

TRAINER'S MANUAL

MODULE 4

Respects and Involves the Community

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How to Use this Manual

This manual provides an outline of topics associated with the SMART principle: *Respects and Involves the Community*. A variety of reference materials are listed for each topic such as literature, websites, and audio-visuals. These are suggestions of relevant and more detailed information from which the Trainer may draw, according to what he/she feels is appropriate. Ideally, Trainers and Participants will continue to update the list as new sources become available. The module also incorporates numerous “real life” examples – testimonials and first person accounts – which illustrate how other northern tourism operators have found ways to involve their community. It is hoped that this collection of practical examples will also continue to grow.

This manual is not a textbook. It is a compilation of resources from which a Trainer may choose, with the aim of giving tourism operators, or their employees practical advice applicable to their businesses. We have made an effort to include examples from both Europe and North America, which means that occasionally there is a repetition of ideas. It is not anticipated that any Trainer will use all of the materials but, instead, will be guided by the characteristics of their group, such as:

- experience in the tourism industry
- educational level
- language abilities
- age
- homogeneity of the group
- tourism sector in which the participants work
- the time available for the workshop.

Each section of the manual offers a few suggestions of learning exercises, such as: guided group discussions, field trips, research projects and so on. The Trainer may wish to use these ideas or he/she may have favorite training methods of his/her own.

The intention of the SMART training program is to provide advice that is, to a large extent, supported by the experiences of exemplary northern operators. It is expected that the Trainer will have significant experience in training (rather than teaching) as well as field experience in a related tourism sector.

TRAINER'S GUIDE

MODULE 4

Principle 4: Respects and Involves the Community

Introduction

For a tourism operation (or the tourism industry in general) to be sustainable in the long-term, there needs to be a positive relationship between it and the community. Identifying areas where conflicts might occur between residents and tourists before they happen, allows input from the community regarding how those problems might be prevented or solved. Community associations and residents are a good source of advice regarding the design of your tourism product or facility. Elders, local historians, storytellers or performers may become part of your tour program on a paid or voluntary basis. Respect for community values and way of life is important for both visitors and company staff.

1. Community Input

- **Involving the local community in planning and on-going operations;**
- **Seeking end-of-season feedback from the community;**
- **Involving the community in tourism-related problem solving.**

1.1 Learning Objectives

- Be able to identify key individuals and groups within the community who will be impacted by tourism development;
- Understand how to carry out effective community consultation including dealing with areas of conflict and encouraging positive input;
- Be able to identify potential tourism-related problems such as:
 - Sense of loss of identity (visitors begin to outnumber residents)
 - Congestion in stores, public facilities and parking areas
 - Over-development;
- Be able to encourage communication between your company, partners in tourism and events organizers.

1.2 Suggested Training Method

- Some examples from Module 1 may also be useful.
- **Individual or Group Project:** Create a list of individuals and groups within your community or operating area who should be consulted regarding major tourism developments. What connection do these individuals/groups have to tourism (*Stakeholders*)?
- **Group Project:** Make a list of tourism-related problems which have occurred (or could occur) in your community or region? How might these problems be addressed?
- **Group Discussion:** Should the opinion of all community 'stakeholders' carry the same weight during community consultations?
- **Individual Project:** Which are the most effective ways of gathering input from your community? How would you set about doing this?
- **Role Play** (if there are a sufficient number of participants):
Set up a role play exercise which allows participants to develop consultation skills, such as:
 - Dealing with conflicting opinions within the group being consulted;
 - Drawing out information from a mixed group;
 - Guiding the input within appropriate parameters (e.g. explaining why some 'demands' might be impossible to fulfill).

1.3 Training Resources

1.3.1 Print Materials

Aboriginal tourism Team Canada. *Business Planning Guide: Checklist for Success*. Canadian Tourism Human Resource Council, Ottawa, 1999[?]

Baez, Ana. “Cultural Factors and Community Participation,” in Mehta, Hitesh, Ana L. Baez and Paul O’Loughlin. “Site Selection, Planning and Design”, *International Ecotodge Guidelines*, The International Ecotourism Society, Burlington, Vermont, 2002, pp 93 – 100.

Lindberg, Kreg, and Donald E. Hawkins. *Ecotourism: A Guide for Planners and Managers, Volume 1*, The Ecotourism Society, North Bennington, Vermont, 1993.
[This book is not specific to the Arctic but may cover some issues that the trainer would like to discuss with the learners.]

1.4 Commentary and ‘Good Practices’

Community Input

- **Involving the local community in planning and on-going operations;**
- **Seeking end-of-season feedback from the community;**
- **Involving the community in tourism-related problem solving.**

Positive relationships between tourism businesses and community residents are essential for long-term sustainability and assured good experiences for guests. Operators explain some of the reasons why:

Adventure Travel and Ecotourism Best Practices Tour 2000, The Economic Planning Group of Canada on behalf of The Canadian Tourism Commission, July, 2000

Being involved in the tourism industry as well as the local and regional community has a number of important advantages for eco-adventure tourism operators:

- Creates high visibility and builds credibility
- Enhances your reputation
- Allows you to network and be more informed about important issues such as new programs, new legislation, new opportunities, etc.
- Provides recognition which assists you in partnering with the travel trade and other suppliers.

