2ND EXECUTIVE SYMPOSIUM FOR Innovators in Coastal Tourism

Sheraton Hacienda del Mar  Los Cabos, Mexico  May 15 - 18, 2013

2013 PROGRAM

www.responsibletravel.org  www.crestconference.org
The cover and other Baja California photos used in the Symposium are contributed by Ralph Lee Hopkins.

Ralph Lee Hopkins
Santa Fe, New Mexico-based photographer Ralph Lee Hopkins travels to the world’s wild places with Lindblad Expeditions and National Geographic. He is founder and director of photography expeditions for Lindblad Expeditions/National Geographic, and is a member of the International League of Conservation Photographers. His work in Baja California was published in the story “Is Baja on the Block?” in the November/December 2008 issue of National Geographic Traveler, and in the limited edition book, “Baja — Every Picture Tells a Story.” His photographs are featured throughout the Innovators’ Symposium program, as well as during the Opening Dinner & Plenary.

Program Design by Linda Rapp
Dear Symposium Participants,

A warm welcome to you and the many experts invited to attend the 2nd Executive Symposium for Innovators in Coastal Tourism. Hosted by the Center for Responsible Travel (CREST), together with Stanford University’s Center for Global Business and the Center for Latin American Studies, this Symposium is designed to highlight the crucial role of innovators in developing sustainable models of coastal tourism.

As the world’s largest and fastest growing sector, sun-sand-and-sea tourism poses both challenges and opportunities to those committed to socially and environmentally responsible travel. This Symposium provides a unique platform for you and your fellow participants on the cutting edge of innovative coastal tourism to share your accomplishments, your lessons learned, and your key obstacles in implementing sustainable practices. The participants in this Symposium include hoteliers, developers, investors, financiers, and other business executives committed to (or considering) new “green” models of coastal tourism, as well as tourism experts from international development organizations, government agencies, non-profit organizations, media and public relations, philanthropic foundations, and academia. We are looking forward to a fruitful exchange of ideas!

Over the course of the next three days, panels and plenary sessions will explore social and environmental innovations at both the property and destination levels. Sessions will also examine issues raised by specific tourism products, including boutique and all-inclusive resorts, vacation homes, golf courses, marinas, spas, and marine protected areas. In addition, the Symposium will address the critical topic of climate change, its impacts on coastal development, and potential mitigation and adaptation strategies for coastal and marine tourism.

By pooling our collective knowledge, we believe that this Symposium can play a key role in shaping the course of sustainable coastal tourism in Mexico and elsewhere in the Americas. We thank each of you for joining us in this important endeavor.

Martha Honey
Co-Director, CREST
Washington, DC

Bill Durham
Co-Director, CREST
Stanford University
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### Wednesday
**MAY 15**

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<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
<th>Sponsor</th>
</tr>
</thead>
<tbody>
<tr>
<td>2:00pm – 7:00pm</td>
<td>Registration</td>
<td>Tequila Terrace</td>
<td></td>
</tr>
<tr>
<td>6:00pm – 7:00pm</td>
<td>Welcome Cocktail Reception</td>
<td>Palapa Fiesta</td>
<td>Sponsored by the Sheraton Hacienda del Mar</td>
</tr>
<tr>
<td>7:00pm – 9:00pm</td>
<td>Opening Dinner &amp; Plenary</td>
<td>De Cortez Grill and Restaurant</td>
<td>Sponsored by the Sheraton Hacienda del Mar</td>
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<tr>
<td></td>
<td>Ruben Riachi, Secretary of Tourism of Baja California Sur &amp; Los Cabos officials</td>
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<tr>
<td></td>
<td>CREST Co-Directors discuss “The Big Picture: Overview of Global Trends in Coastal and Marine Tourism”</td>
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### Thursday
**MAY 16**

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
<th>Sponsor</th>
</tr>
</thead>
<tbody>
<tr>
<td>7:00am – 9:00am</td>
<td>Registration</td>
<td>Tequila Terrace</td>
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</tr>
<tr>
<td>9:00am – 9:20am</td>
<td>Opening Address by the Secretary of Tourism, Claudia Ruiz Massieu (Invited)</td>
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<tr>
<td>10:20am – 10:40am</td>
<td>Coffee Break</td>
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<td>Sponsored by Moncada Energy Group</td>
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<tr>
<td>10:40am – 12:00pm</td>
<td>Breakout Session 1</td>
<td>Arcos 1</td>
<td>Innovations in Sustainable Siting, Design, &amp; Construction</td>
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<tr>
<td></td>
<td>Breakout Session 2</td>
<td>Arcos 2</td>
<td>Innovations in Sustainable Coastal Resort Operations</td>
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<tr>
<td></td>
<td>Sponsored by Hacienda Tres Rios</td>
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<tr>
<td>12:10pm – 1:20pm</td>
<td>Breakout Session 3</td>
<td>Arcos 1</td>
<td>Retirement &amp; Vacation Homes: Market &amp; Industry Trends, and Impacts on Coastal Communities &amp; Destinations</td>
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<td></td>
<td>Breakout Session 4</td>
<td>Arcos 2</td>
<td>Community Engagement: Lessons on Engaging with Stakeholders</td>
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<td></td>
<td>Sponsored by Good Night Foundation</td>
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<tr>
<td>1:30pm – 2:50pm</td>
<td>Luncheon Discussion Tables</td>
<td>Foyer Hacienda</td>
<td>Networking lunch with themed tables and moderators. Pick your favorite topic and dive into a rich conversation.</td>
</tr>
<tr>
<td>2:50pm – 3:30pm</td>
<td>Plenary</td>
<td>Hacienda 3</td>
<td>Chris Blackwell (Island Outpost founder and music industry legend) and Dinda Elliott (Condé Nast Traveler magazine), a Conversation</td>
</tr>
<tr>
<td>3:40pm – 4:50pm</td>
<td>Plenary</td>
<td>Hacienda 3</td>
<td>Travel Media: Trends, Insights &amp; Advice</td>
</tr>
<tr>
<td>5:00pm – 6:00pm</td>
<td>Plenary</td>
<td>Hacienda 3</td>
<td>Destination-Level Sustainability &amp; Competitiveness: Sinaloa State, Mexico</td>
</tr>
<tr>
<td>6:30pm – 7:30pm</td>
<td>Networking Cocktail Reception</td>
<td>Palapa Fiesta</td>
<td>Sponsored by Pellas Development Group</td>
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<tr>
<td>7:30pm – 9:30pm</td>
<td>Dinner Plenary</td>
<td>Hacienda 3</td>
<td>Protecting Our Oceans, with Céline Cousteau and Octavio Aburto</td>
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<td>Sponsored by CODESIN</td>
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### Friday
#### MAY 17

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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| 9:00am – 10:10am | Plenary Hacienda 3  
Coastal Tourism in an Era of Climate Change: Mitigation & Adaptation Strategies |
| 10:10am – 10:30am | Coffee Break                                                            |
| 10:30am – 11:40am | Breakout Session 6 Arcos 1  
“Green” Golf: Market & Industry Trends, Good Practices & Profitable Alternatives  
Breakout Session 7 Arcos 2  
Sustainable Marinas: Critical Issues & Good Practices  
Breakout Session 8 Arcos 3  
“Green Spas:” Critical Issues & Good Practices |
| 11:50am – 1:00pm | Plenary Hacienda 3  
“Green” Finance for Innovative Coastal Tourism |
| 1:10pm – 2:30pm | Luncheon Plenary Hacienda 2  
The Slow Life Philosophy of Resort Management with Sonu Shivdasani, founder of Six Senses and Soneva Resorts |
| 2:40pm – 3:50pm | Plenary Hacienda 3  
Coastal Tourism Documentaries: A Conversation with Filmmakers & Featured Clips |
| 4:00pm – 5:10pm | Breakout Session 9 Arcos 1  
Integrated Coastal Zone Management  
Breakout Session 10 Arcos 2  
All Inclusive Resorts: An economic study and Innovation in Design & Operations  
Breakout Session 11 Arcos 3  
Telling Your Story: Generating Value Through Effective Communications |
| 5:20pm – 6:00pm | Plenary  
Concluding Reflections with Symposium Hosts: Durham, Honey, Dirzo |
| 6:30pm – 7:00pm | Transfer to Hotel El Ganzo Puerto Los Cabos                                |
| 7:00pm – 8:00pm | Closing Cocktail                                                          |
| 8:00pm – 10:00pm | Closing Dinner and Plenary  
Sponsored by Hotel El Ganzo  
Closing Dinner & Entertainment with rising star singer/songwriter Priscilla Ahn |

### Saturday
#### MAY 18

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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| 8:00am – 6:00pm | Field Excursion  
Case study of Cabo Pulmo National Marine Park and proposed Cabo Cortez/ Los Pericues development |
| 8:00am – 9:15am | Breakfast and Case Study briefing                                         |
| 9:30am        | Busses depart for Cabo Pulmo                                              |
| 11:30 am      | Arrive Cabo Pulmo Community                                               |
| 12:00pm – 2:00pm | Boat excursion and snorkel tour of Cabo Pulmo National Park              |
| 2:30pm – 3:45pm | Lunch and Q&A with Cabo Pulmo community representatives               |
| 4:00pm        | Busses depart for Los Cabos                                               |
| 6:00pm        | Busses arrive at Sheraton Hacienda del Mar                                |
Why Los Cabos?

During the first Innovators’ Symposium at Stanford in 2010, a significant number of participants were involved in coastal tourism work in Mexico. A consensus emerged that Mexico, with its significant and expanding coastal tourism development, provided an excellent setting in which to host the next event.

Los Cabos in particular is an important biological zone, and is currently one of Mexico’s most popular tourism destinations. With ready access to international flights and few if any concerns about security, Los Cabos is the ideal place to host international visitors for a high-level event. In addition, hosting the Symposium in Los Cabos gives organizers the opportunity to encourage local participants in conventional mass tourism to learn about sustainable alternatives from leading innovators.

The 2013 Symposium takes place at the Sheraton Hacienda del Mar, which is implementing a number of responsible management practices and actively supporting community purchases and projects.

Important Information for your Stay

**Currency**

Mexico’s currency is the Mexican peso. The following table contains approximate exchange rates for US dollars and Euros. Please note that currency exchange rates fluctuate — these are accurate at the time of printing.

