is not a step-by-step plan but rather an organizational tool to assist the ecotourism entrepreneur in developing an ecotourism business; best practices from one segment of the framework will overlap with best practices in other segments of the framework. These best practices are not intended to work independent of each other, but rather as a collective whole. The best practices are organized in outline form in Section 6.4

6.3.1 Ecotourism Philosophy Best Practices

The ecotourism philosophy is described as how the ecotourism broker views ecotourism. While having a deep understanding of the definition of ecotourism, the ecotourism entrepreneur must also have expert knowledge of the local wildlife and to identify goals and objectives associated with ecotourism.

As pointed out in Section 2.7 the honorable tourist is interested in viewing local wildlife. The ecotourism broker (or the guides that the ecotourism broker hires) must be well versed in the wildlife to answer questions, to identify tracks or scat, to be prepared for unexpected visitor, and mostly, to educate the tourist.

Another best practice associated with ecotourism philosophy is the identification of goals and objectives associated with ecotourism. Once again, the ecotourism entrepreneur must develop a

comprehension of what ecotourism means and only then can goals be developed. Goals, objectives, and activities will work simultaneously as the ecotourism entrepreneur defines his or her ecotourism philosophy.

According to Margoluis and Salafsky (1998), goals are “a general summary of the desired state that a project is working to achieve. A good goal meets the following criteria: *Visionary, Relatively General, Brief, and Measurable*” (p. 60). This is an area in which the ecotourism broker must spend time and effort developing. Phase #1 of the Ecotourism Production Process (EPP) discuss goal setting for ecotourism entrepreneurs. Following the advice of Margoluis and Salafsky, after developing the goals, the ecotourism broker must then develop objectives that will lead to accomplishing the goals if the following criteria are followed: *Impact Oriented, Measurable, Time Limited, Specific, and Practical* (p. 64). Lastly, to realize the objectives, the ecotourism entrepreneur will then create activities that are “specific actions or tasks” (p. 73) that will enable the objectives to be met. The activity will meet the following criteria: *Linked, Focused, Feasible, and Appropriate* (p. 73).

6.3.2 TBL Success Best Practices

In completing this thesis, I have identified five critical TBL success best practices: 1) develop an ecotourism strategic plan, 2) create and fund an ecotourism budget, 3) develop a management plan, 4) monitor and evaluate environmental performance, and 5) create educational outreach programs.

The Summary of Best Practices in Section 6.4 will clearly outline all best practices in each segment of the EPP. Each individual segment is an integral part to the process as a whole, however TBL success essentially dictates the performance of the ecotourism business.

The ecotourism strategic plan is a “process aimed to optimize the benefits of tourism so that the result is a balance of the appropriate quality and quantity of supply with the proper level of demand, without compromising neither the locale’s socioeconomic and environmental developments nor its sustainability” (Edgell, Allen, Smith, & Swanson, 2008, p. 297). Basically, direction is needed. This incorporates the vision and the mission statement where the ecotourism entrepreneur uses the mission statement to obtain the vision. Another highly useful strategic plan is the SWOT analysis. This thesis is not intended to perform a specific SWOT analysis, however briefly stated, the SWOT will inform the ecotourism entrepreneur of the strengths, weaknesses, opportunities, and threats associated with any, and in this case – ecotourism, business venture. The SWOT analysis will determine if the entrepreneur will succeed in achieving the goals outlined in his or her philosophy.

The ecotourism budget is absolutely necessary from a financial point of view. In many instances, local or state government agencies will have a tourism office and therefore will be able to assist the ecotourism entrepreneur. However, the State of Washington no longer has a government funded tourism agency, thus the ecotourism entrepreneur must be creative and search for alternatives. In the State of Washington, private brokers developed the Washington Tourism Alliance which was created in lieu of the lack of governmental agencies and “to advocate, promote develop, and sustain the economic wellbeing of the Washington Tourism Industry” (Washington Tourism Alliance, 2012a).

Additionally, the ecotourism entrepreneur will likely find success with the development of a management plan. Very simply stated, this section is meant to be an assessment of the entrepreneur's management capabilities. In essence, the ecotourism entrepreneur must acquire or ultimately already possess skills to manage the enterprise. Knowledge and experience of the ecotourism entrepreneur must be evaluated at this stage and any gaps, holes, and weaknesses must be accounted for. Overall, the management plan will enable the entrepreneur to define the structure of the business. The management plan identifies individual responsibilities, job functions, salary and benefits, contracts and other items associated with the business. Also, the management plan will identify which outside resources the ecotourism entrepreneur will utilize; these can include vendors, accounting firms, lawyers, and consultants to name a few

Monitoring and evaluating environmental performance is another key best practice identified in the research for this thesis. For this, the ecotourism entrepreneur will utilize an iterative process that involves repeating the process to improve. The discussion of this thesis describes the further research in measuring TBL performances through Global Reporting Initiative (GRI), which will include environmental performance. Of course the ecotourism entrepreneur will realize improving the environmental performance is a continuing process, one that is built upon prior work. Therefore, monitoring and evaluation will be a cycle (Figure 6:3). The monitoring and evaluating iterative cycle will force the ecotourism entrepreneur to identify key indicators with which to base the environmental performance on. These could include energy usage, waste and recycling, vehicle and greenhouse gas emissions, pollution, and land and water usage.

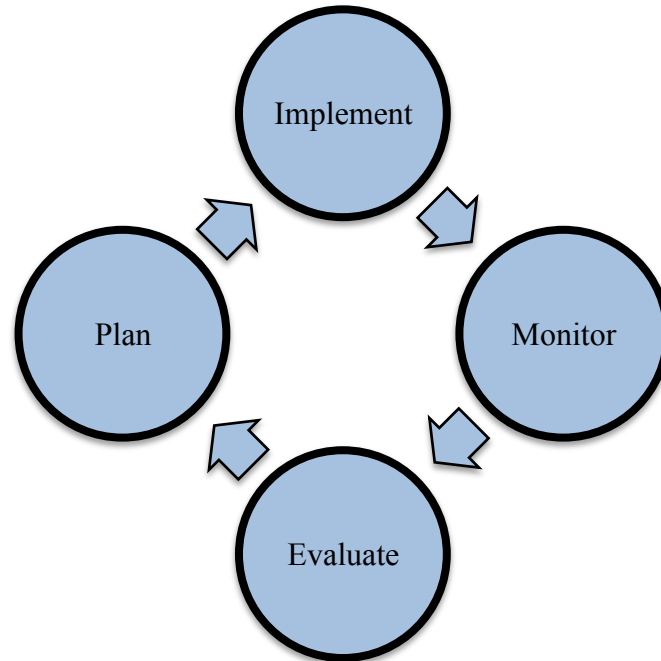


Figure 6.3 Iterative Monitoring and Evaluation Cycle. Derived from (Fluharty & Christie, 2012)

Lastly, the ecotourism entrepreneur will devote time and energy into developing educational outreach programs. Again, this best practice will overlap with stakeholder dynamics in regards to dealing with competitors. Summits, conventions, and conferences are certainly one way to perform outreach programs, but the ecotourism entrepreneur needs to be creative and unique; opportunities with grassroots organizations, connecting with local schools in developing a curriculum for ecotourism, participating in community events and farmer's markets. The options are limitless; the entrepreneur must make them work.

6.3.3 TBL Disappointment Best Practices

Risk taking is a characteristic that will put many out their comfort zone, however the ecotourism entrepreneur must be ready, willing, and able to venture into this arena. The ability to move from safety and security into taking risks, or trying something new, takes confidence. Of course contingency plans or factors that help reduce the risk are always advisable and avoiding

risks that truly go against the entrepreneurs instincts. The entrepreneur typically has a characteristic of confidence that is higher than that of a layperson; this is what makes the entrepreneur strive to succeed. This is not to say that the entrepreneur will not fear failure, it is to say that the entrepreneur will view short-term failure as lesson learned to attain long-term success.

6.3.4 Design & Technology Best Practices

Three separate design and technology best practices are identified in this thesis: 1) invest in sustainable development practices, 2) perform routine maintenance on all technologies, and 3) invest in environmentally friendly technologies.

Sustainability and TBL must be viewed collectively as the idea of sustainability “is the capacity to continuously produce the necessities of a quality human existence within the bounds of a natural world of undiminished quality” (Paehlke, 2013, p. 256). Therefore, sustainable development practices are crucial for the ecotourism entrepreneur as the success of the ecotourism enterprise is based on the TBL. The ecotourism entrepreneur must invest in sustainable development practices “to ensure that it meets the needs of the present without compromising the ability of future generations to meet their own needs” (Brundtland, 1987, p. 8). This is, in essence, the definition of ecotourism: the ability to visit locales today and to allow future generations the opportunities to visit the same locale in the same condition.

As discussed in Section 4.4.4, technologies refer to all levels of infrastructure and peripherals required for the running of an ecotourism enterprise. Performing routine maintenance on all technologies may appear to be a simple best practice, but without this, the integral members of

the ecotourism enterprise are at risk of failure. This maintenance is as effortless as cleaning backpacks, washing dishes, or changing the oil on vehicles, however the arduous task of maintaining infrastructure in which the entrepreneur does not own requires, yet again, an overlap with stakeholder dynamics. Strong external dynamics between the ecotourism entrepreneur and government agencies are vital for the maintenance of infrastructure. These are aspects that support not only the ecotourism entrepreneur, but also society: roads, bridges, sewers, water supply, electricity, and telecommunications.

As mentioned in Section 6.3.2, monitoring and evaluating environmental performance will substantially grow the ecotourism enterprise and for this reason, the ecotourism entrepreneur will invest in environmentally friendly technologies. These technologies, by definition will improve environmental performance for all the indicators listed earlier. In order to fully appreciate principles and procedures in environmental labeling, the ecotourism entrepreneur will become familiar with the standards set forth by the International Organization for Standardization (ISO), specifically ISO 14020 through ISO 14024 environmental standards. The ISO has developed policies for governing environmental labeling in which transparency in certification can be understood.

6.3.5 Stakeholder Dynamic Best Practices

Three best practices in regards to stakeholder dynamics: 1) external – be supportive of competing brokers, 2) internal – hire locals and 3) internal – find ways to motivate employees. This best practice is closely tied to developing a management plan discussed in TBL Success (Section 6.2.2).

The external best practice is to be supportive of competing brokers. This, of course, refers to all sectors of the broker segment of the BLT Model of Tourism (Section 1.4): public, private, and civil society. Each sector requires separate attention and different methods of support. The ecotourism entrepreneur can partner with private sector competitors for marketing purposes or work closely with government agencies to advise on the governance, policy, and procedures of the tourism industry.

Internal stakeholder dynamics refer to the inner workings for the ecotourism enterprise. Hiring locals and keeping employees motivated are the main best practices gleaned from my research. There is a caveat attached to the hiring of locals; as discussed in the BLT Model of Tourism, a local is not necessarily someone who is indigenous to the area. This person could be a new resident local and would therefore still fulfill the best practice of hiring a local. The reasoning behind this is two-fold; first the local is typically very astute to the behavior of local wildlife (Section 6.3.1), second, hiring a local increases the TBL, specifically social responsibility to the community.

As any business owner will attest to, the business is only as good as its employees. This is extremely imperative in the tertiary sector. The ecotourism entrepreneur needs the tour guides, the sales force, the receptionist, the marketing personnel, consultants, and other internal and external entities associated with the business to stay motivated, to reinforce the vision and mission statement that the ecotourism entrepreneur has provided. One must remember that money alone does not motivate, the entrepreneur must be a great leader, must listen to the employees, and must be considerate of the employees work/family relationship to name only a few. Just as the

ecotourism entrepreneur is creative in TBL successes, he or she must also be creative in finding ways to motivate employees.

6.3.6 Ecotourism Insight and Advice Best Practices

Arguably the most informative portion of best practices is ecotourism insights and advice from current, successful ecotourism entrepreneurs. The top ecotourism insights and advice have been condensed into three specific areas: listen to the wants and needs of the ecotourism tourist, create a strategic action plan, and follow laws and regulations.

Section 2.6 and 2.7 detail the ecotourism tourist and introduces the concept of the honorable tourist. The ecotourism entrepreneur will devote many hours to the understanding of this tourist. Section 6.3.5 stated that the business is only as good as its employees, however without ecotourism tourists, there is no business. The ecotourism entrepreneur will actively listen and respond appropriately to the wants and needs of the client. Of course, the client must be identified along the tourist spectrum and the ecotourism entrepreneur can then determine the effectiveness of the comments presented. The uninformed tourist may be looking for an activity that does not meet the boundaries of an ecotourism opportunity. This is not to say that the ecotourism entrepreneur will disregard the uninformed tourist, but will take the time to improve TBL success by incorporating educational outreach program strictly devoted to the uninformed tourist. The ecotourism entrepreneur will encounter examples along the tourist spectrum that will require attention and action, and a successful entrepreneur will view delve into these opportunities in the hopes of improving TBL successes.

The strategic action plan was detailed in Section 6.3.2 as a best practice for TBL success.

Obviously, this is crucial to the advancement and achievement of the ecotourism business. Along with developing the business plan and management plan, the ecotourism entrepreneur will create a strategic action plan for the ecotourism business. (See Appendix O for an example of a strategic action for the city of Seattle's Climate Action Plan (Brandon, Montanari, & Shishido, 2012))

Every ecotourism business owner highlighted and strongly encouraged following laws and regulations. There are many laws and regulations that pertain to wildlife, specifically the Marine Mammal Act and the Endangered Species Act. The ecotourism entrepreneur must be deeply familiar with the policies and procedure in these and other acts that affect the ecotourism business. It was apparent, according to the ecotourism entrepreneurs interviewed, that the occasional competitor would disregard a rule in the effort of creating a one of a kind tour. Unfortunately, many tourists fall in the uninformed or developing arena of the tourist spectrum and will therefore not be aware of specifics when dealing with wildlife. A major example deals with whale watching and the distance boat operators are required to remain.

6.4 Summary of Best Practices

- I. Ecotourism Philosophy
 - i. Learn and understand the behavior of local wildlife
 - ii. Identify goals and objectives associated with ecotourism
- II. TBL Success
 - i. Develop an ecotourism strategic plan
 - ii. Create and fund an ecotourism budget
 - iii. Develop a management plan
 - iv. Monitor and evaluate environmental performance
 - v. Create educational outreach programs
- III. TBL Disappointment
 - i. Grow the business with risk-taking
- IV. Design & Technology
 - i. Invest in sustainable development practices
 - ii. Perform routine maintenance on all technologies
 - iii. Invest in environmentally friendly technologies
- V. Stakeholder Dynamic
 - i. Be supportive of competing brokers
 - ii. Hire locals
 - iii. Find ways to motivate employees
- VI. Ecotourism Insight and Advice
 - i. Listen to the wants and needs of the ecotourists
 - ii. Create a strategic action plan
 - iii. Follow laws and regulations

Discussion

This thesis was designed to identify best practices for ecotourism in the Pacific Northwest using the concept of the Ecotourism Production Process (EPP). As such, Part I provided important background and key concepts in the field of tourism. Chapter 1 described, briefly, the evolution of tourism through the ages while highlighting the sociological BLT Model of Tourism. Chapter 2 discussed the paradigm shift in the tourism industry that allowed ecotourism to emerge. The difficult task of defining ecotourism was alleviated by conducting a literature review of the progression of the understanding of ecotourism, which led to the definition of ecotourism for the purposes of this thesis. Additionally, for a complete comprehension of ecotourism, the ecotourism tourist was characterized and another new concept, the tourist spectrum, was established. Lastly, a brief overture into TBL metrics was described.

Part II began with Chapter 3 and a description of the setting (geologic and ecological profiles) of the PNW. Chapter 4 is the essence of the thesis as it elucidates the ecotourism framework of the EPP and analyzes the framework for validation. Chapter 5 discusses lessons learned which are used in Chapter 6 in determining best practices for developing ecotourism in the PNW.

The Introduction to the thesis pointed out that the PNW is ripe for ecotourism. This thesis has shown how this is possible. Much like public awareness in the 1970's led to ecosystem-based management practices, I believe that it is our responsibility to identify and follow best practices in ecotourism to protect the beauty and pristine nature of the environment for future generations. Humans are part of the ecosystem and the need for equilibrium in nature that allows humans the opportunities to visit and explore what the PNW has to offer is the foundation to best practices for developing ecotourism in the PNW.

The best practices described are designed to keep the ecotourism entrepreneur in business. Simple stated, the best practices are a business strategy to encourage a three-part payoff: 1) profit, 2) environment, and 3) society. Developing a best practices brand can establish a positive reputation that will lead to repeat clients.

Studies involving ecotourism in the continental United States are lacking. Research, such as I have conducted, will assist academia and local businesses in a comprehensive understanding of ecotourism and the potential environmental, social, and economic benefits afforded to the region. Researchers will not need to travel thousands of miles to witness an effective ecotourism framework, one can be found in the PNW. The approach of this thesis has wide applications. The PNW was the highlighted study area, however the EPP is not defined by a region, but by the enthusiasm of the ecotourism entrepreneur and therefore is applicable to the rest of the world.

Further Research:

Ecotourism, if managed properly, following the EPP and tourist spectrum, entrepreneurial ecotourism brokers can develop a product that provides positive externalities (a benefit that occurs because of the consumption of the product – in this case, ecotourism) that include:

- Improved cultural or heritage awareness in areas where the honorable tourist has ventured to view wildlife or scenery.
- Increased infrastructure in smaller towns or villages by means of improvements to water, sewer, and road systems from potential tax revenues from tourists.
- Increased job opportunities indirectly related to the ecotourism industry, for example additional gas stations, restaurants, or lodging facilities in areas where ecotourism is taking place.

- Lowering the carbon footprint, as the honorable tourist, following his or her personal code of conduct, tends to be more environmentally conscious teaches locals about proper waste, recycling, and composting procedures.
- Lowering of emissions as many ecotourism brokers use hybrid vehicles
- Increased uses of renewable energy sources as ecotourism brokers practice sustainable development ideals.
- Potentially improved public policies associated with regulations in regards to other positive externalities created from ecotourism.

Ecotourism can be viewed as an offset in the tourism industry. If the best practices are followed, ecotourism provides opportunities to create less environmental and societal impact than what is currently occurring. Based on the definition, ecotourism in the PNW will lower negative impacts and negative externalities that are typically associated with tourism. For example, ecotourism tourists currently living in the PNW will have ecotourism opportunities locally as opposed to the massive environmental footprint associated with air travel. Of course, air travel is necessary for international ecotourism tourists, but the offset could be managed through the technologies that ecotourism brokers are using – hybrid vehicles for example.

Negative externalities associated with tourism can be mitigated through proper development of ecotourism. A serious understanding and dedication to the best practices will undoubtedly have a positive impact against negative externalities such as: pollution, Broker-Local-Tourist conflicts, carbon-dioxide emissions, and destruction of nature to name just a few. The best practices identified in this thesis do not claim to completely remove negative externalities, only to lower their impact.

In order for the tourism industry to thrive in the economy, regions should develop reasonable and attainable tourism policies. For the PNW region, only Washington State lacks an agency to oversee the implementation and management of a tourism policy. Therefore I have authored a draft policy memo (Appendix M) to the State of Washington, Department of Commerce discussion my concerns about the tourism industry in Washington State. In my conclusion, I recommend that Washington State develop a market for ecotourism through branding. Branding is the market standard for developing tourism (Brand USA, 2011). This will allow opportunities for partnerships across many local, state, and government institutions: Department of Agriculture, Department of Commerce, Department of Education, Department of Health and Human Services, Department of the Interior, Department of Labor, Department of Transportation, Environmental Protection Agency, and others (Goeldner & Ritchie, 2009). Thus, tourism is a multidisciplinary industry which affects and is affected by the institutions and agencies listed above. Part of the branding effort will need to include TBL metrics for measurement and performance.

Future research directions can be found in the TBL metrics of ecotourism. One possible connection for this is through the non-profit organization Global Reporting Initiative (GRI). Founded in Boston in 1997 and subsequently moving the headquarters to Amsterdam, GRI developed a sustainability reporting framework to measure and report TBL and governance performance (Global Reporting Initiative, 2013b). The reporting framework is based on indicators for each segment of the TBL's – economic, environmental, and social – performance and impact.

According to the GRI reporting principles, the concerns of each main facet, along with selected aspects are as follows (Global Reporting Initiative, 2013a, pp. 48-64):

- Economic – the organization’s impacts on the economic conditions of its stakeholders, and on economic systems at local, national, and global levels:
 - Economic Performance
 - Market Presence
 - Indirect Economic Impacts
 - Procurement Practices

- Environmental – the organization’s impact on living and non-living natural systems, including land, air, water, and ecosystems:
 - Materials
 - Energy
 - Water
 - Biodiversity
 - Emissions
 - Effluents and Waste
 - Products and Services
 - Compliance
 - Transport

- Social – the organization’s impact on the social systems within which it operates:
 - Labor Practices and Decent Work
 - Human Rights
 - Society
 - Product Responsibility

The connection of the GRI reporting framework and the best practices for developing ecotourism requires further research, however, the association of TBL metrics to human dimensions is undeniable. As identified in the introduction to the thesis, human dimensions refer to social attitudes and behaviors toward changes in the environment. Sustainability reports are currently optional and voluntary, however, with a transgression to human dimensions of global change in the marine (and terrestrial) environment, it is possible that reports of this nature will become mandatory to restore and preserve natural resources and ecosystem services associated with growing industries, particularly tourism and more specifically, ecotourism.

This thesis has presented a framework for developing ecotourism. Brokers in all sectors, public, private, and civil society, can forge visionary advances in the field of tourism. Looking forward, ecotourism entrepreneurs can present themselves as leaders in the tourism industry.