Becoming a member of a sectoral association, getting involved in committees in the industry, participating in various projects, and introducing yourself to tourist offices and promotional organizations are all ways of making your business known. Volunteering in your local community is also an important way to generate local support.

Establishing partnerships with other organizations whose credibility is recognized is also an effective way of establishing credibility with clients, potential customers, and other operators in the tourism sector.

Lapplandsafari, Västerbotten, Sweden (Traditional Sami cultural camp and conference facilities.)

...Once the mountain camp was finished, we invited the whole village to show everybody what we had done, so everybody would feel that they were participating in the project. The whole village came, including the holiday cottage owners, and they were all very impressed. Today everybody in the village has only good things to say about Geunja and it has also spread to other areas through the holiday cottage owners.

Snow Games Ltd., Lapland, Finland

Local stakeholders are consulted when snowmobile and enduro-safaris are being planned. These stakeholders include: Forest and Park Service, private land-owners, reindeer owner's association and environmental organizations. As a result of negotiations, agreements were reached to arrange safaris on property of the landowners. The operator always informs reindeer herders about safaris beforehand.

Bathurst Inlet Lodge, Western Nunavut

We make it a policy to:

- Actively encourage 'ownership' of our facility by seeking community involvement and input into what we do
- Communicate activities and direction to the broader community
- Offer industry placements or work experience to students at local schools
- Give the local workforce access to training that will improve their chances of more highly-skilled (paid) occupational jobs

Having a 'purchase local when possible' policy is good for the community and strengthens the 'local flavour' for customers at the same time.

Rid I Jorm, Sweden, offers the following hints:

I have learned that if I'm going to succeed with my tourism investments, it's extremely important to involve everybody who lives in the area or is involved in it. Therefore, you need to get as much information as possible before you start the business:

- Which other interested parties exist in the area
- Can any problem come up with hunting groups and landlords
- Focus on common interests instead of prospective conflicts
- Arrange a general meeting, inform in an informal way, invite hunters, landlords and other interested parties, involve the people
- Don't run over the locals

The Anishinabe Experience, Golden Lake Ontario *Quoted from:*

Adventure Travel and Ecotourism Best Practices Tour 2000, The Economic Planning Group of Canada on behalf of The Canadian Tourism Commission, July, 2000

In the aboriginal community, it is important to seek and obtain approval of community elders before beginning a cultural tourism business.

- The community should set boundaries on what they deem appropriate or feel comfortable in sharing with visitors.
- Know the community's rich and distinct heritage.
- Conduct an inventory of all human resources based on expertise, skills, language, etc.
- Build partnerships with others in the development of packages.
- Ensure [that] the business benefits the community.

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- Partner with the community on publicity and media opportunities.
- Promote your business and other local businesses, your community, and your region.
- Utilize local resources and expertise as much as possible.
- Build upon community pride in sharing the heritage, cultural diversity, and beauty of the region and surrounding area.
- Keep the community abreast on new trends and opportunities in tourism for the overall benefit of the whole
- Share feedback on the business with the community, including thank-you's and compliments, media coverage, publicity, etc. This builds community pride and strengthens the business.

We believe that we do not have a business without the support of our Algonquin community. What the community thinks and believes is very important to us. We ensure that all the community values are instilled into our cultural programs. The community is our most valuable asset. In other words, *without the community there is no Anishinabe Experience.*

Carrying out community consultations

Carrying out successful community consultations is a skill that needs to be developed, but with time it can be done well.

Many people talk about 'the community opinion', or 'we need to have community approval', or 'what does the community say?' In fact there is probably no community in the world where there is only 'one opinion'. Whether the community is Stockholm, Fairbanks, or Pond Inlet, Nunavut, there is likely to be a whole range of opinions on any given topic – although in some instances, one point of view may certainly be dominant.

Another term that may give difficulty is 'stakeholder'. Like 'community opinion', it is seldom that all stakeholders agree either. When carrying out community consultation, for example, as an open house, it may happen that some of the individuals most involved with a certain issue do not even attend, while other folks show up simply for the tea and cookies. Do all 'stakeholders' have an equal voice? Balancing the varying (and sometimes entirely opposite) opinions of residents or 'stakeholders' is one of the most difficult aspects of doing effective 'community consultation'.

Nevertheless, consultation provides essential input for new project development, and should be done. The consultant or business operator needs to appreciate that individuals take the time to offer their input. Giving your respondents due respect means:

- Being honest in questions that are asked and in the responses that are given;
- Letting people know why the questions are being asked and what will happen to the information being provided;
- Asking people only questions that they have the knowledge to answer. (Often, to be cooperative, respondents will provide an answer even when they don't have the background 'expertise' to answer the question.);

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- Letting respondents know your limitations (such as financial or legal limitations);
- Informing respondents how you will provide feed-back on the results of your consultations;
- Explaining to respondents that several opinions may be expressed and that you will have to balance these various points of view as wisely as you can (For example: individual ideas may be in conflict with environmental issues.);

[See Appendix 1 for a ‘Personal Experience’ in community consultations.]