<table>
<thead>
<tr>
<th>Currency</th>
<th>Equivalent in Mexican Pesos</th>
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</thead>
<tbody>
<tr>
<td>US Dollar</td>
<td>1 USD = 12.14 Mexican Pesos</td>
</tr>
<tr>
<td>Euro</td>
<td>1 EUR = 15.99 Mexican Pesos</td>
</tr>
</tbody>
</table>

Unfortunately, due to recent local regulations, cash payments in USD are restricted. Credit and debit payments remain unaffected. Please plan on settling your account at the Sheraton Hacienda del Mar with Mexican Pesos or a credit/debit card.

**Badges**

Symposium delegates are required to wear their name badges to all activities, including social functions. Your name badge identifies you as a registered conference delegate and is needed to access all of the Symposium programming.

**Symposium Area**

Almost all plenary sessions, including meals, will take place in Hacienda 3. Breakout sessions will take place in Arcos 1, Arcos 2, and Arcos 3. Select meals and cocktail receptions will occur at other locations in the Sheraton Hacienda del Mar and elsewhere. Please consult your Schedule at a Glance for a comprehensive list of locations and events.

**Disability Access**

All conference rooms at the Sheraton Hacienda del Mar are equipped with ramps for your convenience, as is the De Cortez Grill and Restaurant. Additionally, there are three disability access rooms for guests staying at the Sheraton.

**Internet Access**

The Sheraton has wireless Internet access that guests can charge to their room account, paid for upon checking out of the hotel. Cost of wifi is $15 USD per 24 hours, with up to 3 devices supported on the same account. Guests can also access the Internet via hotel computers in the Sheraton lobby; this service is free of charge for the first 30 minutes.

**Information and Announcements**

CREST staff will be on hand to answer queries and may periodically make housekeeping announcements to update delegates on Symposium activities.

**Press**

The press area will be located in the Crystal Room across from Hacienda 3.

**Simultaneous Translation**

Simultaneous Translation will be provided throughout the conference during all breakout sessions and plenaries, including meals. Headsets and receivers will be available in each Symposium room.

**Parking**

The Sheraton has reserved 40 free parking spaces for Symposium delegates who will be arriving by car.

**Breakfast at the Sheraton Hacienda del Mar**

A breakfast buffet will be provided to lodging guests at Tomatoes Restaurant from 6:30 AM until 11 AM.

**Airport Transfers**

To travel between the airport and the resort, there are two main options. The Sheraton offers 24 hour shuttles from the airport. The cost is $15 USD (one-way), and tickets can be purchased near the main exit for the airport. The average shuttle time is 40 minutes. In addition, taxis are readily available at the airport. The average taxi price between the airport and the resort is $85 USD. The average taxi time is 30 minutes. Our preferred destination management company EPIC can also provide guests with shuttle service to and from the airport to the Sheraton Hacienda del Mar. To arrange for transportation ahead of time, please call +52 (624) 124-0224.

**Hotel Amenities**

The Sheraton Hacienda del Mar includes a number of amenities to make your stay pleasant. The hotel has 5 distinct swimming pools, as well as a golf course, fitness center, and spa. Symposium guests can enjoy 25% off of all spa services during their stay. The hotel lobby includes computers with 30 minutes of free access, as well as wireless Internet access. Wireless Internet is available in guest rooms for an additional fee (see above). Rooms are equipped with hair dryers, and irons are available on request at no charge. Mexico uses the same type of electrical outlet and voltage as the United States, so if you are coming from the US you will not need a plug adaptor or voltage converter. Delegates from outside of North America should bring the same types of adaptors that they would use in coming to the US.

**Housekeeping**

Housekeeping services will be provided in guest rooms between 8:30am and 4:00pm. Special services can be arranged as needed through the front desk.
Green Practices at the Sheraton Hacienda del Mar

The Sheraton Hacienda del Mar has a number of practices in place to reduce waste and protect the environment. In addition to having high efficiency lighting and energy conservation pull-cards in all of the rooms, the Sheraton uses conservation sensors on its air conditioning units to regulate room temperature based on the presence of guests. Low-flow shower heads and pressure flush systems reduce water consumption inside the hotel, and recycled water systems and timed irrigation reduce water waste while beautifying the gardens and grounds.

Beyond these energy and water saving practices, the hotel also does its part to protect local flora and fauna. The resort grounds and gardens are home to over 300 varieties of indigenous and exotic plants, which attract many migratory birds and other fauna. The hotel has minimal lighting on its beachfront in order to protect the local sea turtle population, and they also run a conservation campaign of Kemp Ridley marine turtles encouraging guest education and interaction.

These initiatives, both large and small, enable the property to reduce their ecological footprint and have a positive relationship with their local environment. The Hacienda del Mar clearly practices their philosophy that sustainable businesses make good business sense.

Our Request to You:

- Participate in your airline’s carbon emission offset program and take advantage of group options for ground transportation.
- Participate in recycling opportunities.
- Buy locally made crafts and souvenirs.
- Respect and experience the local culture and environment.
- Use reusable water bottles when feasible.
- Continue to be environmentally responsible upon your return home and encourage others to do so as well.

Pronatura

For the Symposium, CREST has obtained carbon emission offsets for all Symposium meals and rooms, local transportation, and CREST staff flights through Pronatura. Pronatura’s conservation work over the past 30 years has led to several success stories. Through reforestation, natural regeneration maintenance, agro-forestry system enrichment, and degraded areas restoration, more than 9,221 people from 10 different communities have benefited, and a range of communities have taken advantage of Pronatura’s work.

Fonart

Symposium lanyards and our gifts of appreciation to speakers are provided via Fonart, or Fondo Nacional para el Fomento de las Artesanías. A public trust of the Mexican Government, Fonart promotes the country’s handicraft activity and supports artisans and their families though human, social and economic development. Fonart tries to coordinate, integrate and align public policies that promote the sustainable development of Mexican artisans/craftsmen from a multidimensional perspective, which means enhancing their social, economic, cultural, and indigenous character.

SVECONWAY

SVECONWAY, the printer of the Symposium program, engages in a number of practices to promote sustainability. Apart from being 100% wind powered, SVECONWAY is FSC and SFI Certified; an EPA Green Power Partner; a member of the Carbon Fund’s Million Tree Challenge; and recycles 100% of the paper and metal waste generated by the process.
Innovators in Coastal Tourism Symposium

6:00 - 7:00 PM

Cocktail Reception  Palapa Fiesta
Sponsored by the Sheraton Hacienda del Mar
Remarks by Renato Mendonca

7:00 - 9:00 PM

OPENING DINNER & PLENARY
De Cortez Restaurant
Sponsored by the Sheraton Hacienda del Mar

Welcoming Remarks

David Krantz (Host)

David Krantz is CREST’s Program Director and facilitates the center’s major projects. He has worked in international trade, hospitality management, and has extensive experience in adventure travel and ecotourism. Prior to joining CREST, David coordinated environmental conservation initiatives in the tourism industry with Conservation International’s Center for Environmental Leadership in Business. He holds a Masters of Tourism Administration from the George Washington University, where he focused on sustainable destination development.

Ruben Reachi

Raised in the city of San Luis Potosi, Ruben Reachi is the current Secretary of Tourism for Baja California Sur. Throughout his career, Ruben has worked in several sectors, including finance and real estate, and served as the president of the Coordinating Council of Los Cabos from 2009-2011. Ruben received his MBA with honors from the Instituto Tecnológico y de Estudios Superiores de Monterrey.

José Antonio Agúndez Montaño

During his time as Mayor of Los Cabos, Ing. Agúndez Montaño has focused on multiple projects for the benefit of local citizens. His government has invested more than 213 million pesos in potable water and sanitation services. In addition, his government started the “Imagine Los Cabos” program in cooperation with local businesses to reduce pollution, beautify the city, and encourage local people to take pride in their city. Jose Antonio Agúndez Montaño attended the University Autonoma de Baja California Sur, and has been mayor of Los Cabos since 2011.

OPENING PLENARY

The Big Picture: Overview of Global Trends in Coastal and Marine Tourism

The global travel and tourism industry has undergone massive changes over the past 10 to 20 years, including fundamental changes to the way that tourism development occurs. Rapid tourism growth has had massive impacts on local destinations and communities. Meanwhile, consumers are demanding increased responsible practices from their service providers, and corporations are heeding the call. The Co-Directors of the Center for Responsible Travel will discuss these fundamental changes, and frame the narrative for the rest of the symposium.

Professor William H. Durham

William H. Durham, Ph.D., Bing Professor in Human Biology, and Yang and Yamazaki University Fellow, is the Stanford Director of CREST. Bill’s main interests are environmental anthropology, with a special focus on the causes and consequences of resource scarcity in rural communities, and sustainable tourism, especially the use of tourism to stimulate conservation and alleviate poverty in Latin America. A recipient of the MacArthur Prize Fellowship and author or editor of more than 20 books, Bill has also served as Director of Human Biology at Stanford, and as Chair and Associate Chair of Anthropology.

Martha Honey

Dr. Martha Honey, Ph.D., is the CREST Co-Founder and Director of the Washington, DC office. Martha has worked in dozens of countries, and has written and lectured widely. Her tourism-related books include Ecotourism and Sustainable Development: Who Owns Paradise? and Ecotourism and Certification: Setting Standards in Practice. She worked for 20 years as a journalist in Tanzania and Costa Rica, reporting for leading media outlets in the U.S., Britain, and Canada. Named one of the world’s top 10 eco- and sustainable-travel watchdogs by Condé Nast Traveler in 2008, she is a former Executive Director of the International Ecotourism Society.

Ralph Lee Hopkins: Images from Baja California – A Slideshow
9:00 - 10:20 AM

PLENARY  Hacienda 3

Mike Robbins (Moderator)

Mike Robbins has over 30 years of experience as a tourism consultant, and has focused his international career on planning and developing sustainable tourism models that address the triple bottom line: economic, social, and environmental. Founder of the Canada-based management consulting firm The Tourism Company, Mike is a recognized expert in strategic planning and marketing; feasibility assessments for tourism ventures; and master planning for resorts and attractions. Since 2009, Michael has been assisting the Inuit community of Arviat in Nunavut Canada to develop a community-based tourism program, for which he was selected as one of the Top 10 Canadian Social Change Innovators for 2012 by TIDES Canada.

Opening Address by the Secretary of Tourism, Claudia Ruiz Massieu (Invited)

Claudia Ruiz Massieu, a Mexican lawyer and politician, is a supporter of the Partido Revolucionario Institucional (PRI). She was a federal deputy in the LXI Mexican Congress Union Legislation, and was a coordinator of Human Rights and Transparency in the elected president’s transition. On November 30th of 2012, she was named Tourism Secretary of Mexico, a member of President Enrique Pena Nieto’s cabinet.

