

THE ROLE OF AMENITIES IN ATTRACTING
ENTREPRENEURS TO REMOTE COMMUNITIES: A CASE
STUDY OF TOFINO, BC CANADA

by
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UNIVERSITY

**THE ROLE OF AMENITIES IN ATTRACTING ENTREPRENEURS TO
REMOTE COMMUNITIES: A *CASE STUDY OF TOFINO, BC CANADA***

By Sreya Kumar

**Presented as part of the requirement for the degree of Master of Arts in
Sustainable Leisure Management within the Department of Recreation and
Tourism Management at Vancouver Island University**

March, 2017

DECLARATION

This thesis is a product of my own work and is not the result of anything done in collaboration.

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Student signature

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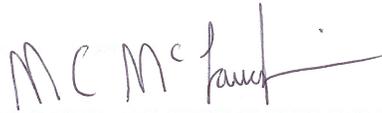
THESIS EXAMINATION COMMITTEE SIGNATURE PAGE

The undersigned certify that they have read, and recommend to the Department of Recreation & Tourism Management for acceptance, the thesis titled “*The Role of Amenities in Attracting Entrepreneurs to Remote Communities: A Case Study of Tofino, BC Canada*” submitted by *Sreya Kumar* in partial fulfilment of the requirements for the degree of Master of Arts in Sustainable Leisure Management.



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ABSTRACT

This research is a case study of Tofino, a small remote resort town in British Columbia which has undergone rapid changes in its economy. Tofino's new economy is driven by a fresh wave of migrant and resident entrepreneurs. This study was undertaken to provide a better understanding of the new migrant entrepreneurs and what attracted them to Tofino. The coupling of place based rural development research, amenity migration and lifestyle entrepreneurship were vital concepts used to frame the study. Using qualitative analysis, influential natural, cultural, and system amenities were identified by exploring the motivations common to new migrant entrepreneurs. Content analysis and semi-structured interviews were undertaken in order to ascertain whether Tofino promoted its amenities to attract entrepreneurs. The study found that although there were no specific promotions directed at attracting entrepreneurs to Tofino, businesses formed there were due to an indirect outcome of promotions aimed at attracting tourists. The migrants surveyed did not plan to be entrepreneurs from the outset; rather, the decision to start a business came out of the wish to stay in Tofino and experience its quality of life amenities. The results from study demonstrated that a number of quality of life amenities attracted and attached the entrepreneurs to place. The conclusion was that the participants' bonds to the community played a role in starting a business there.

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GLOSSARY OF TERMS

Concept	Definition	Reference
Amenity Migration	Those who make locational residence and travel decisions based on the availability of amenities. Amenity driven migration follows an evolutionary pattern, proceeding as people ‘discover’ a high-amenity area, then purchase land and built structures.	Marcouiller et al., 2004
Amenity-Based Rural Development	The use of non-production aspects of the rural environment from which individuals, communities, or society at large derive utility. It is this utility and corresponding valorisation of rural amenities that are considered resources for rural development.	Pezzinni & Wojan, T, 2002
Cultural Amenities	Amenities that are based on the cultural context of rural areas including heritage, recreation and sport, arts, industry and community, and which serve to enhance quality of life in rural regions. The value of natural amenities is driven by human perceptions of aesthetics associated with heritage, recreation and sport, arts, industry and community.	Vaugeois & Whitney-Squire, 2010
In Migration	Related to a population increase in rural areas resulting from people moving into or travelling to a rural area. Rural regions are increasingly dependent on in-migration to maintain population levels and labour force. p. 26	Marcouiller, Kim, & Deller, 2004
Lifestyle Entrepreneurs	Lifestyle entrepreneurs align their business with their passions, values and motivations and these enterprises play a vital role in enhancing the quality of life in the regions in which they operate.	Marcketti, Niehm, & Fuloria, 2006
Natural Amenities	Amenities that are based on the natural attributes of rural areas including climate, land and water. They provide the settings and materials for industry and leisure pursuits of rural residents. The value of natural amenities is driven by human perceptions of aesthetics associated with climate, land, and water.	Vaugeois & Whitney-Squire, 2010
Out Migration	Related to population decline in rural areas resulting from residents moving away to urban centres. Some rural regions continue to lose population. Impacts labour force and youth. Tends to leave older populations.	OECD. (2006)