Diffusing dissatisfaction and seeking solutions to problems caused by tourism is absolutely essential for successful and sustainable tourism. The following news item provides an interesting (and rather frequent) type of tourism issue:

(From Lapland’s regional newspaper *Lapin Kansa* May 5, 2005)
(A Summary translated from Finnish to English)

A working group established to think over common rules for tourism and local residents

“Reconciling tourism and local settlements is not going as smoothly as it should in the Rovaniemi area, where tourism companies operate near communities. The issue has been discussed in Nivankylä village in the rural municipality of Rovaniemi. The snowmobile safaris and the heavy recreational snowmobiling in the river, Ounasjoki, cause problems among those who have built their houses 10 km from the city to live “in the countryside”. The villagers, municipality representatives and tourism entrepreneurs agreed that common rules are needed in order to fit tourism together with the life of the villagers. A working group was established to formulate these rules. The working group will have representatives from the village on both sides of the river, tourism entrepreneurs and the municipality.”

Refer to Appendix 3 for the complete article.

2. Involving the Community in Economic Benefits from Local Tourism Operations

2.1 Learning Objectives

- Be able to identify local suppliers who might provide products and services needed by your business;
- Understand the principles and importance of building community relationships;
- Be able to identify local businesses and services of potential interest to your guests (souvenir shops, book stores, bake shop);
- Develop training skills for potential and current local hires.

2.2 Suggested Training Method

- Refer to some of the suggestions provided in Module 1 (Benefiting the Local Economy);
- **Individual or Group Project:** Create an inventory of suppliers and tourism-related businesses and services in your community. How many of these suppliers does your company use (or could your company use)?
- **Guided Group Discussion:** Do you have a community coffee house or Sunday tea or bazaar where visitors can have refreshments and mingle with the locals?
- **Guided Group Discussion:** Most of the Arctic has very seasonal tourism products (or at least long ‘slow seasons’). In terms of working with the community, what are the “pro’s and con’s” of this situation?

2.3 Training Resources

2.3.1 Print Materials:

Enhancing the Economic Benefits of Tourism for Local Communities and Poverty Alleviation, 1. Introduction, 2. Enhancing overall Economic Benefits, 3. Enhancing Benefits to Local Communities, World Tourism Organization, Madrid, Spain, 2002.

Elias, Doug. *Development of Aboriginal People's Communities*

Richards, Greg and Derek R. Hall (Eds), *Tourism and Sustainable Community Development*, Routledge Advances in Tourism, 7, Routledge, 2000.

2.3.2 Websites:

Dawson City, Yukon learns to combine mining and tourism.
<http://www.yukonweb.com/community/dawson/>

2.4 Commentary and ‘Good Practices’

Involving the Community in Economic Benefits from Local Tourism Operations

One of the most important ways that there are of building a positive relationship between tourism businesses and the community, is to ensure ways for residents and local businesses to benefit financially. Module One focuses on this topic and those materials should be reviewed. Here are several examples provided by northern operators:

Snow Games Ltd., Lapland, Finland

Local subcontractors are used whenever possible. About 25% of the business’s turnover goes to subcontractors. From the customers and staff’s feedback we are able to recognize if something does not go well with the partners.

Polar Sea Adventures, Baffin Island, Nunavut

Nunavut communities have limited resources so it is important we work together. We buy locally whenever possible. It is easier to deal with neighbours – the cost may be higher but it comes back in relationships with local business. Later on stores will help when you have a problem. And don’t be shy to ask for quantity discounts from local stores – this is about building partnerships.

Adventure Travel and Ecotourism Best Practices Tour 2000, The Economic Planning Group of Canada on behalf of The Canadian Tourism Commission, July, 2000.

Product diversity can be developed by establishing partnerships with complementary suppliers who can augment your existing products with a unique experience. Product diversity can also occur within your own business by offering a diversity in types of activities in the destinations and environments you offer, in interpretation, theming of products, and in special programming.

Some northern operators (such as Polar Sea Adventures in Pond Inlet) add a ‘community day’ to their packages, which allows visitors not only to meet local residents but also to contribute by staying in the community hotel, shop for arts and crafts and use other local services.

Frontiers North, Kivalliq Region, Nunavut

We make use of locally-owned hotels (Coops) in all the communities we work with, as well as using local guides or outfitters. Clients are taken on community tours which include visits to arts and crafts outlets and encouraged to go into the shops to buy.

Kairosmaja, Lapland, Finland

We have always felt it important to hire staff locally, because in this way they can commit themselves to the values and operations of our company. The customers appreciate this. The permanent staff is mostly employed year-round and some additional help is hired during peak seasons. It is important to take care of the staff, as it reflects on the customer service. We purchase some local products like fish, potatoes, berries and souvenirs.

Some suggestions from our operators:

We hire locally on principle - A cook from down south might be more professional but for us it's a conscious choice. We stick with local guides on principle. It's investing in the community. Money stays in the community and people can see tangible benefits from tourism.