The daughter of Jose Francisco Ruiz Massieu and Adriana Salinas de Gortari, Claudia is also the niece of former president Carlos Salinas de Gortari. Her father was the governor of Guerrero and General Secretary of the National Executive Comission of PRI. She studied law at the Iberoamerican University in Santa Fe, where she wrote a thesis entitled “Juridical Thinking of Jose Francisco Ruiz Massieu in Constitutional Law and Administrative Law.”

Claudia studied Political Science at the Center for Political and Constitutional Studies in Madrid, Spain. She is also a doctoral candidate in Public Law and Juridical Philosophy at Universidad Autonoma in Madrid, Spain.

9:20 - 10:20 AM

PLENARY  Hacienda 3

Origins of Innovation: How and Why Do Companies Become Innovators?

Professor William Barnett

William (Bill) Barnett, Ph.D., is the Thomas M. Siebel Professor of Business Leadership, Strategy, and Organizations at the Graduate School of Business, Stanford University. After receiving his Ph.D in Business Administration from the University of California, Berkeley in 1988, Barnett was an Assistant Professor at the University of Wisconsin, Madison, School of Business. In 1991, Barnett came to the Stanford Business School as an Assistant Professor. He became an Associate Professor in 1994, received tenure in 1996, and has been a full professor since 2001. Barnett has also twice been a Fellow at the Center for Advanced Study in the Behavioral Sciences, and is a Senior Fellow at the Woods Institute for the Environment at Stanford University. Barnett serves as associate editor or as an editorial board member for several academic journals.

10:40 - 12:00 PM

BREAKOUT SESSION 1  Arcos 1

Innovations in Sustainable Siting, Design, and Construction

The biggest impacts of any resort or vacation home development come from where the project is located, how it is designed, and how it is built. In this panel, we will learn the latest innovations in sustainable siting design and construction from experts in the field.

Alfredo Cortes (Moderator)

Alfredo Cortes graduated with an MA in Civil Engineering, specialized in Construction Administration, from the University Iberoamericana. During the last 16 years he has worked in several areas such as architectural design, optimization and organization of functional working environments, project management, and the adaptation and remodeling of buildings, both independently and for larger renowned firms. He currently is the head of an Architecture Firm that works in several areas for the study, analysis and project development, related with sustainability.
Gabriel Santoyo

Gabriel Santoyo is responsible for developing, applying and promoting sustainable tourism practices at the Hacienda Tres Ríos hotel, in the Riviera Maya. He has coordinated the sustainable design, construction and operation of the award-winning resort, and has advised local business associations on sustainable tourism. Among other positions, Gabriel has served as the General Director of the Office of the Secretary of Agriculture, Commercial Advisor at the Royal Danish Embassy in Mexico City, and as an advisor to the President of the Caribbean Business Council.

Melisa Mendoza

Melisa Mendoza Díaz is the Sustainable Development Director of the Mesoamerican Reef Tourism Initiative (MARTI) in Amigos de Sian Ka’an. She received her MA in Environment and Bioclimatic Architecture from the Polytechnic University of Madrid, and has extensive experience in planning and sustainable development. Among other activities, she is a professor of Architecture at La Salle University in Cancun and frequently advises clients on implementing sustainable criteria for tourism development.

BREAKOUT SESSION 2  Arcos 2
Innovations in Sustainable Coastal Resort Operations

This panel will explore the latest good practices and innovations in how hoteliers can run a resort facility that taps into new markets demanding sustainably operated locations. We will hear from hoteliers and technical experts who will share what has worked and what hasn’t in terms of using sustainability to generate new business, improve the bottom line, and reduce turnover. This panel is ideal for property owners to learn strategies that might apply to your property and benefit your business.

Juan J. Luna-Kelser (Moderator)

Currently an Adjunct Professor at George Washington University’s School of Business teaching community-based tourism, Juan originally made his career at the Inter-American Development Bank. Since his retirement from the IDB in 2007, he has served as an advisor and consultant for Solimar International and the Center for Responsible Travel. One of his most important contributions was the management of the team of experts who developed the global baseline Criteria for Sustainable Tourism.

David Leventhal

David Leventhal is the founder and manager of Playa Viva, a sustainable boutique hotel located near Zihuatanejo/Ixtapa, Mexico. Boasting 200 acres with 1.3 km of beach front, Playa Viva promotes biodiversity, meaningful support for the small neighboring community of Juluchuca, personal transformation, and clean and abundant energy and water. Prior to Playa Viva, David was the co-founder of Dexterra, Inc., a successful venture-funded mobile enterprise software company.

Thomas Meller

Thomas Meller has over 17 years of experience managing environmental projects for a range of organizations, including private sector consulting firms and the United Nations Development Program. Since 2006, Thomas has served as the Director of the Mesoamerican Reef Tourism Initiative’s Hotel Component, overseeing the implementation of a “Good Environmental Practices” program in hotels in the Mexican Caribbean, and leading work on sustainable siting, design, and construction for future tourism developments in Quintana Roo.

Ewald Biemans

Ewald Biemans opened Bucuti Beach Resort in 1987; since then, the resort has enjoyed average yearly occupancies of +90%. The environmental honors Ewald has received include CHA’s award for Environmental Stewardship (1997) and the International Hotel & Restaurant Association Award for Innovation in Environmental Best Practice (2004). As a pioneer in eco-friendly practices, he has led Bucuti to achieve the ISO 14001 environmental certification every year since 2003.
12:10 - 1:20 PM

BREAKOUT SESSION 3  Arcos 1
Retirement and Vacation Homes: Market & Industry Trends, and Impacts on Coastal Communities and Destinations

The inclusion of retirement and vacation homes in large resort projects has been a fundamental change to the way the resort industry operates. In this panel we will learn about some of the good practices in integrating vacation homes into resort developments that benefit the local community by driving funds back into the local economy and helping to preserve the environment.

Anne McEnany (Moderator)
Anne McEnany is the Vice President and Senior Program Officer for Environmental Conservation at the International Community Foundation. Based in Washington, DC, Anne is responsible for ICF’s grant making in responsible tourism, sustainable land use, and land and marine conservation, much of it focused in Mexico and Central America. Recently, Anne has also co-authored a research paper series profiling U.S. retirees living full or part-time in Mexico, titled “U.S. Retirement in Mexico.”

Lee Foster
An architect and owner of Vacation Home Review, Lee Foster founded Green Vacation Houses to offer vacationers the opportunity to support sustainability. Her involvement in environmental design and expertise in vacation rental properties led her to create the GVH certification program for rentals. Prior to working with vacation properties, Lee spent over 25 years as principal of her firm, Foster-Crowder Design. Her work includes the Verizon Headquarters, hotels, and the DC Metro cars.

Kimberley Player
Kimberley Player is an economic and real estate consultant with an extensive research background and experience in land use planning, market assessments, feasibility analysis, and product positioning. A graduate in finance from the University of British Columbia, she has led assignments throughout the Americas, evaluating resort, residential, and other specialized property sectors.

Jackie Meyer
Jackie Meyer is an executive for a major telecommunications company specializing in sales, business development, and marketing. Since 2008, Jackie and her husband have been homeowners on El Mogote in La Paz, Baja Sur, where they are board members of their homeowners association. She is currently an Advisory Board and Marketing committee member of the International Community Foundation, and also Co-Chair of Membership for the 5th largest Rotary Club in the world.
12:10 - 1:20 PM

BREAKOUT SESSION 4 Arcos 2
Community Engagement: Lessons on Engaging with Stakeholders

In this panel, we will hear from innovative hoteliers and resort operators who have worked closely with the communities surrounding their property to improve the quality of life and protect the environment in these communities. In the process, these innovators make sure that we reduce turnover and improve the bottom line. Our speakers will share what has worked for them, what hasn’t, and what lessons can be drawn from their experiences.

Gail Henry (Moderator)
Gail Henry has served as the Caribbean Tourism Organization’s Sustainable Tourism Product Specialist since 2009, managing CTO’s sustainable tourism program on behalf of CTO’s thirty-plus member countries. Gail was the Senior Tourism Advisor for the Ministry of Tourism, Trinidad and Tobago, from 2002-2007, and managed the Aruba and (former) Netherlands Antilles’ sustainable development program of the UNDP (Trinidad and Tobago), from 1995-2001.

Carlos Hernandez
As President and CEO of Pellas Development Group, Carlos Hernandez oversees a portfolio of $300 million in assets, and over 21 million square meters of land in Central America. He has directed the creation of several innovative and sustainable communities, including the newly opened Mukul Beach, Golf and Spa, the first luxury hotel in Nicaragua. Prior to Pellas, Carlos worked for over 18 years with companies like Fairmont Hotels & Resorts, where he led project development for Mexico. Carlos has a BA in Civil Engineering from the Universidad Iberoamericana, and an MS in Finance from Florida International University.

Manuel Vazquez
Manuel started working for Lindblad Expeditions in 1990 as a marine mammal lecturer. In 1992 he moved to La Paz after finishing his MA at the University of Toronto. Since then, he has been in charge of the operation in Mexico for Lindblad Expeditions, and has been engaged in the company’s conservation efforts in the Gulf of California. Manuel lives in La Paz with his wife and two children.

Vicente Ferreyra Acosta
Vicente Ferreyra is currently coordinating one of the most ambitious ecotourism projects in Mexico, in Quintana Roo, that looks to expand the ecotourism in the Biosphere Reserve of Sian Ka’an and its influential zone. He studied Tourism at the Instituto Politecnico Nacional, and an MA in Environmental Law, Politics and Management from Anahuac University. Vicente has more than 15 years’ experience in tourism project development, environmental issues, and climate change.
BREAKOUT SESSION 5  Arcos 3
Building Symbiotic Relationships Between Sustainable Coastal Tourism, Commercial Fishing and Marine Protected Areas

This panel explores how two diverse industries — tourism and commercial fishing — can come together to create a protected area that benefits both sectors, as well as being a key nexus between conservation and industry. We’ll discuss the value of protected areas for the tourism industry, as well as how developers can gain from this asset.

Mark Spalding (Moderator)
Mark J. Spalding, President of The Ocean Foundation, serves as the Executive Director of the St. Kitts Foundation and Fundación Bahía de Loreto A.C, both the philanthropic arms of sustainable resort developments. Mark was a professor of international law and policy at UCSD’s Graduate School of International Relations and Pacific Studies for 10 years before bringing his expertise to The Ocean Foundation’s grantmaking, evaluation process, and development of sustainability standards for coastal development.