(continued)

Concept	Definition	Reference
Place	The meaning of place can be described as a combination of experiences, and it is identified collectively with various cultural, personal, and social meanings. These meanings tied to the physical features form an understanding of an area.	Kruger, Selin & Thompson, (2008)
Place Attachment	Place attachment theory is the positive and affective bonds that a person has with the various elements of a particular place.	Low and Altman (1992)
Rural Communities	Rural communities refer to areas such as small cities and municipalities located outside urban areas and having a population of less than 10,000.	Du Plessis, Beshiri, Bollman, & Clemenson, 2002
Rural Idyllic	The countryside Rural Idyllic is said to be a person who is drawn to rural destinations and has strong feelings of connectedness to the landscape.	Benson & O'Reilly, 2009; Geoffrey, 2007
Seasonality (With respect to tourism in resort communities)	A temporal imbalance in the phenomenon of tourism [which] may be expressed in terms of dimensions of such elements as numbers of visitors, expenditure of visitors, traffic on highways and other forms of transportation, employment and admissions to attractions.	Butler (1994, p. 332)
System amenities	System amenities are “those that enable the development of natural and cultural amenities including infrastructure, services and connectivity. These enable and support rural areas to realize and manage impacts from in-migration, enterprise development or tourism activity.	(Vaugeois & Whitney-Squire, 2010).

CHAPTER 1: INTRODUCTION

1.1 Overview of Study

One of the most troubling consequences of economic decline in rural communities is the loss of human capital. A number of communities around the West Coast of British Columbia have experienced high out-migration from rural districts which has distorted economic levels and made the prospect of long-term growth dim. Younger cohorts in the labour force often choose to leave rural communities for better employment and education opportunities in neighbouring cities. These communities are subsequently left with gaps in labour supply and demand, smaller resident pools of transient workers, an aging population, and, ultimately, diminishing economies (Stockdale, 2004).

However, a few rural towns have experienced rapid amenity driven in-migration, which benefited their economies (Deller et al., 2001; Glasgow & Reeder, 1990; Johnson & Rasker, 1995; Marcouiller et al., 2002). Jackson (2015) draws on significant examples of how 'place-branding' has been a key source of economic development through captivating new migrants by showcasing prime amenities of each town. An increase in the educated class or a 'brain gain' has helped these rural communities flourish and economically diversify from single industry dependence through small business development (Rothwell et al., 2002a). Their stability is a goal to be aspired to.

Developing entrepreneurs is one way of supporting endogenous growth. In-migrants are said to be endogenous actors in rural economic development (Finke & Bosworth, 2016). According to Bosworth (2010) counter urbanization has many benefits to the receiving rural community. These in-migrants can start their own business and promote other businesses through knowledge exchange, local trade and working together (Bosworth, 2010). Authors Rowe, Haynes and Stafford (1999) suggested moving from the previously ineffective rural development method (the top down approach) towards an endogenous strategy which includes a participatory bottom-up approach. This approach posits that residents of the community must involve themselves in decisions that improve their economy and further provide a solution for these dying primitive resource based economies. The start-up of local businesses creates a sense of place and a united identity (Rangwala, 2010). Hence, attracting small business development is

important for rural communities; it promotes self-sufficient economies, and resiliency in the community.