Shopping at the Coop store and using the Coop hotel indirectly benefits all the Coop members – almost everyone in the community.

...we trade locally and provide packages of supplies to our guests...[from] small distributors such as the little shop in the village which might otherwise have closed down.

Summer students work at [our] Lodge every year.

Snow Games Ltd., Lapland, Finland

We encourage our staff to become citizens of the local municipality and thus pay taxes to the local municipality.

There are a number of ways in which a company can provide 'in kind' economic benefits to their community.

Webb Outfitting, Western Nunavut

We seek advice from the local Hunters and Trappers Organization on which individuals to hire as guides. We provide short informal training courses and then our guides learn almost as apprentices. (There are already families where young people have lost the traditional skills.) For our kind of business, [the local college] classroom courses don't

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work – especially because of their selection criteria for students. Training to be a hunting guide is best done along with experienced people. We cannot teach anyone to be an *Inuk* [singular form of Inuit]. It is a good attitude that we can work with. At the same time, the community has invested a great deal of trust in us, in becoming our partners.

Expédition Eau Vive, Québec

Adventure Travel and Ecotourism Best Practices Tour 2000, The Economic Planning Group of Canada on behalf of The Canadian Tourism Commission, July, 2000

Allow me to say a few words about the benefits of social involvement in your community and your industry... My volunteer efforts include:

- As a canoe instructor, I give volunteer courses at canoe camping clubs
- I loan out my equipment for good causes
- I am a member of the Board of Directors for the Québec Human Resources Council
- I lead an important initiative concerning the qualification of guides
- I am a member of the Québec Canoe Camping Federation’s training committee
- I am the President of the Association of Québec Adventure Tourism Professionals.

In total, this adds up to approximately one day of volunteer work per week, which is a lot. However, there are benefits associated with this involvement which I consider to be important:

- Credibility and high visibility
- Reputation
- Always keeping informed about new legislation, policies, etc.
- Always keeping informed about new programs such as new sources of funding.

Many adventure tourism operators have an excellent product, but they don’t have enough visibility and are not well known.

Excursion Mauricie, Quebec

In order to make our products known, we do tours to familiarize the local accommodation operators in our region with our products. This procedure allows us to consolidate the links of trust and partnership forged with us and towards their clients. At the end of the season, we host a dinner in a traditional maple sugar shack to present our new products, and to talk about our operational methods and client service.

Quoted from: Adventure Travel and Ecotourism Best Practices Tour 2000, The Economic Planning Group of Canada on behalf of the Canadian Tourism Commission, July, 2000, p. 9.

End of season debriefing with community residents allows them to ‘vent’ if problems have occurred with tourists over the last few months. It also provides an opportunity for joint problem-solving. Debriefing can be carried out in a number of ways – over community radio, open house, or calling in on key community opinion-leaders. On the positive side, communicating with community residents gives the business owner a chance to remind them (in a diplomatic way!) of the benefits they enjoy because of local tourism activities.

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Laplandsafari, Sweden

A project must be dealt with thoroughly to be successful. It's important to communicate with all parties concerned during the procedure – with the guests, the experts, the museums in the province, the local politicians, the authorities and other contractors in the area. But above all, the older locals who have so much knowledge and experiences to share, you have to care about the details...

Bathurst Inlet Lodge, Western Nunavut

Bathurst Inlet Lodge has always been an important part of the community. Some of their approaches have been:

- Provide tangible support (financial contribution, technical assistance and in-kind) to at least one non-profit group or special event that contributes to the welfare of the regional community in which you operate.
- Support, volunteer and contribute to local events, such as donated prizes.
- Be active in a local organization or association.
- Work with other community groups to promote the region as a tourist destination.

A number of local benefits can be in-kind through discounts, community services, sharing facilities or skills, hosting events, volunteering, partnerships or other creative kinds of activities.

Snow Games Ltd., Lapland, Finland

We are board members in both marketing organizations in the area, Pyhäa-Luosto Association and Luoston Syli. We are participating in several projects at a time. One project has been about creating a new master plan for Pyhäa-Luosto area. The master plan will be important for the company in the future because it enables us to map out new routes and areas for tourism activities.

3. Product Design and the Community

- **Involving residents in design and coordination of your tourism product**
- **Encouraging positive interaction between visitors and residents**

3.1 Learning Objectives

- Be able to identify local entertainers, storytellers, historians whose knowledge or talents might be incorporated into your tour package; (Payment may or may not be involved, although contributors should normally be rewarded for their participation.)
- Be able to identify where visitors may or shouldn't go and be able to explain to them which places are 'off limits' ahead of time;
- Be able to identify a variety of local heritage resources such as: interpretive centre, parks office, museums, archives, which may be of interest to your clients;
- Be able to identify local events that may be incorporated into your tour pack (and those which shouldn't);
- Be able to identify activities in your planned package in which residents may participate.

