

The Evolution of British Columbia's Tourism Regions: 1970-2010
Moving Forward by Looking Back

Prepared by
Wendy Magnes
Student #313669

Master of Arts in Tourism Management
IHMN 690 – Applied Graduate Research Paper
Royal Roads University
Dr. Brian White
Submitted: May 26, 2010

Approvals Page



IHMN 690 – Graduate Research Paper

Topic:

The Evolution of British Columbia's Tourism Regions: 1970-2010
Moving Forward by Looking Back

Submitted by

Wendy Magnes

May, 2010

In partial fulfillment of the requirements for the
Master of Arts in Tourism Management
School of Tourism and Hospitality Management
Faculty of Management, Royal Roads University

**For Royal
Roads
University:**

A handwritten signature in black ink, appearing to be "Pedro Marquez", written over a horizontal line.

Dr. Pedro Marquez, Dean
Faculty of Management

2/ Feb / 2011
date (dd/mmm/yyyy)

**For Royal
Roads
University:**

A handwritten signature in blue ink, appearing to be "Brian White", written over a horizontal line.

Dr. Brian White, Director
School of Tourism & Hospitality Management

2/ Feb / 2011
date (dd/mmm/yyyy)

Acknowledgements

I would like to take this opportunity to thank the many people who supported my efforts to complete my Master of Arts in Tourism Management and specifically this graduate paper, while working full time and attempting to find some balance with family life at home.

First and foremost, I would like to thank my family. My husband Brad Magnes and daughter, Pyper, for their love, unfailing support, and creativity in finding new and innovative ways to pass the time while I studied. I am looking forward to now being able to spend more quality time together. To the rest of my family – thank you for your encouragement, understanding, and for being a solid foundation on which to lean on, particularly during this past year – thank you!

To my friends, thank you for your understanding and enthusiasm when we did find those few moments to steal away and take a break. To my “tourism industry family”, for whom I owe a debt of gratitude, thank you for the tremendous opportunities to work alongside you and learn from you over the past twenty years. I wholeheartedly acknowledge my biases when I state that a tourism professional could never be more fortunate than to experience the world-class tourism systems found within British Columbia.

To the team of Tourism British Columbia, your excellence and professionalism is unparalleled in my opinion, and words cannot adequately convey my thanks for all of your support, guidance, and interest in my academic adventures these past two and half years. Specifically, I would like to thank my team within Partnership Marketing and Regional Partnerships for always being there to help out when I needed it most, and giving me the latitude required to complete such an undertaking. Special thanks of course to Rod Harris and Don Foxgord, you may have moved on to new adventures, but your support will always be most appreciated.

Of special note to my “study buddy” April Moi, a true industry pioneer in her own right, that no matter what time of day or night was always there with a laugh, a digital hug, and endless sayings that pulled us through such as “Get'er Done” and “Awesomeness Takes Time!”. To my

fellow Royal Roads learners, it has been an immense pleasure to have had the opportunity to learn alongside of you, thank you for the friendships and wisdom you have shared with me.

I would especially like to acknowledge all of the industry professionals who participated in this research initiative and particularly those who so willingly shared their stories, experiences, and observations with me to make this study a reality. I am most fortunate to have had the ability to work with you on this project – thank you for taking the time to either contribute to the survey and /or interviews.

To the current and past Tourism Regions of British Columbia, I hope that this paper will serve as just the beginning of efforts to shine a bright light on all of those dedicated individuals who have been, and are engaged in this unique network of organizations within the Province. To all of those individuals who have worked directly for or with one of British Columbia's Tourism Regions: be it staff, board members, industry partner agencies, education institutions, and / or the diverse array of tourism operators and communities throughout the Province – for your tireless efforts contributed towards ensuring that British Columbia's tourism industry was the very best it could be... thank you for producing such a marvelous legacy for the current and future generations of tourism industry professionals to inherit. It is my hope that academic undertakings such as this paper will serve to bring to the fore your collective efforts, that have made what is knowingly a complicated industry network, a generally seamless and artful masterpiece recognized around the world as “*Super, Natural British Columbia®*”. For all of you, this paper is dedicated to.

A section for acknowledgements most certainly would not be complete without the rightful and whole hearted appreciation expressed to those at Royal Roads University, past and present, and the entire team behind the School of Tourism and Hospitality Management. To Dr. Nancy Aresenault, thank you for your vibrant encouragement and support. In particular to Dr. Brian White, thank your unfailing belief in me, your infectious enthusiasm, and your wealth of practical knowledge that you so willing share, your guidance and support has made all the difference! To Geoffrey Bird, a brilliant instructor with a keen ability to make the world of

academia fun, exciting, and tangible – thank you for all of the calm encouragement and belief that I could pull this off!

Finally, it only seems fitting at the conclusion of writing this paper that I acknowledge and give praise to the man who actually inspired me to consider a career in tourism, Mr. Phillip Schettini. He was my first tourism instructor at what was then the University College of the Cariboo, and now known as Thompson Rivers University, in Kamloops, BC. I would have never imagined when taking those first evening courses in Tourism Supervisory Development that it would lead me to the incredible journey that I have since taken through British Columbia's tourism industry. Thank you for igniting my imagination and for opening the doors to a tourism industry that has become one of my life's passions!

Abstract

A seminal investigation focusing on the evolution of British Columbia's tourism based Regional Destination Marketing Organizations (RDMO's) between 1970 and 2010 with the intent of examining the historical, structural, political and behavioral forces influencing the development and operations of such regional tourism organizations. This research applies a multi-method approach using an online survey followed by a thematic analysis of shared identity narratives of eleven "key industry informants". This paper aims to contribute specifically to the understanding of the organizational evolution, identity, and contributions of British Columbia's Regional Destination Marketing Organizations (RDMO's) towards the advancement of collaborative and increased marketing sophistication; and enhancement of the breadth of inter-agency networks which have emerged during the study period within British Columbia's tourism industry. It is intended that this paper will also serve to highlight the scarcity of documented organizational memory related to not only British Columbia's RDMO's, but British Columbia's tourism industry at large and the potential impediments such a lapse in formally recognized historicity of the tourism industry may cause in terms of insufficiently maximizing the competitive advantage that such intellectual capital offers. Conclusions are then drawn from the thematic content analysis revealing key observations of evolutionary states of development within BC's Regional Destination Marketing Organization (RDMO) system spanning the last forty years. New conceptual models and tools are proposed including a "Tourism Industry Pressure-State-Response Model", "Longitudinal Tourism Industry - Pressure State Response Content Matrix", and a "Longitudinal Tourism Industry Pressure-State-Response Time Map" influenced by the likes of Butler's Destination Lifecycle (1980), Pearce's (1992) conceptual framework of inter-organizational analysis of tourism organizations, Russell and Faulkner's (1994) Tourism Area Lifecycle and Chaos Theory model, among others. Additionally, a conceptual model of "British Columbia's Regional Destination Marketing Organization Evolution by Critical Events Wheel" is also presented.

Table of Contents

Approvals Page	2
Acknowledgements.....	3
Abstract.....	6
Table of Contents.....	7
List of Tables:.....	13
List of Figures:.....	14
Introduction.....	16
Nature of the Problem.....	16
Statement of Purpose.....	18
Significance of the Study.....	19
Definition: Regional Destination Marketing Organizations.....	20
Literature Review.....	22
Historical Tourism Industry Reference Materials.....	24
Organizational Memory and Intellectual Capital Related Academic Works.....	26
<i>What is Organizational Memory and Intellectual Capital?</i>	26
<i>Why is Historical Information of Organizations Not Maintained?</i>	26
<i>What is the Relevance of Operational Memory and the potential impacts for BC's Tourism Industry if it is neglected?</i>	28
Research Based Academic Works.....	28
Tourism Related Academic Works Reviewed.....	30
<i>Newcomb's Tourism Victoria Thesis</i>	30
<i>Jenkins' Historical Review of Regional Tourism Organization in Australia</i>	31
<i>Zahra and Ryan's Chaos and Cohesion within New Zealand's Regional Tourism System</i>	31
<i>Zahra's Thesis and Historical Case Study of the Evolution of Regional Tourism Organizations in New Zealand</i>	32
<i>Russell and Faulkner's Examination of Individuals and Chaos in the Tourism Area Lifecycle</i>	33
Analysis of Literature.....	33
Pros and Cons of Research in 'Real World' Applications.....	34
Concluding Comments on the Literature Reviewed.....	37

Methodology	38
Introduction	38
Rationale for Mixed-Method Research Approach	40
Part A: Quantitative Research	41
<i>Limitations of Proposed Quantitative Research and the Sampling Plan</i>	42
Part B: Qualitative Component	43
<i>Qualitative Method and Rationale</i>	47
<i>Developing the Qualitative Question Sequence to Create an Interview Script</i>	49
<i>Sampling Frame and Distribution</i>	50
<i>Pre-Interview, Limitations, and Timing</i>	51
<i>Approach to Interview Observation</i>	53
<i>Note Taking and the Interview Session</i>	54
<i>Post Interview</i>	56
<i>Preparation Considerations and Application of Narratives</i>	56
<i>Value of Narrative Analysis</i>	57
Research Results: Part A.....	58
British Columbia Tourism Experts: An Overview	58
<i>Participant's Employment Tenure Specifically to the British Columbia Tourism Industry</i>	60
<i>Participant's Industry Experience Including Levels of Board and Industry Representation</i>	61
<i>Organization Employment Types Represented by Survey Participants</i>	63
<i>Survey Participant Affiliation with BC's Regional Tourism Organizations: 1970-2010</i>	64
Research Results: Part B.....	66
Tourism Experts as Selected Interviewees: An Overview	66
Interviewee's Employment Tenure in Specifically the British Columbia Tourism Industry.....	66
<i>Interviewee's Industry Experience</i>	67
Interviewee's Affiliation with BC's Regional Tourism Organizations: 1970-2010.	68
Research Results: Part B.....	70
Interviews with BC Tourism Industry Professional	70

Primary Line of Inquiry.....	70
Application and Care in Using Narratives	71
Major Themes Identified.....	72
<i>Theme Category A: The Role BC's Chambers of Commerce</i>	<i>74</i>
<i>Theme Category B: Tourism Industry Organizations Evolve: Finding a Collective Voice</i>	<i>75</i>
<i>Theme Category C: The Provincial Tourism Advisory Council (PTAC) and the Tourism Industry Association of BC (TIABC)</i>	<i>76</i>
<i>Theme Category D: The Emergence of COTA</i>	<i>77</i>
<i>Theme Category E: Land Use Planning – With a Voice: a Resource Dependant Industry is Recognized</i>	<i>78</i>
<i>Theme Category F: Tourism and Government.....</i>	<i>79</i>
<i>Theme Category G: 'Radical Thinking': Partners In Tourism Program.....</i>	<i>80</i>
<i>Theme Category H: EXPO '86: The Catalyst and a 'New' Tourism Industry Emerges</i>	<i>81</i>
<i>Theme Category I: Sectors Evolve and Ski Creates a Template for Collaborative Marketing.....</i>	<i>82</i>
<i>Theme Category J: Merger from Nine to Six Regions.....</i>	<i>83</i>
<i>Theme Category K: Regional Governance Changes Many Things.....</i>	<i>83</i>
<i>Theme Category L: Contributing Factors for Regional Organization Stability.....</i>	<i>84</i>
<i>Theme Category M: Memberships and Stakeholders.....</i>	<i>84</i>
<i>Theme Category N: Communities Then and Now with 2% Hotel Tax</i>	<i>85</i>
<i>Theme Category O: Activities and Accommodations: You Can't Have One without the Other</i>	<i>86</i>
<i>Theme Category P: A New Perspective: Industry Collaboration = Critical Mass..</i>	<i>86</i>
<i>Theme Category Q: Marketing: 'Silly' to 'Sophisticated'</i>	<i>87</i>
<i>Theme Category R: Regional Branding.....</i>	<i>87</i>
<i>Theme Category S: Focus On Key Markets: Domestic to International.....</i>	<i>88</i>
<i>Theme Category T: Regions: Uniquely Different.....</i>	<i>89</i>
<i>Theme Category U: Funding Levels.....</i>	<i>90</i>
<i>Theme Category V: Tourism Industry Resource Dependencies on the Regions</i>	<i>91</i>
<i>Theme Category W: Regional Resource Dependencies on the Tourism Industry....</i>	<i>91</i>
<i>Theme Category X: Resource and Relationships Dependency Changes.....</i>	<i>92</i>
<i>Theme Category Y: Random Collection of Thoughts and Reflections on Regions...</i>	<i>93</i>

<i>Theme Category Z: Random Collection of Thoughts and Reflections on the BC Tourism Industry</i>	94
In Need of a Conceptual Model	94
Looking to Other Disciplines: Environmental Models	95
Pressure-State-Response: Impacts and Effects on Regional Evolution over Time... ..	96
Applying Thematic Content to Model Components: Putting the Pieces Together	99
Means of Illustrating Cause and Effect Over Time.....	105
<i>Limitations of Time Series Based Models</i>	108
<i>Conclusions Blending Narratives with Excerpts of Selected BC Industry Literature</i>	111
How and Why B.C.'s Tourism Regions Emerged	111
<i>Historical Influences</i>	111
<i>Structural Influences</i>	113
<i>Political Influences</i>	114
<i>Behavioral Influences</i>	116
B.C.'s Tourism Industry Evolution and the Role of Regions	118
Future Research	119
Further Examination of RDMO's and the BC Tourism Industry.....	119
<i>Studies of Individual Regions within BC</i>	120
<i>Relationships and Resource Dependencies</i>	120
<i>Partners In Tourism, Tourism Partners Co-operative Marketing Program</i>	121
<i>Future Research Summary</i>	121
Final Words.....	122
References:.....	123
Appendix A: Themed Narrative Content by Category A-Z.....	129
Theme Category A: The Role BC's Chambers of Commerce	129
Theme Category B: Tourism Industry Organizations Evolve: Finding a Collective Voice	130
Theme Category C: The Provincial Tourism Advisory Council (PTAC) and the Tourism Industry Association of BC (TIABC).....	131
Theme Category D: The Emergence of COTA.....	132
Theme Category E: Land Use Planning – With a Voice: a Resource Dependant Industry is Recognized.....	133

Theme Category F: Tourism and Government	134
Theme Category G: ‘Radical Thinking’: Partners In Tourism Program.....	137
Theme Category H: EXPO ‘86: The Catalyst and a ‘New’ Tourism Industry Emerges.....	141
Theme Category I: Sectors Evolve and Ski Creates a Template for Collaborative Marketing.....	142
Theme Category J: Merger from Nine to Six Regions.....	143
Theme Category K: Regional Governance Changes Many Things	143
Theme Category L: Contributing Factors for Regional Organization Stability	145
Theme Category M: Memberships and Stakeholders	146
Theme Category N: Communities Then and Now with 2% Hotel Tax	148
Theme Category O: Activities and Accommodations: You Can’t Have One without the Other.....	149
Theme Category P: A New Perspective: Industry Collaboration = Critical Mass..	150
Theme Category Q: Marketing: ‘Silly’ to ‘Sophisticated’	152
Theme Category R: Regional Branding	153
Theme Category S: Focus On Key Markets: Domestic to International.....	154
Theme Category T: Regions: Uniquely Different.....	155
Theme Category U: Funding Levels	156
Theme Category V: Tourism Industry Resource Dependencies on the Regions	157
Theme Category W: Regional Resource Dependencies on the Tourism Industry..	158
Theme Category X: Resource and Relationships Dependency Changes	158
Theme Category Y: Random Collection of Thoughts and Reflections on Regions	159
Theme Category Z: Random Collection of Thoughts and Reflections on the BC Tourism Industry.....	160
Appendix B: Letter of Invitation to Participants.....	161
Appendix C: Research Background Document	164
Appendix D: Questions from Quantitative Questionnaire.....	166
Appendix E: Structured Interview Question Sequence using Wengraf’s (2001) CRQ-TQ-IQ Model.....	168
Appendix F: <i>Working Draft</i> : Initial Conceptual Illustration “Snakes & Ladders” Model of Critical Events in BC’s Tourism Industry.....	172
Appendix G: Survey Participant Affiliation with BC’s Regional Tourism Organizations: 1970-2010.....	173

Appendix H: 1979-1983 Map of BC's Nine Tourism Regions	175
Appendix I: 1984-1997 Map of BC's Nine Tourism Regions – New Northern Boundaries	176
Appendix J: 1997 to Present Map of BC's Six Tourism Regions	177

List of Tables:

Table 1: <i>Participant's Tenure Specific to the British Columbia Tourism Industry</i>	62
Table 2: <i>Level of Industry Engagement via Employment and Board Member Representation</i>	63
Table 3: <i>Interviewee's Employment Tenure Specifically to the British Columbia Tourism Industry</i>	68
Table 4: <i>Sample Application of Longitudinal Tourism Industry Pressure-State-Response Content Matrix (LTI-PSR Content Matrix) for the Evolution of British Columbia's Tourism Regions</i>	101

List of Figures:

Figure 1: Relation of Primary Mixed Method Research and Sequence of Qualitative Method	41
Figure 2: Wengraf's CRQ-TQ-IQ Model Sideways	49
Figure 3: Organization Types Represented by Survey Participants	64
Figure 4: Participant Affiliation with BC's Regional Tourism Organizations: 1970-2010	66
Figure 5: Interviewee Affiliation with BC's Regional Tourism Organizations: 1970-2010	69
Figure 6: Theme Category A: The Role BC's Chambers of Commerce	74
Figure 7: Theme Category B: Tourism Industry Organizations Evolve: Finding a Collective Voice.....	75
Figure 8: Theme Category C: The Provincial Tourism Advisory Council (PTAC) and the Tourism Industry Association of BC (TIABC).....	76
Figure 9: Theme Category D: The Emergence of the Council of Tourism Associations (COTA).....	77
Figure 10: Theme Category E: Land Use Planning – With a Voice: a Resource Dependant Industry is Recognized	79
Figure 11: Theme Category F: Tourism and Government.....	79
Figure 12: Theme Category G: 'Radical Thinking': Partners In Tourism Program (PIT).....	80
Figure 13: Theme Category H: EXPO '86: The Catalyst and a 'New' Tourism Industry Emerges.....	81
Figure 14: Theme Category I: Sectors Evolve and Ski Creates a Template for Collaborative Marketing	82
Figure 15: Theme Category J: Merger from Nine to Six Regions in 1997.....	83
Figure 16: Theme Category K: Regional Governance Changes Many Things	83
Figure 17: Theme Category L: Contributing Factors for Regional Organization Stability	84
Figure 18: Theme Category M: Memberships and Stakeholders	84
Figure 19: Theme Category N: Communities Then and Now with 2% Hotel Tax	86
Figure 20: Theme Category O: Activities and Accommodations: You Can't Have One without the Other	87
Figure 21: Theme Category P: A New Perspective: Industry Collaboration = Critical Mass.....	87
Figure 22: Theme Category Q: Marketing: 'Silly' to 'Sophisticated'	88
Figure 23: Theme Category R: Regional Branding	88
Figure 24: Theme Category S: Focus On Key Markets: Domestic to International.....	89
Figure 25: Theme Category T: Regions: Uniquely Different.....	90
Figure 26: Theme Category U: Funding Levels	91
Figure 27: Theme Category V: Tourism Industry Resource Dependencies on the Regions.....	92

Figure 28: Theme Category W: Regional Resource Dependencies on the Tourism Industry	92
Figure 29: Theme Category X: Resource and Relationships Dependency Changes	93
Figure 30: Theme Category Y: Random Collection of Thoughts and Reflections on Regions	94
Figure 31: Theme Category Z: Random Collection of Thoughts and Reflections on the BC Tourism Industry	95
Figure 32: Pressure-State-Response (PSR) Model	97
Figure 33: Tourism Industry Pressure-State-Response Model	99
Figure 34: Longitudinal Tourism Industry Pressure-State-Response Time Map	108
Figure 35: British Columbia's Regional Destination Marketing Organization Evolution by Critical Events Wheel	111

*Who controls the past ... controls the future: who controls the present controls the past
(George Orwell, 1984)*

Introduction

Through a thematic analysis of shared identity narratives of eleven “key industry informants”, this paper aims to contribute to the understanding of the organizational evolution, identity, and contributions of British Columbia’s Regional Destination Marketing Organizations (RDMO’s) between 1970 and 2010 towards the advancement of collaborative and increased marketing sophistication; and enhancement of the breadth of inter-agency networks which have emerged during this time within British Columbia’s tourism industry. It is also intended that this paper will serve to highlight the current scarcity of documented organizational memory (Wexler, 2002) related to not only British Columbia’s RDMO’s, but the tourism industry at large within the Province, and showcase the potential impediments such a lapse in formally recognized historicity of the tourism industry may cause in terms of insufficiently maximizing the competitive advantage that such intellectual capital offers.

Nature of the Problem

There are two critical points that support the rationale for this research initiative focusing on British Columbia’s RDMO’s; the first being the current overall lack of historical documentation of the tourism industry in BC from 1970 until present day. Second, acknowledging the high probability that key information will be lost forever if an effort to document the historical development of tourism in BC is not undertaken.

The first point recognizes that there currently is very little documentation of the history of the British Columbia tourism industry at large between 1970 to 2010, but specific to the purposes of this paper, no documentation focusing on the Regional Destination Marketing Organizations and how this operational tourism 'layer' has evolved in terms of organizational development, critical industry events, key personnel, or administrative policies and programs. The book, "*Selling British Columbia Tourism and Consumer Culture, 1890-1970*" (Dawson, 2005) provides a highly detailed account and chronological overview of the emergence of a tourism industry in BC up to 1970. However, there is virtually no province-wide, or regionally focused literature summarizing the evolution of the tourism industry and its lead organizations; or, "what could be called the promotional plant of BC's tourism industry, pointing out the assembly and operations of its little-known machinery of organizations, advertising, and lobbying" (Bradley, 2005, p.721), beyond the 1970 time period. As stated by Bradley (2005), "today few industries appear as naturalized or as ungrounded in history as does tourism, and within Canada this seems especially true for 'super natural' British Columbia" (p.721). Therefore the necessity and rationale for this particular regional tourism industry examination is further supported in the understanding that "organizations are inescapably bound up with the conditions of their environment" (Pfeffer & Salancik, 2003, p.1), and "since there is no way of knowing about the environment except by interpreting ambiguous events, it is important to understand how organizations come to construct perceptions of reality" (Pfeffer & Salancik, 2003, p.13). Furthermore, "understanding the sequence of events or phases that mark the history of the destination can also assist in bringing a destination's inherent potential and its impediments into sharper focus (Falkner and Tideswell, 2001)" (Wilde & Cox, 2008, p.470).

The second point in support of producing a historical summary of the BC's RDMO's, recognizes that in the absence any written documentation of British Columbia's regional tourism entities regarding key historical decisions; industry program transformations; and inter-organizational relationships, most historical accounts of evolutionary events of the regional, and subsequent provincial tourism industry, are currently relegated to episodes of 'story-telling' by what could be termed 'veterans' of the current provincial tourism industry. It is for the recognition, appreciation of, and learning from these 'veterans' that supports the underlying values reflected in this paper. Appreciating that many of these individuals are either no longer directly involved in the provincial tourism industry, or are expected to retire in the near future, the outcome of this research is considered essential; if for no other reason than to begin to document some of these historical accounts before this informative intellectual knowledge, or organizational memory, is no longer available.

Statement of Purpose

The purpose of this research and resulting paper was designed to identify, document, and examine aspects related to the historical, structural, political and behavioral forces influencing the development and operations of regional tourism organizations in British Columbia in support of the two critical points previously addressed in the *Nature of the Problem* of this paper. Those critical points being, the lack of current historical documentation and the necessity to document key information before the opportunity to do so is lost (Jenkins, 2000).

Significance of the Study

As stated by Jenkins (2000):

increasing interest in tourism organizations has provided insights into various organizational functions, structures and networks, but relatively few have critically examined such matters as the histories or organizational cultures of tourism administrations, the values, institutional arrangements and interests influencing their policy-and decision-making processes; and distribution of power in such processes (e.g. Leiper, 1980; Craik, 1991a, 1992; Pearce, 1992, 1996a-d, 1997; Choy, 1993; Jenkins, 1995; Hall & Jenkins, 1995; Doorne, 1998; Mistilis & Leiper, 2000) (p.175).

On the basis of the observation noted by Jenkins (2000), and the recognition that there has never been an undertaking to cohesively document information pertaining to the historical development of the regional tourism organization system between 1970 and present day in British Columbia, this examination was deemed to be both relevant and timely. This paper provides an initial examination into some of the pivotal operating environment influences and events that have contributed towards the creation and evolution of British Columbia's Regional Destination Marketing Organizations (RDMO's) since 1970 as recalled by eleven 'key industry informants'. These 'informants', possess personal tourism industry experiences span the breadth of the study timeframe, the geographical coverage of all past and existing tourism regions in BC, as well as include representation from independent operators; regional tourism executives and board members; as well as provincial government officials associated with overseeing provincial tourism activities either previously or currently within the BC tourism industry.

Definition: Regional Destination Marketing Organizations

In order to provide some greater context to those either unfamiliar with the Regional Destination Marketing Organization (RDMO) structure in British Columbia, or from a general tourism industry perspective, the following provides some background as to how regions may be defined, what types of activities they generally engage in, and what purposes they serve in the larger context of a tourism industry operating environment.

It is observed that:

at present, nearly every North American city has an organization charged with the purpose of destination promotion. These organizations, termed *destination marketing or management organizations* (DMOs), are also commonly known as convention and visitors' bureaus in North America. DMOs exist to promote and manage tourism within their destination (Gartrell 1988) in a way that enhances the positive effects of tourism in the long run (Pike 2004) or maximizes competitiveness in a sustainable manner (Buhalis 2000; Ritchie and Crouch 2000)" (Sheehan, Ritchie, & Hudson, 2007, p.64)

Regional Destination Marketing Organizations therefore, are the organizations that aggregate the efforts of community level DMOs, and as such manage tourism marketing and development initiatives on a geographically defined regional basis. "Regions are very 'complex aggregates of activities' (Morgan & Sayer, 1983:29), which have been conceptualized in many ways" (Jenkins, 2000, p.184) including "'homogeneous' regions, 'nodal' (or 'functional') regions, and 'planning or programming' regions" (Jenkins, 2000, p.184). Jenkins (2000), citing

Smith (1989:161-2) identifies:

three broad goals for delimiting tourism regions:

- 1) To name parts of the world – to attach a label and draw attention.
- 2) To help simplify and order knowledge in the belief that ‘for some purposes the beliefs or grouping places together outweighs the disadvantages of ignoring their differences’.
- 3) To permit inductive generalizations and predictions to be made, and thereby compare and ‘learn more about what relationships and characteristics are important for tourism development’ (p.185).

Additionally, in recognition of planning and executing tourism activities at a regional level, the following takes into account that:

people and places interact with an increasing number of events beyond their local environment. Simultaneously, an increasing range of powerful, diverse and often unpredictable external events impact on the local people and places. Thus, it at least seems logical to plan on a special scale larger than the ‘local’ level, but at a scale which is still ‘meaningful’ or ‘comprehensible’ and open to input from and influence by local people” (Jenkins, 2000, p.186).

It is noted although, that the:

concept of a region, however, it is defined, forms meaningful, but not always appropriate, divisions of space (see Tosun & Jenkins, 1996), and its application to tourism is widely accepted (e.g. Smith, 1989; Pearce, 1989, 1992; Gunn, 1994; Leiper, 1995; Tosun & Jenkins, 1996), but rarely questioned (Jenkins, 2000, p.188).

Nevertheless, benefits to be achieved by utilizing a regional system of destination marketing and management activities, takes into account that “regional approaches may also reduce the duplication of service provisions, tourism research and marketing, and many other activities” (Jenkins, 2000, p.187).

In British Columbia, the tourism regional boundaries have been adjusted since 1970 to range in number from eight (not available), to nine (1979?-1997), to the current six (1997-2010)

provincially recognized tourism regions (Note: Northern regional boundary changes occurred in 1983 but a total of nine regions remained). Maps of BC's tourism regions between 1979 to present are provided in *Appendix H through J*.

While traditionally the tourism regions in BC have been referred to as Regional Destination Marketing Organizations (RDMOs), it should be noted that there has been a movement beginning in approximately 2009, to refer provincially to these regional tourism organizations using the more contemporary term, *management* organizations in acknowledgement of the expanded areas of engagement undertaken by BC's tourism regions. These expanded areas of engagement include both development related and traditional marketing activities. That being said, for the purposes of this paper, the more traditional term of *marketing* organizations will be used, so as to avoid any confusion, and respecting that for the majority of the study period this is more accurate terminology.

Literature Review

To help inform the research process and subsequent findings, the following review of literature was conducted. This section identifies four central categories of literature that were reviewed. These categories include:

1. *Historical tourism industry reference materials*. Generally termed 'grey materials', these writings pertain specifically to British Columbia and are contained in such documents as tourism organization annual reports and statistical

research summaries, government documents, and books on the topic of the evolution of the BC tourism industry.

2. *Organizational Memory and Intellectual Capital Related Academic Works.* This literature serves to highlight the relevance of conducting historic reviews of organizational and strategic alliance development. These papers provide substantiating arguments that are constructively applied to support the research focused on the historical development of RDMO's within BC.
3. *Research based academic works.* These works expressly focus on aspects of *operationalizing* methodologies, theories, models as well as details pertinent to executing specific research processes such as how to effectively conduct oral histories that are considered germane to refining the research agenda as it moves forward.
4. *Tourism related academic works.* This body of work mainly examined aspects of regional destination centric organizational development over time within the tourism industry (not necessarily specific to BC), and generally apply various means of theoretical analysis to provide greater interpretation and to garner insights from the data reviewed.

These four categories have been segmented to reflect the nature of the literature reviewed as part of the evolutionary process that helped to refine the scope, and hone the specific research agenda for this paper. For the purposes of this literature review, the findings of the first three categories are only presented with a high level overview of the materials that were examined, as their significance was primarily related to expanding the researcher's knowledge base and

provide the underpinning required to successfully conduct the desired research. Nevertheless, these three categories have been included so as to demonstrate the breadth of resources that were considered and reviewed and that became valuable in providing greater context to the final research findings. The final category of tourism related academic work explored in greater detail, features a selection of writings including those of Newcomb (1993), Jenkins (2000), Zahra and Ryan (2007), Zahra (2006), and Russell and Faulkner (1999, 2004). A brief summation of key research characteristics of each of the academic works offered by these authors is provided. This is then followed by an analysis, comparing the selected research papers and then offering observations of synergies among concepts presented by the authors. The conclusion for this particular section draws attention to key insights resulting from this literature review which identifies areas of additional consideration in terms of any future examination focusing on the British Columbia regional tourism industry and Provincial tourism industry at large.

Historical Tourism Industry Reference Materials

Earlier investigations into available historical literary reference materials, specific to the BC tourism industry, are regrettably scant. The book, *“Selling British Columbia Tourism and Consumer Culture, 1890-1970”* (Dawson, 2005), and an earlier paper by the same author entitled *“Taking the ‘D’ Out of Depression: The Promise of Tourism in British Columbia, 1935-1939”* (Dawson, 2001-2002) have provided the most comprehensive and chronologically ordered information that covers many provincial and regional tourism development related details. In the book, *“Tourism A Community Approach”* (Murphy, 1985), there can be found relevant excerpts pertaining to some aspects of tourism development and evolution within British Columbia. The paper *“An Examination of Tourism Organizations in Victoria, B.C. In Relation To Butler’s*

Tourism Development Model’, by John Newcomb (1993), is for obvious reasons very Vancouver Island focused. That being said, there is a significant amount of information central to the early years of provincial tourism agencies within the Government of BC, as well as an offering of insights into “triggers” that prompted tensions between local and regional tourism organizations of the day on Vancouver Island. References to Canadian and BC based tourism agencies, along with several of their respective policies and programs are acknowledged in the writings of Newcomb (1993). Finally, a number of archival BC tourism industry based documents including various tourism organization annual performance reports and consultant studies featuring sector studies and a multitude of industry planning type reports have been scanned to help better inform the researcher’s understanding of the operating environment endured throughout the study timeframe. Reports such as “*Tourism in British Columbia Status Report*” (Government of British Columbia, 1992), “*Towards a Tourism Growth Management Strategy Tourism Industry Product Overview*” (Tourism British Columbia, 1996), “*Tourism - Looking to the Future*” (ARA Consulting Group Inc. & J. Paul Associates Inc., 1997), as well as “*Overview 1977 The British Columbia Travel Industry*” (BC Research, 1977) have been particularly useful in gaining greater insights into key issues facing the BC tourism industry and the subsequent recommended courses of action for the BC tourism industry to pursue in the day. It is in this latter collection of archival documents that it is noted by the researcher the seemingly uncanny, and at times ironic issues faced throughout the 1970’s to mid 1990’s that have observable similarities to tourism industry issues being addressed by the tourism industry in BC at the time of writing this paper. In order to ‘weave’ some of these historical references into the ‘fabric’ of the narrative analysis to follow, key excerpts from this collection of historic BC tourism industry documents will be utilized.

Regrettably, previous BC tourism industry resource libraries and collections have been largely dismantled and the materials dispersed to various other libraries, kept by individuals, or lost altogether.

Organizational Memory and Intellectual Capital Related Academic Works

What is Organizational Memory and Intellectual Capital?

As defined by M. N. Wexler (2002), “Intellectual capital is the intangible materials - knowledge, information, data, experiences, routines, structures, cultural apparatus and relationships - that can be put to use by a collective to create wealth (Davis and Harrison, 2001; Imparato, 1999; Stewart, 1997)” (p.393). With respect to the reference of *organizational memory*, the researcher contends that this particular discipline of study is of significance in terms of contributing towards the documentation, creation of awareness, and demonstrated value of its use in the context of examining British Columbia's RDMO's.

Why is Historical Information of Organizations Not Maintained?

As stated by Murphy (1985), “to understand tourism's growth and development requires analysis of its past, for the seeds of change can be used not only to explain the present but as pointers to the future” (p.17). Given the significant gap identified of historical documentation covering the evolution of British Columbia's tourism industry and specifically the RDMO structure, perhaps the logical next question is why is this information not maintained? A possible explanation to this question may be found in the works of Dekimpe and Hanssens, (2000) where they identify:

A major reason for the historical scarcity of longitudinal... data relates to the firms' incentive and data collection systems. Managers typically have little incentive to build databases of historical performance and marketing effort for their products and services. Only current and future performance is rewarded, and many managers argue that as the market place is constantly changing, historical data are less relevant (p.185).

From a tourism centric point of view, it is acknowledged that “tourism has been slow to recognize the significance of the knowledge-based economy” (Scott, Baggio, & Cooper, 2008, p.40), even though “the generation and transfer of knowledge is essential for sustainable innovation at destinations and this in turn underpins competitiveness” (Scott, Baggio, & Cooper, 2008, p.40). Therefore, the basis for exploring the writings featured in this category of literature include: gaining a better affinity for the philosophical rationale (or lack thereof) of how organizations evolve their corporate mentalities towards the appreciation of maintaining historical records; understanding the application of how historical accountings relevant to their present day operations may contribute directly to the ability of conducting business in a more informed manner; and hypotheses of how people interpret the past, and in turn how such interpretations come to bear on current and future actions. Academic contributions which support this line of inquiry that were considered included the writings of Oui (2001), “*Persuasive Histories Decentering, Recentering and the Emotional Crafting of the Past*”; Taylor, Bell and Cooke (2009), “*Business History and the Historiographical Operation*”; “*Organizational memory and intellectual capital*” (Wexler, 2002); “Tourism A Community Approach” (Murphy, 1985), and “*Evolution and Revolution as Organizations Grow*” (Greiner, 1997), among others. These literary contributions offer valuable insights beneficial to supporting the rationale applied towards defending a historical review of the RDMO system in British Columbia.

What is the Relevance of Operational Memory and the potential impacts for BC's Tourism Industry if it is neglected?

There are several impacts associated with not managing historical data related to British Columbia's tourism industry. There is the potential to lose important information preserved in the memories of industry 'veterans', the 'keepers of the knowledge', as it is known to them; of certain aspects pertaining to British Columbia's tourism industry, as these key individuals leave the industry. Another potential impact is that the British Columbia tourism industry may be first, missing significant opportunities of further establish a competitive advantage due to the lack of awareness of past industry efforts and *triggers* that have prompted transformative industry cycles, and second what the resulting industry responses to such changes over time have been. Nevertheless, it is encouraging to note that "for a contemporary tourism destination, knowledge transfer is essential for competitiveness and there is an increasing trend for destinations to intervene in the process rather than to remain passive (OECD, 2001)" (Scott, Baggio, & Cooper, 2008, p.45), therefore in the vein of being proactive as opposed to being passive, it is the desire that this research will serve to further elicit additional historical investigations of British Columbia's tourism industry and of other destinations.

Research Based Academic Works

The nature of the tourism industry is diverse and subsequently bound by such complexities as tourism related organizational types, inter-dependencies and alliance formations, market drivers, vast arrays of product offerings, government engagement and policy development, specific periods of industry evolution impacted by critical events, consumer

interests, further supported by a menagerie of industry stakeholders and principal personalities. It is therefore understandable that there are a number of methodological and theoretical precepts which might be applied in an attempt to better comprehend and communicate any given sphere of study centered on the phenomena of tourism. With the express focus of research specific literature that explores these various research principles in greater detail, the researcher set forth to further understand and become aware of not only the various aspects of the tourism research agendas applied by the selected academic works reviewed, but also gain a deeper appreciation for the specific research methodologies and paradigms supported by these writings.

Furthermore, under this heading of *Research Based Academic Works*, the researcher examined a number of resources which extol the practical means pertinent to executing specific research processes such as how to effectively conduct oral histories that were considered helpful to evolving the research agenda for this research paper. Collectively this particular category of literature reviewed was inclusive of such works as “Introduction to Social Network Theory” (Kadushin, 2004); “Imagined Communities” (Anderson, 2006); “A Theory of Structure: Duality, Agency, and Transformation” (Sewell, 1992); “Network Analysis and Tourism From Theory to Practice” (Scott, Baggio, & Cooper, 2008); “Doing Tourism Research Using The Pragmatism Paradigm: An Empirical Example” (Pansiri, 2006); “The External Control of Organizations a Resource Dependence Perspective” (Pfeffer & Salancik, 2003); “Time-series models in marketing: past, present and future” (Dekimpe & Hanssens, 2000); “A Chaos Approach to Tourism” (McKercher, 1998), and “Oral History Interview Guidelines United States Holocaust Memorial Museum” (Rinelheim, Donahue, Hedlund, & Rubin, 2007).

Tourism Related Academic Works Reviewed

The following high level overview of the selected tourism related academic works is offered to provide some context prior to the analysis of these works in the subsequent *Analysis of Literature*. The articles that have been selected all have a common theme of exploring aspects of Regional Destination Marketing/ Management Organizational development with a historic perspective. The exception to this decidedly regional focus is the work of Newcomb (1993). Newcomb (1993), concentrates his examination on a city level DMO, but does reference extensively the development and associated evolution and devolution of the Regional DMO and its various iterations of both city and regional organizations dating back to 1901.

Newcomb's Tourism Victoria Thesis

Applying Butler's (1980) Tourism Area Life Cycle of Evolution, John Newcomb (1993), examines the development of tourism and its various related organizations that evolved in Victoria, British Columbia, from 1901 to 1991 in his thesis, "An Examination of Tourism Organization in Victoria, B. C. in Relation to Butler's Tourism Development Model". While the central examination of this thesis is focused on the city based tourism organizations that emerged from 1901, and evolved as various entities over time; extensive references are made of the regional DMO and even Provincial Government tourism based organizations and their various iterations as well. Of particular interest and consequence to the research for this particular study, is the articulation of the nature of interplay between the city and regional levels of tourism organizations as well as the subsequent government policies and programs offered throughout this time period. Given that Newcomb's (1993) work is the only British Columbia based research

within this literature review, and examined with a regional lens, it offers particular chronological details and insights into specific events and resulting impacts of decisions made on the triad of organizational levels; local, regional, and provincial. Newcomb (1993) aggregates a variety of datasets ranging from tourist arrivals; financial grant contributions; organization membership subscription levels; and tourism industry growth models and provides an overlay of what are termed 'critical incidents' to produce a graphic mapping of these incidents in comparison with the tourism growth data. This accrual of information is then analyzed in terms of geographic theory and its applicableness to demonstrating the phases of development outlined by Butler's (1980) model.

Jenkins' Historical Review of Regional Tourism Organization in Australia

In, "The Dynamics of Regional Tourism Organizations in New South Wales, Australia: History, Structure and Operations" (Jenkins, 2000), this paper explores the "historical, structural, political and behavioral forces influencing the establishment and operations of RTO's in New South Wales [NSW] of Australia" (p.175) and the nuances of the broader tourism industry in terms of additional supporting organizational structures including local, state and national levels. Using a conceptual framework of inter-organizational analysis of tourism organizations developed by Pearce (1992), Jenkins outlines the relationship associations within the hierarchy of the NSW DMO's from the 1970's to mid-1980's (Jenkins, 2000).

Zahra and Ryan's Chaos and Cohesion within New Zealand's Regional Tourism System

As identified by Zahra and Ryan (2007), "one important contribution of chaos and complexity theory is that it provides a language to help identify the components of, and change

within, a social system” (p.854). In “From Chaos to Cohesion – Complexity in Tourism Structures: An Analysis of New Zealand’s Regional Tourism Organizations” (Zahra & Ryan, 2007), consideration is given to whether the application of chaos and complexity theory can give rise to a better understanding of the political, as well as industrial structures that underpin the operating environment in which the New Zealand Regional Tourism Organizations (RTO’s) exist. Recognizing the requirement of scale in relation to assessing complexity, this is achieved in this particular work by means of both time as well as the number of RTO’s featured in the scope of this investigation (Zahra & Ryan, 2007).

Zahra’s Thesis and Historical Case Study of the Evolution of Regional Tourism Organizations in New Zealand

In Zahra’s (2006) thesis, dedicated to studying “Regional Tourism Organizations in New Zealand from 1980 to 2005: Process of Transition and Change”, an in-depth examination of regional tourism organizational development and associated exogenous impacts on such development is explored. The catalyst for this study was the introduction of a State level tourism plan entitled “New Zealand Tourism Strategy 2010” which identified specific recommendations for destination development and management of which half of these recommendations related to regional tourism industry organizations (Zahra, 2006). In addition to chaos and complexity theory being applied, a comprehensive mixed method approach to this thesis also draws on select paradigms including positivism, interpretive paradigm, critical theory, feminism, postmodernism, and participatory theory (Zahra, 2006).

