

**Improving the Environmental and Social Practices
of Coastal Tourism Operators**

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CHAPTER 1

INTRODUCTION

"There is, one knows not what sweet mystery about this sea, whose gently awful stirrings seem to speak of some hidden soul beneath."--Herman Melville

The magnitude and dynamic nature of the coastal recreation and tourism (CRT) industry requires its consideration in the field of coastal zone management (CZM). Recreation and tourism activities are ubiquitous in coastal and marine environments and the industry is growing--both in volume¹ and diversity--more than any other coastal industry. Furthermore, the CRT industry is entwined, either directly or indirectly, with all coastal and marine issues (Cicin-Sain et al. 1998)--few, if any, other industries transcend so many sectors, levels and interests (Cater 1995). Given the fragile nature of coastal and marine ecosystems, the high probability for conflicting uses within them and the potential adverse impacts of tourism development, it is readily apparent why CRT management is such a pressing issue (Ditton and Miller 1986).

When appropriately scaled and developed, the CRT industry has the potential to conserve natural and cultural resources. However, this potential requires an integrated approach that considers economic, environmental and social factors within a balanced framework of conservation and development.

¹ Recent estimates suggest that at least 180 million people visit the coastal regions of the United States every year, with over 85% of tourism-related revenues being generated by coastal states (Cicin-Sain et al. 1998).

Unfortunately, tourism tends to be developed in an *ad hoc* fashion that maximizes short-term economic benefits and disregards long-term environmental and social costs (Ditton and Miller 1986). Such development threatens the natural and social integrity of coastal communities, as well as the long-term economic viability of the CRT industry.

Acknowledging the extent to which their success depends on a healthy natural and social environment, many new tourism developments have attempted to reduce or mitigate their adverse impacts. However, coastal conservation efforts will remain largely futile until previously-established developments reassess their operations and take responsibility for making them more environmentally and socially compatible. These realizations, coupled with the rising demands of environmentally and socially conscious tourists, have sparked a variety of movements within the private sector to improve CRT practices. This project report showcases one such movement.

From May 1999 through April 2000, I interned with the Alaska Wilderness Recreation and Tourism Association (AWRTA), a non-profit organization that balances responsible tourism development with resource protection and community enhancement. I was assigned to a seven-member task force charged with evaluating the success of AWRTA's "Ecotourism Guidelines"² and was primarily involved with AWRTA's Guideline Assessment Project (commonly

² Adopted in 1995, these guidelines were established to encourage environmentally and socially responsible products and practices among AWRTA-affiliated tourism operators.

referred to as "AWRTA's GAP"). This project, still underway, attempts to facilitate AWRTA's pursuit of responsible tourism development by improving the environmental and social practices of AWRTA's tourism operators. Phase I assesses the overall performance of the guidelines using an environmental scanning exercise and Phase II focuses on developing mechanisms for improving guideline implementation and compliance.

During Phase I, which was completed in the summer of 1999, my role was largely that of a research and technical assistant. Specifically, I assisted in: (1) reviewing the relevance and applicability of the guidelines, (2) assessing operator awareness of and compliance with the guidelines, (3) identifying and prioritizing necessary guideline improvements and (4) researching and recommending mechanisms for improving guideline compliance. Although preliminary tasks such as library research and phone interviews were performed at Oregon State University, I did spend 12 weeks working at AWRTA's home office in Anchorage. This time was spent reviewing sites and interviewing CRT operators and guides throughout the Kenai Peninsula.

As for Phase II, I continued to provide the GAP task force with research and technical support from September 1999 to April 2000, at which point my role became primarily advisory. In October 1999, I briefed the AWRTA Board of Directors about the findings of Phase I and identified several issues (i.e. operator accountability, guide training, environmental education, etc.) for them

to address at their 7th Annual "Ecotourism in Alaska" Conference. Although I was unable to attend this conference, I did assist the Conference Committee in developing three sessions and workshops directed at these issues. Since then, I have remained active in the theoretical discussion and development of programs and tools that enhance member compliance with AWRTA's "Ecotourism Guidelines".

The remainder of this report will proceed as follows. Chapter 2 reviews the literature and provides insight into the concepts and issues underlying responsible tourism development. Chapter 3 presents a case study of the Alaska Wilderness Recreation and Tourism Association. It outlines general organizational information, explains the mechanisms currently being examined by AWRTA and reports on the progress of the Guideline Assessment Project. Chapter 4 analyzes AWRTA's success by inspecting their proposed programs and tools in the context of various theoretical frameworks. Finally, Chapter 5 summarizes the information and speculates on the future success and transferability of the project.

CHAPTER 2

BACKGROUND

"The earth is one, the world is not."--The Brundtland Commission

COASTAL RECREATION AND TOURISM (CRT)

Although coastal and marine environments account for only 10% of the earth's surface, they are home to over 70% of the world's population and support more tourism than any other global region (Agardy 1991, 1993). This is not surprising, considering the invaluable opportunities for relaxation and exploration that these areas offer. Attributes such as fresh air, natural light, panoramic views and rhythmical wave sounds produce a soothing contrast to urban and suburban life and provide a serene setting for a variety of activities and interests. Historic coastal settlement sites and monuments attract culturally-minded travelers, while the opportunities to study various ecosystems, habitats and species attracts more scientifically-minded ones (Kenchington 1993). Recreational opportunities, however, draw the largest number of tourists to the coastal zone. The three "S's" of tourism—sea, sand and sun—facilitate an array of activities³ and experts predict that these will continue to flourish as coastal populations and economies grow (Agardy 1991, 1993; Kenchington 1993).

³Examples include aquatic sports, beachcombing, boating, diving, fishing, hiking, snorkeling, sunbathing and underwater photography.

Tourism Impacts

A review of the literature reveals several reasons for coastal communities to pursue tourism development. However, for such development to be sustainable, communities must recognize tourism's roles, limitations and potential impacts⁴ (Clarke 1981; Kenchington 1993). Although these impacts do not occur in isolation, they can be divided into four general categories: economic, cultural, social and ecological.

Economic Impacts:

Tourism's economic benefits are frequently used to justify its development in coastal communities, particularly those facing declines in more traditional resource-based industries such as forestry or commercial fishing. Generally speaking, these benefits include (Allen *et al.* 1988, 1993; Boo 1990; Brandon 1993; Clarke 1981; Lindberg 1998):

- Employment opportunities
- Generation of revenue
- Economic diversification
- Local growth or enhancement

By creating both jobs and capital, tourism serves to revitalize local economies and allows struggling or developing communities to enhance their infrastructure and facilities (i.e. roads, lodging capacity, recreational attractions) (Lindberg 1991, 1998). In turn, these improvements often attract other industries, thereby

⁴ It is worth noting that these aspects of tourism are not unique to the industry's coastal and marine sector.

expanding economic depth and diversity (Allen *et al.* 1988; Lankford and Howard 1994) and enabling coastal communities to overcome some of tourism's inherent limitations. For example, the seasonal nature of coastal tourism creates inconsistencies in community income levels, infrastructure utilization and employment opportunities. The attraction of a more diverse industrial base subsidizes these off-season lags and smoothes the unequal distribution of tourism's economic benefits (Brougham and Butler 1981; Clarke 1981).

Despite these benefits, tourism development does entail some economic drawbacks that must also be considered by coastal communities. First, although tourism does create a fair amount of revenue, much of this capital leaks out of the local economy through outside suppliers, transportation companies and outbound operators (Lindberg 1998). Second, tourism creates many economic burdens within a community. For example, increases in infrastructure and facilities lead to increases in maintenance costs. Increases in costs generally lead to increases in taxes and inflation rates and these increases affect all residents throughout the community, even those who do not benefit directly from tourism (Allen *et al.* 1998, Murphy 1985). Third, although tourism does create jobs in the hospitality and service sector, they may not pay as well as those in resource-based industries. Therefore, tourism may not create as many viable employment alternatives for residents as developers claim (Lindberg 1998). Finally, even where tourism's economic benefits are apparent, they are rarely distributed equally throughout the community. This leads to mixed attitudes towards the

tourism industry and tempers resident support for community-based planning and management initiatives (Allen *et al.* 1993, 1998).

In addition to these economic concerns, trepidation regarding tourism's negative cultural, social and ecological impacts is rising (Boo 1990; Brandon 1993; Farrell and Runyan 1991; Lindberg 1995, 1998; Liu *et al.* 1987; Sweeting *et al.* 1999).

Cultural Impacts:

The three components of culture⁵ usually affected by tourism development are: (1) cultural structure, (2) cultural knowledge and (3) cultural patrimony⁶ (Brandon 1993). If tourism development outpaces the rate at which a community can adapt, cultural organization and cohesion begins to break down and residents--especially youth--begin to lose interest in the community and move away. This, in turn, causes a rapid extinction of local heritage and traditional knowledge that was kept alive through cultural patrimony. In other words, the bequest of the community's identity through common ideas, symbols and values ceases and the cultural structure of the community changes. A weakening of cultural laws that govern a community's political, economic, social and ecological environment often follows (Brandon 1993; Lankford 1994).

⁵ In this context, culture is defined as the framework of beliefs, symbols and values in which social interaction takes place and in terms of which individuals define their world (Smith 1989).

⁶ Originally referred to as an estate inherited from one's father, this term has come to refer to any source for present day people to understand and take pride in their history, culture and origins (Brandon 1993).

Social Impacts:

Rapid or uncontrolled tourism development is associated with social disturbances and nuisances, including (Allen *et al.* 1988, 1993; Clarke 1981; Lankford and Howard 1994; Lindberg 1995; Liu *et al.* 1987; Murphy 1985):

- Overcrowding, congestion and loss of open space
- Price and tax inflation
- Decreased aesthetic quality
- Change in community appearance
- Increased pollution (i.e. sight and noise pollution)
- Increased crime (i.e. vandalism, prostitution and theft)
- Increased disease (i.e. alcoholism, depression)

As illustrated in Figure 1, these impacts generate negative resident attitudes toward and perceptions of the tourism industry (Lankford 1994; Murphy 1985; Um and Cropmton 1987), thereby tarnishing the integrity of the industry and inhibiting its sustainability (Lindberg 1991; Murphy 1985).

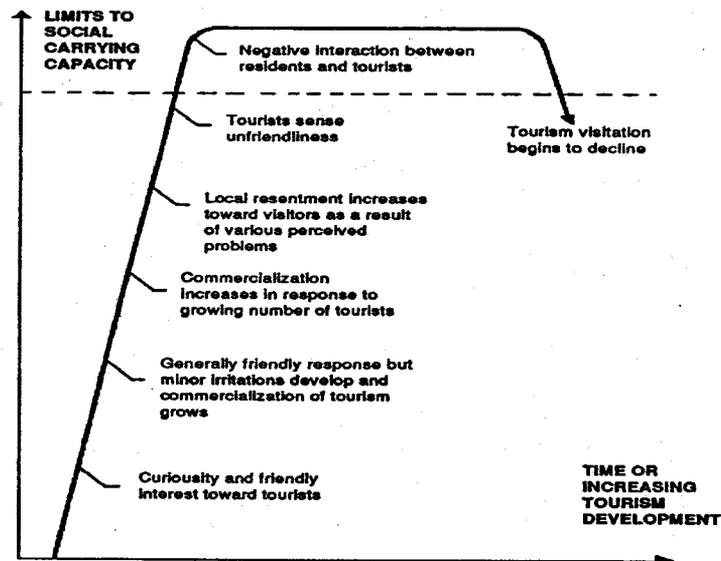


Figure 1: The Potential Cultural and Social Impacts of Tourism (From Murphy 1985)

Ecological Impacts:

A close examination of natural ecosystems reveals that the tourism industry is a significant contributor to pollution and resource degradation. For example, the transportation (i.e. planes, trains, boats and automobiles) sector's exorbitant use of fossil fuels contributes to air and water pollution, respectively, by emitting carbon dioxide into the atmosphere and introducing waste, sewage and unburned hydrocarbons into the marine environment. The hospitality sector (i.e. hotels, restaurants and retail facilities), although pale in comparison to transportation, is also a culprit because of the excessive amount of trash and human waste it produces (Mieczkowski 1995).

Individual tourism activities also impact resource integrity. For example, hikers, bikers and off-road vehicle users frequently degrade soil quality by either compacting or eroding upper soil layers. These activities change the structure, aeration, temperature, moisture and organic contents of the soil, thereby destroying riparian habitats and diminishing water quality via consequential sedimentation and run-off (Johnson and Van de Kamp 1996). They also affect vegetation by damaging terrestrial plants and altering community composition (Mieczkowski 1995).

Similarly, water quality can be compromised by the use of cruise boats, charter boats and motorized personal watercraft. These vehicles raise a number of environmental and social concerns such as: air emissions, unburned hydrocarbon leakage, submerged vegetation damage, benthic habitat destruction,

wildlife disruption, safety and noise (Salm 1985). Furthermore, water quantity is potentially affected because tourists must compete with other users for finite water supplies (Mieczkowski 1995; Johnson and Van de Kamp 1996; Salm 1985).

Finally, in addition to the habitat degradation previously mentioned, recreation and tourism activities also impact wildlife populations by affecting their ecological adaptations, migration patterns, feeding behaviors and reproduction levels (Mieczkowski 1995).

Cumulatively, these impacts destroy the environmental, social and cultural resources upon which the tourism industry depends and, too often, "tourism kills tourism" (Goodwin 1996). Butler calls this potential for overexploitation and decline the "tourism cycle", shown in Figure 2.