3.2 Suggested Training Method

- **Individual Project:** Create an inventory of local heritage resources;
- **Individual Project:** Create an inventory of local history buffs and entertainers (professional or amateur);
- **Group Project:** Put together a community tour making use of local heritage and cultural resources;
- **Guided Group Discussion:** What are some of the challenges of integrating community culture and heritage into your tourist product?
- **Group Problem Solving:** You have received a complaint that some of your clients have been interfering with private family activities, and have been walking through a burial area considered "off limits". How will you deal with this situation:
 - with your clients?
 - with the residents of your community?

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3.3 Training Resources

3.3.1 Print Materials

Lindberg, Kreg and Donald E. Hawkins, Eds. *Ecotourism: A Guide for Planners and Managers, Vol. 1*, The Ecotourism Society, North Bennington, Vermont. 1993.

Lindberg, Kreg and Donald E. Hawkins, Eds., *Ecotourism: A Guide for Planners and Managers, Vol 2*, The Ecotourism Society, North Bennington, Vermont, 1993.

Murphy, Peter E. “Tourism as a community industry”, *Tourism, A Community Approach*, Routledge, New York, 1985.

Wearing, Stephen and John Neil. *Ecotourism: Impacts, Potentials and Possibilities*, Chapter 6. Linking Conservation and Communities: Community Benefits and Social Costs, Butterworth Heinemann, Oxford, 1999.

Wood, Megan Epler, “The Components of Successful Ecotourism”; “Ecotourism Hosts and Guests”, *Ecotourism: Principles, Practices & Policies for Sustainability*, United Nations Environment Programme, Paris Cedex 15, France/The International Ecotourism Society, Burlington, VT, 2002, pp. 33-55.

3.4 Commentary and ‘Good Practices’

Product Design and the Community

- **Involving residents in design and coordination of your tourism product**
- **Encouraging positive interaction between visitors and residents**

Some northern operators find creative ways to encourage a positive interaction between visitors and residents.

Bathurst Inlet Lodge, Western Nunavut

Some fundamentals that Bathurst Inlet Lodge puts into practice:

- Communicate activities to the broader community.
- Invite families and others with particular interest to special occasions.
- Provide information to clients on how they can minimize negative impacts on the local community and its heritage.
- Provide free or discounted tourism experiences to local schools/educational institutions and special interest groups.

Laplandsafari, Sweden

Then we went collecting useful information on the area – such as measuring old edifices, taking photographs, visiting museums and talking to old people and relatives to obtain as much information and knowledge as possible. It was also important to find somewhere where the camp could fit into nature and with the right conditions – a spring, fishing grounds and hunting grounds – exactly as Sami were thinking 100 years ago.

Snow Games Ltd., Lapland, Finland

Local culture and nature are being highlighted in the products that we develop and are based on the customers’ interests. Different customers like different things; for some the safari is the main attraction and for others it is the nature and they only use snowmobiles for transportation. An old logging site house of the Forest and Park Service has been used for tourist groups. Lumberjacks who used to work there were invited to share stories about the local history and the stories have been documented to save the traditions and culture. We also hire reindeer herders for the visits to the reindeer farms. For their part, the herders advise the customers about sustainable development uses.

Nutti Sami Siida, Sweden

The guides and the staff members must be proud of telling about our [the Sami] way of living and represent what our product is promising. The guide has a very important part in our arrangements – they are the ones who can make our inheritance lifelike by showing how we are working with the reindeer, cooking traditional foods, and wearing Sami clothing. But above all, they can in a real and genuine way tell about how the Sami are living and have been living because they have strong connections to the traditions themselves.

Kairosmaja, Pyhää area, Lapland, Finland

We cooperate with the local community by working with local churches. In the Levi tourism destination, we have begun to work with companies that have similar values as us, in developing tourism products around the theme ‘silence’ and supporting the off-peak seasons.

We have an association of 2000 members, who support the Kairosmaja and in this way we can commit to regular customers of our operation. This enables us to have long-lasting, deep relationships with those customers. With the help of the members’ voluntary work, we have been able to build a new sauna by the lake Pyhää.

Blueberry Harvest Gifts, Onslow Nova Scotia

My mum has a Blueberry Gift Shop in Onslow, Nova Scotia. She is open seasonally from May until January. Every year she has an open house to re-open the shop and another open house at Christmas. This gives her the opportunity to invite the surrounding communities and any tourists that happen to be visiting the area at that time into the store for blueberry tea and blueberry flavoured baked goods. This way she gets to know people and they get to see her products. By forming this relationship with the community they are accepting her store, are able to give feedback, and then also help her business through word-of-mouth advertising. She ends up getting repeat customers some of which are blueberry item collectors. It’s also a good way to meet other Nova Scotians who are making blueberry merchandise and might be interested in having their goods sold at the gift shop. Inviting the local residents into her home-based shop twice a year has had a positive impact on my mother’s gift shop and her relationship with the people who visit her shop.