*Russell and Faulkner's Examination of Individuals and Chaos in the Tourism Area**Lifecycle*

The two academic works of Russell and Faulkner including “Movers and Shakers: Chaos Makers in Tourism Development” (1999) and “Entrepreneurship, Chaos and the Tourism Area Lifecycle” (2004) reviewed for this paper; offer insights into the application of chaos and complexity theory as well as Butler’s (1980) Destination Lifecycle in association with the study of impacts resulting from entrepreneurial influences on two developing Australian destinations located on the Gold Coast. In a redefined model combining both complexity theory as well as Butler’s (1980) Destination Lifecycle, Russell and Faulkner (1999, 2004) draw direct correlations to the entrepreneurial actions of ‘movers and shakers’ over time and the correlating degree of success achieved within a destination.

Analysis of Literature

Of the tourism related academic sources considered in this review, the application of Butler’s (1980) model of the *Tourism Area Cycle of Evolution*, Pearce’s (1993) *Conceptual Framework of Inter-organizational Analysis of Tourism Organizations*, as well as *Chaos and Complexity Theory* (Zahra & Ryan, 2007; Zahra, 2006; and Russell & Faulkner, 1999, 2004) are applied in ‘real world’ research applications.

There is no effort made in this paper to dispute the relevance and value of each of the methodological approaches and elements; be it models, frameworks, or theories, utilized within each of the academic works reviewed. Nevertheless, in consideration of the findings presented within each of the academic papers, and the direct correlation to the specific study of British

Columbia's Regional DMO research, the following observations are drawn which in turn proved useful in galvanizing the process for analyzing and portraying the findings of this research.

Pros and Cons of Research in 'Real World' Applications

While some correlations could be made to Butler's tourism development lifecycle stages in the examination of Victoria, BC, Newcomb (1993) reveals a deficiency of Butler's model when applied in his research. Newcomb (1993) identifies that the use of the model is incapable of accounting for impacts associated with levels of inter-organizational conflict and the general fragmented nature of the tourism industry over time. Similarly, Jenkins (2000) reveals that while Pearce's (1992) framework for inter-organizational analysis of tourism organizations has merit in assisting with the conceptual modeling of the tourism organizational system from local through to national levels; the applicability of this framework being used to explain the multifaceted nature of Regional Tourism Organizations and their progression of development as entities is inadequate. The assessment of inadequacies of Pearce's (1992) framework as determined by Jenkins (2000), was centered on the inability of the framework to take into account, from a longitudinal perspective, the various stages of maturity of organizations buttressing the RDMO's as well as the varying stages of development at a regional level, particularly when external forces and events occurred that were outside of the RDMO's control. Interestingly, the very shortcomings identified by both Newcomb (1993), and Jenkins (2000), have elements of resolution found within each of their respective works. Newcomb (1993), acknowledging that organizations within the tourism industry in general are incapable of functioning in isolation of external incidents and impacts resulting from other organizations and individuals and therefore, Butler's (1980) model used on its own was not sufficient in reflecting the tourism phenomena

being studied. Similarly, the application of Pearce's (1992) framework used by Jenkins (2000), may have benefited from the supplemental use of a model not unlike that of Butler's (1980) model used by Newcomb (1993), to help portray the evolutionary stages of change and development of tourism organizations within the tourism industry.

While it is postulated that both Newcomb (1993), and Jenkins (2000), may have benefitted from the employment of aspects of each other's research methodologies; they have both acknowledged in their respective findings, the critical aspect and requirement of addressing the dynamic and sometimes turbulent operating environment experienced by DMO's. Unfortunately, neither Butler's (1980) model, nor Pearce's (1992) framework, have the capacity to deal with the particularly complex aspect of external forces over time and the resulting impacts on the development spectrum for individual organizations and an industry at large. That being said, subsequent works of Zahra and Ryan (2007); Zahra (2006); and Russell and Faulkner (1999, 2004), all identified with the tumultuous nature of the tourism operating environment as it relates to tourism organizations, and specifically the transformative impacts such critical events have on the development of RDMO's and other tourism and non-tourism entities. Therefore, the ensemble of academic contributions presented by Zahra and Ryan (2007); Zahra (2006); and Russell and Faulkner (2004) all introduce the notion of chaos and complexity theory, among other research paradigms to assist with explaining the analytical conundrum posed by the unpredictability of impacts and activities of and on organizations and individuals within the tourism industry.

In the case of Zahra and Ryan (2007), these two researchers explore the intricacies of chaos and complexity theory, and focused on analyzing the use of these two theories in creating the ability to articulate the complexities of New Zealand's Regional Tourism Organizations over time. Of particular interest is the acknowledgment that “parochialism, personal agendas and ambitions, and local political processes shape responses to tourism growth, but these responses are not contained within a local system, but are as nodal points in a network of national linkages” (Zahra & Ryan, 2007, p.861). Zahra (2006) further dedicates an entire thesis to studying “Regional Tourism Organizations in New Zealand from 1980 to 2005: Process of Transition and Change” in an in-depth examination of regional tourism organizational development and associated exogenous impacts on such development. Rather than draw on a limited set of paradigms to fully exploit the potential learning from such a regional based DMO system, Zahra (2006) utilizes a comprehensive mixed method approach to her thesis, using not only the paradigms of chaos and complexity theory, but also positivism, interpretive paradigm, critical theory, feminism, postmodernism, and participatory theory.

Interestingly, Zahra and Ryan (2007), question “does the evidence from New Zealand support the arguments of Russell and Faulkner (1999, 2004), or is the history of RTOs simply a history of personalities?” (p. 860). Upon reflecting on the works of Russell and Faulkner (1999, 2004) and reflecting on the researcher's own personal tourism industry experience, the role and impact of key personalities, their decisions, and the resulting exogenous impacts of such decisions on organizations and the potential bifurcation or butterfly effects through a tourism industry's social structure and networks is bona fide. Furthermore, however, it is not plausible given all of the other research presented, that the history of RTO's are simply constructs based

on a history of personalities (Zahra & Ryan, 2007). That being said, the contributing role of personalities is undeniable (Choy, 1992; Edgar & Nesbet, 1996; McKercher, 1999; Zahra & Ryan, 2007; Russell & Faulkner, 1999, 2004; Pansiri, 2006).

Expanding upon the notion and role of personalities, Russell & Faulkner (1999, 2004) explore various facets of how 'movers and shakers' in the tourism industry contribute to the development of not only RDMO's, but also with a specific view of entrepreneurship and how this personality influence can be a differentiator in regional destination development as evidenced by their examination of the Australian Gold Coast.

Concluding Comments on the Literature Reviewed

The academic selection reviewed as part of this paper is representative of the breadth of academic works considered in the formative stages of designing this research and pondered from time to time to provide further reflection and course correction as the research process progressed.

The suggestion of a linear trajectory of RDMO development, uninterrupted by external forces and impacts associated with other organizational structures, that are either directly or indirectly affiliated agencies of the tourism industry, would arguably never occur due to the complex networks and historical implications of decisions, actions, and personalities among other influences that ultimately comprise of a broader and holistic tourism industry. As such, it is understood that no tourism organization or tourism stratum operates in isolation from other organizations and is not exempt from external forces or 'triggers' impacting their operations. To further understand the circumstances that influence how RDMO's evolve and operate, it is

necessary to have both a historical context supported by elements of scale, including time and comprehension of the role and responsibilities of additional inter-organizational relationships / alliances; the awareness of critical incidents that have set in motion changes; what prompted such incidents and how they were responded to; and that not all tourism organizations evolve at the same pace, meaning they may wax and wane with respect to the evolutionary stages of development depending on circumstances that affect directly the primary organization or indirectly other affiliated organizations. These among other factors have been explored by various academic investigations and research methodologies as well as theoretical analysis, as highlighted by this literature review. It is aspects such as these that contribute towards the level of complexity within the tourism industry and that the researcher focused upon when crafting the initial research proposal and subsequent analysis to examine organizational development of RDMO's. Considerations afforded to these guiding principles proved valuable for helping the researcher to refine and settle on a decidedly appropriate methodology for this research to further examine the historical, structural, political and behavioral forces influencing the development and operations of regional tourism organizations in British Columbia between 1970 and 2010.

Methodology

Introduction

Influenced by the works of Zahra (2006), this research was initiated by applying a multi-method approach to underpin the investigation of British Columbia's Regional Destination Marketing Organizations (RDMO's). The use of both qualitative and quantitative research methods were applied, in the anticipation that the research process and the final analysis of the

resulting data would afford a broad foundation from which to appropriately explore the full and complex phenomenon of the regional tourism organizations and the political, social, and economic environment in which the tourism regions have, and currently operate in. The application of a multi-method approach also assists in addressing the issue of research validity.

As Zahra cites:

Denzin and Lincoln (1994) argue that triangulation is not a tool or strategy of validation, but an alternative to validation. Denzin (1978) identified four types of triangulation: methodological triangulation, data triangulation, investigator triangulation and theory triangulation (p.61).

Recognizing the precepts alluded to by Denzin and Lincoln (1994) with respect to validation, for the purposes of this research, methodological, data, and investigator types of triangulation was utilized.

Additionally, the researcher appreciates and therefore employs a “bricoleur approach (as it) is advantageous for the research of tourism phenomenon due to its’ complex nature in approaching dynamic situations” (Zahra, 2006, p.53). Denzin and Lincoln (1994) further extol the virtues of a qualitative researcher applying a bricoleur approach:

as bricoleur uses the tools of his or her methodological trade, deploying whatever strategies, methods, or empirical materials are at hand. If new tools have to be invented, or pieced together then the researcher will do this. The choice of which tools to use, which research practices to employ depends upon the questions that are asked, and the questions depend on their context, what is available in the context, and what the research can do in that setting (Denzin & Lincoln, 1994, p.2).

Understanding that “tourism is not a discipline and does not have an agreed set of rules” (Zahra, 2006, p.354), that can be adequately examined by a limited array of metaphysical,

philosophical and methodological approaches, afforded the researcher the necessary flexibility to adjust and amend the research agenda as required, particularly in light that tourism “does not occur in isolation from wider trends in the social sciences and academic discourse, or of the society which we are a part” (Hall, 2004, p.140, cited by Zahra, 2006).

Rationale for Mixed-Method Research Approach

As cited by Jenkins (2000), the question posed, “*if the regional concept is so slippery, how do we decide which tools and methodologies are the most appropriate for handling it?* (Richardson, 1978:25)” (p.175) resonated with the researcher as the methodological options available to approach this RDMO investigation remain innumerable and as a dizzying array of possibilities. Nevertheless, the researcher progressed under the premise that a multi-method research design would afford the most robust approach to implementing an investigation of this nature. Therefore, a multi-method approach to conducting the research was carried out.

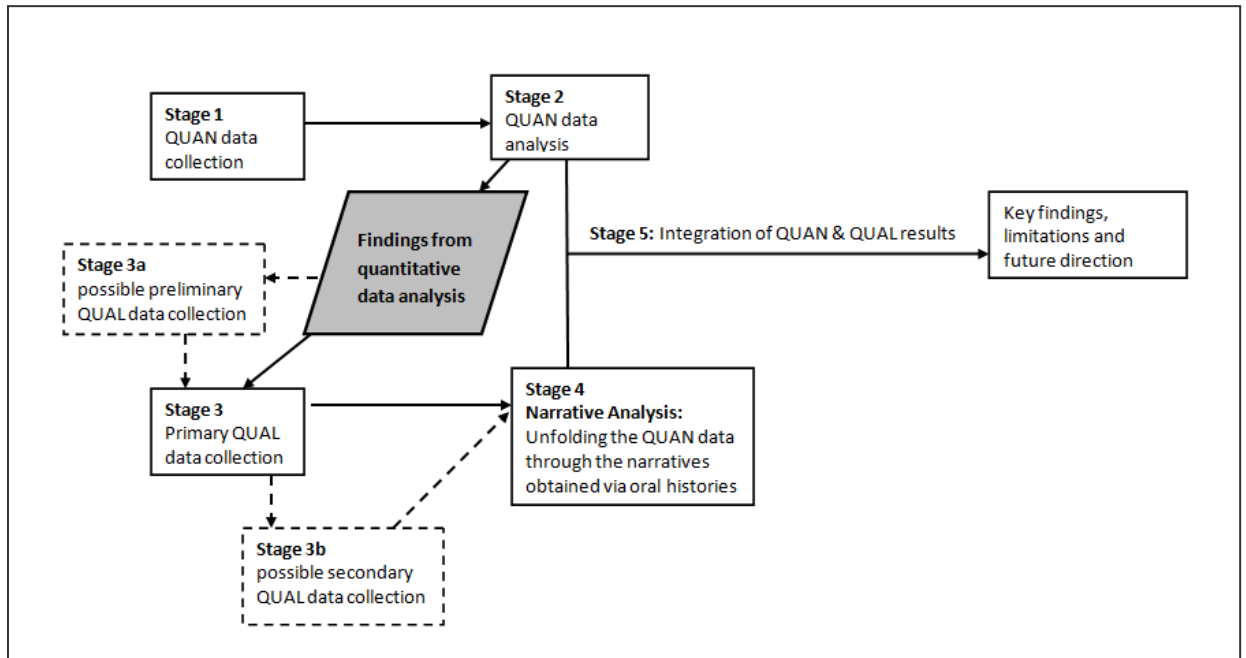
Pansiri (2006) elucidated that, “mixed method studies have been defined as those studies involving ‘the collection or analysis of both quantitative and / or qualitative data in a single study in which the data are collected concurrently or sequentially, are given a priority, and involve the integration of the data at one or more stages in the process of research’ (Creswell et al., 2003a, p 212)” (p.225). Further observation by Pansiri (2006) of Amarutunga *et al.*, (2002) suggests with respect to examining the strengths and weaknesses of qualitative and quantitative research methods, the value of utilizing mixed methods:

enable[s] verification and / or corroboration of one method by the other via triangulation, to enable or develop analysis, providing richer details, and to

initiate new lines of thinking through attention to surprises or paradoxes, ‘turning ideas around’ and providing fresh insights (p.235).

In support of Pansiri’s (2006) observations, a mixed method research design modified for the purposes of this study, illustrated in Figure 1, outlines the approach utilized, highlighting the blending of both the quantitative and qualitative *inputs* to create conclusions or *outputs* resulting from the overall analytical process.

Figure 1: Relation of Primary Mixed Method Research and Sequence of Qualitative Method



Note: Adapted from Pansiri, 2006, p.226.

Part A: Quantitative Research

There were several anticipated benefits to be achieved by utilizing a quantitative survey to support the broader objectives of examining the evolution of British Columbia’s Regional Destination Marketing Organizations from 1970 to 2010. The survey proved to be foundational

for the development of preliminary questioning for the subsequent semi-structured oral history interviews. Survey results served to assist the researcher in preparing in advance both general and tailored questions for each participant in order to fully maximize the interview opportunity. Additionally, it was anticipated that the survey questions would aid in capturing consistent data for each interviewee that may not either emerge during the interview process or that may seem too mechanical and therefore, impede the natural flow of the interview process. Questions provided via the survey to participants in advance of the interview process were expected to be useful by engaging participants in initiating the personal recollection of experiences that may not have been considered for some time. It was further anticipated that the survey results would be beneficial in providing additional reflective context of the oral histories once the interviews were completed.

Limitations of Proposed Quantitative Research and the Sampling Plan

Initial reaction by several tourism professionals to the topic of this research study elicited both enthusiasm and an expressed desire to participate in the process, in part due to their supportive acknowledgement that there is an absence of an historical record of the British Columbia tourism industry. In recognition of early indicators that there may be significant interest and the potential for numerous participants, the researcher was cognizant that there would be limitations on the ability of conducting such a research initiative.

It was identified that there were inherent challenges to determining an appropriate sampling frame for this specific research project. Challenges included but were not limited to anticipated prohibitive costs and time constraints that exceed the limits of this research project to

be able to establish a comprehensive sampling frame, as well as “the difficulty of locating members of the target population” (Salganik, & Heckathorn, 2004, p. 195) representative of the British Columbia tourism industry with relevant associations to the RDMO's between 1970 and 2010. Therefore, a ‘snowballing’ approach (Neuman, 1997), which is a form of respondent-driven sampling (Salganik, & Heckathorn, 2004) was applied to specifically target personnel who have worked a minimum of five years in the British Columbia tourism industry at a senior executive level, that incorporated organizational representation dispersal by geography and organizational type, and that either had direct or indirect experiences and or knowledge associated with the evolution of British Columbia's RDMO's. Providing the opportunity for survey participants to refer additional potential candidates to this research project supported the means of achieving the desired survey sample in as much as “in respondent-driven sampling, a sample is collected using a chain-referral procedure. That is, respondents are selected not from a sampling frame but from the social network of existing members of the sample” (Salganik, & Heckathorn, 2004, p. 200).

Part B: Qualitative Component

A non-experimental fixed design survey was used featuring a variety of qualitative and quantitative question types including multiple-choice and open-ended. The value of providing this array of question types was to apply the most appropriate form of inquiry in order to elicit the intended response output. The questions were designed with the hopes of providing an engaging and thought provoking survey experience for participants in order to generate a heightened recall of previous experiences, particularly for those that would later continue with the subsequent interview process.

The introductory email and accompanying letter received by survey participants indicated that the survey was an invitation to participate in the research survey as well as potentially in a follow-up interview, and was intended to imply that there was a level of status or prominence associated with being selected as a candidate for this research project. It was hoped that such status associated with being asked to participate might positively impact the success rate of completed surveys and the level of detail offered by respondents. As an additional incentive, participants completing the survey were automatically entered into a draw for one participant to receive a \$100.00 gift certificate from a retailer of their choice. It was clearly outlined in the introductory letter accompanying the emailed survey invitation, that the random draw of one recipient for a gift certificate should in no way be deemed as being coercive, recognizing that it is unethical to provide undue compensation or inducements to research participants.

Furthermore, if participants would not have otherwise participated in the research if the compensation was not being offered, then it was suggested that they should decline participation in the research project. The tone and content of the research invitation email and letter were also intended to demonstrate a genuine interest in the participants' involvement as well as denote a degree of professionalism that this was a serious inquisition and in turn there would be due consideration and attention given to the accurate recording and presentation of the participants' industry experiences.

“Intuitive reasonableness” (Robson, 2002, p.103) was adopted by limiting the length of the questionnaire, such that respondents could complete it in approximately 10 minutes or less. It was hoped that respondents would view this as a reasonable amount of time to provide the intended information, and that it was neither too arduous nor unreasonable a request to complete.

A link to the online survey instrument was provided via the email invitation. The use of an online format, via the web based SurveyMonkey was considered sufficient means of collecting survey responses, while providing greater efficiencies in both the delivery execution of the survey and subsequent data analysis and reporting of the survey results.

An informal testing of the draft survey was conducted in advance of being distributed, while a review of the overall research project and planned line of interview questioning was conducted utilizing a panel of industry expert informants. Upon such testing and review of the research instruments, revisions included adjustments to methodological design, grammar, question sequencing, as well additions and / or deletions of questions as necessary were taken into account (Robson, 2002). Coding of the questions, collection of data, and initial analysis of the data were carried out in advanced preparation of the subsequent oral history interviews (Robson, 2002). Recognizing that it may have been challenging to cover the range of the study period from 1970 to 2010, a survey response time limit was used rather than an explicit number of surveys being issued to ensure the end sample was inclusive of a representative group of participant experiences. The rationale for this approach was in order for the researcher to ascertain in a timely manner if any gaps relevant to adequately spanning the desired cross section of participant criteria were emerging in an attempt to ensure that an adequate participant sampling for the oral histories could be achieved. As stated, to be considered to be an eligible participant for the follow-up interviews, participants were required to have a minimum of five years tourism experience at a senior level in British Columbia, and priority was given to those individuals with identified experiences directly associated with organizational or program development, management and transformation references from different parts of the province

and types of organizations either directly and /or indirectly associated with the Regional Destination Marketing Organizations (RDMO's) in the Province.

The survey questions were designed to allow for cross tabulation in an effort to evaluate length of tenure of the participants in the tourism industry in British Columbia, geographic representation, and working experiences related to different tourism organization types within the Province. The correlation associated with participant tenure spanning the relevant study time period, was achieved indirectly by asking participants to identify their affiliation with certain RDMO entities which have existed between 1970 and 2010. The collection of questions posed in the survey were designed not only to assist with providing a means of ensuring an adequate representation in the sampling for the oral histories but also to contribute to further analysis of the results emerging from the oral histories themselves. By adopting both a confirmatory and an exploratory approach to the analysis process of the quantitative data, and drawing upon *intuitive reasonableness* (Robson, 2002), it was anticipated that the complex nature of RDMO's and inter-organizational relationships across the span of time within the British Columbia tourism industry would be adequately revealed.

Once the research design and questions were piloted and refined, the general timing for initiating the quantitative phase of research was broken down in the following manner. For the survey there were two waves of invitations sent out. The first wave of invitations was sent to pre-identified research candidates while the second wave was mainly comprised of newly referred candidates as recommended by the first participant group, or of pre-identified candidates that had later had email contact information made available. In both instances, participants were given

approximately a week to complete the online survey, however, due to the timing of some referrals being received, at times there was less time afforded participants to respond to the survey. In total there was approximately three weeks dedicated towards distributing research invitations and following up with additional referrals. It should also be noted that due to research limitations, not all referrals were acted upon, particularly if it was identified that a certain ratio of participant category was deemed to being sufficiently populated such as by geographic area, organizational type and / or time period of industry expert experience covered in the response representation. Analysis was initiated as soon as the first survey responses were received, to determine the potential oral interview participants.

Qualitative Method and Rationale

Recognizing that “organizations are inescapably bound up with the conditions of their environment” (Pfeffer and Salancik , 2003, p.1), and “since there is no way of knowing about the environment except by interpreting ambiguous events, it is important to understand how organizations come to construct perceptions of reality” (Pfeffer & Salancik, 2003, p.13). In an effort to bring to the fore an awareness and establish a meaningful context of the complex inter-dependent relationships and specifically the historical, structural, political and behavioural influences that have evolved over time and contributed to the development of the RDMO's within the British Columbia tourism industry, the use of semi-structured oral history interviews was used. This methodology provided a means of documenting personal remembrances and reflections (Rinelheim, Donahue, Hedlund, & Rubin, 2007) from identified “expert industry informants” who have made contributions and / or may have distinct personal perspectives

formed by their industry experiences relevant to the evolution of British Columbia's tourism industry between 1970 and 2010.

For the purposes of this study there were a multitude of research options available to the researcher for consideration. Given that “research interest in the analysis of stories has increased as researchers in many disciplines endeavor to see the world through the eyes of others” (Riley & Hawe, p. 226, 2005), it became apparent that there was a natural saliency with executing the RDMO investigation with the discipline and application of key informant oral interviews. The information contained within these narratives would later be filtered by means of a thematic content analysis. With specific reference to the application of narratives and the utilization of key informants, it is acknowledged that “‘key informant’ interviews have become increasingly used to gain insight into the factors that have helped or hindered program development or might explain why programs appear to work in some contexts, but not in others (Goodman *et al.*, 1993)” (Riley & Hawe, p. 226, 2005) and “even though case studies are highly context specific, they can serve as a basis for analytical generalization (Yin, 1989), meaning that the researcher can conceptualize and theorize based on a limited number of cases” (Brunninge, 2009, p.14). Giving additional support and context to the decision by the researcher to pursue this particular approach for this study is perhaps best stated by Riley and Hawe (2005) in that:

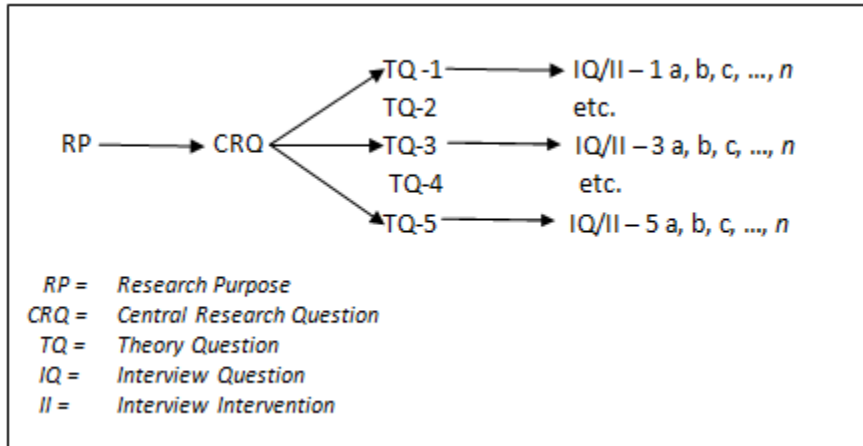
Narrative inquiry examines the way a story is told by considering the positioning of the actor/storyteller, the endpoints, the supporting cast, the sequencing and the tension created by the revelation of some events, in preference to others. Narrative methods may provide special insights into the complexity of community intervention implementation over and above more familiar research methods (p. 226).

Therefore, it is postulated that the creation of a case study based upon shared identity narratives drawn from oral histories sourced from eleven of British Columbia's tourism related experts would be invaluable to developing a well-rounded and contextual account relevant to creating awareness and further understanding of the evolution of the RDMO's in British Columbia. Not unlike the works of Pansiri (2006), the "qualitative data for this study [was based] on executives' accounts through their subjective interpretations and related [to the] constructions of the social world in which they live" (p.233) with particular reference to the RDMO's and British Columbia's tourism industry in general.

Developing the Qualitative Question Sequence to Create an Interview Script

Wengraf (2001) proposes an interview framework called the CRQ-TQ-IQ Model (see *Figure 2*) for coherently conceptualizing the sequence of questions to support semi-structured in-depth interviews. The CRQ-TQ-IQ Model, is comprised of the Research Purpose (RP), Central Research Question (CRQ) which must be defined before proceeding with developing Theory Questions (TQ's), and the subsequent *Interview Questions / Interview Interventions (IQ's / II's)* that ultimately are required to operationalize the interview process (Wengraf, 2001). It was noted that a range of between four and six questions should be the limit for this type of inquiry (Robson, 2002). The *Semi-Structured Interview Question Sequence*, applied for this research is provided in *Appendix E*. The interview question sequence used was primarily to assist in framing the overall script for the interview session, including specific introductory and closing remarks.

Figure 2: Wengraf's CRQ-TQ-IQ Model Sideways



Note: Adapted from Wengraf, 2001, p. 73

Sampling Frame and Distribution

As previously indicated, the sample for the quantitative research was generated using a ‘snowballing’ approach (Neuman, 1997). Once the surveys were received, initial analysis was conducted with an eye to identify respondent coverage pertaining to geographic dispersal, organizational focus and type, and participant affiliation to varying time periods throughout the study time frame to assist in recognizing potential gaps of representation. It is important to note that for the qualitative phase of research, the intent by the researcher to identify potential gaps in respondent coverage against the pre-identified criteria was not intended to verify or be used as statistical significance instrumentation of population representation of the survey respondents. Rather, the value of scanning the data was to ensure as best as possible, given the constraints of time and resources of being able to only interview a small sample of potential respondents, to maximize the breadth of available experiences and perspectives offered by such participants to best inform to the overall investigation. In essence the adoption of “purposive selection”

(Polkinghorne, 2005), rather than alternative sample methods for the qualitative research project enables “the researcher [to] decide which members of the population are most likely to provide the answers to the research questions and then deliberately includes them in the sample” (Pansiri, 2006, citing Polkinghorne, 2005). With respect to the defense of this ‘selection’ approach to utilize only eleven participants for the oral interviews from the overall sample generated from the survey respondents, Patton (1990) suggests that “the validity, meaningfulness and insights generated from qualitative inquiry have more to do with the information-richness of the cases selected and observation / analytical capabilities of the researcher than with sample size” (p.185).

Pre-Interview, Limitations, and Timing

Consideration and planning of a number of interview details was required in advance of the first participants engaging in the interview process. Factors such as selection of a suitable interview location, whether or not the researcher or participant would have to travel to conduct the interview, coordinating busy schedules of senior personnel to participate in an interview, consent forms and other ethical considerations regarding the after use of the recorded materials were all finer points that were considered throughout the progression of the research planning and execution phases. It was also acknowledged in advance, that some of these interview planning details, along with the realities of the academic related time constraints associated with the graduate research paper would likely factor into particular limitations such as the extent of detail and number of industry experts that could be managed given the limited time and resources available to the researcher at the time of writing this paper.

Original concepts envisioned by the researcher in terms of securing a preferred interview setting, in reality were altered due to the availability of the researcher and in some cases the interview participants. As such, it was possible to leverage several interview sessions in concert with various provincial tourism related events, however, this meant that the interview space ranged from restaurants to hotel sitting areas, while six of the eleven interviews were conducted via telephone.

In advance of the interview sessions, the interview questions were provided to the interviewees, along with, where applicable, a summary of the interviewees responses to certain questions that they had provided as part of the initial survey process. The day before the interview, the researcher generally reviewed the interview questions ensuring a comfort level with the materials and to check to ensure that recording equipment was functional, as well as any last minute details were taken care of. Whenever possible, the researcher, on the day of the interview, would allow for at least 30 minutes to set-up and get prepared before the interview session began. It was fully acknowledged of the importance to ensure that both the researcher and interview participants did not feel rushed so as to allow for a relaxed and productive interview session and as such the researcher made a concerted effort to enable this to occur as much as possible. The interview sessions were recorded and lasted a minimum of one hour and in some instances continued on for up to two hours in duration upon agreement and time permitting on behalf of the interviewees.

Approach to Interview Observation

Throughout the interview process, the researcher assumed an observer / participant role, acknowledging that “maintaining the dual role of observer and participator is not easy; acceptance will be heavily dependent on the nature of the group and the interaction of particular features of the observer with the group” (Robson, 2002, p. 317). As a result of the researcher having 20 years of tourism experience in British Columbia, it was recognized that there would be a high likelihood of the researcher personally knowing many of the participants. While it was expected that this familiarity may provide a certain level of comfort between the researcher and participants, it was not lost on the researcher of the complexities and considerations that must be observed given such a close relationship to the subject matter and interview respondents themselves. Variables such as age, hierarchical status, gender, and organization affiliation (past and present of both the researcher and interview participant) are only some of the considerations that the researcher remained sensitive to (Wengraf, 2001; Robson, 2002; Welch, Marschan-Piekkari, Penttinen & Tahvanainen, 1999). That being said, there were several instances where there was not a reciprocal knowledge or prior awareness between the researcher and those being interviewed. In such instances, the researcher was sensitive to not reveal many details of her professional background so as to avoid potentially impairing the free flow of ideas and information exchanged during the interview that was suspected may occur if such information was communicated in advance of the interview sessions. Only at the conclusion of the interviews did the researcher explain aspects of her industry background to the participants where no previous knowledge existed. Once the interview participant list was confirmed, the researcher considered potential impacts associated with variables such as existing knowledge of the

researcher and respondent to one another (or not in some cases) which may affect both the researcher and interview participant (pre, during, and post interview). As such, the researcher reserved advanced thought for how such variables may impact any possible biases and interactions with each of the interview participants on a case by case basis and if any mitigating actions would be required. (Wengraf, 2001, Robson, 2002, Welch, *et al.*, 1999).

Note Taking and the Interview Session

Drawing from the concepts articulated by Tom Wengraf (2001) in his book “Qualitative Research Interviewing Biographic Narrative and Semi-Structured Methods”, the researcher adapted various recommendations for administering the oral interviews. As such, the interview process began with standard introductory comments, ensuring that any questions the participant may have had were addressed before the interview session began. The introduction highlighted that recording equipment would be used to accurately record responses during the session. Furthermore, the introduction provided the opportunity for any clarification required by the participant about the research in general or the interview process specifically. Confirmation of expected timing and the ability to extend the interview session was also addressed in the introductory remarks.

For the initial interviews, the researcher engaged in active note taking. However, as the researcher became more comfortable with the interview process and the materials being covered, the note taking process diminished to a point of making casual notations as a reminder of items to be covered within the session, or for future consideration by the researcher. In large part, the advance survey responses provided by the interviewees were used in combination with the pre-

defined interview questions during the interview process. The digital recordings of the interview sessions became paramount for enabling the researcher to transcribe verbatim key quotes, and then for later cataloguing or *indexing* such quotes based on thematic concepts that emerged from the narratives (Wengraf, 2001). It had been anticipated that interview responses would be categorized according to a pre-determined classification of themes which supported each of the interview questions so that easy correlation back to the original theory question was possible. In reality however, the narrative themes took on more of an organic clustering, transecting across lines of questioning that consequentially was not necessarily consistent with being confined to the parent question. As such, responses exhibiting thematic aspects were grouped together as opposed to being indexed by question, rendering the interview questions more of a resource in eliciting responses for final analysis rather than contributing necessarily to the structure of how the analysis of data was ultimately composed.

With respect to administering the interview sessions, care was taken to try and provide an interview flow whereby the interview participant was the one to draw the interview session to a close, instead of concluding the interview at the direction of the researcher (Wengraf, 2001). The importance of this closing sequence was to ensure that the interview participant did not feel as if there was more information to provide, but that there was no interest on the part of the researcher in acknowledging this untold portion of the narrative (Wengraf, 2001).

At the conclusion of the each interview, approximately the last five minutes was reserved to wrap up the interview session, and to address any questions the participant may have resulting

from the interview process. This time also allowed for discussion regarding the researchers' plans to progress with writing the ensuing paper.

Post Interview

After each interview, but particularly after the first, time was dedicated towards evaluating the interview method, questions, and session aspects such as the effective use of the recording equipment and interview space. Even though piloting of both questions and interview approach was conducted in advance of the first *live* interview, it was anticipated by the researcher that adjustments would be required to ensure the maximum success of subsequent interviews.

Once the interviews were completed, a minimum of two hours and often longer was required by the researcher to adequately capture memos about the interview process and transcribe the key quotes from the responses provided during the interview session. These key quotes were fundamental to the future analytical review as details contained within these quotes revealed useful insights after the fact by enabling a richer context to the evaluation of what was said once all of the interview responses were aggregated (Wengraf, 2001).

Preparation Considerations and Application of Narratives

As previously alluded to, analysis of the narrative data was an ongoing process as soon as the first interview commenced. That being said, there were a few preparatory requirements to be addressed to ensure the best possible outcome for the analytical review. Before the effort of transcribing the narrative data from each interview began, backups of the interview recordings

were made to ensure the preservation of data was maintained in the unlikely event that something happened to the original recordings (Wengraf, 2001). Once backups were created of the original data, the transcription of key quotes was initiated to produce a “verbatim” account of excerpts of the interview discourse. Subsequent thematic presentations as illustrated in the *Major Themes Identified* section (see *Figures 6-31*) were based on the verbatim transcription founded on the emergent nature of trends and the organic clustering of primary themes and topics that materialized from the aggregation and synthesizing of the datum.

Value of Narrative Analysis

The innate value offered for the purposes of this particular industry investigation, and the use of eleven key informants to contribute their perspectives towards the researcher's ability to draw conclusions from the narratives, supports the notion experienced by the researcher that the use of narratives presents interesting opportunities and challenges in the recording and subsequent analysis of the data resulting from the qualitative interview process. Recognizing the need to draw correlations of the narrated experiences to meanings that support the analysis and semblance of research findings, a balance was required to both rationalize a logical method of measuring distinct units of discourse while not losing the intrinsic value of the expressions and intended meanings conveyed by interview participants (Pansiri, 2006, Wengraf, 2001). As cited by Pansiri (2006), “narrative analysis [is] adopted in order to remain sensitive to interviewees' social construction and meanings (Saunders *et al.*, 2003)” (p.233). Pansiri (2006) further posits that “narrative analysis is defined as ‘doing research with first-person accounts of experience’ (Riessman, 1993, p.17) or ‘the collection and analysis of qualitative data that preserves the

integrity and narrative value of data collected, thereby avoiding their fragmentation' (Saunders *et al.*, 2003, p.482)" (p.223). With this in mind, while selected excerpts have been applied in the body of this paper to support thematically based observations relevant to highlighting certain evolutionary points of RDMO's throughout the study timeframe, a more fulsome collection of associated thematic excerpts has been provided in *Appendix A* in an effort to retain the *integrity and narrative value of data collected* as elucidated by Pansiri (2006) citing Saunders *et al.*, (2003).

Research Results: Part A

British Columbia Tourism Experts: An Overview

During the first two weeks in April, 2010, a total of 54 British Columbia tourism industry representatives were sent an invitation via email to partake in the researchers' efforts to begin to document and understand some of the contributing factors that have led towards the evolution of Regional Destination Marketing Organizations in British Columbia. It was described to the industry representatives in the invitation email, as well as the accompanying research documentation, that a two phased research agenda was being pursued. The first phase consisting of industry representatives completing an online survey and then a selection of respondents would be identified to participate in the second phase of research, the oral interviews.

An initial list of 44 survey participants was largely generated from personal inquiry by the researcher to determine names of senior tourism industry personnel across all known tourism organizations throughout British Columbia that predominantly concentrate their efforts on

tourism industry marketing, development and destination management initiatives, and were known to have some degree of a contextual understanding of the functional roles of the RDMO's. These identified participants were sent an email providing an invitation to participate in the research project along with a more in-depth letter of introduction explaining the specific nature of the study to be conducted; a research backgrounder document, providing information pertaining to the rationale and objectives set forth for conducting the research at hand; and a link to access the online survey (*See Appendix B and C*). Details regarding free and informed consent were also addressed in this email communication to participants.

Based on referrals suggested by the initial survey participants, an additional 10 potential participants were selected, and an invitation email with supplementary information consistent with the other participant communications was sent out. In total 54 invitation emails inviting participation in the research were sent, one email was returned due to an incorrect address, while 35 completed the survey online and one completed it primarily via personal communications with the researcher. This resulted in 36 completed surveys or a 67% response rate to the quantitative portion of the research agenda. This result was considered to provide adequate representation and population proportion for the scope of this research project while being manageable under the constraints of the obligatory research completion date.

Of the 36 completed surveys, the following tables serve to illustrate the breadth of the experience of the respondents in order to lend credibility as well as validity to the responses generated by these participants.

Participant's Employment Tenure Specific to the British Columbia Tourism Industry

Survey respondents were asked to identify both their industry experience in the tourism industry in general, as well as specific to working in British Columbia. Table 1 reflects the degree of industry experience in terms of the number of years participants have been actively engaged in the British Columbia tourism industry. The relevance of these responses was to support the pre-determined criteria that research participants in the subsequent oral interviews would require at least a minimum five years of specific British Columbia tourism industry experience to be considered for the interview process. As illustrated, none of the respondents completing the survey had less than five years of experience and 64% of respondents had 21 years or more of industry experience within British Columbia's tourism industry. Responses were rounded to the nearest whole number.

Table 1: *Participant's Tenure Specific to the British Columbia Tourism Industry*

<i>Tenure Specific to the British Columbia Tourism Industry</i>	<i>Percentage of Respondents</i>
Less than five years (<5)	0%
Five to ten years (5-10)	3%
11 to 15 years	17%
16 to 20 years	17%
21 to 25 years	8%
26 to 30 years	14%
31 to 35 years	25%
Greater than 35 years	17%

Participant's Industry Experience Including Levels of Board and Industry Representation

Survey Respondents were asked to identify their level of experience relevant to both their personal employment as well as representation they may have had in terms of serving as a Board Member at industry levels ranging from acting in an international to independent operator capacity. The objective of including the levels of experience was intended to identify the participants' exposure they have had to different realms of operating environments that may have helped to influence a broader worldview and appreciation of the complexity of the tourism industry, in terms of concluding their observations about the specific evolution of RDMO's in British Columbia. The respondent's results to this question are identified in Table 2. As the data presented in Table 2 indicates, the responses received highlight a prominent degree of both

personal employment and board member engagement throughout the majority of identified levels of the tourism industry spectrum. The highest level of employment related experience of the respondent population was that of the Provincial level (70%), followed by Regional employment experience (61%). Considering the level of engagement as a board member, the highest level of experience of the respondent population followed a similar pattern as employment, with the Provincial level (82%) indicated most frequently, followed by Regional board member experience (70%). It should be noted, particularly given the tenure of many of the respondents, that multiple responses to both the employment and Board level engagement were permissible.

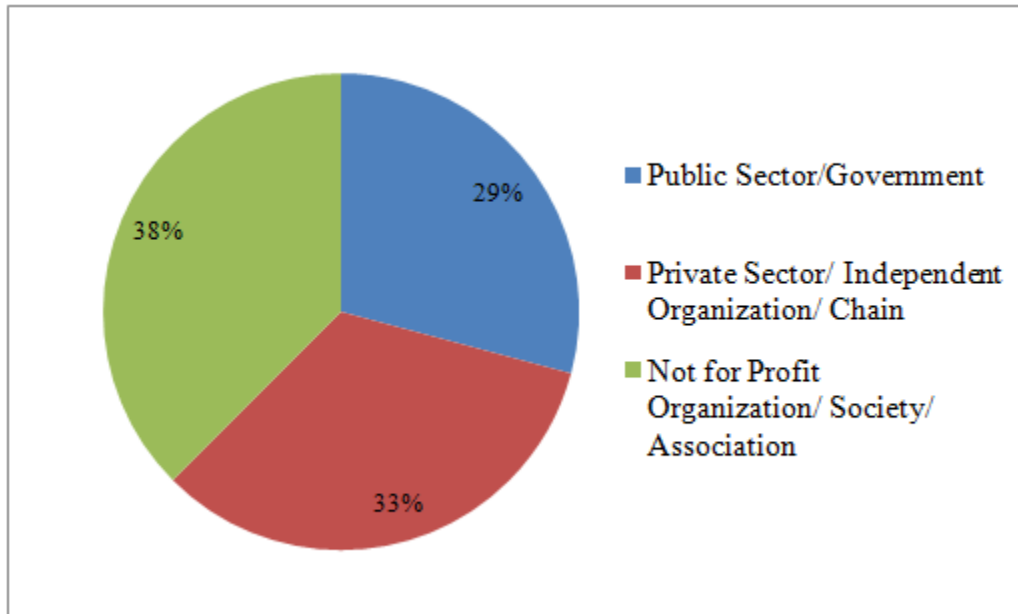
Table 2: Level of Industry Engagement via Employment and Board Member Representation

Industry Level of Engagement	Directly Employed	Served as a Board Member
International	33%	9%
National	24%	33%
Provincial	70%	82%
Regional	61%	67%
Community	49%	49%
Independent	49%	27%

Organization Employment Types Represented by Survey Participants

It was deemed imperative that there be an identifiable cross section of industry organization representation accounted for within the respondent population to ensure that there was a balanced offering of viewpoints and experiences to draw from. To validate that this was achieved, the following results in *Figure 3* delineate between survey respondent experience across Non-Profit Organizations / Society / Association (38%); Private Sector/ Independent Organization / Chain (33%); and Public Sector / Government (29%).