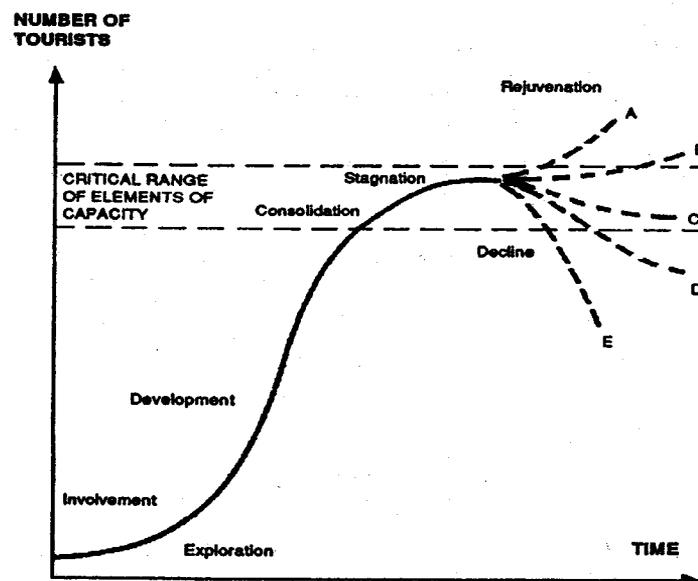


Figure 2: The Tourism Cycle (From Butler 1991)

The cycle depicts how tourism's impact on the resource base can completely destroy a destination's assets and visitor appeal, thereby reducing or eliminating

future success. This cycle should serve as a reminder to coastal tourism stakeholders that, although the industry is resilient and growing, it should be viewed as a renewable resource whose long-term viability requires careful cultivation (Lindberg 1991).

In order to protect the environment and to prevent the stagnation and decline of the tourism industry, researchers and managers are promoting a "responsible tourism" paradigm that averts the industry's negative impacts on ecological, social and cultural systems. This model strives to enhance the tourism industry's environmental stewardship, increase its social-awareness and exploit its potential for balancing conservation and development (Western 1993).

TOURISM AND SUSTAINABILITY

Principles of Sustainability

Responsible tourism is rooted in the right of a generation to pass its assets and resources on to the next generation. This right, known as the bequest right, is also the cornerstone of a concept called "sustainability". This concept acknowledges that the long-term viability of human industries and communities and, ultimately, human survival, is inherently dependent on a healthy, functional biosphere. It also recognizes that individuals, industries and communities strive for survival and prosperity with little regard for their impact on others or the physical environment (UNWCED 1987). Therefore, the overarching goal of sustainability is to promote a symbiotic relationship between man and nature

that enhances the health and welfare of human populations, industries and communities (McCool 1995).

Sustainability advocates claim that it provides an attractive model for human action and development. Critics, however, challenge its acceptance as a valid and objective goal by noting its ambiguous assumptions and internal contradictions. Simply stated, sustainability means maintenance—but it usually implies the maintenance of a certain "optimum" or "appropriate" state (Anagnostopoulos 1994). This implication impedes policy selection by fueling subjective arguments regarding what to sustain, for whom and for how long (McCool 1995). For example, whereas some groups strive to sustain finite industries, communities or ecosystems, others argue that sustainability is meaningless unless pursued at the global level. Meanwhile, arguments regarding the efficiency and equity of resource allocation impede the implementation of sustainability principles.

Sustainable Development

The operational dimension of sustainability, known as "sustainable development" has proven equally difficult to grasp. Formally defined by the Brundtland Commission, this notion charges that,

"...development should meet the needs of the present without compromising the ability of future generation to meet their own needs (UNWCED 1987)."

Although the seeming simplicity of the statement is appealing, its functional requirements and opposing goals frequently justify its dismissal as a conceptual oxymoron. After all, sustainability aims to preserve a certain state but development aims to technologically alter or advance that state (Nath *et al.* 1996).

Furthermore, although sustainability was originally introduced as a biological concept, sustainable development has been incorporated into social and political arenas, where its objectives have become clouded. These arenas are driven by economic, social, cultural and ecological goals and their actions, in turn, have economic, social, cultural and ecological ramifications. Therefore, any strategy for achieving sustainable development must holistically consider all human activities and their potential side-effects (de Graaf *et al.* 1996; Robert 1997). To achieve a comprehensive consideration of these activities and effects, experts have delineated four socio-ecological principles upon which sustainable development should be based (Azar *et al.* 1996; Hawken 1996; Robert 1997). These principles, rooted in natural resource limitations and social equity, are outlined in Appendix A.

Without expanding the semantic debate encapsulating sustainability and sustainable development, it is essential to clarify these concepts within the context at hand. Therefore, throughout this report, *sustainability* refers to a particular, yet dynamic condition in which economic opportunity, quality of life, environmental integrity and cultural heritage are indefinitely maintained. In turn, *sustainable development* refers to the complex web of resource management

policies, strategies and pathways that are used to reach and maintain this condition. This web, a continuous process of adaptation and change (UNWCED 1987), depends on certain socio-ecological principles to assess the consequences of human activity on the natural and social environment (McCool 1995).

Despite the fact that they remain elusive goals, these concepts are important because they speak to the gap between how the earth functions and how humans conduct their commercially-driven lives. Moreover, they attempt to balance the needs of the environment with the needs of humanity by uniting ecology and commerce into one sustainable act of marketing that mimics and enhances natural processes (Hawken 1993).

Sustainable Tourism

This project extrapolates the preceding line of reasoning by applying the concepts of sustainability to a specific development sector, the coastal recreation and tourism (CRT) industry. Put simply, if "sustainability" refers to a condition and "sustainable development" refers to a web of pathways leading to this condition, then "sustainable tourism" represents one of these pathways and refers to a gentler, more responsible form of tourism development that can be maintained indefinitely.

To elucidate this point, the World Tourism Organization (1992) provides three facets of sustainable tourism:

1. "*Ecological sustainability* ensures that tourism development is compatible with the maintenance of essential ecological processes, biological diversity and biological resources."
2. "*Social sustainability* ensures that tourism development increases the control peoples have over their lives, is compatible with the culture and values of people affected by it and maintains and strengthens community identity."
3. "*Economic sustainability* ensures that tourism development is economically efficient and that resources are managed so that they can support present and future generations."

In general, sustainable tourism recognizes the interdependence between a healthy natural and social environment and the long-term viability of economic investments in tourism projects and policies. Furthermore, it recognizes the links between tourism destinations and the environment-at-large and, therefore, seeks to contribute to resource conservation and social equity (Hunter and Green 1995).

ECOTOURISM

Given its enormous magnitude and inherent dependence on a healthy environment, it is critical that the tourism industry strives for sustainability. At this point, however, it is necessary to admit that the industry cannot achieve absolute sustainability, primarily due to its exorbitant use of fossil fuels (Bottrill

and Pearce 1995). In an attempt to acknowledge this and to phrase objectives in realistic and obtainable language, advocates of environmentally and socially responsible tourism often use the term "ecotourism". Unfortunately, many experts consider this term to be as conceptually ambiguous as "sustainability" or "sustainable development" (Hvenegaard 1994). Therefore, this section will explore the various definitions and roles of ecotourism and illustrate the progress that has been made towards implementing it.

Ecotourism Defined

Ecotourism is one of several types of alternative⁷ tourism bounded by strict ecological and social criteria (Ceballos-Lascurain 1993). As depicted in Figure 3, ecotourism is a complex phenomenon that involves many factors and actors. It is a response to an amalgam of interests arising from various economic,

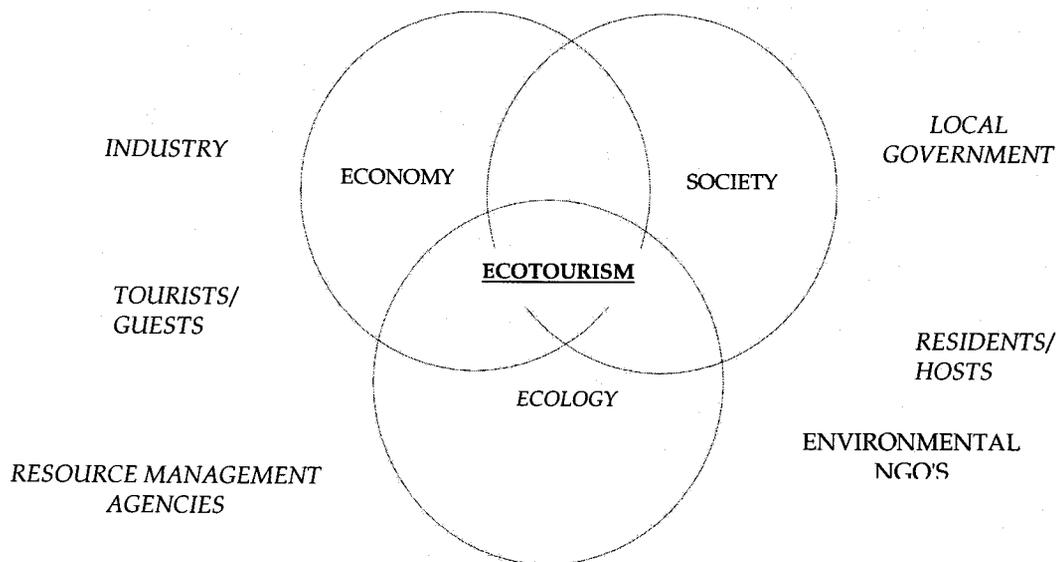


Figure 3: Ecotourism Stakeholders and Concerns (From Herremans and Welsh 1999)

⁷ Other types include: adventure, cultural, green, nature-based and wilderness tourism.

environmental and social concerns (Norman *et al.* 1997; Western 1993) and it strives to benefit resources and stakeholders in an interrelated, symbiotic fashion (Brandon 1993; Ross and Wall 1999). Because it encompasses a strong commitment to nature, a sense of social responsibility and the desire to prosper economically, many researchers place ecotourism within the larger context of sustainable tourism (Bottrill and Pearce 1995; Ceballos-Lascurain 1993).

Specifically, ecotourism has been described as a hybrid⁸ of "nature-based" and "sustainable" tourism that generates a more purposeful form of tourism dedicated to maintaining and/or enhancing natural systems (Ceballos-Lascurain 1996). The World Conservation Union (IUCN) extends this purposefulness to social and cultural arenas by defining ecotourism as,

"...environmentally responsible travel and visitation to relatively undisturbed natural areas... in order to enjoy and appreciate nature... that promotes conservation, has low visitor impact and provides for beneficially active socio-economic involvement in local populations (Ceballos-Lascurain 1993)."

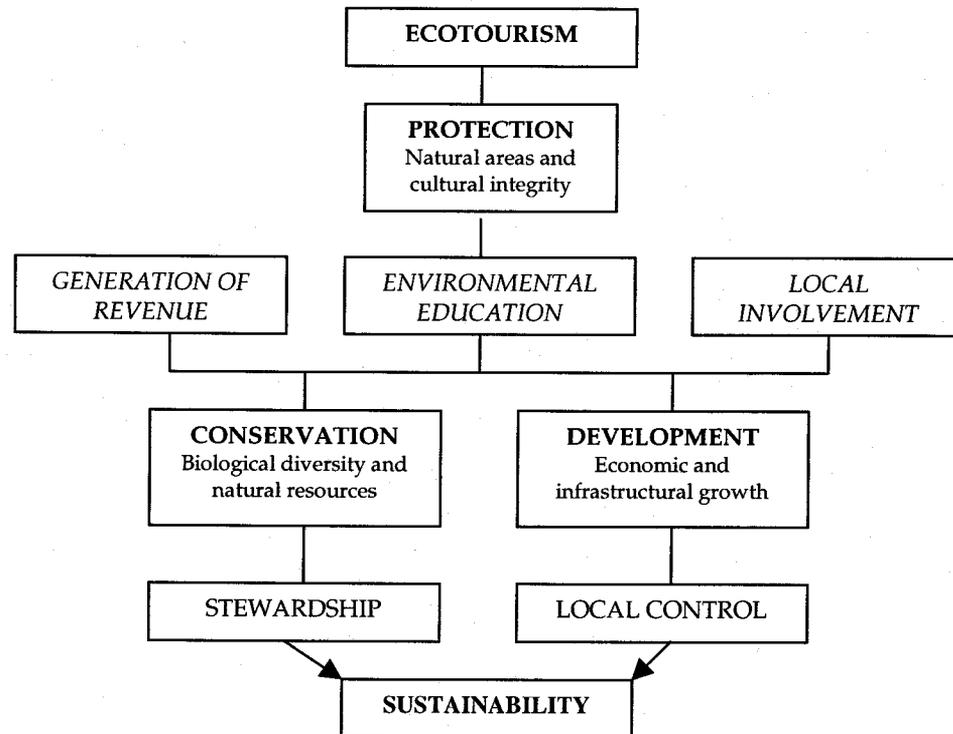
The Ecotourism Society (TES) simplifies this definition by marketing ecotourism as,

"...responsible travel to natural areas that conserves the environment and sustains the well-being of the local people (Blangy and Wood 1993)."

Despite the fact that researchers have yet to develop a single, operational definition of ecotourism, they have achieved general consensus regarding ecotourism's fundamental elements and functions (Cater 1995).

Ecotourism Functions

As depicted in Figure 4, ecotourism strives for sustainability by synergistically infusing appropriate activities and behavioral norms into a balanced framework of resource protection, environmental conservation and community development (Hvenegaard 1994; Norman *et al.* 1997; Ross and Wall 1999; Stewart and Sekartjakrarini 1994).



⁸ This hybrid is based on the premise that the enjoyment of nature by future generations should not be negatively affected by today's generation.

Figure 4: Ecotourism's Role in Achieving Sustainability (From Ross and Wall 1999).

Theoretically, this is enticing because it suggests a means to maintain or improve environmental, socio-cultural and economic conditions at all levels—local, regional, national and international. Moving from ecotourism theory to practice, however, requires the delineation of specific functions. In general, ecotourism should integrate the recreational, cultural, historical, ecological and commercial motivations for tourism development. Specifically, it should (Boo 1990; Brandon 1993; Honey 1999; Ross and Wall 1999; Wallace 1999; Western 1993; Wight 1993):

1. Operate within the finite limits of natural resources
2. Support environmental conservation and management
3. Enhance environmental research, education and stewardship
4. Catalyze economic development and diversification
5. Facilitate local participation in planning and management processes
6. Elevate local and regional quality of life

It is important to note that, without careful management and strict enforcement of these functions, ecotourism is no more purposeful than conventional (i.e. mass) tourism development (Goodwin 1996).