Mike Robbins
Mike Robbins has over 30 years of experience as a tourism consultant, and has focused his international career on planning and developing sustainable tourism models that address the triple bottom line: economic, social, and environmental. Founder of the Canada-based management consulting firm The Tourism Company, Mike is a recognized expert in strategic planning and marketing; feasibility assessments for tourism ventures; and master planning for resorts and attractions.

Craig Hayes
Craig Hayes practiced medicine in South Dakota for 24 years before moving to Turneffe, Belize, where he had led marine conservation efforts for several years as the board chairman of the Turneffe Atoll Trust. As a result of his efforts with the Turneffe Atoll Trust, the government of Belize has established Turneffe Atoll as Belize’s largest marine reserve, and has moved forward with landmark legislation protecting three species of fish in the region.

Jay Udelhoven
Jay Udelhoven is a Senior Policy Advisor with The Nature Conservancy’s Global Marine Initiative, where he collaborates with governments, NGOs, and eco-friendly businesses to assess, develop, and assist with the implementation of Marine Conservation Agreements (MCA). Jay has assisted in MCA field projects throughout the world, including eco-resort no-take zones and aquaculture-managed areas. Prior to the Conservancy, Jay worked for over 15 years in natural resource management and research.
1:30 - 2:50 PM

MODERATED LUNCHEON DISCUSSIONS  
Foyer Hacienda

Choose a themed table and dive in for an engaging conversation with fellow participants and expert moderators.

**Table 1: Sustainable Marine Recreation**  
Jose Manuel Ochoa

Jose has spent 23 years in Cabo immersed in conservation efforts — so much so that the community calls him El Niño Verde. He has 13 years of experience in the nautical tour business, and has recently been focusing on developing truly green engines for a zero pollution fossil gasoline engine. Jose studied hotel and tourism administration at U.R. Monterrey, and has an MA in Environmental Management from MAIA COLEF-CICESE in Tijuana.

**Table 2: Ocean Conservation**  
Debra Zeyen

Debra Zeyen is the Communications Director, Global Marine Division, for Conservation International, and Director of Outreach for the Ocean Health Index. Before studying ocean resource management, Deb enjoyed a 30-year career in broadcasting, serving as General Manager of WBZ-TV, and VP of Marketing and VP General Manager of Internet for CBS. Based in Washington, DC, Deb also spends time in Cabo Pulmo.

**Table 3: Alternative Energy and Carbon Mitigation**  
Richard Walsh

Richard Walsh joined Sterling Planet in 2011 as part of the Business Development Team. Rich works with clients (including Microsoft and the Philadelphia Eagles) to help them achieve their sustainability goals, and also leads the hospitality sector of Sterling Planet. Rich graduated from Samford University with a degree in Business and concentrations in Finance and Spanish.

**Table 4: Policy Challenges of Coastal Development**  
Paul Sánchez-Navarro

Paul Sánchez-Navarro is the Director of Centro Ecológico. Paul has a Master’s degree in International Relations, and served as a Policy Advisor with WWF International in Switzerland, WWF México Office, and Pronatura in Mexico City. Paul has worked on development and environmental issues at the local, national and international levels for almost twenty years.

**Table 5: Green Finance**  
Luis Antonio Marquez Heine

Mr. Márquez-Heine is an industry veteran with more than 30 years of experience in public and private institutions specializing in management, business planning and strategy, and capital raising. He currently serves as Country Manager in México for Brilla Group, a real estate private equity firm focused on the hotel and resort asset class. Prior to joining Brilla, he served for nine years as Managing Director of the Mexican Private Equity Association (AMEXCAP), the only venture capital and private equity association in the country.

**Table 6: Green Technology**  
Orlando Vargas

Orlando Vargas is CEO and co-founder of Phanaint, which was founded over 30 years in Colombia and expanded into Mexico in 2006. As a chemical engineer, he has developed a line of green technology products for the hotel industry that have reduced energy consumption in the industrial cleaning and laundry processes.

**Table 7: Desalination and Fresh Water**  
Carlos Piña

A mechanical engineer, Carlos graduated from the Department of Engineering at UNAM. He has participated in and directed several projects centered around seawater desalination and cooling the excess/surpluses of tower water by the reverse osmosis process. Carlos is currently in charge of Operation Management in the first private project for generating electric energy by Geotherm.
Table 8: Under 30 Keys: Issues and Solutions for Smaller Sustainable Hotels

David Leventhal

David Leventhal is the founder and manager of Playa Viva, a sustainable boutique hotel located near Zihuatanejo/Ixtapa, Mexico. Boasting 200 acres with 1.3 km of beach front, Playa Viva promotes biodiversity, meaningful support for the small neighboring community of Juluchuca, personal transformation, and clean and abundant energy and water. Prior to Playa Viva, David was the co-founder of Dexterra, Inc., a successful venture-funded mobile enterprise software company.

Table 9: Lessons on Engaging with Stakeholders

Charles Shipman

Charles Shipman is the president of the Sunset Beach Community Association in Haleiwa, Hawaii, one of the most effective environmental community groups in Hawaii. Charles worked for over 10 years in community organization, and served as a representative for the mayor of Honolulu. He was also the Ocean Recreation Specialist for the Island of Oahu, and served as director of beaches.

2:50 - 3:30 PM

PLENARY Hacienda 3

Chris Blackwell and Dinda Elliott, A Conversation

Condé Nast Traveler Global Affairs editor Dinda Elliott will lead a discussion with Chris Blackwell, renowned founder of Island Records and Island Outpost, in an informal yet illuminating conversation for progressive hoteliers and fans of music everywhere.

Dinda Elliott

Dinda Elliott is the Global Affairs Editor at Condé Nast Traveler, where she leads coverage of global issues and corporate social responsibility in the travel industry. At Condé Nast Traveler, Dinda has covered a diverse array of issues regarding social responsibility in tourism, all culminating in the annual Condé Nast World Savers Awards.

Prior to joining Traveler, Dinda covered the beginnings of China’s economic reforms in 1984 for BusinessWeek, and served as Beijing bureau chief for Newsweek from 1987 to 1990. Dinda also covered Boris Yeltsin’s presidency for three years as Moscow bureau chief before returning to Hong Kong for a decade, traveling and reporting across China. During this time, her team at Newsweek won an Overseas Press Club Award for coverage of Hong Kong’s handover to Chinese sovereignty in 1997.

Chris Blackwell

Chris Blackwell, the acclaimed hotelier and media entrepreneur who founded Island Records and introduced the world to Bob Marley and U2, recently re-opened GoldenEye; built as the novelist Ian Fleming’s Jamaican retreat, it is now an award-winning destination.

Long before sustainability and stewardship became the bywords for responsible tourism, Blackwell’s Jamaica-based hotel portfolio, Island Outpost resorts, began setting the standard for socially and environmentally conscious travel.

Island Outpost is a portfolio of 3 award-winning boutique hotels and a 2,500 acre working organic farm in Jamaica. The collection has been described by Condé Nast Traveler as “Like a close-knit family of wildly attractive, intelligent and anarchic kids, they are utterly independent and quite impossible to separate from one another. But something they have all inherited is Blackwell’s easy charm, his amused and iconoclastic view of the world, his sense of fun and style, his instinct for beauty.”

Although Island Outpost resorts have hosted Heads of State and Grammy winners alike, Blackwell himself often shuns the limelight, preferring to work behind the scene to create lasting cultural change. He is a member of the Rock and Roll Hall of Fame and lives with his family on a 2,500 acre organic farm, Pantrepant.
In this session, we’re turning the tables on Jonathan Tourtellot from *National Geographic Traveler*, Dinda Elliott from *Condé Nast Traveler*, and Carlos Velazquez of *Excelsior*. After sharing their insights and advice, as well as any trends in travel media that they have observed, we’ll get to ask them how we can access and take advantage of media when it comes to sustainability, conservation, and other issues in tourism — it’s your turn to ask the questions.

**Alice Marshall (Moderator)**

An international authority on luxury goods, hotel, and spa, Alice Marshall owns Alice Marshall Public Relations, the Fifth Avenue boutique communications company that specializes on working with clients that lead the way in defining sustainability, representing some of the world’s great hotels and resorts. With staff in New York and in Los Angeles, her projects are found worldwide. Alice graduated from Mount Holyoke College with a BA in Art History and she holds an MBA from New York University.

**Jonathan Tourtellot**

Writer, self-taught geographer, and sometimes photographer, Jonathan B. Tourtellot is the Director of CSD and the Geotourism Editor for *National Geographic Traveler* magazine. A National Geographic Society senior editor since 1980, Jonathan launched what would become the Society’s Center for Sustainable Destinations (CSD) in 2001.

He initiated and supervises the Destination Stewardship Surveys reported annually in *National Geographic Traveler* magazine—the 2009 survey on global destinations appeared in the Nov./Dec. issue—and launched the column “DestinationWatch” for Traveler. He has also covered climate change for Traveler. He originated the concept of geotourism defined as “tourism that sustains or enhances the geographical character of a place—its environment, culture, aesthetics, heritage, and the well-being of its residents.”

Jonathan helped develop the study “Geotourism: The New Trend in Travel”, the first major survey of U.S. traveler behavior and attitudes about sustainability and destination stewardship. He is primary author of the Geotourism Charter, and initiated the annual global online “Geotourism Challenge”. He represents National Geographic in the U.N. World Tourism Organization and the associated Centre of Excellence for Destinations.

**Dinda Elliott**

Dinda Elliott is the Global Affairs Editor at *Condé Nast Traveler*, where she leads coverage of global issues and corporate social responsibility in the travel industry. At *Condé Nast Traveler*, Dinda has covered a diverse array of issues regarding social responsibility in tourism, all culminating in the annual Condé Nast World Savers Awards.

Prior to joining Traveler, Dinda covered the beginnings of China’s economic reforms in 1984 for *BusinessWeek*, and served as Beijing bureau chief for *Newsweek* from 1987 to 1990. Dinda also covered Boris Yeltsin’s presidency for three years as Moscow bureau chief before returning to Hong Kong for a decade, traveling and reporting across China. During this time, her team at *Newsweek* won an Overseas Press Club Award for coverage of Hong Kong’s handover to Chinese sovereignty in 1997.

Dinda graduated from Harvard University with a B.A. in East Asian Studies, and is fluent in Mandarin Chinese. She was also a Gannett Fellow at the Gannett Center of Journalism at Columbia University. Currently, she lives in Brooklyn, NY, with her husband Adi Ignatius.