Figure 3: Organization Types Represented by Survey Participants

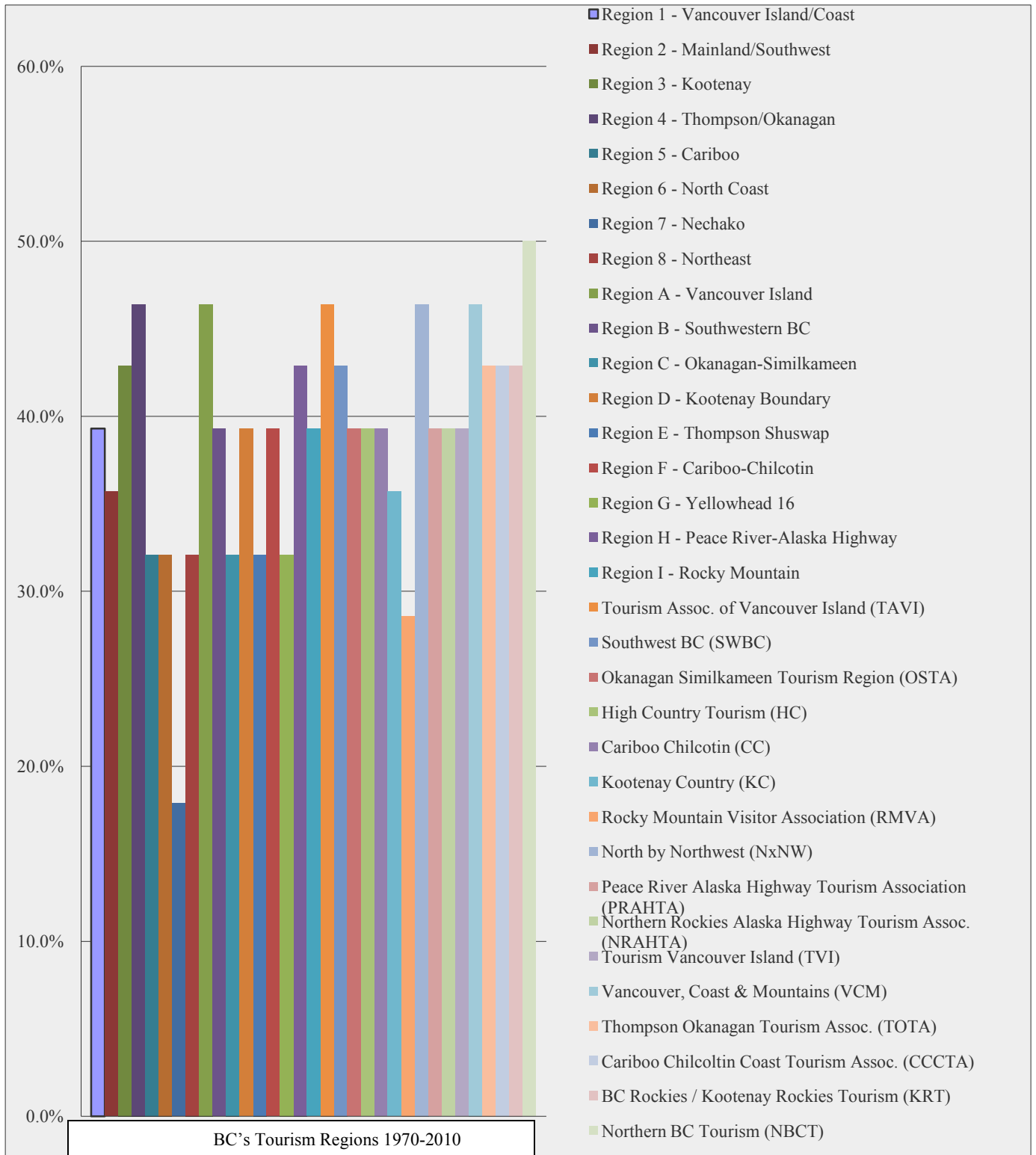


Survey Participant's Affiliation with BC's Regional Tourism Organizations: 1970-2010

Between the earliest sourced recordings of recognized Regional Destination Marketing Organizations in British Columbia up to present day, there have been various iterations of tourism regions within the Province. The distinction of recognized regions has been comprised of geographical boundaries, dividing British Columbia into identifiable sections, which have changed from time to time and within certain regions more than others. Additionally, British Columbia's tourism regions have changed, in as much as by the labels for which they have been identified, as much or more so as the geographical boundaries that have been drawn around them. *Appendix H, I, and J* highlight some of these changes of British Columbia's tourism regions as defined by geographic boundaries and / or name changes since 1979.

For the purposes of this study, the researcher was expressly interested in determining the affiliation associated with the survey respondents to all of the known iterations of British Columbia's tourism regions since 1970. *Figure 4* highlights the success of capturing the full spectrum of affiliation across the multitude of regional organization iterations since 1970. *Appendix G* provides a more detailed breakdown of survey responses to this question.

Figure 4: Participant's Affiliation with BC's Regional Tourism Organizations: 1970-2010



Research Results: Part B

Tourism Experts as Selected Interviewees: An Overview

In order to achieve a meaningful level of informed dialogue regarding how the RDMO's in BC have evolved since 1970, it was imperative that the interviewee subjects selected be individuals with credentials and personal knowledge pertinent to the study and whom may offer unique perspectives based on their tenure, the geographic, and organizational affiliation with the different regions, as well as their own personal contributions made to the BC tourism industry.

While it would have been desirable in the mind of the researcher to expand the interview sample beyond the eleven selected participants, limitations related to this academic endeavor did not permit such an expansive investigation. The researcher would like to acknowledge, however, all of those who participated in the online survey that were not called upon in the subsequent interviews, as well as all of the individuals not solicited specifically to take part in the overall research process but offered their enthusiasm and support for this research project.

Interviewee's Employment Tenure in Specifically the British Columbia Tourism Industry

Recognizing the symbiotic relationship with the nature of industry tenure and the ability of interviewees to be able to speak first-hand about industry organizations and events that transpired between 1970 and 2010, the researcher deemed it relevant to demonstrate the extent and number of years' service represented by the interviewee sample as means of giving added validity to the research and the selection of the interviewees who participated (see Table 3).

Table 3: Interviewee's Employment Tenure Specific to the British Columbia Tourism Industry

<i>Tenure Specific to the British Columbia Tourism Industry</i>	<i>Number (Percentage) of Interviewees</i>
Less than five years (<5)	0 (0%)
Five to ten years (5-10)	0 (0%)
11 to 15 years	0 (0%)
16 to 20 years	2 (18%)
21 to 25 years	1 (9%)
26 to 30 years	3 (27%)
31 to 35 years	1 (9%)
Greater than 35 years	4 (36%)

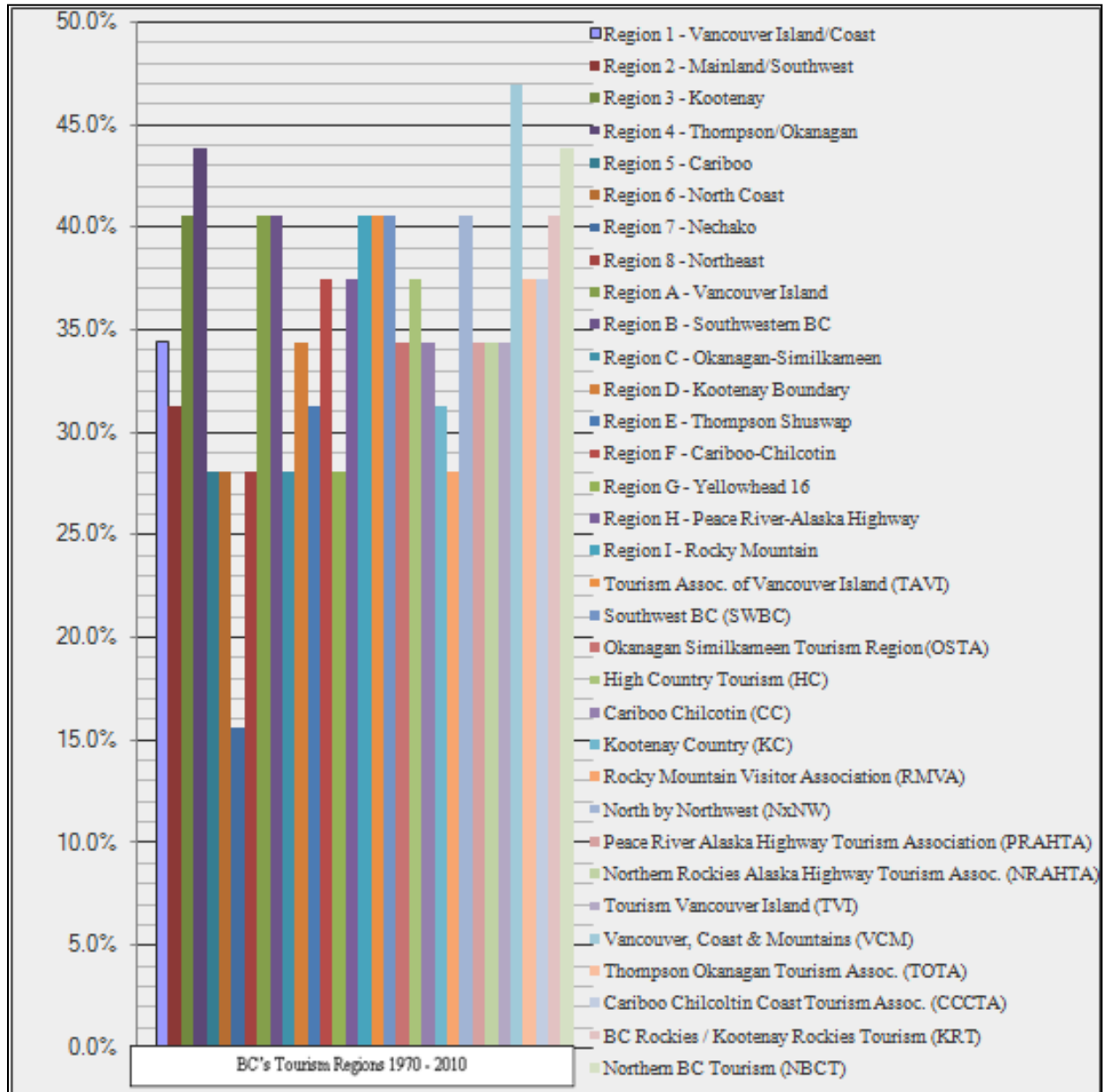
Interviewee's Industry Experience

As indicators of industry experience, the interview participants were selected in part based on their collective representation across the predetermined criteria of tenure and personal affiliation with various organizational levels throughout the industry as well as their personal employment and board level experienced with the identified organizational types. With respect to the small sample size of the interview group, the specific details outlining these aggregated responses have not been included in the interest of protecting interviewee anonymity. That being said, the researcher was successful in achieving a representative group of industry experts that spanned all of the categories offered in these areas of industry experience indicators.

Interviewee's Affiliation with BC's Regional Tourism Organizations: 1970-2010

One area deemed relevant to highlight in terms of industry experience was that of the affiliation of interview participants with the various tourism region in BC. Given the complete coverage of all regions represented, it was also considered that the level of anonymity of the respondents would not be jeopardized. Comparative to the overall survey population, the eleven interview participants exhibit a breadth of industry experience across the full spectrum of regional organizations throughout the study timeframe as evidenced in *Figure 5*.

Figure 5: Interviewee's Affiliation with BC's Regional Tourism Organizations: 1970-2010



Research Results: Part B

Interviews with BC Tourism Industry Professionals

Interviews with the eleven selected industry experts took place primarily during the month of April, 2010. Testing of the interview instruments occurred prior to the interviews commencing, and some of the feedback obtained during such testing has been incorporated into the final analysis.

Primary Line of Inquiry

For the purposes of the oral interviews, the researcher crafted the interview questions as featured in *Appendix E* utilizing Wengraf's (2001) CRQ-TQ-IQ Model. The application of this model was in an effort to establish a common platform to engage the interview participants and whereby suppressing the theoretical underpinnings that initially framed the question during the design phase.

In total there were ten questions designed as part of the oral interview process. Eight specific questions were asked with reference to the evolution of BC's RDMO's, which were explored in greater detail using the interviewees responses provided in the online survey as the basis for inquiry. Two additional questions at the end of the interview offered an opportunity for the interview participant to provide any final thoughts in general about BC's RDMO's and then the BC tourism industry at large. It should be noted that the initial question in the interview sequence, eliciting further reflection on the top five 'tourism industry events' deemed to be important to the interviewees spanning the study timeframe and offered in the survey responses was regrettably dropped from most of the interview sessions due to time constraint

considerations in an effort to hold the interview session to approximately one hour and focused towards regional tourism based themes.

Application and Care in Using Narratives

While it is acknowledged that “narrative approaches are not appropriate for studies of large numbers of nameless and faceless subjects” (Kohler Riessman, n.d., p.6) for the purposes of this study and during the timeframe in which the research was being conducted and analyzed, it was a self-imposed condition of participation that the researcher committed to offering anonymity to those interviewed so as to avoid any potential harm in the overall tourism system and to the interview participants. The premise of anonymity, it is posited, also contributed to an interview environment that enabled a freer flow of dialogue. As a result, all of the key quotes used throughout this paper have been provided a unique letter number combination relevant to the thematic category that each quote was assigned to as opposed to being grouped by interview respondent. It was made known to the researcher by several participants, that at times between 1970 and 2010, certain activities and pivotal decisions were made over the years that have for various reasons to this day not been fully disclosed to the industry, nor did such instances at the time such decision were being made include full participation or input from industry participants. As a result, it should be noted that due to the sensitive nature of some of the content revealed in the interviews, and at special request, this information has been purposefully omitted from the key quotes summarized throughout this paper. It should also be noted, that periodically disparate view points are offered in contrast of one another. While some of these viewpoints express certain perspectives on a certain topic, it is the conviction of the researcher that highlighting such diversity of perspectives serves to illuminate the very argument that the tourism industry is a

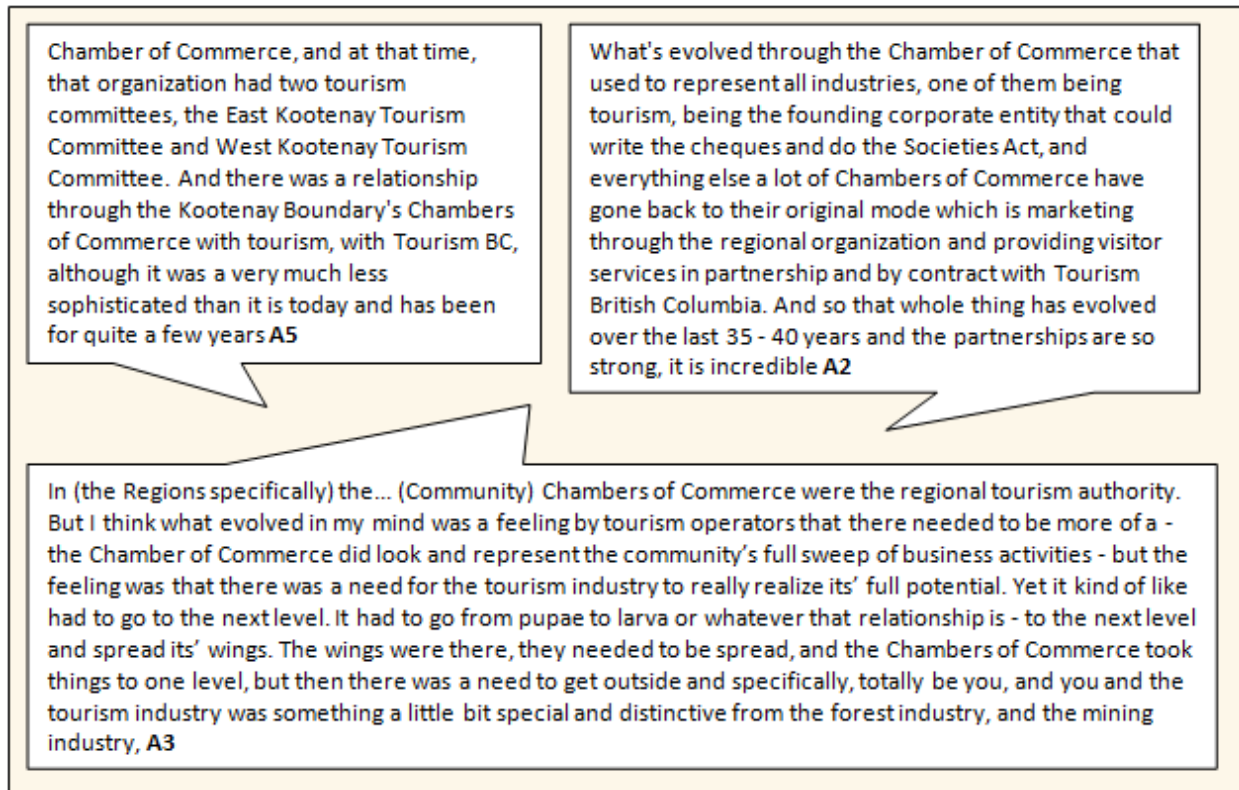
complex phenomenon predicated on the fact that the actors within the industry respond in a manner that is consistent with their own personal experiences and knowledge, as it is known to them, about different topics, and issues.

The researcher wishes to acknowledge again at this time the eleven interview 'key informants', for their time, candor, and willingness to contribute to this research project. It is the hope of the researcher that their insights and observations have been captured in a manner consistent with which they were offered and intended.

Major Themes Identified

The researcher notes that it was originally envisioned that the content derived from the interview process would line up according to each of the interview questions. In reality, this did not occur, rather the dialogue that transpired between the interviewees and the researcher transected across lines of questioning. The flow of the interview sessions all exemplified this same type of occurrence. Given that the interviews themselves seemed to naturally bring about an interweaving of various time periods; relationships among assorted organizations; and an identification of both significant and refined reflections of transformative activity related to BC's RDMO's and the tourism industry in general, the researcher was yielding to this manner of conversations so as not to stifle the interview process. While it is viewed by the researcher that the content which has been generated from these sessions with key industry informants is rich in of itself, it did present somewhat of a dilemma not previously considered by the researcher, that being, how best to index the oral data. Consideration was given to arranging the content in a chronological order, however, knowing that many of the key quotes transcribed reflected an

interwoven nature of the topics discussed, it was feared that attempting to segment and ‘chunk’ the data may do a disservice to the very sentiment expressed by the interviewer in the context that it was presented. Challenged by the volume of narrative content generated by the eleven oral interviews, the researcher sought to find a meaningful way in which to present the resulting narratives. As such, key quotes from the eleven interviews have been consolidated by means of using thematic categories. It is acknowledged that some of these excerpts are quite long, and at times in their presentation, inter-mingle with other thematic categories identified, however, the conclusion to aggregate the content in this manner still seemed most appropriate by the researcher. As a compromise, the researcher offers within the main body of this paper, a representative sample of each of the thematic categories using an illustrative style, featuring text boxes with text call-outs to denote aspects of the various remarks provided. Having seen an example of such text boxes used in the paper “*Warm Words II: How the climate story is evolving and the lessons learned from encouraging public action*” (Ereaut & Segnit, 2006) the researcher was intrigued, and resolved to utilize the same approach for this paper. A fuller representation of key quotes indexed by each of the thematic categories is provided in *Appendix A*.

*Theme Category A: The Role BC's Chambers of Commerce**Figure 6: Theme Category A: The Role BC's Chambers of Commerce*

*Theme Category B: Tourism Industry Organizations Evolve: Finding a Collective Voice**Figure 7: Theme Category B: Tourism Industry Organizations Evolve: Finding a Collective Voice*

The Government by this time had formed a group PTAC, the Provincial Tourism Association (Advisory) Council, and they appointed a couple of rubes if you will, from the private sector that did whatever Government wanted them to do. And you know they were nice guys, and nice people, but they worked for big companies and their first concern was their jobs, not what they could do for anybody. And all of the independent little guys were the ones employing people, and putting their livelihood on the line. That was all of us, so we weren't always in sync with what PTAC was trying to do, because what would really happen is Government would say, "here is kind of what we are going to do" and PTAC would say, "oh, that sounds pretty good", and they would move forward with it. To make a long story short, in the end what happened, the TIABC (Tourism Industry Association of British Columbia) melded with PTAC, and Government disbanded PTAC, and what we ended up with is a thing that we call COTA (Council of Tourism Associations), which is what you've got now **B1**

(Note: with regards to the makeup of PTAC) Well yeah, it was across the Province, but it was like, you know, the friends of Government, or major players such as airlines as an example who Government felt comfortable with. And of course, let's be honest, it's big business, so Government likes big business. So that worked fine, but there was really very little representation if you will, at the small operator's opportunity in the Province. So PTAC was basically a tool of Government and didn't really reflect widely the, for instance, the Outdoor Outfitters, and all of the small association types involved in tourism around the Province. And if you've done any recent research, you will know there are all kinds of associations represented **B2**

Theme Category C: The Provincial Tourism Advisory Council (PTAC) and the Tourism Industry Association of BC (TIABC)

Figure 8: Theme Category C: The Provincial Tourism Advisory Council (PTAC) and the Tourism Industry Association of BC (TIABC)

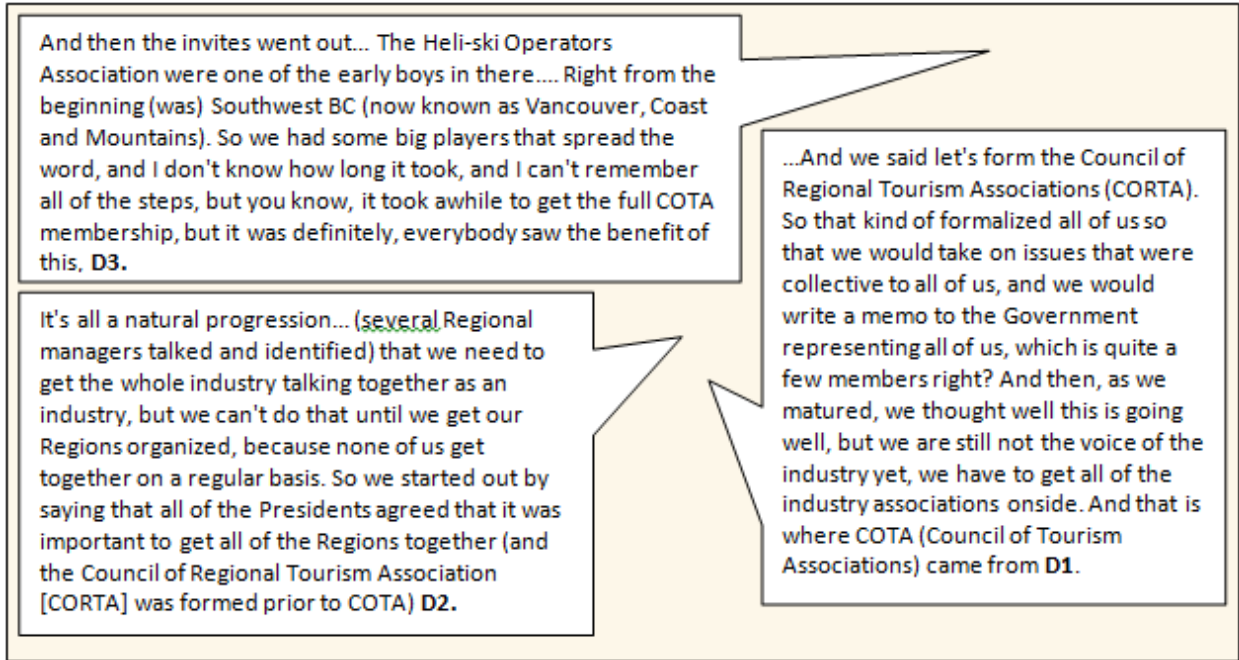
After a PTAC meeting in Kamloops... we were there for the regular PTAC meeting which reviewed what Tourism BC was doing, what Beautiful BC (Magazine) was doing... And it was the discussions afterwards, where we said "we can do this as an industry, not just be advisors, but we as an industry are terribly disorganized", that lead us to have a couple of regional meetings, independent meetings in Vancouver with (some key individuals such as Gordon Bell, Rick Antonson, and John Dye). Along with that, there were several of the organizations... that came.... the Guide and Outfitters, the Saltwater Fishing people, all came to recognize that we all needed to speak to Government, lobby government with one voice, so we came together as an organization in the mid '70's, later '70's along we followed the format set up by the Ski Area Advisory Council (SMAC), and some of the same people were involved... And we were recognized at the time by the Ministry and other Government bodies as being, and we incorporated ourselves. I think the largest meeting.... was attended by about 70 people at the convention facilities at the Sheridan Landmark Hotel, and it was really out of that that the Tourism Association of BC (TIABC) came about C1.

...and in the end we ended up with 23 - 25 associations.... mainly because they saw that all of us integrate and we all need each other C2.

(Note: As part of the PTAC) in that capacity I had a chance twice a year to meet with all of the other Tourism Regions and find out what they were working on and it gave them a chance to find out what we were working on. So that collegial relationship that emerged as part of the Provincial Tourism Advisory Council did give you a person that in each of the Regions that you could contact if there was a questions or an issue that arose, you needed to get a hold of somebody in that Region, maybe it was a supplier, maybe it was a brochure printing company or somebody who was an entertainer, but you did have the ability and the knowledge and the contact information to get a hold of somebody there who wouldn't just see you as another person on the phone that was trying to get something out of them, but saw you as a colleague, an equal, and an associate, even though we worked sometimes at great distances from each other, there was a sense that we were indeed a team that were working for the same owner. So I think that was huge C3.

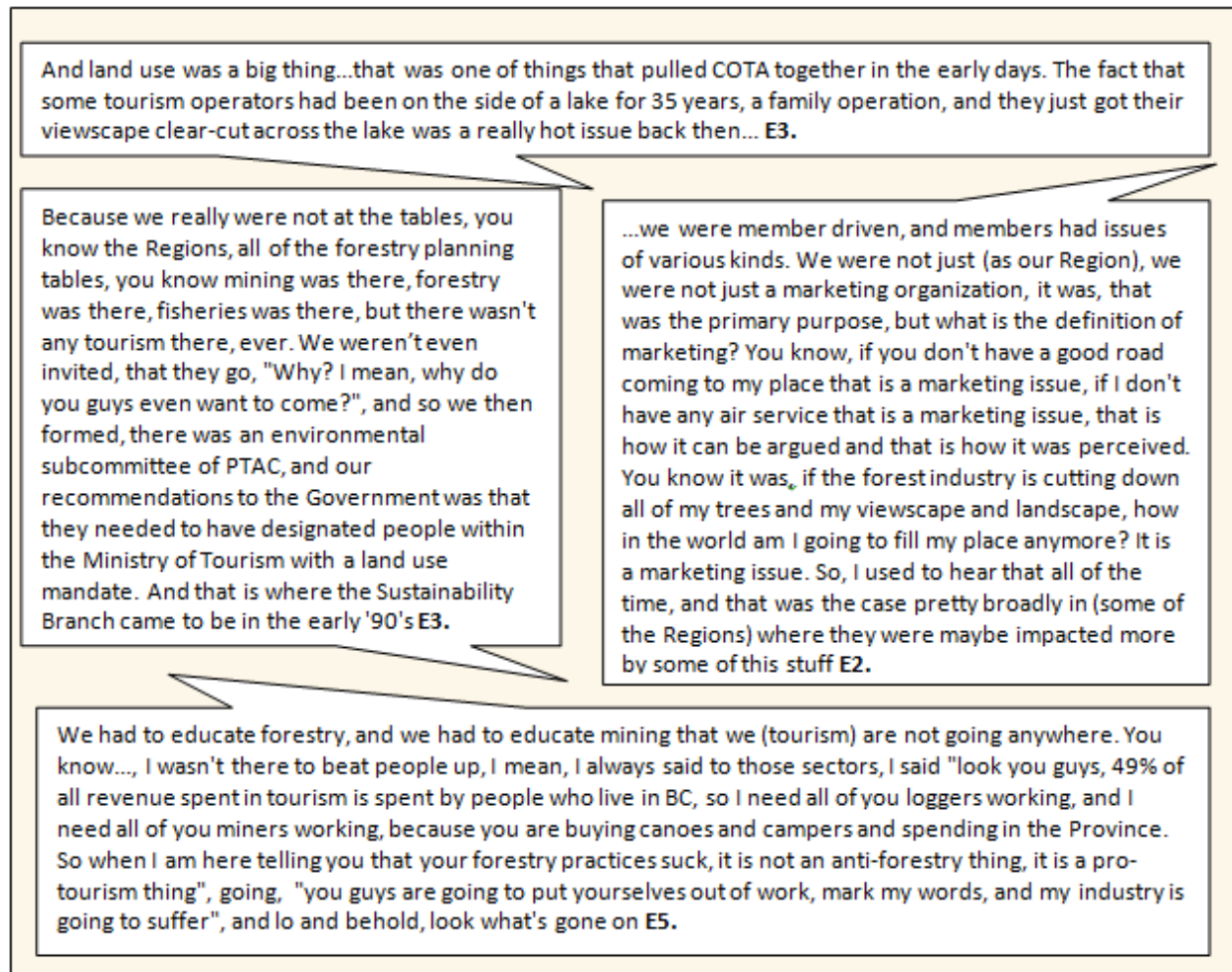
Theme Category D: The Emergence of the Council of Tourism Associations (COTA)

Figure 9: Theme Category D: The Emergence of the Council of Tourism Associations (COTA)



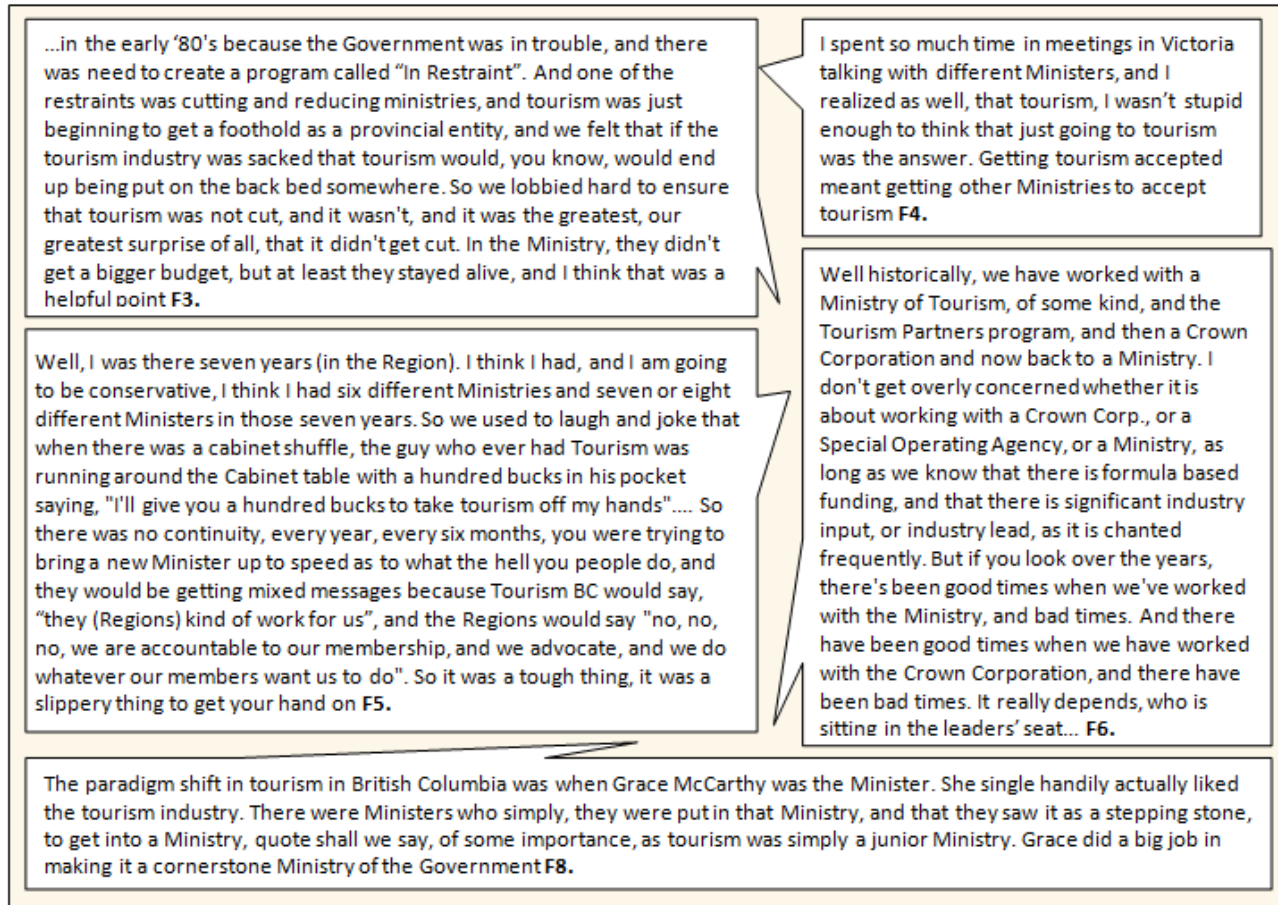
Theme Category E: Land Use Planning – With a Voice: a Resource Dependent Industry is Recognized

Figure 10: Theme Category E: Land Use Planning – With a Voice: a Resource Dependent Industry is Recognized



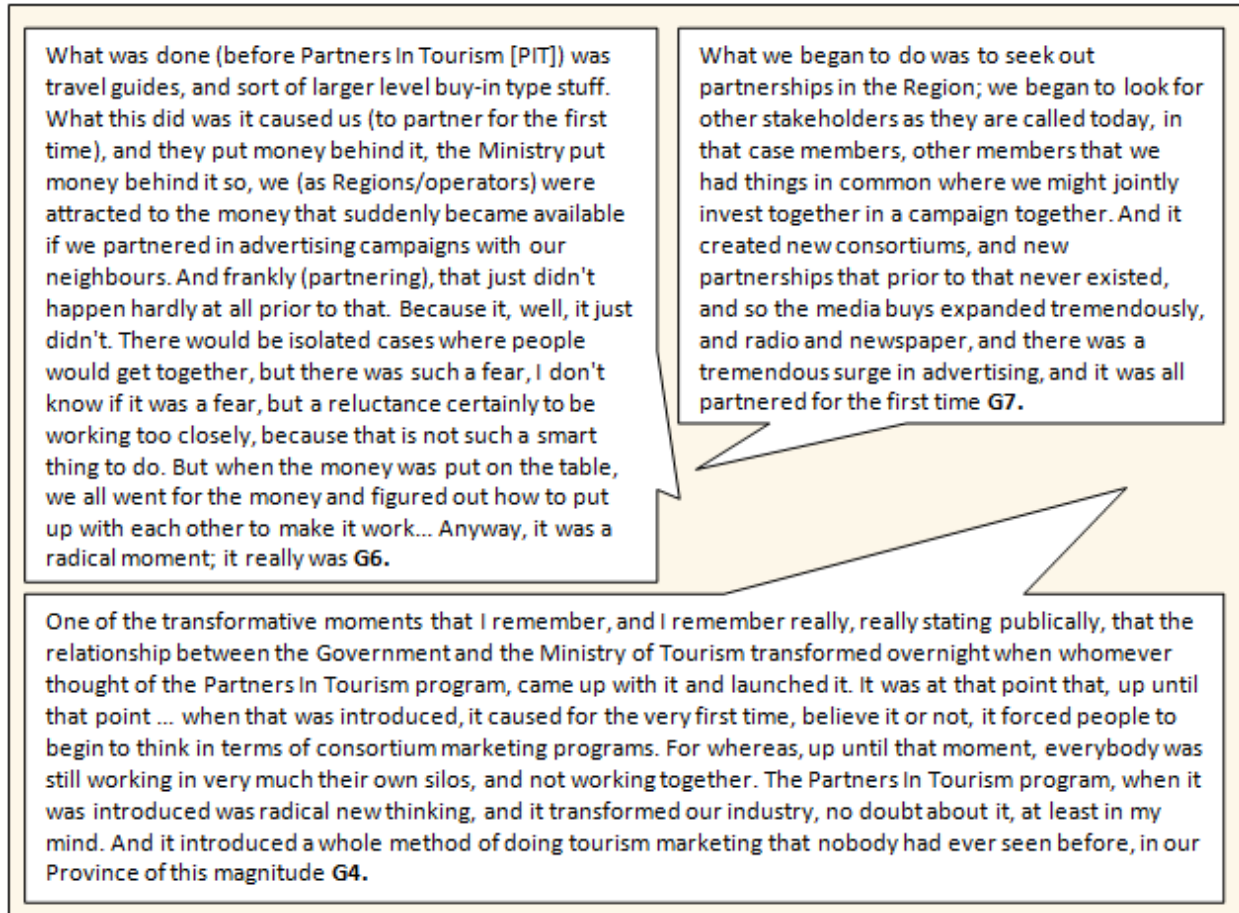
Theme Category F: Tourism and Government

Figure 11: Theme Category F: Tourism and Government

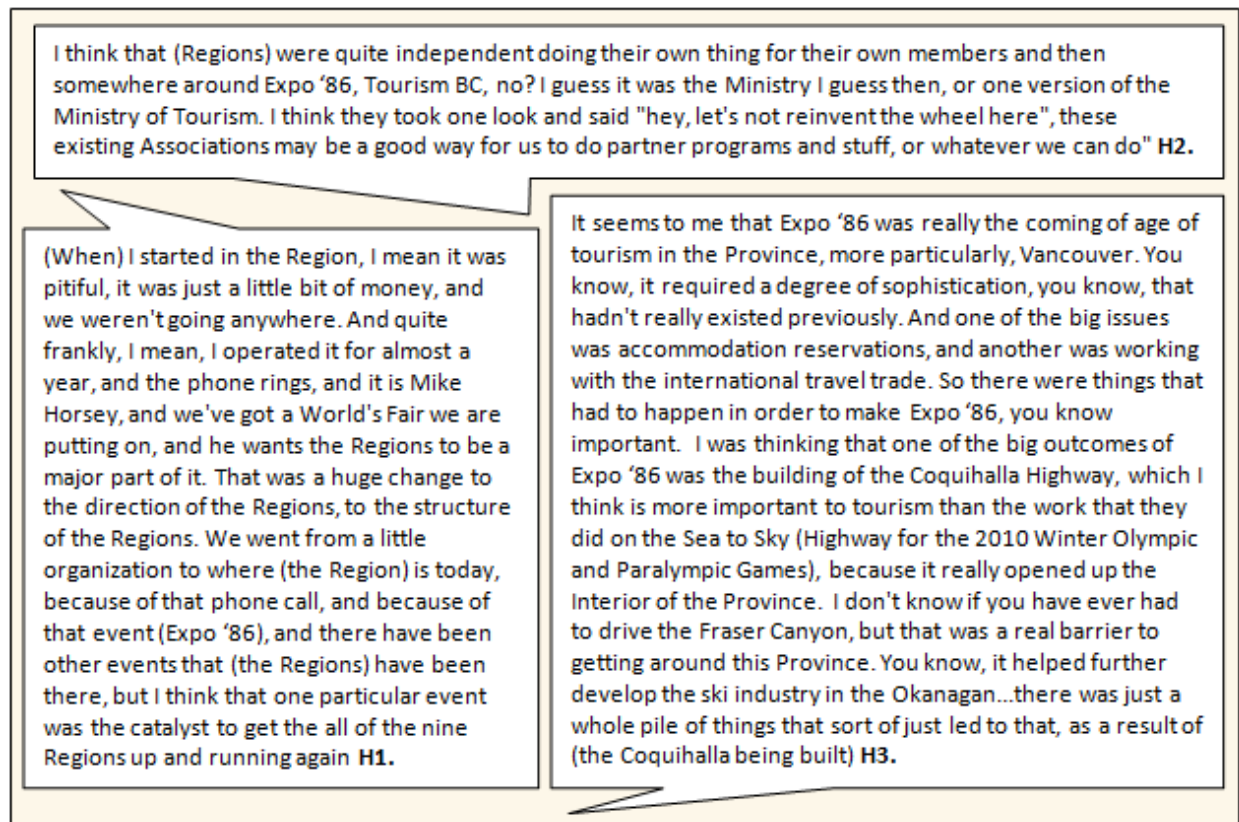


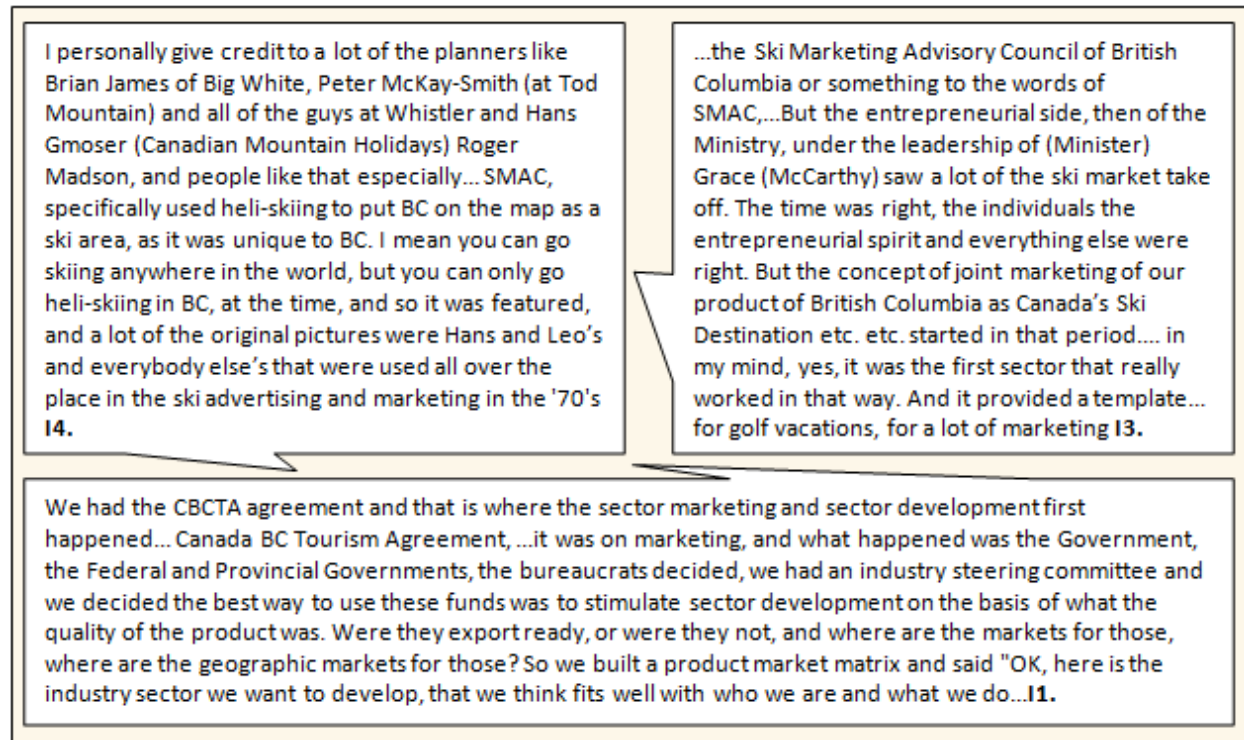
Theme Category G: 'Radical Thinking': Partners In Tourism Program (PIT)