Sustainability has become a mainstay for the future of the world. Human dimensions will play a crucial role in the understanding of the interconnectedness between human behavior and the environment, and the ability to create sustainable industries will help the planet to flourish. However, the human perspective on the economy, environmental stewardship, and social awareness must be addressed and consistency must occur. There needs to be a vision for the future of tourism and I believe the EPP is that vision.

There is a South African philosophy known as *Ubuntu* that, simply stated, allows one person for being who they are because of the other people that they meet. Connecting *Ubuntu* into ecotourism is a seamless fit as one of the five aspects of ecotourism defined in this thesis; identifies cultural awareness.

The overall ecotourism experience can change the tourist because of the people. Thinking of the tourist spectrum, the uninformed tourist can slide along the continuum toward the developing tourist and eventually the honorable tourist because of the interactions of the people. *Ubuntu* clearly has human dimensions in the way the philosophy would explain weary and tired travelers. These travelers would be brought in, fed, and sheltered until health is restored – they are who they are because of whom they met.

Ecotourism utilizing the concept of the *Ubuntu* philosophy will reach standards in which “human conduct in touristic systems can be more responsibly influenced and expressed with a concurrent commitment to sustainable tourism development, cross-cultural understandings, and in the fostering of cooperation and personal growth” (Miller M. L., Auyong, Lück, Orams, Myles, & Wilks, 2011).

The field of marine and environmental affairs can be a pioneer in establishing policies, rules, and norms associated with tourism. Recreation, sport, play, and activities that occur in the marine environment are only going to increase as time continues and populations expand. The current census identifies 123 million people living in coastal regions and the population trend sets that number to 134 million people by 2020 (NOAA, 2013b). Marine and environmental affairs can be at the forefront, leaders, in an industry that is only going to grow.

Endnotes

¹ *Ecotopia* is a fictional stable-state ecosystem that includes northern California, Oregon, and Washington. In the book, this region seceded from the U.S.A. to form the stable-state ecosystem, focusing on an earth friendly agenda. The book was first published in 1975, the environmental decade.

² Through my research over the past two years, I have found that many tour operators tend to agree that mass tourism is striving for the TBL. Certain large resorts and corporations claim to be making advancements and will even share some of what they are doing in advertising. Personally, I believe that mass tourism will have to become more sustainable. A couple examples of what I've seen are cruise ships are developing better environmental policies and large Hawaiian resorts are partnering with local tour companies. The quintessential mass tourism concept, Disneyland, has made tremendous strides in TBL protocols: UCLA Institute of the Environment and Sustainability (2011), *Making the Magic More Sustainable at Disney Parks and Resorts*, Retrieved from - <http://www.environment.ucla.edu/article.asp?parentid=12196> on May 28, 2013.

³ The idea of the tourist spectrum was developed with the assistance of colleagues Professor Marc Miller of the University of Washington and Alex Adams of Coastal Tourism Research (CTR). During a meeting discussing CTR's future role in the tourism industry, the three of us agreed that the term 'Ecotourist' had a negative connotation and the tourist who participated in ecotourism deserved a more detailed explanation of who they truly are, thus the tourist spectrum.

⁴ The tourist survey was conducted in collaboration with Coastal Tourism Research LLC, a company in which I am a Managing Partner. Coastal Tourism Research plans on developing the tourist spectrum in greater detail by continuing to study the motivations, behaviors, and attitudes of the honorable tourist. As mentioned in Section 2.6.1, the focus of this thesis is not about the tourist, but rather the best practices for developing ecotourism, and therefore I felt it was important to give the reader an example of a connected study that will only enhance the brokers' ability to identify the ecotourism tourist by utilizing the tourist spectrum. Since the survey is proprietary property of CTR, the survey used to obtain the information will not be presented in this thesis. A glimpse into the results will be displayed however.

⁵ The Cascadia Independence Movement is defined as a grassroots social movement and not a political movement. Cascadia believes that this region is already a nation in the sense that the individuals and communities in this region share similar ideals about the character of this unique region. More can be learned about Cascadia at the web-site www.cascadianow.org

⁶ It is my intention, upon graduation, to become an ecotourism/coastal tourism broker. Therefore, my interests and intentions kept the research rooted mainly in Washington State, more specifically the Olympic Peninsula. However, I believe that while an entrepreneurial business plan can focus solely on the peninsula, the EPP is an adaptive management plan that can extend its reaches into other regions of Cascadia. British Columbia and southwestern Alaska, while part of Cascadia, tend to differ enough geographic and socioeconomic profiles that I felt it was necessary to exclude that portion from this thesis.

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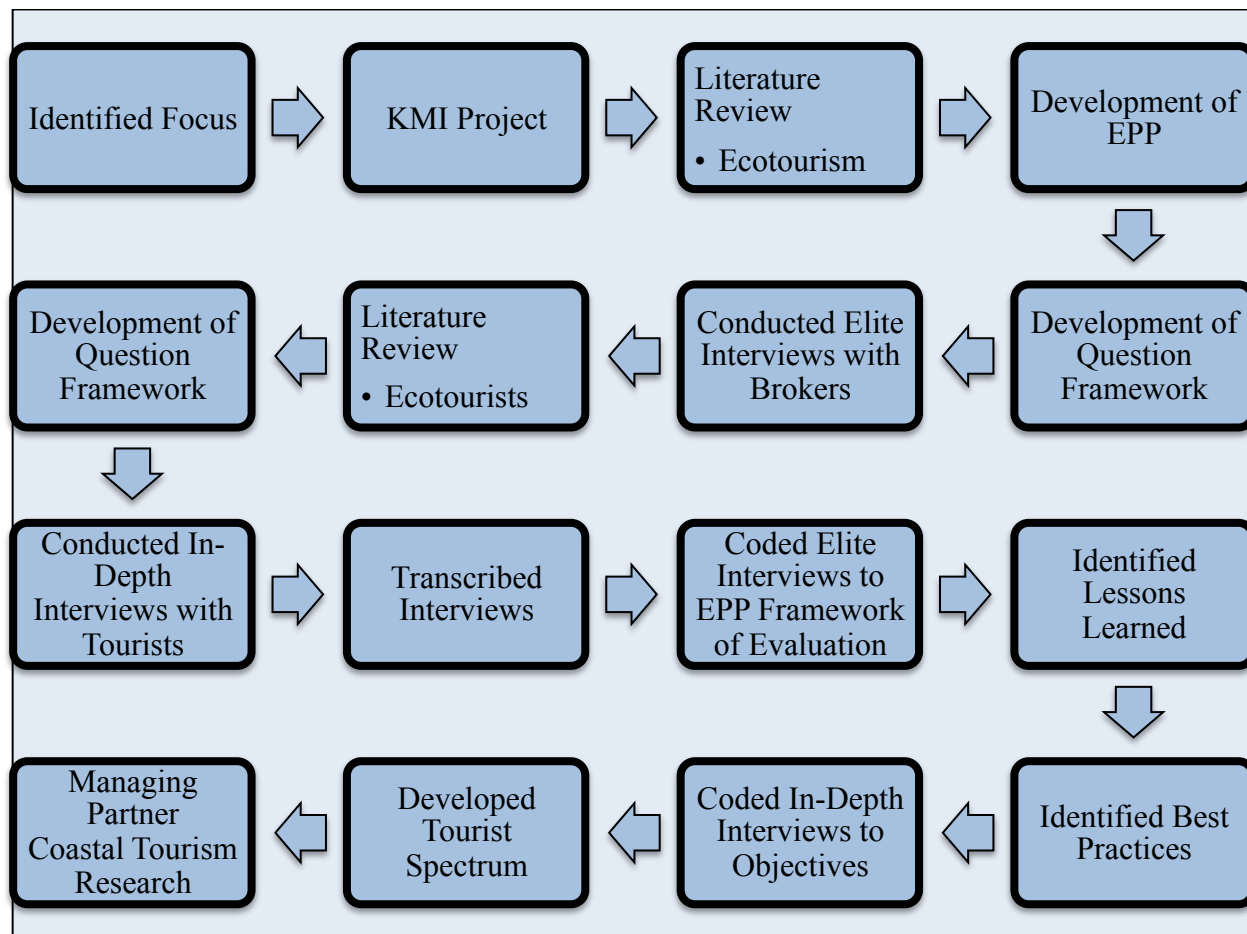
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Appendix A Research Process Graphic



Appendix B Elite Interviewing Methods with Brokers

A key method used was elite interviewing as identified by Dexter (2006). The elite interview is conducted with a key informant who “becomes a kind of member of the research team” (p. 20). However, the key informant is only one of many who contribute to the research, therefore the key informant will only provide his or her own viewpoint and it becomes the responsibility of the investigator to assemble the information to an understandable report.

Interviews were conducted at different times. Typically, all interviews were recorded with notes written in long form and then recordings were transcribed for accuracy.

Company A was not recorded, however all responses were written in long form in a notebook.

Questions were asked as written, unless noted, and in the order they appear in the framework. Occasionally, clarification of a question was needed. In those cases, the question still stands as the basis of the question and therefore the additional words spoken by the interviewer are not recorded.

In cases where additional or follow up questions were asked, those questions are *italicized* to identify words spoken by the interviewer.

In the case of Company B, the questions were adjusted to allow the interviewee the best opportunity to answer the questions with relevancy toward the ‘best practices’ goal; these additional questions are *italicized*.

The transcriptions were edited for ease of reading and understanding. At times, the interviewee would answer a question that had not yet been asked or referred back to a question that had already been discussed; in that case, the answers were moved to the appropriate section.

Quotations are used to identify accurate quotes from the interviewees. When necessary, ellipsis or brackets are used in place of irrelevant or missing words. Non-quoted sentences and words are paraphrases from the notes taken during the interview. Blank answers refer to situations wherein the interviewee had no comment to make, did not understand the question or felt that the question was not applicable to their situation and therefore no response was recorded.

Notes for understanding the situation are written with parentheses to record the thought process of the interviewer.

Information in the Ecotourism Broker Profile and Business Locale/Setting was obtained using the website www.manta.com and www.wikipedia.org, however the correct APA bibliographic format is not used to keep the identity of the broker confidential.

Appendix C Summary of Companies Interviewed

Company A	<ul style="list-style-type: none">• Whale Watching, 27 Years, Private Sector• Olympic Peninsula
Company B	<ul style="list-style-type: none">• County Commissioner, 7 Years, Public Sector• Southwest Pacific coast of Washington State
Company C	<ul style="list-style-type: none">• Ecotourism Sightseeing (Marine and Terrestrial), 40 Years, Private Sector• San Juan Islands
Company D	<ul style="list-style-type: none">• Bird Watching, Canopy Exploration, Ecological Tours, 35 Years, Private Sector• Costa Rica
Company E	<ul style="list-style-type: none">• Recreational Tours, 3 Years, Private Sector• Pacific Northwest
Company F	<ul style="list-style-type: none">• Recreational Tours, 5 Years, Private Sector• Pacific Northwest
Company G	<ul style="list-style-type: none">• Promotes and Fosters Ecotourism, 15 Years, Civil Society Sector - Non-Profit• Japan

Appendix D Transcription of Interview (Company A)

Ecotourism Broker Profile: Company A

Company A has been operating whale-watching tours for 27 years, since 1984. This is a family run business with three generations of knowledge. Company A has 10-19 employees depending on the season. They are mainly a seasonal operation running regular schedules from March 9 through October 31, however they are available for rentals during other times of the year, specifically the holiday season. The Better Business Bureau has given them a rating of B, although they are not accredited with the BBB. They are a private company categorized under Charter of Commercial Boats, Scenic and Sightseeing Transportation, and Tour Operator. They have annual revenue of \$2.5 – 5 million. (Information obtained from Manta)

Business Locale/Setting:

The population of the city where Company A resides was 9,113 at the 2010 census, an increase of 9.3% over the 2000 census. This city is situated at the extreme northeastern end of the Olympic Peninsula, on the north end of a large, semi-protected bay. The city and its surroundings are well treed with large Douglas-fir dominant over many other tree species in the remaining wooded areas. According to the United States Census Bureau, the city has a total area of 9.4 square miles, of which, 7.0 square miles of it is land and 2.5 square miles of it is water. In addition to road links to the south and west, the city is accessible via ferry from the Washington State Ferry system. The climate is moderate with chilly, though not severe, and damp winters and warm, dry summers. It lies in a mountain rain shadow and receives an average of only 18.75 inches annual precipitation. (Information obtained from Wikipedia)

Transcription of Interview:I. Ecotourism PhilosophyI.1. What brought you into this nature based business?

“My husband, Pete, was raised on the water. He grew up on sailboats.” Family used to run a sailboat charter business. “It was a family business.” ... “Then, the movie Free Willy came out and everyone wanted to see the Orcas. Well, it was an easy transition as we were already taking people out on the sea to see nature so we geared the adventures toward whale watching.”

I.2. What is the environmental philosophy behind your business? What does ecotourism mean to you?

“Knowledge. We have whale watching for over 30 years, 10,000 hours on the water. We know whales and their behavior and we watch out for them.” They are our business; we have no intention of harming their environment.

II. Success (TBL)II.1. BG – How did you grow your business?

“We were an adventure package, come see birds, osprey, eagles, sea lions, and marine mammals. We deal with what we are given each day.” We live in a great place – land and water – that even if we don’t see Orcas, the adventure and scenery is still spectacular.

II.2. ES – What are the benefits to the environment?

Whale watching industry is self-regulated. “We have laws and we follow them.” However, there are private individuals that ... do not always do the right thing. “Years ago there were maybe 3 whale watching boats, now there are many ... even Canadians.”

II.3. SA – Due to the success you’ve had, what are some positive impacts to the community? How have you given back?

Small community, we know everybody and everybody knows us. “We live here and shop here. School kids go for ½ price and if they can’t afford it, they go for free. Children deserve the opportunity for enrichment in their lives.”

III. Disappointments (TBL)III.1. BG – Challenges – did you ever try something that did not work out financially?

“No, we feel that we have always been successful at what we do.” We don’t try anything different. “The land and sea are different enough each and every day.”

III.2. ES – Did you try something that did not benefit the environment as you had expected?

No, we are very careful to care for the environment, it is our livelihood.

III.3. SA – Describe something that did not benefit the community as you had expected?

“No, like I said, we know everyone and are very careful in doing the right thing.”

IV. Design/Technology

IV.1. Describe some technological changes you’ve made or plan on making in the future to enhance your business?

The only thing we have done, besides moving along with social media and websites, is buy one additional boat. We had a competitor for a few years about 10 years ago and we both realized that Port Townsend was too small to keep two separate whale watching tours in business. The other guy already had other successful business, he wasn’t the Captain of the ship, so we asked if we could buy his boat, he said yes and now we have two boats. “We have never upgraded our ships; just keep them in fine working order.” We do advertise on the Internet with our website, but otherwise it is word of mouth and good relationships with 3rd party tour group organizers.

V. Stakeholder Dynamics

V.1. B-B (Internal) – What you have learned about recruiting and keeping staff and employees?

“Never ran an ad for help.” We are mostly, family, family friends, friends of family friends. We meet them and say, ‘Hey, what are you doing next summer, want to work on the boat?’ You never had a bad day working on a boat, it is fun and the people love it. “We have never had to fire anyone.”

V.2. B-B (External) – What is it like, what have you learned, how have you gained experience working with ...

V.2.a. Competitors (Private)

“I mentioned the guy we bought out. That is all.”

V.2.b. Government Agencies (Public)

“No, we do things well and legally.” No run-ins with any public agency. “We follow the law and nobody bothers us.”

V.2.c. Environmental Groups (NGO’s)

One group (not sure of the name – west side of Seattle – possibly Friends of Orcas), they believe Orcas and other marine mammals can be seen from the shore and not boats. I can understand their issue; so many tour boats have invaded their water views over the years. Sometimes 100 boats will go by their homes in a day. I can see the problem; we are not doing anything wrong. “We follow the Whale Laws, stay our proper distance away, find hidden areas where other boats are not, cut the engines if a whale surfaces or swims near us. Like I said, these whales are our livelihood, we want to keep them safe.”

VI. Ecotourism Insights and Advice

VI.1. Looking forward – insights and advice you would give to someone entering the ecotourism industry?

We work with a lot of ecotourism groups. They usually book their tours through 3rd party travel organizations. “We pride ourselves on being environmentally friendly so we can continue encouraging groups like that to work with us.”

Appendix E Transcription of Interview (Company B)

Ecotourism Broker Profile: Company B

This is not a company, but rather an individual who held an elected political position as County Commissioner. One of the County Commissioner's primary duties is to levy taxes to operate the county and to adopt a balanced budget for each calendar year. The Commissioners fix the budget amount for each department of the county, but variances and increases can be permitted during the year if a need can be shown. When this broker was a Commissioner, his focus and goal was tourism, specifically educating local business owners and other elected officials about the importance of ecotourism. (Information obtained through personal communication with Company B)

Business Locale/Setting:

This locale is an estuarine bay located north of the mouth of a river, on the southwest Pacific coast of Washington State. It is a ria, (a coastal inlet formed by the partial submergence of an unglaciated river valley) which formed at the end of the last ice age. The bay is 17 miles long and 12 miles wide. A pair of low peninsulas separates it from the Pacific Ocean, except for an opening about two miles wide. (Information obtained from Wikipedia)

Transcription of Interview:I. Ecotourism Philosophy

- I.1. What brought you into this nature based business? *Why, as County Commissioner, are you involved in ecotourism?*

“The County Commissioner is like the CEO of the county”, three CC’s and 400 employees. “I got involved in the tourism portion ... because it was part of the business, anything I could do from a county level to help stimulate bringing people to here.”

- I.2. What is the environmental philosophy behind your business? What does ecotourism mean to you? *Pertain this question to you, not the Commissioner*

“I work with a group called Wild Olympics. We’re looking at conserving wilderness.”... “We’re working on administratively protected areas in the National Forest that are headwaters and rivers, impact water ways that haven’t been destroyed by [developers].” Turn developed areas into wilderness and create scenic parts. “The future is water; that is what it’s all about.”

II. Success (TBL)

- II.1. BG – How did you grow your business? *How does the county find success through tourism?*

“... County has an actual tourism department, and we have a budget” [in the thousands of dollars] that came in from hotel motel [money].” The County has a hotel/motel pact; the County installs several billboards up and down the coast and in some touristy areas. If you’re a coastal community ... the community will keep the full five percent hotel/motel tourism tax. If you’re not a full coastal community ... the community will keep three percent, the two percent goes to the county and the county uses those tax dollars for infrastructure improvements. “The communities utilize their portion of the tax to bring more people in.”

- II.2. ES – What are the benefits to the environment? *How are businesses environmental stewards?*

“Fish [have a great] impact on the watersheds.” Additionally, “people come to see [the] big trees, wildlife and scenic [areas]. We need to be conscious to our environment. People involved in tourism ... pay attention to [the environment].”

- II.3. SA – Due to the success you’ve had, what are some positive impacts to the community? How have you given back? *How does the County do this?*

Proper development and infrastructure. “There’s tons of developing housing. [The county was awarded] three and a half million dollars to double the size of their water treatment facility ... nine hundred [more] connections to the sewer plant, which means more housing developments, which means more people coming [to the area]. There’s going to be another shop... that’s more

money ... and two to three more people being employed.” ... “Folks that [live along the coast], in trailer parks or cabins ... are very socially conscious. [Their] companies donate back to the community. They donate to the college fund, the events and they are very socially aware. The folks that live and work there are the bread and butter, so they give back to them; they always give some kind of percentage. Generally, the rural have a budget for those kinds of things.”

III. Disappointments (TBL)

III.1. BG – Challenges – did you ever try something that did not work out financially?

The recession and local economy does not always work in our favor. “Fishing is critical to [businesses here]. [The nearest place] to get gas [for boats] is Forks [further north].” We need to keep the recreational fishermen here, “more fish, [and] more tourism dollars and [then] cycle it through the community.”

III.2. ES – Did you try something that did not benefit the environment as you had expected?

“[The] contrast [to success], is the logging community, which simply thinks ‘the more trees I cut, the more money I make.’ ... We have problems with getting fiber from the mill because they are basically exporting all of their logs to China because China pays top dollar for logs; they want logs. Which means ... the mills locally have to pay more money and it’s taking a toll on the communities.”

III.3. SA – Describe something that did not benefit the community as you had expected?

Locals that don’t develop or improve the infrastructure. “Without sewer and water, without the infrastructure... [owners can get] very frustrated.” An example is a guy who owns a tavern. “He got what he thought was going to be some kind of expanding business, and hopefully his retirement, [but it] has become some kind of day to day drag. Part of the problem is that what you have ... [are] locals that have lived there forever, and no offense to them, but there are more sophisticated people in the world. Because there is no development, because there is no opportunity with investment and money, there is not going to be any improvement.”

IV. Design/Technology

IV.1. Describe some technological changes you’ve made or plan on making in the future to enhance your business? *What does the county do to improve the region for tourism?*

“The big issue ... is water, sewer water. Without water ... [or usable] septic or holding tanks,” investment in the county will not occur therefore infrastructure to address this issue is important.

V. Stakeholder Dynamics

V.1. B-B (Internal) – What you have learned about recruiting and keeping staff and employees? (This question was not relevant, but he made suggestions.)

“I’m creating a business and I have to employ people... 25-50 employees. What are the amenities that we have [for the employees]? [Show them] the great natural environment.”

V.2. B-B (External) – What is it like, what have you learned, how have you gained experience working with ...

(The broker was unsure of how to treat this question. It is my opinion that as a commissioner, he was a broker and dealt with these individuals all the time. He viewed them as potential tax dollars for the community, so he wanted to keep them all happy. His main point was to advertise. Follow the economy and know where to advertise. In a down market, stick close to home, people from the city are more likely to spend a couple of days here rather than Disney. Focus on the ‘staycation’.)