**Carlos Velazquez**

With a background in business and finance journalism, Carlos Velazquez currently works as a travel journalist. Baja California is his favorite destination because of the contrasts and surprises offered up in this arid but simultaneously vital place. “Imagenes del Turismo” offers him the opportunity to tell his experiences and to insist that tourism in Mexico requires deep changes to achieve an insightful position of leadership through the competitive advantages inherent in their natural environment.
5:00 - 6:00 PM

PLENARY Hacienda 3
Destination-Level Sustainability & Competitiveness: Sinaloa

We’ll hear from tourism authorities and business leaders in Sinaloa, MX, who have taken a concerted approach to making sustainability a part of their destination. In that way, they’ve become more competitive — reducing turnover, increasing investment, and attracting both visitors and residents to come to their state. We’ll draw many lessons from this large-scale effort, which will especially inform those concerned with destination-level issues that surpass the smaller scale challenges we’ve focused on thus far in the symposium.

David Krantz (Moderator)
David Krantz is CREST’s Program Director and facilitates the center’s major projects. He has worked in international trade, hospitality management, and has extensive experience in adventure travel and ecotourism. Prior to joining CREST, David coordinated environmental conservation initiatives in the tourism industry with Conservation International’s Center for Environmental Leadership in Business. He holds a Masters of Tourism Administration from the George Washington University, where he focused on sustainable destination development.

Sergio Escutia
Sergio Escutia began his career as a businessman in 1988, pioneering environmentally sustainable practices for shrimp farming in México that also turned out to be business best practices. He currently acts as President of the Confederación de Organizaciones Acuícolas del Estado de Sinaloa and as Vicepresident of the Instituto Sinaloense de Acuacultura y Pesca and serves on the board of several environmental conservation organizations and government advisory councils. He represents CODESIN (Sinaloa Development Council), an advisory council of the State of Sinaloa in México.

Rodrigo Gallegos
Rodrigo Gallegos leads IMCO’s research on technology, climate, and tourism, and has had a decisive impact on IMCO’s most influential methodologies. He is a board member of Mexico City’s Council of Experts for Sustainable Urban Development and the Global Institute of Sustainability, and also writes an op-ed for El Economista. Prior to his position at IMCO, Rodrigo coordinated and analyzed social policy at the Office of the President. He holds an MPP from Harvard University and a BA in Economics from ITAM.

6:30 - 7:30 PM

Networking Cocktail Reception Palapa Fiesta
Sponsored by Pellas Development Group
Remarks by Pellas CEO, Carlos Hernandez

Sandra Guido
Sandra Guido has more than 20 years of experience with conservation projects, social capital empowerment and community development. Her interest in sustainable tourism began in 2000, when the Mexican government promoted the mega-project of tourism development in the Californian gulf. Sandra is now the executive director of Conselva, which works with CODESIN to promote inclusive, equitable, and sustainable development for the south of Sinaloa.
7:30 - 9:30 PM

**DINNER PLENARY** Hacienda 3

*Sponsored by CODESIN*

**Protecting Our Oceans, with Céline Cousteau and Octavio Aburto**

Be informed and inspired by Céline Cousteau, granddaughter of Jacques Yves Cousteau and herself a noted conservationist, who will discuss ocean protection and galvanize us to appreciate its value and beauty. We’ll also hear from Octavio Aburto, an oceanographer and nature photographer who will discuss specific challenges facing conservation efforts in and around the Gulf of California, and show his award-winning slides of the Gulf’s stunning natural beauty.

**Professor William H. Durham (Host)**

William H. Durham, Ph.D., Bing Professor in Human Biology, and Yang and Yamazaki University Fellow, is the Stanford Director of CREST. Bill’s main interests are environmental anthropology, with a special focus on the causes and consequences of resource scarcity in rural communities, and sustainable tourism, especially the use of tourism to stimulate conservation and alleviate poverty in Latin America. A recipient of the MacArthur Prize Fellowship and author or editor of more than 20 books, Bill has also served as Director of Human Biology at Stanford, and as Chair and Associate Chair of Anthropology.

**Welcome Remarks, Sergio Escutia, CODESIN**

Sergio Escutia began his career as a businessman in 1988, pioneering environmentally sustainable practices for shrimp farming in Mexico that also turned out to be business best practices. He currently acts as President of the Confederación de Organizaciones Acuícolas del Estado de Sinaloa and as Vicepresident of the Instituto Sinaloense de Acuacultura y Pesca and serves on the board of several environmental conservation organizations and government advisory councils. He represents CODESIN (Sinaloa Development Council), an advisory council of the State of Sinaloa in Mexico.

**Céline Cousteau**

Founder and executive director of the non-profit organization CauseCentric Productions, Céline Cousteau collaborates with others to increase their worldwide exposure. With a degree in Psychology and an MA in International and Intercultural Management, Céline is fluent in three languages and uses the written word, photography, and documentaries to enhance her role as spokesperson for a range of issues regarding our natural world.

Daughter of ocean explorer and filmmaker Jean-Michel Cousteau and granddaughter of the legendary Jacques Yves Cousteau, Céline has worked as field producer, on-camera presenter, and photographer on numerous documentaries. In tribute to her grandfather, she created Ocean Inspiration in 2011 as a platform to celebrate and recognize ocean advocacy in all forms — from science to art, dance to filmmaking.

As the international spokeswomen for a variety of causes, including La Prairie cosmetics’ Advanced Marine Biology collection, Céline also serves as a board member for both Plant a Fish and Adventurers and Scientists for Conservation. Currently, she is working on an independent documentary in the Brazilian Amazon, as well as a series of educational e-books for children. Céline strongly upholds the belief that through collaboration we become more effective advocates.

**Octavio Aburto**

Octavio Aburto is a Research Scientist at the Scripps Institution of Oceanography (SIO); the 2010 recipient of the World Wildlife Fund (WWF) Kathryn Fuller Science for Nature Fund Fellowship; and a professional photographer associated with the International League of Conservation Photographers. Dr. Aburto-Oropeza obtained his Ph.D. at the Center of Marine Biodiversity and Conservation at SIO, and was awarded the Jean Fort Award by the University of California, San Diego, for his significant contribution to an issue of public concern through his doctoral research. His research has focused on marine reserves and commercially exploited marine species and their fisheries in Mexico, Belize, Costa Rica, Ecuador, and the U.S.
9:00 - 10:10 AM

PLENARY  Hacienda 3

Coastal Tourism in an Era of Climate Change: Mitigation and Adaptation Strategies

To start off our day, we’ll hear from Hilen G. Meirovich, a climate change expert from the Inter-American Development Bank, regarding what can be expected in terms of climate change damage to coastlines, coral reefs, and other areas relevant for tourism. We’ll also seek to understand what the tourism industry can do to mitigate the causes of climate change, as well as learning strategies to adapt to and minimize the impact of climate change on businesses.

Ramon Ojeda-Mestre (Moderator)

Ramon Ojeda-Mestre has a degree in Law and Education, as well as a degree in Public Administration, from UNAM. He is a graduate in Urban Law from ITAM, Manchester University, and Arizona University, and has a degree in Environmental Law from the University of Alicante, Spain. Among other positions, he is the founder of Ojeda and Associates, the former President of the Ecology Commission, and the general manager of Ecology in Mexico DF. Ramon has also served as an Environmental Law professor in several universities.

Hilen G. Meirovich

Hilen Meirovich is a climate change senior specialist at the Inter-American Development Bank. Hilen works on the political economy of climate change policies, identifying mechanisms that contribute to mainstreaming the consideration of climate change impacts among line ministries and Finance Ministries. She has authored several articles in this area including “The Interplay of International and Domestic Forces in the Development of Climate Policy: the Mexican Case.” In 2012, she received the highest recognition of the IDB, the Ortiz Mena Award. Hilen obtained a B.S. in political science from Universidad Católica De Córdoba, and a MA in political science from Hebrew University and a MPP in public policy from Georgetown University. She is currently finishing her Ph.D. in Government, focusing on climate change policies, from the same institution.

10:30 - 11:40 AM

BREAKOUT SESSION 6  Arcos 1

“Green” Golf: Market and Industry Trends, Good Practices & Profitable Alternatives

Golf courses are a ubiquitous part of many tourism developments. In this session, we’ll learn how they can be developed and operated in ways that minimize their negative environmental impacts. We’ll also explore alternatives to golf courses that can add value while protecting scarce resources.

Matthias Beyer (Moderator)

Matthias Beyer is the founder and managing partner of mascontour Sustainable Tourism Consulting & Communication (www.mascontour.info). He is a graduate in hotel business and an engineer in landscape planning with a focus on sustainable tourism.

Eric Bergstrom

Eric Bergstrom is the president and founder of Bergstrom Capital Advisors, Inc., a privately held real estate capital market and strategic advisory firm located in Irvine, CA. Previously, Erick spent 13 years as a CPA and founder of Ernst & Young/Kenneth Leventhal & Co.’s Real Estate Capital Markets Group, where he led all real estate capital market assignments.

Ryan Aylesworth

Ryan Aylesworth became the Executive Director of Audubon International in June 2012, and guides the overall development of all programs. Prior to this position, Ryan served as the Intergovernmental Affairs Liaison for the Midwest Region of the US Fish and Wildlife Service. Ryan holds a B.S. from Cornell University; an MPA from the University of Massachusetts Amherst; and is currently a Ph.D. candidate in Natural Resources Science and Management at the University of Minnesota.

Fernando Calderon

Fernando Calderon is a sustainable design and construction consultant who tries to decrease the environmental footprint of his clients while obtaining the most renowned environmental certifications for developing projects. He has worked with several companies in the US, Mexico, Latin America and Europe, communicating sustainability requirements; elaborating strategies that can be implemented in design; and supervising the implementation of these policies.
**10:30 - 11:40 AM**

**BREAKOUT SESSION 7 Arcos 2**

**Sustainable Marinas: Critical Issues & Good Practices**

Marinas are an important contributor to the bottom line of integrated coastal resorts. However, they are also located in critical habitats, and have a powerful effect on wetlands, coastal hydrology, and coastal geology. In this session, we’ll work to understand the critical issues associated with marina development and operation, and we’ll learn the latest good practices in terms of both the environmental and social impacts of marinas.

**Martin Goebel (Moderator)**

Martin Goebel is Executive Director of Sustainable Northwest, based in Portland, Oregon. Prior to founding Sustainable Northwest in 1994, Martin served as the Country Director for World Wildlife Fund and as the Mexico Program Director for Conservation International. He holds degrees from Oregon State and Texas A&M Universities in natural resources and forestry, as well as regional planning and conservation. Martin travels frequently in rural Oregon and Northwestern states, where Sustainable Northwest focuses its work, and he lives in Portland.