In summary, ecotourism can be differentiated from other types of alternative tourism by its additional, normative criteria (Bottrill and Pearce 1995; Hvenegaard 1994). Ecotourism is set apart from other nature-based forms of

tourism by its social impact and community development policies, which demand respect for the resources, traditions, lifestyles, economies and politics of host communities. On the other hand, its emphasis on environmental education and stewardship distinguish ecotourism from adventure, wilderness and other recreational-based forms of tourism (Lankford and Lankford 1995). These distinctions, and the unique marketing opportunities they create, have transformed ecotourism into the fastest growing niche in the tourism industry.

Ecotourism as a Travel Ethic

Alternative and conventional forms of tourism lie at opposite ends of a continuum (Mieczkowski 1995), with the former being perceived as having fewer negative impacts on natural and cultural resources (Farrell and Runyan 1991). However, although alternative forms of tourism are often marketed as sustainable substitutes to mass tourism, it is neither realistic, nor desirable, to transform all mass tourism into alternative tourism. Consequently, policy makers should not simply distinguish between "good" (or alternative) tourism and "bad" (or mass) tourism. Instead, they should strive to make all forms of tourism more sustainable (Ceballos-Lascurain 1996).

Therefore, ecotourism's potential role as a holistic travel ethic is more important than its success as a niche market (Botrill and Pearce 1995; Hvenegaard 1994). Guided by sustainability principles, ecotourism has the ability to link industry, the environment and community development and can fundamentally

transform the travel industry by exerting a profound, positive influence on all aspects of recreation and tourism, particularly mass tourism (Honey 1999).

To achieve this, the ecotourism travel ethic faces four primary challenges (McCool 1995):

1. Obtaining a better understanding of how tourists value and use natural environments. Tourism managers must be able to characterize the motivations of visitors attracted to natural environments and to identify the attributes important to visitors. This enables them to understand how visitors interact with those attributes and, most importantly, how to sustain them. Managers also need to identify, measure and sustain the short and long-term benefits that residents and tourists derive from the environment.

2. Enhancing communities dependent on tourism as an industry. Tourism's primary role within a community is to generate economic opportunities. However, to sustain these opportunities, tourism must also enhance livability by protecting natural and cultural resources and improving enhance quality of life.

3. Identifying the environmental, social and economic impacts of tourism. All tourism development results in some impact, the severity of which is a function of intensity—extent, duration and concentration (Farrell and Runyan 1991). The challenge, therefore, lies in determining the acceptability and manageability of these impacts with regard to the basic needs of the environment, the community and the industry. In order to make decisions without compromising intra- and intergenerational equity, managers must understand and

attempt to predict how tourism development will affect the economic, biophysical and socio-cultural facets of community stability.

4. Developing tools and implementing systems to manage these impacts.

The quest for a more responsible form of tourism has stimulated the development of various innovative management tools by resource managers, regulatory agencies and NGOs. For example, in an attempt to gauge environmental carrying capacity within specific locations, the National Park Service has developed the Visitor Experience and Resource Protection (VERP) process. This process assists park managers in indicating the level and type of recreation and tourism activities that a park can accommodate while sustaining desired ecological and social conditions (Manning *et al.* 1984; Wallace 1999). Similar processes, such as Visitor Impact Management (VIM) and Limits of Acceptable Change are being modified for use by the Bureau of Land Management and the U.S. Forest Service (USFS), respectively (Stankey 1991; Wallace 1999). Meanwhile, several other federal and state agencies have begun to utilize Geographic Information System (GIS) technology to create reliable resource inventories and facilitate better tourism planning and management (Dutton *et al.* 1996).

On a broader scope, a variety of tourism assessment and certification programs are emerging around the world. A notable example is the ECOSTAR program developed at the Virginia Institute of Marine Science (VIMS). This program applies rigorous scientific and technical analysis to environmental conditions in tourism areas and evaluates the impacts of various activities

relative to environmental quality indicators. It also certifiably recognizes organizations, corporations or activities that adhere to development and operational standards and that minimize adverse environmental impacts (Frankic and Lynch 1998). Other distinguished assessment and certification programs are The Ecotourism Society's Green Evaluation Program and Canada's Green Globe Certification for Travel, Tourism and the Environment.

ECOTOURISM GUIDELINES

Within the field of ecotourism management, the use of tools such as LAC, GIS and accreditation programs remains relatively low. This is due, primarily, to the fact that the temporal and financial requirements of such tools preclude their use by anyone but large corporations and agencies. Therefore, ecotourism managers have been forced to develop innovative time- and cost-efficient methods of promoting responsible tourism. One of the more common methods currently being used is the development of ecotourism guidelines and/or codes of conduct (Blangy and Wood 1993; D'Amore 1993; Norman *et al.* 1997).

Generally speaking, guidelines are an important component of an organization's overarching management strategy. Guidelines function to: (1) illustrate the organization's underlying ethical principles, (2) codify appropriate actions and behaviors regarding these principles and (3) clarify stakeholder responsibilities with respect to the organization's ethical foundation (Gilbert and Gould 1998).

Ecotourism guidelines were popularized by ecumenical and religious organizations concerned with tourism's social ills, such as alcoholism and child prostitution. However, increasing environmental literacy and awareness has increased the development of guidelines directed towards tourism's ecological impacts (Ceballos-Lascurain 1996). In general, ecotourism guidelines combine economic, environmental and social concerns and strive to: (1) upgrade tourism services and practices, (2) protect the natural and social environment and (3) enhance local and regional quality of life (Blangy and Wood 1993).

As a management and communication tool, guidelines represent a quick and cost-effective means of disseminating information regarding appropriate tourism activity, behavior, development and practice (Blangy and Wood 1993; Orams 1995). Particularly useful in the absence of government regulations, they can be tailored to address many audiences, including tourists, residents, local communities, resource management agencies, tourism businesses and tour guides (Blangy and Nielsen 1993; Ceballos-Lascurain 1996). In this context, guidelines provide a valuable service to tourism stakeholders, who often need and appreciate hints on how to conduct themselves and their businesses properly (Blangy and Wood 1993).

The objectives of ecotourism guidelines vary with the mission of the entity⁹ formulating them. For example, many natural resource agencies develop guidelines to reduce ecological damage in protected areas or to draw attention to endangered species. Local communities, on the other hand, develop guidelines to inform visitors of local customs and to prevent social degradation.

Commercial tour operators may offer advice on how to plan a responsible excursion, whereas recreation retailers develop guidelines regarding the safe and proper use of equipment. Each of these objectives is important and they require a variety of audience-specific guidelines.

To address this variance, The Ecotourism Society (TES) has outlined a general protocol for creating responsible tourism guidelines (Appendix B). This protocol was drafted by a group of conservationists, tour operators and academics responding to the debate about a need for ethical standards to guide ecotourism development. It describes three phases of development, delineates basic points to consider and recommends several style tips, such as using positive language and descriptive images. Additionally, TES provides examples of existing guidelines (Appendix C), identifies organizations willing to provide technical assistance in guideline development and suggests techniques for improving guideline compliance (Blangy and Wood 1993).

⁹ Individuals and organizations currently using ecotourism guidelines include: (1) tourism operators and guides, (2) environmental NGOs, (3) government and regulatory agencies, (4) religious and ecumenical groups, (5) outdoor equipment retailers and (6) consumer and professional associations (Blangy and Nielsen 1993; Blangy and Wood).

CHAPTER 3

CASE STUDY: THE ALASKA WILDERNESS RECREATION AND TOURISM ASSOCIATION (AWRTA)

"Alaska is an exceptional place to live, work and visit because residents and visitors celebrate and conserve a unique balance of home and wilderness"--AWRTA's Vision

UNDERLYING PREMISE

The Alaska Wilderness Recreation and Tourism Association (AWRTA), provides an interesting case study when considering the evolution and inauguration of the "responsible tourism" paradigm. Whereas most tourism organizations are geared primarily towards marketing efforts, AWRTA attempts to serve a greater purpose. Without underestimating the importance of economics and the business aspects of tourism, AWRTA strives to promote both the principles of sustainability and the ethical tenets of ecotourism. It espouses tourism's role in protecting resources, enhancing communities and increasing local quality of life; it encourages environmental responsibility and stewardship amongst its members; and it enhances the environmental education of the public at-large.

AWRTA is renowned for both its innovation and leadership within the tourism industry. The resourcefulness and energy of AWRTA's Board of Directors, combined with the enthusiasm of its membership, enable the organization to expand its creative boundaries and pursue pioneering initiatives.

For example, AWRTA's "Ecotourism Guidelines" initiative and its "Dollars-a-Day for Conservation" program each provide internal support and external guidance in the pursuit of responsible tourism development. It is efforts like these that set AWRTA apart from more traditional tourism organizations and that put it ahead in the quest for environmentally and socially responsible tourism development.

Unfortunately, AWRTA is not immune to the fact that ecotourism theory is rarely put into practice. In other words, many of AWRTA's stakeholders have not achieved the idealistic goals upon which they are founded. Therefore, the overarching goal of this project is to improve the environmental and social performance of AWRTA members—especially smaller tourism operators and their clients—by increasing awareness of and compliance with the "Ecotourism Guidelines". In addition to providing guideline training, the project will create opportunities for operators to enhance the professional development of their guides and the environmental education of their clients.

If successful, this project will reduce tourism's negative impacts in Alaskan communities and contribute to the sustainability of both the resource base and the tourism industry.

GENERAL INFORMATION ABOUT AWRTA

Mission

Established in 1992, AWRTA is a non-profit trade organization whose mission is,

"...to support stewardship of the wild in Alaska and to facilitate the development of a healthy, diverse travel industry by linking businesses, communities and conservation interests".

To accomplish this mission, AWRTA works with businesses and communities to:

(1) protect and enhance quality of life, (2) provide good jobs and economic opportunities and (3) create incentives for the protection and responsible use of natural and cultural resources. In addition to being a news and information clearinghouse, AWRTA is a politically active organization that acts as a government watchdog and lobbying group. Although it is not a primary objective of this project, AWRTA is also heavily involved in the facilitation of community-based tourism planning in the state of Alaska. AWRTA's efforts are supported by its charitable, educational, scientific and research arm, the Alaska Institute of Sustainable Recreation and Tourism (AISRT).

Membership and Organizational Structure

AWRTA is composed of over 300 members representing a variety of tourism operators, resource management agencies and environmental NGO's. In general, they promote the recognition and protection of Alaska's recreation and

tourism resources and they unite for the purpose of communication, education, training, support, marketing and political action. In addition to being granted a dual membership in AISRT, AWRTA members receive the following benefits:

1. Exposure to various networking and marketing opportunities, including acknowledgement in *Alaska's State Marketing Plan*
2. Access to information and expertise regarding relative state, regional and international issues
3. Participation in and advocacy for industry planning efforts

An integrated Board of Directors, consisting of 14 members and one Executive Director, governs AWRTA and AISRT. Each Board member, including the Executive Director, is elected to a two-year term, with half of the seats open for election each year. The Board of Directors meets once a month via teleconference and has a supplemental session at AWRTA's annual "Ecotourism in Alaska" Conference. Furthermore, all Board members must sit on at least one Board Committee, each of which entails an additional monthly meeting. The standing Committees are: (1) Wildlife Conservation, (2) Regional Issues, (3) Marketing and Membership Services, (4) Membership Development and (5) Annual Conference Planning.

Goals and Objectives

The Board is responsible for developing, communicating and pursuing goals that are consistent with AWRTA's overall mission. Although these goals

are constantly being reevaluated and revised, a few broad, overarching goals have evolved over time. These goals include:

1. To conserve the wild in Alaska by protecting environmental quality and natural resources and by promoting strong environmental stewardship by travelers, travel businesses, communities, agencies and other industries.
2. To strengthen nature-based travel businesses by providing information, assistance and advocacy for good business and conservation practices and by improving professionalism and interpretation.
3. To strengthen communities by providing information about the benefits and impacts of tourism and by developing tools for managing tourism growth, addressing public policy concerns and facilitating community-based planning.

Directed by these goals, the Board then identifies specific objectives and designs and implements strategies to achieve them. These objectives and strategies are aimed at enhancing the integrity of the natural environment, the lives of community residents, the experiences of individual travelers and the long-term success of tourism businesses.

For example, in 1995, the AWRTA Board implemented the "Dollars (\$\$)-a-Day for Conservation" program. This program enables businesses to contribute to Alaskan conservation efforts by soliciting donations of one dollar per day per

client to local environmental organizations. Coastal recipients of such donations include the Alaska Clean Water Alliance, the Alaska Marine Conservation Council, the Center of Alaskan Coastal Studies and the Prince William Sound Science Center. Businesses participating in the \$\$-a-Day program receive various marketing benefits, including: (1) unique recognition by the Green Leaf logo, (2) honorable mention in the Alaska Adventure Sourcebook, (3) special coverage in *Guidelines*, AWRTA's quarterly newsletter and (4) a free link to AWRTA's website.

AWRTA'S Ecotourism Guidelines

AWRTA recognizes that Alaska's coastal recreation and tourism industry inherently depends on healthy wildland resources and that a natural partnership exists between tourism operators and the government agencies responsible for protecting natural resources. However, although many AWRTA members actively cooperate with local and state officials on conservation initiatives, the majority of them are opposed to government regulation of the tourism industry. Therefore, in order to ensure that its members are pursuing an environmentally and socially responsible course of tourism development, AWRTA has acknowledged the need for an internal mechanism of direction and supervision (Behnke 1998).