Alison Rudolph, Nunavut Tourism

4. Codes of Conduct:

- **Code of Conduct for Employees**
- **Code of Conduct for Visitors**

4.1 Learning Objectives

- Be able to expand on the ideas presented earlier in this module in order to:
 - identify areas of possible conflict or misunderstanding between your business (employees) and community residents;
 - identify sensitive issues in your region (such as subsistence hunting versus visiting environmentalists);
 - identify individuals and businesses that may be impacted by your clients (for example: visitors taking pictures of residents without permission);
- Be able to create a Code of Conduct for your company and a Code of Conduct for your guests;
- Understand how implementing a Code of Conduct for your staff differs from implementing a Code of Conduct for visitors;
- Learn to practice diplomacy – enforce compliance with employees, encourage compliance with visitors.

4.2 Suggested Training Method

- **Individual Project:** Research sample Codes of Conduct used by other operators and associations. What are you able to use from the samples you have found?
- **Guided Group Discussion:** What is the difference between a Code of Conduct for employees and a Code of Conduct for clients? Is a Code of Ethics different?
- **Group or Individual Project:** Create a model Code of Conduct for your business (or a fictional business);
- **Group or Individual Project:** Create a model Code of Conduct for visitors to your community.
- **Suggested Role Play:** Play out how you would cope with a guest who is not abiding by your Code of Conduct (for example, taking pictures of residents without permission).

4.3 Training Resources

4.3.1 Websites

Everyman's Right in Finland. The following is an excellent source of information from Finland's Department of the Environment. For English speakers, click on English – then search "Everyman's Right". You will find much additional information you will want to read at this website.

<http://www.ymparisto.fi/>

Trainers and learners will be able to locate up many examples of Codes of Conduct for Ecotourism/Sustainable Tourism Operators and associations on the internet which can be evaluated and compared.

4.4 Commentary and ‘Good Practices’

Codes of Conduct

- **Code of Conduct for Employees**
- **Code of Conduct for Visitors**

The **Nattinnak Centre** staff in Pond Inlet (a small Nunavut community) created a guide to Arctic Etiquette which was distributed to cruise ship visitors along with their welcome package. The objective was to prevent visitors from behaving (often unknowingly) in a manner which will disturb community residents.

Arctic Etiquette

We would like to welcome you to our community and we hope your visit in Pond Inlet will leave you with great memories for years to come. We are a small community and therefore the arrival of visitors affects us all.

The people of Pond Inlet ask that you take a moment to look over the following suggestions. Understanding ‘Arctic Etiquette’ will help make your stay in the community a positive experience for visitors and residents alike.

Ask permission before taking photographs of people or their homes.

Respect the privacy of Pond Inlet residents. Think about how you would feel if strangers came into your yard, watched your every move or peered through your windows on a regular basis.

Do not distract or interfere with dog team owners who are feeding or working with their dogs.

Families often choose to have some of their meals outside during the summer months. These gatherings are **private family dinners** not public picnics. Please respect these families’ privacy and belongings.

Most people under 40 in Pond Inlet speak and understand English well. Many elders, however, are more comfortable speaking Inuktitut. Our elders are also busy, active people whose time is not necessarily at your disposal. You may want to find an interpreter if you wish to arrange a conversation with an elder.

Travelling Light, Lisa Mastny, Worldwatch Paper 159, 2001.

Lisa Mastny writes:

Tourists themselves have a growing responsibility to understand the environmental and social impacts of their travel. Industry groups and NGOs can help promote more sustainable behaviour through public awareness campaigns and tourist training....

Once at their destinations, tourists can choose to follow visitor rules and regulations, buy local food and crafts, not purchase souvenirs made from endangered animals, and stay in lower-impact lodging though in the absence of audits and standards, the degree of impact can be difficult to determine. They can minimize cultural disruption by thinking of themselves as guests; learning about local customs and language, asking before taking a photograph or entering sacred spaces, supporting local performers or craftspeople and generally respecting the rights of others.

Ultimately, sustainable tourism means traveling with an awareness of our larger impact on Earth. This is something for everyone to keep in mind – from governments promoting tourism, **to tourism businesses** and tourists themselves.

MASTNY, Lisa. *Traveling Light: New Paths for International Tourism*, Worldwatch Paper 159 (Editor: Jane A. Peterson), December 2001.pp 64-65

Frequently, small operators choose to belong to an organization whose members agree to abide jointly to a code of conduct. This is one way for small companies to receive guidance in how a code might be written. It has the advantage of promoting responsible behaviour on a broader scale as well as allowing operators the opportunity to network and share ideas with ‘fellow travelers’.

Nunavut Tourism is an industry association representing tourism operators in Nunavut. The organization carries out a broad range of activities such as destination marketing, industry development and training, as well as providing a number of specific Member services. Like many other Codes of Conduct for associations or companies, this Code deals with environmental issues as well as behaviour toward communities, clients and other tourism stakeholders. The membership has approved a Code of Conduct as follows:

CODE OF CONDUCT

1. All members are licensed as appropriate to their business.
2. All members adhere to the following responsibilities:
3. **To their Clients:**
 - Provides tourism products as advertised and as priced.
 - Delivers tourism products with conscientious attention to health and safety issues.
 - Recognizes and respects that for many visitors their trip to the Arctic is the realization of a ‘dream’. Offers quality service that will help them live their dream.