**Esteban Biondi**

A consultant with Applied Technology and Management, Inc., Esteban Biondi has served as the project manager for almost 90 marina, coastal, or environmental consulting contracts over the last 10 years. While he has focused primarily on marina and resort projects, he has consulted on a variety of related topics such as marina due diligence, coastal structures, and marina market and economic studies.

**Marco Andres Guirola**

Marco Guirola is the founder and CEO of Arenas del Pacifico, a real estate development company focused on environmental sustainability. A graduate of the University of Florida and INCAE Business School, Marco has overseen the development of major tracts of land in El Salvador, always with an eye towards both the financial success of the development, and the social and economic development of the area.

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**10:30 - 11:40 AM**

**BREAKOUT SESSION 8 Arcos 3**

**Green Spas: Critical Issues & Good Practices**

Long before the advent of eco travel, travelers turned to spas to discover a connection to nature, to learn about the benefits of organic, plant-based diets, to better understand alternative healing and fitness, and to support sustainable practices ranging from economics to agriculture. Globally, the spa industry itself continues its upward trajectory, growing to an estimated $73 Billion in 2012. Share and learn from these recognized leaders in the green spa business.

**Mary-Elizabeth Gifford (Moderator)**

Mary-Elizabeth Gifford works with some of the world’s leading destination spas and is Vice Chairman of the Washington Spa Alliance. Rooted in agriculture, Mary-Elizabeth serves on the Board of Directors of Demeter-USA, the Biodynamic agriculture movement considered beyond Organic, and on the Board of Steller, a U.S.D.A.-certifier of Organic farmland. She was educated at Brown University and Harvard. An executive known for her collaborative work ethic, she is the immediate past Vice-Chairman of the Board of CREST.

**Roberto Arjona**

Roberto Arjona is the Chief Executive Officer of Rancho La Puerta, one of the most highly awarded destination spas on earth, having repeatedly won top honors from both Conde Nast Traveler and Travel + Leisure as the world’s number one spa. He is the President of the Green Spa Network. At Rancho La Puerta, Roberto’s initiatives river reclamation include projects, on site eco-literacy for every child in the local schools, community organic gardens, the town’s only recycling center, limiting pollution emissions from the town’s brick kilns, and providing his staff with a nutritionist, a literacy program, and a computer center as well as a company financed micro-loan program.

**Hector Alafita**

Hector Alafita is a biologist with a Masters in Environmental Impact from the Spanish Institute of Ecological Studies; a degree in Environmental Impact Evaluation (Argentina); and a degree in International Environmental Law (Anahuac University). He has taught at all levels of higher education, and has coordinated several environmental impact evaluations for the public and private sector in Mexico. Hector has been Operations Director of GPPA since 1998, when it was founded.
Mary Bemis

The founder and Editor-in-Chief of both Organic Spa magazine and American Spa magazine, Mary Bemis writes for Allure, The Huffington Post, Robb Report, Shape, Self magazine, and elsewhere. In 2013, Mary was named recipient of the spa industry’s highest honor, the International Spa Association’s Dedicated Contributor Award. A past ISPA Director, she’s on the Advisory Committee of the Balneology Association of North America (BANA) and the Board of the Advanced Spa Therapy Education Certification Council (ASTECC).

Amy McDonald

A 30-year veteran of the spa and hospitality industries, Amy McDonald is as an innovator in transformational health and wellness programming and an expert in merging the best of resort hospitality and urban healthcare into integrated models. After managing several award-winning properties, including the renowned Miraval, Amy opened a Under a Tree Consulting., which has clients from Switzerland to China. Long aware of water issues, she is a pioneer in reclamation.

11:50 AM - 1:00 PM

PLENARY Hacienda 3

Green Finance for Innovative Coastal Tourism

Access to capital is undoubtedly the greatest challenge in new tourism developments. Given the increasing interest from potential investors in integrating sustainable practices into developments from the design and concept stage onwards, awareness of sustainable practices may give new developers an edge. In this panel, we’ll hear from both private equity and the public finance sector on how best to access green capital.

Professor William Barnett (Moderator)

William Barnett (Bill) is the Thomas M. Siebel Professor of Business Leadership, Strategy, and Organizations at the Graduate School of Business, Stanford University. After receiving his Ph.D in Business Administration from the University of California, Berkeley in 1988, Barnett was an Assistant Professor at the University of Wisconsin, Madison, School of Business. In 1991, Barnett came to the Stanford Business School as an Assistant Professor. He became an Associate Professor in 1994, received tenure in 1996, and has been a full professor since 2001. Barnett has also twice been a Fellow at the Center for Advanced Study in the Behavioral Sciences, and is a Senior Fellow at the Woods Institute for the Environment at Stanford University. Barnett serves as associate editor or as an editorial board member for several academic journals.

Eric Bergstrom

Eric Bergstrom is the president and founder of Bergstrom Capital Advisors, Inc., a discrete privately held real estate capital market and strategic advisory firm located in Irvine, CA. Prior to founding BCA, Eric spent 13 years as a CPA and founder of Ernst & Young/Kenneth Leventhal & Co.’s Real Estate Capital Markets Group, where he led all real estate capital market assignments in the western United States.

Luis Antonio Marquez Heine

Mr. Márquez-Heine is an industry veteran with more than 30 years of experience in public and private institutions specializing in management, business planning and strategy, and capital raising. He currently serves as Country Manager in México for Brilla Group, a real estate private equity firm focused on the hotel and resort asset class. Prior to joining Brilla, he served for nine years as Managing Director of the Mexican Private Equity Association (AMEXCAP), the only venture capital and private equity association in the country.

Roberto Albisetti

Roberto Albisetti is IFC Manager for Mexico and Central America, based in Mexico City. He joined the IFC in 1998 as a Senior Investment Officer in the Petrochemicals department. Since 2006 Roberto has managed the Bogota regional office for Colombia, Peru, Ecuador and Venezuela, leading an important growth and diversification of IFC’s investment and advisory portfolio. He completed post graduate work at NYU in international banking and finance, and is a professor of finance at SDA Bocconi Milan and at University of Genova.
1:10 - 2:30 PM

LUNCHEON PLENARY  Hacienda 2
The Slow Life Philosophy of Resort Management with Sonu Shivdasani, founder of Six Senses and Soneva Resorts

Stephen Kiesling (Host)

Stephen Kiesling was the youngest member of the 1980 U.S. Olympic Rowing Team and the oldest competitor at the 2008 Olympic Rowing Trials, a Scholar of the House in Philosophy at Yale University, and a founding editor of American Health and Spirituality & Health magazines. He is the author of several books including The Shell Game and The Nike Cross Training System, and has written for The New Yorker, Sports Illustrated, and Outside. He is currently President of the Gold Hill Whitewater Center on Oregon’s Rogue River, and editor-at-large of Insider’s Guide to Spas.

Sonu Shivdasani

Sonu Shivdasani and his wife Eva have created a pioneering vision for sustainable tourism, coining a concept of barefoot luxury that effortlessly pairs luxury holidays with care for the environment. Captivated by the beauty of the Maldives two decades ago, Sonu and Eva purchased an island and, at the behest of the Maldivian government, started a management company to run a resort on the island.

Six Senses Resorts & Spas, founded in 1995, quickly became an icon among the discerning travel community, winning several awards including the 2000 and 2008 Best of the Best by the readers of Condé Nast Traveler UK and the 2008 World Tourism and Tourism Council’s Tourism for Tomorrow Award. Currently, however, Sonu and Eva focus their attention on Soneva.

Each Soneva resort combines 5 star luxury accommodations with a commitment to respecting the local culture and the fragile host eco-system. Further, each resort uses only natural and sustainable building materials; plastic is banned and food is locally sourced in an effort to realize Sonu’s vision for a completely “decarbonized” group by 2015.

A descendent of Indian parents, Sonu was born and educated in England, with some periods of his studies spent in Nigeria and Switzerland. He is an alumnus of Eton College and Oxford University, where he received an MA in English Literature.


2:40 - 3:50 PM

PLENARY  Hacienda 3
Coastal Tourism Documentaries: Film Clips and a Conversation with the Filmmakers

In recent years, a number of documentaries have focused on how local communities view the rapid growth of large-scale international tourism and vacation home developments along their coastlines. This panel features three independent productions, made in Panama, the Baja Peninsula, and Costa Rica. Interestingly, local residents in each of these destinations highlight similar concerns, including conflicts over water, beach access, land titling, and high volume versus high value tourism. See clips from these films and engage in what is sure to be a lively discussion with the filmmakers.

Fay Crevoshay (Moderator)

Fay creates and directs WiLDCOAST’s high profile conservation campaigns. Fay is a former NPR and El Financiero reporter, and ran her own media relations firm before joining WiLDCOAST. Today, she is considered one of Mexico’s top environmental communications professionals. Fay is a native of Mexico City. She received an MA in Political Science from York University; an MA in International Relations from the University of the Americas; and a BA in Economics from Bar-Ilan University, Israel.

Jamie Holeman (Paraíso for Sale)

Jamie Holeman is the Outreach and Educational Distribution Coordinator for PARAÍSO FOR SALE, a documentary by Anayansi Prado. She holds a master’s degree in History from the University of Pittsburgh and a Bachelor’s degree in History and Political Science from California State University, Northridge. Jamie helps documentary filmmakers increase the presence of their films in universities, and creates educational materials for the classroom. She is a published author.

Martha Honey (The Goose with the Golden Eggs/La Gallina de los Huevos de Oro)

Martha Honey, Ph.D., is the CREST Co-Founder and Director of the Washington, DC office. She worked for 20 years as a journalist in Tanzania and Costa Rica, reporting for leading media outlets in the U.S., Britain, and Canada. Named one of the world’s top 10 eco- and sustainable-travel watchdogs by Condé Nast Traveler in 2008, she is a former Executive Director of the International Ecotourism Society.
Carmina Valiente Barahona (Baja All Exclusive)

Carmina Valiente Barahona is a documentary filmmaker and director of 7FilosProducciones, a production company dedicated to video journalism based in La Paz. She studied history in Baja California Sur, and she has been involved in both teaching and researching issues with sustainable development.

4:00 - 5:10 PM

BREAKOUT SESSION 9 Arcos 1

Integrated Coastal Zone Management

Too often, developers and destination managers consider the impact of new developments from a limited perspective. However, the science and techniques of integrated coastal zone management allow for a more holistic approach to such development, considering terrestrial, marine, and atmospheric systems. As we’ll see in this panel, when considered in a holistic manner, development and environmental risks can be minimized, and returns maximized.