V.2.a. Competitors (Private)

“There’s no waterfront development and there is no marina [in some coastal communities].”

V.2.b. Government Agencies (Public)

Infrastructure of the roads. Logging trucks use the same roads as the tourists; “the State Department of Transportation [is not] efficient. They give no thought as to what effect the traffic will have on communities.”

V.2.c. Environmental Groups (NGO’s)

VI. Ecotourism Insights and Advice

VI.1. Looking forward – insights and advice you would give to someone entering the ecotourism industry?

“Infrastructure is the key to everything and water is the main infrastructure component. You [need to] have fresh water.” You need to have a water treatment facility. “[Talk] to the Chamber of Commerce ... city government and visitors offices. [Find] demographics. Look at roads and highways. What are the traffic patterns? [If] I do river tours ... a 24-seater with a heavy motor, where [are] the docks ... ? Where [can] I launch? Where [do] I store it? Where are people going to stay? [You can have] a handful of smaller hotels that are cute and quaint, but generally you go to the beach and there’s the Best Western and the Holiday Inn.” (Example about working on the hatcheries) “We have about 40 fishing boats out ... we used to have a hundred. We ... work on just native fish and hatchery production and it’s indirectly related to the tourism industry. The charter boat ... because people want to catch fish, they are not going to catch native fish they are going to catch hatchery fish. Cutting back on the hatchery fish is detrimental to the very thing

that drives the economy of these coastal communities, because you are tied to the water, you're tied to the ocean - no fish, no tourism.”

Appendix F Transcription of Interview (Company C)

Ecotourism Broker Profile: Company C

This broker has been in business since 1994, although the owner has been in the ecotourism industry for over 40 years. This company employs 10 to 19 Captains, crew and naturalists during the season. The season runs from early April to mid October. This company has earned an A+ rating from BBB although they are not accredited by the BBB. They are listed under Scenic and Sightseeing Transportation and Whale Watching. The annual revenue is estimated at \$1 to 2.5 million (Information obtained from Manta and Company C's web-site)

Business Locale/Setting:

The locale is an archipelago island system in the northwest corner of the contiguous United States. In the archipelago, six islands are accessible by passenger ferry. Today, these islands are an important tourist destination, with sea kayaking and Orca whale watching by boat or air tours, two of the primary attractions. There are 172 islands in the archipelago, some little more than rocks, and over 300 miles (480 km) of shoreline. The majority of the islands are quite hilly with some flat areas and valleys, often quite fertile, in between. The coastlines are a mix of sandy and rocky beaches, shallow and deep harbors, and placid and reef-studded bays. Gnarled, ochre-colored madrona trees grace much of the shorelines while evergreen fir and pine forests cover large inland areas. This region is in a rain shadow and therefore receives very little rainfall. Summer time high temperatures are around 70 °F (21 °C) while average wintertime lows are in the high thirties and low forties. (Information obtained from Wikipedia)

Transcription of Interview:I. Ecotourism PhilosophyI.1. What brought you into this nature based business?

“I was actually one of the pioneers in Alaska of... well there wasn't the term ecotourism at that time; it was adventure travel. There were also natural history safaris, what I started in Denali National Park. We also did white water rafting in the river; I was the first person to set that up. I also set up Prince William Sound motor vessels to do natural history safaris and we also did sport fishing later out of Cordoba. So as you probably saw, I'm an ecotourism consultant, and I help people do ecotourism consulting here in the Pacific Northwest and in Alaska. But I did this ecotourism consulting... there were a number of us... and we just got tired of working for the government so we all went out and tried to start our own businesses. Some of them were successful, and some of them had to go back and work for the government. But in my case I was able to... well in the first year we did rafting and no one came, and in the second year a few came, and it took a few years. My friend and partner is operating a company called ... so I still help him and I'm still part owner in the sport fishing part of that, so I've been able to pretty much have my entire career after leaving Alaska and running the parks and the youth conservation program there, since 1977, I've had some kind of full time ecotourism component to my life.”

I.2. What is the environmental philosophy behind your business? What does ecotourism mean to you?

“Well, if you go to our website, there's a couple of philosophical bits on ecotourism, it was from the UN conference on ecotourism, and that was, what, ten years ago? But the whole idea is to marry an altruistic goal with an economic model, and to be able to... not educate, but make a model out of an entrepreneurial venture out of a non-consumptive model. I've been able to go through, in the lifetime that I've had in the field... when I started they had labeled everything resembling ecotourism consumptive, and even the honey was consumptive, and it started evolving into people viewing, and we had Audubon and a couple others but that was a pretty small group, and so it evolved into a natural history viewing and rafting and adventure travel and that type of thing. So, it was slow to start but a paradigm switch actually occurred where a lot more people wanted to see wildlife instead of kill it. If you remember the problems in fish and wildlife and fish and game, they're whole money stream came from licenses... and that money was set aside for conservation issues reserved for game species. So, over the years, it's evolved and... we've always had an emphasis on non-game species and we've always tried to find a funding source for that but most non-game species, well its hard to get the folks in the government to fund those sorts of things, there's just not the money out there.”

II. Success (TBL)II.1. BG – How did you grow your business?II.2. ES – What are the benefits to the environment?

“Well, there’s an irony to this. I’ve had to deal with state federal governments and mainly federal governments, and park service in particular, and when we started taking people into the parks and doing natural history safaris and I had chuck wagons and ... and whatever, there was this kind of jealousy that developed because we were “making profit.” Well, most people don’t know the difference between that and gross [profit] so... well and most people didn’t realize how much risk we were at trying to make a living, it was just hand to mouth. And, well, there was always a kind of reluctance, and all of this was starting to change as what was happening throughout the country, was that there isn’t the money that there used to be, because of the condition of the economy, so all of the sudden now, they see that we might be their only hope and they’re bringing in high demographic people and these people are understanding the value of parks, and if we don’t gain a partnership in ecotourism with folks, we’re not going to have any money for the parks. Because there’s less people going to the parks and more people staying at home and playing video games and so I see it changing. And the whole idea is to try and make it clear how important these wild areas are and how important these wildlife resources are and just because we were out there making money sometimes we were vilified. We were these evil capitalists coming into their parks and making money, but I see that changing now. But it’s something we had to evolve through and there’s still... you know park services issues... I worked at the Grand Canyon, on lobbying issues with the Grand Canyon and I’ve floated it a few times and there’s a side that says, you know, ‘oh God their ruining it by floating through the Grand Canyon’, type thing. And the essence is that it’s those million people that have done that that are more likely to protect those resources for all of us.”

II.3. SA – Due to the success you’ve had, what are some positive impacts to the community? How have you given back?

“Well, the first thing is that you learn down there in college is that the only place money comes from is private industry. And it doesn’t come from government. So the only way we can give back is if we make a profit. And we have always supported conservation groups, but also the parks wherever we’re working. We’ve always given money, and we still do, but you know I started with three kayaks up here ... and I came up with about \$1000. Today we have 30 employees - that’s what we give back. And all of those employees were with biology degrees, and I try to instill in them values of natural resources and how important the free enterprise is and how money is generated. And unless they generate the money there’s not going to be any tax revenue, which as you can see right now, I’ve got 100 applications for a \$12 an hour job, some with a masters and doctorates. People want to be a whale-watch naturalist on a boat because nobody’s getting the jobs in government anymore and the free enterprise system hasn’t been able to create extra. And so the result is that all these biologists are hurting for jobs. If you look at my resume, I’ve had the best life in the world! I just should write a book, everybody should read that book. But the thing about it, in my opinion, is what my mission has been; I put smiles on people’s faces and talk to them about the environment. That’s not rocket science. And they pay me well and we keep them safe, and I have the opportunity to help a lot of young people. I mean thousands of young people- I’ve got people from all over the world that have worked for me, and people from Washington DC... you know in the operation in Alaska, that operation is about 78 people and people who have worked every summer. But here I’ve kind of cut back and I do whale-watching from ... and I’ve started to retire and start my new company ... it gives me an excuse to go around and talk with operators, and do some consulting. It basically is just an excuse to have fun.”

III. Disappointments (TBL)III.1. BG – Challenges – did you ever try something that did not work out financially?

“Oh yeah! I’ve screwed up many times. I do at least a target market every year of some sort and most of the time they don’t work. But if you notice, one of the things I’m doing now, its called whale planning... When I first came up with it I was told ‘you know, that’s really stupid’, but I really went at it and now I’m the largest wholesaler for (small airline company). We fly about a thousand people up here every year. But it would not have been unusual for me to invest so much time and money into that and it not work. You know, I’m trying something new this year. I’m trying a destination marketing piece that’s \$75,000, and we’re just doing the distribution, so there’s some significant costs, and to see if we can encourage people to come up and stay on the island and enjoy ... as well as, you know it’s a very subtle sale piece, as ‘hopefully you’ll be able to have time to go out on the water with us. Please stop by at the office’, sort of thing. And then we do direct sale pieces, and we do a lot of work on the Internet. But most businesses manage about half of that, but we’re I don’t like to lose, I’m very competitive, I enjoy it. If someone’s trying to get ahead of me I’ll just get up earlier. I’ll get up at 4 in the morning and work till midnight if I have to, even at my age now because that’s what it takes to be in business, and if you enjoy what you’re doing, you’re just so motivated anyways. It’s crazy. I still feel the same way about that, and I just love it.”

III.2. ES – Did you try something that did not benefit the environment as you had expected?

“The worst one perhaps of my entire life is the idea that anyone would think that I would harm an animal, and the idea that whale-watch boats have some negative effect on the Orcas. Because there’s been a tremendous amount of agenda science where people have funding to find a specific finding, and people have ‘pure refute signs’, it’s a one-line sign... and we have to deal with that all the time. What’s really sad is that the Orcas are the ones who have really suffered. When you’re spending ten years time on boat issues when everyone knows that... well there’s 10% of the biomass now in the water just in the last century. Orca eat primarily wild salmon called Chinook, and Chinook- they’re an endangered species, so its about the prey. But yet there’s an agenda science and a whole group of people that came in and tried to just divert the issue to the prey issue to anything good, and we had studies with no control and that’s the bases premise for best practices and best science is you’ve got to have a control, and when you use that off of you premise with no control... ha-ha... they’re doing a hormone study now, saying ‘oh the whales have got increased hormones, and I wonder if it’s the boats, or what it is’. Well nobody knows, I mean these animals started interacting with boats about 1910, and they were shooting them and seal bombing them up to about thirty years ago. And then once they stopped that, the Orcas are so gregarious and they’re smarter than most of us, so as soon as they stopped shooting them and stopped seal bombing them, or course they feel very interactive and want to be friendly. And now if they interact with us, we are all of the sudden killing them. It’s so ridiculous. The thing is, is that there’s over three hundred million of us, there’s probably going to be over six or seven million people in Puget Sound, all flushing their toilets and putting their chemicals and everything in. and its not going to get any better. The thing is, is that we got to restore habitat in these streams so that we can get those runs of Chinook back. There’s ten percent of what there used to be of these animals. I just went up north, there’s a two hundred and

sixty five up there... we've got to triple, quadruple our number of Chinook. I don't see how the carrying capacity is going to go up in my lifetime, that's for sure."

III.3. SA – Describe something that did not benefit the community as you had expected?

"You know, the largest salmon caught around here was a one hundred and ten pound fish. But that subspecies of course, as soon as you do that their gone. Hopefully they can find a god compatible Chinook and we'll be able to replace them, but again, we're talking millions of those pounds of fish that are no longer here! You know, the Columbia produced the largest amount of fish probably in the world, but that's diminished, and our Orca feed on them in the winter, and they need that. Nobody knows where that group is going in the winter, but obviously they can't feed here. And all those California rivers down to Sacramento, every river except the Frasier up north, just doesn't have the resource. Think about what we used to have. It's a huge challenge with three hundred and some of us here to bring it back to the area to where it was at the turn of the last century."

IV. Design/Technology

IV.1. Describe some technological changes you've made or plan on making in the future to enhance your business?

"You'll get a kick out of this. I built a boat about five years ago - it's a Northwest boat. I put a plane engine in it so I can take about 40 people out whale watching and its with a single engine and its only about 10 gallons an hour. Some of my competitors were talking about biofuel and all this crap, and of course nobody cares about the idea that it's all subsidized and that it takes more energy to create biofuel than it actually produces. But the way I mitigated impact was to use a single engine with a very efficient haul. We put money into particular soundproofing, and because of our best practices we get closer to the whales. When you hit seven knots the whales can't hear you, and we can get up to the animals. We usually get about a hundred yards to, and then we shut the engine off, and we don't start it back up until the animal is a quarter of a mile away. We have our own types of best practices we've developed. I have this feeling in philosophy that best practices are a way to still protect the resources and also create sustainable tourism; but the catch 22 is that best practices are vilified by extremist groups. And then the scientists who are giving you good advice are even vilified- so it's never easy. But certainly we are going to educated people. You've got the go out and show then the animals, and show them the natural resources. They can see it on the discovery channel, but it's not the same."

V. Stakeholder Dynamics

V.1. B-B (Internal) – What you have learned about recruiting and keeping staff and employees?

"We get a lot of employees who consider these the best summers of their lives because they are watching whales and then they're getting paid and they're getting tips and they're getting together at night, going down the beach and drinking wine and laughing about the day and

coming back the next day to do it again. It's the best summertime in their life- they don't have kids, they don't have a wife, they don't have all the responsibilities that come later in life. Hundreds of kids tell us... I mean I call them my kids because I don't have kids, so they are... but they tell us this is the best time of their life. I mean, how can you beat that? Going out on a boat and watching whales and being with people of your own age and who are interested in the same things. You know, most of these kids are running and physically active too- bicycling or whatever, and it's just wonderful to be around them. We're seeing kids getting out of college though, that don't even understand how a business is run or the value of our free enterprise system. They've just spent too much time slowing down on texting and ... you know I go through a pretty exhaustive process of hiring and I've made sure that these kids are good. First of all, you have to agree to be drug tested, which eliminates a lot of my problems because its US Coast Guard regulation. And then it goes on, and they're the silliest things but every year we have to go on and add something because people are just people. The urban situation is even more out of control because if someone is just coming out of the urban situation and that's what they're used to, they're way behind the curve, you know what I'm saying?"

V.2. B-B (External) – What is it like, what have you learned, how have you gained experience working with ...

V.2.a. Competitors (Private)

V.2.b. Government Agencies (Public)

V.2.c. Environmental Groups (NGO's)

“The NGO's, again, the irony of the NGO is that the NGO is ... I try to make it clear that we as business people, we want to give back, but we have to create profit. The ultimate use of profit is nonprofit- whether you give it to your environmental groups or if you give it to your church. But if you don't have profit... that's what's happening now, and people are forced to lay off half of their staff. Most NGOs feel so empowered by their mission, and they feel like everybody should give to their mission and give them their money. But the irony is if you don't have the money, you just can't give it.”

VI. Ecotourism Insights and Advice

VI.1. Looking forward – insights and advice you would give to someone entering the ecotourism industry?

“I don't have any kids. My kids are my kids that I hire. You should have seen what I had to do. I was just tenacious- I didn't want to go back to work for the government. I just think that you've got to... you might have to start off as a whale-watch naturalist. I have seen the people drive they want to have all life where they are making the money. You cannot be risk averse. If you are risk averse, go to work for someone else, or go work for the government. And don't for any reason; don't ever think that you are safe. Because as everyone is learning now is that the only thing that's safe is what's between your ears. And you're made to adapt and not freak out when things don't go well, but you can't be risk averse when you are going into any business, but especially this. I think ... you really have to ... I mean ... I love animals. When I go on vacation I look at

animals, and go to look at wildlife. I think you really have got to have that excitement. Because if you're looking for a regular job, I'm sure they're out there. It just isn't going to feel the same as creating your own business, and creating your own life. Being at risk every day really hones you and sharpens you and makes you a more creative person. Thank god we live in this country where we can do it. Something else everybody should know is that it takes at least ten percent of your working life to deal with government issues. If it was less, if it was say 10%, we would all be more creative and have more to give back."

Appendix G Transcription of Interview (Company D)

Ecotourism Broker Profile: Company D

Bird watching, canopy exploration and ecological tours are the specialty of this ecotourism business. The bilingual grass roots naturalist guides help ecotourist discover the wonders of the tropical rain forest, such as leaf cutter ants, the sleepy sloths and the nesting site of the Common Pootoo. On the tours one can experience everything from the rain forest canopy to mangrove swamps or the jungle at night. Their mission is to protect the wildlife, while educating our visitors about its biological wealth. This company has been in business since the mid 1970's, attracts 17,000 tourists a year and is worth over \$850 million dollars in real estate and land. (Information obtained through personal communication with Company D)

Business Locale/Setting:

This National Wildlife Refuge & Lodge is situated on Costa Rica's Southern Pacific Coast. This is a region of distinct natural beauty where forest covered mountains rise up from the dramatic Pacific coastline. The 330 hectares (815 acres) have a fantastic variety of Habitats, from wetlands and secondary rain forests in the lowlands to primary rain forest on the highland coastal ridge. Seven kilometers of walking trails and three kilometers of pristine beach are here to be explored as well as our orchid garden and butterfly garden. (Information obtained from Wikipedia)

Transcription of Interview:I. Ecotourism PhilosophyI.1. What brought you into this nature based business?

“I originally got my masters from Colorado State University and I came here to raise cattle. I never dreamed that it would end up being an ecological tourism project. What happened was, I just fell in love with the rain forest, and little by little I just began to think of [this place] as more of a nature reserve and less and less as a cattle ranch. I had partners who really didn’t care much about what I did because they were just speculating on the land; they were just waiting for the value of the land to go up so that they could sell it at a profit. But absolutely none of it was planned. It wasn’t like we shut down in the 70’s and said ‘hey let’s do an ecological tourism project.’ That wasn’t it at all. Each thing that happened ... there were opportunities, and I made decisions, and this is the way it turned out. But it wasn’t planned; there was never any great vision or anything like that.”

I.2. What is the environmental philosophy behind your business? What does ecotourism mean to you?

“Well, I don’t know if we have an environmental philosophy. I guess you could say that what we do is we protect habitat. We don’t rescue animals. Occasionally people will bring animals to us that are injured, or that are sick or something and they’ll say, ‘well you’re a National Wildlife Refuge, you should rescue these animals.’ Well we don’t do that; we protect the animal’s habitat and we let Mother Nature do it her way. I give a lot of talks to different groups and I noticed recently especially [that] a lot of them my age [and] a lot of people from the United States ... complain about too many deer. The deer are causing all kinds of problems and they ask me if I would be opposed to hunting deer. And I say, ‘Well, [here] we just let nature take care of it.’ We had too many coatis a couple of years ago, and the pumas showed up took care of all the coatis. The one coati they didn’t get, got sick and died. So there’s just a way that Mother Nature takes care of things. So the situation with the deer is different. There’s too many deer because their being protected, and their natural predators have probably been killed off. But we don’t ... we try to live as sustainably [as we can], and we try to manage the refuge as sustainable as possible. We don’t go to extremes; we do what we can to lower our energy consumption and to do things that everybody does to make themselves sustainable. We don’t do anything that makes us more special than anybody else, but we do protect a lot of habitat. We’ve converted about 350 acres of former pasture and farmland into natural habitat, and we protect that habitat, and I guess you could say that has been our philosophy. Also, I guess you could add into that, we try to get as much connectivity as possible. We want to connect with other places that have nature reserves and we want them to connect with us; we want as much connectivity as possible.”

II. Success (TBL)II.1. BG – How did you grow your business?

“In the late 1980s, we started doing a few tours, and this grew very rapidly. The first year we did it, it was just kind of a mistake on day. Some friend of ours came over with some friends of theirs and we all went for a walk in the jungle. When we got back the friend of the friend said, ‘How much do we owe you for the tour?’ and I said ‘Oh no, you don’t owe me anything,’ and she said, ‘No I insist. It was just wonderful,’ and she stuck a couple of \$20 bills in my pocket. I got the idea that maybe we could start doing it more, and I couldn’t think of any better job than to guide people through the rain forest, so I wrote up some rates on a sheet of paper, and in those days we didn’t have computers, so I took it to town and got it photocopied. And there was hardly any tourism around the area at all but there were a couple of restaurants and a cabin and I took the sheets of paper around and I described two different kinds of tours and the people started coming. We got \$300 dollars worth of tours the first year. But the next year, we sold \$300 worth of tours just in January and \$1,500 worth of tours in that year. And the year after that we did \$1,500 worth of tours just in January and we kept a rapid growth rate like that. In 1993 we built some cabins and it just kept growing... last year we had about 17,000 visitors.”

II.2. ES – What are the benefits to the environment?II.3. SA – Due to the success you’ve had, what are some positive impacts to the community? How have you given back?

“When we were a cattle ranch, we had three full time employees. Today we have 36. And almost all of them come from the local communities. Of those 36, I think two of them are from farther away than 15 kilometers from here. We’ve found that the local people make much better employees than people from farther away, even though people from farther away may have more education. The local people are attached to the area ... they have an appreciation for the area and they feel the job ... they think of it as more of a career ... a life career ... where somebody from San Jose, for example, will think of it as just a place to work for a few years. We very much prefer the local people as employees. We have lots of schools come by every year. We have a turtle rescue project, and we bring about a dozen schools every year to see the baby turtles, to release the baby turtles and see them walk into the ocean. Some of the schools come around and we give them a little talk on conservation and we take them on a little walk. The guides explain to them conservation and we take them on a little tour and we try to show them why conservation is so important. One of our guides came up with this idea; he shows them this very impressive tree and he says now if I cut this tree down it’s worth so much money, but I only get to sell it once. Now, last year there were 17,000 people who came here and saw these trees. And so last year we sold it 17,000 times, and so it’s worth a lot more standing here than it would be cut down and cut up into boards. That’s the type of thing we try to tell them. By creating the business that we have, we create a lot of business for other people, for other local people. For example, a taxi driver the other day told me that he ... that everybody that rode in his taxi wanted to see birds and animals. And he said we really need to protect the birds and the animals because if we lose it we’re going to lose our way of living. And the ironic thing is that this taxi cab driver was the son of a poacher, who we’ve had lots of problems with [here]. But just in one generation he totally changed. That’s kind of the way we give back to the community mostly, by generating

employment. We do donate to schools ... some schools will ask us for help with projects and we never say no to them. But other than that we don't do anything special."