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4. To the Environment:

- Treats the environment as a precious and shared resource to be preserved for future generations.
- Understands that Nunavut is perceived by the world as a pristine environment and recognizes the opportunities this perception presents.
- Leaves tourism areas in a condition to be equally enjoyed but other tourism operators and their clients.

5. To the Association

- Operates his/her tourism business in a manner which reflects well on the Association and its members.
- Assists Nunavut Tourism in the collection of appropriate tourism data to assist in planning and marketing.

6. To fellow tourism operators

- Respects the legal rights and shared resources of other tourism operators.
- Understands that tourism is a cooperative industry where what is good for one business is good for the industry as a whole.

7. To the community

- Respects the rights and culture of the host community and the privacy of its residents.

Some larger companies, in particular, prefer to set their own standards for employees and guests which are more comprehensive and which set the company apart for its exemplary practices. This practice not only promotes commendable behaviour; it can also serve enhance the company's selling position. Of course, businesses of any size may develop their own code of conduct.

Quark Expeditions-Discover the World which brings visitors to both Arctic and Antarctic destinations place their statement of **Responsible Tourism** on the company's website. It begins as follows:

“Discover the World (DTW) recognizes that as a Tour Operator we have a responsibility to respect other people's places and way of life, and acknowledge that tours operated by DTW can have an environmental, social and economic impact on the destinations involved. We aim to be responsible in our dealings on each of these levels and to encourage and assist other companies, customers and local suppliers to recognize and participate in our common responsibilities.”

Refer to the website for a complete statement of the company's policy:
(try this route – or Google for Quark Expeditions)

<http://www.pole-to-pole.co.uk/>

Pull down DTW menu and click Responsible Tourism

The following is an excerpt from Finland's Department of the Environment website, 'Everyman's Right in Brief', which provides guidelines for behaviour in the Finnish

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countryside. As a ‘sustainable tourism operator’, would your standards be more stringent than these?

Everyone may:

- walk, ski or cycle freely in the countryside, except in gardens, in the immediate vicinity of people’s homes, and in fields and plantations which could easily be damaged
- stay or set up camp temporarily in the countryside, a reasonable distance from homes
- pick wild berries, mushrooms and flowers, as long as they are not protected species
- fish with a rod and line
- row, sail or use a motorboat on waterways, with certain restrictions; swim or wash in inland waters and the sea
- walk, ski and fish on frozen lakes, rivers and the sea

You may not:

- disturb other people or damage property
- disturb breeding birds, or their nests or young
- disturb reindeer or game animals
- cut down or damage living trees, or collect wood, moss or lichen on other people’s property
- light open fires on other people’s property except in an emergency
- disturb the privacy of people’s homes, by camping too near them or making too much noise, for example
 - leave litter
 - drive motor vehicles off road without the landowner’s permission
 - fish or hunt without the relevant permits

Enforcing Codes of Conduct

Unless an association or company takes their Code of Conduct seriously, it becomes simply a document with nice ideas but little real impact. Usually Codes of Conduct deal with voluntary actions and behaviour and so enforcement becomes a challenge. Unlike governments or municipal authorities, associations normally have no *legislative* authority. They cannot write ‘tickets’, or throw someone in jail – although where infractions are serious and important laws broken, associations or other businesses may provide a report to law enforcement agencies. Organizations must therefore resort to milder forms of coercion. This may be withdrawing membership from the group, ceasing referrals, or stopping membership benefits. Where associations have a major marketing role, this can be a serious enough step to encourage adherence by members to the Code of Conduct. Of course, promotion of responsible practices and training programs are a far more positive way to encourage appropriate business behaviour. In any case, when an organization decides to adopt a Code of Conduct, they should – at the same time – ensure that it is acceptable to the majority of the membership, and they must agree regarding how they will go about enforcing their Code.

Private businesses have additional options with their employees, since they have the ability to hire, suspend or dismiss individuals. Once again, however, it is important to stress that the most effective way of administering a Code of Conduct is by education.

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Employees need to understand why certain behaviour is appropriate, sensitive, and essential to the long-term success of the company. Enforcement will not be difficult if staff members 'buy into' the Code of Conduct.

Administering a Code of Conduct for guests takes special creativity since it sometimes flies in the face of the old adage "the customer is always right". Nevertheless, many companies have developed successful approaches. Some of these include: ensuring their promotional material clearly states their policy and expectations from staff and guests; providing pre-trip information to individuals who have 'booked'; or as a last resort, 'black-listing' guests from future trips.

The distinction between Codes of Conduct for employees and those for guests is an important matter. It offers an interesting and valuable **discussion topic** for participants in this training course. Of particular importance, is the development of an inventory of *positive* means to promote/ensure adherence.

Quoted from: The Economic Planning Group of Canada on behalf of The Canadian Tourism Commission. *On the Path to Success – Lessons from Canadian Adventure Travel and Ecotourism Operators*, Ottawa, March 1999, p. 21.

Codes of ethics and practice can be developed by industry when there is a lack of existing regulations or standards governing operations. Codes are important in encouraging industry to adhere to sound environmental practices, and peer pressure is a good motivator for compliance.