In 1994, the Board decided to develop a set of guidelines to direct tourism development amongst its members. These guidelines, rooted in the principles of

sustainability and the tenets of the ecotourism travel ethic, are intended to facilitate AWRTA's mission of balancing conservation and development. Recognizing the critical role that private businesses play in tourism development and that inbound operators play in managing tourist activity and behavior, the Board selected AWRTA businesses (and their practices) as their primary audience. This decision was profoundly influenced by the Ecotourism Society, whose newly developed "Ecotourism Guidelines for Nature Tour Operators" noted that business operators must: (1) act responsibly toward the environment, (2) behave as wardens to control tourist groups and (3) take responsibility for the educational enhancement of the visitor (Blangy and Wood 1993).

After selecting their audience and identifying underlying themes, the Board spent several months consulting local operators, meeting with stakeholders and soliciting scientific and technical assistance. In January 1995, the Board prepared a draft document to be reviewed at the annual "Ecotourism in Alaska" Conference. After reviewing all feedback, an official document was prepared and submitted to the membership for acceptance. In April 1995, "AWRTA's Ecotourism¹⁰ Guidelines" were formally adopted and distributed amongst the membership.

As depicted in Appendix D, "AWRTA's Ecotourism Guidelines" consist of eight directives geared towards individual businesses and their associated activities and practices. Their purpose is threefold. First, they clarify the

¹⁰ In this case, the term "ecotourism" refers to a responsible tourism paradigm that integrates ecological, social and cultural considerations into the commercial and recreational motivations for tourism development (Behnke 1998).

responsibilities of operators toward the environment and local communities. Second, they provide guidance in lieu of government regulation. Third, they upgrade tourism services and practices to protect resources and enhance quality of life.

Since their adoption, these guidelines have provided AWRTA businesses with a general model for responsible tourism development. Unfortunately, the practical realization of this model has yet to match the caliber of its underlying motivation, purpose and development.

AWRTA's GUIDELINE ASSESSMENT PROJECT (GAP)

Overview

In addition to providing a valuable means of internal communication, AWRTA's Ecotourism Guidelines have been externally recognized throughout the global recreation and tourism industry as a template for responsible tourism. However, over the past few years, AWRTA's Board of Directors has begun to question its membership's implementation of and compliance with these guidelines. To address this concern, the Board initiated the Guideline Assessment Project (GAP) in October 1998. The overarching objective of this project is to narrow "AWRTA's gap" between its theoretical and actual pursuit of environmentally and socially responsible tourism development.

The project consists of two phases. Phase I, completed in August 1999, consisted of an environmental scanning exercise that assessed the merits and

shortcomings of AWRTA's Ecotourism Guidelines. Specifically, this phase reviewed the congruency between guideline objectives and stakeholder attitudes, identified areas of compliance that needed improvement and prioritized these areas with regard to AWRTA's overall mission. Phase II, still in progress, develops mechanisms for improving guideline implementation and compliance. By promoting the ecotourism ethic among AWRTA businesses, this phase attempts to enhance the tourism industry's environmental and social responsibility, ensure its long-term viability and facilitate a high quality of life in Alaskan communities.

Phase I: Initial Environmental Review

Phase I of AWRTA's GAP was to assess the "state-of-the-organization" by conducting an Initial Environmental Review (IER). This review served three purposes:

1. To assess current guideline compliance and to estimate overall membership performance
2. To prioritize opportunities for improvement
3. To establish a baseline from which improvements could be measured

Since it was not feasible to analyze the entire membership, a diverse array of businesses was selected and used to extrapolate the performance of the organization-at-large. The businesses selected represent a variety of tourism accommodations (i.e. bed and breakfasts, small resorts, large hotels, backcountry

lodges, cruise ship and private camping facilities) and a medley of chartered recreational activities (i.e. boating, cruising, fishing, hiking, hunting, kayaking, mountaineering, river rafting, rock climbing and wildlife viewing).

Given my interest in the coastal and marine environment, and the fact that I was stationed in Anchorage, the majority of these businesses are located in the South Central region of Alaska. Although some offer expeditions throughout the state, they primarily utilize the terrestrial and marine regions encompassing the Kenai Peninsula and Prince William Sound.

SWOT Analysis:

The IER was conducted using SWOT analysis, an exploratory technique to qualitatively examines (S)trengths, (W)eaknesses, (O)pportunities and (T)hreats. Although SWOT analysis is more commonly used to evaluate policy implementation, it was used here to scrutinize businesses with regard to AWRTA's "Ecotourism Guidelines". In this case, SWOT analysis provided a quick and practical way to demarcate guideline compliance (Gilbert and Gould 1998; Reid 1996). Post-analysis interviews with individual operators were then conducted to gain insight into operator awareness of and reasons for non-compliance.

Within SWOT analysis, *strengths* refer to areas of positive performance, or compliance, on which a business should build or progress. Conversely, *weaknesses* refer to areas of sub-optimal performance, or non-compliance, which become the focal points for improvement. *Opportunities* represent actions or initiatives from

which the business could potentially benefit if further development were pursued. Opportunities include innovative products and services such as guide training courses, tourist education initiatives, waste reduction strategies, etc. Finally, *threats* represent risks that might not be apparent to the operator but that could inhibit the business's short-term and/or long-term viability. Examples include pending natural resource legislation, changes in consumer demand or shifts in community attitude towards tourism development.

In conducting the analysis, I used a three-prong approach that enabled me to do much of the analytical groundwork from Oregon. First, I reviewed marketing materials to determine the spectrum of tour content and quality offered by AWRTA businesses. Using the AWRTA Membership Directory, I solicited over 40 travel brochures and accessed about 35 websites. Scrutinizing these materials enabled me to: (1) gather background information regarding operator priorities and practices and (2) determine how operators perceive their image and project it to potential clients.

Next, I held preliminary discussions with several operators via telephone. This exercise canvassed the membership to solicit general awareness of and attitudes towards AWRTA's Ecotourism Guidelines. It also supplied insight into if and how operators were complying with the guidelines. Due to inconvenient

timing¹¹, I only interviewed twelve operators but I did compile a list of recommended operators to touch base with upon arrival in Anchorage.

Finally, I visited about 28 sites to gain an in-depth look at how operators were conducting their businesses and tours. These visits, varying in length from a few hours to five days, provided detailed assessments of various AWRTA-affiliated products and activities and set the stage for ensuing discussions about guideline awareness and compliance. They also lent insight into the potential role of environmental auditing in improving operations and practices.

SWOT Results:

The IER indicated several overarching trends in guideline effectiveness that the GAP Task Force hoped to reverse:

1. Guideline implementation was incomplete due to low perception of benefits or general lack of "know-how". Throughout the IER, many operators expressed a general willingness to improve their environmental and social practices; however, most were wary of how doing so would benefit them directly (especially in an economic sense). Moreover, most were unaware of how to specifically alter their products and activities to facilitate more responsible tourism development. They articulated the need for advice by a specialist who could review current operations and recommend feasible, cost-saving alternatives.

¹¹ Given that most Alaskan tourism operations cease between September and May, many operators were unavailable for interviews.

2. Inconsistencies in guideline awareness and implementation were found to be trickling down to affiliated guides and other staff members.

Although many business owners were exerting some effort to improve their practices (i.e. retrofitting facilities or streamlining resource use), these efforts were not being encouraged among seasonal guides and office personnel.

Therefore, clients booking trips through temporary assistants or partaking in tours led by less-experienced guides were not receiving the same caliber of leadership, direction and interpretation that was experienced by clients interacting with the primary operator.

3. Inconsistencies in the quality of environmental education and stewardship programs were found both within and among businesses. These programs ranged in quality from poor to excellent, depending primarily on the operator's overall emphasis on visitor education and stewardship. Quality was also influenced by the caliber of staff training provided by the operator. In many cases, seasonal guides were given little formal training and were unable to communicate the rich natural and cultural history of the region on to their clients.

4. Little consideration of cumulative impacts was found among most businesses. Even if businesses were attempting to conduct themselves more responsibly, little action was being taken regarding the cumulative impacts of multiple businesses operating in the same vicinity. This point is important when forecasting the overall sustainability of the tourism industry. To ensure the long-

term viability of the resources that support tourism, businesses and resource managers must act collectively to plan for appropriate growth and development.

IER Recommendations:

The trends detected in the SWOT analysis support the notion that AWRTA needs to narrow the gap between its current and desired level of tourism responsibility. Confident that the directives of the "Ecotourism Guidelines" could facilitate this, the GAP Task Force decided to address the issue of operator non-compliance with the guidelines. First the Task Force delineated areas of and reasons for non-compliance. Then it identified opportunities for improvement and prioritized these opportunities with regard to AWRTA's overall mission. Finally, it researched mechanisms for improving compliance and recommended the following courses of action:

1. Develop an environmental auditing program to systematically and objectively evaluate the performance of AWRTA members on a business-to-business basis. This mechanism was chosen for its ability to align tourism products and practices with the principles of sustainability and the ethics of ecotourism. Specifically, it provides a methodology for: (1) identifying general opportunities for improvement, (2) delineating specific changes to be made or actions to be taken and (3) creating a record for measuring and documenting progress.

2. Develop a guide training program aimed at enhancing guideline awareness and compliance.

Tour guides play a crucial role in ensuring that operator products and activities meet ecotourism's strict standards of responsibility. Given Alaska's unique tourism products, and AWRTA's distinct mission, the Task Force found it desirable to create an endemic training program grounded in the directives of the "Ecotourism Guidelines". Ideally, this program will provide AWRTA guides with the skills necessary to protect the resource base, while creating satisfying travel experiences for AWRTA clients.

3. Develop a program to enhance environmental education and stewardship through training sessions and information distribution. This program was selected to reinforce the crucial role that education plays in the facilitation of responsible tourism development. Ideally, it will ensure that AWRTA operators and guides are capable of creating a learning environment for tourists that is educationally and motivationally conducive to behavioral change.

4. Increase participation in the "\$\$-a-Day for Conservation" Program.

One of ecotourism's primary functions is to generate financial capital for environmental conservation and research. The "Dollars-a-Day" program enables AWRTA to efficiently solicit and earmark donations from clients that can be passed along to local environmental organizations and community development initiatives. Unfortunately, participation in this program is relatively low.

Therefore, the Task Force intends to examine incentives that will boost participation in this program.

5. Develop a local/regional environmental monitoring program.

Periodically surveying the natural environment is necessary to control the ecological impacts of tourism. Therefore, the Task Force proposes implementing an environmental monitoring program that will enable tour operators and resource managers to track changes in the resource base. By reporting signs of degradation and overuse, the program would indicate areas requiring special management attention or strategic use planning. For example, trekking guides could identify and utilize alternative trails and campsites if regular sites begin to exhibit signs of soil or vegetation erosion.

These programs and tools, which lay the foundation for Phase II of AWRTA's GAP, will be discussed in greater detail in the following section. Each one complements the objectives of the "Ecotourism Guidelines" by attempting to align everyday business practices with the principles of sustainability and the ethical tenets of ecotourism.

Phase II: Development of Programs and Tools to Facilitate Guideline

Compliance

As previously stated, guidelines play an important role in the realization of a tourism organization's underlying code of ethics or responsibility.

Therefore, the purpose of Phase II is to develop mechanisms that will help operators achieve the objectives outlined in AWRTA's "Ecotourism Guidelines". Using the aforementioned programs and tools, the GAP Task Force hopes to increase operator compliance with the guidelines, enhance operator responsibility towards the natural and socio-cultural environment and facilitate AWRTA's goal of balancing conservation and development.

Tool 1: Environmental Auditing

Rationale:

The International Chamber of Commerce (1989) defines an environmental audit as,

"...a business management tool comprised of a systematic, documented, periodic and objective evaluation of a firm's performance and environmental protection processes".

Originally developed by the manufacturing industry, environmental audits were initially devised to ensure that private firms were obeying governmental legislation and regulations (Goodall 1995). Environmental audits are now developed by other industries and by individual firms to facilitate management control of environmental practices and to assess compliance with environmental policies (ICC 1989).

Within the tourism industry, environmental auditing programs are one component of a holistic management approach. In general, they assist firms in developing long-term strategies for minimizing tourism's negative impacts and in making positive contributions to local conservation and development initiatives. Specifically, they address issues such as: (1) compliance with tourism regulations and/or guidelines, (2) reduction of adverse impacts, (3) development of environmentally- and socially-responsible products and services, (4) sustainable resource use and (5) enhancement of environmental stewardship among stakeholders (Gilbert and Gould 1998; Goodall 1995; Sweeting *et al.* 1999).

Environmental auditing programs provide businesses with several financial, legal and marketing benefits (Sweeting *et al.* 1999; Gilbert and Gould 1998; Goodall 1995). Financially, most businesses profit directly at the bottom line from cost savings affiliated with more efficient resource use and more effective waste minimization. Many also profit indirectly by identifying environmental problems before they become liabilities, thereby ensuring adequate insurance cover and saving on litigation or clean-up costs. Furthermore, strong audit performances may attract additional investors and generate more investment capital and development income. In addition to financial gains, businesses benefit from the marketing advantages that accompany their improved corporate image and stakeholder confidence. For example, endorsements from state regulatory agencies or environmental organizations provide a competitive edge for businesses trying to appeal to responsible consumers. Finally, businesses with improved environmental and social practices are often in a position to recruit more motivated and higher quality employees, thereby enhancing product quality and consumer satisfaction.

Despite their potential to improve the products and activities of operators, the tourism industry has not fully explored the use of environmental audits. Although this is partially due to a deficiency in technical expertise, most businesses are dissuaded by ensuing high financial costs involved. Audits are usually conducted by large, external consulting firms who charge steep fees, but few smaller businesses are willing or able to pay for this service (Sweeting *et al.*

1999). Therefore, one of the GAP Task Force's objectives is to create an informal, smaller-scale environmental audit that can be conducted at little or no cost to AWRTA members.