III. Disappointments (TBL)

III.1. BG – Challenges – did you ever try something that did not work out financially?

"Not any big things, no. But ... we offer a tour called the Pre-Columbian Rain Forest, and we thought it would be really popular and it hasn't been, so we're probably going to remove it from our list of tours. So, little things like that, but nothing major. No."

III.2. ES – Did you try something that did not benefit the environment as you had expected?

"I can't think of anything, no."

III.3. SA – Describe something that did not benefit the community as you had expected?

IV. Design/Technology

IV.1. Describe some technological changes you've made or plan on making in the future to enhance your business?

"I can't name anything specifically. We're looking into things like looking [at] PVC platforms for zip lines instead of wood. The thing is, we grow our own wood. We planted trees in 1985 in plantations and now all of the wood we use comes from those plantations. So it's very inexpensive for us to use wood, and these PVC platforms would last for a long time, but they're extremely expensive. They're much more expensive, and so we are considering it. We are looking into lots of different things, but nothing major. No. We already have solar hot water. We might consider solar electric someday, but at this time it wouldn't be cost-effective for us. So I really can't name anything in particular."

V. Stakeholder Dynamics

V.1. B-B (Internal) – What you have learned about recruiting and keeping staff and employees?

"The main thing was that we try to keep the staff as local as possible. We find that the local staff is much longer term than people that come from farther away, even if they're a little better educated, which I already mentioned. Some of our staff has left and I know one of our guides left last year and he wanted to own his own van and go to transport tourists. He's still very friendly with us and we do a lot of business with him. But when they have left, it's usually because they want to go into business for himself or herself or something like that. But the main thing is to just pay them a reasonable salary. Overpaying them is not a good idea. If you overpay one, well then

everybody wants to be overpaid. The ... labor law [here] is a very fair law. And we abide by the ... Labor Law. That's our guidelines right there. Treating them fairly and keeping them as local as possible has been our philosophy and it's working quite well."

V.2. B-B (External) – What is it like, what have you learned, how have you gained experience working with ...

V.2.a. Competitors (Private)

"We have a big advantage, and that's that we have the wildlife refuge. So as far as hotels are concerned, we don't really have any competitors because nobody else has a hotel that is on a wildlife refuge. So that's our big selling point. Our website doesn't advertise a hotel. It advertises a wildlife refuge. And then it says 'oh by the way if you want to stay, we have a hotel too.' But we sell the wildlife refuge, we don't sell the hotel. We were worried a couple of years ago because a new zip line started up in the area, and we were the only one at the time and we thought that the new one might take away a lot of our customers. The thing is, there are about 200 zip lines in Costa Rica, and about 199 of them are adrenaline tours. Ours isn't. And there's a lot of people out there who would like to zip line but don't want the adrenaline, they would just like to have fun. And so we try to sell our zip line tours to families, to older people, and to people who just are not out to be scared to death, they just want see ... it's a ecological tour ... there's a 45 minute ecological hike with it and the guides bring their scopes and they're telling people about the rain forest and they're not extremely long or extremely fast, but they're fun, and that's just what the people who come here want. That has worked real well."

V.2.b. Government Agencies (Public)

"We abide by all the laws. Other than that we don't really trust government agencies very much. We've found that anything that's the tourist borough is involved in is probably going to go bad, and so we just stay away from the tourist borough other than what we are required to do, but no more. We try to avoid government agencies."

V.2.c. Environmental Groups (NGO's)

"We have a very close relationship with an environmentalist group call the Amigas de la Natralesa, who runs a nature group called Asana. We work very closely with Asana; we donate money to them, especially to the turtle project, but to other things too. We cooperate with a lot of other NGO. The local water associated and development association ... I've been on the boards. I've been on the boards for everything from schools to health associations, to development committees over the years. We've found that we can get ... a lot of this could even fit under the question about community cooperation because a lot of these are communal organizations. But with the environmental organizations, Asana would be the main one. We're friendly with others but really support Asana financially."

VI. Ecotourism Insights and AdviceVI.1. Looking forward – insights and advice you would give to someone entering the ecotourism industry?

“I think that [my company] has been successful. I think that probably the most important thing in people acceptance of it is our sincerity. I've been very fortunate in that I've had partners who didn't need to make a profit, and were not constantly pressing and pushing to make more money. We are a profitable organization, but for many years we weren't. I think we turned the corner in 2004, and we've been profitable since that time. The economic crisis has hit us pretty hard, but we're very sincere. We've always put conservation before profit. This is what people tell us. They say 'your guides are so sincere and they're so totally dedicated to the cause' and so on, and these are things that they don't find in other places that they go to that are more profitable places. This is what our guests tell us, and I think that this is one of the best things that we have. It's a hard thing to tell people, but people do go into this business to make money. And we like to make money, but we'd like to be making money a hundred years from now too, and not just this year or next year. We're in it for the long term. If we wanted to put [this company] on the market right now, with no strings attached, it would probably be worth somewhere between 20 and 30 million dollars. It's 800 [square] kilometers, its got 300 kilometers of beachfront and 300 kilometers of highway going through the middle of it. That doesn't tempt me, because if I ever sold my share of it and my partner shared his ... if we ever sold it to some big hotel or some big developer or something like that and they destroyed it, I couldn't face anybody that I know. I'd have to get all new friends and move away and I'm too old to do that. I'd rather live here and face people ... 50 years from now when my great-great grandchildren come driving by here I want them to be able to say 'my great-great-grandfather was the founder of that.' I would rather them say that than say 'you know I think somebody in the family used to own some land around here,' while they're looking out at shopping centers and condominiums and things like that. That's kind of where I'm at right now anyways.”

Appendix H Transcription of Interview (Company E)

Ecotourism Broker Profile: Company E

Company E has been operating recreational tours for 3 years. This is a private company developed by one person's outdoor passions. Company E has 2 – 4 employees depending on the season. Company E offers a variety of tours year-round that include rock climbing, mountaineering, winter activities, yoga & backpacking, and adventure travel overseas. They are a private company categorized under Sports and Recreational Camps and Recreational Instruction. They have annual revenue of \$100,000. (Information obtained from Manta and Company E's web-site)

Business Locale/Setting:

The population of the city where Company E resides was 3,500,026 at the 2010 census. This city is only the location of the home office and therefore the locale/setting is irrelevant to the business itself. The business offers tours in a variety of locales that include the Cascade Mountain Range, Olympic Mountain Range, Olympic Peninsula, Eastern Washington, Oregon, Nevada, Utah, California, British Columbia, Nepal, Africa, India, Taiwan, Thailand, and Mexico. Each locale is unique and individual compared to the next, therefore a detailed account of each locale is not warranted for Company E. (Information obtained from Wikipedia)

Transcription of Interview:

(This interviewee works for both Company E & Company F. Since I had established a meeting to interview Company F, I asked this interviewee to answer the questions in regards to Company E. The interviewee's response is as follows.)

I. Ecotourism PhilosophyI.1. What brought you into this nature based business?

“Hmmm, one thing that brought me to it was that I'm a person who couldn't really settle down on one thing in college. I had a hard time picking a major, so I ended up being an English major because I found that trying to learn to express myself better about all the things I was interested in was the way to go. Ecotourism and naturalist guiding, and just guiding in general, in the outdoors is something that drives me because its something that I can work with people on being mission based on things that I care about, people and the environment, and helping people to establish real connections using all the different things that I'm interested in and that I study, from ethno-botany to how to keep a good camp craft set up going to whatever it might be that a person is interested in.”

I.2. What is the environmental philosophy behind your business? What does ecotourism mean to you?

“I think it means not only helping people to connect with a place but to do so in a meaningful way. I fall back to this a lot when people in the field, clients, ask me that. There's a philosophy that John Muir had about just taking people out and showing them wild places and letting the rest fall into place; that I don't have to be politically charged when I'm working with people, I don't have to do any of that I just let the natural world speak for itself. That was how the Sierra Club started ... was on their outings, was how to get people out of the city and into natural places and that their recycling, their voting, their composting, everything else is affected by that experience so that's a big part of what drives me to work with people in the outdoors.”

II. Success (TBL)II.1. BG – How did you grow your business?

“I think one thing is exposure, there's more demand out there and people are looking to find ways to get outdoors. This isn't the 1950's or 60's anymore where land use was like 'hey bring your family out on vacation' and then mom and dad and the kids go out in the car and they're car camping all around the US... it's just not how many people travel anymore. And so, a lot of folks are looking for a guide to both really add value to the time that they spend so they don't have to go looking for all the really cool little niches, but have somebody to show them who already knows it. As well as helping them to feel comfortable in a land that's unfamiliar, that unfortunately maybe they're not really familiar with at all. That they've had less and less exposure to as we become more detached from the natural world in our day to day lives. So with both of these businesses I see them growing in scope and sort of being out there and letting

people find us because we believe in what we're doing and know that there's a market. In terms of other aspects of growth, working outside this region is something that's always in question for both of these companies. This region is a great place to start for anything from rock climbing to day touring or whatever. A lot of people come here for tourism or come here for some kind of eco-consciousness, they want to touch something outside of their ... and so they're bringing that ethic out further where it may or may not be established is one aspect of growth for here. I think improving the quality of experience as our budgets grow and by doing more volume of the projects that we're doing; for example, the best biodiesel that we can run in our vehicles now is 20% and we want to be at B100 but we don't have that available to us right now so improving the quality of what we're doing from that aspect, is part of the plan for growth."

II.2. ES – What are the benefits to the environment?

"Education and advocacy are the biggest things that we do that are yielding a positive impact. I see that with all sorts of folks; sometimes I've had a couple clients, many actually that come from areas of the Midwest, where even recycling is like 'wow the lefty neighbors over here' but, I have seen that impact on them here just from showing them this place and being like this is what's normalized here, this is what people do here. To answer the question generally, to have a positive impact on the environment... low impact practice, leave no trace practice, is a big part of what both of these companies need to do and it's a big part of what separates the professionals from the amateurs in this realm; that we're being very careful to keep positive relationships with the land managers, interfacing with them directly. Being very careful to not have groups larger than 12 anywhere that we go in a sensitive environment, and working with the land management agencies to say how can we not only reduce our impact, but leave a positive wake behind ourselves. Whether that means doing service projects and things with our staff, which we do outside of our guiding time or within our guiding time, in a way that we can work to be in the places that we want to be in."

II.3. SA – Due to the success you've had, what are some positive impacts to the community? How have you given back?

"One thing that's really great about [Company E's] year round business is that we're seeing a shift that we're having a lot more winter season trips that we run and historically, in the earlier years with this company, it was just like the big summer boom and then ok, what do we do with the other seasons, right? And one of the things that's really driving our winter business is locals, we don't see many locals on our day tours during the summer, in the winter we do and I think its because a lot of people look to us as a way to say 'how do I ease into something that seems absolutely terrifying?' ... [for example] snowshoeing, even just going day snowshoe touring. For some folks it's like I don't even want to do that because it's too low intensity, it's not even getting me going, with other people it's like a gripping experience. And so that's one cultural place that we're having an impact because lots of people are able to get out and realize that in this area, as I'm sure you know, if you're only going out on sunny days you're not getting out much; so helping people to feel empowered to find lots of ways to get out throughout the year is a real important point, from fitness to emotional health or whatever. Mostly seeing the positive impacts in the community here, in just the way that we try to do business, by working with other independent and small businesses really focusing our energy on other local establishments is a way that the local businesses are helping each other and something that I really believe in a lot

about what we're doing. We're always trying to seek out ways that we can, you mentioned TBL so take the social sphere and the economic sphere and the financial sphere and making those match up. We're able to use bags from alchemy goods a very small local shop in SoDo instead of going to a backpack store for packs that are made overseas is one thing that we're moving toward, as we can afford to do so."

III. Disappointments (TBL)

III.1. BG – Challenges – did you ever try something that did not work out financially?

"Ok, let me think about that for just a moment. One area that is still a work in progress and has been a little disappointing is that we've been focusing on these bigger multi-day experiences. [Company F] does a lot of custom multi-day experiences for like a small family or a couple, but we're trying to offer bigger multi-day experiences. One of them, that I'm really excited about, is our Cascadian backpacking series where it's like this really high end combination for a week or more of visiting local independent lodges around the region but also doing short backpacking trips into some of these National Parks and doing the full deluxe experience. But we haven't run one of them yet. We've been trying to for 2 or 3 years. So figuring out ... are we crossing our markets too much? Is there a market for this who wants the high-end luxury experience and the backpack experience? Or is it just trying to get it out there and figure out what's the hurdle, like just trying to identify the hurdle so that we can try to overcome it. That's been challenging."

III.2. ES – Did you try something that did not benefit the environment as you had expected?

"Hmmm... I'm having a hard time thinking of something for that one."

Think about a trip that maybe you intended to be low impact but it wasn't or something with the vehicles, or...

"Well, as an ongoing thing, there's definitely an impact to driving 200-300 miles a day for daytrips. And especially since B20 is the best biodiesel we can get right now that means we're burning a lot of petrol. And so we, I think I speak for myself and I think for the company ... that we truly do believe that what we're doing is a net positive impact because of what the experience that people are having out there and how that carries on to their lives, but part of that is identifying the carbon footprint and really struggling to try to reduce that. There's only so much that we can do, Seattle doesn't have the wild places that we're trying to take people immediately outside of the city the way that maybe Denver or even a smaller town like Boulder or something. So if we're taking people to Mt. Rainier or ... just a few days ago I did a trip where I took some folks out to the Hoh Rain Forest and La Push and back in a day. We don't do tons of those, but we do them. And it's a stock offering day trip that we have. It's huge. It's epic. I tell all my clients right up front that a lot of Seattleites think that this is insane, think that this can't be done in a day ... we're about to do that. And it's a 16-18 hour workday for me. But so that's another question is when we're really pushing the envelope that far, is it a net positive? I think so. But it's definitely something for us to always question and poke and prod at."

III.3. SA – Describe something that did not benefit the community as you had expected?

“Yeah, I’m going to speak to that same trip, so going out to the Olympics. We just this year changed the name of that trip to the “Ultimate Olympic Experience” prior to that it was the Twilight Tour. So it’s interesting now that all the books have been published and the wave is starting to crest a little but the final movie is yet to come out so there’s still some hype and hubbub, it’s interesting to see how that does and doesn’t effect the communities of Forks, as well as the Quileute Reservation, and the people living there. I would really like to see more of a relationship happening there. I feel like those communities aren’t seeing enough of the impact, the positive impact that can happen from people making a twilight pilgrimage.”

I’ll bet they’re pretty much done with twilight out there.

“Yeah, it’s wild, I fully believe that the people who live out there love it and hate it. They had to, since so little of the movies were actually filmed on site there that they had to make up the like here’s the house that we’re labeling to be the actual house that Bella lived in and getting community members to get involved and be like ‘I’ll volunteer my house, people can come on my porch and take photos’, it’s cool. But one really interesting question about that is the impact on the Quileute people; because there’s this whole other mythology. This like fake mythology that’s written into the movies and the books and so right now we don’t have any, what I would love to see is a relationship with the tribe where we could say how can we incorporate you all in this tour in a way, when we’re already bringing people out here to do this? We do have relationships like that with the Jamestown-S’Klallam Tribe, which has nothing to do with Twilight but is the precedent I think that can lead to us having that relationship with the Quileute, and now that it’s no longer even called the Twilight Tour, did we miss the boat on that? Can we still make that meaningful relationship happen?”

IV. Design/Technology

IV.1. Describe some technological changes you’ve made or plan on making in the future to enhance your business?

“Hmmm, wow. That was a loaded one. So, let me hit that in two parts. So, one is like digital technology. It has revolutionized my ability to lead my tours I do since I started carrying a smart phone. And I was resistant to it for a while I didn’t think I wanted to go down that road for reasons of cost, and just complications in my life and so on. It simplified so much. I carry ... I have they call themselves apps, but they’re really e-books in disguise that are loaded on my phone that I use in the field constantly. I can play bird songs on my phone and be like see that bird that went overhead? It sounds like this: It’s really amazing the way it’s integrated. From things like that to enhancing my interpretative work, to navigation to being able to say, ‘oh they want to go over to that thing so we’ll customize that’ and being able to pull up a map real fast, that’s incredible. And we have GPS onboard a few of our vans and being able to ... sometimes it makes a huge difference if I’ve got GPS on the van that I’m driving that day as to whether I can swing this quick little customized side trip. Speaking to examples of the tools of the trade with the adventure components, and that’s something that I think really does enhance it, it’s one

aspect of my job to manage all of our gear over there (pointing to the storage area from where we are sitting) from everything from our kayaks to rock climbing equipment, and so on and I find that whether or not it's a day tour that we're taking travelers on or whether it's a teambuilding program, the ability to get that physical and aesthetic engagement with people in a wild environment is indispensable. It's like nothing else. And someone may be ... because of a physical intelligence or a learning style or they're not really engaged in this place or the forest isn't really calling they're name and then all of a sudden they're on a Tyrolean traverse or a rock wall or in a boat and now we've got their attention. And if we can still be doing interpretative, meaningful work that's not adrenaline work using those tools, so I seek to always increase the way that we can use those tools we've got."

V. Stakeholder Dynamics

V.1. B-B (Internal) – What you have learned about recruiting and keeping staff and employees?

"I love working here. One thing that I love is that I'm challenged and I'm growing. One thing that I saw about the job and I went for right away was to say I'm at a point in my career, I've been doing naturalist work and guiding for about 10 years and so this gives me an outlet to work on leadership and training other guides. We're working on trying to start a guide training program where we're reaching out to other people who are trying to get into this work or they're just out of college or we'll build a program for that because that's just in this whole industry something that's hard to find. It's not something that's a single track to getting here. So areas like that really guide me to do this work. I also ... I'm very mission based and can be pretty opinionated too so I find that if a business is just doing lip service then we're not really effectively reaching that TBL so it's not just the environmental work, but we're also paying attention to how people are invested in the work place, paying attention to our financial bottom line as well so we can keep going. That's important to me so I think both of these companies are trying to work within that scope and always improve. That eye of self-reflection is important. I see it here abundantly, in my co-workers and colleagues and supervisors and all the way up. That's really meaningful to me so that's part of why I'm here."

V.2. B-B (External) – What is it like, what have you learned, how have you gained experience working with ... *what we're sort of dividing into 4 sections so, competitors, government agencies, environmental groups and the clients. So you can break them down and talk about each.*

"So at the root of the question was how have I been impacted by this?"

More descriptive, so what have you learned, how have you gained experience, that kind of thing.

V.2.a. Competitors (Private)

"So competitors was the first one that one's interesting, I definitely always have that reflective and self-critical eye and so when I'm examining how another company is doing business, I'm looking at comparing and contracting ourselves and I see a lot of differences out there. Some businesses are doing things that I don't think they should be with safety and ecological impact at

the cost of getting their clients out there or maybe just their style. One of the things that really drives me about being here with both of these companies is that communication is a major component of what we do. Even when I'm working with [Company E] I'm less inclined to be out with a client who's like take me there, whatever it takes, take me there and more inclined to be with a client who I'm asking them 'what do you want to do with your mountaineering career, how can this trip be suited to building upon that so you can do that on your own' so seeing how different companies work in those ways, ethically, stylistically and so on really is always impacting me."

V.2.b. Government Agencies (Public)

"With government agencies, that's an interesting one, always of course try to keep really positive relationships with them but permitting is really the big magic word in every aspect of the guiding and outdoor education world. Its very challenging getting permits and in a lot of cases I don't find that the land managers that are refusing the permits can articulate why in a way that satisfies me. And being mission-based an meaningful and saying 'I'm not satisfied with you saying its about land impact', I would be fine with that if that could be proven to me but a lot of times it has to do with just perceptions of what guiding is about or if we can't have access to land we can't have an industry so it's the crux. So trying to push people who work in land management, but also trying to keep those channels open and be kind and gracious with them at the same time is always a challenge and I'm always learning about that dance."

V.2.c. Environmental Groups (NGO's)

"Environmental groups, I don't know that I interact with them very much, like advocacy groups, NGO's that kind of thing."

WTA or who else?

"WTA's a good example. So I do try to keep a great relationship with them and cooperate with them and try to help and other times I've tried to build programs with WTA (not with these two companies) but I've done a lot of work with schools in the area as well and so trying to figure out like how can we co-create a program or how can we use WTA's resources to have my students doing service projects? A lot of times that's a direction that [Company F] that's one of the things that we're trying to push a little bit. There's the notion of voluntourism and environmental groups are critical in having partnerships that are meaningful so we cant just find some weeds to remove in a park on our own and have people coming with us to do that, we need people that are already doing a larger project that we can take our people to and insert them into in a larger way. So much like the youth programs too, so that's really important but we just don't interact with them that much.

"And with the clients, I'm always learning from my clients, so I would not be working for a tour company that took full size coaches out to the parks because it's just a completely different experience and one that's different from what drives me to be here. And the small group work means that I can find out what it is that brought my clients here in the first place and then work with them whether it's a technical adventure or a guided tour and then learn about who they are or what they're about and even if I'm only with them for a day but the longer trips are really

important to me in part for that reason to have the relationship with my students and clients and get to know them better and witness the impact and customize the way I'm working with them toward that end."