Alvin Rosenbaum (Moderator)

President of the Nosara Civic Association, regional planner Alvin Rosenbaum lives on the Nicoya Peninsula of Costa Rica, where he focuses on destination management, community participation, and local governance. Also serving as a senior research scholar at the International Institute of Tourism Studies at the George Washington University, Alvin has worked on sustainable tourism projects in more than twenty countries for USAID and the World Bank.

Professor Rodolfo Dirzo

Rodolfo Dirzo, Ph.D., Bing Professor in Environmental Science, leads the Dirzo Lab in the Department of Biology. He holds master’s and doctoral degrees in ecology from the University of Wales, and a BS in biology from the Universidad de Morelos. His fieldwork has focused on the tropical forest ecosystems of Mexico, Costa Rica and Amazonia, though he is currently extending his research into the relationship between defaunataion and disease in Africa. Awarded the Presidential Medal in Ecology in Mexico in 2003, he is also the Chair of the Biology Section of the Mexican Academy of Sciences and the director of Stanford University’s Center for Latin American Studies.

Hector Alafita

Hector Alafita is a biologist with a Master’s in Environmental Impact from the Spanish Institute of Ecological Studies; a degree in Environmental Impact Evaluation (Argentina); and a degree in International Environmental Law (Anahuac University). He has taught at all levels of higher education, and has coordinated several environmental impact evaluations for the public and private sector in Mexico. Hector has been Operations Director of GPPA since 1998, when it was founded.

Rodrigo Gallegos

Rodrigo Gallegos leads IMCO’s research on technology, climate, and tourism, and has had a decisive impact on IMCO’s most influential methodologies. He is a board member of Mexico City’s Council of Experts for Sustainable Urban Development and the Global Institute of Sustainability, and also writes an op-ed for El Economista. Prior to his position at IMCO, Rodrigo coordinated and analyzed social policy at the Office of the President. He holds an MPP from Harvard University and a BA in Economics from ITAM.
 Impacts of All-Inclusive Resorts: Economic, Design & Operations

All-Inclusive resorts are today the dominant tourism model along many coastlines. But within debates over tourism, development and poverty alleviation, all-inclusives are controversial. They are praised by some for creating more jobs than small eco-lodges, while others argue that all-inclusives are inherently unsustainable, given their high consumption of resources and few linkages to local economies. The panelists will examine recent academic studies as well as NGO and corporate initiatives designed to make all-inclusive resorts more socially and environmentally responsible.

**Thomas Meller (Moderator)**

Thomas Meller has over 17 years of experience managing environmental projects for a range of organizations, including private sector consulting firms and the United Nations Development Program. Since 2006, Thomas has served as the Director of the Mesoamerican Reef Tourism Initiative’s Hotel Component, overseeing the implementation of a “Good Environmental Practices” program in hotels in the Mexican Caribbean, and leading work on sustainable siting, design, and construction for future tourism developments in Quintana Roo.

**Matthias Beyer**

Matthias Beyer is the founder and managing partner of mas|contour Sustainable Tourism Consulting & Communication (www.mascontour.info), an internationally acting firm operating in the field of sustainable tourism consulting, regional development and change management. He is a fully qualified graduate of the hotel business and graduate engineer in landscape planning (with focus on sustainable tourism planning). After graduating, Matthias worked for several years as a freelance consultant in national and international tourism projects.

**Rebeca Garcia**

Rebeca Garcia holds a degree in Tourism and a Master's in Labor Risk Prevention and Environmental Management. She joined Palladium in 2007, and is in charge of the services standards, processes management and elaboration, audits for Tour Operators and other governmental organizations, and certifications. She gives environmental sensibilization workshops and courses at several different institutions.

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**Telling Your Story: Generating Value Through Effective Communications**

This session will explore ways to tell your green story in order to increase customer satisfaction and retention while also driving new business. Staying aware of the risk of “greenwashing”, especially given today’s savvy consumers, we’ll hear from communications experts about ways to market and communicate your sustainability successes effectively.

**Alice Marshall (Moderator)**

An international authority on luxury goods, hotel, and spa, Alice Marshall owns Alice Marshall Public Relations, the Fifth Avenue boutique communications company that specializes on working with clients that lead the way in defining sustainability, representing some of the world’s great hotels and resorts. With staff in New York and in Los Angeles, her projects are found worldwide. Alice graduated from Mount Holyoke College with a BA in Art History and she holds an MBA from New York University.

**Alexi Khajavi**

Alexi Khajavi is the VP of Global Strategy for Mercury CSC, an award winning marketing communications firm connecting brands with people that value authentic destinations. Alexi, a graduate of UC Santa Cruz, has over a decade of experience consulting for tourism development projects in Latin America, and led the rebranding and growth of Costa Rican airline Nature Air, the
Rob Holmes
Rob Holmes is founder and President of Green Living Project, a media production and marketing company showcasing global sustainability initiatives. Rob has successfully established over 50 global media production partnerships, executed media expeditions across 14 countries throughout Africa, South America, Central America, and North America, developed event marketing strategies for North America, solidified major corporate sponsorship campaigns, designed strategic offline and online content distribution channels, and spearheaded new social media initiatives.

Hugh Hough
For over 20 years, Hugh Hough has been at the forefront of sustainability communications and sustainable tourism. His agency, Green Team, has developed effective communications for clients that include Coca-Cola, Johnson & Johnson, Dominica, Ecuador, Royal Caribbean Cruise Lines, Lindblad Expeditions, and Sustainable Travel International and many more. Among other related topics, Green Team’s book *The Rise of the Awakening Consumer* examines the seven global consumer trends affecting the travel industry today.

5:20 - 6:00 PM
CLOSING PLENARY  *Hacienda 3*
**Concluding Reflections with Symposium Hosts**
Rapporteur, Jonathon Tourtellot

In our closing plenary, National Geographic’s Jonathon Tourtellot will lead an interactive discussion with Stanford professors Rodolfo Dirzo and William Durham, and CREST Co-Director Martha Honey, tying together lessons and issues brought to light during the Symposium.

6:30 PM
Buses depart for closing cocktail and dinner at Hotel El Ganzo.

7:00 - 10:00 PM
CLOSING COCKTAIL AND DINNER  *Hotel El Ganzo*
**Sponsored by Hotel El Ganzo**
**Remarks from Grupo Questro**

Priscilla Ahn, Performer
A charming folksinger, songwriter, and multi-instrumentalist (playing the guitar, bass, harmonica, ukulele, and even kazoo from time to time), Priscilla Ahn was raised in rural Bernville, Pennsylvania. In 2007, Blue Note Records released her full-length debut, *A Good Day*, while several songs from the album worked their way into episodes of Grey’s Anatomy, Ghost Whisperer, and other TV shows. After contributing songs to several compilations, Ahn began focusing on her second album. Songwriting sessions with Inara George, Sia Furler, Eleni Mandell, and Charlie Wadhams helped steer the music’s intimate, whimsical direction, and Ethan Johns signed up to produce what eventually became 2011’s *When You Grow Up.*
Innovators in Coastal Tourism Symposium

8:00 AM - 6:00 PM

Cabo Pulmo Field Excursion and Case Study

Cabo Pulmo National Park is adjacent to a proposed large-scale development (currently suspended) known as Cabo Cortes. Cabo Cortes was envisioned as a large development with up to 30,000 rooms, 490 slips, three golf courses, and much more.

It became a flash point of international development interests, environmental conservation, community activism, and national politics. We will take an academic approach to examine the Cabo Cortes/Cabo Pulmo example, and tie together some of the many themes explored during the Symposium.

Judy Castro

President of the community-based civil association Amigas Para la Conservacion de Cabo Pulmo, Judy Castro was born in Cabo Pulmo, and has dedicated herself — like many others in Cabo Pulmo — to conserving the town and the surrounding area. Judy is a voice for the community of Cabo Pulmo, publicizing the impact massive tourism developments will have on Cabo Pulmo, the adjacent ecosystems, and the living standards of the occupants. She has represented the community nationally and internationally, and participates in the Cabo Pulmo Vivo and Salva Cabo Pulmo campaigns.

Martin Goebel

Martin Goebel is Executive Director of Sustainable Northwest, based in Portland, Oregon. Prior to founding Sustainable Northwest in 1994, Martin served as the Country Director for World Wildlife Fund and as the Mexico Program Director for Conservation International. He holds degrees from Oregon State and Texas A&M Universities in natural resources and forestry, as well as regional planning and conservation. Martin travels frequently in rural Oregon and Northwestern states, where Sustainable Northwest focuses its work, and he lives in Portland.

Cabo Pulmo Schedule

<table>
<thead>
<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>8:00am – 9:15am</td>
<td>Breakfast and Case Study briefing</td>
</tr>
<tr>
<td>9:30am</td>
<td>Busses depart for Cabo Pulmo</td>
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<tr>
<td>11:30am</td>
<td>Arrive Cabo Pulmo Community</td>
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<tr>
<td>12:00pm – 2:00pm</td>
<td>Boat excursion and snorkel tour of Cabo Pulmo National Park</td>
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<tr>
<td>2:30pm – 3:45pm</td>
<td>Lunch and Q&amp;A with Cabo Pulmo community representatives</td>
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<tr>
<td>4:00pm</td>
<td>Busses depart for Los Cabos</td>
</tr>
<tr>
<td>6:00pm</td>
<td>Busses arrive at Sheraton Hacienda del Mar</td>
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</tbody>
</table>
Special Thanks ~ Agradecimiento Especial

This 2nd Executive Symposium for Innovators in Coastal Tourism has been in the works almost since the curtain closed on the first such Symposium held at Stanford University in January 2010. Within CREST’s staff, David Krantz has been, once again, the chief organizer, overseeing all facets from the big picture of vision, central themes, and intended outcomes to the minutia of contracts, budgets, logistics, and agenda. He made several organizing trips to Mexico with special help from Ella Messerli, Pablo Sanchez-Navarro, Alberto Coppola, and Hector Alfaro; talked with hundreds of people; and put together a rich supporting cast of sponsors, speakers, advisors, participants, and volunteers. He couldn’t have done it without the sacrifice and support from his wife, Joanna Karwacka Krantz. Other CREST staff – Kehan DeSousa, Catherine Ardagh, and Claire Menke – together with our talented volunteers and interns – Ainhoa Aldalur, Laura Carroll, Naomi Garner, Adrien Harmel, Kyle Hook, Ariana Luquin, and Wei Xu — has also worked tirelessly in the months leading up to the Symposium. We would not be gathered here in Los Cabos without this team’s competent contributions and passionate commitment to the Innovators’ Symposium.