Operating within the context of the Ecotourism Guidelines, AWRTA auditors will systematically examine all aspects of participating businesses, including practices, products and programs. This will enable the auditor to:

- Identify areas of and reasons for non-compliance
- Determine a baseline of environmental performance from which to make and measure improvements
- Recommend specific courses of action by which to remedy the business's shortcomings
- Provide documentation by which to recognize and reward progress

Progress:

1. An interim Board Committee has been formed to oversee the development and implementation of an environmental auditing program for tourism operators.
2. An environmental consultant has been contracted to assist in the research and design of this program and to advise the Board Committee.
3. Several environmental auditing and ecotourism certification programs have been reviewed as models and basic audit benchmarks have been determined (Appendix D).

Tool 2: Guide Training Program

Rationale:

One of the greatest flaws of tourism management is the focus on natural resource management, as opposed to the management of human impacts. Whether direct or indirect, innocent or malicious, avoidable or unavoidable, human impacts inevitably change and potentially degrade the environment. Unfortunately, ecological and socio-cultural damages incurred through mismanagement or overuse often devalue the tourist experience (Farrell and Runyan 1991). Therefore, tourism management should focus on promoting environmentally and socially responsible activities and behaviors among tourists.

Well-trained tour guides represent the fulcrum of responsible tourism management. By monitoring and, if necessary, correcting client activity and behavior, guides act as wardens to minimize tourism's adverse impacts and sustain the resource base. Guides also instill a sense of stewardship in their clients by enhancing understanding of and appreciation for the surrounding environment (Blangy and Wood 1993).

In addition to protecting the natural and cultural resource base, guides can contribute to the long-term success of the tourism industry by providing quality travel experiences that keep tourists coming back for more (Blangy and Nielsen 1993; Weiler and Davis, 1993). To do this, guides must balance several distinct roles and meet the individual and collective needs of their tour groups.

For example, guides act as organizers by planning and managing activities and as group leaders by facilitating tourist interactions with the host community. Guides act as entertainers by leading social interactions among the group and they act as teachers by providing education and interpretation. Most importantly they act as motivators by encouraging participation and enhancing stewardship (Weiler and Davis 1993).

To perform these roles, guides must possess a myriad of professional and personal skills. Generally speaking, guides must be skilled in both the participation and instruction of recreational activities; they must demonstrate excellent organizational, leadership, communication and interpretive skills; they must be knowledgeable about the natural and socio-cultural environment and they must be well spoken about conservation issues and sustainability principles. Furthermore, they must be cognizant of the environmental policies of their employer and make certain that tourist activity and behavior is consistent with these policies. This requires a significant amount of education and training-- often more than an individual operator is capable of providing. Therefore, participation in external training programs is essential to the personal and professional development of aspiring guides.

Recognizing that superior tour guides are a valuable and marketable commodity, the GAP Task Force proposes to develop an annual training workshop for guides employed by AWRTA members. Since AWRTA's "Ecotourism Guidelines" are the organization's pathway to responsible tourism, the workshop

will focus primarily on guideline familiarity. It will emphasize the important role that guides play in guideline implementation and it will demonstrate appropriate strategies and mechanisms for controlling tourist activity and behavior.

Supplemental workshops, discussed in the next section, will concentrate on honing educational and interpretive skills.

By centering guide training workshops on the "Ecotourism Guidelines", the GAP Task Force hopes to fully indoctrinate these directives throughout AWRTA-affiliated businesses and excursions. Ideally, the workshops will alleviate the inconsistencies that currently exist among AWRTA guides and will advance its quest for responsible tourism development.

Progress:

1. A seminar entitled, "Training and Retaining Seasonal Employees", was offered at AWRTA's Annual "Ecotourism in Alaska" Conference (February 2-4, 2000, Girdwood, Alaska) the 2000 annual conference. This seminar emphasized the critical role that guides and other staff members play in delivering clients with a high quality experience and underlined the need for proper training and compensation.
2. A team of operators has volunteered to help develop and implement an annual guide training workshop. The workshop will precede the onset of the summer tourism season and will revolve around the role of guides in encouraging responsible tourism through the implementation of AWRTA's Ecotourism Guidelines.

Tool 3: Environmental Education Enhancement Program

Rationale:

Mieczkowski (1995) has defined environmental education as,

“...an instrument in the struggle against ecological illiteracy that promotes a holistic approach to ecological issues which considers economic, social, political and ethical factors.”

One of the primary tenets of ecotourism, environmental education has long been lauded as a means of managing tourism impacts on natural and socio-cultural systems. By reassessing tourism with respect to ecology and by raising socio-cultural awareness, environmental education attempts to enlighten tourist attitudes and facilitate responsible activity and behavior. Moreover, it attempts to transform what is learned or realized through tourism participation into political activism (Mieczkowski 1995; Orams 1998).

Unfortunately, field research in educational psychology indicates that the link between knowledge acquisition and attitude formulation is weak (Orams 1998). Furthermore, changing human behavior through education has proven to be a complex and difficult task. Consequently, most ecotourism education and stewardship programs fail to facilitate the desired level of tourist sensitivity and responsibility regarding their impacts (Forestell 1991). To rectify this, the GAP Task Force proposes to develop a supplemental annual training workshop geared towards operators and their guides. This workshop will: (1) reiterate the importance of quality education programs in enhancing tourism responsibility,

(2) recommend techniques for improving "environmental learning", the attitudinal and behavioral changes attributed to environmental education and (3) recognize and reward examples of successful programs within the membership.

Additionally, the Task Force proposes to compile and distribute a series of natural and cultural history reports for various geographical regions of the state. This will provide guides (especially non-Alaskan seasonal employees) with sufficient background information to develop a thorough and insightful educational program for their clients.

Progress:

1. A preliminary brainstorming session was held in conjunction with AWRTA's 7th Annual Conference . This session explored the need for improved environmental education on AWRTA sponsored tours and set objectives for the development of an annual training workshop.
2. A special session on environmental education and learning will be held at the 8th Annual Conference. This session will offer instructional advice to tour operators and guides regarding mechanisms for improving the environmental awareness and stewardship of tourists.
3. Graduate students from the Environment and Natural Resources Institute (ENRI) at the University of Alaska, Anchorage (UAA) were recruited to assist in the authorship of regional natural and cultural history reports. (These reports were supervised and edited by an ENRI instructor and former AWRTA member. In addition to working as a naturalist for the

Alaska Division of Parks and as a wildlife biologist for the Alaska Department of Fish and Game, he has led hundreds of natural history expeditions through Denali National Park, Wrangell-St. Elias National Park and the Arctic National Wildlife Refuge). As of April 2000, natural and cultural history reports have been completed for the following coastal and marine areas:

- Anchorage/Girdwood—Cook Inlet
- Cordova/Valdez/Whittier—Prince William Sound
- Homer/Seldovia—Kachemak Bay
- Seward/Kenai Fjords—Resurrection Bay

4. A new initiative was proposed to facilitate the use of ecological data collected following the Exxon Valdez Oil Spill (EVOS). Thus far, over \$200,000,000 has been spent collecting data on the ecosystems of Prince William Sound and the broader spill area. This initiative proposes to make this data more accessible and understandable to teachers, students, resource agencies, tourism businesses and travelers. It would enhance visitor and resident appreciation of Prince William Sound and hopefully increase conservation and stewardship programs.

Tool 4: "Dollars (\$\$)-a-Day For Conservation" Program

Rationale:

The provision of financial and material support is an important component of ecotourism (Brandon 1993; Honey 1999; Ross and Wall 1999; Wallace 1999; Western 1993; Wight 1993). Tour operators are in an excellent position to facilitate this because they can solicit and contribute direct revenue for environmental conservation and local socio-economic development initiatives (Ceballos-Lascurain 1996).

The GAP Task Force is currently considering mechanisms for increasing participation in this program. Recognizing that mandatory participation is not consistent with AWRTA's nature, they are examining the feasibility of creating incentives to recognize and reward participatory members. For example, members enrolled in the program could be offered a discount on either their annual dues or annual conference registration fees. Businesses soliciting the most donations in a quarterly or annual cycle could be recognized in the respective issue of the AWRTA newsletter.

Progress:

1. The program was the recipient of the 1999 Alaska Land Manager's Forum "Best New Innovation" Award.
2. A workshop entitled, "How and Why to Implement a 'Dollars-a-Day' Program" was offered at the 7th Annual Conference. Participants offered

several program-enhancement suggestions, including:

- Ensuring that visitors (donors) receive feedback from the organization(s) being supported.
- Increasing program visibility by marketing it at meetings held by local Convention and Visitor Bureaus, Chambers of Commerce and environmental organizations.
- Developing a similar program, "Dollars-a-Day for Community", contributing to community-based historical and cultural preservation projects.

3. As of April 2000, 46 of 220 (~21%) AWRTA businesses are participating in the program, an increase of seven businesses from the year before.

CHAPTER 4

ANALYSIS OF THE TOOLS PROPOSED FOR IMPROVING THE ENVIRONMENTAL AND SOCIAL PRACTICES OF TOURISM OPERATORS

"What is the man's role in the mountain's destiny?"--John Muir

THEORETICAL FOUNDATION

According to Zenisek (1979), an organization or business can only be perceived as ethical¹², or responsible, if it achieves congruence between its underlying ideology, its daily operations and the beliefs and expectations of its stakeholders. As depicted in Figure 5, this concept has two components--one attitudinal, the other behavioral. The attitudinal component requires consistency between an organization's ideological aspect and the beliefs of its stakeholders. The behavioral component requires that an organization's operational aspect be consistent with its ideological aspect, as well as with the demands and expectations of its stakeholders.

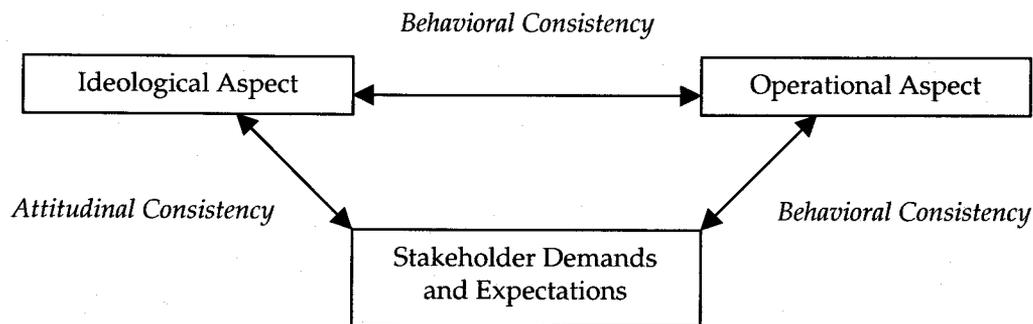


Figure 5: Zenisek's Model of Business Ethics (1979)

¹² In this context, "ethical" is defined as being consistent with a system of standards of conduct.

As illustrated in Figure 6, this concept can be applied to environmental organizations. For an organization to be perceived as being environmentally responsible, it must maintain consistency between pathways A, B and C. This means that an organization's ideology (i.e. philosophy, purpose and direction) must recognize and validate the environmental expectations and demands of relevant stakeholders (pathway A). Furthermore, an organization must ensure that its products and activities are behaviorally consistent with its ideology (pathway B), as well as with the expectations and demands of its stakeholders (pathway C). This is achieved by asserting a lucid ideology that: (1) provides ethical guidance, (2) dictates organizational goals, objectives and activities, (3) motivates stakeholders, (4) clarifies appropriate behavior and (5) prioritizes resource allocation (Herremans and Welsh 1999).

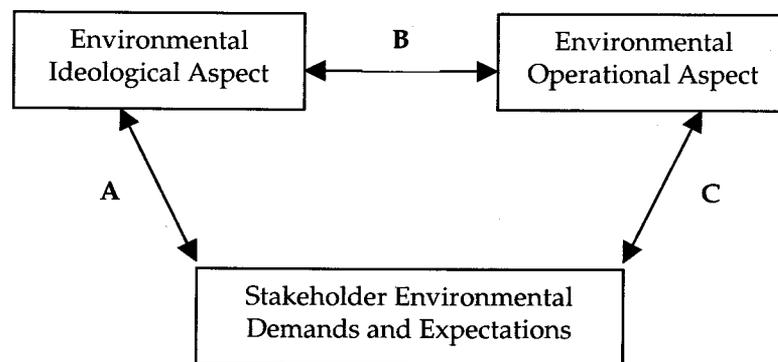


Figure 6: an Environmental Business Ethic
(From Herremans and Welsh, 1999)

With specific regard to responsible tourism, an organization's ideology must: (1) recognize that tourism is based on a limited resource (the environment) and that sustainability requires limits, (2) realize that tourism is community-based and attempt to minimize its socio-cultural impacts and (3) remember that

tourism is service-oriented and that it must fulfill its employees' and clients' needs (Payne and Dimanche 1996).

AWRTA's environmental ideology, rooted in the ethical tenets of ecotourism and explicitly stated through its mission statement and overarching goals, promotes a balanced pursuit of conservation and development and the responsible use of natural and socio-cultural resources. Attitudinally, this ideology is consistent with the demands and expectations of its stakeholders and with the sustainability of the tourism industry-at-large (Figure 6, pathway A). Unfortunately, AWRTA has yet to achieve sound behavioral consistency with this ideology because the environmental and social practices of its individual tourism operators seldom satisfy its ideological convictions (Figure 6, pathway B). This inconsistency generates dissatisfaction among both tourists and local residents and compromises the integrity of the resource base, the community and the industry (Figure 6, pathway C).

RECOMMENDATIONS FOR DEVELOPMENT AND IMPLEMENTATION OF SELECTED TOOLS

To successfully narrow the gap between AWRTA's theoretical and actual pursuit of responsible tourism development, the GAP Task Force must ensure that the products and practices of AWRTA's tourism operators are behaviorally consistent with (a) AWRTA's environmental ideology and (b) the demands and expectations of AWRTA's stakeholders. Since the Task Force believes that such consistency can be achieved if operators adhere to the directives outlined in AWRTA's "Ecotourism Guidelines", it is currently developing mechanisms to enhance operator awareness of and compliance with these guidelines.