VI. Ecotourism Insights and Advice

VI.1. Looking forward – insights and advice you would give to someone entering the ecotourism industry?

"Stay creative and be willing to well, stay creative because it's a crooked path and for every person that you talk to in this office you're going to hear a different story for how they got to where they are. And find something ... pick anything to get into. Become something remotely resembling an expert in anything in the outdoors because it's your foot in the door. Get[ting] wilderness medical training now is something that I would say no matter what stage you're at. If you're 16 fantastic, if you can leave high school with a first responder cert, you're way above most other folks."

(At this point, I wanted to learn more about a few statements this interviewee stated.)

Just out of curiosity if you had to make a generalized statement, who would you say your typical client is and why do they sign up for your trip?

"[Company F's] typical client is someone who has some level of disposable income, it's not all really wealthy people, but there are some of those as well. And many of them I would call middle aged or a little older and many of them I would say ... what drives them to be out here, that varies so much, but to try to be concise about it, I think exposer to wild places. I think people are trying to ... are witnessing no matter what it is, they're realizing that they need some kind of connection to the world and why is it that we get so excited when we have a close encounter with a wild animal? Why is it that these big vistas are so important to us? And some people can articulate that for themselves and some not so much, they just know that they want it and need it and that it's going to get them excited. In the case of a lot of folks, with [Company F] who are going on our stock day tours, we don't have a whole lot of physical demand on any of those and I think that's really important because it's about that threshold experience like I'm going to expose you to kayaking, I'm not going to take you on an epic kayaking tour, I'm going to show you that you can do this and you can get yourself out into the world this way and lets go do this together. Or whether that's the something with snowshoeing, that's a big one with our day tours, and we're still some of the time using snowshoes even using them still right now (July) with areas of Mt. Rainier where there's still 6-8 feet of snow that we can show people like, you can ski all year here, how do you like that? And just the threshold of opportunities."

In the summer are most people from the area?

"No, in the summer, around the area some, but mostly around the country and around the world. Its not the least bit uncommon for me to pick up my clients, I infrequently know where they're from before I pick them up in the morning, on day trips and so it's not at all uncommon to have 6 people in my van that day that have like 2 from Alabama, 2 from New York, and 2 from China

or Britain or anywhere really. Seen a lot of folks traveling from Asia these days, Europeans are always traveling here.”

What’s the draw to the area, why are they here?

“It varies of course, but food and drink are huge and the amount of wild space that’s here and also having large urban centers. The fact that SeaTac is such a hub of national and international flights and yet, 50 miles or 30 miles from Seattle you’re in a National Forest and in the alpine lakes. And I think that people are finding that whether its’ the icons like ‘I must go to Mt. Rainier’ and so its like that tick list attitude, or ... we just had a customer who was traveling alone and wanted us to take her to every National Park in the state. And she’s doing her tick list. The notion of the bucket list is more popular these days too as the baby boomers are starting to retire and have disposable income and want to do things with it so that’s a big part of our list.

“When we’re featuring these tours, again to answer what drives me to be here, I love that we’re featuring the region Cascadia in everything we’re doing here. From the fact that we prioritize biodiesel is not something that you see everywhere in the US or the world; the local wine that we’re feeding them at lunch, the local food, the eye to nutritional balance and organic and local. Every little aspect of the tour is about featuring the region and the values that people here have. That package deal I find is what really drives it home for my clients.”

Appendix I Transcription of Interview (Company F)

Ecotourism Broker Profile: Company F

Company F has been operating recreational tours for 5 years. This is a private company developed by one person's passion for the outdoors. Company F has 2 – 4 employees depending on the season, plus seasonal tour guides. Company F offers a variety of tours year-round that include small groups, private, and corporate adventures. Tours include city, wilderness, wine tours, and international. They are a private company categorized under Scenic and Sightseeing Transportation and Sightseeing Tours. They have annual revenue of \$500,000 - \$1 million. (Information taken from Manta and Company F's web-site)

Business Locale/Setting:

The population of the city where Company F resides was 3,500,026 at the 2010 census. This city is only the location of the home office and therefore the locale/setting is irrelevant to the business itself. The business offers tours in a variety of locales that include the Cascade Mountain Range, Olympic Mountain Range, Olympic Peninsula, Eastern Washington, Oregon, Alaska, Africa, Australia, Central and South America, New Zealand, and the Polar regions. Each locale is unique and individual compared to the next; therefore a detailed account of each locale is not warranted for Company F. (Information obtained from Wikipedia)

Transcription of Interview:

(This company offered both the founder and chief outings officer to participate in the interview. To be efficient, both interviewees were interviewed together. Thus, to separate individual responses, the founder is identified as A and the chief outings officer is identified as B. My comments for transitioning from A to B are omitted unless the comment is critical to the understanding of the quote. In some cases, only interviewee A or interviewee B answered the question. The comments made in discussion as to who would answer are omitted unless the comment is critical to the understanding of the quote.)

I. Ecotourism PhilosophyI.1. What brought you into this nature based business?

A: “I guess it started as I was doing some soul searching on what I wanted to do with my career. I realized that I was passionate about a few different things; travel, adventure and then I wanted to have an impact or do that with a purpose, so [I] read about ecotourism in the late ‘90’s and decided that was the direction I wanted to go. And so it was a matter of getting myself in that direction and pointed on that path and here we are.”

B: “My background is in education. I had graduated, or I went to college thinking that I was going to do something with environmental advocacy but then got interested in ... even though I was interested in natural history, never thought I wanted to study science and then got interested in science and biology and when I got done with college I didn’t think I wanted to [do] environmental education. I thought I wanted to do advocacy and or research and then I met somebody when I was traveling in South America who was a teacher and I realized how much of an impact she had on the world; that actually education was going to be the way that I could change the world. Came back to the U.S. got a graduate certificate in environmental education, did that route for about 10 years and then ran into A and realized that in the tourism realm we can fuse the education and the transformation that is necessary for positive change in the world.”

Did you guys grow up in the region? Did you do a lot of outdoor activity growing up?

A: “I did. I grew up in Washington and or and have been exploring the region ever since.”

B: “I did not. I grew up in Minnesota, but I have been exploring many regions. Just to augment what he was saying about growing the business. I think two things really happened to get this business to the next level. The first one is that there due to how difficult it is to run a business like this that has extreme attention to detail and customer service and highly educational guides and so on, there aren’t any other companies even to this day who do what we do in the regions we operate in, especially in Seattle where we started. So we were filling a niche that didn’t have that ... was wide open and that a lot of industry people were excited that somebody was finally filling that niche. And so ... but that went too, nobody would have known about it if for two years, I think, before the business got off the ground. A was at every networking event and letting everybody know ‘Hey this is what I’m doing’, and people heard about it before there was even really a company or even tours that were going out and so I think that was huge for laying the foundation because when you operate a very high quality product, yes people see your

website and they sometimes book thousands of dollars worth of programming but more people are waiting to hear word of mouth or via reviews or from a concierge or a travel agent or something like that. And so the effort was laid early on. And when I got onboard, just to get people out experiencing our product and they'll be the Evangelist for what we do and that was huge for our success and that's still part of our business model. We don't spend thousands, we spend very little on print, even though we do search engine optimization and paper click stuff but in general most of our marketing is putting ourselves and our guides in front of people who are influencers."

I.2. What is the environmental philosophy behind your business? What does ecotourism mean to you?

A: "Okay, what it means to me is like he (B) said, we can inspire positive change so while you're traveling you're traveling consciously and responsibly in the destinations and making sure that the culture that you're visiting, that the land that you're using, that all that is going [to] be supported and nurtured throughout the process."

B: "I think that ecotourism is expanded to ... initially it was all about being in nature and learning from wildlife and ecology and I think that it's expanded into cultural as well. I think that the ecosystem of a human being is as important to the conversation as [the] wildlife that they're seeing and the interplay between the two. And so I think the next generation of ecotourism is infusing all of that."

II. Success (TBL)

II.1. BG – How did you grow your business?

A: "I had the concept ... I knew the direction that we wanted to go. I knew that education was going to be the backbone, and conservation and offering a cutting edge product in terms of ecotourism. I realized early on that I did not have the right education as a naturalist to lead trips; I actually needed help in that realm in order to solidify that goal. And so I met ..." (Points to B)

B: "... at Discovery Park when he was an outdoor educator. I was trying to further my own education and become a docent and I realized when I met A that I was a ways away from where I needed to be and so I said 'hey A, how about you come join me on this endeavor?'" Thankfully he was interested and looking for a change and a good move so he jumped over to that. And then in regards to the growth I think that the concept ... we had great timing. This was back in 2006, 2007 and green was very much starting to hit its stride as far as a trend. By no means were we trying to capitalize on that it just happened to be luck because that's where we happened to be in our own growth as business people, so the timing was impeccable as far as that goes. And the other aspects of the product as far as being higher end and customer service and the region that we're in, it was just like a light went on for the entire destination like all of a sudden there's a tour company that can take people throughout the region and then every meeting that we would go have, the networking, the grass roots approach to business development was well-received and there was a buzz created early on so we had all these mini ambassadors promoting our company so I think that ... that early on was what spurred a lot of the growth."

II.2. ES – What are the benefits to the environment?

B: “Well I think that the main benefit that our company has is ... because we have an impact, we’re driving combustion vehicles around even if we’re using cleaner burning fuels. We use a blend of biodiesel; it’s still a combustion vehicle that’s putting pollution into the air and other toxins. Depositing oil on the roads ... we’re hiking places, even though we’re hiking on trails, there’s still an impact from our presence. We’re bringing people to already crowded National Parks to some extent, so the positive side that the benefit that we bring is that we’re bringing people who may not ever see these pieces of land and even if they would see them they wouldn’t see them through the lens of what we’re bringing them to, so when they walk away from an [Company F’s] outing they not only say ... ‘I went to Mt. Rainier National Park’, they now have a place in their [heart], it’s a stronger connection to nature to the environment, to preservation of public land because of the experience that we provide. So I think that even though we have an impact on the outset, the positive impact of more advocates out there and [are] aware. I think that awareness is a better term than advocates because they’re not necessarily converted, they’re just aware and they’re able to transfer their new found passion into possibly spreading that information and I think that’s where our positive impact is.”

II.3. SA – Due to the success you’ve had, what are some positive impacts to the community? How have you given back?

B: “Yeah a huge way, we have definitely CSR at part of our core but we’re a very cash poor company. To do what we do costs a lot of money and to get the type of talent that we have we spend money on labor and to present the product that we have ... it costs a lot of money to get the vehicle out there clean and all the food, [we’re] using local and organic and higher quality food is more expensive. So all those things cost more money so we don’t have a ton of cash to dump out there like Coca Cola or somebody else does. So instead we donate a lot to causes through experiences. So we probably give 1000 gift certificates or maybe 300, (A adds: “Probably \$10-20K per year”). Yeah dollar wise, I was giving individual gift certificates, but yeah, at least \$20K this year so far. To auctions and causes and they can use our services to raise money. We, as a company, that’s growing, we’re hiring people. So maybe 10 years ago that wouldn’t have been looked at as a benefit to the community but the fact that we have jobs available and we pay people decent that’s a benefit to the community. And then our MO in terms of how we vet out who[m] to support, we put it through a filter. So as you said TBL, we’re not doing everything to the extreme of environmental or socially responsible, but that has to be part of the filter. So our caterer is a local, small, very small business, she’s primarily the only one who runs it. Our ... we use another caterer who’s a small business so we try to partner with other local businesses. So rather than buy a bunch of kayaks and do it ourselves, we’ll often partnerships with local kayak companies in order to raise the whole boat.”

A: “And we also do stuff with the universities near by. Both with their internship programs, but we’ll host people from around the world who come in to do the other programs who want to come to check out who we are and what we’re doing.

“The largest benefit that we’ve had is in fostering other tourism organizations in the region to raise their bar and to start asking the right questions and green up the whole supply chain. That’s why we started the PURE Travel Collaborative ... was to do just that. As we grew in the

community and as we expanded to do overnights and brought in more partners and vendors we realized that they're now part of our product and they have to stand up to our principles. And that's an indirect impact on the community, more industry specific but I think that it has had quite a large impact."

III. Disappointments (TBL)

III.1. BG – Challenges – did you ever try something that did not work out financially?

A: "Well, the recession. That was a bit of a problem. Like he (B) said, cash flow is always a problem. We're highly seasonal. We're 110% committed to providing an impeccable product every time and we're taking out over 10,000 people every year on trips and we want to make sure that each and every one of those people has a consistent experience, we call it a transformational experience. But I think that's been the most difficult thing is growing a company that had the concept was spot on, the team, the guides, the people in the office, tons of talent; everything was here and allowed us to grow. I think it's the only thing that allowed us to continue in that economy. So with that commitment to having an incredible product, that costs money and to stay committed to local and organic on our lunches, or using nice linens, or buying these nice vehicles, which at the time that was one of the only vehicles that we could buy that would allow us to run biodiesel. So really those commitments have been expensive and we've stayed true to those and that's had a significant impact on that profit margin that ability to have cash flow."

B: "He's (A) very optimistic. I'd say that the biggest disappointment is that we, especially A and a lot of people who work on our team are incredibly creative and come up with these really great and cool itineraries and it's just that it's sad that we don't always run all the tours that we offer. And not just on a daily basis, but we put together some really incredible programs where we put together some part front country part backcountry Cascadian series and we haven't booked one of those yet. And this is the second year we've done those. Cascadian cuisine is like the high-end cutting edge of what is awesome in our region from a culinary perspective. Haven't booked that yet. So it's frustrating. And so we start to look at our list of escapes and we have to start whittling it down to the ones that are selling and with our very meager marketing budget, we basically have to do the trips that other people are spending tons of money marketing and then because ours is better we get business and develop relationships. We get business from that so I think that is a disappointment and we are so creative and people we know are like 'how come you don't bring people to this spot or whatever?'"

A: "The market says they want off the beaten path, for the most part every traveler wants to get off the beaten path, but what we've realized is that every traveler that comes through here, whether they're a savvy traveler or not, still want to go to Mt. Rainier and still want to be up at Paradise on Saturday and that's what we've come to realize. And it's a great product and we do it our way and it's unique, but that has been disappointing. We have to dig deep for a disappointment."

You mentioned "transformational experience" as sort of the word that you guys were using. Have you found a way of measuring transformation?

B: “Well, the first question is to define what is transformational experience. And I think that we each had our own transformational experience when we looked at our list of itineraries and our own skepticism about certain programs that are short, don’t necessarily bring somebody to the jaw-dropping view of a glacier or something, so take for example our Brews and Views tour or in Portland our Brews and Bridges, what’s transformational about that? But then you start to dig into it and you realize ‘well I’ve lead that tour and people are blown away’. They’re like ‘Wow to run a small brewery is a lot of work.’ The transformational experience is to look in your pint glass and realize that this didn’t just happen. That somebody didn’t just hit go and walk away, they spent hours cleaning everything before they even put ingredients in here. So I think that it’s intangible, the way we view it at this point. Whether it would be a tangible way to measure at some point but for us it’s when somebody walks away and it’s apparent that they have a new way of looking at the world, even if it’s a slightly skewed different perspective. How do you measure that? I would assume that there’s follow up programing. When we get repeat guests we’re making an assumption that we did something right.”

A: “I guess since that’s the core of what we’re providing, just that we’re in business and that we continue to grow is going to reflect that we’re accomplishing that and measuring that. Trip Advisor reviews and soliciting feedback to listen to what they’re saying after the fact. That’s not just ‘oh, that was a good tour’, it’s like that was the best tour we’ve ever been on. And for these reasons because of the great lunch, because the guide was not only one of the smartest guys they ever met but [were] also really fun to hang out with. Those are the things that separate us from a typical tour product that make it transformational. So as far as a measurement I’d like to see how that works, it’d be hard to obtain, but I think that trip advisor is probably...”

B: “That’s where we see it the best. To some extent, talk about disappointment, the Trip Advisor ratings for Seattle are so tight right now that if you get a four star review right now, you get bumped down to about 9 or 10 on the list. And it’s really challenging. You can get 5 five stars in a row and not necessarily move up because somebody else got ten five stars in a row. So that’s ... you can kind of put a lot of weight in that respect, but if you look at the words and forget about stars, that’s where we see where we receive the most data on that.”

III.2. ES – Did you try something that did not benefit the environment as you had expected?

B: “Well, we have a tour where we already know that and we’ve reduced it for many reasons. One is for the impact, both on our guides and on the amount of driving involved, and that’s our full day trip out to the coast. It’s like a 16-hour day. People get in the van and we say, ‘you’re going to see more today than most tourists see in a week’, the terrain, the distance, what you learn. And the idea is to move towards that being an overnight or a multiday, but from a marketing perspective we’re not there yet ... where we get enough people booking a multiday trip where we can justify running it at a loss, so we’ve reduced that to just one day and we’ve gotten feedback from our guides that they don’t want to lead it because they feel that it doesn’t fit with our values for example.”

III.3. SA – Describe something that did not benefit the community as you had expected?

B: “I think that as we’ve moved, that’s a good point, because early on, take our San Juan Islands tour for example, we were getting our catering on the island. So we’d roll off the ferry and the first thing we’d do is pick up our catering. And this is one example but it’s happened multiple times and with other scenarios where ... because we’re working with a small business and you don’t always see eye to eye. Our perspective is we’re bringing business that you wouldn’t normally have. We could bring our own catering but we’re using you because it has a better impact, how can you work with us to match what we pay elsewhere and for the most part these businesses don’t see at all the benefit of working with us so it comes down to that takes up time on the tour. It’s already a really long day, the price is really out of base from what we’re normally doing, we’re not running that specific tour full a lot of times, so were losing more money by working with them, so we just stopped doing it. So that would be an example and there would be other ones because with the motivation to use small businesses means that you have to negotiate a lot of tricky relationships.”

A: “That they don’t often see the same big picture. Especially small businesses, they’re tuned into what their product is or what their profit is. And so they just don’t connect with what we’re trying to do. An example on that note would be all of our wine partners. We’re trying to tell the story of Washington wine, and put Washington wine on the map, which they all want, which benefits them but they don’t see how we fit into their equation, so often times that’ll take a lot of coaxing or explaining and sometimes its just a matter of running into a wall where we’re like we’re not going to be able to help in that matter. So I think that’s been a disappointment as far as impact on the community, and a big part of the destination.”

IV. Design/Technology

IV.1. Describe some technological changes you’ve made or plan on making in the future to enhance your business?

A: “We’d love to have binoculars in the hands of everyone onboard because we feel like that enhances (the tour), but that’s a significant investment. And we’ve got snowshoes, we’ve got kayaks, we’ve got a lot of the gear. One area we’d like to see is using the technology to enhance the in-field experience, like having iPhones or iPads out in the field where guides could use that as a tool when they’re educating.”

B: “Some of our guides are doing that on their own. And that’s why we wanted to get the iPad in here because we’ve got one of our guides doing that for the wine program. He’s got a map in there and he’s going through everything.”

A: “I think that’s down the road a little bit, to help us accomplish our goal which is connect them to that experience and the outdoors.”

So, sort of educational tools in the field?

B: “Absolutely, I think one idea as well ... I’ve been meeting with some people that develop mobile apps, most of that’s for marketing purposes but also from a community benefit there’s one where whoever wants to, can make a walking tour of a specific area. Whoever’s there, who has that free app can take the walking tour and do that. And a company like ours could produce a

dozen of those things and it would only enhance our presence because people would say ‘I want to do more with that company these guys know what they’re talking about.’ And even if they don’t, it would be a community service. Telling the real story of these places like people know nothing about.

“The vehicles we use now are kind of a give and take in terms of sustainability. They’re blue tech, which is one of the cleanest burning diesel engines out there. Obviously diesel in general, we’re getting about 18-20mpg on those vans.”

And how many people do you pack into them?

B: “It holds 12 total. We typically do 10 passengers and one or two guides and I would love it if they got twice that, but from a van perspective we’re getting about 8 mpg more than say the Econoline. And then you factor in just those giant busses that may only be half full. But the blue tech engine is very clean burning. The challenge is that there are mixed reviews as to whether biodiesel works well in it. So that’s why we limit our biodiesel to 20%, we figure that’s enough to make it a little bit cleaner exhaust but hopefully it isn’t messing up our engine too much.”

A: “Another area we’d like to see some improvement is in the GPS technology and using that in the vehicles. A couple of them they do exist but I think having a good navigation system and having the points in there would cut down on people driving all around to get to a pick up, or drop off. So I think there is a lot of room for improvement, so that when we’re driving not only is it clean and efficient, but we’re paying attention to the distances between point a, b and c. Where’s the fueling station? Which one makes the most sense? I think there’s a lot of room for improvement there that we would get from investing in that technology. And not necessarily investing but teaching people how to use it properly, it would be a culture change.”

V. Stakeholder Dynamics

V.1. B-B (Internal) – What you have learned about recruiting and keeping staff and employees?

B: “I say that we try to take care of people well, we’re nothing compared to tech companies or design or other industries that have quite a bit higher salaries.”

Right, financially, but there’s other benefits I’m sure.

B: “We wouldn’t have anybody on the table here if they weren’t motivated and inspired to be here, connected to our mission. As things get crazy and busy and when everyone’s got something on their plate we really strive hard to hit that home and or I think where we’ve faltered or we’ve lost people or peoples morale has dropped it’s because we haven’t been emphasizing that as much. So that would be without a doubt, I think honestly we’re moving more towards the realization that even though nobody likes to see their colleagues go forcefully, generally by keeping people who are not as effective around, it lowers the morale. I’m starting to realize that. It brings people down when they feel like they’re picking up the slack. Or the business isn’t growing as much because somebody, a handful of people, might not be working as hard.”