Figure 12: Theme Category G: 'Radical Thinking': Partners In Tourism Program (PIT)



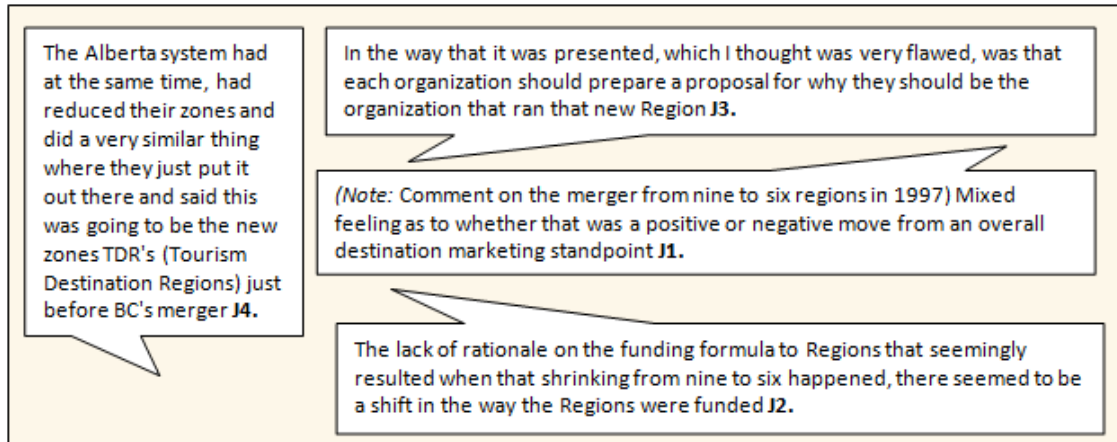
Researcher note of interest: "In 1961, however, the BCGTB [British Columbia Government Travel Bureau] embarked upon a new method of encouraging regional tourism promotion by inaugurating a matching grant plan in which it provided dollar-for-dollar matching assistance in each of the eight designated regions of the province. This initiative marked the decentralization of the provincial government's tourism promotion administration. The grants, totalling \$50,000 the first year, were to be "applied against the cost of selected promotions, such as advertising, literature production, displays and exhibits, national and international tourist association memberships, regional signs, and administration of community tourist promotion offices."" (Dawson, p.193)

*Theme Category H: EXPO '86: The Catalyst and a 'New' Tourism Industry Emerges**Figure 13: Theme Category H: EXPO '86: The Catalyst and a 'New' Tourism Industry Emerges*

*Theme Category I: Sectors Evolve and Ski Creates a Template for Collaborative Marketing**Figure 14: Theme Category I: Sectors Evolve and Ski Creates a Template for Collaborative Marketing*

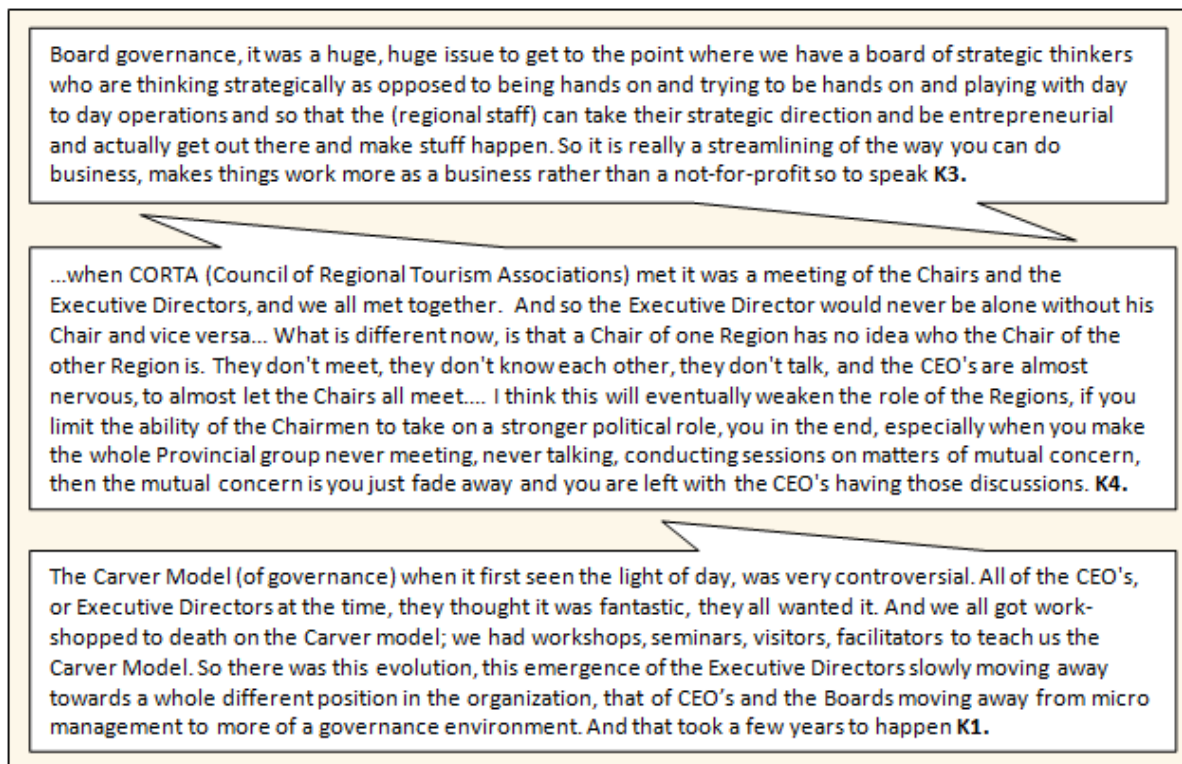
Theme Category J: Merger from Nine to Six Regions

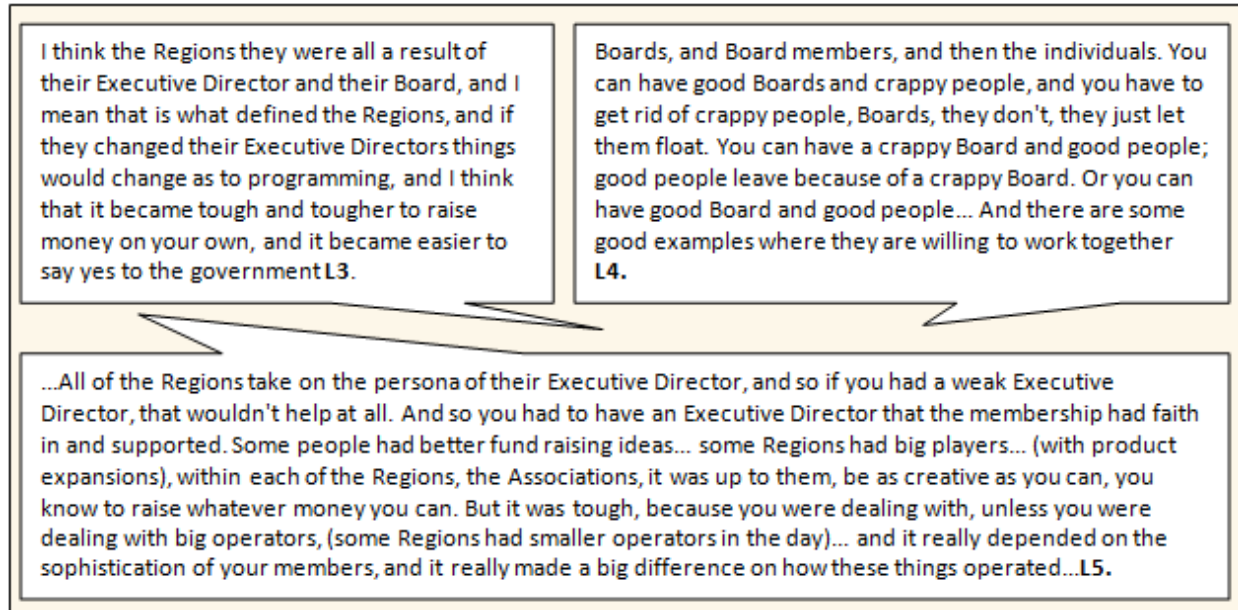
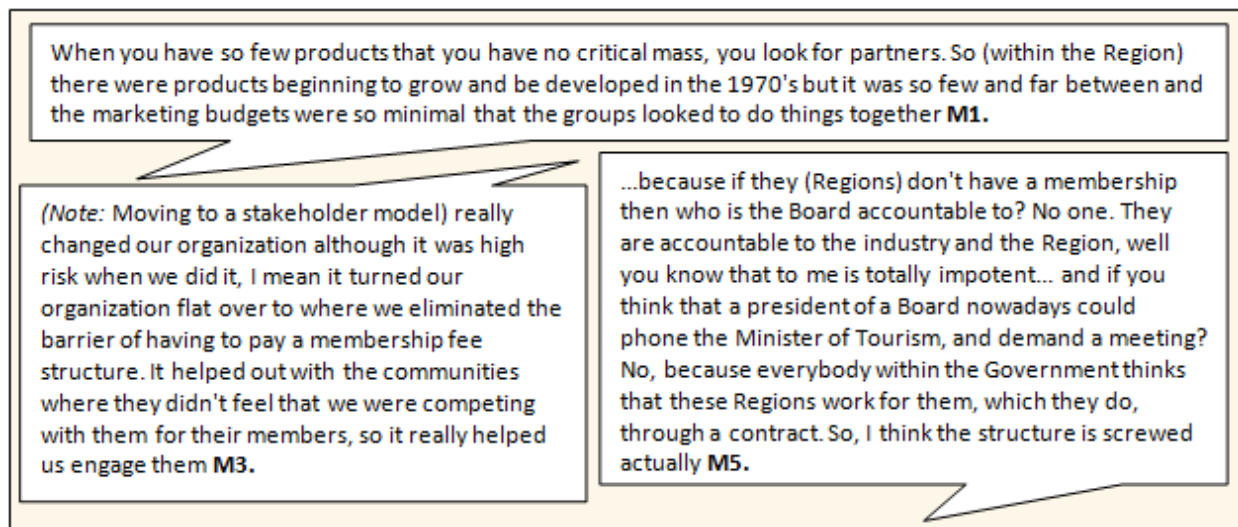
Figure 15: Theme Category J: Merger from Nine to Six Regions in 1997



Theme Category K: Regional Governance Changes Many Things

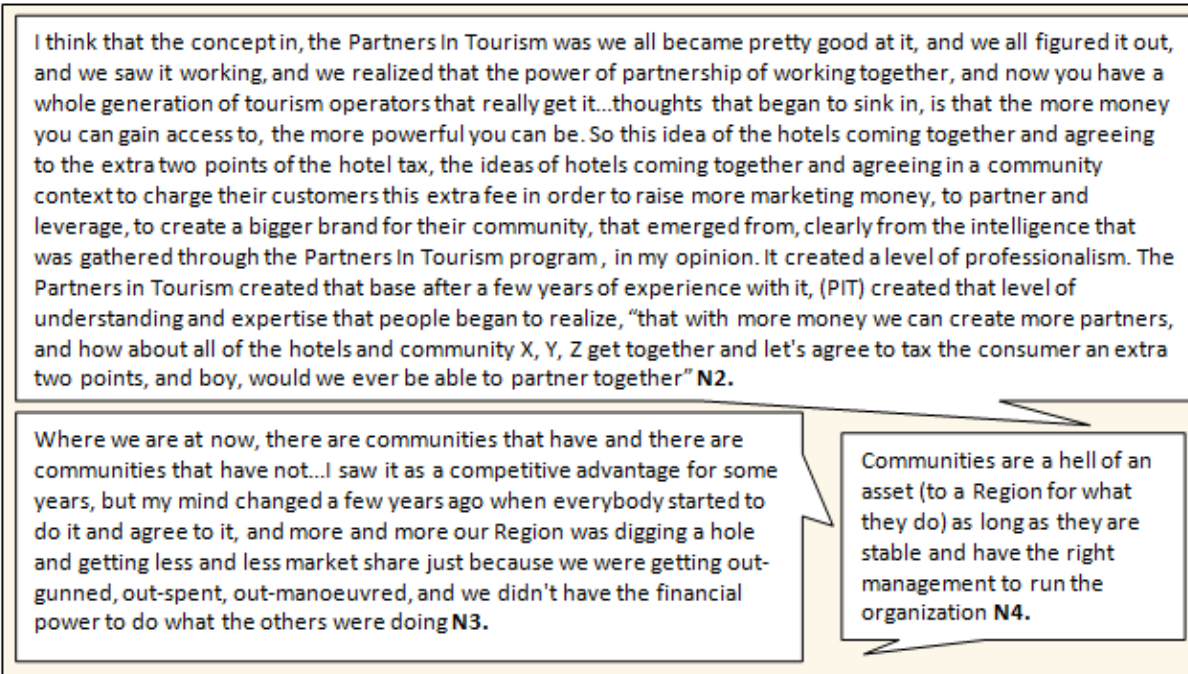
Figure 16: Theme Category K: Regional Governance Changes Many Things

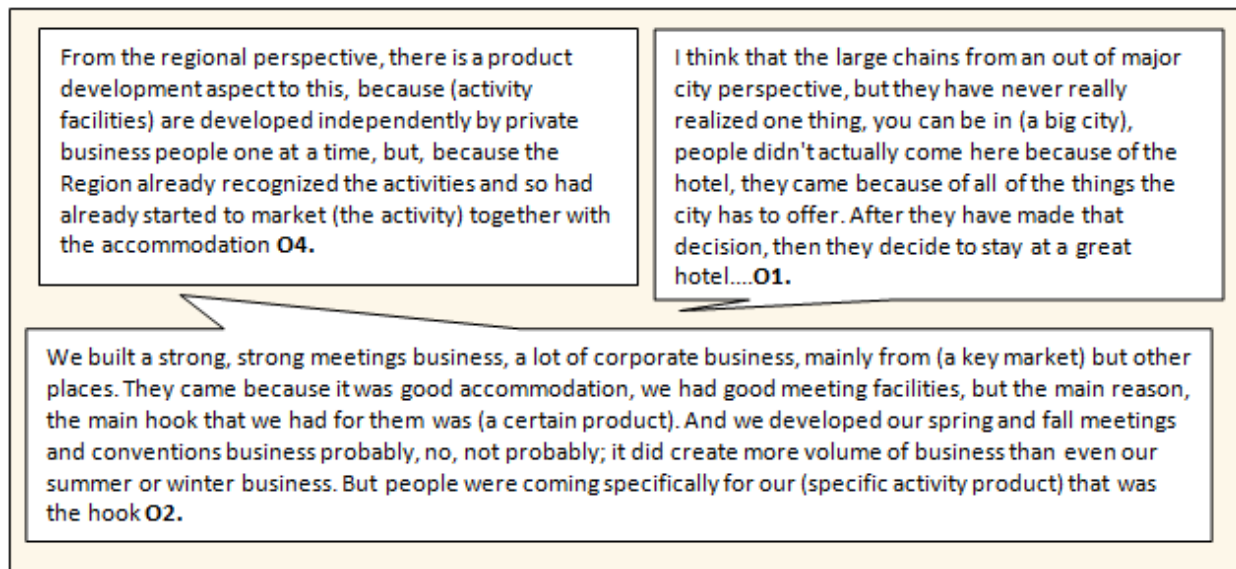
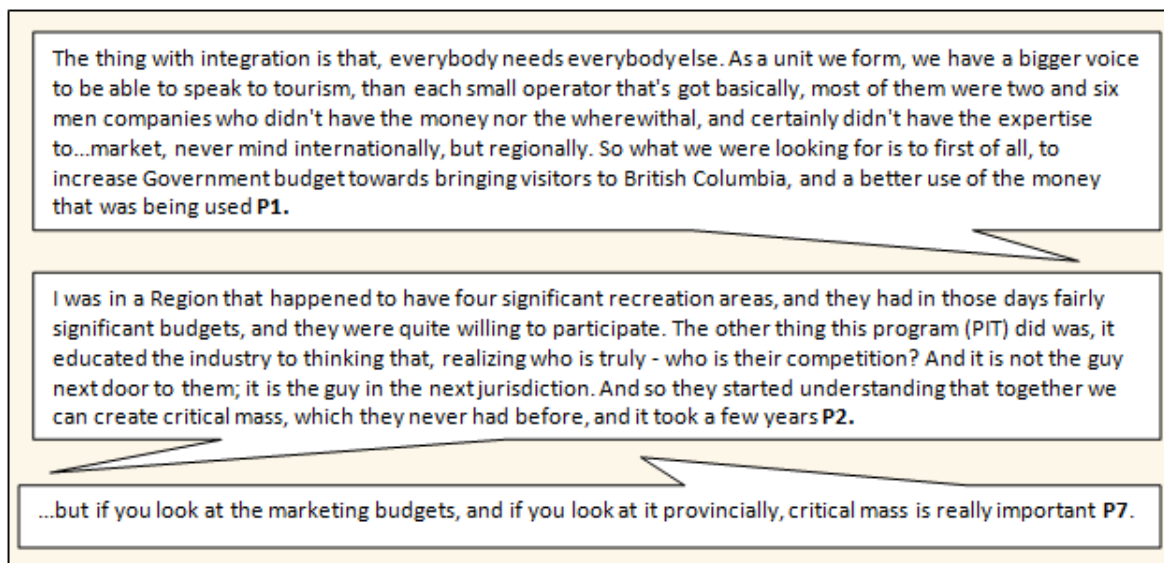


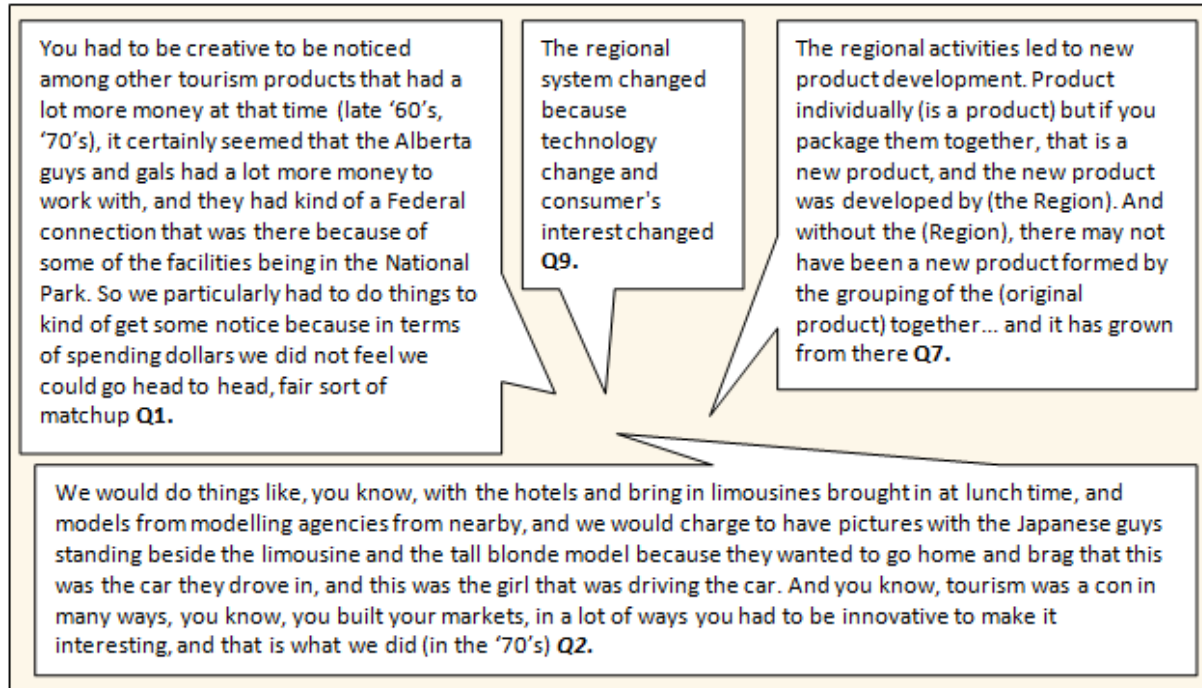
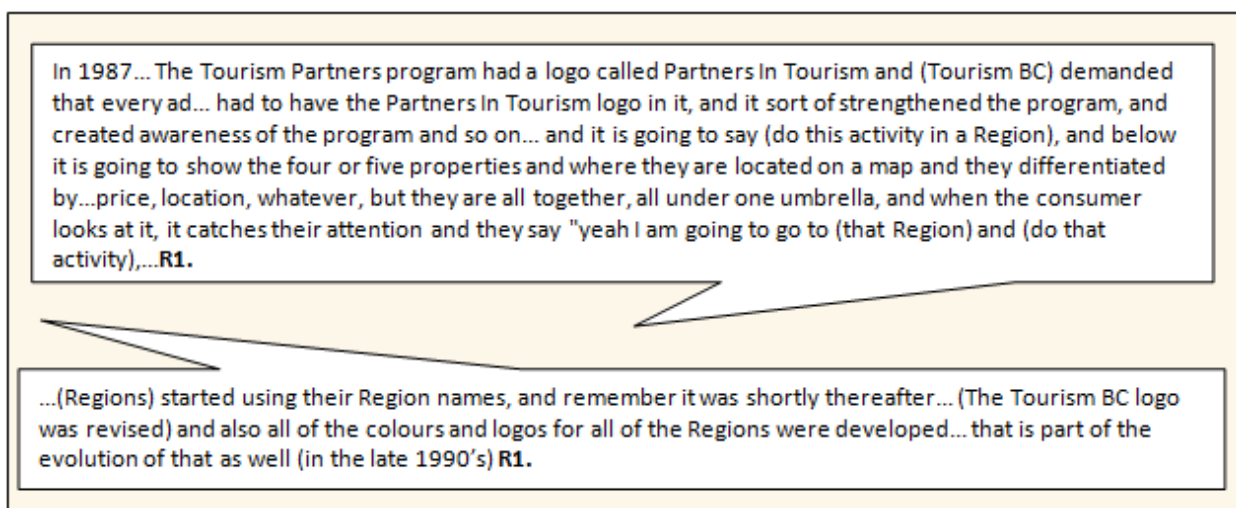
*Theme Category L: Contributing Factors for Regional Organization Stability**Figure 17: Theme Category L: Contributing Factors for Regional Organization Stability**Theme Category M: Memberships and Stakeholders**Figure 18: Theme Category M: Memberships and Stakeholders*

Theme Category N: Communities Then and Now with 2% Hotel Tax

Figure 19: Theme Category N: Communities Then and Now with 2% Hotel Tax

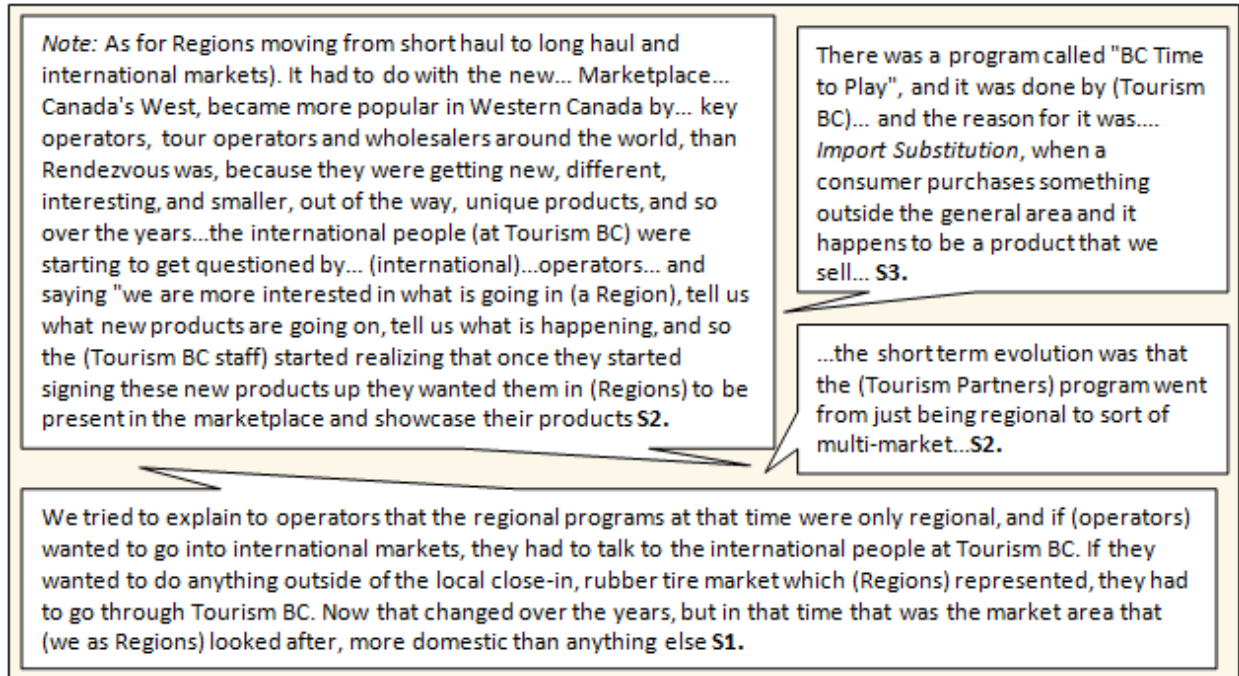


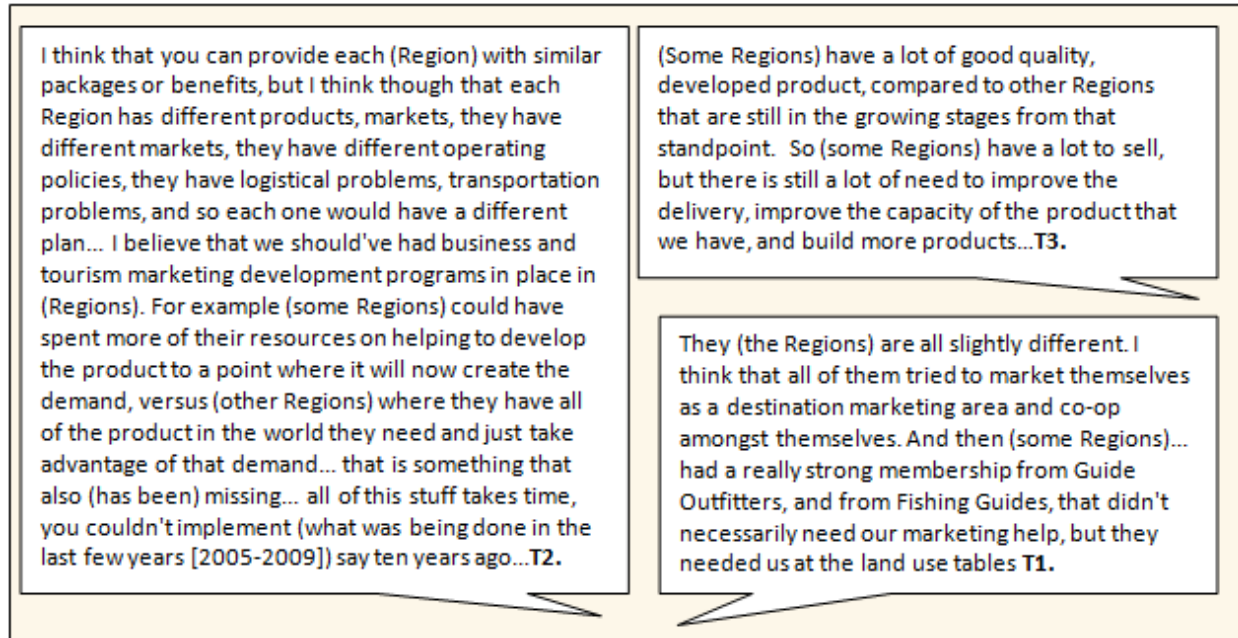
*Theme Category O: Activities and Accommodations: You Can't Have One without the Other**Figure 20: Theme Category O: Activities and Accommodations: You Can't Have One without the Other**Theme Category P: A New Perspective: Industry Collaboration = Critical Mass**Figure 21: Theme Category P: A New Perspective: Industry Collaboration = Critical Mass*

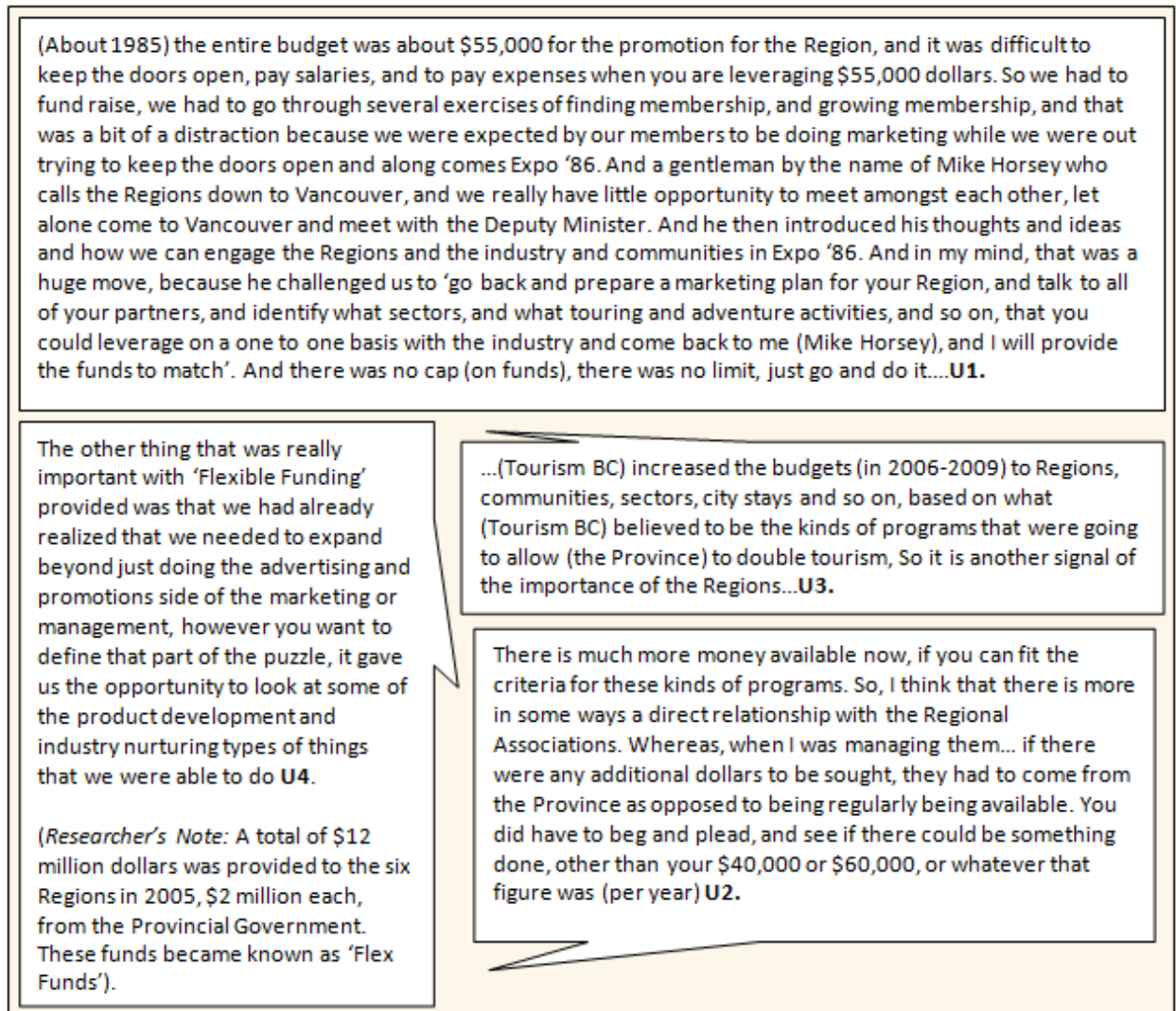
*Theme Category Q: Marketing: 'Silly' to 'Sophisticated'**Figure 22: Theme Category Q: Marketing: 'Silly' to 'Sophisticated'**Theme Category R: Regional Branding**Figure 23: Theme Category R: Regional Branding*

Theme Category S: Focus On Key Markets: Domestic to International

Figure 24: Theme Category S: Focus On Key Markets: Domestic to International

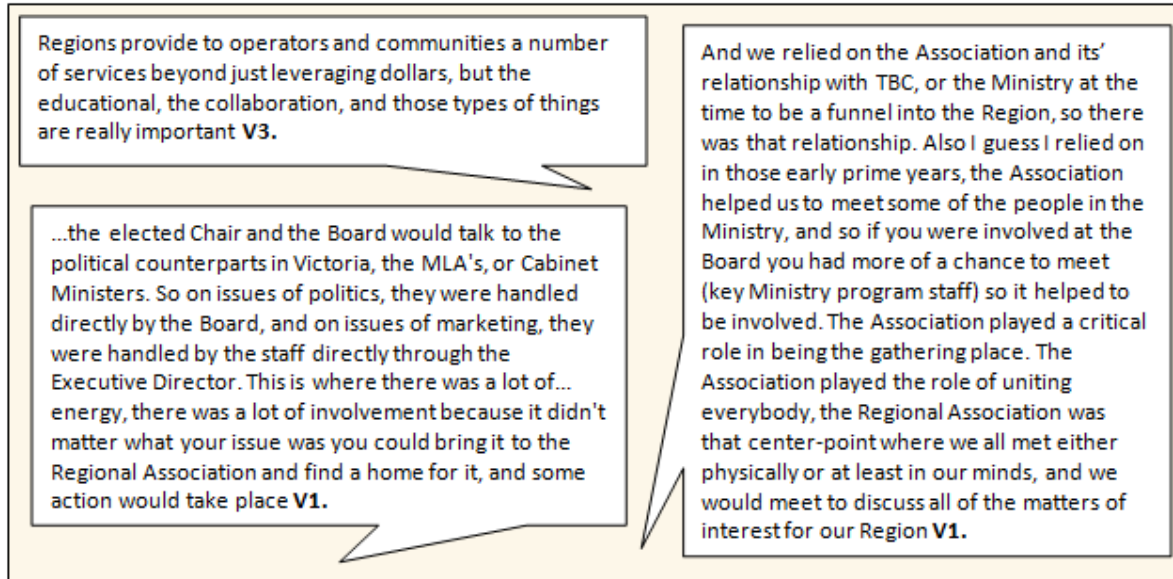


*Theme Category T: Regions: Uniquely Different**Figure 25: Theme Category T: Regions: Uniquely Different*

*Theme Category U: Funding Levels**Figure 26: Theme Category U: Funding Levels*

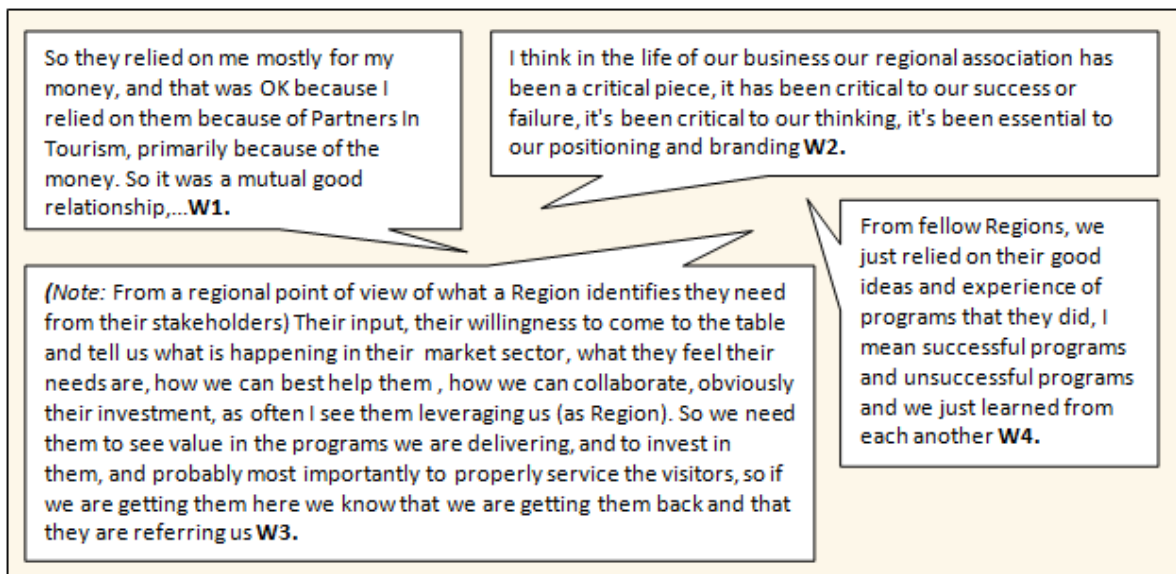
Theme Category V: Tourism Industry Resource Dependencies on the Regions

Figure 27: Theme Category V: Tourism Industry Resource Dependencies on the Regions



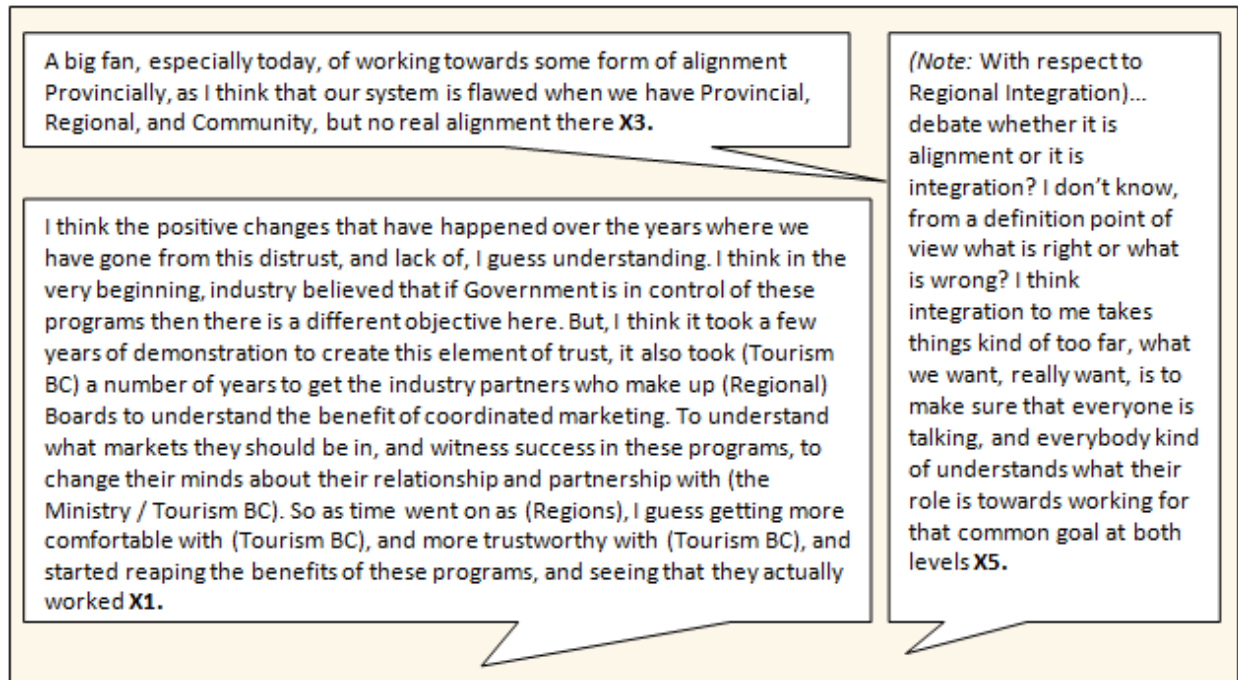
Theme Category W: Regional Resource Dependencies on the Tourism Industry

Figure 28: Theme Category W: Regional Resource Dependencies on the Tourism Industry