The effectiveness of these compliance mechanisms hinges on two points, each of which exemplifies the symbiosis between ecotourism and resource conservation (Fennell and Smale 1992). First, since compliance with the "Ecotourism Guidelines" is neither mandatory nor enforceable, effective mechanisms must adequately appease the inherent motivations underlying an individual's voluntary compliance. Second, since the guidelines underscore the importance of environmental education and stewardship, effective mechanisms must empower ecotourism's educational faculty to influence tourist attitude and behavior.

I will now discuss three of the proposed mechanisms in detail, recommend techniques to enhance their development/implementation and speculate on the likelihood of their success based on the points mentioned above.

Improving Guideline Compliance via Environmental Auditing

Discussion

Since the tourism industry operates primarily within the private sector, individual business ethics and practices play a crucial role in determining whether or not tourism develops in a responsible manner. Therefore, mechanisms that systematically enhance the environmental and social responsibility of tourism products and activities are necessary to improve the overall performance of the tourism industry. Environmental audits have a demonstrated potential to be one such mechanism (Goodall 1995; Sweeting *et al.* 1999).

In addition to integrating environmental considerations throughout tourism policy and decision-making, audits enable firms to gauge compliance with tourism regulations or directives (Goodall 1995). Consequently, AWRTA is developing an environmental auditing program to improve operator compliance with its "Ecotourism Guidelines". By systematically reviewing business activities and practices, the program will identify areas of and reasons for non-compliance and recommend courses of action to resolve these issues. However, since AWRTA's guidelines are non-regulatory, the recommended courses of action will only be successful if they appeal to the motivations underlying voluntary compliance.

Individual compliance is a function of the perceived benefits and costs associated with three sets of factors (Sirakaya and Uysal 1997; Sirakaya and McLellan 1998):

1. *Economic factors* emphasize rational choices based on expected outcomes. Individuals not in compliance are usually trying to minimize the costs and/or maximize the benefits associated with their choices. In general, non-compliant activity occurs if the chance of being caught and/or sanctioned is perceived to be lower than the potential gains to be had by noncompliance.

2. *Social factors* highlight an individual's intrinsic norms and obligations and base compliance on one of two principles. On one hand, social incentives (i.e. public recognition) and/or the fear of social punishment (i.e. poor publicity) can encourage compliance. On the other hand, the ethical views and opinions of the individual--and his or her peers--can also influence compliance.

3. *Psychological factors* involve intrinsic values, legal reasoning and the individual decision-making process. Compliance is determined by a variety of predictors, including the level of moral development, group pressure and the presence of authority (Sirakaya and McLellan 1998).

Collectively, these factors comprise a behavioral model that has been used to study operator compliance with ecotourism guidelines. These studies indicate that many factors simultaneously influence compliance, but a couple of factors are worth highlighting because of the significant amount of influence they exert.

First, although the certainty and severity of sanctions (or "sticks") contributes to high compliance with regulatory rules and guidelines (Sirakaya and Uysal 1997), they play less of a role in determining compliance with voluntary guidelines. In the latter case, incentives (or "carrots") tend to be the driving force behind compliance. This is especially true for economic incentives. Sirakaya and McLellan (1998) found that when tour operators believed that compliance would generate economic gains (i.e. cost-savings), they increased compliance but when they anticipated high compliance costs (i.e. heavy expenditures for resource-efficient technology), they decreased compliance. Second, Sirakaya and McLellan (1998) found that familiarity with ecotourism guidelines plays a significant role in determining operator compliance. Their in-depth examination of The Ecotourism Society revealed that operators who had been directly informed and educated about guidelines (by the entity formulating them) were more likely to follow them.

Recommendations

1. *Inform operator of the potential economic benefits of implementing environmentally responsible practices.* Surveys of nature-based tour operators affiliated with The Ecotourism Society (TES) in the United States, Canada and Ecuador indicate that perceived economic benefits are the most important factor in determining behavioral compliance with TES's "Ecotourism Guidelines for Nature Tour Operators". In general, operators would only implement responsible practices that were also cost-saving or cost-neutral (McLellan and Uysal 1997; McLellan and Sirakaya 1998).

These findings underpin the importance of translating guideline compliance benefits into economic terms and have significant ramifications for other organizations attempting to implement ecotourism guidelines. Regarding AWRTA businesses, this suggests that participation in an environmental auditing program will increase if its methods of streamlining resource use and minimizing waste deliver economic benefits for tour operators. Therefore, potential earnings must be translated to operators at every phase of the audit and specific cost-saving suggestions must be listed in the auditor's final report.

In the meantime, other incentives should be developed to help get the program up and running. For example, monetary awards and/or recognition based on "best overall performance improvement" or "best new innovation" could be presented during AWRTA's annual conference.

2. *Create a "self-auditing packet"*. Environmental auditing can be difficult to implement due to its time and cost intensity. In order to keep costs to a minimum, the Task Force is currently training two internal auditors to evaluate and advise AWRTA businesses. Although this strategy avoids the financial strain of hiring an external consulting firm, it may prove to be temporally inefficient. Given AWRTA's extensive geographic range, and the seasonal nature of the tourism season, it could take the auditing team years to thoroughly assess and improve the environmental and social performance of AWRTA's membership. In the meantime, "business-as-usual" could incur significant impacts and compromise the sustainability of the industry.

To ameliorate this, the Task Force should consider developing and distributing a "self-auditing" packet that would enable tour operators to assess and improve their own products and practices. Ideally, this step-by-step guide would include a detailed explanation of the "Ecotourism Guidelines" and the audit benchmarks developed by the Task Force. It would also provide businesses with suggestions for improving their operations and explain the economic, ecological and social reasons for doing so. Finally, it would give examples of AWRTA businesses that have increased their guideline compliance and relate the benefits that they have received by doing so.

3. *Create a performance-rating scale based on guideline compliance*. Using the auditing program to rate businesses according to their guideline compliance could heighten the awareness of both tour operators and their clients. By ranking

AWRTA businesses based on their environmental and social performance, the auditing team could inform travel agents and tourists of a particular business's environmental sensitivity. This would extend unique marketing and investment opportunities to higher-ranking businesses and enhance their credibility among environmentally and socially conscious consumers. Furthermore, this might apply social pressure to lower-ranking businesses and indirectly encourage lower-ranking businesses to improve their activities and practices.

Likelihood of Implementation

AWRTA, under the direction of the GAP Task Force, is progressing towards its implementation of a guideline compliance program. However, the initiative's success could be influenced by the Alaskan State Legislature's recent establishment of the Alaska Tourism Industry Association (ATIA). Charged with developing a state-wide tourism planning and management initiative, this semi-governmental organization yields considerable influence over individual businesses and could undermine some of AWRTA's internal management strategies. For example, ATIA is currently examining the possibility of implementing a mandatory certification program for nature-based tourism operators. If this program takes effect, many AWRTA members might shift their energy and resources away from AWRTA's voluntary guideline compliance program and into ATIA's mandatory certification process.

Furthermore, ATIA's establishment has drawn some organizational leadership and membership support away from AWRTA and the Guideline Assessment Project. Claiming to be in pursuit of AWRTA's interests, many active and influential AWRTA members have redirected their efforts towards assisting ATIA, thereby contributing to a decline in GAP leadership and momentum. This lull is currently being exacerbated by the onset of the summer tourism season, which monopolizes both member time and money.

Fortunately, the fact that many AWRTA members play instrumental roles in ATIA ensures that any draft operator certification program will likely be based on some of the same principles as AWRTA's "Ecotourism Guidelines". Even if AWRTA has to forego its environmental auditing program, it could still install a performance-rating program to attract consumers and encourage responsible practices among its operators. ATIA-certified operators, with their competitive edge and long-term viability, could provide functional examples for AWRTA businesses needing to streamline their resource use or adopt more sustainable practices.

Developing a Tour Guide Training Program

Discussion

Environmentally and socially responsible tourism development requires a cadre of knowledgeable, talented guides that can protect the resource base and local communities while providing high-quality travel experiences. Qualified

guides must be able to play a variety of roles during an excursion and should be able to educate both residents and visitors about the environment in which they live, work and travel. Although it is often under-appreciated, guiding entails a variety of technical and personal skills that evolve through extensive education and training. Therefore, the GAP Task Force has proposed a guide training program to ensure that AWRTA clients are receiving high-quality leadership, instruction and motivation.

Since tourism affects (and is affected by) an array of stakeholders, it is sensible to enlighten guides about stakeholder needs, interests and expectations. Guide training workshops can facilitate this, provided that appropriate stakeholder¹³ input is considered during the workshop planning process. Properly designed workshops empower guides to identify and prioritize resource management concerns and to mitigate negative tourism impacts. They also prepare guides to provide conservation education to local residents and to provide high-quality environmental education and travel experiences to tourists (Jacobson and Robles 1992). In the long-run, AWRTA's guide training program will enhance the viability of Alaska's resources, communities and tourism industry.

Recommendations

¹³ In this case, appropriate stakeholders include local residents, businesses, scientists, resource managers, tourism operators and environmental organizations, as well as former and potential guides and tourists.

1. *Design and distribute a series of oral and/or mail surveys to solicit input from AWRTA's primary stakeholders.* In addition to opinions and suggestions regarding a guide training program, the following information should be gathered from tourism stakeholders:

- Resource managers/Scientists
 - information regarding resource quality
 - estimates of environmental and social carrying capacity
 - recommendations for proper resource use
- Operators/Guides
 - information regarding knowledge and skill level
 - perceptions of resource issues
 - logistical information (i.e. availability) for workshop planning
- Tourists
 - demographic information (i.e. age, gender, residency, education)
 - reasons for traveling
 - local impact (transportation, monetary expenditures, group size)
 - knowledge and opinions of tourism impacts and conservation issues
- Local Residents/Businesses
 - local community vision
 - knowledge and opinions of tourism impacts and conservation issues
 - local cultural and historical knowledge

2. *Delineate and prioritize the general educational and recreational interests of AWRTA members and clients.* The knowledge and skills acquired through a guide training program should be consistent with the needs and interests of potential tourists. Therefore, it is necessary to determine these factors, as well as how equipped particular guides are to meet them. This information would enable the Task Force to identify subject material suitable for specialized training sessions

that would complement the general sessions. It would also enable operators to schedule appropriate interest and skill matches between guides and tour groups.

This information could be obtained by asking both clients and guides to select their potential travel activities or interests from a sample list. For example, individuals might be asked to rank their interest in the following:

- Sample Activities:
 - camping
 - fishing
 - hiking
 - hunting
 - kayaking
 - mountaineering
 - river rafting
 - wildlife viewing
- Sample Interests:
 - Natural History*
 - botany
 - ecology
 - fisheries
 - geology
 - minerology
 - oceanography
 - PWS/EVOS
 - seismology
 - wildlife biology
 - Cultural History*
 - commercial/subsistence fishing
 - indigenous populations
 - settlement sites
 - General Info*
 - environmental conservation
 - environmental interpretation
 - first aid/safety
 - foreign language training
 - gear purchasing
 - tourism impacts
 - tourism marketing
 - trip planning

Since many operators have a history of including similar questions in their trip applications, the substitution of this slightly longer, more formal survey should not deter clients from withholding the information.

3. *Expand dissemination of guideline information and training.* The previously mentioned studies of The Ecotourism Society identify "operator familiarity" as the second most important factor in determining guideline compliance (McLellan and Uysal 1997; McLelland and Sirakaya 1998). Given that some of AWRTA's

Ecotourism Guidelines are directed towards managing tourist behavior or improving tourist awareness and stewardship, information and training should be extended to tourists, as well as operators and guides. Not only would this enhance their behavior and compliance, it would enable post-trip surveys to more accurately reflect the degree to which an operator is complying with the guidelines. Furthermore, the guidelines should be incorporated into broader environmental awareness campaigns regarding ethical travel. This could be achieved by distributing the guidelines throughout local and state visitor bureaus, chambers of commerce, park systems, resource management agencies and environmental NGO's.

Likelihood of Implementation

Based on (a) participation in the training seminar held at AWRTA's Annual Conference and (b) pre-registration for the upcoming pilot workshop, AWRTA members appear to be enthusiastic about the proposed guide training program. Many operators have responded to the GAP Task Force's inquiries regarding how a guide training program could meet operator needs. Several operators have even offered to solicit input from their clients. However, since it is not logistically possible for the Task Force to survey all AWRTA stakeholders, it must pursue other methods of collecting their input and advice. The Task Force has already

invited several of its non-operator members¹⁴ to advise the subcommittee charged with developing the guide training program. It has also discussed the possibility of conducting informal public forums in several communities to solicit input from local residents and non-tourism business owners. Hopefully, these alternatives will provide the Task Force with valuable insight into the needs and interests of its stakeholders.

Despite broad stakeholder support, certain factors challenge the success of the guide training program. For example, although most AWRTA operators would like to enhance the quality of their staff, some are concerned about the time and money required to send staff members away for proper training. Given the rather high overturn of seasonal employees in Alaska, these operators are wary of having to pay to send new trainees to the workshop every year. Other operators are concerned about the timing of the workshop. Many of their seasonal employees are committed to other jobs from September until May and are simply unable to travel to Anchorage for training.

Both of these concerns are valid, and factors such as inconvenience or expense could inhibit the success of the guide training program. To prevent this, the GAP Task Force might consider offering smaller-scale workshops from its regional offices in Fairbanks, Homer and Juneau. Although this would require training more administrative staff to conduct the workshops, it could pave the way

¹⁴ These members include representatives from the Alaska Department of Fish and Game, the Alaska Department of Natural Resources, Denali National Park, Kenai Fjords National Park, the

for increased guide participation. The Task Force could also consider foregoing the workshop and creating a training video or manual for AWRTA operators to use during in-house training. Alternatively, similar manuals or web-based tutorials could be used as self-learning tools for individual guides. Unfortunately, without supervision and quality-control measures, these options could generate the same inconsistencies that have arisen through years of piecemeal in-house training. Therefore, a supplemental guide certification or testing process might be necessary to review an individual guide's awareness of and compliance with the "Ecotourism Guidelines". Ideally, any of these approaches would ensure the consistency of guide quality within and among AWRTA-affiliated businesses.