A: “That x factor of being passionate and committed, is super valuable and we put that up here. But I think we’ve learned that there have to be a bunch of other strengths that blend together in order for us to succeed.”

It’s that sort of passion, how do you keep that up? Somebody obviously comes to you looking for a job because they love this and they love being outdoors and it’s exciting but how do you reciprocate that and keep it exciting?

A: “We do pay our guides pretty well, quite a bit higher than industry standard. But then on the peripheral I guess there’s stuff like we’re not, everyone’s got various hours as long as they do their job, there’s not set sick day scheduled or if they want to take vacation beyond their paid vacation they’re encouraged to do so. Whatever’s going to keep them happy and motivated to be here. But then there’s other stuff, like a matter of ... I take a lot of responsibility for making sure that people stay connected to the mission, the brand, and what we’re trying to accomplish. And as we’ve grown, I’ve become more distant from our front line staff. And our guides are the ones that are providing the experience that we’re designing and we’re selling. And it’s difficult to maintain a solid guide staff year round. For some of the seasonal issues and lack of work, and it can be inconsistent. But I’ve tried to take responsibility for when I have those interactions to make sure that they hear the story and know where this all came from and to see that I do care and I’m paying attention and I do want to have a relationship. And I think that as companies grow, people become more distant from that core and so B and I have to make sure that we’re constantly communicating who we are, what our story is, and why we are this way and not that way. Because I think that people want to feel like they are part of something and as soon as they feel like they’re missing that that’s when our product takes a step backwards.”

V.2. B-B (External) – What is it like, what have you learned, how have you gained experience working with ...

(A & B answered this question as a discussion, so breaking out responses into Public, Private, and NGO’s would be changing the meaning of what the participants were trying to say.)

B: “Being a small company, that has a huge geographic base, has made it really difficult. Every single National Park, each different National Forest Ranger District, city parks, state parks, different state entities, all require some sort of access to get in the door; for us to be able to do commercial activities there. Some are very strict about it so you can’t even squeak in. So that’s been really difficult, at the same time some of the National Parks that we use a lot of the time, Rainier and Olympic, on the one hand even though it’s a pain in the butt that they have two different ways to apply for a permit and they have different rules and everything like that, on the other hand its very apparent that they like what we’re doing because there have been times that they’ve held our hand when they could have just kicked us out because we didn’t have the right permit or we were late on something. So even though they’re strict, they follow the rules, there’s been more handholding and I think they do that for everybody but that’s one thing that they’ve done for us for sure.”

A: “Can you repeat the question?”

Things that you've learned or gained experience with by working with competitors, you know he's dealt with government agencies, but are there any NGO's or environmental groups that maybe don't agree with what you're doing completely? Or maybe they think that some of the impacts on the hiking trails aren't where they should be? Or maybe you're lucky and you haven't run into that?

A: "We have not run into that. We're partners with a lot of those organizations."

So maybe they've helped you?

A: "So like WTA, Adventure Travel Trade, Sustainable Travel International, we have relationships with all of them, it's a pretty tight community, so yeah, we've almost been encouraged because a lot of those organizations realize that there's going to be an impact in this industry, they would rather it be us than just about anybody else."

So they're seeing you guys as the leaders, at the forefront?

A: "Yeah. Absolutely."

B: "Well if you flip that over, yes there's an impact but there's a greater impact from every couple renting a car and driving up themselves and hiking and stepping on the fragile meadow or feeding the animals. So I think that's where the National Parks especially, the National Forest is in a whole different league. They've got a lot to do to recognize the benefit of a company like ours, because they don't. They segregate our users and commercial users even though many of them are U.S. citizens and they have a right to go there but they don't have a right to choose us as their guide. Because they call it commercial use versus non-commercial use and not recognizing the user between people who are willing to rent a car and drive up and do whatever they want versus the people who want to go with a guide. That's the way I look at it, they don't look at it that way. I'm doing the best I can to get that message out there because I think that there's a difference. A benefit to going with a small outfitter that practices leave no trace, I think that's where the National Parks do get it that that's a benefit to them to have even though it is impacted by a commercial entity, it's people would go anyway and its better to carpool with a guide that's trained in leave no trace.

"From competitors, we don't have a ton of people who do exactly what we do and there are some other companies who go to some of the destinations like Rainier and down in Portland, the Columbia River Gorge and the wine region and we do occasionally say 'you can't come on our tour because we're full, why don't you check out them?' And vice versa. For the most part we work to partner with companies that provide a service that we need like a kayak company or a bicycle company or something like that. Rather than start our own program we just rent their kayaks. It's hard, they don't always see the benefit because they think we're just asking for a good deal and taking customers who might have chosen their product."

A: "I think that there's also an interesting dynamic in regards to who we are today versus who we were when we started. We're very much an ambassador for the region, so we'll go to the Seattle visitor's bureau or convention Oregon or promote the trip overseas, yes we're promoting our product, but we're also promoting the destinations first. And when we promote the destination, when we promote the multi-day tours, then we're talking about P.U.R.E., the other

members of P.U.R.E. Which some people think are competitors. While we've always said a rising tide floats all boats, we're going to do what we do and do it the best we can. And there's plenty of market share for everyone to survive. Not everyone has shared that, at least they may say it to us but we can often be the gorilla in the room with some of these smaller competitors and they might be intimidated by that. But as we've grown up into being what's called a 'receptive tour operator' now we're promoting them too and so it's not that we're just competitors but we're going to be out promoting your specific walking tour. And whether you look at us as a competitor or not, we're trying to help you. We've sort of transitioned from being like we're both marketing to the same audience but now we're like so now we're marketing you too, so now we're taking the high road. And it's working pretty well because we've been committed to that from the start."

VI. Ecotourism Insights and Advice

VI.1. Looking forward – insights and advice you would give to someone entering the ecotourism industry?

A: "I would probably say that if you're going to get into it realize that it's going to be constantly changing and to keep abreast and stay on the cutting edge and push it. And stay committed 110%. That doesn't always translate to where you'd want it to be at the moment but as long as you're moving in the right direction then I think you're doing the right thing. So I think that it's 110% commitment to growing into it and not being intimidated or overwhelmed early on and just know that your hearts into it make that a part of every decision you make. So I think that would be something I would say from the start, I know that he helped me a lot in that realm."

B: "I think kind of saying the same thing but phrased slightly differently. Figure out what it is that you have to offer that is either not being offered or is not being offered from the best possible and then jump in that direction, it think that's how a company will survive challenging times because if you're the only one or if you're the best, you should be both. You should be the best and the only one, but for sure be the best at what you're offering otherwise you're just not going to get anywhere, you're going to be recycling what's already been done."

A: "Yeah, and be aware of what everyone else is doing. I came into this with the passion but not necessarily the education and the environmental aspects of it. And B didn't have the experience in tourism or in business and he came in and said I want to be a part of this because I want us to be the best, I want us on that cutting edge and I remember early on I kind of chuckled. I'd be like love that enthusiasm, but there are these monsters, these incredible tour companies in this realm that have been setting this bar. But as the years have passed, I've realized that the one's that I thought were, weren't doing it to the same level. And so you have these preconceived notions that because a company says they've been doing it and have been doing it for a long time, they might not have the team to take them to the next level or they're really not all that committed or they're capitalizing on the trend or they're green washing or this and that, there's so much more of that out there than I ever expected. So now when I hear B say that, I really do believe 110% that we are and we're getting recognized for that."

Appendix J Transcription of Interview (Company G)

Ecotourism Broker Profile: Company G

This is not a company, but rather an organization that promotes and fosters ecotourism. They are a non-profit organization focused on educating ecotourism tourists through the promotion of eco-tours. This organization was established in 1998 and is active in promoting ecotourism through monthly meetings, forums, recruiting seminars, and student symposiums. (Information taken from Company G's web-site)

Business Locale/Setting:

The population of the city where Company G is located is one of the 23 special wards of Tokyo. This city is only the location of the home office and therefore the locale/setting is irrelevant to the business itself. The business, as stated above, is an organization focused on the promotion of ecotourism, therefore there is business locale or setting to discuss. (Information obtained from interviewer)

Transcription of Interview:

(An undergraduate assistant in collaboration with the KMI project interviewed this organization. This interview was conducted in Japan and the transcription was completed in Japanese. Then the interview was translated to English, however the answers may have lost some meaning in the translation process and therefore the answers are not quoted and should be considered paraphrased. Because of the translation process, the language does not flow yet every attempt to keep the interview accurate was taken.)

I. Ecotourism Philosophy

I.1. What brought you into this nature based business?

The Ministry of the Environment, such as the Ministry of Tourism, will doctrine fisheries such as (various places) education, culture, sports, and science is not involved [sic].

I.2. What is the environmental philosophy behind your business? What does ecotourism mean to you?

It is a region structure. To support the lives of people while using the regional nature, that it is local.

II. Success (TBL)

II.1. BG – How did you grow your business?

The Ministry of the Environment wrote the training guide, for rulemaking in the region. There are rules in the region and this made it easier to proceed.

II.2. ES – What are the benefits to the environment?

People want to come to a good place in the environment. Reduce the disadvantage by not stepping on plants or disturbing bird breeding. The benefits happen by avoiding the disadvantages.

II.3. SA – Due to the success you've had, what are some positive impacts to the community? How have you given back?

III. Disappointments (TBL)

III.1. BG – Challenges – did you ever try something that did not work out financially?

No. The business is always run inside the budget. Sometimes the project creates a new budget for the local people.

III.2. ES – Did you try something that did not benefit the environment as you had expected?

Yes. On Irimote-jima Island, the first case of ecotourism in Japan. The industry was very good for the first few years. There was no industry in place for eco-tour guides. People were more aware of their own nature. Mainly tourists came to Irimote-jima Island for an experience. This caused conflict between the local canoe guide and the bigger tour companies. People began to rush here and it became eco – mass – tourism. One example, there is one river, a very good place to have scenery and canoeing. At first, only one or two tour guides, but now there are more than twenty guides. At first, there were only seven guests per guide, now with thirty guides – too many tourists! So, it is very difficult to setup good control as this time and many locals are saying ‘it’s our fault!’

III.3. SA – Describe something that did not benefit the community as you had expected?

Yes, many cases, because the demand of the local people is very high. They are always searching for a good measure that will make them rich or for industry that is good for the local people. But it does not always go well. There is progress.

IV. Design/Technology

IV.1. Describe some technological changes you’ve made or plan on making in the future to enhance your business?

There is no hardware, but there is software. In the case of Ura-bandai Area, there was a plan to start a monitoring system of nature that included the local people, not the government. That system is already six or seven years old. Every year it progresses. This is our successful case of technology; it is run by local people and by the local ecotourism society. For two years, we set up a committee using a budget from the Ministry of the Environment, but after it moved to the Ura-bandai Ecotourism Society, they called a meeting and wanted to do the monitoring work. To set up this monitoring system, many types of technology were used for each target, for example the water quality and how to count introduced species. There were several monitoring projects set-up.

V. Stakeholder Dynamics

V.1. B-B (Internal) – What you have learned about recruiting and keeping staff and employees?

Just continue the project. The project staff knows the project. It is very difficult to keep the interest if they are in charge. Sometimes, between the company staff and region there is not always a good communication. During those times, the staff should continue to communicate, but young people couldn’t do that, so new relationships need to be set. Some cases are very small, not a big ecotourism strategy, but each individual project, for each region, has two or three core staff. The project should be set up with a relationship and have that staff at a minimum.

V.2. B-B (External) – What is it like, what have you learned, how have you gained experience working with ...

V.2.a. Competitors (Private)

For this case, there are not too many competitors because it is a very new business to support ecotourism sites, but other big consulting companies have interests in ecotourism projects. The staff may come to this company first and discuss it so the next time they want to bring their business. Dealing with large companies is not enjoyable because it is difficult to contact an individual.

V.2.b. Government Agencies (Public)

It is very interesting to work with public sectors, because public sectors have their mission of each aspect, but ecotourism should combine nature and agriculture and fisheries, so it is very interesting to ask them to set up an association or administration for a project.

V.2.c. Environmental Groups (Civil Society)

These sectors are liked because they also have different aspects, but they each have a mission. If it is a good NGO, the project will be a success and continue and they can help each region, so it is very interesting. But sometimes the NGOs have many types of orientation, it's very important to watch what kind of NGOs, what type of culture, financial background they have. Some NGOs have many kinds of projects, not only in ecotourism, but the opposite side as well.

VI. Ecotourism Insights and Advice

VI.1. Looking forward – insights and advice you would give to someone entering the ecotourism industry?

From experience, there are many kinds of organizations already in Japan, however the impression is that they had a very good effort for the first generation. So, teach or provide the chance to learn about the philosophy and encourage them to make an effort about ecotourism. It is not only a business side, but the aim of the successful ecotourism should be apart from the business.

Do you have any specific advice for coastal regions?

There are many possibilities for coastal region ecotourism, and from Japan's case, ecotourism, combined with local fisherman and island tourism, sometimes they have dolphin watching. But in the Japanese case, sometimes it is difficult to set up a relationship between the fishermen association and local guides and the tourism industry. So, to encourage the tourism industry to set up new eco-tour company or new method of inland business, first go to each region and discuss with the local people or association what you want to do; without that, it could lead to poor relationships.

Appendix K In-Depth Interviewing Methods with Tourists

To prepare for the five interviews, I followed a pattern of question development:

Goal:

To identify and understand ecotourism tourist motivations, behaviors, and attitudes when deciding on a destination to visit.

Research Area:

Ecotourism tourists

Research Topic:

Motivations, behaviors, and attitudes of ecotourism tourists

General Questions:

- *Why do people choose the locales they decide to visit?*
- *What prompts them to identify their choices to begin with?*
- *How does destination image positively or negatively affect their decisions?*
- *How are tourists motivated to visit locations?*
- *Will motivations affect behaviors and attitudes?*
- *How do motivation, behavior and attitude connect to tourist satisfaction?*
- *Do other ecotourism tourist characteristics (i.e., demographics) affect motivations, behaviors, and attitudes?*

I reevaluated the general questions and determined that some of the questions are general questions, but others are specific questions. So, I took time to look at my goal, research area, and research topic once again. After another review, I decided that I truly only have three general questions which are not even accurately stated above.

- What are the motivations of an ecotourism tourist?
- What are the behaviors of an ecotourism tourist?
- What are the attitudes of an ecotourism tourist?

I created a list of empirical data collection questions that I could use to interview my research subjects – Section 2.7.1, Figure 2:13

I felt very comfortable with these questions. I reread them several times and made small adjustments to make sure the responses would be what I was looking for and that respondents couldn't just answer yes. I also anticipated that these questions would allow for additional questions to create a conversation style in-depth interview.

Identifying and contacting respondents:

For this, I turned to social media. Given my situation of where I live, family obligations, and time spent on campus, I determined it was easiest for me to post on Facebook, in specific groups that I was not a member, what I was looking for. It was a very simple posting:

Hi, my name is Mike Montanari and I am a graduate student at UW, School of Marine and Environmental Affairs. I am looking for some volunteers that I could interview for 30-45 minutes about tourism – specifically ecotourism. You don't need to know anything about ecotourism, it is only important that you have spent time traveling to a location and you did in fact consider yourself a tourist. If this interview sounds interesting to you and more importantly – you have time – please reply to me as soon as you can. Thanks so much.

I was very pleased with the overwhelming positive responses. In fact, I had to turn away potential respondents, but I did keep their contact information for future use.

Interviews were scheduled; I slotted 1-hour per interview and made sure I had time to get to each location.

Conducting the interviews:

I allowed the respondent to determine where and when (for the most part) we should meet, all but two, had me meet them in their homes. After brief introductions, I described to the respondents the purpose of the interview. I informed them that they could end the interview at any time or skip any question that they felt uncomfortable answering. The interview began.

Self-reflection of my interviewing style:

To begin with, I felt very comfortable with my questions and with what I was aiming to get out of the interview. That being said, I expected that I would read, verbatim, my questions and then those posed questions would lead to intriguing and informative follow-up questions. This did not always happen.

In fact, after transcribing the first interview, I noticed that I was not reading my questions verbatim, but rather I was describing the question. I took my question and explained what I meant by it before I even read it. By doing this, I also was talking more than I wanted to. I wanted the interview to feel like a conversation, which it did, but I spoke for a much higher percentage than I should have.

Therefore, I used this knowledge in the subsequent interviews. As each interview went on, I was able to quell my explanation of the question as I read it. I allowed for pauses in which I believed the respondent was processing the question. If at any time I felt the respondent was not processing the answering but rather trying to identify what the question was asking, I rephrased the question in a manner that I felt was helpful to the respondent. By this I mean I added a phrase

or anecdote that the respondent had previously said to me to help them identify an answer to the current question.

I felt that each interview became a well-orchestrated conversation. I was comfortable with my questions.

As I listened to myself on the audio recordings, I noticed that I do speak rather quickly and at times it appears as though I was mumbling. The respondents would ask me to repeat the question at these times and I had thought that that was because they didn't understand the question, but it is very likely that they did not understand me. I became cognizant of this also as time went on, but this is a characteristic that will take time to fully address and adjust.

As I have mentioned, I truly tried to stick to my script. I did notice on several occasions respondents answered questions I had yet to ask, I felt that this was a sign that the interview was going well. It is my opinion that my question framework was designed in a logical order as respondents fairly often segued into the next question without even knowing what the next question was.

In regards to my listening skills, I felt that I was focused on the respondent, but not too oppressive to make them uncomfortable. Eye contact was made as they spoke, however, I did notice that I averted my eyes at times as I was reading the question, rephrasing the question, or asking a follow-up question. For each interview, the comfort level certainly increased as the interview went on.

For a brief analysis of interview comfort, I can determine that the shorter interviews did not feel as natural as the longer interviews. Case in point, one interview went for over an hour and in this interview we digressed greatly after the 40-minute mark. It is this aspect and the fact that my script was almost non-existent that I felt a comfortable conversation was taking place.

Observation notes are certainly lacking in my interviewing skill. I tried to write as the respondent spoke, but I found, at all times, that I was so focused on listening that I neglected to take accurate observational notes. However, for two of the interviews, I immediately went and transcribed the interview, the others waited anywhere from one to four days before transcription. I found, that the sooner I transcribed the interview the better my memory was for physical observations. Although, even for the interview that waited four days to be transcribed, I was still able to identify some physical observations. The only saving grace for the lack of physical observations was that the purpose of these interviews was to obtain information regarding motivations, behaviors, and attitudes – factual, objective information. If I made subjective notes about facial expressions, I may miss the ultimate meaning of what the respondent was telling me. My goal was to obtain useful information to create the survey that was used in the field.

In conclusion, I felt comfortable interviewing respondents. I feel that they felt comfortable with me and enjoyed the experience. As this reflection is about the interview process, I will refrain from overly discussing the questions, but suffice it to say, that my initial 'ice breaker' question would at times create a scenario where the respondent would answer many additional questions I had lined up. In the process of this occurring, my confidence level would rise.

Appendix L Tourist Interview Script

The following details, verbatim, the script used at the onset of each interview with each tourist participant.

Transcriptions of these interviews are not necessary as the goal of the thesis is not to inform about tourists. However, the information gleaned from the interviews was critical in designing and developing the survey used in Section 2.7

Interview Script:

Hello. Thank you for participating in my research process. Allow me to give you a brief background on what I am doing. I am a graduate student at UW in the School of Marine and Environmental Affairs. The proposed title of my thesis is: *Ecotourism Production Process: Best Practices for Developing Ecotourism Opportunities in the Pacific Northwest*.

The International Ecotourism Society (TIES) has developed a commonly used definition of ecotourism; 'responsible travel to natural areas that conserves the environment and improves the well-being of local people' (2012).

I incorporate the triple bottom line (TBL) into ecotourism, this means that ecotourism benefits the environment, the community, and there is profit to be made.

The Ecotourism Production Process (EPP) is a process that my professor and I developed while working on another project. The EPP is designed to assist ecotourism brokers find success in the industry. The EPP is the main focus of my thesis, however, it cannot be the only focus. In order to fully understand ecotourism, I must understand ecotourism tourists. In order to fully grasp whom the ecotourism tourist is my objective is to identify motivations, behaviors, and attitudes of the ecotourism tourist.

This interview does not imply that you are or are not an ecotourism tourist. This interview is designed to help me create a survey that can be used on ecotourism tourists in the field. The information gathered during this interview will be used to develop that survey.

There is no risk of any kind associated with this interview.

If at any time you wish to end the interview or skip a question, please do not hesitate to tell me.

Additionally, this interview will be transcribed and also saved to an audio file for potential future use in my thesis or other publication where the information is deemed useful. However, your name will not be associated with the transcription or audio file. Any and all of your responses, including direct quotes, will be disseminated confidentially. You will have the right to see the transcription if you wish.

It may be necessary for me to share the transcription or audio file with my thesis committee or other relevant UW faculty for clarification on thesis or graduate work.

If you have any questions on the format or process of the interview, please ask. I must now ask for you to sign a consent form that illustrates your understanding of this interview format and process.

**Appendix M Draft Memorandum to State of Washington, Department of Commerce
Re: Sustainable Tourism on the Olympic Peninsula**

Locally, over 19 percent of all private employment in the Olympic Peninsula is directly related to the travel and tourism industry (Headwaters Economics, 2012). Since the decline of the timber industry in the mid-1980's, the four peninsula counties – Clallam, Jefferson, Mason, and Grays Harbor – were forced to look for profits in other industries (Bagby, n.d.).

According to the State of Washington's Department of Commerce (Commerce) website, the mission for the department is to "grow and improve jobs in Washington State" (State of Washington, Department of Commerce, 2012). Additionally, the vision defined by Commerce promises "long-term global competitiveness, prosperity and economic opportunity for the state's citizens" (State of Washington, Department of Commerce, 2012).