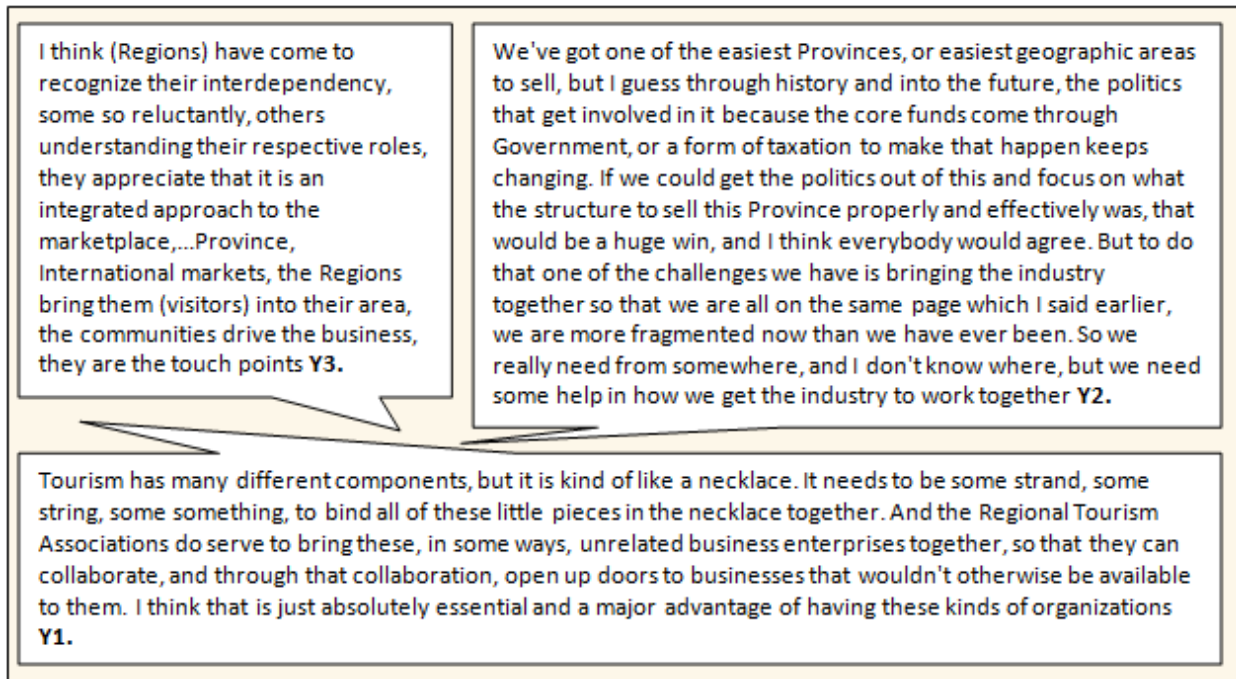
Theme Category X: Resource and Relationships Dependency Changes

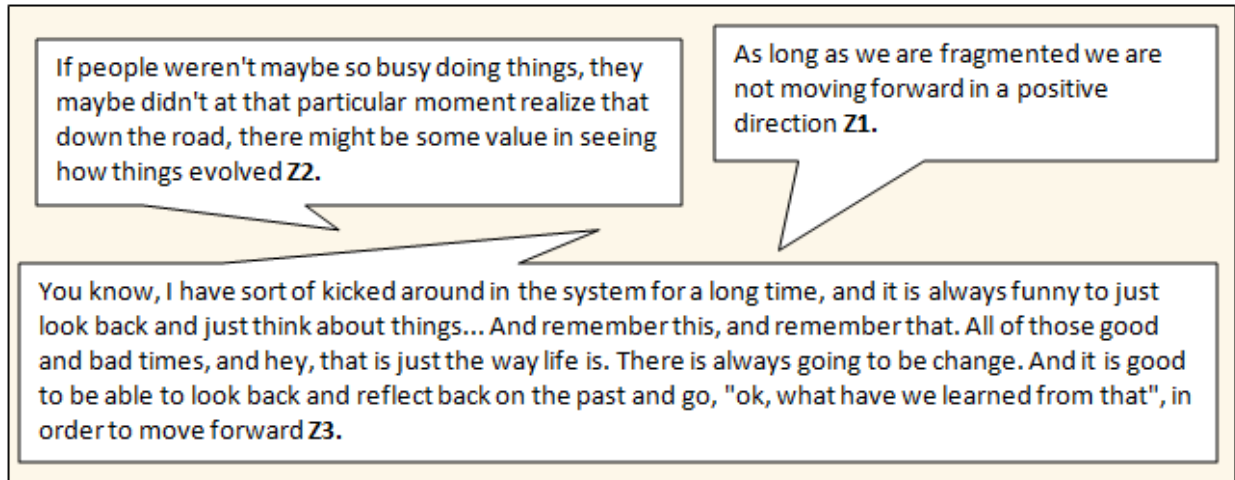
Figure 29: Theme Category X: Resource and Relationships Dependency Changes



Theme Category Y: Random Collection of Thoughts and Reflections on Regions

Figure 30: Theme Category Y: Random Collection of Thoughts and Reflections on Regions



*Theme Category Z: Random Collection of Thoughts and Reflections on the BC Tourism Industry**Figure 31: Theme Category Z: Random Collection of Thoughts and Reflections on the BC Tourism Industry*

In Need of a Conceptual Model

As identified and elaborated upon within the Literature Review section, *Pros and Cons of Research in "Real World" Applications*, Newcomb (1993), and Jenkins (2000), both acknowledged in their respective findings, that for a conceptual model of tourism system evolution to be more effective than the existing models adopted within their own academic works, there is an inherent need to be able to better address the dynamic and sometimes turbulent operating environment experienced by DMO's that is inclusive of a longitudinal perspective and one which takes into account numerous inter-organizational, personal, political, and other exogenous factors that contribute towards evolutionary states of change. Unfortunately, as postulated by Newcomb (1993), and Jenkins (2000), neither Butler's (1980) model, nor Pearce's (1992) framework, have the capacity to deal with the particularly complex aspect of external forces over time and the resulting impacts on the development spectrum for individual

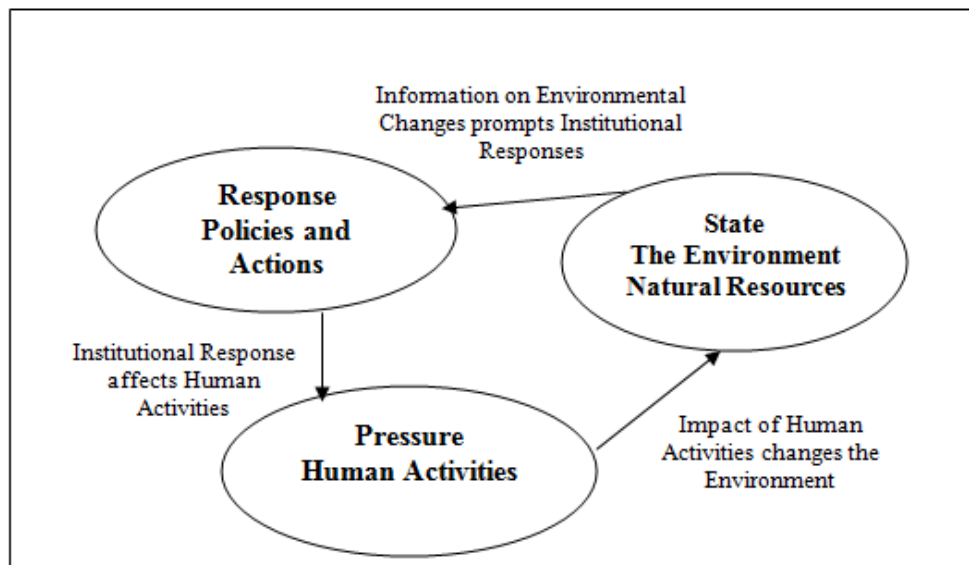
organizations and an industry at large. That being said, the subsequent works of Zahra and Ryan (2007); Zahra (2006); and Russell and Faulkner (1999, 2004), all identified with the tumultuous nature of the tourism operating environment as it relates to tourism organizations, and specifically the transformative impacts such critical events have on the development of RDMO's and other tourism and non-tourism entities. Therefore, as previously alluded to, the ensemble of academic contributions offered by Zahra and Ryan (2007); Zahra (2006); and Russell and Faulkner (2004), all introduce the notion of chaos and complexity theory, among other research paradigms to assist with the analytical conundrum posed by the unpredictability of impacts and activities of and on organizations and individuals within the tourism industry. Taking these academic findings into account, and in an effort to identify an adequate means of articulating the evolutionary phenomena in all of its' complexities relevant to the RDMO research for this paper, the researcher set forth to find a conceptual model that would be suitable to reflect the events and attributes that have transpired over time that have contributed to the evolution of the tourism regions within BC.

Looking to Other Disciplines: Environmental Models

Given that the researcher was unable to find within the academic discipline of tourism, what was deemed to be suitable model to adequately articulate or illustrate the evolution of British Columbia's RDMO' since 1970, the researcher began to explore other disciplines of study for inspiration and the possibility that existing models may exist or could be adapted from another branch of learning. Interestingly, such a model was sourced in the area of Environmental Studies. The premise of, and various iterations of a "*Pressure –State –Response*" (PSR) model as applied by an online chapter (<http://www.ens.gu.edu.au/AES1161/Topic1/Topic1R1.htm>)

examining the relation between human and natural links within the environment served to provide the inspiration the researcher was seeking. *Figure 32* offers an example of the PSR model that the researcher used in customizing a “Longitudinal Tourism Industry - Pressure State Response Model”, or LTIR-PSR Model (See *Figure 33 and 34*), as illustrated and explained later in this paper.

Figure 32: Pressure – State – Response (PSR) Model



Note: From Reading 1: Two Major Models of Human - Natural Environment Links (n.d.). Retrieved May 14, 2010, from <http://www.ens.gu.edu.au/AES1161/Topic1/Topic1R1.htm>

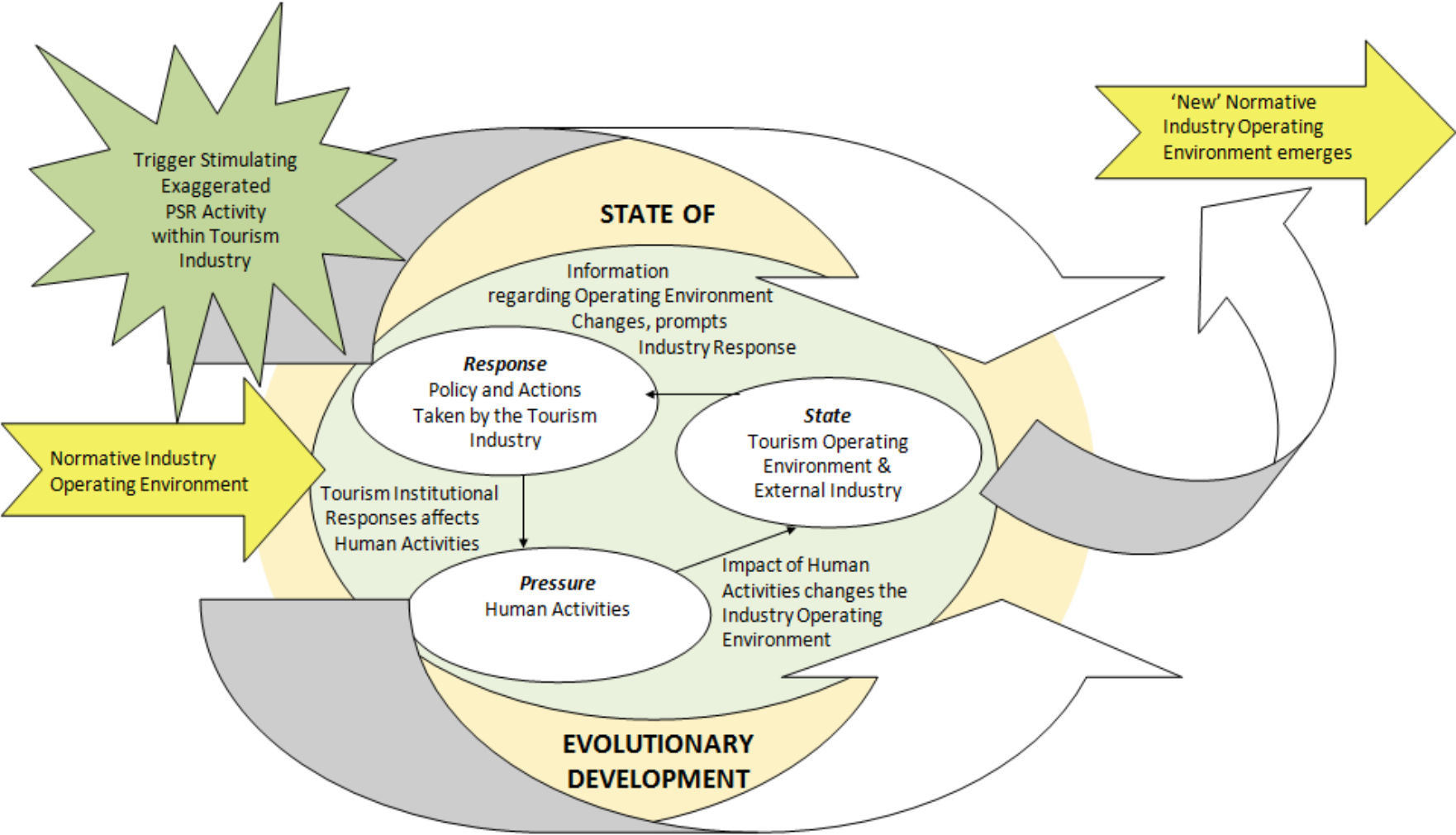
Pressure-State-Response: Impacts and Effects on Regional Evolution over Time

Building on the conceptual ideas presented by Russell and Faulkner's (2004), "*Figure 1: Synthesis: Tourism Area Lifecycle and Chaos Theory*" (p.563) whereby the turbulent, or 'chaotic' nature of the tourism industry resulting from various 'triggers' results in transformations of varying degrees within a destination (Russell & Faulkner, 2004); as well as

the principles of the Pressure-State-Response Model

(<http://www.ens.gu.edu.au/AES1161/Topic1/Topic1R1.htm>), the following illustration in *Figure 33* presents the notion that a form of 'normative' operating environment exists until some force or 'trigger' introduces a significant disruption or 'pressure' to enact a noteworthy change to the operating environment, in effect creating a 'new normative' industry operating environment. The center of the illustration sets forth an articulation of the transformative activity resulting from the actions and responses to any given circumstances that are evolving. One could postulate that this cycle, manifested throughout the spectrum of micro and macro levels of industry changes over time, may resemble of 'blizzard' of burification points replicating and responding in endless succession.

Figure 33: Tourism Industry Pressure-State-Response Model



Applying Thematic Content to Model Components: Putting the Pieces Together

In an attempt to correlate the narrative content acquired via the interview process with the elements of the *Tourism Industry Pressure-State-Response Model*, and to take into account the longitudinal nature of examining the evolution of BC's RDMO's since 1970, the first step for the researcher was to arrange the thematic content into a method that would be manageable and categorizes the narration in accordance with the Pressure-State-Response (PSR) framework. Table 4 provides such a possible solution to this content management requirement, by establishing a matrix featuring the core attributes of the Tourism Industry PSR model and expanding to create a *Longitudinal Tourism Industry Pressure-State-Response Content Matrix (LTI-PSR Content Matrix)*. The matrix also makes provisions with the additional of the column entitled *References to Themed Categories In Appendix* for providing additional context and more detailed referencing corresponding to the relevant content theme categories as identified within Appendix A, by indicating related theme categories associated with each time period.

Table 4: *Sample Application of Longitudinal Tourism Industry Pressure-State-Response Content Matrix (LTI-PSR Content Matrix) for the Evolution of British Columbia's Tourism Regions.*

<i>Change #</i>	<i>Thematic Period (Years)</i>	<i>Normative Operating Environment (State)</i>	<i>Operating Environment Trigger (Pressure)</i>	<i>'New' Normative Operating Environment (Response)</i>	<i>Impact / Meaning / Response</i>	<i>References to Themed Categories In Appendix</i>
1	The First Collectives	PRE STUDY PERIOD: Victoria & Vancouver create a model for Tourism Organizations at a community level. Vancouver Island is first recognized Region in BC				
2	The Early Years (pre and up to 1975 era)	BC Chambers of Commerce oversee all business interests within a community	Land use issues increase and tourism operators decide they need a collective voice	As Land use becomes more of a critical issue, Chambers lead community Tourism committees which become additional tourism Regions in BC	Aside from Tourism Victoria and Tourism Vancouver, communities throughout BC begin to formulate tourism planning bodies at a community level	A, E, I, Q,
3	Regions Taking Shape (1970's – 1980's)	Initial tourism regions are formalized to represent the growing tourism interests at a community level specifically	Recognition that tourism industry collaboration is required in order to more effectively manage broad industry issues throughout the Province	Regions become formally recognized, and initial working relations begin as the industry conduit for Provincial Tourism planning agencies (Ministry/ Tourism BC)	For the first time beyond the lower mainland communities of Victoria and Vancouver, tourism in BC is becoming more formalized and coordinated and as a result increased recognition at a provincial level of regional tourism entities	B, C, F, M, T, W, X,
4	Tourism Getting Organized (1980's)	Regional tourism entities become more established, coupled with increased critical mass and sophistication of tourism businesses and marketing activities	The need arises for the Provincial Government to liaise and coordinate as demands from tourism businesses, sectors and tourism marketing activities increases	Organizations such as PTAC, TIABC formalize Tourism as an industry in BC (note first version of PTAC established in 1964)	Tourism as an industry establishes itself as a proactive and engaged sector representing itself in various iterations of industry associations and taking a more prominent role in advocacy issues on behalf of tourism operators with and for Government	B, C, D, I, K, O, P, T, V, W, X, Y

<i>Change #</i>	<i>Thematic Period (Years)</i>	<i>Normative Operating Environment (State)</i>	<i>Operating Environment Trigger (Pressure)</i>	<i>'New' Normative Operating Environment (Response)</i>	<i>Impact / Meaning / Response</i>	<i>References to Themed Categories In Appendix</i>
5	Expo '86, 'Power of PIT' & Original Regions (1985-1989)	Regions are functioning entities, however with limited funds for marketing, while many remain actively engaged in advocacy based activities	As the opportunity to showcase BC to the World via Expo '86 develops, expectations arise ensuring the Province realizes maximum benefits from the exposure. Building of the Coquihalla Hwy provides further opportunities to open up the Province and new products and enhanced community level tourism results	Partners In Tourism (PIT) Regional Marketing signifies pivotal point and solidifies Regions as a valuable 'layer' of BC's tourism industry	A formalized working and funding relationship between tourism regions and the provincial government results in wide-spread industry partner marketing collaborations throughout BC signaling a shift in how tourism marketing is planned and executed Note: First regional co-op marketing funds made available in 1961 (see p.81 of this paper)	G, H, P, Q, R, S, U
6	Many Voices Heard: CORTA COTA (1989-2003)	Many community level tourism issues are beginning to be aggregated upward to a regional level and the regions become more established with their working relationship with Tourism BC within the Ministry of Tourism of the day	Issues such as ongoing land use conflicts, and provincial recession and severe reduction of Tourism BC's budget impact the operating sustainability within the tourism industry in BC. As such, regions unite to form the Council of Regional Tourism Associations (CORTA) which then eventually becomes the Council of Tourism Associations (COTA) with the mandate to liaise with government and advocate on behalf of tourism industry issues at a Provincial level	Regions take a new role within the Tourism Industry associated with new collaborations, specifically: Marketing with Tourism BC & many regions taking a leading role in industry advocacy efforts at a regional tourism level	Increased number of formal associations within BC's tourism industry are established as the industry gains strength and recognition for its efforts towards economic contributions as an industry while it also makes strides in offering educational programs and enhancing professionalism within the industry in BC	C, D, E, F, P, T, Y, Z

<i>Change #</i>	<i>Thematic Period (Years)</i>	<i>Normative Operating Environment (State)</i>	<i>Operating Environment Trigger (Pressure)</i>	<i>'New' Normative Operating Environment (Response)</i>	<i>Impact / Meaning / Response</i>	<i>References to Themed Categories In Appendix</i>
7	'Crowns' & Regions Organizations in a State of Change (1991-2000)	New Ministry of Tourism structure begins to work more closely with the tourism industry and COTA. Increased awareness of Sustainability issues begin to emerge provincially and are managed under the Sustainability Branch of the Ministry of Tourism	Change in Government administration in 1991 with New Democratic Party succeeding the Social Credit Party. Tourism BC's budget is increased to previous levels under the Tourism Act which also added the Tourism British Columbia Act and moves Tourism BC to operate as a Special Operating Agency (SOA) of Government. Tourism BC's budget reduced again and COTA responds - agreement across government for the decision to manage Provincial tourism as a Crown Agency with the premise of arms-length, industry led, formula funded	Tourism BC becomes a Special Operating Agency (SOA) first and then Crown Corporation. Regions merge from nine to six in 1997	Significant changes to operating of organizations provincially and particularly at a regional level are initially disruptive with staff changes, as Tourism BC moves from Government Ministry to SOA, then a Crown Corporation, and regional boundaries changed. This also affords new opportunities to work together, and budgets become stabilized to ensure the ability of long-term planning. Such changes effect the dynamics of relationships throughout the industry which have lasting effects	J, Q, S, T, U

<i>Change #</i>	<i>Thematic Period (Years)</i>	<i>Normative Operating Environment (State)</i>	<i>Operating Environment Trigger (Pressure)</i>	<i>'New' Normative Operating Environment (Response)</i>	<i>Impact / Meaning / Response</i>	<i>References to Themed Categories In Appendix</i>
8	An Industry Rocked & More 'Players' In the Mix (2001-2005)	Successful and increasingly sophisticated tourism marketing campaigns and initiatives continue to be recognized Provincially, and throughout the BC tourism industry. Increasing levels of activity by each 'layer' of BC DMO's begins to cross into other traditional areas typically managed by other tiers of the tourism industry (i.e. market coverage and advertising mechanisms)	Global Events: 9/11, SARS, War, Fires increases demand for Tourism to collaborate. More 2% Hotel Tax funded Communities add sophistication and marketing dollars into the tourism industry system	Industry responds collectively to the numerous external pressures of BC and global events. Industry collaboration learned from working with the Partners In Tourism (PIT) program, prompts continued new entrants to the Community DMO network. Work begins towards preparations for the 2010 Olympics as Tourism BC's Budget is doubled and additional investments from the Provincial Government and Tourism BC programs for the industry come into effect.	With increasing numbers of 2% Hotel Tax funded communities resulting in new pressures and increased competition for finite operator dollars to co-op market with. Regions begin to explore new operating models such as a move from membership based organizations to stakeholder models. Focus on sustainability as a primary activity is largely dropped at a Provincial level. Tourism BC becomes more engaged on supply side activities with industry development initiatives resulting in even closer working relationships emerging while at the same time creating some tensions among some industry organizations as traditional marketing 'boundaries' become more blurred at all levels of DMO's in BC.	M, N, P, Q, T, U

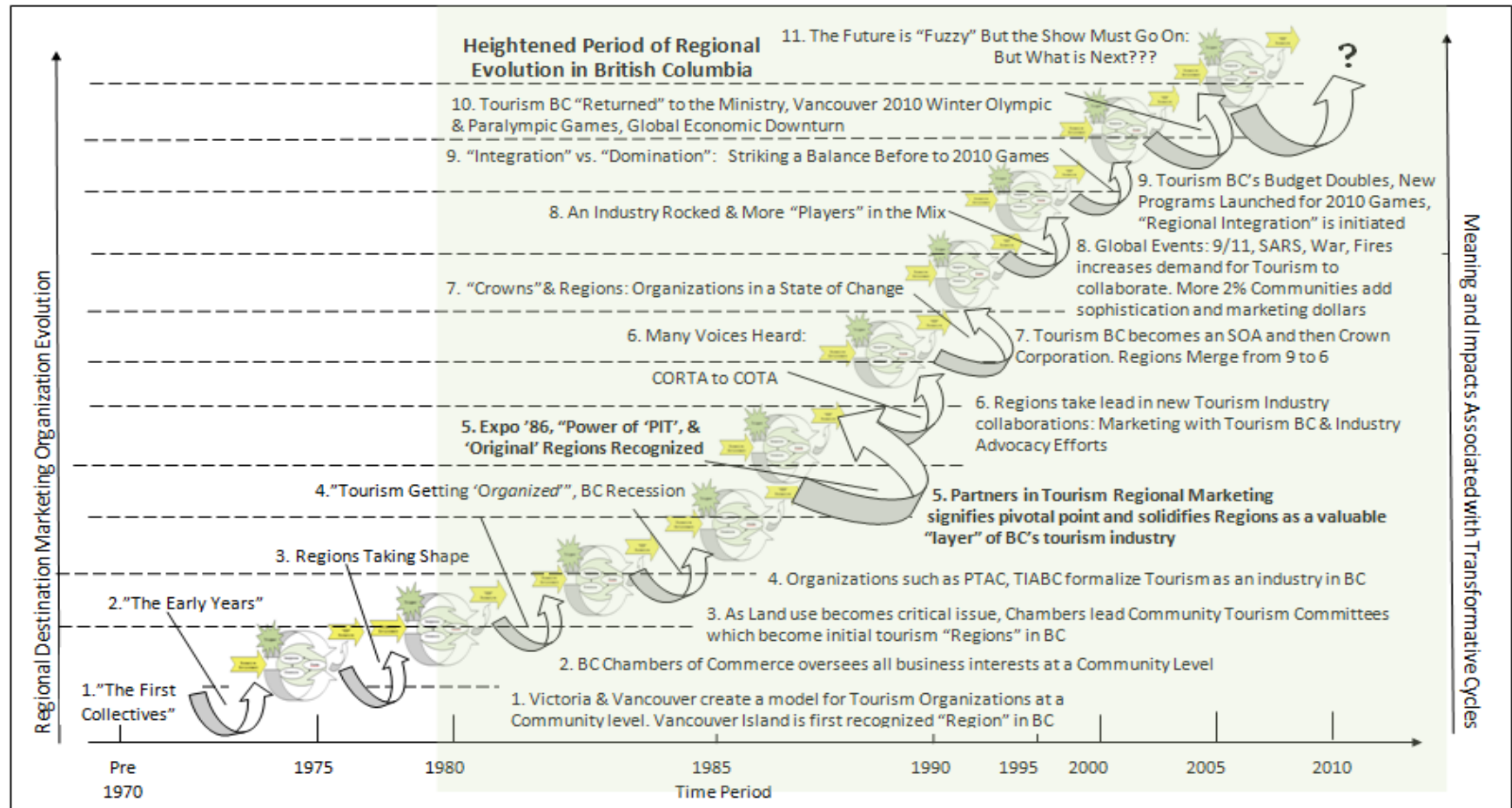
<i>Change #</i>	<i>Thematic Period (Years)</i>	<i>Normative Operating Environment (State)</i>	<i>Operating Environment Trigger (Pressure)</i>	<i>'New' Normative Operating Environment (Response)</i>	<i>Impact / Meaning / Response</i>	<i>References to Themed Categories In Appendix</i>
9	'Integration' vs. 'Domination': Striking a Balance before 2010 (2005-2009)	Increased marketing budgets at all levels of the tourism industry see an increase in program development and marketing activities that are not always well coordinated	With an increase of 2% Hotel Tax funded Communities, Regional 'Flex Funds' (see p.90) fully invested, and increasing expectations to ensure that benefits of hosting the Olympic and Paralympic Games in 2010: concerns begin to arise around accountability of increased available tourism marketing dollars, and perceived duplication of tourism development and marketing at various levels of the tourism industry	As Tourism BC's budget doubles, new programs launched for 2010 Games, 'Regional Integration' is initiated while Regional budgets increase as well	Regions become 'Agents' of Tourism BC: streamlining activities, seeking program delivery efficiencies, and more strongly communicating their alignment with the Province. New levels of trust and resource sharing are realized throughout the industry, while new challenges arise as well, largely centered on industry recognition, organizational inter-dependence and independence	G, N, Q, R, S, U, Y
10	Tourism BC 'Returned' to the Ministry (2009 - 2010)	~ History Making: In Progress ~ (Consider thoughts offered in Category Z)				
11	The Future is 'Fuzzy' But the Show Must Go On: What is Next? (2010)					

Means of Illustrating Cause and Effect Over Time

Continuing to build upon the conceptual ideas conveyed within the *Tourism Industry Pressure-State-Response Model* (see *Figure 33*) and the research data elements portrayed within the *Longitudinal Tourism Industry Pressure-State-Response Content Matrix* (see Table 4), the following illustration of the *Longitudinal Tourism Industry Pressure-State-Response Time Map* (see *Figure 34*) is designed with the intent of demonstrating a progressive trajectory of evolutionary periods inclusive of normative operating environments, industry triggers, and with impacts resulting in new operating conditions or environments. Utilizing the *Tourism Industry Pressure-State-Response Model* (see *Figure 33*) in a repetitive manner as outlined in *Figure 34*, denotes particular causations which in turn alter the known or existing state of what is being impacted (i.e. operating environment, organizational inter-dependency, industry relations, network structures, policies, etc.) while being viewed in a historical context over a forty year timeframe. The *Longitudinal Tourism Industry Pressure-State-Response Time Map* (see *Figure 34*) is considered, or at least intended to be, complimentary of the work put forth by Russell and Faulkner's (2004) "*Figure 1: Synthesis: Tourism Area Lifecycle and Chaos Theory*" (p.563) whereby the turbulent, or 'chaotic' nature of the tourism industry resulting from various 'triggers' results in transformations of varying degrees within a destination (Russell & Faulkner, 2004). To explain; as the Russell and Faulkner (2004) model focuses on identifying and graphically articulating the evolution of a 'singular destination', the *Longitudinal Tourism Industry Pressure-State-Response Time Map* (see *Figure 34*) seeks to examine and illustrate the evolutionary state of the 'entire network' of Regional Destination Marketing Organizations

within BC, inclusive of broad aspects ranging from the evolution of relationships, organizational structures, political will, and others. Additionally, the *Longitudinal Tourism Industry Pressure-State-Response Time Map* (see *Figure 34*) attempts to address the concerns postulated by Newcomb (1993), and Jenkins (2000), regarding the limitations of both Butler's (1980) model, and Pearce's (1992) framework, whereby neither contain the capacity to deal with the particularly complex aspect of external forces over time and the resulting impacts on the development spectrum for individual organizations and an industry at large. Finally this new model (see *Figure 34*) embraces the arguments used to endorse the legitimacy of utilizing concepts of chaos and complexity theory as profiled by Zahra and Ryan (2007); Zahra (2006); and Russell and Faulkner (1999, 2004).

Figure 34: Longitudinal Tourism Industry Pressure-State-Response Time Map



Limitations of Time Series Based Models

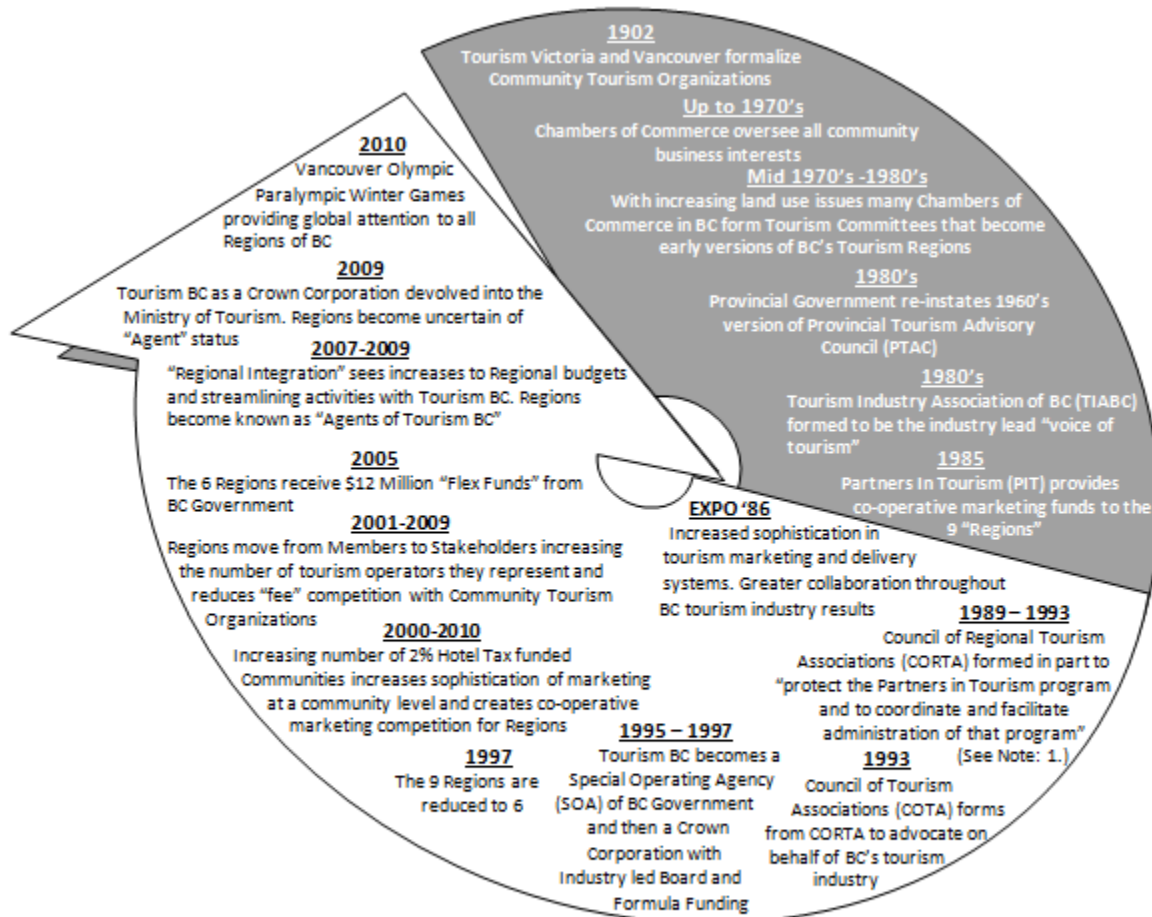
It should be noted that while *Figure 34: Longitudinal Tourism Industry Pressure-State-Response Time Map* portrays a seemingly forward moving transition between evolutionary states, it is acknowledged that for some, some of the evolutionary points identified may in fact be considered regressions as opposed to progressions within the network of British Columbia's tourism regions. While such viewpoints are acknowledged as existing, it was not within the scope of this research to quantifiably examine nor graphically portray in the models developed, the range of viewpoints throughout the BC tourism industry and among regions specifically, nor attempt to differentiate between the significance or perceived magnitude each of the identified evolutionary periods had from the perspective of different industry stakeholders. That being said, there are two notable exceptions to this that consist of different sized arrows used within the *Longitudinal Tourism Industry Pressure-State-Response Time Map* (see *Figure 34*). The first arrow is centered around the transformative cycle (5) featuring Expo '86 and the introduction of the Partners In Tourism (PIT) co-operative marketing program between the Provincial Government and the Regions throughout the Province. While no specific quantifiable measurement was used in making the determination to identify this particular period and identifying it with greater prominence by using a larger arrow, anecdotally, many of the interview and survey responses identified this to be one of the most significant activities that altered the course of evolution of BC's tourism regions. The second notably larger arrow used in conjunction with the final transformative cycle (11) in the model, is intended to acknowledge the *vastness of the unknown* regarding the tourism industry, and specifically the tourism Regions

within BC, as only the continuum of time will reveal what will be featured in future historical reviews of BC's tourism operations.

The researcher lends support for future research in exploring further aspects associated with the measurable significance or perceived magnitude each of the identified evolutionary periods had from the perspective of different industry stakeholders. As such the researcher recognizes the likes of Pansiri's (2008) "*The effects of characteristics of partners on strategic alliance performance in the SME dominated travel sector*", as an example approach of how future research may possibly proceed by assessing such industry based characteristics and viewpoints, but with a BC context.

In recognition of the self-documented limitations of the models developed by the researcher, one can examine additional attempts by the researcher to illustrate the evolutionary phenomena of the BC Regional Destination Marketing Organizations and the interplay of responses and outcomes of key decisions either made by BC's tourism regions or where regions were directly affected or influenced by exogenous factors (see *Figure 35: British Columbia's Regional Destination Marketing Organization Evolution by Critical Events Wheel* and the researchers' preliminary time series modeling in *Appendix E: Working Draft: Initial Conceptual Illustration 'Snakes & Ladders' Model of Critical Events in BC's Tourism*).

Figure 35: British Columbia's Regional Destination Marketing Organization Evolution by Critical Events Wheel



Note 1: From Government of British Columbia (1992). *Tourism in British Columbia Status Report*. Prepared by Anna Pollock and the Tourism Research Group for the Ministry of Tourism and Ministry Responsible for Culture; Ministry of Advanced Education, Training and Technology and Centre for Curriculum and Professional Development. ISBN 0-7718-9292-6. Umbrella Groups p.71

Adapted From "Evolution of approaches to tourism planning" by Gravel (1979), cited by Murphy (1985, p.160)

Conclusions Blending Narratives with Excerpts of Selected BC Industry Literature

How and Why B.C.'s Tourism Regions Emerged

At the onset of this research endeavour focusing on the evolution of British Columbia's tourism based Regional Destination Marketing Organizations between 1970 and 2010, the intent was to inform the investigation using historical, structural, political and behavioral forces as four distinct areas to help guide the study. Framing some of the researchers' concluding thoughts regarding how BC's RDMO's evolved, the researcher takes the additional liberty to 'lace' key experts from various BC tourism industry based reports and documents. These documents formed part of the historical tourism industry literature review process and the subsequent excerpts are highlighted in order to capture time and theme specific references with the intent of providing greater context following each section.

Historical Influences

As alluded to in the interviews, in the formative years of tourism industry development throughout British Columbia, tourism at a community level was primarily overseen by the network of Chambers of Commerce (or variation of such organizations). It was from the early collaborations of businesses working together within a community business focused organization such as a Chamber of Commerce, that the original notion took hold that tourism operators would be better served if they collectively worked together to address issues specific to their realm of business needs. One of the galvanizing issues faced by many small tourism businesses throughout BC in the 1970's and 1980's (and still to this day) was the need to effectively deal with, and manage land use issues within their respective areas of the Province. Land based issues

affecting tourism businesses largely stemmed from a lack of awareness and understanding by other economic sectors and many individuals within the various levels of government of the day, of what tourism actually was. There was a lack of understanding regarding the contribution tourism made towards supporting economic diversity and growth within a community, as well as the industry's significant reliance on natural resources. As a result, tourism operators recognized that the only way in which to address this information gap was to address the issues in a cohesive, well informed, and professional manner at a community, regional, and provincial level. The aspects of community support and recognition building efforts of tourism as a credible industry that was in fact a resource based sector (not unlike forestry and mining in BC), might be considered as a contributing factor that led to the original development of regional tourism organizations throughout BC.

British Columbia's tourism industry is divided into nine regions, each managed by private sector associations. These associations were established to promote the unique tourism attributes of each region. They are valued, respected partners in developing and marketing the wide range of tourism experiences which contribute directly to the economy of each region.

A Vision for Tourism, British Columbia, Ministry of Tourism and Ministry Responsible for Culture, 1991

In order that the Regional tourism industry can be considered a viable component of the regional economic base, it must first be recognized that the regional tourism industry is dependent on the regional land base. As such, the future of the regional resource base is as important to the long-term validity of the tourism industry as it is to logging and mining.

Regional Tourism and the Provincial Strategy a Working Guide Workshop
November 1-2, 1991, Vancouver, British Columbia, p.9

It is key to the development of the tourism industry that local decision makers and community members understand tourism issues and appreciate the economic activity which tourism generates. This is particularly true in single industry towns whose economic sustainability is almost entirely dependent upon the success or

failure of one enterprise. Successful tourism development can diversify such local economies thus providing greater security for its residents.

Regional Tourism and the Provincial Strategy a Working Guide Workshop
November 1-2, 1991, Vancouver, British Columbia, p.21

Structural Influences

The premise of structural influences, while purposely not defined prior to the research commencing, resulted in a number of different aspects that could be captured by this category. Such aspects as the development of new products and tourism facilities; supporting infrastructure such as highways and other transportation links; non-direct systems in which tourism relies i.e. security and health services; to the increasing number, and degree of sophistication of tourism related agencies and organizations dedicated towards tourism related endeavors within BC. With regard to the latter, it should be noted that structural influences impacting tourism related agencies and organizations dedicated towards tourism related endeavors within BC is also inclusive of all of their associated planning processes, mandates, and inter-organizational dependencies with and for one another. When in isolation of one another, in some instances these identified structural related aspects may seem completely unconnected from tourism. However, when these same structural aspects are viewed with the lens of tourism, one gains perhaps a better appreciation of just how expansive the tourism industry is, and why in general terms tourism as an industry, and as an aggregation of all of its touch points, can be challenging to fully understand.

The term infrastructure, in reference to the tourism industry, covers all facilities, utilities and services that make it possible for people to travel. Tourism infrastructure includes the transportation systems, sewer, power, water, communications, health care, police protection and land resources.

Regional Tourism and the Provincial Strategy a Working Guide Workshop
November 1-2, 1991, Vancouver, British Columbia, p.18

The growth of tourism, particularly in the outdoor adventure sector, has been paralleled by an increase in conflicts within the tourism industry. Conflicts between different types of activities arise as different user groups attempt to use a common resource.

At present, there is no consistent mechanism to deal with these conflicts across the province. They are addressed by Park Management Plans in parks, and by Wilderness Management Plans in wilderness areas, while in provincial forests and on the ocean, they may not be addressed at all.

The Wilderness Tourism Council, a non-profit industry organization, has been successful in resolving internal conflicts relating to resource management issues within the industry, confirming that resolution of internal conflicts is possible

Regional Tourism and the Provincial Strategy a Working Guide Workshop
November 1-2, 1991, Vancouver, British Columbia, p.10

Community/Regional Marketing

Some areas of the province have expressed a desire for more flexible marketing arrangements. The special needs of various areas of the province must be integrated into the marketing plans, both at a regional and provincial level

Regional Tourism and the Provincial Strategy a Working Guide Workshop
November 1-2, 1991, Vancouver, British Columbia, p.27

Political Influences

From the earliest forms of tourism within British Columbia, political influences have been wide-ranging. Local, regional, provincial, sector specific, government to non-government, influences of a political nature have, and continue to play a role in how BC's tourism industry, and specific to the context of this study, the RDMO's, have and will continue to evolve. Political

influences have over time contributed towards such things as changes in board governance and membership structures within regions; establishment of the Partners In Tourism (PIT) program; and the creation and evolution of industry based organizations and government agencies, are but just some examples (see also such figures as *Figure 16: Theme Category K: Regional Governance Changes Many Things*, and *Figure 12: Theme Category G: 'Radical Thinking': Partners In Tourism Program [PIT]*).