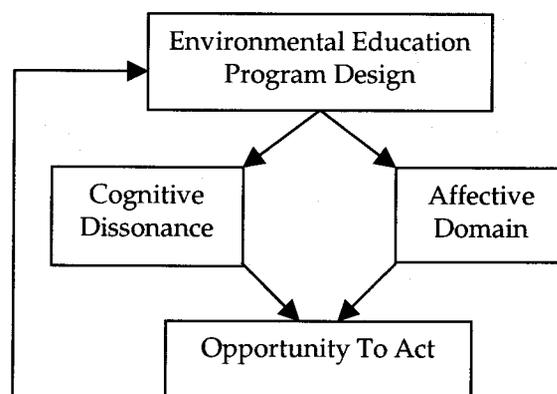
Although well-trained guides are the backbone of responsible tourism, all stakeholders must play their part. Therefore, in addition to training their guides about the "Ecotourism Guidelines", AWRTA operators should also strive to enhance overall guideline compliance among other tourism stakeholders (i.e. tourists, local residents and other resource users). For example, operators could include copies of the guidelines in marketing materials, pre-departure trip packets and pre-trip briefing sessions, as well as in the promotional materials distributed to partners throughout the state (i.e. ATIA, resource management agencies, local communities, etc.). This would broaden familiarity with the guidelines and potentially strengthen the environmental responsibility and stewardship of other tourism stakeholders.

Enhancing Environmental Education Programs

Discussion

Traditionally, tourism-related educational programs have focused on enhancing tourist knowledge of the natural and social environments that they visit. However, for education to support ecotourism's role in protecting environmental resources, its ultimate goal should be to modify behavior (Forestell 1991). Therefore, tourism-related educational programs should facilitate "environmental learning", a method of knowledge enhancement that is psychologically conducive to human learning, attitude adjustment and behavioral change. The challenges of environmental learning lie in identifying the circumstances in which it occurs and developing educational programs suited to maximizing it (Orams 1995).

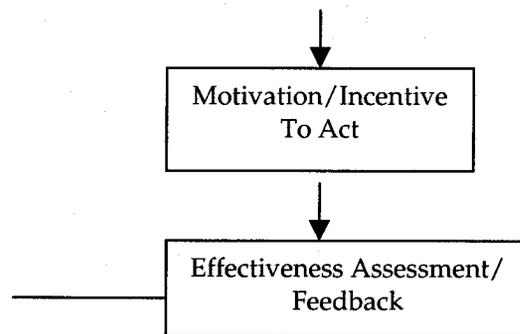
Figure 7 presents an education model that is laden with strategies shown to assist in the process of environmental learning. Based on research conducted by



Conservation Association, the Nature Conservancy and Wrangell-St. Elias National Park.

Figure 7: Components of an Environmental Education Program for Tourists (Orams 1995)

Forestell (1991) and Orams (1995) and tested at the Tangalooma Moreton Island Resort in Southeastern Queensland, Australia, it identifies various techniques for effectively prompting behavioral change. These techniques are explained below



and supported by examples relating to an ecotourism setting.

"Cognitive dissonance" is an internal state of conflict that arises from inconsistencies between one's beliefs and one's actions (Orams 1995). The desire to resolve this conflict is a primary motivation underlying human learning and behavioral change (Forestell 1991). Therefore, an effective way for educational programs to change tourist behavior is to create this conflict and arouse the curiosity and motivation of the participant--without generating undesirable feelings of frustration, guilt or hopelessness (Forestell 1991; Orams 1995). Within a tourism experience, guides can achieve this by offering interesting questions that challenge the knowledge base of the participant. For example, many trekkers are aware of the "pack-in/pack-out" code, whereby travelers remove all of their associated waste products when they leave an area. By posing the notion that all waste must still be deposited somewhere, potentially impacting another

environment, travelers might take more care to reduce the amount of packaging they utilize and waste they produce.

Another effective means of prompting environmental learning is to invoke the "affective domain", which pertains to feelings rather than beliefs. By relating stories and topics that appeal to the participant's emotions, this technique internalizes the information to be learned, thereby making it more likely to be acted upon (Orams 1995). Stirring up emotions such as compassion, connectedness or even guilt can move a participant to shift their attitude or want to modify their behavior. For example, if it is possible to include the role of the tourist's ancestors in the cultural history of the site being visited, it could enhance the visitor's "sense of place" and instill within them a personal level of responsibility or desire to contribute to the site's preservation.

Once the learning process has been stimulated, participants must be motivated to act. By highlighting the environmental impacts affiliated with tourist behavior and by outlining simple solutions for alleviating these impacts, guides can personify the role of the tourist in protecting environmental resources. Problem-solving activities or games conducted during guided trips could enhance this process by "personalizing the message" for tourists (Orams 1995). For example, during a pre-excursion briefing session, a guide might present some of the impacts affiliated with the group's planned outing. Participants could then brainstorm remedies and solutions and determine what their proper behavior or "code of conduct" should be.

Finally, the educational program should follow-through by providing participants with immediate opportunities to act on their motivation (Orams 1995). This is important because, although most participants have good intentions, they may not have or take the time to act on them after they return home. Assisting in local conservation initiatives, joining environmental organizations, signing conservation petitions or purchasing ecologically-benign souvenirs are examples of opportunities for tourists to "act immediately".

Educational programs based on this model have the potential to (1) elevate tourist awareness of tourism impacts, (2) expand tourist knowledge of natural and cultural resource issues, (3) increase tourist acceptance of and compliance with management regulations, (4) enhance tourist enjoyment of travel experiences and (5) improve tourist attitudes towards responsible tourism practices. In turn, these outcomes safeguard the long-term viability of the tourism industry by protecting its resource base and satisfying its stakeholders.

Recommendations

1. *Have clients complete pre-trip questionnaires regarding demographics, educational background, purpose of travel and general interests.* Since most trip applications request this information anyway, this general questionnaire could easily be combined with the tour guide training program questionnaire and administered during the trip application process. The information gleaned from this inquiry will allow operators and guides to identify the material most suitable

or interesting for a given tour group and enable them to provide high-quality experiences to a variety of clients. By highlighting the experiences and expectations of their clients, the questionnaire will also suggest an appropriate level of activity and necessary behavioral monitoring.

2. *Offer specialized interpretive skills training to AWRTA operators and guides.*

Although operators and guides may be well versed in the natural and cultural history of the area in which they work, they may lack the skills to effectively communicate this information to their clients. Therefore, workshops should be conducted to equip them with the skills necessary to create a viable learning environment. Workshops could be focused on general techniques, such as appealing to cognitive dissonance or invoking the affective domain, or specialized techniques aimed at educating children, foreigners, the elderly or the disabled.

Likelihood of Implementation

For AWRTA operators to facilitate a symbiotic relationship between humans and nature, they must educate tourists about the conservation and responsible use of natural and cultural resources. Furthermore, they need to develop educational programs that enhance environmental responsibility through increased awareness and behavioral change. Forestell (1991) and Orams (1998) suggest that educational strategies outlined in Figure 7 are effective ways to prompt environmentally responsible behavior in and beyond the tourism;

however, the ability of an operator to use these strategies depends on several factors.

First, an operator must be able to identify the unique interests and needs of a given group so that he or she may adapt a general program to suit specific educational criteria. Excursion length and group size influence this ability. For example, many AWRTA operators book their longer excursions (i.e. weekend or week-long trips) months in advance and are in contact with their clients prior to departure. This puts them in a position to conduct pre-tour surveys of clients and to tailor their excursions to meet specific criteria. However, many of AWRTA's day-trips are booked on a walk-in basis and are more difficult to modify and adapt. Group size is also a factor. In general, AWRTA operators that cater to large or diverse groups (i.e. charter cruise ships or back-country lodges) will find it trickier to meet the specific needs of individuals than those operators that cater to a smaller, homogenous group (i.e. kayaking or mountaineering guides).

Second, an effective operator or guide must be knowledgeable about a variety of educational topics. This requires a significant amount of personal training and/or study--often more than an individual is willing or able to pursue. Unfortunately, many AWRTA-affiliated guides are hired on a seasonal basis from outside of Alaska and they lack adequate knowledge about the natural and cultural history of the area in which they work. Therefore, the GAP Task Force is attempting to create thorough overviews of the environmental

histories of Alaska's most visited areas. Although some of these histories are currently available on a region-to-region basis, they will eventually be compiled into a training "textbook" and made available to AWRTA guides. Hopefully, this text will provide a useful tool for both native and out-of-state guides who need a broad lesson on Alaska's natural and cultural history.

Third, an operator must be able to create opportunities for tourists to act on their newfound motivation. This means the operator must actively maintain partnerships with a variety of environmental organizations or local conservation initiatives. For the operators partaking in the "Dollars-a-Day" program, some partnerships are already in place; however, other operators will most likely have to invest some time and money to generating similar partnerships. Fortunately, many operators realize that such partnerships are a "win-win" situation and are enthusiastic about creating opportunities for their clients (and staff) to interact and assist with Alaskan conservation efforts.

Finally, an operator must be able to collect feedback from clients in order to evaluate the effectiveness of his or her educational programs. Although many AWRTA operators do solicit comments through their websites, few actually administer post-trip surveys to former clients. To encourage this, the GAP Task Force is considering generating a generic, yet thorough, post-trip questionnaire for AWRTA operators to use. This survey will emphasize the directives of AWRTA's "Ecotourism Guidelines" and provide insight into the environmental performance and educational quality of AWRTA-affiliated excursions.

CHAPTER 5

SUMMARY AND FUTURE IMPLICATIONS

"Mother Nature owns the ballpark...and she bats last."--Anonymous

SUMMARY

Due to their vast array of natural attributes and capacity to support a large segment of the population, coastal and marine zones are plagued by intense competition for resources and use (Ditton and Miller 1986). Such competition gives rise to rapid industrial development and often results in multiple-use conflicts and environmental degradation. Fortunately, the coastal recreation and tourism (CRT) industry offers an alternative to traditional consumptive industries by creating economic incentives for communities willing to conserve their natural resources and beauty. However, the industry's adverse environmental and social impacts often temper these economic benefits and threaten the long-term viability of local communities, the resource base and the industry itself. Therefore, coastal recreation and tourism should be closely monitored and carefully managed^{15~16}.

In response to this, a "responsible tourism" paradigm has emerged that reduces the industry's negative impacts and enhances its environmental awareness and stewardship. This paradigm challenges the industry to accept a

¹⁵ Appendix E presents some research areas that will increase the accuracy and quality of information available to coastal recreation and tourism managers.

higher level of leadership in the quest for sustainability by encouraging it to reevaluate its impacts on the environment and enlighten its patrons about resource conservation issues. Most importantly, however, the paradigm reminds operators that their long-term success is dependent on a healthy environment and that it is in their best interest to improve their practices and minimize their impacts.

The Alaska Wilderness Recreation and Tourism Association is one organization that has embraced the responsible tourism--or "ecotourism"--paradigm. By linking businesses to communities and conservation interests, AWRTA attempts to balance tourism development with resource protection and increase the long-term sustainability of Alaskan communities, environments and industries. Acting in place of regulations, AWRTA's "Ecotourism Guidelines" provide internal direction and supervision to members intent on pursuing responsible business practices. Although these directives were written for tourism operators and guides, they also provide valuable insight for local residents, visitors and other industries.

In 1998, recognizing that a breach existed between AWRTA's theoretical and actual pursuit of responsible tourism development, the Board of Directors commenced the Guideline Assessment Project (a.k.a. "AWRTA's GAP") to evaluate the performance of their "Ecotourism Guidelines". A comprehensive review of the membership revealed that overall guideline compliance was

¹⁶ Appendix F lists several books recommended for further information.

relatively low and that the quality of tourism products varied significantly both within and among businesses. To correct this, the task force assigned to the project began developing programs and tools to improve compliance and enhance operator responsibility towards the natural and socio-cultural environment.

The GAP Task Force has focused much of their time and resources on creating an environmental auditing mechanism and increasing the caliber of AWRTA-affiliated tour guides and environmental education programs. The auditing program provides an overarching method of improving the organization's environmental performance. It attains this by increasing guideline compliance, one business at a time. In turn, the guide training program expands guideline awareness and implementation training to the group that needs it the most. Finally, the environmental education training program facilitates AWRTA's goal of enhancing tourist knowledge and appreciation of Alaska's natural and cultural resources. Although these initiatives are at various stages of development, most are progressing in a satisfactory manner and should be implemented within the next several months.

FUTURE IMPLICATIONS

According to an informal poll conducted at AWRTA's 7th Annual "Ecotourism in Alaska" Conference, most members are enthusiastic about the improvements being made by AWRTA's GAP. Attendance at both the

environmental education and guide training seminars was high and participation in the "Dollars-a-Day" Program is increasing. Furthermore, despite its sub-optimal timing, pre-registration for the pilot workshop on guide training is encouraging.

I think that the success of these initiatives is a turning point for both AWRTA and the CRT industry at-large. Considering AWRTA's reputation as a responsible tourism leader and the broad distribution of its "Ecotourism Guidelines", it is likely that other organizations will attempt to adapt and implement AWRTA's tourism management strategies. Therefore, I would like to conclude this report by speculating on the transferability of the programs and tools examined during this project.

In general, I think that AWRTA's Guideline Assessment Project is relevant throughout the CRT industry. Although the magnitude and nature of tourism's impacts may vary from place to place, the issues facing the global industry are the same. Specifically, the industry must determine a long-term strategy for sustainability that maintains the viability of its natural and cultural resource base and that augments the economic and social well-being of local communities. This can only be achieved through responsible resource use that respects the limits of the physical environment and promotes social equity.

