

EBMWG Project Close-Out Report

Project #: AM03c

Project Title: Kitasoo Tourism Project

Steering Committee Members: Grant Scott, Alex Grzybowski, Dorthe Jakobsen

1.0 FUNDING

The total cost of the project is \$20,000. The project was completed within budget.

2.0 EXTENT TO WHICH PROJECT OBJECTIVES WERE ACHIEVED

Objective	Description	Evaluation (Text)	Summary*
1	Integrate AM into the new Kitasoo tourism development plan	The proposed AMF was applied to the Kitasoo Tourism Strategy in Appendix 9 which included a comprehensive explanation of the steps to follow and the associated results of applying AM. .	Substantially Met
2	Bring together Adaptive Management and tourism expertise with Kitasoo tourism planners to ensure that the new tourism plan reflects Kitasoo tourism aspirations, in depth knowledge of the tourism industry while incorporating the monitoring, research and feedback mechanisms necessary for tourism managers to adapt the plan for success.	The Kitasoo Tourism Strategy provides extensive information regarding tourism opportunities that reflect Kitasoo tourism aspirations and in depth knowledge of the tourism industry. In particular a number of valuable strategies for improving monitoring are recommended under <i>Section 11: Tourism Management Strategy</i> . The objectives and strategies identified in the report are used to inform the application of AM in Appendix 9 but the topics of incorporating monitoring and research through feedback mechanisms to tourism managers do not appear to be addressed in the report.	Partially Met

* Use: Fully met (100%), Substantially met (>75%), Partially met (50-75%), Marginally met (25-50%), Not met (0-25%)

3.0 MAJOR TASKS COMPLETED

Task	Description	Date
1	Review 5 year development plan and draft AM Framework.	January 30, 2009
2	Apply Framework questions within the process for revising the 5 year development plan.	February 15, 2009
3	Apply knowledge of successful tourism development within the process of revising the 5 year development.	February 15, 2009
4	Finalize the draft 5 year development plan for internal review by	March 1, 2009

Task	Description	Date
	Kitasoo.	
5	Document how and what the AM Framework contributed to the process of revising the development plan and what the value added was and is expected to be.	ONGOING

4.0 KEY PRODUCTS

Item #	Description	Completion date	Location
1	Final Kitasoo Tourism Strategy Report	March 31, 2009	Posted on the EBM WG website

5.0 PEER REVIEW

The project workplan was reviewed by the EBM Working Group and the Project Steering Committee (PSC). The draft report was reviewed by the PSC and consultants revised the report based on comments received.

6.0 MAJOR FINDINGS & RECOMMENDATIONS

Recommendations made in this report are summarized in the Adaptive Management Strategy (Appendix 9) where they are defined as specific strategies to meet defined objectives. These recommendations are separated into two broad categories: business management objectives related to accounting, business processes and performance, and tourism management objectives related to traditional ecological knowledge, social, cultural, and policy values

Tourism Management Objectives

Exercise rights and title

- Develop protocols with existing tourism operators
- Further develop the Guardian Watchman Program
- Reach conservancy co-management agreement with the province

Increase tourism activity and local value added

- In non-core business areas, develop joint marketing and service delivery agreements with experienced outside tourism sector companies (e.g. pocket cruising, kayaking, water taxi, scuba diving, corporate retreats, etc)

Protect sensitive ecosystems

- Develop a Bear viewing management plan for Princess Royal (Spirit Bear Conservancy)
- Develop a Bear viewing management plan for Mussel River (Fjordlands Conservancy)

Adapt tourism to local culture and values

- Growth management system (permits)
- Growth management system (monitoring)
- Communications program to build local support

Business Management Objectives

Increase employment

- Re- structure the operation business to provide more local opportunities for seasonal employment in the tourism sector, as well as support for training and HRD.

Recruit qualified manager(s)

- Operationalize existing business under new management personnel, with a mandate to develop detailed business plan and expand.

Business expansion

- Expand existing businesses (guiding, lodge, and other services) through investment in internet marketing and branding, product development, recruitment, training and HRD and promotional linkages to other operators to increase visitor numbers and stay duration.