Membership in the Provincial Tourism Advisory Council (PTAC), which was first established in 1964, is appointed by the Minister of Tourism under the legislative authority of the Travel Regulation Act. The current mandate and structure of PTAC is to advise government on a broad range of issues affecting tourism as a whole; foster communication and dialogue between various sectors of the industry; and stimulate communication and dialogue between government and the private sector. The Council currently consists of twenty members, including a chairman of the Council of Tourism Associations; and the presidents of all key associations. PTAC generally meets at least twice a year.
Tourism in British Columbia Status Report, 1992

All industries, including tourism, have identified the need for comprehensive land use planning in this province. The competing interests, both commercial and public, have recognized the need for a land use planning process. The Province of British Columbia committed to developing a process in the most recent Throne Speech, but there is no single clear voice which speaks for the tourism industry interests. Rather, various tourism sector associations have expressed their views to government without consultation and with often disparate point of view.
Regional Tourism and the Provincial Strategy a Working Guide Workshop
November 1-2, 1991, Vancouver, British Columbia, p.12

Insofar as the Provincial Government's role in tourism development is concerned, the Kootenay strategy perhaps best characterizes the situation (p.5-8):

The Government's role in tourism is exercised through a variety of direct and indirect mechanisms. Just as communities themselves observe that there is not a coordinated approach mechanism related to their objectives for tourism, many observers also note that the government sector is also not well coordinated in offering a focus and voice on tourism development. To be fair, government initiation of this study process is aimed in part at resolving this concern amongst regional stakeholders.

Nevertheless, the fact that there are so many government agencies involved in direct or indirect ways with the future of tourism in the region, makes it essential that some attempt be made to rationalize the role of government as an active partner in tourism development

Regional Tourism and the Provincial Strategy a Working Guide Workshop
November 1-2, 1991, Vancouver, British Columbia, p.17

Behavioral Influences

Some of the more noticeable behavioral influences observed by the researcher as this study progressed include, but are not limited to such elements as passion, responsiveness, dedication, frustration, aggression, surprise, pleasure, and pride. To put some additional context to the previous list of words identified, the researcher ponders the common traits expressed through such exhibits of behavior within the realm of the BC tourism industry. It would seem regardless where one 'stands' (figuratively speaking) within the BC tourism industry network, many of the same patterns of behavior are evident. The deportment of the various social actors comprising the tourism industry in BC over time replicate many of the same behavioral characteristics identified both above and below any given sub-set, or 'layer' of the industry.

To clarify, it seems evident that any given layer demonstrates passionately their dedication to their geographical area of operation, product, and means of conducting business. It seems evident also that each layer is dedicated to making honest contributions towards advancing their particular focus within the industry, be it professional standards, increased critical mass, enhanced sophistication of planning and marketing activities as examples.

Frustration often emerges to varying degrees as a result of many different factors, but frequently involves a form of education – either the particular industry actor being receptive to emergent ideas, or finding themselves in a position of being the educator. Whatever the case may be requiring the transaction of knowledge, there regularly appears to be issues related to a lack of understanding of what a given ‘layer’ does, and how it operates, as well as in some instances a misunderstanding of who, how, when, why, and what the other inter-dependencies may be on a given layer that may also be presenting conflicting demands throughout the network of tourism industry layers.

When tensions rise, as may happen from time to time, and often in erratic degrees of concern and frequency, a common response is aggression within the industry. Notwithstanding the drivers, be it negative tension or that spawned by creative entrepreneurship; another common behavioral influence noted is that of industry collaboration, something that British Columbia's tourism industry is and has been revered for. Whether the need to for the tourism industry in BC to collaborate was as an industry response to external factors as witnessed in land-use planning; creation of various industry associations; response to world events such as wars, recessions, and participation in mega events; or due in part to incentive based programs like that of the Partners In Tourism, the power of partnerships has been resilient and prevalent throughout the study period within BC's tourism industry at large.

The behavioral influences contributing to elements of surprise, pleasure, and pride may be engendered from a multitude of instigators and as such are not elaborated on in great detail in the section. Their inclusion is only to reference their existence and importance in the full

spectrum of these and other behavioral influences acting as an undercurrent to tourism industry operations throughout BC specifically.

There are, however, many complex and interrelated constraints to tourism product development. These, too, have been identified in the strategies along with recommendations for overcoming them. It is readily apparent that no one body can overcome these constraints alone and that only by a joining of forces can tourism products be successfully developed.

Regional Tourism and the Provincial Strategy a Working Guide Workshop
November 1-2, 1991, Vancouver, British Columbia, p.13

B.C.'s Tourism Industry Evolution and the Role of Regions

What has become apparent to the researcher is that from the early 1970's, BC's Tourism Regions have progressively evolved in direct response to the operating environment they support as well as are influenced by. It is of great significance to recognize, that due to their own unique histories and courses of evolution as entities, each region has developed in specific relation to their respective geographical areas; tourism product operator and community complement; as well as external and internal forces and stabilizers among other factors.

Regions have evolved from the establishment of (in some cases), tourism committees of Chambers of Commerce; to small, independent membership driven organizations that lacked operating and marketing capital but made up for it in ingenuity and entrepreneurship; to the sophisticated and significantly better funded organizations of today. Regardless if it has been eight, nine, or the current six regions as defined by alterations of geographical boundaries; BC's tourism regions have long been industry organizational instigators who have embraced the value of working together and contributed towards unifying an industry's voice. From varying degrees of engagement with Provincial Government tourism agencies; British Columbia's Tourism

Regions have endured as a critical 'layer', relevant to the operating environments of the day as shown throughout the study period. Regions in their independent and collective ways over time have demonstrated their ability to act in the capacity of industry liaison by bringing together many other 'layers' of the tourism industry from business operator, sector, community, regional, provincial, through the use of communications, education, program delivery, and access to funding, among other valuable resources offered independently and in partnership with other key industry stakeholders.

Future Research

Further Examination of RDMO's and the BC Tourism Industry

It is the contention of the researcher that while this study has only begun the process of making inroads towards supporting the efforts to 'close the gap' of important information about how British Columbia's RDMO's have evolved since 1970 that is not currently available, the researcher acknowledges as a result of this investigation that the opportunities for further research into aspects of British Columbia's RDMO's as well as Provincial tourism industry at large is very much needed. Recognizing how intertwined and complex the working relationships, the resource dependencies among the various industry actors, and collective experiences over time that have both influenced the operating environment of British Columbia's tourism industry in general, as well as shaped distinctive perspectives of individual industry professionals and the multitude of supporting organizations, affords a vast array of avenues to be explored.

Studies of Individual Regions within BC

Specifically, concentrated examinations of RDMO's on a region by region basis would further the efforts of future enhancements to this study by greatly augmenting the formative knowledge for which additional analysis could be based on. As was alluded to in the narratives, (i.e. *Figure 25: Theme Category T: Regions: Uniquely Different*), each Tourism Region in British Columbia is unique; whether it is the geographic location; inherent impacts of exogenous factors such as land use; the composite and levels of critical mass of tourism operators and the collective experience of such operators; transformative effects of regional boundary changes; and / or influences resulting from key regional management staff and their Boards. As such it is posited by the researcher that individual regional examinations would be a worthwhile endeavour and ought to be encouraged.

Relationships and Resource Dependencies

Throughout this study, the researcher became keenly aware of the critical role that relationships contribute to both successes and failures throughout the continuum of the tourism industry. Either openly acknowledged relationships or those points of view perhaps not as widely discussed, all have a bearing on how individuals and organizations respond and counter respond to one another and influence each other within the BC tourism industry. One only has to look at destinations such as Australia and New Zealand where there has been more in depth academic examinations conducted with a focus on tourism regions, resource dependencies among various tourism industry actors, and tourism organizational development, to be inspired to apply similar research principles and aspects of academic effort towards examining British Columbia's

tourism industry. In fact, it was a particular quote (among many) from the literature review, that the researcher found to be rather salient, for not unlike in British Columbia, it is recognized that Australia's Regional Tourism Organizations (RTO's) experience similar working environments, "RTO's, many of which struggle to survive, lead 'lives' open to influence by a range of factors (e.g. structural, historical, political, behavioral), which are not well documented" (Jenkins, 2000, p.176).

Partners In Tourism, Tourism Partners Co-operative Marketing Program

Acknowledging the significance placed by many of the interviewees on the specific regional – provincial co-operative marketing program (see in particular *Figure 12: Theme Category G: 'Radical Thinking': Partners In Tourism Program [PIT]*) known as the Partners In Tourism (PIT), and now referred to as Tourism Partners (TP), it is suggested by the researcher that an opportunity exists to review the elements of this particular marketing program and how the program has been adjusted to reflect new tourism industry operating environments over time.

Future Research Summary

It is the view of the researcher that there is a plethora of potential tourism industry topics available for examination with a British Columbia context, either focussed on Regional Destination Marketing Organizations, or otherwise. Notwithstanding some of the possibilities brought to the fore in this paper, the researcher remains optimistic that this research effort may motivate others to join in the endeavour to rise to the attention of British Columbia's tourism professionals and others, the importance and value of such studies.

Final Words

The initial intent of pursuing this research study designed to examine the historical, structural, political, and behavioral forces influencing the evolution and operations of British Columbia's Regional Destination Marketing Organizations (RDMO's) from 1970 to 2010 serves to establish a foundation of information for which future investigation into the history within the British Columbia tourism industry might be considered. Recognizing that there was virtually no summarizing documentation available for the specified time period highlighting the rich and vast tourism industry within British Columbia, this study aimed to support an effort to close this significant gap of valuable knowledge. Furthermore, this research endeavors through the production of this volume of work, to celebrate, and provide reflection on historic provincial tourism achievements, with particular attention being paid to the Regional Destination Marketing Organizations in British Columbia. Finally, it is with some optimism that this study may ignite curiosity in others to explore and examine additional aspects of BC's tourism industry by means of illuminating past experiences and learned outcomes - in essence moving forward, by looking back.

References:

- Anderson, B. (2006). *Imagined Communities* (New ed.). New York: Verso. (Original work published 1983)
- ARA Consulting Group Inc. & J. Paul & Associates Inc. (1997). *Tourism – Looking To The Future*. Prepared for Tourism British Columbia.
- Bradley, B. (2005, December). Review of the book *Selling British Columbia: Tourism and Consumer Culture, 1890-1970*. *The Canadian Historical Review* 86, 4, 721-724. Retrieved September 6, 2009, from http://muse.jhu.edu/login?uri=/journals/canadian_historical_review/v086/86.4bradley.pdf
- Brunninge, O. (2009). Using history in organizations: How managers make purposeful reference to history in strategy processes. *Journal of Organizational Change Management*; 22, 1; 8-26. Retrieved October 4, 2009, from <http://www.emeraldinsight.com.ezproxy.royalroads.ca/Insight/viewPDF.jsp?contentType=Article&Filename=html/Output/Published/EmeraldFullTextArticle/Pdf/0230220101.pdf>
- Choy, D. (1992). Life cycle models for Pacific Island destinations. *Journal of Travel Research*, 30(3), 26-31. Retrieved August 30, 2008 from <http://jtr.sagepub.com/cgi/content/abstract/30/3/26>
- Dawson, M. (2001-2002). Taking the 'D' out of depression: the promise of tourism in British Columbia, 1935-1939. *BC Studies, Winter2001/2002*, 132. Retrieved December 12, 2009, from <http://web.ebscohost.com.ezproxy.royalroads.ca/ehost/pdf?vid=3&hid=104&sid=f9cb64ce-5a81-42bb-90d7-ae02046cb909%40sessionmgr111>
- Dawson, M. (2005). *Selling British Columbia tourism and consumer culture, 1890-1970*. Vancouver: UBC Press.
- Dekimpe, M. G., & Hanssens, D. M. (2000, September). Time-series models in marketing: past, present and future. *International Journal of Research in Marketing*, 17, 2-3, 183-193. Retrieved September 10, 2009, from http://www.sciencedirect.com.ezproxy.royalroads.ca/science?_ob=ArticleListURL&_method=list&_ArticleListID=1007742809&_sort=r&_st=4&_acct=C000051250&_version=1&_urlVersion=0&_userid=1067470&md5=0ab6f544b8a03f925871a4c13edf553e
- Denzin, N. K., & Lincoln, Y. S. (1994). *Handbook of qualitative research*. Thousand Oaks: Sage Publications.

- Edgar, D. A., & Nisbet, L. (1996). A matter of chaos - Some issues for hospitality business. *International Journal of Contemporary Hospitality Management*, 8(2), 6-9. Retrieved December 4, 2009 from <http://web.ebscohost.com.ezproxy.royalroads.ca/ehost/detail?vid=6&hid=101&sid=b83d5899-bb3f-4540-90d8-fc3f3e3e6941%40sessionmgr104&bdata=JnNpdGU9ZW9ZWhvc3QtbGl2ZQ%3d%3d#db=hjh&AN=4970314>
- Ereaut, G. & Segnit, N. (2006). *Warm Words II: How the climate story is evolving and the lessons learned from encouraging public action*. Retrieved May 13, 2010, from <http://www.ippr.org/members/download.asp?f=/ecomm/files/warmwordsfull.pdf>
- Government of British Columbia (1992). *Tourism in British Columbia Status Report*. Prepared by Anna Pollock and the Tourism Research Group for the Ministry of Tourism and Ministry Responsible for Culture; Ministry of Advanced Education, Training and Technology and Centre for Curriculum and Professional Development. ISBN 0-7718-9292-6.
- Greiner, L. (1997). Evolution and revolution as organizations grow. 1972. *Harvard Business Review*, 76(3), 55. Retrieved November 17, 2009, from <http://web.ebscohost.com.ezproxy.royalroads.ca/ehost/detail?vid=8&hid=101&sid=b83d5899-bb3f-4540-90d8-fc3f3e3e6941%40sessionmgr104&bdata=JnNpdGU9ZW9ZWhvc3QtbGl2ZQ%3d%3d#db=mnh&AN=10179654>
- Jenkins, J. (2000). The dynamics of regional tourism organisations in New South Wales, Australia: history, structures and operations. *Current Issues in Tourism*, 3(3), 175 - 203. Retrieved December 14, 2009, from http://pdfserve.informaworld.com.ezproxy.royalroads.ca/176460_770885140_908068205.pdf
- Kadushin, C. (2004). *Introduction to social network theory* (Draft, chap. 2, *Some basic network concepts and propositions* 1-60). Retrieved September 6, 2009, from http://stat.gamma.rug.nl/snijders/Kadushin_Concepts.pdf
- Kohler Riessman, C. (n.d.). *Narrative Analysis* (chap. 1). Retrieved May 13, 2010, from http://eprints.hud.ac.uk/4920/2/Chapter_1_-_Catherine_Kohler_Riessman.pdf
- Magnes, W. (2009). *Exploring the evolution of the British Columbia tourism industry 1970 - 2009: moving forward by looking back*. Royal Roads University, September 13, 2009.

- McKercher, B. (1999). A chaos approach to tourism. *Tourism Management* 20, 425 - 434.
Retrieved December 5, 2009, from
http://www.sciencedirect.com.ezproxy.royalroads.ca/science?_ob=MImg&_imagekey=B6V9R-3WSMS29-5-1&_cdi=5905&_user=1067470&_orig=search&_coverDate=08%2F31%2F1999&_sk=999799995&view=c&wchp=dGLzVtb-zSkWb&md5=172bb0907c1261b4747bac53294010c0&ie=/sdarticle.pdf
- Murphy, P. E., (1985). *Tourism A Community Approach*. New York, NY: Methuen, Inc.
- Newcomb, J. (1993). *An Examination of Tourism Organization In Victoria, B.C. in Relation to Butler's Tourism Development Model*. Unpublished master's thesis, University of Victoria, British Columbia, Canada. Retrieved December 12, 2009, from
<http://www.geog.ubic.ca/dept2/faculty/newcomb/thesis.PDF>
- Neuman, W. L. (1997). *Social research methods: Qualitative and quantitative approaches* (3rd ed.). Boston: Allyn and Bacon.
- Orwell, G. (1949). 1984. (chap.1 pt. III, para.12). Retrieved December 15, 2009, from
<http://www.mega.nu:8080/ampp/1984.html>
- Ooi, C. (2002). Persuasive histories: decentering, recentering and the emotional crafting of the past. *Journal of Organizational Change Management*, 15(6), Special Issue: The strategic use of the past and future in organizational change, 606 - 621. Retrieved October 4, 2009, from
<http://www.emeraldinsight.com.ezproxy.royalroads.ca/Insight/viewPDF.jsp?contentType=Article&Filename=html/Output/Published/EmeraldFullTextArticle/Pdf/0230150604.pdf>
- Pansiri, J. (2006). Doing tourism research using the pragmatism paradigm: an empirical example. *Tourism and Hospitality Planning & Development*, 3(3), 223-240. Retrieved August 25, 2009, from
<http://web.ebscohost.com.ezproxy.royalroads.ca/ehost/detail?vid=1&hid=5&sid=4e2299ac-1eb7-4aa6-a25d-0cb4ce276379%40sessionmgr4&bdata=JnNpdGU9ZWwhvc3QtbGl2ZQ%3d%3d#db=hjh&AN=24280827>
- Pansiri, J. (2008). The effects of characteristics of partners on strategic alliance performance in the SME dominated travel sector. *Tourism Management* 29(1), 101-115.
doi:10.1016/j.tourman.2007.03.023
- Patton, M. Q. (1990). *Qualitative Evaluation and Research Methods*. Newbury Park, CA: Sage.
- Pfeffer, J., & Salancik, G. R. (2003). *The external control of organizations a resource dependence perspective* (New ed.). Stanford: Stanford University Press. (Original work published 1978).

- Polkinghorne, D. E., (2005). Language and meaning: data collection in qualitative research. *Journal of Counseling Psychology*, 52(2), pp.137-45. Retrieved October 24, 2009, from http://www.usc.edu/projects/rehab/private/docs/researchers/polkinghorne/3_polkinghorne.pdf
- Province of British Columbia (1979). Tourism British Columbia Highlights 1979. Ministry of Tourism
- Province of British Columbia (1984). Tourism Highlights 1984. Ministry of Tourism
- Reading 1: Two Major Models of Human - Natural Environment Links (n.d.). Retrieved May 14, 2010, from <http://www.ens.gu.edu.au/AES1161/Topic1/Topic1R1.htm>
- Riley, T. & Hawe, P. (2005). Researching practice: the methodological case for narrative inquiry. *Health Education Research* (2):226-236. Retrieved May 13, 2010, from, <http://her.oxfordjournals.org/cgi/content/full/20/2/226#ABS>
- Rinelheim, J., Donahue, A., Hedlund, E., & Rubin, A. (2007). *Oral History Interview Guidelines United States Holocaust Memorial Museum (2nd ed.)*. [Online Manual]. Washington. (Original work published 1998). Retrieved September 3, 2009, from <http://www.ushmm.org/archives/oralhist.pdf>
- Robson, C. (2002). *Real world research: A resource for social scientists and practitioner researchers* (2nd ed.). Etobicoke, ON: John Wiley & Sons.
- Russell, R. & Faulkner, B. (1999). Movers and shakers: chaos makers in tourism development. *Tourism Management*, 20(4), 411-423. Retrieved December, 14, 2009, from http://www.sciencedirect.com.ezproxy.royalroads.ca/science?_ob=MIImg&_imagekey=B6V9R-3WSMS29-4-1&_cdi=5905&_user=1067470&_orig=search&_coverDate=08%2F31%2F1999&_sk=999799995&view=c&wchp=dGLbVlz-zSkzV&md5=f8b4dfa06afb0c03b47441aeb9da9274&ie=/sdarticle.pdf
- Russell, R. & Faulkner, B. (2004). Entrepreneurship, chaos and the tourism area lifecycle. *Annals of Tourism Research*, (31)3, 556-579. Retrieved December 14, 2009, from http://www.sciencedirect.com.ezproxy.royalroads.ca/science?_ob=MIImg&_imagekey=B6V7Y-4C59RKM-2-5&_cdi=5855&_user=1067470&_orig=search&_coverDate=07%2F31%2F2004&_sk=999689996&view=c&wchp=dGLbVlz-zSkzV&md5=92af7ab51defca757c3d2344dd8bfa96&ie=/sdarticle.pdf
- Salganik, M. J. & Heckathorn, D. D. (2004). Sampling and estimation in hidden populations using respondent-driven sampling. *Sociological Methodology* 34, 193 - 239. Retrieved October 4, 2009, from <http://www.jstor.org.ezproxy.royalroads.ca/stable/pdfplus/3649374.pdf>

- Scott, N., Baggio, R. & Cooper, C. (2008). *Network analysis and tourism: From theory to practice*. Toronto, ON: Channel View
- Sewell, W. H. A. (1992). Theory of structure: duality, agency and transformation. *American Journal of Sociology*, 98, 1-29. Retrieved September 7, 2009, from <http://web.ebscohost.com.ezproxy.royalroads.ca/ehost/detail?vid=18&hid=4&sid=90ea7616-2b36-401a-b9fb-0ba7bfbf1dbc%40sessionmgr4&bdata=JnNpdGU9ZWZWhvc3QtbGl2ZQ%3d%3d#db=aph&authdb=epref&AN=AJS.IH.A.SEWELL.TSDAT>
- Sheehan, L., Ritchie, J. R. B., & Hudson, S. (2007). The Destination Promotion Triad: Understanding Asymmetric Stakeholder Interdependencies among the City, Hotels, and DMO. *Journal of Travel Research*, 46(1): pp. 64-74. Retrieved May 13, 2010 from, <http://jtr.sagepub.com.ezproxy.royalroads.ca/cgi/reprint/46/1/64?ijkey=6a19b616b8d28295fae9559f0387a9cbde2d1e38>
- Taylor, S., Bell, E., Cooke, B. (2009). Business History and the histographical operation. *Journal of Management and Organizational History*, 4(2), 151-166. Retrieved October 4, 2009, from <http://moh.sagepub.com.ezproxy.royalroads.ca/cgi/reprint/4/2/151>
- Tourism British Columbia Research Division. (1977). Overview 1977 The British Columbia Travel Industry. British Columbia Research Management Services Division, Project #5-08-548.
- Tourism British Columbia (1996). *Towards a Tourism Growth Management Strategy Tourism Product Overview*. Prepared by Price Waterhouse and ARA Consulting Group Inc. for Tourism British Columbia and the Council of Tourism Associations.
- Tourism British Columbia (2010). Map of BC's Tourism Regions. Retrieved February 2, 2010, from www5.hellobc.com/travelmedia/css/map.gif
- Welch, C., Marschan-Piekkari, R., Penttinen, H. (2002). Interviewing elites in international organizations: a balancing act for the researcher. Paper presented at *25th Annual Conference of EIBA*, Manchester School of Management (UMIST), December 12-14, 1999. Retrieved October 2, 2009, from <http://www.uni-muenster.de/PeaCon/dgs-mills/mills-texte/The%20QualitativeInterview-InternationalBusinessResearch.htm>
- Wengraf, T. (2001). *Qualitative research interviewing: Biographic narrative and semi-structured methods*. London: Sage.
- Wilde, S. J. & Cox, C. (2008). 'Linking destination competitiveness and destination development: Findings from a mature Australian tourism destination', Proceedings of the Travel and Tourism Research Association (TTRA) European Chapter Conference - Competition in Tourism: Business and Destination Perspectives, Helsinki, Finland, pp. 467-478. Retrieved May 13, 2010, from http://epubs.scu.edu.au/cgi/viewcontent.cgi?article=1009&context=comm_pubs

Wexler, M. N., (2002). Organizational memory and intellectual capital. *Journal of Intellectual Capital* (3), 4, pp. 393-414. doi: [10.1108/14691930210448314](https://doi.org/10.1108/14691930210448314)

Zahra, A. (2006). *Regional Tourism Organisations in New Zealand from 1980 to 2005: Process of Transition and Change*. Unpublished master's thesis, University of Waikato, Hamilton, New Zealand. Retrieved August 30, 2009, from <http://waikato.researchgateway.ac.nz/bitstream/10289/2554/2/thesis.pdf>

Zahra, A. & Ryan, C. (2007). From chaos to cohesion - complexity in tourism structures: an analysis of New Zealand's regional tourism organizations. *Tourism Management*, 28(3), 854-862. Retrieved February 10, 2008, from http://www.sciencedirect.com.ezproxy.royalroads.ca/science?_ob=MImg&_imagekey=B6V9R-4KWTF5T-1-3&_cdi=5905&_user=1067470&_orig=search&_coverDate=06%2F30%2F2007&_sk=999719996&view=c&wchp=dGLbVtz-zSkWb&md5=f84b9bab1a0337d79b31d70e9a9d692f&ie=/sdarticle.pdf

Appendix A: Themed Narrative Content by Category A-Z

Theme Category A: The Role BC's Chambers of Commerce

A1. It was really the Chamber of Commerce movement in British Columbia that formed the organization's ability through the BC Chamber actually, to bring some of the regional things together. And we were at the Minister's behest in those days, invited to PTAC meetings to advise the Minister and Ministry officials to as what we thought in the regions we thought were good marketing ideas.

A2. Going back to talking about the Chambers of Commerce at the time, it is interesting because if we use a few that I can think of... What's evolved through the Chamber of Commerce that used to represent all industries, one of them being tourism, being the founding corporate entity that could write the cheques and do the Societies Act, and everything else a lot of Chambers of Commerce have gone back to their original mode which is marketing through the regional organization and providing visitor services in partnership and by contract with Tourism British Columbia. And so that whole thing has evolved over the last 35 - 40 years and the partnerships are so strong, it is incredible.

A3. There was Chamber of Commerce involvement of course... In (the Regions specifically) the... (Community) Chambers of Commerce were the regional tourism authority, but I think what evolved in my mind was a feeling by tourism operators that there needed to be more of a - the Chamber of Commerce did look and represent the community's full sweep of business activities, but the feeling was that there was a need for the tourism industry to really realize its' full potential, yet it kind of like had to go to the next level. It had to go from pupae to larva or whatever that relationship is - to the next level and spread its' wings. The wings were there, they needed to be spread, and the Chambers of Commerce took things to one level, but then there was a need to get outside and specifically, totally be you, and you and the tourism industry was something a little bit special and distinctive from the forest industry, and the mining industry, and all of these things all extremely important but the tourism industry had yet to really spread its' wings. And through the evolution of the Regional Tourism Associations from Chamber of Commerce based, to industry representative based, it allowed those wings, I think to unfold, to dry off and to flap.

A4. It was really out of all of that the Regions were informally recognized by TBC. Didn't really have any formal, formal organization, but there were contracts with the various associations and that evolved into, ah we saw the need, and there again using the ski model from ski marketing, evolved into the Tourism Industry Association of British Columbia. And that was made up, its membership was made up in the beginning with all of the Regions. They were the founders of it and it drew in the other sectors and (at the time) there were eight Regions.

A5. Windermere and District Chamber of Commerce was a member of the Kootenay and Boundary Chamber of Commerce, and at that time, that organization had two tourism committees, the East Kootenay Tourism Committee and West Kootenay Tourism Committee. And there was a relationship through the Kootenay Boundary's Chambers of Commerce with tourism, with Tourism BC, although it was a very much less sophisticated than it is today and has been for quite a few years.

A6. In the middle of all of that we had various political Tourism Ministers, and from my perspective, the first Tourism Minister that I had the privilege of working with that understood the business side of it was Grace McCarthy. We persuaded Minister McCarthy that our Region would be better served with two separate tourism Regions, and were successful in the mid '70's, '78...yes, I think it was chartered in 1977 and began operations in '78, and so with her blessing and the Ministry's blessing, that very successful Region took off.

Theme Category B: Tourism Industry Organizations Evolve: Finding a Collective Voice

B1. The Government by this time had formed a group PTAC, the Provincial Tourism Association (Advisory) Council, and they appointed a couple of rubes if you will, from the private sector that did whatever Government wanted them to do. And you know they were nice guys, and nice people, but they worked for big companies and their first concern was their jobs, not what they could do for anybody. And all of the independent little guys were the ones employing people, and putting their livelihood on the line. That was all of us, so we weren't always in sync with what PTAC was trying to do, because what would really happen is Government would say, "here is kind of what we are going to do" and PTAC would say, "oh, that sounds pretty good", and they would move forward with it. To make a long story short, in the end what happened, the TIABC (Tourism Industry Association of British Columbia) melded with PTAC, and Government disbanded PTAC, and what we ended up with is a thing that we call COTA (Council of Tourism Associations), which is what you've got now.

B2. (Note: with regards to the makeup of PTAC) Well yeah, it was across the Province, but it was like, you know, the friends of Government, or major players such as airlines as an example who Government felt comfortable with. And of course, let's be honest, it's big business, so Government likes big business. So that worked fine, but there was really very little representation if you will, at the small operator's opportunity in the Province. So PTAC was basically a tool of Government and didn't really reflect widely the, for instance, the Outdoor Outfitters, and all of the small association types involved in tourism around the Province. And if you've done any recent research, you will know there are all kinds of associations represented.

*Theme Category C: The Provincial Tourism Advisory Council (PTAC) and the Tourism Industry**Association of BC (TIABC)*

C1. After a PTAC meeting in Kamloops... we were there for the regular PTAC meeting which reviewed what Tourism BC was doing, what Beautiful BC (Magazine) was doing, and it was a plug for the Minister and the Deputy Minister. And it was the discussions afterwards, where we said "we can do this as an industry, not just be advisors, but we as an industry are terribly disorganized", that led us to have a couple of regional meetings, independent meetings in Vancouver with (some key individuals such as Gordon Bell, Rick Antonson, and John Dye). Along with that, there were several of the organizations... that came... the Guide and Outfitters, the Saltwater Fishing people, all came to recognize that we all needed to speak to Government, lobby government with one voice, so we came together as an organization in the mid '70's, later '70's along we followed the format set up by the Ski Area Advisory Council (SMAC), and some of the same people were involved. There again, ski led the way. And we were recognized at the time by the Ministry and other Government bodies as being, and we incorporated ourselves. I think the largest meeting... was attended by about 70 people at the convention facilities at the Sheridan Landmark Hotel, and it was really out of that that the Tourism Association of BC (TIABC) came about.

C2. (Note: regarding the rationale for establishing TIABC) The point was, the industry wanted recognition, we were able to even bring the big airlines and hotel chains to the table, and more so, we brought the regional districts to the table and they all became a member group under this umbrella (of the Tourism Industry Association of BC). Now the irony of that was those people were supported and paid by Government. And in those days, that's how the Regional Districts got funding, through Government, and there was pressure on some of them as well to say "hey listen, if you want to get your funding and your money, you have to remain separate from this group". And there was just a lot of pressure on that as well, but they stuck with it, and in the end we ended up with 23 - 25 associations... mainly because they saw that all of us integrate and we all need each other.

C3. (Note: As part of the PTAC) in that capacity I had a chance twice a year to meet with all of the other Tourism Regions and find out what they were working on and it gave them a chance to find out what we were working on. So that collegial relationship that emerged as part of the Provincial Tourism Advisory Council did give you a person in each of the Regions that you could contact if there was a question or an issue that arose, you needed to get a hold of somebody in that Region, maybe it was a supplier, maybe it was a brochure printing company or somebody who was an entertainer, but you did have the ability and the knowledge and the contact information to get a hold of somebody there who wouldn't just see you as another person on the phone that was trying to get something out of them, but saw you as a colleague, an equal, and an associate, even though we worked sometimes at great distances from each other, there was a sense that we were indeed a team that were working for the same owner. So I think that was huge.

Theme Category D: The Emergence of the Council of Tourism Associations (COTA)

D1. When we (as Regions) first got involved... we would go down and have meetings in Vancouver, we didn't even take minutes, there wasn't an agenda, it wasn't like a formal meeting, well maybe there was a showcase coming up or a conference coming up, or something, and so let's take advantage and let's all nine Regions get together with our Executive Directors and ... share ideas.... And I think early on in that... (it was decided) that we've got to get a bit more formal than this; I mean... we've got to have minutes and all of that. And we said let's form the Council of Regional Tourism Associations. So that kind of formalized all of us so that we would take on issues that were collective to all of us, and we would write a memo to the Government representing all of us, which is quite a few members right? And then, as we matured, we thought well this is going well, but we are still not the voice of the industry yet, we have to get all of the industry associations onside. And that is where COTA (Council of Tourism Associations) came from, and throughout that, there was a thing called the Wilderness Council, which was the outdoor boys trying to get together, because the fishing guys had a provincial association, the hunting guys had their provincial, you know everybody else had them but the wilderness tourism guys didn't have a provincial organization so that was... they started with the Wilderness Tourism Council... (which then became the Wilderness Tourism Association).

D2. It's all a natural progression... (several Regional managers talked and identified) that we need to get the whole industry talking together as an industry, but we can't do that until we get our Regions organized, because none of us get together on a regular basis. So we started out by saying that all of the Presidents agreed that it was important to get all of the Regions together (and the Council of Regional Tourism Association [CORTA] was formed prior to COTA). So whether, we would try and wrap it around other meetings, when Tourism BC was going to be paying for our airline tickets to go down for a meeting, and we would all fly in a day earlier and take advantage of being in the city at the same time, and we would have a CORTA meeting. Now occasionally, something would come up that it was a high priority and we would use teleconferencing, or maybe we would go into our own pockets to pay for a flight for the presidents to get together. But mostly, we just took advantage of all of us being in Vancouver for different things.

D3. And then the invites went out... The Heli-ski Operators Association were one of the early boys in there.... Right from the beginning (was) Southwest BC (now known as Vancouver, Coast and Mountains). So we had some big players that spread the word, and I don't know how long it took, and I can't remember all of the steps, but you know, it took awhile to get the full COTA membership, but it was definitely, everybody saw the benefit of this, and walking with a big stick we could get some attention, otherwise we are not going to have any say at the land use tables.

D4. Government would say "who are you to talk to us like that" well collectively we represent you know the largest industry sector in the Province, you know, this is when we

were speaking as COTA. We actually flexed our muscles, and actually got their (Government's) attention, and they hated it because they loved the fact that tourism was made up of 1250 warring tribes throughout the Province, that you know, keep them (the industry) separated, keep them independent, and keep them confused because they have no power as little tiny operators by themselves. Only coming together as COTA could they (the industry) carry a big stick and then have people like... the real leaders and shakers sitting at COTA....

Theme Category E: Land Use Planning – With a Voice: a Resource Dependent Industry is

Recognized

*E1.*All the marketing that the (Region) does now with a staff of I don't know what they've got 8 people or something, there were two of us.... And from (our Region's) point of view marketing was a secondary reason to have the Association; the primary use was land use and political clout. I am thinking that (other Regions) were put together in the same way in the original days...they were there as they were at the table fighting for land use.

*E2.*The other Regions (other than the Kootenays) whether they be High Country, or Thompson Okanagan, or PRAHTA (Peace River Alaska Highway Tourism Association) as it was called, would have been in Northern BC, we all had, we were member driven, and members had issues of various kinds. We were not just (as our Region), we were not just a marketing organization, it was, that was the primary purpose, but what is the definition of marketing? You know, if you don't have a good road coming to my place that is a marketing issue, if I don't have any air service that is a marketing issue, that is how it can be argued and that is how it was perceived. You know it was, if the forest industry is cutting down all of my trees and my viewscape and landscape, how in the world am I going to fill my place anymore? It is a marketing issue. So, I used to hear that all of the time, and that was the case pretty broadly in (some of the Regions) where they were maybe impacted more by some of this stuff. And that's why there were some leadership roles maybe coming from our Region... so the Regions were not, and the Executive Directors at the time, and the Boards of Directors, and again the Boards of Directors were far more engaged in the operations of the organizations and the issues within the region then they are today. So,... when we were even contemplating at the CORTA table to even create COTA, and the reason we wanted to that... we needed a pure advocacy agency in the province.

*E3.*And land use was a big thing...that was one of things that pulled COTA together in the early days. The fact that some tourism operators had been on the side of a lake for 35 years, a family operation, and they just got their viewscape clear-cut across the lake was a really hot issue back then. And there was no, tourism was not recognized as a resource dependant industry in BC, so way back in '87, there used to be...prior to COTA and prior to CORTA, was...PTAC... PTAC was kind of interesting because it was mostly made up

of, mostly private sector, but they weren't really representing associations, they were kind of representing themselves, which is fine, and there were like 70 of us, so it was a huge table. But one of the early things that PTAC did in recognition of this land use thing was they formed an environmental sub-committee... and Louis D'Amour, did a paper on, Louis D'Amour is a consultant out of Montreal, *Tourism for Peace* was his initiative, he did a paper on...to do with tourism as a land based resource and tourism's link to land use planning. Because we really were not at the tables, you know the Regions, all of the forestry planning tables, you know mining was there, forestry was there, fisheries was there, but there wasn't any tourism there, ever. We weren't even invited, that they go, "Why? I mean, why do you guys even want to come?", and so we then formed, there was an environmental subcommittee of PTAC, and our recommendations to the Government was that they needed to have designated people within the Ministry of Tourism with a land use mandate. And that is where the Sustainability Branch came to be in the early '90's. And that ADM (Assistant Deputy Minister) or DM (Deputy Minister) at that stage, I can't remember his name was a very well respected fellow, and he helped push that through... (*Researcher's Note*: When asked if a name could be recalled?) No...gee there were so many of them, I can't remember all of the names...a very distinguished business dude, he was like a fish out of water, we were lucky to have him and he wasn't there for long, but he is the one that I think made it happen that there was a Land Use Branch in the Ministry of Tourism.

(*Researcher's Note*: Louis D'Amour, of L. J. D'Amour & Associates Ltd., coordinated the first global conference entitled "Tourism a Vital Source for Peace" as part of the organization, International Institute for Peace Through Tourism (IIPTT), held in Vancouver, BC, in October 1988 (<http://www.iipt.org/history/conf1.html>)).

E4. I think that the origins, the reason to be, to band together as COTA wasn't anything to do with co-operative marketing, nothing to do with that, nothing. That is what each sector association and Region can deal with on their own, we got together for land use planning.

E5. We had to educate forestry, and we had to educate mining that we (tourism) are not going anywhere. You know..., I wasn't there to beat people up, I mean, I always said to those sectors, I said "look you guys, 49% of all revenue spent in tourism is spent by people who live in BC, so I need all of you loggers working, and I need all of you miners working, because you are buying canoes and campers and spending in the Province. So when I am here telling you that your forestry practices suck, it is not an anti-forestry thing, it is a pro-tourism thing", going, "you guys are going to put yourselves out of work, mark my words, and my industry is going to suffer", and lo and behold, look what's gone on.

Theme Category F: Tourism and Government

F1. The Regions had problems, because they had nice people, usually, they were usually retired from something or they were mostly people that maybe came out of a hotel or kind of a job and they got this a sort of a plum in many ways, I mean getting the regional

job was a nice retirement thing, you got a few bucks and you went out there. What was happening was, again it was the context, flag waving, you know, standing on the side of the road and waving flags and handing out brochures to me was pretty stupid, because it was senseless, it didn't do anything, you needed product and most of these people didn't know how to build product. And that was a key issue and we talked to Government about that and said "we need things".

F2. Mike Horsey who was an advertising guy and Mike turned out to be basically the saviour of the modern tourism Mecca because he was a very smart guy and he brought in a woman by the name of Virginia Green... there were a few other people brought in and all of a sudden we had a Ministry with some meat, and we had a Ministry of people who were very market oriented and who really got it, and that's where we moved into the EXPO era, and Expo was a very strong catalyst for British Columbia tourism.

F3. At this time we started to move into an era of restraint and the restraint thing got quite ugly... Norman Spector was hired by the Bill Bennett Government in the early '80's (*Note:* 1982-86) because the Government was in trouble, and there was need to create a program called "In Restraint". And one of the restrains was cutting and reducing ministries, and tourism was just beginning to get a foothold as a provincial entity, and we felt that if the tourism industry was sacked that tourism would, you know, would end up being put on the back bed somewhere. So we lobbied hard to ensure that tourism was not cut, and it wasn't, and it was the greatest, our greatest surprise of all, that it didn't get cut. In the Ministry, they didn't get a bigger budget, but at least they stayed alive, and I think that was a helpful point.

F4. I spent so much time in meetings in Victoria talking with different Ministers, and I realized as well, that tourism, I wasn't stupid enough to think that just going to tourism was the answer. Getting tourism accepted meant getting other Ministries to accept tourism. Getting the Forestry Ministry, for instance, we were one of the first in the Province to have the idea of having tourists go on logging camps and actually viewing them sorting logs and this type of thing. And of course in those days, Workers Compensation Board, and the unions were against us, "oh what is this bringing all of these (people) to watch us working?", and you know all of the attitudes were so bad. You know, we wanted to convert, you know, fishing boats to boats of leisure, so people could go up and down the inland coast. So, these were all of the things we were working on, and we had opposition from all of these other sorts of people because they didn't get it. They didn't understand that that tourism dollar was a way, you know, to make money for them, and to also effectively spread the wealth by using our resources as tourism plots if you will. And so, I spent a lot of time with different Ministries and the Forestry and the Mining and the Fishing and all of these types of people just in conversation about the value of this sort of thing. And you know, eventually, you know it took another ten years or so, but eventually it happened, and we began to have visitations to logging camps, and visitations to fishing boats, and all of that kind of stuff. And you know, the tourists, they loved it!

F5. Well, I was there seven years (in the Region). I think I had, and I am going to be conservative, I think I had six different Ministries and seven or eight different Ministers in those seven years. So we used to laugh and joke that when there was a cabinet shuffle, the guy who ever had the Tourism portfolio was running around the Cabinet table with a hundred bucks in his pocket saying, "I'll give you a hundred bucks to take tourism off my hands".... So there was no continuity, every year, every six months, you were trying to bring a new Minister up to speed as to what the hell you people do, and they would be getting mixed messages because Tourism BC would say, "they (Regions) kind of work for us", and the Regions would say "no, no, no, we are accountable to our membership, and we advocate, and we do whatever our members want us to do". So it was a tough thing, it was a slippery thing to get your hand on.

F6. Well historically, we have worked with a Ministry of Tourism, of some kind, and the Tourism Partners program, and then a Crown Corporation and now back to a Ministry. I don't get overly concerned whether it is about working with a Crown Corp, or a Special Operating Agency, or a Ministry, as long as we know that there is formula based funding, and that there is significant industry input, or industry lead, as it is chanted frequently. But if you look over the years, there's been good times when we've worked with the Ministry, and bad times. And there have been good times when we have worked with the Crown Corporation, and there have been bad times. It really depends, who is sitting in the leaders' seat. We have had some very, very good Ministers that really helped take our Province in some positive directions. The main thing is how the heck we get the industry to work together. We are at a time right now where I have never seen the industry so fragmented as it is right now. It has always been fragmented, but it is ridiculous right now. So and I don't know the answers of how to bring that back, but that's what we really need.