We are grateful as well to our two institutional partners at Stanford University: the Center for Global Business & the Economy, co-directed by Bill Barnett, and the Center for Latin American Studies, directed by Rodolfo Dirzo. We thank these highly respected professors for offering to play leading roles in the Symposium. In addition, our keynote speakers – Sonu Shivdasani, Celine Cousteau, Chris Blackwell, and Hilien Meirovich – have all generously agreed to share with us their expertise and insights.

Many others have provided essential expertise, advice, support, and elbow grease. These include: Mike Robbins, Mary Elizabeth Gifford, Anne McEnany, Ralph Lee Hopkins, Mark Spalding, Juna Luna-Kelser, Gaby Anaya, Sandra Guido, Esteban Biondi, Magda Sotelo and others at CODESIN, Carlos Hernandez and Erika Hanon, Martin Goebel, Judy Castro, Daniel Katz, Richard Cudney, Jonathan Tourtellot, Dinda Elliott, David Leventhal, Vicente Ferreyra, Thomas Meller, and Miroslava Bautista.

We were fortunate to have had the professional services of graphic artist Linda Rapp, public relations firm Fleischman Hillard, filmmakers and editors Charlene Music, Peter Jordan and Richard Krantz, printer SVECONWAY, plus Jayson Stirrup, Fabiola Diaz and others at the Sheraton Hacienda del Mar.

Finally, we appreciate the assistance provided from members of our official invitation committee:

**Official Invitation Committee for the Innovators Symposium**

- Hector Alafita, GPPA
- Hector Alfaro Bejar, FONATUR, Los Cabos
- Manuel Ardon, Peninsula Papagayo
- Roberto Arjona, Rancho la Puerta
- Mike Freed, Passport Resorts
- Chris Blackwell, Island Outpost
- Carlos Hernandez, Pellas Development Group
- Roberto Murray Meza, AGRISAL
- Ella Messerli, All Baja Solutions
- Pablo Sanchez Navarro, Grupo Questro
- Valeriano Suarez, COPARMEX - Mazatlan
- Eduardo Villafranca, Responsible Biz Alliance
- Alejandro Yberri, Costa Baja Resort & Marina
- Robert Zimmer, Zimmer Associates

Thank you one and all!

Martha Honey and Bill Durham, CREST Co-Directors
Innovators’ Symposium Participants

Octavio Aburto, Research Scientist, Scripps Institution of Oceanography
Hector Alafita Vasquez, Director of Operations, GPPA
Roberto Albisgetti, Manager, IFC Mexico and Central America
Ainhoa Aldalur, Fellow, Center for Responsible Travel
Hector Alfaro, Delegado Regional Los Cabos-Loreto, FONATUR
Anabel Amezcu, Volunteer, GESIAP
Gabriela Anaya, Program Officer, Resources Law Group
Roberto Arjona, Co-founder and Executive Director, CauseCentric
Jose Luis Caneiro Rey, Program Officer, Resources Law Group
Gabriela Anaya, Regional Director, CODESIN
Horacio Barron Gutierrez, Regional Director, CODESIN
Laura Carroll, Consultant, Center for Responsible Travel
Gerente de Relaciones Publicas, Sunset World
Genoveva Garcia, Professor of Tourism Economics, Yamaguchi University
Li-chun Chen, Professor of Tourism Economics, Yamaguchi University
Ruben Gerardo Corono Gonzalez, Director de Financiamiento al Sector Turismo, Bancomext
Fay Crevoshay, Communications and Policy Director, WiLDCOAST
Kehan DeSouza, Program Associate, Center for Responsible Travel
Rodolfo Dirzo, Professor of Biology and Chair, Center for Latin American Studies, Stanford University
William H. Durham, Co-Director, Center for Responsible Travel and Professor of Anthropology, Stanford University
Dorinda (Dinda) Elliott, Global Affairs Editor, Condé Nast Traveler
Sergio Escutia, Council Member, CODESIN
Vincente Ferreyra Acosta, Director of Sustainable Tourism, Amigos de Sian Ka’an
Lee Foster, Founder, Green Vacation Homes
Rodrigo Gallegos, Director, IMCO
Genoveva Garcia, Gerente de Relaciones Publicas, Sunset World Resorts & Vacations Experiences
Rebeca Garcia, Director of Sustainability, Palladium Hotel Group
Tere Erandine Garcia Fernandez, Ejecutivo de Financiamiento al Sector Turismo, Bancomext
Mary-Elizabeth Gifford, Vice-Chairman, Washington Spa Alliance
Randall Gingrich, Director, Tierra Nativa
Martin Goebel, Executive Director, Sustainable Northwest
Sandra Guido Sanchez, Directora General, Conselva, Costas y Comunidades A.C.
Marco Andres Guirola, CEO, Area del Pacifico
Erika Hanon, Gerente de Desarrollo, Pellas Development Group
Craig Hayes, Board Chairman, Turneffe Atoll Trust
Karen Hayes, Manager, Desarrollo, Pellas Development Group
Jamie Holman, Filmmaker, Impacto Films
Christopher Mora Henry, CEO, Majestic Hospitality Group
Gail Henry, Sustainable Tourism Product Specialist, Caribbean Tourism Organization
Jose Luis Hernandez, Council Member, CODESIN
Carlos Hernandez, CEO, Pellas Development Group
Leticia Celina Hernandez Rivera, Sub-Director de Financiamiento al Sector Turismo
Rob Holmes, Founder & Chief Storyteller, GLP Films / Green Living Project
Martha Honey, Co-Director, Center for Responsible Travel
Ralph Lee Hopkins, Photographer, Lindblad Expeditions
Hugh Hough, President, Green Team Advertising
Alexi Khajavi, VP of Global Strategy, Mercury CSC
Stephen Kiesling, President, Gold Hill White Water Center
Brittany King, Project Manager, (Travel and Tourism, Office of National Marine Sanctuaries, NOAA
David Krantz, Program Director, Center for Responsible Travel
David Lehman, President, Lehman Real Estate, Inc.
David Leventhal, Principal, Playa Viva
Juan Luna-Kelser, Adjunct Professor of Tourism, School of Business, George Washington University and CREST consultant
Luis Antonio Marquez, CEO, Brilla Group & Equity Investors
Alice Marshall, President, Alice Marshall Public Relations
Claudia Ruiz Massieu, Secretary of Tourism for Mexico
Anne McEnany, VP and Senior Program Officer, International Community Foundation
Amy McDonald, President, Under a Tree
Hilin Meirovich, Climate Change Senior Specialist, Inter-American Development Bank
Thomas Meller, Director, MARTI
Melisa Mendoza Diaz, Directora de Desarrollo Sostenible, MARTI-Amigos de Sian Ka’an
Claire Menke, Program Associate, Center for Responsible Travel
Ella Messerli, General Manager, All Baja Solutions
Jackie Meyer, Homeowner, El Mogote, La Paz, Baja Sur
Enrique Norten, Principal, TEN Arquitectos
Eduardo Noruega, Director of Planning, San Juan del Sur
Coastal Tourism Documentaries

To order English and Spanish DVDs of the three documentaries shown in the Film Plenary session:

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“La Gallina de los Huevos de Oro”
To get a copy:
Email: staff@responsibletravel.org
Tel: Kehan DeSousa, 202-347-9203, ext. 414

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Innovators in Coastal Tourism Symposium

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PHOTOS — LEFT: Paul Nicklen / National; MIDDLE: Brian J. Skerry / National Geographic Stock; RIGHT: Brian J. Skerry / National Geographic Stock
The Center for Responsible Travel (CREST) is a non-profit research and advising institution with offices in Washington, DC and at Stanford University, whose mission is to promote responsible tourism policies and practices globally so that local communities may thrive and steward their cultural resources and biodiversity.

Founded in 2003, CREST stands alone in the areas of environmentally sustainable and socially responsible tourism. Its international network of highly trained experts provides research and interdisciplinary analyses and solutions, as well as publications, conferences, courses, trainings, and educational workshops. CREST delivers programs and services in field research, feasibility and impact studies, market research, certification programs, traveler’s philanthropy and strengthening sustainable tourism and ecotourism.

The rapid pace of resort and vacation home developments along coastlines and on islands is contributing to a variety of environmental and social issues. CREST and its Consulting Services seek to address these through research, analysis and advising on coastal and marine tourism – the fastest growing sector in the tourism industry – in order to lessen their social and environmental impacts, and increase the benefits for local communities.

CREST has provided numerous policy recommendations to the coastal tourism sector including:


2. “The Impact of Tourism Related Development along Costa Rica’s Pacific Coast”, a multi-dimensional study which critically assesses the growth, trends and impacts of tourism and tourism related development along Costa Rica’s Pacific Coast.

3. “Global Trends in Coastal Tourism”, a study funded by WWF, which analyzes global trends in coastal and marine tourism.


About CREST

About the Center for Global Business and the Economy at the Graduate School of Business at Stanford University

Located between San Francisco and San Jose in the heart of Silicon Valley, Stanford University is recognized as one of the world’s leading research and teaching institutions. Stanford opened its doors in 1891, and more than a century later, it remains dedicated to finding solutions to the great challenges of the day and to preparing our students for leadership in today’s complex world.

The mission of the Stanford Graduate School of Business is to create ideas that deepen and advance understanding of management and with those ideas to develop innovative, principled, and insightful leaders who change the world.

The Center for Global Business and the Economy (CGBE) is a division of the Graduate School of Business at Stanford University that emphasizes research, teaching, and course development resources on global business issues. Founded in 2004, the center investigates the increasing complexities of global-scale business: running operations across dispersed geographies, in a variety of cultural settings, and under different economic, legal and political institutions. Given these challenges and the increasing scale of international business, CGBE aims to equip students with the mindset and knowledge required to manage effectively in the global environment.

About the Center for Latin American Studies at Stanford University

Drawing on a distinguished faculty with multidisciplinary experience and a long history of research expertise in Latin America, the Center for Latin American Studies at Stanford University (CLAS) offers academic programs for students, coordinates a range of academic conferences and lectures that span varied geographic regions and diverse academic disciplines, and fosters interdisciplinary research for students and faculty by providing fellowships and funding opportunities. Since it was founded more than 40 years ago, the Center has regularly hosted eminent scholars, noted public figures, and internationally prominent policy makers.
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