Develop Spirit Bear Eco-tours as flagship

- Strategically develop other tourism services around Spirit Bear Ecotours with bear viewing and adventure tourism as the unique product niche

Recommendations for Implementing Adaptive Management

The identification of indicators and management targets to reach specific targets proposed in the adaptive management framework, was only applied to the tourism management objectives because (1) there are “a wide range of accounting and business processes that are well suited to measuring performance in relation to bottom line financial and strategic objectives” (2) while there are risks and uncertainties associated with these business objectives and their linked strategies, these are familiar risks of any business operation, and can be addressed by normal risk management practices (planning, marketing, accountability, HRD, insurance, investment, etc).” Thus a key finding of the project is that adaptive management is not always the appropriate tool for improving management over time, but that there are other useful tools that allow management to improve over time and that address risk and uncertainty.

Table 1 below shows the objectives and strategies for tourism management ,defined in the report, as well as recommended indicators and targets identifying what actions need to be taken and how much.

Table 1: Tourism Management Objectives, Strategies, and Indicators

Objectives	Strategies	Indicator / Minimum Target to achieve objective
Exercise rights and title	Develop protocols with existing tourism operators	Proportion of operators signing protocols / 90%
	Guardian Watchman program	Staff trained and funded for full time year-round operation / Yes
	Conservancy co-management agreements with province	Number of conservancy co-management agreements negotiated / 4
Increase tourism activity and local value added	In non-core business areas, develop joint marketing and service delivery agreements with experienced outside tourism sector companies (e.g. pocket cruising, kayaking, water taxi, scuba diving, corporate retreats, etc)	Number of service agreements with outside tourism companies / 6

Protect sensitive ecosystems	Bear viewing management plan for Princess Royal (Spirit Bear Conservancy)	Management plan / complete and approved by stakeholders
	Bear viewing management plan for Mussel River (Fjordlands Conservancy)	Management plan / complete and approved by stakeholders
Adapt tourism to local culture and values	Growth management system (permits)	Proportion of tourism activities regulated by permits / 90%
	Growth management system (monitoring)	Watchmen and operators submit regular monitoring reports / weekly
	Communications program to build local support	Frequency of reports by tourism managers to community / semi-annually (before + after season)

A simplified version of the methodology for developing knowledge summaries and for prioritizing projects developed for EBWMG project AM-02 was applied¹ to four key strategies, identified as being of greater strategic importance to the success of the Tourism Management Strategy. Monitoring procedures were developed for each strategy and serve as recommendations for managers to ensure that the strategies they implement achieve the desired objectives. This approach narrowed the potential range of AM monitoring/research projects to two that are priorities for further substantive work: studies to reduce uncertainty regarding joint tourism service agreements, and studies to reduce uncertainties regarding the bear viewing management plan. (Note that this work would be in addition to implementation of the strategies themselves).

Strategy-specific monitoring procedures recommendations include:

Protocols with existing tourism operators: monitoring the proportion of operators who have signed agreements. The objective of exercising rights and title will be met if 90 % of operators have signed protocols with the Kitasoo/Xaixais.

Conservancy co-management agreements: monitor the number of agreements in place. The objective of exercising rights and title will be met if 4 conservancy co-management agreements are negotiated.

Joint service agreements: undertake studies and complementary management actions to reduce the uncertainties associated with this strategy including effective implementation of core Spirit Bear Adventures Ltd. services, along with more detailed study of suitable partners, promotional investments, and market assessments.

Bear viewing management plan: any plan is likely to increase the probability of success. But whether or not a plan is agreed, there is moderate uncertainty about its effect. To address this uncertainty, studies of impact and effectiveness are recommended. These should be carefully designed with local experts and scientists. Monitoring programs should demonstrate the effect of management options and measure ongoing environmental parameters (including bear behaviour).

¹ Daust, D., Price, K., Tyler, S. January 29, 2009. Adaptive Management Framework for the Central and North Coast of British Columbia: Guide to the Knowledge Summary and Prioritization Procedure. Final report Prepared for the Ecosystem Based Management Working Group. Available at: http://ilmbwww.gov.bc.ca/slrp/lrmp/nanaimo/cencoast/ebmwg_docs/AMF_guide_KS_PP_20090129.pdf

7.0 PROJECT STEERING COMMITTEE RECOMMENDATIONS

The LRF Technical Committee recommends that this report (and associated learnings) be accepted as useful information that should be used to further develop an accessible and relevant approach to adaptive management at the local scale.

8.0 RELEVANCE/SIGNIFICANCE FOR EBM IMPLEMENTATION

The report prepared for the KITASOO Tourism project provides a useful example of a comprehensive tourism strategy that could be applied by other coastal First Nations interested in developing a tourism business. Information in this report may also be used to further develop an accessible and relevant approach to adaptive management at the local scale.