F7. There was a time when I was in the Region, that we had great difficulty convincing some of our partners and communities that we were part of Tourism BC, um, and what we asked for, and what we got, were letters of introduction, it was people from Tourism (BC) coming up and being part of the introduction, and then they became part of our Annual General Meetings. And then it wasn't very long after that that they realize, that not only were we, did we have a funding partnership with Tourism BC, but we were genuinely part of their delivery of their programs. And it took a few years. and it was a few years, but it was the contract, it was even the letters that say we were an agent, and you know give us the Government rate at a hotel, or something like that, all of that provided the credibility that we were part of Government.

F8. The paradigm shift in tourism in British Columbia was when Grace McCarthy was the Minister. She single handily actually liked the tourism industry. There were Ministers who simply, they were put in that Ministry, and that they saw it as a stepping stone, to get into a Ministry, quote shall we say, of some importance, as tourism was simply a junior Ministry. Grace did a big job in making it a cornerstone Ministry of the Government. And she had a good helping hand in her assistant at the time, John Plul. John Plul was the

executive marketing guy with CKNW, and I am not sure how that arrangement was that he was also the Deputy Minister of Tourism?

F9. But he worked with Grace, and was a very inventive guy, and was a real positive force, and taking that small budget and doing some interesting things with it. I think about \$50,000 of it went towards the Rose Bowl Parade, where British Columbia had a float in the parade. And for him, it was a big marketing thing, as all of the Americans in California saw the BC float, and it was one of the most watched shows on television, and it was a big bang for the buck. And he was the guy that could see this is the kind of thing you needed to do, to garner any kind of attention in a market place. Now a lot of other people would say, “what a waste of money” and “what are we doing putting that kind of money into a Rose Bowl Parade?”, but he actually, convincing Government that this type of marketing would get some kind of play. Cause you know, it cost a fortune to advertise in newspapers in California. And that alone, is just a huge market, and he was able to segment the US, rather than try and treat it as one big unit. And he chose California, which made a lot of sense, and he was really good.

Theme Category G: ‘Radical Thinking’: Partners In Tourism Program

G1. The dollars that are available now, compared to the dollars that were there when I was managing the Association is just light years away from the situation that we had. I think at the time, the program was called the 60-40 program, where for every, I believe it was for every 40 cents we raised, we could receive up to 60 cents of provincial government money up to a certain limit. And I think that when I first got involved, that limit was about \$40,000 that is it for the year. So times are different, and things are much more expensive now, but the regions are looking at budgets, at least some of them, if I understand it, at least some of them in the seven figures, and in some cases multiple seven figure areas. So it is pleasing to see there is recognition, that for a tourism industry to be successful, we have to invest in it. But, it was very challenging in those earlier days, the ‘70’s the ‘80’s, to get the job done with far, far less money. We had to be very, show a lot of ingenuity and imagination, and do wild and weird things to capture the imagination of people we were marketing to. So it did put a premium on ingenuity and just kind of wild and crazy.

G2. (As) I understand it (I wasn’t active at this time), I gather that in getting ready for Expo ‘86, the Province decided to utilize the existing Regional tourism organizations and to augment the areas of the Province without an RDMO by helping them form a RDMO. They then came up with the “Partners In Tourism” program and entered into contract arrangements with the RDMO’s for them to provide the sales-agent to their members for co-operative, regional tourism promotional campaigns.

G3. For example, while some might have been formed originally to leverage marketing programs by working together, others like North by Northwest were formed originally to be a strong ‘advocacy’ group to represent ‘tourism’ interests at the Provincial/Regional/local planning tables. When North by Northwest, had a ‘Marketing

Director' who did all of the co-operative marketing. (The role of) Executive Director was more directed at land-use issues, visual corridor management for highway corridors, sensitive logging practices, fish and wildlife environmental protection, representing the private sector (a.k.a. constituents) with all elected officials and government staff....

G4. One of the transformative moments that I remember, and I remember really, really stating publically, that the relationship between the Government and the Ministry of Tourism transformed overnight when whomever thought of the Partners In Tourism program, came up with it and launched it. It was at that point that, up until that point ... when that was introduced, it caused for the very first time; believe it or not, it forced people to begin to think in terms of consortium marketing programs. For whereas, up until that moment, everybody was still working in very much their own silos, and not working together. The Partners In Tourism program, when it was introduced was radical new thinking, and it transformed our industry, no doubt about it, at least in my mind. And it introduced a whole method of doing tourism marketing that nobody had ever seen before, in our Province of this magnitude.

G5. In the '90's, they (the Regions) were relatively small organizations, you know when you went into (a Regional) office, (they) had three people, maybe four. And the same thing for the other Regions, often they were small like that. They were small organizations that were delivering relatively straightforward marketing programs within the industry, in their Region, and you know, so it was fairly straightforward stuff. They really didn't do any trade relations, they hardly did any travel trade stuff, it was mostly consumer marketing and close-in markets, and it was shows, and brochures and print advertising. So you know they were relatively simple low cost organizations, but it seems to me what has happened now is that they have grown into mini Tourism BC's, or until recently they have anyway. So they had their own Media specialist and Director of Media Relations and a Director of Travel Trade development, you know they were attending all of these... you would go to Media Marketplace and the CTC and you know they would all be there, and they would all go to the travel trade shows and so they grew into these mini Tourism BC's offering sort of the same services but just focussed on just their own Region. So they were far more sophisticated in terms of what they were doing in terms of a marketing perspective, much broader in what they were doing. In fact they were duplicating what should have been done at the Provincial level, and that comes back to the rationale of why Tourism BC had to, absolutely had to bring them under control. Because frankly, to have six or seven media relations people in this Province all working slightly at odds with one another, that just makes no sense, it just makes us all look like fools.

G6. What was done (before Partners In Tourism [PIT]) was travel guides, and sort of larger level buy-in type stuff. What this did was it caused us, and they put money behind it, the Ministry put money behind it so, we were attracted to the money that suddenly became available if we partnered in advertising campaigns with our neighbours. And frankly that just didn't happen, hardly at all prior to that. Because it, well, it just didn't.

There would be isolated cases where people would get together, but there was such a fear, I don't know if it was a fear, but a reluctance certainly to be working too closely, because that is not such a smart thing to do. But when the money was put on the table, we (Regions/operators) all went for the money and figured out how to put up with each other to make it work... Anyway, it was a radical moment; it really was.

*G7.*What we began to do was to seek out partnerships in the Region; we began to look for other stakeholders as they are called today, in that case members, other members that we had things in common where we might jointly invest together in a campaign together. And it created new consortiums, and new partnerships that prior to that never existed, and so the media buys expanded tremendously, and radio and newspaper, and there was a tremendous surge in advertising, and it was all partnered for the first time.

*G8.*Bringing in a leveraging program into the system, I think is very advantageous to bringing the private sector together to work with the Regions and the Province.

*G9.*You have to remember that you would go to ten (sector) operators and you might only get five or six that say, "you know, we are interested in going into (market A, or market B), and we want to do this, and we want to do that" and others would say, "no, you know, you are getting into our market area, and you are interfering with us, and (market C) has been my market for years, and stay out of (market C)". There was that kind of attitude, and we were sort of blowing the doors off of these things, and if you weren't part of the (PIT) program, you weren't doing as well as your competition. They are the one you know that didn't want to participate, and didn't want to spend any money. They were the guys that had the little resort right next to the (big name operator) that said, "things are fine, I am doing quite well, just leave it alone, you know if you keep pushing this way, everybody is going to be full but me".

*G10.*When in the accommodation sector, I would have never looked to a regional tourism organization to do advocacy for me, I would have looked to the hotel association, or the restaurant association, or the pub association, or whatever it was that was relevant to my business. So the Regional Association only became, I only became aware of it, and found value in it after there was leverage marketing available.

*G11.*I used to use this (Partners In Tourism program) as a great excuse to people who were selling me advertising, in that I said, "is this partnerable through (the Region)?" if they said no, then I told them to go talk to (the Regional manager) because unless it is (partnerable) I don't advertise in anything that isn't (a) tourism partner program. It made me a real believer in the program way back then.

*G12.*We had people like (different magazines etc.) that used to come into our Region and knock on the doors of the (various operators) and the hotels on their own to get ads and all of a sudden there is a Regional Association, and they've got money, and all of the people that (the magazines) used to deal with and selling (their) ads are now all dealing through this (Regional) organization and now the (magazine) is knocking on the doors of

the (operators) and the (operators) says, "well is this partnerable", and the (magazine) says, "well what do you mean?", and the (operator) would say, "well you have to go talk to (the Region) because we don't buy ads anymore, we go through the Region because everything is partnered and we get (cooperative marketing dollars)". So if that magazine was not blessed by (the Region) they literally died, and that was a big issue, and that was a negative issue for Government, as they don't want to see us (the Regions) in competition with the private sector. So as the program grew, (Government) started realizing that we (Regions) were becoming more strategic. In other words,... we (as Regions did) not believe, that after we had gone through the research and identified our marketing plans, made up of these different sectors, we've got (sector A, sector B, sector C) and so on, and in our (specific sector) plan we have more (of that particular product than another) and we have identified that we want to be in (X, Y, Z, sector specific) magazines, in (Q, R, S, key markets), all to address and talk to our customer base, and our customer base are these people. So once we got our plan approved, then if somebody complained that (a certain publication) didn't get an ad that they used to get from (an operator) because we (Regions) were not partnering it... we would say that it was the wrong vehicle to talk to the audience, and Government started understanding that, and they started supporting the idea that we were being very strategic in our approach, and that to me was a significant change.

*G13.*The actual program itself, which was Partners In Tourism, and then it changed, and the changes when it went to Tourism Partners, were both significant. The fact that there was a Partners In Tourism program... I was working in the hotel industry... I found was an extremely valuable program to be able to leverage the dollars I was using for marketing, and in order to take advantage of that, and work with the Region.

*G14.*From a change point of view, when we went from what we referred to them as PIT, to Tourism Partners program now, the change isn't necessarily significant but I think that the program is much easier to work with for an operator now, because we are not expecting money up front. Where it was really us (Regions) matching their dollar at that time, now it is them (operators) matching our dollar, so to speak. It also always interests me to ask the question "who is leveraging who?". And often, we do put ourselves in the boat where we feel it is us (Regions) giving them (operators) money, when I try and turn it around quite often and say, you know what, without them (operators), we wouldn't be getting those messages out in the marketplace. So to me, in a lot of cases, it is them (operators) leveraging us in order to help us get the message out.

*G15.*The Partners In Tourism program has been emulated by most of the other Provinces in Canada. I know that (BC) was not the first, I think.... Nova Scotia had a program, but (BC is) the longest. I mean, I don't think anybody has enjoyed a more of a successful regional program than BC has.... we (in BC are) leaders in this area, and the reason for it is that we were able to maintain the program over that long period of time. If there had been an interruption in the program, I don't think the program would have survived. We

were able to resource it, we were able to provide training and education, and we were able to have credibility, and in time it manifested itself into a true partnership.

Theme Category H: EXPO '86: The Catalyst and a 'New' Tourism Industry Emerges

H1. (When) I started in the Region, I mean it was pitiful, it was just a little bit of money, and we weren't going anywhere. And quite frankly, I mean, I operated it for almost a year, and the phone rings, and it is Mike Horsey, and we've got a World's Fair we are putting on, and he wants the Regions to be a major part of it. That was a huge change to the direction of the Regions, to the structure of the Regions. We went from a little organization to where (the Region) is today, because of that phone call, and because of that event (Expo '86), and there have been other events that (the Regions) have been there, but I think that one particular event was the catalyst to get the all of the nine Regions up and running again.

H2. I think that (Regions) were quite independent doing their own thing for their own members and then somewhere around Expo '86, Tourism BC, no? I guess it was the Ministry I guess then, or one version of the Ministry of Tourism. I think they took one look and said "hey, let's not reinvent the wheel here", these existing Associations may be a good way for us to do partner programs and stuff, or whatever we can do". So they kind of came along and said why don't we, or encouraged the formation of other Associations where there might have been a hole in the Province. I don't know where that would have been, but they didn't give us operating money, they gave us, we had a grant to facilitate, or implement their programs, and they were specifically laid out, you know the partnership program, and maybe a few other things, but you know it was very clear, we had a contract and, but we were not field offices of Tourism BC....

H3. It seems to me that Expo '86 was really the coming of age of tourism in the Province, more particularly, Vancouver. You know, it required a degree of sophistication, you know, that hadn't really existed previously. And one of the big issues was accommodation reservations, and another was working with the international travel trade. So there were things that had to happen in order to make Expo '86, you know important. I was thinking that one of the big outcomes of Expo '86 was the building of the Coquihalla Highway, which I think is more important to tourism than the work that they did on the Sea to Sky (Highway for the 2010 Winter Olympic and Paralympic Games), because it really opened up the Interior of the Province. I don't know if you have ever had to drive the Fraser Canyon, but that was a real barrier to getting around this Province. You know, it helped further develop the ski industry in the Okanagan...there was just a whole pile of things that sort of just led to that, as a result of (the Coquihalla being built). Also because of the length of time, I think that it (Expo 86) had a more significant economic impact than the Olympics would have. You know, just because it was over such a longer period of time. Now, it didn't have the world wide exposure on television because it wasn't that kind of an event, but over a much longer period of time. I think that

there was more provincial support for it, and involved with it, and probably just about all attended it....

Theme Category I: Sectors Evolve and Ski Creates a Template for Collaborative Marketing

11. We had the CBCTA agreement and that is where the sector marketing and sector development first happened... Canada BC Tourism Agreement,it was on marketing, and what happened was the Government, the Federal and Provincial Governments, the bureaucrats decided, we had an industry steering committee and we decided the best way to use these funds was to stimulate sector development on the basis of what the quality of the product was. Were they export ready, or were they not, and where are the markets for those, where are the geographic markets for those? So we built a product market matrix and said "OK, here is the industry sector we want to develop, that we think fits well with who we are and what we do... so (sector) is an obvious example, we have \$100,000 to market (sector A) and we want to work with you to develop a marketing plan and get some marketing going on a partner basis and so that was done with a lot of sectors in the Province.... but that is where we first saw the development of (some) of those (sector) associations, and brochures that were done and stuff like that.

12. As the template of skiing the, then Bill Taylor, came out of Kimberly, he worked for the Ministry as their ski guy. We looked around to see who was doing it right, and Ski Utah had been going for awhile and so Peter McKay-Smith from Tod Mountain, Bill Taylor, Doug McIntosh, and Mike Duggan when to Salt Lake City to meet with the Ski Utah people, and pick up any kinds of ideas, and were very impressed about their ski packaging and everything else.

13. A lot of the resorts were supportive of the program, when we all learned that we could partner some Tourism money with our private money to do some joint promotions. So for a lot of us, in both the summer side, but more specifically the winter side... the ski is what got us going and our joint marketing going because it was our dead season. And we were fortunate, in the middle of all of that, Ms. McCarthy and I got along pretty well, and she did phone me the one day and she knew that a lot of us were working in part together to promote the winter program and her words were something to the effect... "...I am tired of so many people coming to our door, to get their ski areas going and get it marketed and everything else, could you get the ski areas together?" so knowing most of the guys in the business, or a lot of them, we got everybody to Kamloops. She brought along Don Patton, one of the main executives, executives of Ronald Reynolds. And it was Don, we were thinking of a name for our organization to represent the ski marketing forces in the Province, it was Don Patton who came up with the Ski Marketing Advisory Council of British Columbia or something to the words of SMAC, and it had all kinds of connotations. But the entrepreneurial side, then of the Ministry, under the leadership of (Minister) Grace (McCarthy) saw a lot of the ski market take off. The time was right, the individuals, the entrepreneurial spirit, and everything else were right. But the concept of joint marketing of our product of British Columbia as Canada's Ski Destination etc. etc.

started in that period.... in my mind, yes, it was the first sector that really worked in that way. And it provided a template... for golf vacations, for a lot of marketing. The original ski package was pretty easy. The lift goes around and around and we've got lots of hotel beds to fill, there are all of the other components of a winter holiday, the restaurants and everything else.

/4... I personally give credit to a lot of the planners like Brian James of Big White, Peter McKay-Smith (at Tod Mountain) and all of the guys at Whistler and Hans Gmoser (Canadian Mountain Holidays), Roger Madson, and people like that especially.... SMAC, specifically used heli-skiing to put BC on the map as a ski area, as it was unique to BC. I mean you can go skiing anywhere in the world, but you can only go heli-skiing in BC, at the time, and so it was featured, and a lot of the original pictures were Hans and Leo's and everybody else's that were used all over the place in the ski advertising and marketing in the '70's. And everybody else in the golf business in their own way took the golf business the same way. The logistics are different.... (Regarding maximum capacity differences between ski hills and golf courses) but the formula is basically the same, you are selling a room and ski, and a room and golf.

Theme Category J: Merger from Nine to Six Regions

J1. (Note: Comment on the merger from nine to six regions in 1997) Mixed feeling as to whether that was a positive or negative move from an overall destination marketing stand point.

*J2.*The lack of rationale on the funding formula to Regions that seemingly resulted when that shrinking from nine to six happened, there seemed to be a shift in the way the Regions were funded.

*J3.*In the way that it was presented, which I thought was very flawed, was that each organization should prepare a proposal for why they should be the organization that ran that new Region.

*J4.*The Alberta system had at the same time, had reduced their zones and did a very similar thing where they just put it out there and said this was going to be the new zones TDR's (Tourism Destination Regions) just before BC's merger.

Theme Category K: Regional Governance Changes Many Things

*K1.*The Carver Model (of governance) when it first seen the light of day, was very controversial. All of the CEO's, or Executive Directors at the time, they thought it was fantastic, they all wanted it. And we all got work-shopped to death on the Carver model; we had workshops, seminars, visitors, facilitators to teach us the Carver Model. So there was this evolution, this emergence of the Executive Directors slowly moving away towards a whole different position in the organization, that of CEO and the Boards

moving away from micro management to more of a governance environment. And that took a few years to happen.

K2. (Note: In response to how the Carver Model was initiated) That is a good question... there was somebody going around, because I know we had to go through the most boring series of sessions at that time. Governance is not exciting stuff. There were no directives from on high, there was no high, we were the on high, and we were the almighty, being we as the Board. But the CEO's, in our case in (our Region) the CEO, or the Executive Director was really pushing it and so had his contacts who came in and were educating us.... as I recall, all of the other Regions were starting to hear about it all of the time, the Carver Model, and it was everywhere, it wasn't just Regional Associations it was all associations everywhere.

K3. Board governance, it was a huge, huge issue to get to the point where we have a board of strategic thinkers who are thinking strategically as opposed to being hands on and trying to be hands on and playing with day to day operations and so that the (regional staff) can take their strategic direction and be entrepreneurial and actually get out there and make stuff happen. So it is really a streamlining of the way you can do business, makes things work more as a business rather than a not-for-profit so to speak.

K4. (Note: In speaking about Regional Board Governance) I think that through the evolution of the governance what we've see is a dramatic shift in the control of the Regional Associations to the CEO's... Prior to COTA, there was CORTA.... It was though CORTA where the beginning thoughts and the actions and strategic planning took place to create COTA. So it was CORTA that created COTA, very carefully and very strategically made those moves. During the time that CORTA was a named entity, and known entity with some degree of power and influence, it was there because of the prior model, and that model put the Chairs at the political helm, they were seen as the political leaders within the Region on behalf of that regional industry, and so the elected Chairs were viewed in the CORTA era as the industry political leaders to a great extent (except what is now the Kootenay Rockies Tourism Region), but the other Regions that was not the case and there were nine at the time as you know, and so CORTA was a strength, a lobbying strength, we met with the Ministers... When the group met, when CORTA met, it was a meeting of the Chairs and the Executive Directors and we all met together. And so the Executive Director would never be alone without his Chair and vice versa... So when meeting... I am trying to create a picture of an organization of Regions that had some political dynamics and influence, and advocates for their Regions, and the Province on provincial issues. What is different now, is that a Chair of one Region has no idea who the Chair of the other Region is. They don't meet, they don't know each other, they don't talk, and the CEO's are almost nervous, to almost let the Chairs all meet.... I think this will eventually weaken the role of the Regions, if you limit the ability of the Chairmen to take on a stronger political role, you in the end, especially when you make the whole Provincial group never meeting, never talking, conducting sessions on matters of mutual concern, then the mutual concern is you just fade away and you are left with the CEO's

having those discussions. Well in my mind, there is always a great deal of difference that the issues that CEO's have, and they are legitimate, and the issues that elected Chairmen might have, and his or her issues are also legitimate. But then they are not always the same. So the reason that the Regions are in some degree of difficulty today is because, they do not meet with their political arm.

K5. Some of the individuals who served as the volunteer Directors of these (Regional) organizations, it was really a pleasure to work with some people, who not only were they working for their own business, but they were prepared to see the value of being a partner in an effort to kind of ensure that their area was given the recognition that it was due. The whole panoply of tourism products in British Columbia, that there was a lot of pride people had in their community, and in their Region. If you could tap regionally into that pride that people had into their community, if you could tap into that you had an incredible amount of fuel in your tanks, and you could fly a long way. I think that the things such as (joint projects) that we were able to do, which were far more that we could afford, if we had to pay for that, we couldn't have done it. But through the volunteer work that was done... and through the ability for people to see an opportunity like to Captain Cook Bi-Centennial, to come out and basically connect the pride that they had in their own communities with a Provincial campaign, so that they could link into something Provincially as well as Regionally, that just gave you all the more juice to really get things, get people excited, and things moving.

Theme Category L: Contributing Factors for Regional Organization Stability

L1. In part the reason that the CCCTA has been unstable is due to when the train was cancelled (BC Rail's Cariboo Prospector Passenger service), and when that left, it changed the makeup of the Region, and took away some key professionalism and expertise, but now there are mainly smaller operators now - it was very strong in the '80's.

L2. Board management and budget. Board vision and Board governance - as your Board is made up of your industry, and so it is made up of the people that have the belief in the value of the industry that are going to be at the table to represent the needs of the entire Region with that hat on, and work in a strategic manner to move that vision and mission forward. And remember that one of their most important roles is to hire a CEO, to deliver on that, and the role is then to manage that CEO. The right manager or CEO is what it takes to drive those missions and things forward through a business plan. There needs to be an effective, from an operating stability point of view, it has to be managed like a business, and a lot of times not-for-profits are managed more like a social club. It has to be managed like a business; it has to be managed entrepreneurially so you can find all of the opportunities out there as opposed to manage a program or two programs in order to diversify. You need the core funds, you want to be able to deliver, and related to budget you need flexibility, that the budget is not allocated too specifically to programs that you

can't take an entrepreneurial style and make those things work effectively for the industry and the financial stability of the organization.

L3. I think the Regions they were all a result of their Executive Director and their Board, and I mean that is what defined the Regions, and if they changed their Executive Directors things would change as to programming, and I think that it became tough and tougher to raise money on your own, and it became easier to say yes to the government.

L4. Boards, and Board members, and then the individuals. You can have good Boards and crappy people, and you have to get rid of crappy people, they don't, they just let them float. You can have crappy Board, good people; good people leave because of crappy Board. Or you can have good Board and good people... And there are some good examples where they are willing to work together.

L5. Board of Directors were always a wild card. You could end up with a good Board, or a bad Board, and they could ruin your life. All of the Regions take on the persona of their Executive Director, and so if you had a weak Executive Director, that wouldn't help at all. And so you had to have an Executive Director that the membership had faith in and supported. Some people had better fund raising ideas... some Regions had big players... (with product expansions), within each of the Regions, the Associations, it was up to them, be as creative as you can, you know to raise whatever money you can. But it was tough, because you were dealing with, unless you were dealing with big operators, (some Regions had smaller operators in the day)... and it really depended on the sophistication of your members, and it really made a big difference on how these things operated.... It was difficult, it was difficult for Board of Directors to buy in that they may be paying their Executive Director more than maybe they would be making as General Manager of their hotel, so a lot of it was Board personality, I would say it was most of it.

L6. We've been truly fortunate along the way to have had some phenomenal managers, leaders, as strong employees.

L7. Getting good people is really important... every organization needs talent, and they (Regions) need to have the foundation pieces to attract talent.

Theme Category M: Memberships and Stakeholders

M1. When you have so few products that you have no critical mass, you look for partners. So (within the Region) there were products beginning to grow and be developed in the 1970's but it was so few and far between and the marketing budgets were so minimal that the groups looked to do things together.

M2. When you are a membership organization you tend to have people have expectations for that fee that they pay annually that often are far beyond what is reasonable. In other words, they will pay \$100 a year but for that \$100 a year be looking for \$10 - \$20,000 worth of benefit, and it is often in my experience the members that pay their membership

fee but then never participate in any thing are often the ones critical of the organization and what it is doing. When you take the membership fee out of there and everything is a use pay opportunity or partnership opportunity people are not thinking about that because the only time they are engaged is when they are participating in something, and as long as it is effective then they are happy so it takes away - it helps grow positive support for the organization because whenever the stakeholder is engaged they are engaged in a positive situation.

M3. (Note: Moving to a stakeholder model) really changed our organization although it was high risk when we did it, I mean it turned our organization flat over to where we eliminated the barrier of having to pay a membership fee structure. It helped out with the communities where they didn't feel that we were competing with them for their members, so it really helped us engage them. We doubled the number of participants in our programs and doubled the revenue derived from that in the first year.

M4. (Note: Moving to a stakeholder model) Probably the most important thing is that it enabled us to represent all of the product (in the Region) as opposed to just the ones that bought a membership, So from a consumer perspective it really made the destination much more appealing as it had a lot more product.

M5. With this (stakeholder) model, (Regions) in theory they should have become Government employees, and they should have become Government offices with Government wages and Government benefits and all of that, because if they (Regions) don't have a membership then who is the Board accountable to? No one. They are accountable to the industry and the Region, well you know that to me is totally impotent... and if you think that a president of a Board nowadays could phone the Minister of Tourism, and demand a meeting? No, because everybody within the Government thinks that these Regions work for them, which they do, through a contract. So, I think the structure is screwed actually.

M6. So who is the master, I don't know. I have no idea what the Regions are going to do, because the Regions have morphed, from in my days when 25% of my operating budget was generated through my contract with Tourism BC, to Tourism BC providing operational contracts basically paying for the whole administration funding of the Association. So philosophically, I think they have gotten themselves into a real problem, as you are still accountable to your members, you still have a volunteer Board of Directors, but you have one contract that keeps all of your staff busy, and the terms of that contract, is that what your members really want you to be doing? So I think that membership in the old days, were formed for advocacy, and now you pay a membership so you get a... discount on an ad, and that is the only reason to join the Association.

Theme Category N: Communities Then and Now with 2% Hotel Tax

N1. An example would be ... Tourism began to grow in communities because, motels would be often based in the communities and they would be catering to business travellers and then by extension looking for families in the summer to stay with them. Every community had a golf course and most communities had a ski resort, which they also wanted to have available to visitors to offset their costs, because they couldn't actually afford chair lifts on their own, so when they are looking to go from (pull lifts) and t-bars to chair lifts in the 1970's and buy chair lifts, Tourism became something that was a continuous effort by city councillors. And for standalone resorts to market... they gravitated very quickly together.

An example would be ... Tourism began to grow in communities because, motels would be often based in the communities and they would be catering to business travellers and then by extension looking for families in the summer to stay with them. Every community had a golf course and most communities had a ski resort, but they also wanted to have available to visitors to offset their costs, because they couldn't actually afford chair lifts on their own, so when they are looking to go from (pull lifts) and t-bars to chair lifts in the 1970's and buy chair lifts, Tourism became something that was a continuous effort by city councillors. But stand alone resorts... gravitated very quickly together.

N2. I think that the concept in, the Partners In Tourism was we all became pretty good at it, and we all figured it out, and we saw it working, and we realized that the power of partnership of working together, and now you have a whole generation of tourism operators that really get it. So what thoughts that began to sink in, is that the more money you can gain access to, the more powerful you can be. So this idea of the hotels coming together and agreeing to the extra two points of the hotel tax, the ideas of hotels coming together and agreeing in a community context to charge their customers this extra fee in order to raise more marketing money, to partner and leverage, to create a bigger brand for their community, that emerged from, clearly from the intelligence that was gathered through the Partners In Tourism program, in my opinion. It created a level of professionalism. The Partners in Tourism created that base after a few years of experience with it, (PIT) created that level of understanding and expertise that people began to realize, "that with more money we can create more partners, and how about all of the hotels and community X, Y, Z get together and let's agree to tax the consumer an extra two points, and boy, would we ever be able to partner together", and it created this whole idea.

N3. Where we are at now, there are communities that have and there are communities that have not. And I was one that was reluctant at one stage to agree to approve and endorse, and agree to taxing consumers an extra two points. I just have a thing about taxation, and

as an owner operator, I just didn't want to be part of such a thing. I saw it as a competitive advantage for some years, but my mind changed a few years ago when everybody started to do it, and agree to it and more and more our Region was digging a hole and getting less and less market share just because we were getting out-gunned, out-spent, out-manoeuvred, and we didn't have the financial power to do what the others were doing.

N4. Communities are a hell of an asset (to a Region for what they do) as long as they are stable and have the right management to run the organization and have the right visions, but there is a real flaw in that fact there is no accountability for those funded by the hotel room tax and they can just go off and do whatever they want.

N5. (Note: As with the Regions, as it used to be) there needs to be some guidelines with (communities) if they are going to receive 2% hotel room tax, they have to be accountable and some guidelines as to how those dollars are spent. So how do you do that? Well I don't know - you can do it through policy and legislation, does Government want to do that? I don't know? If you don't do it that way, it can still be done I think, but much more longer term through educating and working with communities and teaching them what works best.

N6. TBC should have regional offices, DMO's need to be brought under control, hotels have been running things, it is not their money, and it is government tax money, too many layers... It's not that there isn't too much money, it just isn't being used properly - things need to be reviewed, we will see if COTA can or will rise to the occasion, I think a third party needs to be developed.

Theme Category O: Activities and Accommodations: You Can't Have One without the Other

O1. I think that the large chains from an out of major city perspective, but they have never really realized one thing, you can be in (a big city), people didn't actually come here because of the hotel, they came because of all of the things the city has to offer. After they have made that decision, then they decide to stay at a great hotel.... A typical scenario is that we can have... right now and (someone) says "we should go golfing, where do we want to golf?" Well, (a certain golf destination has several great 'named' golf courses) so we have decided that, what is the very first thing that we are going to do? Get a hotel? I don't think so. Tee times. If we don't have a tee time, we don't need a hotel. The difference between ski and golf, I never got turned away from a ski hill because they were full, but a golf course, you have to have a tee time. The very first thing we are going to do is someone is going to grab their cell right now and see if they can get some tee times this weekend, if we've got them, then we talk about accommodation, then we talk about flights, secondary. And what I have seen... it was all about the hotel, they will come here because it is a (Chain Hotel); I personally believe this to be a big mistake. It is activity number one and then somebody might say "oh well... we can stay at the great hotel there (and do that activity)", well that is fine, that is the second point not the first. It is the small but critical point.

02. We built a strong, strong meetings business, a lot of corporate business, mainly from (a key market) but other places. They came because it was good accommodation, we had good meeting facilities, but the main reason, the main hook that we had for them was (a certain product). And we developed our spring and fall meetings and conventions business probably, no, not probably; it did create more volume of business than even our summer or winter business. But people were coming specifically for our (specific activity product) that was the hook. I mean there were good meeting facilities here,... but the reason that we were able to attract them was because we were able to package in with their convention expenses and everything else with this little activity... and we built a strong business a strong repeat business because of the (activity facilities we had) and because of our ability with the other (operators in the region who offered the same kind of activity). To say that we don't just offer (our location to do this activity, but there are four or five others that offer it as well) and that still works well to this day, to a degree.

03. The sectors, well you see some, yeah the sectors, it is pretty hard as a sector to promote the whole Province, 'cause they still have to break it down into destination areas. So, if (operators) were willing to go along with regional tourism boundaries, then we would help. I would help (my regional sector group) in theory put together a (region specific sector program), but I wasn't necessarily participating in anything that the BC (sector group) was doing...they (as a provincial sector group) would try and do co-operative stuff, but when the Regions came along with partnership dollars, then you know, we (as a region) used those Associations. You know I could get (a regionally based sector group) to buy into the concept to help promote it to their members, well then I would get more people, and get more members, so to speak.

04. From the regional perspective, there is a product development aspect to this, because (activity facilities) are developed independently by private business people one at a time, but, because the Region already recognized the activities and so had already started to market (the activity) together with the accommodation.

(Researchers' Note based on interview notes): An example of this type of co-ordinated product marketing and product development effort featuring similar products was the Rocky Mountain Visitor Association's who developed the first multi-golf course marketing brochure in Canada. It came out in 1987; there were five courses in that brochure. There are now about 25 to 26 resort based courses and then other thirty or so courses in the Kootenay Rockies region.

Theme Category P: A New Perspective: Industry Collaboration = Critical Mass

P1. The integration is that, everybody needs everybody else, and as a unit we form, we have a bigger voice to be able to speak to tourism, than each small operator that's got basically, most of them were two and six men companies who didn't have the money nor the wherewithal, and certainly didn't have the expertise... to market, never mind internationally, but regionally. So what we were looking for is to first of all, to increase

Government budget towards bringing visitors to British Columbia, and a better use of the money that was being used.

P2. I was in a Region that happened to have four significant recreation areas, and they had in those days fairly significant budgets, and they were quite willing to participate. The other thing this program (PIT) did was, it educated the industry to thinking that, realizing who is truly - who is their competition? And it is not the guy next door to them; it is the guy in the next jurisdiction. And so they started understanding that together we can create critical mass, which they never had before, and it took a few years.

P3. The other thing was that they (operators) were educated. They understood who their customer was, how to talk to them, and what kind of spread you would have in your marketing budgets that would permit you to invest in yourself, invest in close-in markets and invest in international markets. It was the start, well we have evidenced right up to this time.

P4. Now we have the sector associations, and it is their role to be the advocates for their sectors, but there is also... The restaurants and all of the Chambers of Commerce that are being affected by Provincial tourism policies, they have no voice at all, or don't even, you know, and now you have the BC Chamber at least, they have a tourism function right, and they have got more involved over the years. But back in my day they would, you know, they would phone us and say "what the hell do we do about this? ", or they would come to CORTA and say "guys we need your help, I mean on a Provincial basis, we don't know how to address this, this is apparently a big tourism issue" whether it be risk management or insurance, whatever, there was no Provincial voice to speak to that and the Regions were the glue that held all of these warring tribes together. We spent our job educating the Regions, you know, we would go to Chamber meetings, and we would go to Council meetings, and we would let the Chamber members know that they are not in competition with Bob's fishing lodge down the lake there, you know, you are in competition with California, Sri Lanka, and Austria and everywhere else. And we spent a lot of our life educating our regional population as to the value of tourism.

P5. The more we can collaborate (as Regions) and do things together, the stronger we are. It comes back to should each Region be promoting British Columbia - well absolutely if we can grow the pie then we all get a bigger piece of it.

P6. In tourism you have to hang, in my opinion, on an activity to draw people to come to your Region, (sector A, was it sector B, was it?)... But if you could hang a package for example in one activity, be it (sector A, or sector B) you could create an allure, marketing allure that will attract people to come and try your product. If we do our job right, they will tell all of their friends. And that hasn't changed for as long as I can remember.

P7. In 1970, there were two 9-hole golf courses in Windermere Valley. Radium to Fairmont there are currently nine 18-holes and there are many other par 3's, but if you

look at the marketing budgets, and if you look at it provincially, critical mass is really important - vast array of golf courses.

Theme Category Q: Marketing: 'Silly' to 'Sophisticated'

Q1. You had to be creative to be noticed among other tourism products that had a lot more money at that time (late '60's, '70's), it certainly seemed that the Alberta guys and gals had a lot more money to work with, and they had kind of a Federal connection that was there because of some of the facilities being in the National Park. So we particularly had to do things to kind of get some notice because in terms of spending dollars we did not feel we could go head to head, fair sort of matchup.

Q2. In those days you have to remember that tourism was a lot of drive-by, take pictures, and get back on the bus and go on, and you know, that's kind of what a lot of the tourism was, it was sort of the "looky-loo". I remember taking busses around the city where three quarters of the busload were fast asleep and the other guys were getting off the bus and taking pictures of the various points of interest and coming back on the bus. And these people would go home and say "hey, look what I saw", and they never saw a thing, they were dead asleep on the bus - these were the days. We would do things like, you know, with the hotels and bring in limousines brought in at lunch time, and models from modelling agencies from nearby, and we would charge to have pictures with the Japanese guys standing beside the limousine and the tall blonde model because they wanted to go home and brag that this was the car they drove in, and this was the girl that was driving the car. And you know, tourism was a con in many ways, you know, you built your markets, in a lot of ways you had to be innovative to make it interesting, and that is what we did (in the '70's).

Q3. W.A.C. Bennett recognized that the Arizona model might work in British Columbia and was responsible with others for the formation of Beautiful British Columbia (magazine) and brought a US photographer and writer from Arizona by the name of Clive Harrington, one of the first photographers and writers for the magazine, and saw it grow over the years.

Q4. In the early '70's, we recognized that Panorama and the helicopter ski operation and winter programs needed a lot of publicity and growth and so we took advantage of some of the folks we knew at Beautiful British Columbia, primarily Bernie Atkins and challenged him to do some more features on the East Kootenays, the Rocky Mountains, and it was through the office of Beautiful British Columbia Magazine we got several articles. And we took it a step further, and with a bit of political persuasion, and Bernie's love of the mountains and a couple of his photographers, we made the movie "*A Valley of a Thousand Peaks*", and won a few awards here and there. It featured our whole Region and certainly featured some of the heli-ski and snow, and everything else.

Q5. The Rocky Mountain Muckets (A Kootenay Rockies Fun Band) took the movie "*A Valley of a Thousand Peaks*" on the road, to places like Medicine Hat, and Kalispell,

Montana, and other places, and did our own tourism promotions, and (that)... began the relationship with 1117 Wharf Street (Tourism BC's Victoria, BC Offices).

Q6. The RMVA (Rocky Mountain Visitors Association) started out with the foundation of skiing, with golfing coming on with recognition of year round promotion. The value of the partnerships were there then with the resorts, and all of the other operators, and that structure evolved into, in my opinion anyway, one of the best marketing organizations recognized Nationally at Rendezvous Canada in Montreal, a particular year, in the country, and set the tone really for a lot of the other Regional Tourism Associations.

Q7. The regional activities, led to new product development. Product individually (is a product) but if you package them together, that is a new product, and the new product was developed by (the Region). And without the (Region), there may not have been a new product formed by the grouping of the (original products) together... and it has grown from there. I am assuming there are other product development stories that are similar within the other Regions of BC, where these regional offices and these groups of business people that came together, it was a meeting of the minds so they (Regions) were marketing, but they were also finding themselves in the product development business. And not the bricks and mortar type, it's the combination of a single product into a multiple product that makes a new product, and it was the regional structure and marketing that did that.

Q8. I was very pleased when we got together to do a few shows, and Tourism BC build us an exhibit to use at those shows. I am really disappointed that we are fragmenting again.... And that saddens me because the more we can work together if we are going into some of these longer haul markets (in the US, for consumer shows) the better off we are.

Q9. The regional system changed because technology change and consumer's interest changed.

Theme Category R: Regional Branding

R1. In 1987... The Tourism Partners program had a logo called Partners In Tourism and (Tourism BC) demanded that every ad... had to have the Partners In Tourism logo in it, and it sort of strengthened the program, and created awareness of the program and so on. And as it turned out that was a mistake, and the reason why it was a mistake was because (there was) a policy where you were supposed to pull together say four or five (similar operators) and you are not going to do four or five ads, you are going to do one ad, and it is going to say (do this activity in a Region), and below it is going to show the four or five properties and where they are located on a map and they differentiated by....price, location, whatever, but they are all together all under one umbrella, and when the consumer looks at it, it catches their attention and they say "yeah I am going to go to (that Region) and (do that activity), where can I do (that activity)?" And they start investigating, and doing my research about these four or five properties, and that is the way the program was designed. [The program evolved] where... (Regions) can have a

(sector) program that has a number of umbrella ads but you can also have an individual ad of (an operator) if you have all of those (sector) partners participating in a revolving ad campaign. I'm in (magazine A) and you will see in the first issue, you'll see (do this activity in the Region with operator A), and the next issue will be (do this activity in the Region with operator B), and that keeps rotating (that was allowed). But there were people out in the province that didn't like the Partners program, I don't know why, but they kept cutting those ads out that said (do this activity in the Region at operator A) and they sent it into the Premier's office and said "what kind of program is this, you're underwriting private sectors?". And so Tourism BC was in trouble again, and that was probably the time that the Treasury Board wanted now to see the return on investment and so (it was demanded) that the Partners In Tourism logo was taken off so people couldn't do [this] again. So... the changes went back and (Regions) started using their Region names, and remember it was shortly thereafter... (The Tourism BC logo was revised) and also all of the colours and logos for all of the Regions were developed... that is part of the evolution of that as well (in the late 1990's).

Theme Category S: Focus On Key Markets: Domestic to International

S1. We tried to explain to operators that the regional programs at that time were only regional, and if (operators) wanted to go into international markets, they had to talk to the international people at Tourism BC. If they wanted to do anything outside of the local close-in, rubber tire market which (Regions) represented, they had to go through Tourism BC. Now that changed over the years, but in that time that was the market area that (we as Regions) looked after, more domestic than anything else.

S2. (Note: As for Regions moving from short haul to long haul and international markets) It had to do with the new... Marketplace... Canada's West, became more popular in Western Canada by... key operators, tour operators and wholesalers around the world, than Rendezvous was, because they were getting new, different, interesting, and smaller, out of the way, unique products, and so over the years...the international people (at Tourism BC) were starting to get questioned by... (international)...operators... and saying "we are more interested in what is going in (a Region), tell us what new products are going on, tell us what is happening, and so the (Tourism BC staff) started realizing that once they started signing these new products up they wanted them in (Regions) to be present in the marketplace and showcase their products. And so some Regions way back then were asked by the Ministry, ... the international folks, to be part of, it may have been ITB in Berlin, or Showcase or Spotlight in the UK, or it could have been Corroboree in Australia, or Kanata in Japan, but (Regions) were there now showcasing the product that the operators were selling. That is how it started, but the rules of engagement were always that (Regions) had to be invited. Now somewhere... the short term evolution was that the (Tourism Partners) program went from just being regional to sort of multi-market, and each Region looked up in their marketing plans to identify what their desires were in terms of international, long haul US marketing and it just became broader.