Appendix 1: Training Tips

Each Topic in this module lists suggested training methods. Experienced trainers will have their own inventory of training methods they have used in the past. The choice of workshop delivery styles will, of course, be dependent upon a number of factors, including:

- Age of participants
- Educational level
- Linguistic skills
- Experience in the tourism industry
- Homogeneity of the group
- Tourism sector represented
- What part of the Arctic the participants are in (trees? roads? towns? tundra?)
- and perhaps even gender of the group

The following are suggested workshop/training techniques. It is hoped that trainers will share their ideas and experiences so that additional training methods may be included in the SMART Trainers' Manuals.

- Individual Projects, including research projects
- Guided Group Discussions
- Debate over a controversial issue
- Brainstorming session
- Break-out groups
- Guest presenters
- Role Play
- Case Studies
- Field Trips
- Video resources
- Using visual resources (such as murals or posters) to generate discussion, interpretation, or role plays
- Panel of presenters
- Demonstrations (trainers or participants)
- Games
- Hand-outs, pre-course study materials

APPENDIX 2: A Personal Experience with Community Consultations

PERSONAL EXPERIENCES IN GUATEMALA:

Always be honest and straightforward with the community.

While working on a class assignment for an Environmental Education course, we learned something very important about community consultation: always explain what your project limits are and always be very honest with the communities. The assignment was to take the main technical information recollected from scientific studies done by Del Valle de Guatemala University into the communities located around Lake Atitlan, Guatemala, and to provide it to the communities in an understandable and useful manner. During our community recognition trip, we were going to have a meeting with the community leaders to introduce ourselves, meet them and tell them what our main objectives for the project were and ask for any input, suggestions or expectations they might have.

When we got there, the community leaders were very hostile, negative and uncooperative. It took us some time to figure out what the reason for these negative attitudes was, but after that, it all made sense. In small rural communities, there are many projects done by outside institutions and organizations, and for most of them, a community consultation is required. However, after the studies are concluded, a copy of a scientific and technical document might be handed to the local government to be put on a shelf and that is the end of it. So the community leaders never perceive a real benefit from all these studies and end up feeling like they are giving and giving out information, and never getting anything back for their efforts. So their negative attitudes toward any outside organization (like ourselves) is a result of poor communication and unmet expectations from previous project leaders.

After understanding this, we explained that some of those other projects were done by Del Valle de Guatemala University and that we were there precisely to correct the lack of communication. The purpose of our visit was to serve the community by giving them information that might be useful for them and that had been obtained thanks to their cooperation. We explained to them exactly what they could and couldn't expect from our work and the reasons why. At the end of that first meeting the community members had a different attitude towards us and from there on had a very positive and cooperative attitude towards the project.

Kira Peña Smith has been living in Iqaluit, Nunavut, and has recently been hired by Nunavut Tourism as the Adventure Ecotourism Specialist.

APPENDIX 3: Public Involvement in Tourism Planning in Finland

(From Lapland's regional newspaper *Lapin Kanssa* May 5, 2005)

(A Summary translated from Finnish to English)

A working group established to think over common rules for tourism and local residents

“Reconciling tourism and local settlement is not going as smoothly as it should in Rovaniemi area, where tourism companies operate near settlements. The issue has been discussed in Nivankylä village in the rural municipality of Rovaniemi. The snowmobile safaris and the heavy recreational snowmobiling in the river, Ounasjoki, cause problems among those who have built their houses 10 km from the city to live “in the countryside”. The villagers, municipality representatives and tourism entrepreneurs agreed that common rules are needed in order to fit tourism together with the life of the villagers. A working group was established to formulate these rules. The working group will have representatives from the village on both sides of the river, tourism entrepreneurs and the municipality.

A point has been reached in this village, where tourism interrupts the life of local people, one villager comments and says that she is not against tourism.

Another villager says that “*the municipality and the officers have caused a problem with their city plan and land use decisions.*” He was wondering when they give licenses why it was not taken into consideration that tourism could cause problems.

The people in the village found many problems that arise from tourism. The snowmobiles cause noise and pollution; they are driven on ski routes and in a manner that they take up space on the river and in the privately owned land. The husky dogs make noise and pollution. Tourists leave trash behind. One man, who has lived in the village for 29 years thought that tourism is an asset and a future for the village. Most of the basic services are closed down and people are aging. Others did agree that tourism brings tax revenues and jobs in to the village and tourists are interested in the village.

An entrepreneur who operates in the village says that “*nature is the most important partner for a tourism company and it must be taken care of.*” He thinks that the entrepreneurs are cooperative, unless they are asked for the impossible. Another entrepreneur says that “*the tourists are interested in seeing a vibrant village.*” One of their company's attractions in the village combines traditions, culture and experience and it has been popular among the visitors. The visitors come, however, only for a short period of the year.

In a city, where the amount of tourists is seven times larger than the amount of local inhabitants, questions arise how to fit together tourism and the local settlement. There are also other problems areas in the city, which brings up a need for a new strategy and a regional plan of use. They will include city planning and the needs for recreational use. The plan can be viewed and commented by the residents.”

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