However, Commerce fails to incorporate tourism into its strategic plans or policies. According to the Washington Tourism Alliance, tourism is the fourth largest industry in the state behind only software, aerospace, and agriculture and food (Washington Tourism Alliance, 2012). Given this information, along with the fact that the former tourism budget (\$1.8 million, (Yardley, 2011)) easily paid for itself through tax coffers; "contributing \$324 million in local taxes; \$639 million in state taxes; and \$814 million in federal taxes in 2011" (Washington Lodging Association, 2012)

Problem Background & Description:

Tourism through the Olympic Peninsula is an ever-growing industry anchored by the Olympic National Park (ONP). Named a national park in 1938, identified as a biosphere reserve in 1976, and eventually designated as a World Heritage site in 1981 (UNESCO, 2013), ONP is the main reason tourists come to the peninsula; visitors to ONP totaled 2,844,563 in 2010, 2,966,502 in 2011, and 2,824,908 in 2012 (National Park Service, 2013).

This new influx in the tourism industry and the recent paradigm shift toward sustainable and therefore ecotourism (Figure 2:1) has resulted in disorganization among brokers.

Ecotourism is an activity that transcends the hard-soft continuum (Figure 2:3), occurs in a natural or built environment where cultural and ecological values are identified and respected and includes a dimension of travel that incorporates recreation and education while at the same time benefiting the local economy while creating a sustainable form of tourism for generations. The Olympic Peninsula is ripe for ecotourism branding.

The State of Washington lacks an agency to oversee a tourism policy to promote sustainable tourism on the Olympic Peninsula; this is because the state removed the Tourism Office due to budget cuts on June 30, 2011 (Yardley, 2011). This lack of policy results in a loss of environmental stewardship, social awareness, and economic benefits for peninsula counties, specifically for the outer coast communities in Clallam, Jefferson, and Grays Harbor. Ecotourism offers these counties the opportunity to improve economically.

Problem Diagnosis:

The problem of not having any consistency in a tourism policy that promotes sustainable tourism practices through ecotourism can be diagnosed as both a market failure and a government failure.

The ecotourism product that is being sold by a broker can range from the rivalrous, excludable private goods to the non-rivalrous, non-excludable public goods. This continuum of goods presents many challenges in creating a sustainable tourism policy that focuses on ecotourism. In general, ecotourism could be considered a quasi-public good. For example, a trail leading to Hurricane Ridge is available to everyone, however this could become excludable by only allowing guided tours by licensed and certified tour guides. During peak seasons, tourists may have to wait for the trail to open up for passing and this creates congestion on the trail and is therefore rivalrous in consumption.

A market failure occurs when the product demanded is not in equilibrium to the quantity supplied (Weimer & Vining, 2011). One market failure is undoubtedly information asymmetry (Smeral, 1993) between the tourist and the broker. Information asymmetry occurs when the level of information between two or more parties is unequal (Weimer & Vining, 2011). The tourist can only assess the quality of the tour based on information provided by others or the broker. The increase in Internet use could potentially diminish the asymmetry as the buyer has the opportunity to connect with previous buyers online and share information about products and services. However, the concept of preference can create uncertainties.

Another market failure deals with the lack of institutional accountability to create ecotourism opportunities. Tourism brokers need to focus attention on reporting triple bottom line reports to evaluate the effectiveness of creating ecotourism. Sustainable development strives to meet the goals of the present without compromising the ability of future generations to meet their own needs (Brundtland, 1987). The opportunities are there for tourism brokers to develop and implement ecotourism.

Government failure occurs in the Olympic Peninsula because of the lack of support or promotion of tourism in the region, this is known as passive government failure (Weimer & Vining, 2011), when the government fails to intervene at all. In June of 2011, Washington state became the only state in the nation that no statewide tourism office and absolutely no budget to promote tourism, let alone ecotourism, to tourists anywhere in the world (Yardley, 2011). This passive government failure could have long-lasting effects with tremendous negative externalities on businesses that benefit indirectly from tourist dollars. Tourism is the fourth largest industry in Washington (Municipal Research and Services Center of Washington, 2012) and is currently being funded by private industry, i.e. Washington Tourism Alliance. The problem with private industry running the budget is for one, monetary contributions are not mandatory from brokers that result in free-rider problems. Each broker becomes more concerned with individual business marketing over marketing for the common good. For example, a river rafting broker has no incentive to share marketing dollars with a snowshoeing broker.

Several agencies and privately run organizations have individual and separate tourism policy. There is no connection and symbiotic relationship between these groups: Wild Olympics Campaign (Wild Olympics Wilderness & Wild and Scenic Rivers Act of 2012), Washington Wildlife and Recreation Coalition (The Washington Wildlife and Recreation Program),

Washington Department of Fish & Wildlife (Watchable Wildlife), and Washington Tourism Alliance (Private Advocacy Collaboration Group).

Washington state government would need to look no further than Colorado as an example as to what can occur when passive government failure becomes a reality. Colorado's tourism was severely affected for more a decade (1993-2004) because of the lack of government support toward tourism (Siegel, 2009).

“Tourism policy will be critical to economic prosperity, sustainable management and quality of life opportunities for most communities, destinations and ...” (Edgell, Allen, Smith, & Swanson, 2008, p. 325) counties on the Olympic Peninsula.

Policy Goal:

Policy alternatives can be determined by identifying the one major policy goal that will address all the market and government failures detailed above. Establish a state tourism policy that focuses on sustainable tourism principles to guide tourism brokers toward ecotourism. In order to fully provide a state tourism policy, budgetary measures must be brought to the forefront.

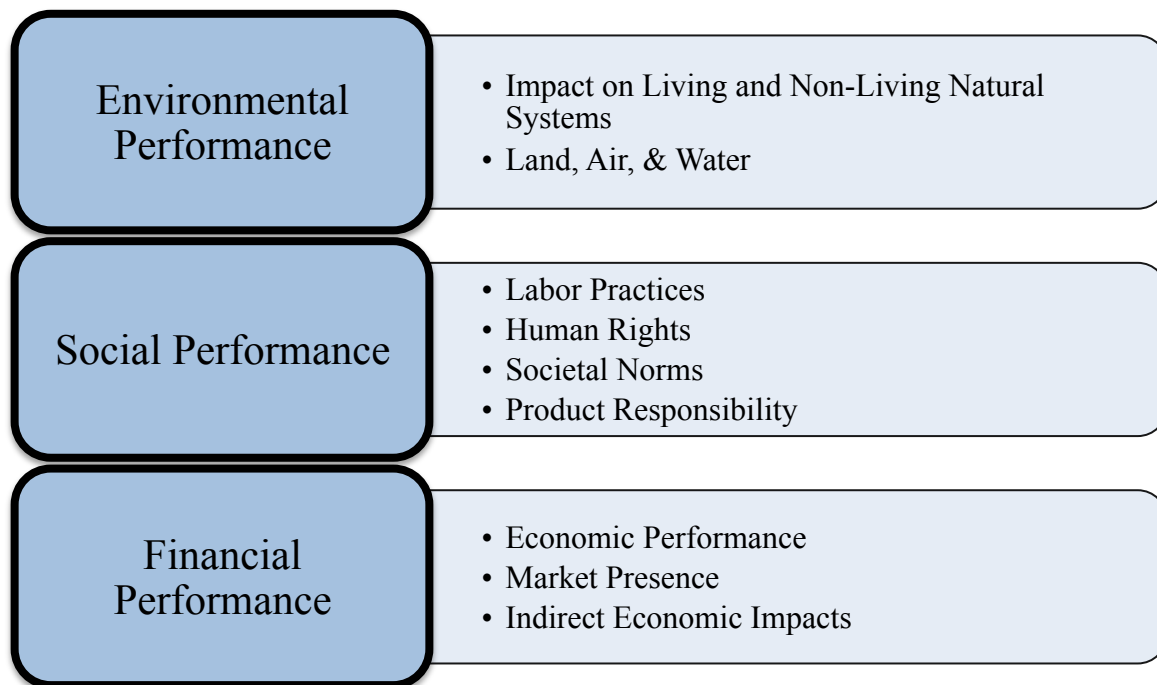


Figure Appendix M:0:1 Impact Categories of Policy Memo

There are three impact categories that will help to measure the success of this goal – environmental performance, social performance, and financial performance (Figure M:0:1). Triple bottom line metrics will be utilized for measurement and performance (Section 2.9).

In order to establish rules and norms that are consistent across the board, the tourism industry must establish a tourism policy that “provides direction on what action is appropriate” (Edgell, Allen, Smith, & Swanson, 2008, p. 81).

To create a sustainable tourism industry, the policy must address economic, sociocultural, and environmental issues. Brokers will need to develop strategic ecotourism planning that will “...optimize the benefits of (eco)tourism so that the result is a balance of the appropriate quality and quantity of supply with the proper level of demand, without compromising neither the locale’s socioeconomic and environmental developments nor its sustainability” (p. 297).

Policy Alternatives:

1. *Status Quo*: The status quo is to continue on the path that has been created through the removal of the Tourism Office and subsequent tourism budget.
2. *Create a market for ecotourism through branding*: Branding has become the market standard for developing tourism. For the purpose of sustainable tourism on the Olympic Peninsula, the ecotourism brand should be the target. In order to fully appreciate what the ecotourism brand is, a future SWOT analysis should take place to determine strengths, weaknesses, opportunities, and threats for ecotourism in this region.
3. *Require reporting of TBL categories*: The Global Reporting Initiative (GRI) is a non-profit organization that promotes economic, environmental, and social sustainability; thus TBL metrics for ecotourism. The reporting framework developed by GRI allows for transparency and accountability in TBL performances areas and therefore builds trust with stakeholders, brokers, and government agencies.
4. *State funding*: In order to develop and implement a sustainable tourism policy with a focus on ecotourism, funds a necessity. Therefore one of the two remaining policy alternatives should be considered. State funding brings the policy alternative back to pre-status quo time frame when the state actually funded the Tourism Office.
5. *Tourism tax added to state and national parks in lieu of state funding*: As stated above, monies are needed to develop the policy and a tourism tax is another alternative compared to state funding. This tax will be levied on all visitors entering any state or national park within the four counties identified. The tax will be determined differently depending on use of the park area; e.g. day use, overnight, group areas, long-term rental.

Evaluating the Alternatives:

Policy Goal	Impact Categories	Policy Alternatives				
		Status Quo	Create a Market for Ecotourism Through Branding	Require Reporting of TBL Categories	State Funding	Tourism Tax Added to State and National Parks
Establish State Tourism Policy	Environmental Performance	Even without collaboration between existing entities focused on sustainable forms of tourism, EP will still increase because of the mission each entity is committed to fulfilling.	61% of U.S. travelers search to experience unique natural, historic, and cultural sites. 44% believe green practices are important.	Annual reporting of EP in accordance to industry standards formulated by GRI. High cost and time commitment to this report. Report to stakeholders, County officials, State agencies.	Funding does not have a direct correlation to EP unless funds are dependent upon annual EP reports.	No correlation to EP.
	Social Performance	Current entities, while addressing the issue of social awareness, do not directly focus on people.	Highlight and promote the value of hiring a local tour guide/company, staying at local lodging facilities, and eating at local restaurants and cafes.	Annual reporting of SP in accordance to industry standards formulated by GRI. High cost and time commitment to this report. Report to stakeholders, County officials, State agencies.	Funding does not have a direct correlation to SP unless funds are dependent upon annual SP reports.	No correlation to SP.
	Financial Performance	Tourism spending dollars have continued to rise 4.3% annually since 1991. This has been accomplished with a state tourism budget. Assumption is that spending dollars will still increase due to the help of Oregon state that promotes the national parks in Washington State, but at a lower rate due to no state tourism budget.	Tourism branding and market strategy can anchor tourist activity and generate higher revenues.	Quarterly reporting of GAAP. Typically outsourced to accounting firm. Can be adjusted to meet FP in accordance to industry standards formulated by GRI. Cost and time will vary depending upon reports generated. Report to stakeholders, County officials, State agencies.	Funding will assist in promoting tourism in the region. Funds can be used to develop and implement a tourism budget and plan similar to competing entities (Oregon & British Columbia). Funding should be based on these competing entities (Oregon \$11.4 million, BC \$50 million - both in 2012).	Adding a simple tax structure added to visitors entering ONP (\$0.50 for day use, \$1.00 for multi-day) will yield \$2.3 million annually based on NPS visitor demographics of entrants and single vs multi-day usage.

Table Appendix M:0:1 Evaluation of the Policy Alternatives in Establishing a Washington State Tourism Policy

Key: Green = Favorable; Yellow = Possible; Red = Unfavorable

Recommendations:

Based on the evaluation of the policy alternatives in conjunction with the policy goal, the first recommendation is policy alternative #2 – *Create a Market for Ecotourism Through Branding*. Branding is the market standard for developing tourism (Brand USA, 2011). This will allow opportunities for partnerships across many local, state, and government institutions: Department of Agriculture, Department of Commerce, Department of Education, Department of Health and Human Services, Department of the Interior, Department of Labor, Department of Transportation, Environmental Protection Agency, and others (Goeldner & Ritchie, 2009). Thus, tourism is a multidisciplinary industry which affects and is affected by the institutions and agencies listed above.

Cooperation and dialogue among the many actors is crucial to effective branding. All players involved must have a consistent vision and philosophy to develop ecotourism using sustainable tourism principles (Appendix N). The conceptual framework to develop the core vision of ecotourism can be adapted from Goeldner & Ritchie (Figure Appendix M:0:2).

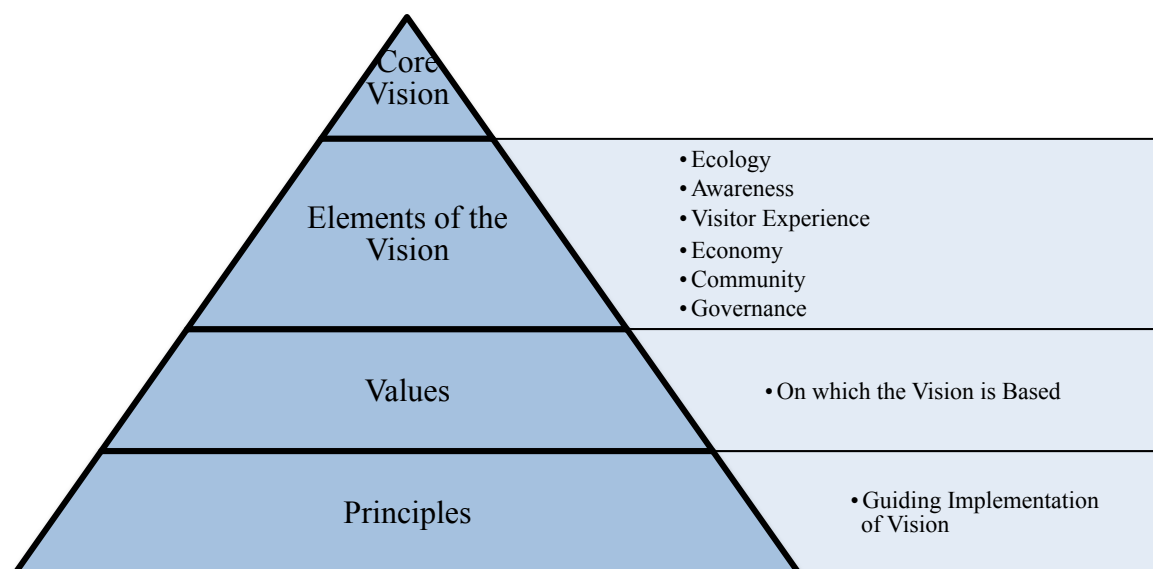


Figure Appendix M:0:2 Conceptual Framework Source: Adapted from (Goeldner & Ritchie, 2009, p. 428)

The second recommendation is policy alternative #1 – *Status Quo*. Tourism in Washington State already has multiple entities working toward the same goal: develop tourism in the Pacific Northwest; while this system works and revenues are increasing, tax dollars are increasing, jobs are being created; overall, collaboration would result in more efficiency and a better consistency toward sustainable tourism – a product that will remain for generations.

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Appendix N Principles of Sustainable Tourism (Rural Development Initiatives, 2010)

- Serves a target market that is profitable, with promising long term viability;
- Is integrated with and respectful of the culture, homeland, heritage, and people of a place;
- Generates localized economic development benefits;
- Generates development that has a balanced and beneficial impact on the environment and community;
- Generates revenue that is re-invested in conserving and enhancing the unique features of the community; and
- Encourages diverse parties to work together to create new opportunities and to address challenges that emerge.

Appendix O Example of Strategic Action Plan: Seattle’s Climate Action Plan

1.0 Introduction:

This example of a strategic action plan was completed in collaboration with two SMEA students. This report was to satisfy the core skill requirement of marine policy action taking, implementation and evaluation.

1.1 Seattle's Climate Action Plan:

In 2006 the City of Seattle developed a Climate Action Plan (CAP) to reduce greenhouse gas (GHG) emissions throughout the city to 80% below 1990 levels by 2050. The plan was designed to provide common-sense steps that people, businesses, and the City can take to fight climate change, and was part of an agreement with several hundred cities across the U.S. to develop similar plans (Seattle Climate Protection Initiative 2006). The Office of Sustainability and Environment (OSE) implements Seattle’s plan through the Seattle Climate Protection Initiative. This year, OSE will be finalizing an update to the CAP, including a new goal of carbon neutrality (City of Seattle OSE, 2012).

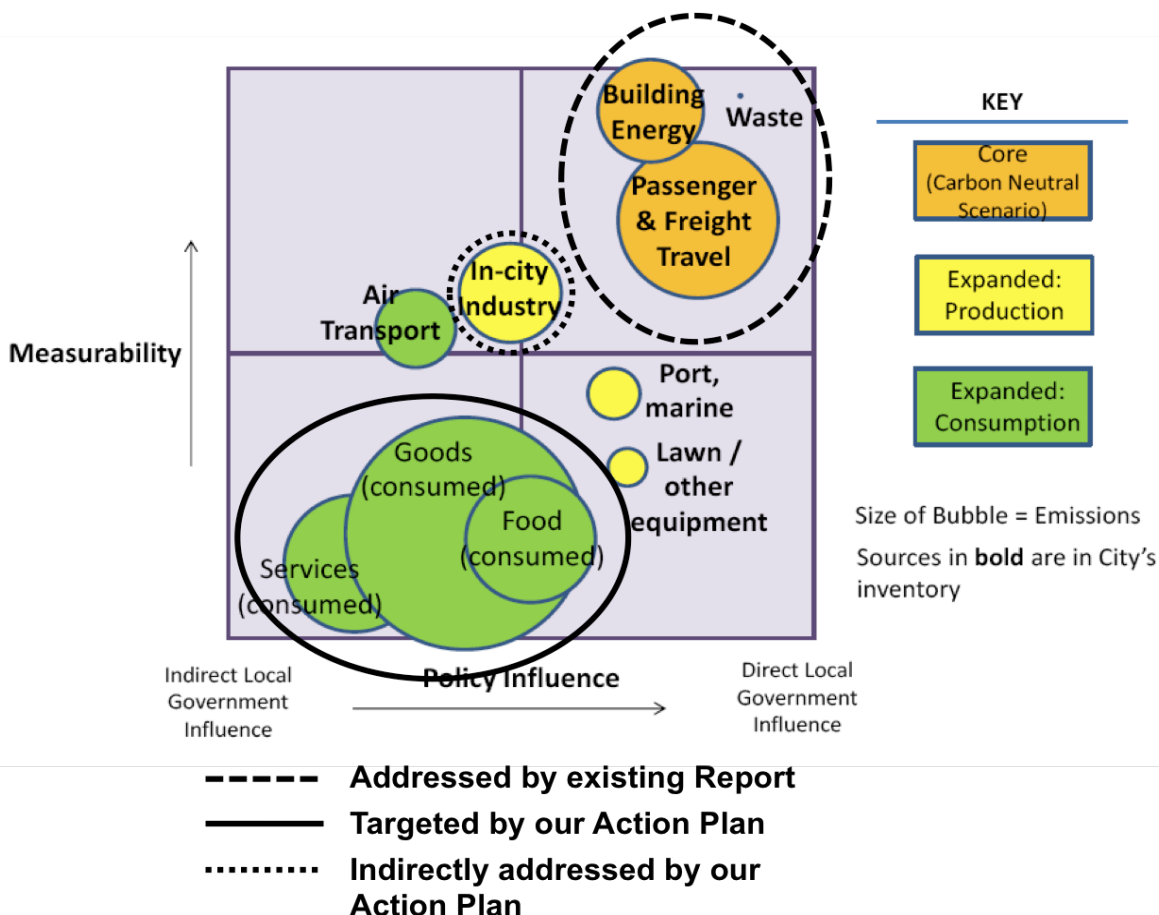


Figure Appendix O:0:1 Scope of Seattle's emissions covered in the GZS and this Strategic Action Plan

In May of last year, as part of the formal update process, OSE commissioned the consulting group Stockholm Environmental Institute (SEI) to provide potential strategies for achieving the emission reductions necessary for carbon neutrality. SEI produced the "Getting to Zero" Study (GZS), recommending reduction strategies in the transportation, building energy, and waste sectors (Lazarus et al., 2011). In April of this year the City began to move forward incorporating these recommendations into the new Seattle CAP (OSE, 2012).

1.2 Gap Analysis:

As part of a larger project with King County, SEI developed a framework for assessing emissions sources according to the quantity of emissions from that source, the amount of policy influence the City has to control emissions from it, and the degree to which the City can measure emissions from it. SEI found emissions from consumption of goods, services, and foods to be too far outside the City's jurisdiction and too difficult to measure according to this rating system, and focused their report exclusively on emission reduction strategies for the transportation, building energy, and waste sectors (Figure Appendix O:0:1) (Lazarus et al., 2011).