S3. There was a program called "BC Time to Play", and it was done by (Tourism BC)... and the reason for it was.... *Import Substitution*, when a consumer purchases something outside the general area and it happens to be a product that we sell. So people from British Columbia were going to Washington State and spending their vacations camping at a lake and waterskiing. Well, you can do that in British Columbia. Now why are they going down there, spending their money because of the exchange rate, a lot of it was habitual so what (BC) did focused on a lot of... advertising talking about "BC Time to Play", and the things you can do in British Columbia... and that was linked with the Regions.

S4. The role of Tourism BC is to attract individuals and people from outside of the Province to come to BC and once they come across the border (Tourism BC) has done their job. Regions on the other hand through (Tourism BC's) support also talked to those customers, and consumers, they also have an idea of where they want to go because of past opportunities of identifying product and experiences and so on, and so yes, Tourism BC has done their job but the Regions' job has just started and they (consumers) go to a Region and it is up to (a) Region to sell those people to their industry partners and that is sort of the partnership (between Tourism BC and the Regions) and that is what I see that (Regions) do to help (Tourism BC) and what (Tourism BC) relies on from the regional organizations to close the sale.

Theme Category T: Regions: Uniquely Different

T1. They (the Regions) are all slightly different. I think that all of them tried to market themselves as a destination marketing area and co-op amongst themselves. And then (some Regions)... had a really strong membership from Guide Outfitters, and from Fishing Guides, that didn't necessarily need our marketing help, but they needed us at the land use tables.

T2. I think that you can provide each (Region) with similar packages or benefits, but I think though that each Region has different products, markets, they have different markets, they have different operating policies, they have logistical problems, transportation problems, and so each one would have a different plan... I believe that we should've had business and tourism marketing development programs in place in (Regions), for example (some Regions) could have spent more of their resources on helping to develop the product to a point where it will now create the demand and versus (other Regions) where they have all of the product in the world they need and just take advantage of that demand... that is something that also (has been) missing... all of this stuff takes time, you couldn't implement (what was being done in the last few years [2005-2009]) say ten years ago....

T3. (Some Regions) have a lot of good quality, developed product, compared to other Regions that are still in the growing stages from that standpoint. So (some Regions) have a lot to sell, but there is still a lot of need to improve the delivery, improve the capacity of

the product that we have, and build more product that is more appealing. I don't think that we can just leave that out in the dark, and we'll say that we will wait for that to happen.

T4. But as far as marketing, I still think that we are really, you know, our marketing is woefully inadequate in this Province.

Theme Category U: Funding Levels

U1. (About 1985) the entire budget was about \$55,000 for the promotion for the Region, and it was difficult to keep the doors open, pay salaries, and to pay expenses when you are leveraging \$55,000 dollars. So we had to fundraise, we had to go through several exercises of finding membership, and growing membership, and that was a bit of a distraction because we were expected by our members to be doing marketing while we were out trying to keep the doors open and along comes Expo '86. And a gentleman by the name of Mike Horsey who calls the Regions down to Vancouver, and we really have little opportunity to meet amongst each other, let alone come to Vancouver and meet with the Deputy Minister. And he then introduced his thoughts and ideas and how we can engage the Regions and the industry and communities in Expo '86. And in my mind, that was a huge move, because he challenged us to 'go back and prepare a marketing plan for your Region, and talk to all of your partners, and identify what sectors, and what touring, and adventure activities, and so on, that you could leverage on a one to one basis with the industry and come back to me (Mike Horsey), and I will provide the funds to match'. And there was no cap (on funds), there was no limit, just go and do it. And so that to me was probably was the biggest change, and the reason that I say that, because when I look at today the real relationship and growth that we have in the industry is attributed to the Regions, and it's attributed to Tourism BC's linkage with the industry through the Regions. Successful programs like the community tourism development programs we had, and some of the sector development programs that we have had, are all spin-offs of the start of our relationship with the industry, and that is really what started here with the Regions.

U2. There is much more money available now (2010), if you can fit the criteria for these kinds of programs. So, I think that there is more in some ways a direct relationship with the Regional Associations, whereas, when I was managing them we, if there were any additional dollars to be sought, they had to come from the Province as opposed to being regularly being available. You did have to beg and plead, and see if there could be something done, other than your \$40,000 or \$60,000, or whatever that figure was (per year). So, I would say that is one of the biggest changes is that the amount of funding that is available for marketing activity that is controlled, principally at a regional level, that has been a big change.

U3. When (Tourism BC) was challenged, the (Tourism BC) budget was doubled to \$50 million (in 2005) and...challenged to double the revenue (in 2004 from \$9 billion to \$18 billion by 2015), everything was on the table. (Tourism BC) went back and... developed a long term plan to double that tourism, and lo and behold, the Regions came out in the

(Tourism BC) review as being extremely important for (Tourism) to reach those goals. So the doubling of the (Regional) budget, the significance of it is, that it wasn't given to (the Regions) because they whine and cry, or because that there was an entitlement, or because it was political. (Tourism BC) increased the budgets (in 2006-2009) to Regions, communities, sectors, city stays and so on, based on what (Tourism BC) believed to be the kinds of programs that were going to allow (the Province) to double tourism. So it is another signal of the importance of the Regions.

U4. The other thing that was really important with 'Flexible Funding' was that we had already realized that we needed to expand beyond just doing the advertising and promotions side of the marketing or management, however you want to define that part of the puzzle, it gave us the opportunity to look at some of the product development and industry nurturing types of things that we were able to do. So it kind of diversified our organization a little bit more (*Researcher's Note:* A total of \$12 million dollars was provided to the six Regions in 2005, \$2 million each, from the Provincial Government. These funds became known as 'Flex Funds').

Theme Category V: Tourism Industry Resource Dependencies on the Regions

V1. (Note: As an operator) we used to, well at time, that was the era when the travel guides were everything. So the travel guide was something we would participate in, and it had a lot of energy towards it within the (Regional Association, we did work in those early years with any Fam (Familiarization) tours with (travel) agents or media people, and we worked with them (the Region), and it was very valuable. And we relied on the Association and its relationship with TBC, or the Ministry at the time to be a funnel into the Region, so there was that relationship. Also I guess I relied on them in those early prime years, the Association helped us to meet some of the people in the Ministry, and so if you were involved at the Board you had more of a chance to meet (key Ministry program staff) so it helped to be involved. The Association played a critical role in being the gathering place. The Association played the role of uniting everybody, the Regional Association was that center-point where we all met either physically or at least in our minds, and we would meet to discuss all of the matters of interest for our Region. Then the Association would, or this collecting of thoughts from the regional membership would, we would funnel ourselves towards the Executive Director if it was more of a marketing issue, but if it was more of a political issue it was funnelled towards the Chairman. Even in those early years, we separated the Executive Director from any matters of politics, and we characterized it this way, that it was the bureaucrat's role to talk to bureaucrats, so the regional bureaucrats would talk to governmental bureaucrats... the elected Chair and the Board would talk to the political counterparts in Victoria, the MLA's, or Cabinet Ministers. So on issues of politics, they were handled directly by the Board, and on issues of marketing, they were handled by the staff directly through the Executive Director. This is where there was a lot of... energy, there was a lot of involvement because it didn't matter what your issue was you could bring it to the Regional Association and find a home for it, and some action would take place.

V2. (Note: From a regional point of view of what a Region identifies they offer to their stakeholders) Input, partnership, collaboration, human resources, where appropriate education.

V3. Regions provide to operators and communities a number of services beyond just leveraging dollars, but the educational, the collaboration, and those types of things are really important. Keeping our programs somewhat consistent is what becomes really important... when (programs) are evolving and changing so much that we are out there trying to deliver a message, but the message ends up changing so often that it becomes more of a detriment than a benefit. And that is really (the case), say when (you have) a really great program, and it starts to do the opposite of what it was intended to do.

Theme Category W: Regional Resource Dependencies on the Tourism Industry

W1. The Region relied on us (as an operator) to participate in the marketing activities of the Region so they could make their 15%, so they were very sensitive to what I and all the others wanted to do because that 15% money was very critical money. So they relied on me mostly for my money, and that was OK because I relied on them because of Partners In Tourism, primarily because of the money. So it was a mutual good relationship, and you know we were certainly used to featuring the Region, you know host people on behalf of the Region, make the Region look good and things like that, but I think the biggest issue was the money.

W2. I think in the life of our business our regional association has been a critical piece, it has been critical to our success or failure, it's been critical to our thinking, it's been essential to our positioning and branding.

W3. (Note: From a regional point of view of what a Region identifies they need from their stakeholders) Their input, their willingness to come to the table and tell us what is happening in their market sector, what they feel their needs are, how we can best help them, how we can collaborate, obviously their investment, as often I see them leveraging us (as Region). So we need them to see value in the programs we are delivering, and to invest in them, and probably most importantly to properly service the visitors, so if we are getting them here we know that we are getting them back and that they are referring us.

W4. From fellow Regions, we just relied on their good ideas and experience of programs that they did, I mean successful programs and unsuccessful programs and we just learned from each another. There was no official movement of monies or resources between Regions.

Theme Category X: Resource and Relationships Dependency Changes

X1. I think the positive changes that have happened over the years where we have gone from this distrust, and lack of, I guess understanding. I think in the very beginning,

industry believed that if Government is in control of these programs then there is a different objective here. But, I think it took a few years of demonstration to create this element of trust, it also took (Tourism BC) a number of years to get the industry partners who make up (Regional) Boards to understand the benefit of coordinated marketing. To understand what markets they should be in, and witness success in these programs, to change their minds about their relationship and partnership with (the Ministry / Tourism BC). So as time went on as (Regions), I guess getting more comfortable with (Tourism BC), and more trustworthy with (Tourism BC), and started reaping the benefits of these programs, and seeing that they actually worked. Those are the things that allowed (Tourism BC) to go back to (Regions) and report at Annual General Meetings, and talk about new markets, and talk about the things (that Tourism BC was doing), like the new website, and start finding more resources (Tourism BC) could leverage with (Regions). It became a partnership, and it became something that (Regions) felt comfortable and trustworthy with. Those were the things in my mind that really made the changes that really allowed us to move forward. You know, we were crawling at the beginning and at the last five years we were starting to race. Purely attitude, purely attitude, I mean all of the other elements... contributed to this.

X2. Regional Integration - there are some good pieces to it but there are things that remain frustrating to some Regions.

X3. A big fan, especially today, of working towards some form of alignment Provincially, as I think that our system is flawed when we have Provincial, Regional, and Community, but no real alignment there.

X4. The Regions unfortunately are at the mercy, the complete mercy of somebody in Victoria, so does that make them a non-profit advocacy organization? No, they are a cheap field office for tourism.

X5. (*Note:* With respect to Regional Integration)...debate whether it is alignment or it is integration? I don't know, from a definition point of view what is right or what is wrong? I think integration to me takes things kind of too far, what we want, really want, is to make sure that everyone is talking, and everybody kind of understands what their role is towards working for that common goal at both levels.

Theme Category Y: Random Collection of Thoughts and Reflections on Regions

Y1. Tourism has many different components, but it is kind of like a necklace. It needs to be some strand, some string, some something, to bind all of these little pieces in the necklace together. And the Regional Tourism Associations do serve to bring these, in some ways, unrelated business enterprises together, so that they can collaborate, and through that collaboration, open up doors to businesses that wouldn't otherwise be available to them. I think that is just absolutely essential and a major advantage of having these kinds of organizations.

Y2. We've got one of the easiest Provinces, or easiest geographic areas to sell, but I guess through history and into the future, the politics that get involved in it because the core funds come through Government, or a form of taxation to make that happen keeps changing. If we could get the politics out of this and focus on what the structure to sell this Province properly and effectively was, that would be a huge win, and I think everybody would agree. But to do that one of the challenges we have is bringing the industry together so that we are all on the same page which I said earlier, we are more fragmented now than we have ever been. So we really need from somewhere, and I don't know where, but we need some help in how we get the industry to work together.

Y3. I think (Regions) have come to recognize their interdependency, some so reluctantly, others understanding their respective roles, they appreciate that it is an integrated approach to the marketplace, ... Province, International markets, the Regions bring them (visitors) into their area, the Communities drive the business, they are the touch points.

Theme Category Z: Random Collection of Thoughts and Reflections on the BC Tourism Industry

Z1. As long as we are fragmented we are not moving forward in a positive direction.

Z2. If people weren't maybe so busy doing things; they maybe didn't at that particular moment realize that down the road, there might be some value in seeing how things evolved.

Z3. You know, I have sort of kicked around in the system for a long time, and it is always funny to just look back and just think about things... and remember this, and remember that. All of those good and bad times, and hey, that is just the way life is. There is always going to be change. And it is good to be able to look back and reflect back on past and go, "ok, what have we learned from that", in order to move forward.

Appendix B: Letter of Invitation to Participants



“Regional Tourism Organizational Development in British Columbia from 1970 to 2010”

April 8, 2010

Dear Tourism Industry Professional,

My name is Wendy Magnes, and I would like to invite you to participate in a research project that I am conducting entitled **“Regional Tourism Organizational Development in British Columbia from 1970 to 2010”**. This project is part of the requirement for my Master’s Degree in Tourism Management, at Royal Roads University. If you have any questions or concerns about this study, you may contact me directly by email or telephone (wendymagnes@shaw.ca or wendy.magnes@royalroads.ca, 250.588.6300). In addition, you may verify my credentials and ethical approval of this study with Royal Roads University, by calling Dr. Brian P. White, PhD. Director, School of Tourism and Hospitality Management at 250.391.2600 ext. 4769.

The objective of my research project is to examine the historical, structural, political, and behavioral forces influencing the evolution and operations of the Regional Destination Marketing Organizations (RDMO’s) in British Columbia from 1970 to 2010. This study is being conducted in recognition that in general there is very limited written information available documenting the evolution and development of the British Columbia tourism industry from 1970 to 2010. The objective of this particular research is the production of documentation where currently none exists, to create an historical record which may provide reflection, awareness, and appreciation for the provincial and regional tourism achievements and evolution of the Regional Destination Marketing Organizations (RDMO’s) in British Columbia from 1970 to 2010. Research of this kind is important as it will help to explain and highlight important aspects of how and why the current British Columbia tourism industry and particularly the RDMO’s have evolved into their present organizational form.

You are being asked to participate because of your known experience and / or association with the British Columbia tourism industry within the context of the defined study period of 1970 to 2010. Specifically, it is believed that you may have a unique perspective or relevant information that may be useful in assisting to inform this research project, focusing on the evolution and development of Regional Destination Marketing Organizations within British Columbia.

Participants who volunteer will first complete a short questionnaire that should not take longer than 15 minutes to finish. The nature of the questions in the survey will be focused on providing an overview of your personal tourism industry experience such as how long you have worked in the tourism industry, what types of, and locations of organizations you have worked for in British Columbia. In addition, participants will be asked to recall what they consider to be important historical events that have

taken place within the tourism industry that may have had a direct or indirect impact on the evolution of British Columbia's Regional Destination Marketing Organizations between 1970 and 2010.

All participants fully completing the questionnaire portion of this research project will be entered into a random draw for one participant to receive a \$100.00 gift certificate for a retailer of their choice. If you agree to participate in any portion of this study, this form of compensation to you (or any other) must not be coercive. It is unethical to provide undue compensation or inducements to research participants. If you would not participate in this study if compensation was not offered, then you should decline.

The second part of this research project consists of a possible*one on one, or phone interview with participants that will generally take between 50 to 60 minutes to complete. All interviews will be tape recorded and then transcribed. Interviews will center on exploring in more depth, responses provided in the questionnaire as well as questions related to perceptions of historical, structural, political, and behavioral forces influencing the evolution and operations of the Regional Destination Marketing Organizations (RDMO's) in British Columbia from 1970 to 2010. It is possible that a brief follow-up session (via telephone) may be required to provide any additional clarification to responses given during the interview.

*It should be noted that not all participants completing the questionnaire will be requested to partake in the subsequent interview process. Selection of interview participants will be made in part to ensure that there is adequate coverage of industry expertise that spans the study time period and that wherever possible representation from an organizational type and geographic perspective throughout British Columbia is considered. However, participants selected for the interview process may decline with no consequence at any time. It is acknowledged that financial and time constraints may also be a factor of interview participation. It should be noted that all costs to participate in interviews, where mutually agreed to, will be borne by the researcher.

When data analysis is complete (May 2, 2010), consent forms, questionnaires, scoring sheets and audio recordings will be destroyed unless prior consent from participants is obtained. All responses obtained via this research will be treated as confidential. Data will only be recorded from those participants whom consent has been obtained. An opportunity will be provided to participants under separate consent to have their information provided as part of this study retained for archival purposes. Any future use of such retained materials will be safeguarded under the terms outlined in this research project and used under separate consent, review and approval of said participants consistent with the level of ethics standards of this study, including opportunity at any time to withdraw consent without consequence. All data will be securely stored and only members of the research team (researcher and potential research assistant i.e. transcriber) will have access to the data collected. Participants' names will not be recorded with their data used within the final report. Data from each participant will be identified by number rather than by name. Although the researcher will be aware of all participants' decision to participate, no information that could identify a participant by name will be retained by the researcher. Responses from individual participants will be combined and maintained in data files that contain no information that could be used to identify any individual. Electronic data files will not be publically accessible and hard copy documents containing data will be kept in a locked cabinet. A time limited review of the draft report relevant to the input provided by participants will be made available before the final report is submitted to Royal Roads University.

Your consent to participate in this research must be voluntary, and you have the right to withdraw that consent at any time without consequences to any participants. If participants withdraw consent, any information he or she has provided will be discarded. Your decision to participate, or not, in this study will have no effect on any other direct or indirect affiliation with the researcher and /or associations the researcher has with any tourism industry organization, as this research is being conducted entirely as an individual, and personal academic requirement.

In addition to submitting my final report to Royal Roads University in partial fulfillment of my Master's Degree in Tourism Management, my research findings may also be made available and be published in academic journals or books, on the internet, or through classroom or conference presentations. A summary of results of this study will be made available to all interested participants. A copy of the final report will be housed at Royal Roads University, available online through UMI / Proquest and the Theses Canada portal and will be publicly accessible. Access and distribution will be unrestricted.

If you would like to participate in my research project, please complete the online survey at: <http://www.surveymonkey.com/s/BCTourismRegionHistory> no later than April 16, 2010.

Please note that completion of the online survey will serve to signify your *free and informed consent to participate* in this research project.

Should you have additional questions regarding the project and its' outcomes, please feel free to contact me at any time. I may be reached at: Wendy Magnes, 3956 South Valley Dr, Victoria, BC V8Z 7Y9, email: wendymagnes@shaw.ca or wendy.magnes@royalroads.ca, telephone: 250.475.1525 evenings and weekends.

Sincerely,

A handwritten signature in blue ink, appearing to read "Wendy Magnes".

Wendy Magnes

Appendix C: Research Background Document

**RESEARCH BACKGROUNDER*****“Regional Tourism Organizational Development in British Columbia from 1970 to 2010”******Wendy Magnes***

British Columbia's tourism industry is currently at the height of a significant transformative stage in response to recent socio, economic and political impacts. As a result of these recent events, many questions have been asked as to why these changes have happened, why was the pre-existing tourism organizational system established in the manner that that it was, and what tourism industry responses have resulted from other historically significant industry transformative events? Perhaps surprising to some, there is virtually no cohesive documentation that can be reviewed to shed light on these relevant questions regarding the recent history of the British Columbia tourism industry and how it has evolved in terms of organizational development, critical industry events, key personnel, or administrative policies and programs.

Therefore, I am dedicating my graduate research to the examination of the historical, structural, political and behavioral forces that have influenced the development and operations of provincial and regional tourism organizations in British Columbia over the last four decades. Among the rationale for such a research initiative includes two critical points; the first is recognizing the lack of existing historical documentation of the BC tourism industry, and second realizing that documentation of the historical development of tourism in BC is required, otherwise key information could potentially be lost forever. The necessity and rationale for this particular provincial tourism industry inquiry is further supported by the understanding that “organizations are inescapably bound up with the conditions of their environment” (Pfeffer & Salancik, 2003, p.1), and “since there is no way of knowing about the environment except by interpreting ambiguous events, it is important to understand how organizations come to construct perceptions of reality” (Pfeffer & Salancik, 2003, p.13).

The first point serves to highlight that there is virtually no province wide or regionally focused literature summarizing the evolution of the tourism industry and its lead provincial and regional organizations from approximately 1970 until present. The book, “*Selling British Columbia Tourism and Consumer Culture, 1890-1970*” (Dawson, 2005), provides a highly detailed account and chronological overview of the emergence of a tourism industry in BC, however only up to 1970. Interestingly, it has been observed by Bradley (2005), that remarkably “today few industries appear as naturalized or as ungrounded in history as does tourism, and within Canada this seems especially true for 'super natural' British Columbia” (p.721).

The second point in support of producing this historical summary, recognizes that in the absence of any written documentation of British Columbia's tourism industry regarding key historical decisions;

industry program transformations; and inter-organizational relationships, most historical accounts of evolutionary events of the provincial tourism industry are currently relegated to episodes of 'story-telling' by what could be termed 'veterans' of the current provincial tourism industry. It is the recognition, appreciation of, and learning from these 'veterans' that supports the values reflected in this proposed research. Appreciating that many of these individuals are either no longer directly involved in the provincial tourism industry or are expected to retire in the near future, the outcome of this proposed research is considered essential; if for no other reason than to actively document historical accounts for additional future reference before this informative intellectual knowledge is potentially lost forever.

The impact associated with not managing historical data related to British Columbia's tourism industry and capturing critical information as it is known by these industry "veterans" has been acknowledged. Additionally, however, one could argue that the British Columbia tourism industry is missing significant opportunities of further strengthening its' position as one of the leading provincial economic sectors and establishing a greater competitive advantage over other destinations by not being aware of past industry efforts and triggers that have prompted transformative industry cycles and resulting industry responses to such changes over time. Therefore, the intention of my research is to bring attention to the historical events that have shaped the provincial and regional tourism organizations in BC since 1970, while formally recognizing some of the key individuals who have contributed to the overall success and evolution of this province's tourism infrastructure which enables BC to be the world-class tourism destination that it is.

For more information about this research project please contact:

Wendy Magnes

wendymagnes@shaw.ca or wendy.magnes@royalroads.ca

250.475.1525 (evenings and weekends)

References:

Bradley, B. (2005, December). Review of the book Selling British Columbia: Tourism and Consumer Culture, 1890-1970. The Canadian Historical Review 86, 4, 721-724. Retrieved September 6, 2009, from http://muse.jhu.edu/login?uri=/journals/canadian_historical_review/v086/86.4bradley.pdf

Dawson, M. (2005). Selling British Columbia tourism and consumer culture, 1890-1970. Vancouver: UBC Press.

Pfeffer, J., & Salancik, G.R. (2003). The external control of organizations a resource dependence perspective (New ed.). Stanford: Stanford University Press. (Original work published 1978).

Appendix D: Questions from Quantitative Questionnaire

1. Please include your name.
While your information will be used anonymously, the researcher may wish to follow up with you for clarification and / or for a more in-depth interview:

2. How many years have you worked in the tourism industry?

Years Worked	In Total	In BC
<5	<input type="checkbox"/>	<input type="checkbox"/>
5-10	<input type="checkbox"/>	<input type="checkbox"/>
11-15	<input type="checkbox"/>	<input type="checkbox"/>
16-20	<input type="checkbox"/>	<input type="checkbox"/>
21-25	<input type="checkbox"/>	<input type="checkbox"/>
26-30	<input type="checkbox"/>	<input type="checkbox"/>
31-35	<input type="checkbox"/>	<input type="checkbox"/>
>35	<input type="checkbox"/>	<input type="checkbox"/>

3. What level(s) of the tourism industry have you personally been employed at and / or have held a Board of Directors seat at?
Please select all that apply:

	Employed	Board Seat
International	<input type="checkbox"/>	<input type="checkbox"/>
National	<input type="checkbox"/>	<input type="checkbox"/>
Provincial	<input type="checkbox"/>	<input type="checkbox"/>
Community	<input type="checkbox"/>	<input type="checkbox"/>
Independent	<input type="checkbox"/>	<input type="checkbox"/>

4. Please indicate what types of tourism organizations within BC you have directly worked for. Please select all that apply:

Public Sector / Government
Private Sector / Independent
Organization / Chain
Non/ Not for Profit Organizations /
Society / Association

5. Over the years, regional boundaries and names have changed. Please indicate any specific Regions you have been associated with during their time of existence. Please select all that apply:

Region 1 - Vancouver Island/Coast	<input type="checkbox"/>
Region 2 - Mainland/Southwest	<input type="checkbox"/>
Region 3 - Kootenay	<input type="checkbox"/>
Region 4 - Thompson/Okanagan	<input type="checkbox"/>
Region 5 - Cariboo	<input type="checkbox"/>
Region 6 - North Coast	<input type="checkbox"/>
Region 7 - Nechako	<input type="checkbox"/>
Region 8 - Northeast	<input type="checkbox"/>
Region A - Vancouver Island	<input type="checkbox"/>
Region B - Southwestern BC	<input type="checkbox"/>
Region C - Okanagan-Similkameen	<input type="checkbox"/>
Region D - Kootenay Boundary	<input type="checkbox"/>
Region E - Thompson Shuswap	<input type="checkbox"/>
Region F - Cariboo-Chilcotin	<input type="checkbox"/>
Region G - Yellowhead 16	<input type="checkbox"/>
Region H - Peace River-Alaska Highway	<input type="checkbox"/>
Region I - Rocky Mountain	<input type="checkbox"/>
Tourism Assoc. of Vancouver Island (TAVI)	<input type="checkbox"/>
Southwest BC (SWBC)	<input type="checkbox"/>
Okanagan Similkameen Tourism Region (OSTA)	<input type="checkbox"/>
High Country Tourism (HC)	<input type="checkbox"/>
Cariboo Chilcotin (CC)	<input type="checkbox"/>
Kootenay Country (KC)	<input type="checkbox"/>
Rocky Mountain Visitor Association (RMVA)	<input type="checkbox"/>
North by Northwest (NxNW)	<input type="checkbox"/>
Peace River Alaska Highway Tourism Association (PRAHTA)	<input type="checkbox"/>
Northern Rockies Alaska Highway Tourism Assoc. (NRAHTA)	<input type="checkbox"/>
Tourism Vancouver Island (TVI)	<input type="checkbox"/>
Vancouver, Coast & Mountains (VCM)	<input type="checkbox"/>
Thompson Okanagan Tourism Assoc. (TOTA)	<input type="checkbox"/>
Cariboo Chilcoltin Coast Tourism Assoc. (CCCTA)	<input type="checkbox"/>
BC Rockies / Kootenay Rockies Tourism (KRT)	<input type="checkbox"/>
Northern BC Tourism (NBCT)	<input type="checkbox"/>

6. Thinking of the 'tourism industry' in general within British Columbia, please list up to five significant events (historical, structural, political, and / or behavioral activities) that you consider to have influenced the evolution and /or operations of the tourism industry within the Province between 1970 and 2010? Please include date / time frame if possible (DD/MM/YYYY).

- 1) _____
- 2) _____
- 3) _____
- 4) _____
- 5) _____

7. Thinking of 'tourism regions' in general within British Columbia, please list up to five significant events (historical, structural, political, and/ or behavioral activities) that you consider to have influenced the evolution and /or operations of Regional Destination Marketing / Management Organizations within the Province between 1970 and 2010? Please include date / time frame if possible (DD/MM/YYYY).

- 1) _____
- 2) _____
- 3) _____
- 4) _____
- 5) _____

8. Are there any additional questions / comments that you would like to add that you feel would be helpful for the researcher, or that you would like the researcher to follow up with you on?

9. If you would like to suggest additional candidates whom you believe might be interested in participating in this research project, please provide names and email addresses. If possible also include current and / or past organization affiliation along with a general indication of year for reference.

Thank you!

Appendix E: Structured Interview Question Sequence using Wengraf's (2001)

CRQ-TQ-IQ Model

Central Research Question: *What are the historical, structural, political, and behavioral forces that have influenced the evolution and operations of Regional Destination Marketing Organizations within the British Columbia tourism industry between 1970 and 2010?*

Question #	Theory Question	Question #	Interview Question	Interview Intervention
1	In the context of the “broader tourism industry” (as opposed to region specific) what are some of the significant events and /or transitional phases that British Columbia tourism professionals identify with as being significant for the industry within the study time frame?	1a	Based on your survey responses, please describe in some more detail the events that have occurred in BC's tourism industry since 1970 that you consider to be important, and why you consider them important? (Who were key individuals involved?)	Reference / review survey responses
	Note: This will assist in developing and refining a critical timeframe for the industry between 1970 and 2010 of key events. It may also reveal certain “gaps” or “forgotten corporate knowledge” that will further support the rationale for documenting the historical record of the industry.			
1b	Same question as 1a with a regional focus	1b	You had also identified events with a regional tourism focus of which you considered to have some historical significance to BC's tourism industry since 1970. Would you please share with me some more details of these events and why you consider these events important?	Reference / review survey responses
2	Are there influences that support the central research	2a	With specific reference to British Columbia's tourism	Reference / review survey

question that tourism industry professionals identify with that are considered relevant to the evolution and development of RDMO's?

If so, what are they? Are they identified as being different by region or are they considered to be homogenous to regions collectively?

Are some 'forces' more often identified with one or more regions than others collectively?

3 How do industry professionals view resource dependencies specific to those resources that regions 'supply to' other industry partners?

How do industry professionals view resource dependencies specific to those resources that regions 'rely on' from other industry partners?

Can certain 'triggers' be identified over time that have prompted or contributed to a change in the nature of resource dependencies with the RDMO's ? Either resources 'supplied by' or 'relied on' by the RDMO's?

Can these 'triggers' be categorized by the type of influences identified in the central research question?

regions: you have also shared your thoughts about historical, structural, political, and behavioral forces that you consider to have influenced the evolution and operations of Regional Destination Marketing Organizations since 1970? Would you please elaborate on these thoughts? responses

3a In working with the RDMO's in B.C, can you help me understand what specific types of resources (did or does) you or your organization rely on from these regional tourism organizations?

3b What specific types of resources (did or does) you or your organization offer that you consider the regional tourism organizations rely on?

3c How, if at all have these resources and / or relationships with the RDMO's changed (between 1970-2010), and what would you contribute the nature of these changes to?

Is there a pattern or repetition of certain 'triggers', and can they be correlated to other industry events over time?

- 4 What are the perceptions that the tourism industry has of RDMO's and how has this been informed by either direct or indirect working contact with them (either individually as regions or collectively)?

Given that there is no implied request via the interview question posed regarding a 'value judgement' of the experience – is one offered and if so what is it?

What is the frequency of perceived direct and indirect experience identified by various industry organizations?

- 5 If a similar question to Q2 is posed without the specific 'forces' identified (that may have influenced the evolution and operations of the RDMO's), are there other 'forces' that the central research question has missed?

If other 'forces' are identified, what is the frequency of such identification by the various interview participants (one mention vs. multiple mentions)?

Do any additional 'forces' identified have bearing on

- 4a What has been either your personal or your organizations' indirect or direct experience working with either individual or collectively the RDMO's?

- 5a Some regions in BC seem to have had a more stable operating environment compared to that of other regions within the Province. What factors might you suggest that may have contributed to these different regional organizational experiences?

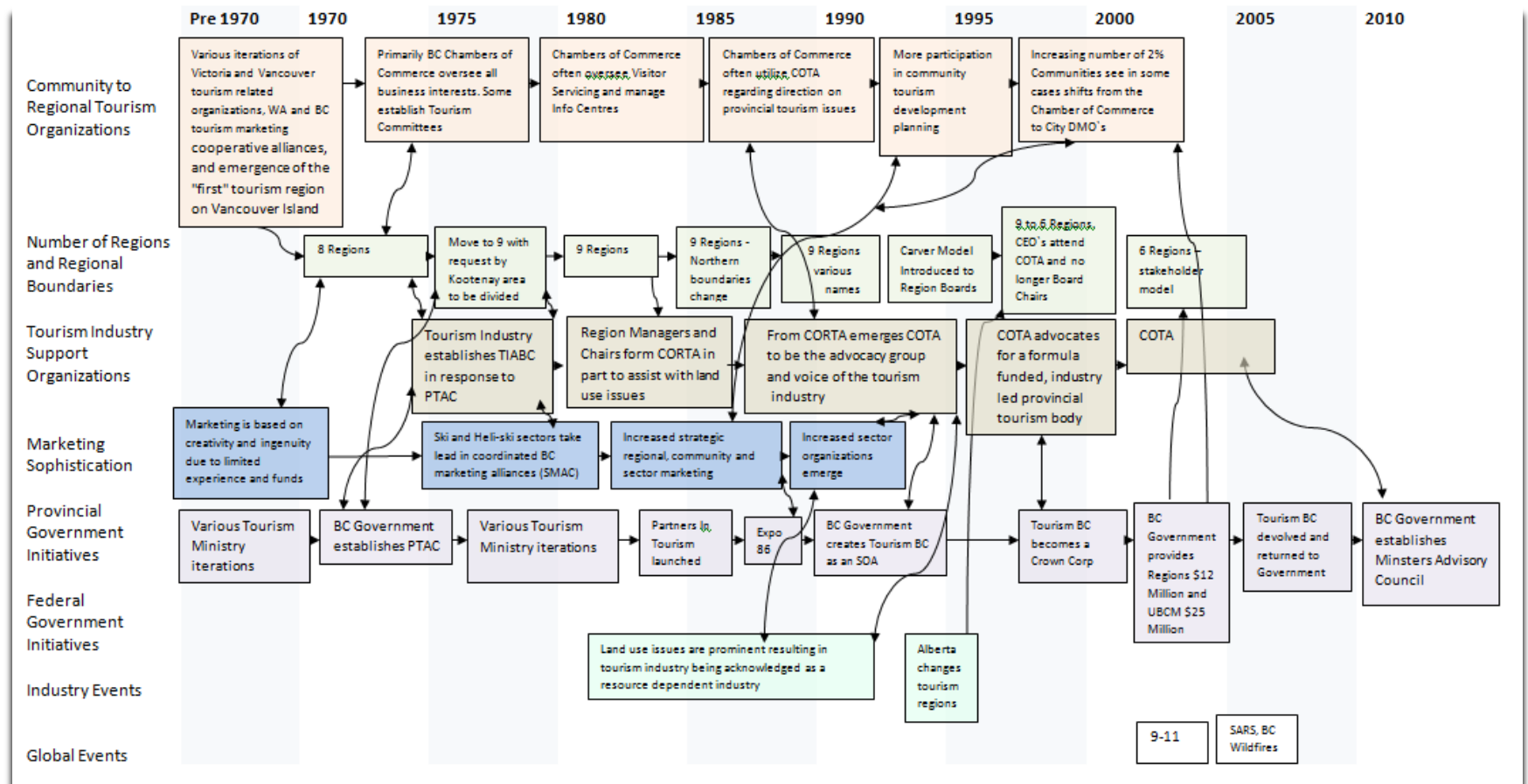
the 'organizational type' or 'indirect or direct' experience that participant has had with RDMO's?

6 If given the opportunity of an open question, what would interview participants feel compelled to add with respect to the historical account of the RDMO's or industry in general? Or about this research project?

6a Are there any additional thoughts that come to mind when you think of British Columbia's RDMO's, either individually or collectively that might be useful in documenting their history in BC?

6b Is there anything else you would like to add in general about the tourism industry, or any questions you may have about this research project?

Appendix F: *Working Draft*: Initial Conceptual Illustration “Snakes & Ladders” Model of Critical Events in BC’s Tourism Industry



Appendix G: Survey Participant Affiliation with BC's Regional Tourism Organizations: 1970-2010

<i>Recognized Regional Name</i>	<i>Percentage of Survey Respondents</i>	<i>Number of Survey Respondents</i>
Region 1 - Vancouver Island/Coast	34.4%	11
Region 2 - Mainland/Southwest	31.3%	10
Region 3 - Kootenay	40.6%	13
Region 4 - Thompson/Okanagan	43.8%	14
Region 5 - Cariboo	28.1%	9
Region 6 - North Coast	28.1%	9
Region 7 - Nechako	15.6%	5
Region 8 - Northeast	28.1%	9
Region A - Vancouver Island	40.6%	13
Region B - Southwestern BC	40.6%	13
Region C - Okanagan-Similkameen	28.1%	9
Region D - Kootenay Boundary	34.4%	11
Region E - Thompson Shuswap	31.3%	10
Region F - Cariboo-Chilcotin	37.5%	12
Region G - Yellowhead 16	28.1%	9
Region H - Peace River-Alaska Highway	37.5%	12
Region I - Rocky Mountain	40.6%	13
Tourism Assoc. of Vancouver Island (TAVI)	40.6%	13
Southwest BC (SWBC)	40.6%	13
Okanagan Similkameen Tourism Region (OSTA)	34.4%	11
High Country Tourism (HC)	37.5%	12

Cariboo Chilcotin (CC)	34.4%	11
Kootenay Country (KC)	31.3%	10
Rocky Mountain Visitor Association (RMVA)	28.1%	9
North by Northwest (NxNW)	40.6%	13
Peace River Alaska Highway Tourism Association (PRAHTA)	34.4%	11
Northern Rockies Alaska Highway Tourism Assoc. (NRAHTA)	34.4%	11
Tourism Vancouver Island (TVI)	34.4%	11
Vancouver, Coast & Mountains (VCM)	46.9%	15
Thompson Okanagan Tourism Assoc. (TOTA)	37.5%	12
Cariboo Chilcoltin Coast Tourism Assoc. (CCCTA)	37.5%	12
BC Rockies / Kootenay Rockies Tourism (KRT)	40.6%	13
Northern BC Tourism (NBCT)	43.8%	14

Appendix H: 1979-1983 Map of BC's Nine Tourism Regions

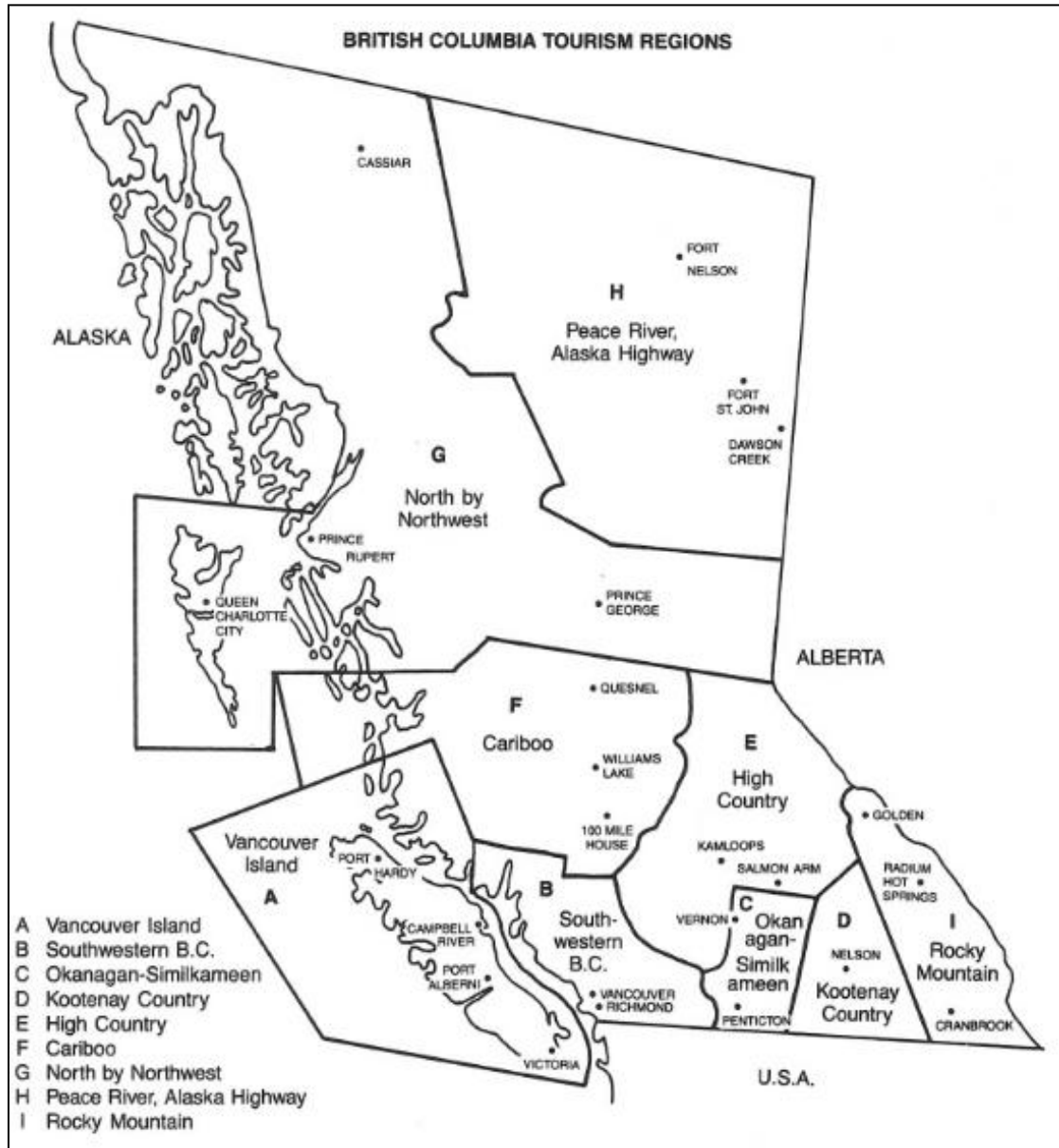
Figure. 1979-1983 Map of BC's Nine Tourism Regions



Source: Province of British Columbia (1979). Tourism British Columbia

Highlights 1979. Ministry of Tourism.

Appendix I: 1984-1997 Map of BC's Nine Tourism Regions –New Northern Boundaries
Figure: 1984-1997 Map of BC's Nine Tourism Regions –New Northern Boundaries



Source: Province of British Columbia (1984). Tourism Highlights 1984. Ministry of

Tourism.

Appendix J: 1997 to Present Map of BC's Six Tourism Regions

Figure: 1997 to Present Map of BC's Six Tourism Regions



Source: Tourism British Columbia (2010). Map of BC's Tourism Regions. Retrieved

February 2, 2010, from www5.hellobc.com/travelmedia/css/map.gif