In general, the rules governing the responsible use of natural and cultural resources are ubiquitous and can be applied throughout the CRT industry. Although the specific details of the programs and tools implemented through

AWRTA's GAP may not be applicable beyond the organization, other groups striving to achieve similar goals could use the processes by which they were designed to develop programs of their own. For example, each of AWRTA's initiatives is scalable to a variety of organizations, from small communities to regional agencies to national tourism associations. Furthermore, each initiative is flexible enough to address the variety of issues facing the different sectors of the tourism industry, including: inefficient resource use by large resort chains, overuse of fragile ecosystems by adventure tourism operators or insensitive practices of cultural tourism operators in rural communities. I will expand this discussion by considering the transferability of each initiative in turn.

I think that the environmental auditing mechanism being developed by the GAP Task Force could be applied throughout the CRT industry, either by tourism organizations or by individual operators. First, the mechanism's ability to (a) ensure regulatory compliance or (b) provide direction in lieu of regulations makes it suitable for a variety of legal and managerial regimes. Businesses operating in states with strong tourism planning and management legislation can use environmental auditing to monitor and report adherence to environmental quality and resource use statutes. Businesses operating without such legislation can use environmental auditing to direct sound environmental and social decision-making.

Second, environmental audits could be applied throughout the CRT industry because they can be scaled to fit a continuum of tourism operations.

Large resorts and cruise lines can use auditing to retrofit facilities, streamline resource consumption and reduce waste production. Smaller charter operations can use auditing to assess their product purchasing, increase local tourism benefits and enhance visitor education.

Finally, audits are applicable throughout the CRT industry because they can be modified to address the specific problems or issues facing different organizations or operations. Nature-based operators can use auditing to make sure they are protecting the resource base, generating revenue for conservation initiatives and providing quality products for their clients. Operators dependent upon cultural resources can use auditing to make sure they are preserving cultural patrimony, sustaining the local economy and supporting local community development initiatives.

The guide training and educational enhancement programs also have important potential beyond AWRTA. For example, both of these programs support the evolving paradigm of "responsible tourism" and advance the notion that ecotourism embodies a holistic travel ethic. Guide training programs ensure the integrity of the tourism workforce and provide the motivation and leadership skills necessary for operators to instill a strong sense of environmental and social responsibility in their clients. Effective environmental education programs are essential if travel experiences are to generate environmental stewardship, influence tourist behavior and promote a symbiotic relationship between humans and nature.

In conclusion, the innovative mechanisms developed during AWRTA's Guideline Assessment Project are applicable throughout the CRT industry. By encouraging industry participation in local planning and management efforts, building partnerships between CRT stakeholders and promoting public education regarding tourism issues, these mechanisms provide effective coastal zone management tools that integrate the specific needs of CRT operators into more general resource decision-making regimes. More importantly, by improving the environmental and social practices of CRT operators, they facilitate tourism's potential to balance conservation and development, and contribute to the sustainability of the environment, local communities and the CRT industry at-large.

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APPENDIX A

SOCIO-ECOLOGICAL PRINCIPLES OF SUSTAINABILITY

1. Substances extracted from the lithosphere must not systematically accumulate in the ecosphere. According to the First Law of Thermodynamics, all universal matter and energy is conserved. Therefore, when human society extracts and uses crustal resources (i.e fossil fuels, metals and minerals), waste byproducts are generated. Although the ecosphere can assimilate certain amounts of these byproducts, there are thresholds beyond which organisms and ecosystems are adversely affected by waste increases. Therefore, the rate of societal extraction of these resources should not exceed the environment's assimilation rate of these substances. In practical terms, this requires: (1) decreasing the use of (and economic dependence on) non-renewable resources, (2) increasing the efficiency of renewable resource use and (3) increasing recycling initiatives.

2. Societally-produced substances must not systematically accumulate in the ecosphere. According to the Second Law of Thermodynamics, or the Law of Entropy, matter and energy tend to spontaneously disperse. Therefore, when man-made substances (i.e. DDT, PCBs and freon) and wastes are released, they spread throughout the environment, often causing profound impacts that appear temporally and/or spatially unrelated. To avoid this, human society needs to

reduce its use of, and economic dependence on, persistent, man-made substances.

3. The physical conditions for production and diversity within the ecosphere must not become systematically deteriorated. Human health and prosperity depends on the ecosphere's ability to renew itself and to rebuild wastes into resources. This ability arises from a myriad of ecosystem functions that are performed by a diverse array of interdependent plants and animals. In order to maintain vital ecosystem functions and to sustain life on earth, human society should not compromise biological diversity by physical displacement, overharvesting or other forms of environmental manipulation.

4. Human uses of resources must be efficient and just with respect to meeting all human needs. In communities where basic human needs (i.e. adequate food, clothing, shelter and health care) are not being met, survival depends on the meager economic gains received from trading long-term ecosystem health. Put simply, environmental conservation and the sustainable use of natural resources is considered to be an unaffordable luxury. Therefore, the efficient and equitable allocation of resources (both within and across generations) is crucial if society-at-large is to achieve the first three principles.

APPENDIX B

THE ECOTOURISM SOCIETY'S PROTOCOL FOR GUIDELINE DEVELOPMENT

(Adapted from Blangy and Wood 1993)

Phases of Guideline Development:

- I. Determine or establish the underlying principles on which the guidelines will be based.
- II. Derive guidelines that suggest appropriate courses of action (see techniques below).
- III. Develop regulations and/or incentives to encourage guideline compliance.

Steps to Developing Ecotourism Guidelines

1. Determine the primary audience
2. Identify underlying motivations and/or themes
3. Consult local tour guides
4. Obtain technical assistance from scientist's studying tourism impacts
5. Gather all stakeholders and form a representative committee
6. Examine existing guideline models
7. Set objectives and determine a way to monitor/evaluate them
8. Work up an official, peer-reviewed document
9. Create a distribution plan

APPENDIX C

ECOTOURISM GUIDELINE MODELS

Guidelines for Government and Industry:

AGENDA 21 for the Travel and Tourism Industry, United Nations World Council on the Environment and Development

<http://www.wttc.org/agenda21.htm>

Best Practice Ecotourism Guidelines, Australia's Office of National Tourism

<http://tourism.gov.au/publications/bpe/start.html>

Code for Environmentally Responsible Tourism, Pacific Asia Travel Association

<http://www.pata.org/patanet/code.html>

Ecotourism--Achieving a Balance, Great Outdoor Recreation Pages

<http://www.gorp.com/gorp/features/misc/ecotour.htm>

Ecotourism Code of Ethics, Belize Ecotourism Association

<http://www.belizenet.com/beta/ethics.html>

Ecotourism Do's and Don'ts, Project Ecotourism

<http://home.earthlink.net/~dragonflight/ecotour.htm>

Ecotourism Policy, Sierra Club

<http://www.sierraclub.org/policy/conservation/ecotourism.asp>

Environmental Guidelines, World Travel and Tourism Council

<http://www.greenglobe.org/econett/code/code0015.htm>

Global Code of Ethics for Tourism, World Tourism Association

<http://www.world-tourism.org>

Principles for the Balanced Development of Tourism, English Tourist Board

<http://www.greenglobe.org/econett/code/code0024.htm>

Principles for Sustainable Tourism, Tourism Concern, UK

<http://www.greenglobe.org/econett/code/code0042.htm>

Guidelines for Operators:

Code of Practice for Ecotourism Operators, Ecotourism Association of Australia

<http://lorenz.mur.csu.edu.au/ecotour/EAACoP.html>
Ecotourism Ethics and Guidelines, Belize Online
<http://www.belize.com/eco.html>

Ecotourism Guidelines for Nature Tour Operators, The Ecotourism Society
<http://www.ecotourism.org/textfiles/ecoguid.txt>

Environmental Guidelines, European Tour Operators Association
<http://www.greenglobe.org/econett/code/code0026.htm>

10 Point Declaration for Good Environmental Practice, World Travel Market
<http://www.greenglobe.org/econett/code/code0056.htm>

Guidelines for Tourists:

Code of Ethics for Travelers, Explorations in Travel, Inc.
<http://www.rovers.net/~explore/ethic/html>

Code of Ethics for Tourists, Tourism Industry Association of Canada
<http://www.geocities.com/RainForest/2634/code.html>

Dos and Don'ts for Environmentally Conscious Tourists, World Resources Institute
<http://www.wri.org/biodiv/ecotour.html>

12 Ways to be an Environmentally Friendly Visitor in Greater Vancouver, Oceans Blue Foundation
<http://www.oceansblue.com>

Guidelines for Coastal and Marine Tourism:

Codes of Conduct for Sustainable Island Tourism, Insula Sustainable Tourism
<http://www.insula.org/tourism/>

Marine Ecotourism Guidelines, The Ecotourism Society
<http://www.ecotourism.org/textfiles/marguid.txt>

Principles for Coastal Zone Management and Tourism, Indian Ocean Tourism Association
<http://www.greenglobe.org/econett/code/code0041.htm>

Strategic Tourism Principles for Coastal Conservation, European Union for Coastal Conservation
<http://www.greenglobe.org/econett/code/code0045.htm>

APPENDIX D

AWRTA's ECOTOURISM GUIDELINES AND ENVIRONMENTAL AUDITING BENCHMARKS

GUIDELINE ONE

Businesses seek environmentally sustainable economic growth while minimizing visitor impacts on wildlands, wildlife, Native cultures and local communities by offering literature, briefings, leading by example, taking corrective action or other appropriate means.

Benchmarks:

- 1a. Operator provides clients with pre-departure kits containing items such as:
 - lists of appropriate equipment (i.e. clothing , gear, food, etc.)
 - background information on the natural and cultural history of the area to be visited
 - information on applicable activity fees and regulations (i.e. hunting and fishing licenses, camping permits, etc.)
 - lists of recommended readings or bibliographies
- 1b. Operator informs clients of the real or potential impacts of the tour or activity on the local environment.
- 1c. Operator briefs clients on proper behaviors and practices.
- 1d. Operator provides thorough interpretations at all times by explaining natural history and describing local culture.

GUIDELINE TWO

Travel modes and facilities used maintain a low impact on the natural environment; tour use is sustainable over time without significantly altering the resource or negatively affecting the experience.

Benchmarks:

- 2a. Operator offers site-sensitive transportation and lodging accommodations that attempt to minimize energy use, resource consumption and waste production.
- 2b. Operator minimizes overall impact by limiting or regulating group size to allow for better monitoring and instruction.
- 2c. Operator avoids areas that are over-visited or under-managed and notifies authorities of observed impacts.

GUIDELINE THREE

Businesses provide direct benefits to the local economy and local inhabitants, thereby providing an incentive for local support and preservation of wild areas and wildlife habitat.

Benchmarks:

- 3a. Operator employs and trains local people at all levels and promotes from within.
- 3b. Operator supports local conservation and community development programs.
- 3c. Operator builds partnerships with other local businesses and primarily utilizes local goods and services.

GUIDELINE FOUR

Businesses seek appropriate means to minimize their effects on the environment in all phases of their operations, including office practices.

Benchmarks:

- 4a. Operator has an explicit environmental policy or management system.
- 4b. Operator attempts to cooperate primarily with other service providers who also attempt to minimize energy use, resource consumption and waste production.

GUIDELINE FIVE

Businesses ensure that managers, staff and contract employees know and participate in all aspects of company policy to prevent impacts on the environment, Native cultures and local communities.

Benchmarks:

- 5a. Operator has an operations manual that outlines an environmental code of conduct for its staff.
- 5c. Operator conducts in-house, or provides access to out-of-house, training programs regarding responsible practices for tour guides, particularly "AWRTA's Ecotourism Guidelines".
- 5d. Operator requires or encourages staff to participate in local conservation or community development projects.
- 5e. Operator attends AWRTA's annual "Ecotourism in Alaska" Conference.

GUIDELINE SIX

There is an educational emphasis and purposeful desire for travelers to learn about the natural and cultural history of the places they visit.

Benchmarks:

- 6a. Operator develops educational programs that appeal to clients with various interests and demographic histories.
- 6b. Operator highlights educational nature and content of tours in marketing materials.
- 6c. Operator ensures that guides are equipped with appropriate teaching and interpretation skills.
- 6d. Operator provides clients with lists of recommended readings and/or other sources of educational material

GUIDELINE SEVEN

There is a formula for the business and guest to contribute to local non-profit efforts for environmental protection.

Benchmarks:

- 7a. Operator provides corporate contributions to local conservation initiatives and protected areas.
- 7b. Operator facilitates visitor contributions to local conservation initiatives before and after their excursions.
- 7c. Operator participates in AWRTA's "Dollars-a-Day for Conservation" program.

GUIDELINE EIGHT

The travel is in the spirit of appreciation, participation and sensitivity. At some point, a tour group becomes too large to be considered "ecotourism".

Benchmarks:

- 8a. Operator promotes and facilitates a responsible travel ethic amongst clients.
- 8b. Operator generates visitor awareness of their personal responsibility to minimize impacts on the natural and cultural environment.

APPENDIX E

RESEARCH NECESSARY TO ENHANCE THE MANAGEMENT OF THE COASTAL RECREATION AND TOURISM INDUSTRY

- Develop methods to measure the benefits and cost of allocating resources to coastal recreation and tourism, relative to other industries.
- Delineate the biological and physical limits of coastal and marine environments, as well as their ability to withstand tourism's adverse impacts.
- Provide a science-based program for natural resource enhancement, restoration and preservation.
- Measure the full-value of coastal and marine resources, including market, non-market and non-consumptive use and existence values.
- Address the management needs of small business owners (i.e. operations, risks, financing, technology, etc.)
- Comprehend and incorporate the attitudes, behaviors, perceptions, preferences and satisfactions of both coastal residents and visitors into planning and development measures.
- Explore cultural, social and historical significance of coastal areas to enhance tourism and manage its seasonality.
- Assess the primary and secondary socio-economic impacts of coastal and marine tourism on communities and resources.

APPENDIX F

RECOMMENDED BOOKS

- Anagnostopoulos, G. 1994. *The Notion of Sustainability*. Trogstad: Scandinavian University Press.
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