In April of 2012 SMEA graduate students (SMEA) performed a gap analysis on SEI's report and found its logic in omitting emissions from the consumption sector to be inconsistent. Per capita emissions from consumption are estimated to be several times more than emissions from the transportation, building energy, and waste sectors combined (Hammerschlag, 2008). Based on this estimate, a CAP that does not include emissions from the consumption sector will be inherently ineffectual, and this factor alone should outweigh the sector's low-to-moderate ratings in political feasibility and measurability. At the same time, SMEA identified broad strategies to increase the political feasibility and measurability of emissions from the consumption sector. SMEA developed these strategies for incorporation into Seattle's CAP.

2.0 Strategic Action Plan Overview:

2.1 Methodology:

The methodology used to develop this Strategic Action Plan was threefold. Firstly, SMEA dissected the original rationale used by SEI to exclude the consumption sector from the GZS. As mentioned, despite its overwhelming contribution to Seattle's total per capita GHG emissions, the consumption sector was omitted for being too difficult to measure and too far outside of the City's jurisdiction. SMEA explored which aspects of the consumption sector were perceived in this way, why, and how particular strategies and activities might overcome these obstacles. Secondly, SMEA studied examples of CAPs from other cities around the world to assess which strategies and activities are used to overcome these obstacles in the consumption sector for other cities. As the CAP is a widely used model for cities to fight climate change, this step was an extremely important one to ensure Seattle's activities align with best practices globally. Each example was assessed for transferability to Seattle by considering size, geography, culture, and socioeconomic characteristics. The most relevant examples from the most transferable cities are included as examples in this report. Finally, SMEA relied on the guidance of Margolis and Salafsky to turn these strategies and ideas into an implementable action plan with a goal, objectives, and activities (Margolis and Salafsky, 1998).

2.2 Goal and Overview of Objectives:

The goal of this Strategic Action Plan is to reduce GHG emissions from Seattle's consumption sector to 10% of 2008 levels by 2050. A 90% reduction matches the City's most recent articulation of its overall goal for the CAP, which, combined with carbon offsets, represents the most cost-effective way for Seattle to reach zero net emissions by 2050 (OSE, 2012). In order to achieve this goal, SMEA identified and developed three primary objectives:

1. Obtain more comprehensive, accurate GHG emission estimates for the City of Seattle that include the consumption sector
2. Coordinate emission reduction strategies with Washington counties that produce food consumed in Seattle
3. Implement and facilitate existing programming using planning tools to help Seattle consumers make less carbon-intensive decision

These objectives and the activities required to achieve them are described in detail in the following sections.

3.0 Objective 1: *Obtain more comprehensive, accurate GHG emission estimates for the City of Seattle that include the consumption sector:*

3.1 Context:

In the Getting to Zero study, SEI clearly identifies life-cycle emissions as a major limitation of their analysis:

“We did not consider embedded energy and life-cycle emissions in the Core emissions analysis. We do provide a rough estimate of total emissions associated with goods and services consumed in Seattle in Section 7. However, the life-cycle emissions of all of the materials and services implications of the carbon neutral scenario, while important to reflect upon, are too uncertain and complex to estimate” (Lazarus et al., 2011).

Given the complexity of life-cycle emissions, the City of Seattle should identify feasible means to calculate these emissions, as they are a major contributor to total per capita emissions. Over 25 metric tons of consumption-based carbon dioxide are emitted through the consumption of goods, services, and food (Hammerschlag, 2008).

Understanding the complexity of life-cycle emissions is not a reduction strategy, but establishes fundamental information necessary for developing reduction strategies. Calculating the consumption sector GHG emissions will establish a true baseline. Life-cycle analysis is a tool that can then be applied to any sector; in this plan SMEA is concerned with applying it to the consumption sector.

3.2 Activities:

Two activities are identified in support of this objective and are discussed below:

1. Identify life-cycle stages and boundaries, including timelines, for the City of Seattle's consumption sector
2. Determine Seattle's end-of-life profile and incorporate into existing waste sector component of CAP

To use life-cycle analysis, the City must first identify life-cycle stages and boundaries. According to the World Resource Institute (WRI), there are three defined stages and boundaries included in product life cycle accounting and reporting. The WRI has categorized different accounting and reporting methods into three main scopes: Scope 1 and 2 are considered core emissions and are required by the corporate standard; Scope 3 is the product life-cycle emission and is optional as per WRI and the EPA. Upstream (e.g. material acquisition and pre-processing) and downstream (e.g. distribution, storage, use, and end-of-life) describe the life-cycle emission process (WRI, n.d.). It is important to note that this Strategic Action Plan suggests that the boundaries set forth by upstream and downstream emissions be followed for goods, services, and foods consumed in Seattle. Thus, the final demand of the product will determine which part of the stream is calculated into the life-cycle emissions. For example, Cadman Concrete in Seattle would calculate upstream scope 3 emissions and scope 1 and 2 (core emissions). Then, depending upon where the final demand of the product is located, downstream scope 3 emissions may or may not be calculated into Seattle's GHG inventory. In the event the final demand of the downstream scope 3 emissions were within the City of Seattle, then all remaining GHG emissions would be included in the inventory.

Connected to the downstream scope 3 emissions are end-of-life emissions. End-of-life is what occurs to the good, service, or food when it is ready to be returned to nature. Currently the choices are recycling, reuse, landfill, or incineration. SMEA recommends that the CAP absorb and include these emissions into waste sector activities.

As discussed earlier, companies may report scope 3 GHG emissions as they wish; however, WRI proposes to standardize the GHG protocol and require companies to report scope 3 GHG emissions. To facilitate this standardization, WRI developed GHG calculation tools with the help of the World Business Council for Sustainable Development (WBCSD). Stakeholders were given the opportunity to provide comments and review of the calculation tools and the GHG protocol. Drafts of the tools were released for review in 2009 and in 2011 the final draft of the standards associated with life cycle accounting and reporting was implemented. The WRI released the documents that allow for companies to inventory their GHG emissions. Very generally, quantification of the GHG emissions is determined using the following equation: $GHG = \text{Emissions Data} * GWP$. The emissions data is calculated by multiplying activity data by an emission factor. Examples of activity data include liters of fuel consumed, kilograms of waste generated, or kilometers of distance traveled. Examples of emission factors include kilogram of carbon dioxide emitted per liter of fuel consumed, grams of methane emitted per kilogram of waste generated, and metric tons of carbon dioxide emitted per kilometer traveled. These numbers are then multiplied by the global warming potential (GWP) value that "describes the radiative forcing impact (or degree of harm to the atmosphere) of one unit of a given GHG relative to one unit of carbon dioxide" (WRI, n.d. p.70). In other words, it is a measure of how much GHG is trapped in the atmosphere. The GWP identified to be used is set forth by the Intergovernmental Panel on Climate Change (IPCC) and is based on the 100-year time scale.

3.3 Monitoring and Implementation:

Calculating life-cycle emissions is complex and confusing. The City of Seattle recently commissioned SEI to conduct an analysis of life-cycle emissions. The major issue with the resulting analysis is that SEI concluded that estimates be used to determine life-cycle emissions (Lazarus et al., 2011). While this at least begins to include the consumption sector, it does not effectively or efficiently calculate a true GHG emissions inventory. To accomplish this task, SMEA recommends that the City of Seattle use the methodology put forth by WRI that helps “companies prepare a true and fair scope 3 GHG inventory in a cost-effective manner, through the use of standardized approaches and principles” (WRI, n.d. p.04).

Additionally, Seattle has built yearly progress reporting into the CAP program, as well as periodic updates to the CAP as a whole. This monitoring program tracks GHG emissions from individual sources, and can be applied to the objectives and activities presented in this objective, as well as the other objectives in this report.

3.4 In Practice: Albuquerque, NM:

The City of Albuquerque is taking steps to incorporate life cycle into emission reduction strategies for their food sector. As part of a larger study, the City of Albuquerque found that over 20% of their total GHG emissions came solely from food and agriculture. In order to determine where the City could intervene to reduce some of these GHG emissions, they are using a modified life-cycle analysis called a value chain. An urban food value chain groups parts of the life cycle of food into particular sectors (i.e. production, packing and processing; storage and distribution; consumers). Each of these sectors is associated with a particular cost or impact such as GHG emissions. The City complemented this effort by creating a carbon “food print.” Similar to a carbon footprint, this calculation is based upon emissions associated with the food sector and has facilitated the creation of a new food infrastructure baseline upon which Albuquerque has begun to measure reductions (City of Albuquerque Climate Action Task Force, 2009). The City of Seattle could use a similar approach to analyze the life-cycle emissions of food coming into the city. The value chain would be the most appropriate place for the city to take action, while a calculated food print of current GHG emissions could also be used as a baseline against which the City could measure reductions from its food sector.

4.0 Objective 2: Coordinate emission reduction strategies with Washington counties that produce food consumed in Seattle:

4.1 Context:

Since most of the foods and goods that are consumed in Seattle are produced outside of the city, SEI deemed emissions from the consumption sector outside of the City's jurisdiction. At the same time, emissions produced offsite are often spread over a wide geographic area and multiple emitters, making them difficult to measure. However, as identified in the gap analysis, coordination and alignment with regions where these goods are produced may break down some of these barriers and provide Seattle with the opportunity to better measure emissions associated with the entire life cycle of goods, services, and foods consumed within the city. Thus SMEA recommends that the City initiate coordination of emission reduction strategies with other Washington State counties, particularly those with high agricultural productivity being imported into Seattle. This coordination could serve as a starting point to build a more localized food system.

4.2 Activities:

Three activities are identified in support of this objective and are discussed below:

1. Develop a food map that documents where Seattle gets its food; identify WA counties that produce the most for regional markets (Seattle or other)
2. Perform a market analysis for food consumption in Seattle; identify strategies and policies to make Seattle a more competitive market for regional food producers
3. Form partnerships with counties relevant to (1) and (2) above

Though there has been skepticism of the link between sourcing food locally and reducing carbon emissions (McWilliams, 2009), both critics and proponents of the local food movement acknowledge that buying local is an effective method to reduce the total carbon footprint if it is done in the right way- in other words, by considering the entire life cycle of a product instead of simply ‘food miles’ traveled (Pollan, 2009). This further supports SMEA 's recommendation that the City perform a detailed analysis of life cycle emissions, as described in Objective 1 above.

SMEA also recommends that the City of Seattle develop a food map that documents where Seattle gets its food and more specifically, identify Washington State counties that produce the most for the City. This map will allow the City to ascertain where most of its food is coming from and better inform the life cycle analysis. Furthermore, it will enable the City to identify priority areas where efforts can be better focused on buying more products from local sources within King County or in other neighboring counties such as Skagit County.

The City should also perform a market analysis for food consumption in Seattle and endeavor to implement strategies and policies to make Seattle’s market more competitive for regional food producers. Some of these strategies include better marketing for locally produced foods or financial incentives for large grocery distributors to incorporate local sourcing. The City could also work toward building connections between grocery store purchasing staff and local farmers to encourage more sales of these local products.

Finally, the City should begin to form partnerships with counties that are relevant to the development of a more sustainable local food system. Using information gathered from the first two activities explained above, the City should work to develop county partnerships that will result in a more sustainable and reduced emission food sector. A simple place to start in this effort is to participate in the King County Cities Climate Collaboration, which is designed to enhance the effectiveness of King County local government climate and sustainability efforts (King County, n.d.).

One tangible example that could serve as a starting point for the City of Seattle is the formation of a partnership with Snohomish County. Snohomish County, which is a large agricultural producer for the State, recently initiated an effort to create a more sustainable, coordinated agricultural system in an effort to preserve agriculture as an industry and increase its efficiency. A report commissioned for this effort states that “Snohomish County’s smaller farms are well positioned to take advantage of the Puget Sound region’s growing interest in locally sourced food” but also cite the “need for local distribution capacity” as a limitation (SAEDAT, 2009). This is an opportunity for the City of Seattle to form a partnership with a county that is not only

close to the City but also willing to work with City officials to help build a locally sourced food market with the goal of reducing emissions associated with food production, distribution, and consumption.

4.3 Monitoring and Implementation:

SMEA proposes that the development of a food map and market analysis of food consumption for the City should be completed within a year, in time for the next annual CAP progress report. Forming partnerships with other counties will take much longer, as it will require the completion of the first two activities. Furthermore, relationship building both with county officials as well as local producers will take time. Therefore, the City should begin immediately to initiate such connections and confer with county officials on strategies to incentivize more local distributions. As with other activities recommended by SMEA, the yearly progress reports included in the current CAP will serve as a built-in monitoring infrastructure.

4.4 In Practice: Portland, OR:

In Portland, Oregon, City officials have come together with Multnomah County officials to integrate strategies with the goal of reducing GHG emissions associated with the food sector (City of Portland, 2009). While both government entities have separate action plans, they recognize the need for better coordination to encourage more local distribution. They are currently working together to find new synergies and strategies that meet their common goal of food produced in Multnomah County being sold and consumed in the City of Portland. Although this is a work-in-progress, the City of Portland has already worked with Multnomah food producers and distributors to relax or eliminate regulatory barriers as incentives to deliver more of their product to the city. The City of Seattle can take similar action by coordinating with large agricultural producing counties and working with officials to incentivize delivery and consumption within the city. While SMEA recognizes that the City of Portland is a part of Multnomah County, this is a good example of City and County officials working together to improve the sustainability of a larger region and one from which Seattle may be able to learn.

5.0 Objective 3: Implement and facilitate existing programming using planning tools to help Seattle consumers make less carbon-intensive choices:

5.1 Context:

The GZS acknowledged that significant reductions in emissions from the consumption sector would require a change in the culture and behavior of consumers. However, municipal government cannot directly influence consumer decisions. At the same time, the effect culture and behavior have on emissions is indirect, nebulous, and very difficult to measure. Based on this rationale, the GZS did not include strategies to change consumer culture.

Strategies to change consumer culture typically take the form of education, outreach, festivals and events, and signage. These strategies are based on the pedagogical belief that such institutional controls can change behavior - in other words, that informed consumers will make "better" decisions. Seattle, through City programming as well as the work of non-profit organizations, is already very involved in these kinds of activities. For example, OSE works with residents and community groups to develop climate education programs and reduce communities' carbon footprints. Several environmental non-profits provide curriculum material for schools on reducing consumption, reuse, recycling, and choosing local. These programs

complement activities that directly lower emissions, such as local food production or recycling efforts. However, the effectiveness of both types of activities depends on participation, and on participants being able to change their behavior and make less carbon-intensive consumption decisions.

This objective aims to make such programming more effective by using City planning tools to facilitate participation as well as better decision-making by consumers. Incorporating this kind of programming into the City's planning activities ties it to one of the City's core functions, thereby increasing its legitimacy, visibility, and effectiveness. This strategy enables the City to overcome the challenges of political feasibility and measurability cited in the GZS.

5.2 Activities:

Three activities are identified in support of this objective and are discussed below:

1. Codify Seattle's consumption systems (goods, services, food) in the City Comprehensive Plan and regional transportation planning efforts
2. Identify opportunities for small-scale planning and urban design projects that facilitate existing programming
3. Facilitate creation and operation of programming through assistance by City staff and improved online guidance

Though the City is already very active in programming aimed at reducing consumer emissions, the underlying policies that support these activities and their larger goal of GHG emissions reductions are often embedded and hidden within the programs and policies of myriad City departments. By keeping these policies implicit and internal, the City reduces the overall efficacy of its activities. In order for these activities to be successful, where City policies and programs interface with the consumption sector must be made visible and coordinated toward a common goal. Policies must become institutionalized as a basic element of city government, just as transportation, community development, and parks are currently. This institutionalization can occur through changes to land use and transportation plans. For example, building off of objective 2 in the previous section, regional transportation efforts could be coordinated with food-producing counties in the state to minimize the carbon intensity of food distribution. Certain elements of the Comprehensive Plan could also help implement programming. For example, modifying the land use element to support farmers markets or urban agriculture as a "highest and best use" would lower barriers for both producers and consumers of local food. Ultimately, the City could add explicit elements to the Comprehensive Plan that address the consumption sector directly, such as through a "food system" element. This would ensure that consumer programming was part of the City's constant awareness, and would allow alignment and coordination with other City goals.

The City can also influence consumer behavior on a smaller scale, through information gathering efforts or urban design projects that facilitate participation in existing programs. For example, the City could leverage its access to land use and environmental data in order to establish good locations for long-term farmers markets, reuse/resale centers, or urban farms. It could then design adaptive parking pricing schemes adjacent to these areas once facilities had been

established, making them easier for citizens to use. Alternatively, the City could improve nearby public transportation facilities, making it easier, for example, for citizens to ride the bus to their local farmers market.

Finally, a major barrier to the development or operation of many programs is the permitting process. Whether permits are needed from the City for a conditional use, or from the State for development of remedial or environmentally sensitive land, citizens are faced with a confusing, convoluted, and often opaque permitting process (SAEDAT, 2009). This serves as a barrier to many would-be program developers. By simply being available to provide assistance in this process, City staff could significantly increase the success rates of these programs. Improving information available online to applicants would also help immensely with the devotion of relatively few City resources.

5.3 Monitoring and Implementation:

This objective provides a good opportunity to coordinate with other objectives in the CAP, such as the improvement and increase of bicycle and pedestrian infrastructure. In addition to City-scale bike and pedestrian planning efforts, smaller scale projects could align with farmers market, reuse/resale center, or urban farm locations. In general, progress toward this objective should be monitored in time with the City's annual update to its Comprehensive Plan. Potential indicators include the number of Plan amendments proposed and/or accepted that address consumption sector emissions, or consumption sector programming; the degree to which such programming is mentioned explicitly in City documents; and the amount of communication between OSE and the Seattle Department of Planning and Development.

In terms of GHG emissions, the success of programming aimed at reducing consumer emissions is inherently difficult to measure directly. Therefore measuring the success of the activities proposed, which aim to facilitate that programming, also presents a challenge. Ideally, the effects of these activities, and the programs they facilitate, will be pervasive and permanent, affecting a shift in consumer culture and behavior. This shift will ultimately influence the production sector as well, as the market adapts to produce less carbon-intense goods, services, and foods to meet the changing demand. The cultural shift will have a profound impact on emissions, but unlike other reduction strategies in the CAP, will not be directly measured by the City's GHG inventories. Instead, it can be inferred to be equal to reductions in total emissions that are not accounted for by other strategies - in other words, the success will be found in the "leftovers."

5.4 In Practice: Toronto, Ontario, Canada:

For the City of Toronto, one of the most important conversions to a healthier, climate-friendly food system is to better plan neighborhoods with food access in mind. One of the City's priorities is to make food more accessible either by foot or by public transportation, which it hopes will eventually reduce the use of single occupancy vehicles and aid in the ability of its citizens to buy local. Toronto is also currently expanding or building linkages between local food producers and urban eaters by sustainably building parking lots and sidewalks adjacent to local food distributors and campaigning for a better awareness of these places. Finally, Toronto is also at the forefront of creating more public green spaces. The city understands that "people tend to better maintain and protect the beauty of spaces for which they feel ownership and affection." Thus the City has renovated old or abandoned building to create showcases of urban sustainability including public spaces for greenhouses, farmer's markets, and office spaces for

community groups (City of Toronto Office of Public Health, 2009). These are all activities, within city jurisdiction, that Toronto has adopted in order to facilitate a change in the culture and behavior of consumption practices. These activities are all also within the jurisdiction and capabilities of the City of Seattle and can serve as functional examples of how Seattle might use planning tools to foster a less carbon-intensive consumer culture.

6.0 SWOT Analysis:

Very briefly, SWOT is an acronym for Strengths, Weaknesses, Opportunities, and Threats. Although the SWOT analysis is typically used in business plans, SMEA believes the SWOT will provide focus and ultimately show that the plan presented in this report is feasible. Conducting the SWOT analysis (Table 1) allows the city of Seattle to discover the strengths and opportunities associated with this plan and ultimately manages and eliminates threats that would otherwise impede the progress of the plan. Strategic planners have criticized SWOT, however George Panagiotou (2003) states that SWOT analysis is “a valuable tool in the field of business strategy ... very important in the process of decision making” (p. 8).

	Desirable	Undesirable
	Strengths	Weaknesses
Internal (Controllable)	<ul style="list-style-type: none"> •Seattle is already very active in GHG emission reduction •WRI directives are in place - no additional planning needed •IPCC has developed GWP analysis •Brings all value chain stakeholders to the table for a discussion on GHG reduction efforts 	<ul style="list-style-type: none"> •Process of calculating life-cycle emissions can be complex and confusing •Not able to fully address the entire inventory •Scope 3 is heavily biased toward the food sector
	Opportunities	Threats
External (Uncontrollable)	<ul style="list-style-type: none"> •Seattle can become a world leader in Climate Action Plans •This plan allows for the reduction of GHG emissions and therefore improves human well-being and quality of life •Climate Change initiatives are becoming a trend in political agendas 	<ul style="list-style-type: none"> •Budget - Conducting life-cycle analysis costs money and is dependent upon the economy •Climate change scenarios may not be able to forecast farming cycles

Table: Appendix O:0:1 SWOT Analysis of Seattle's Climate Action Plan

Based on the SWOT analysis, SMEA feels confident that the desirable strengths and opportunities far out-weigh the undesirable weaknesses and threats. The weaknesses identified in the SWOT are obstacles that with planning and training are clearly surmountable. The external threats, while real, are also unlikely to cause serious detriment to the plan. Lastly, the reputation

for becoming a world leader in climate action plans is already evident as other cities (e.g. Denver) are citing Seattle's GTZ plan.

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