In transitioning economies, like those dependent on resource development, amenity-based rural development (ABRD) has been an economic alternative (Chipeniuk, 2008). ABRD is part of a larger paradigm shift in rural development which views rural areas as a place of potential consumption of experiences as opposed to places of production of resources (See OECD, 2006). Amenities can be described as the “hedonic or pleasurable aspects associated to natural and cultural features of rural areas”, which are the drivers of development (Vaugeois & Whitney-Squire, 2010). These natural and cultural amenities give rural areas an attractive capacity to enhance people’s lives and as such, they tend to influence labour mobility decisions (McGranahan, 1999). Amenity means pleasure which stems from the Latin word, ‘amoenus’. The term explains the act that people seek amenities that make their lives better (Moss & Glorioso, 2014). Increased quality of life may not only appeal to long-term residents, making them want to reside in a place, but also appeal to entrepreneurs from outside the community as well, drawing them to the community. Since the community’s amenities can be an important factor for people deciding to move to that community, promoting the amenities to potential entrepreneurs may be warranted (Vaugeois et al., 2011; Jackson, 2015).

Some studies indicate that amenity migrants are often reasonably affluent business professionals or retirees, either of which can help stabilize an economy by introducing new sources of funds (Chipeniuk, 2004). Benefits from an influx of amenity migrants can include population growth leading to increased revenue growth through local spending (Moss, 2003), and an increased transfer of skills and talents of the creative class to others within the community. This can lead to a rise in new business ventures, some of which provide services that were previously missing in the community, as well as adding vibrancy in the downtown core, drawing people and other support businesses (Chipeniuk, 2008). Entrepreneurs attracted by amenities can help diversify the economy of a community away from a single resource dependent industry (Dabson, 2001). This type of innovation and economic diversification can in turn counteract the decline of human capital and job opportunities (Markey, Pierce & Vodden, 2007; Dabson, 2001). This underlines the necessity of attracting entrepreneurs

in rural areas.

Rural towns in B.C., mountain or ocean side communities such as Fernie, Whistler and Tofino, have attracted amenity migrants who in turn have become entrepreneurs. Tofino, a small remote rural community in British Columbia, has had an impressive 28% increase in population (from 1,880 to 1,466) since 2001 (Canada statistics, 2012). The community has also experienced an influx of small business development during that period (Dodds, 2012). The community has transitioned to having tourism as their main industry, from resource-based industries of forestry and fishing. This has resulted in new challenges for the community such as having a larger transient population, which in turn affects stable economic growth (BC Resort Task Force, 2004). The movement of the population in and out of the community renders Tofino expensive for residents to live in during the off-peak seasons. In this type of community, the attraction and retention of small businesses could be a possible solution to some of their woes. These business start-ups can address the lack of employment issues, and also cater to the missing services that benefit the local residents which in turn keeps people from leaving the community.

Knowledge on place based development with respect to natural and cultural amenities being tools to promote rural communities as a competitive place is still in its infant stages (Vaugeois, in press). It has been shown that amenities can induce mobility of migrants from urban to rural picturesque towns (Nord & Cromartie, 1997; McGranahan, 1999). However, the direct influence of amenities on entrepreneurs more specifically, is not clearly established in the literature. It would be beneficial to determine whether amenities promoted in small remote communities can attract entrepreneurs, and more importantly, which amenities play a vital role in the attractive capacity of rural areas. The efforts to revitalize rural economies would be well served by incentivizing these entrepreneurs to start businesses in such economies. Entrepreneurs' migration experiences and motivations to commence businesses need to be better understood to create incentives. The need for identifying incentives is the basis for the importance of conducting this study.

1.2 Research Questions and Research Purpose

The study covers three research questions as stated here.

- i. Does the community actively promote its amenities to attract entrepreneurs and outside investment? If so, what is the amenity mix, how are they being promoted and by whom?
- ii. What role did amenities have on the decision of the new migrant-entrepreneurs' relocation to develop a business in a remote rural area such as Tofino, B.C?
- iii. What is the business orientation of the migrant entrepreneurs? Are they lifestyle, or profit and growth oriented?

The purpose of this study is to determine the presence of a link between the various amenities of a rural place and the decision of entrepreneurs specifically to move and start a business. This link is explored by identifying the amenities that have been influential in enticing new migrant entrepreneurs to relocate to Tofino, BC, and the motivations of entrepreneurs to operate their businesses in a remote rural town.

The study seeks to identify the community's role in place-branding by looking at its promotion efforts to attract entrepreneurs. The aim is to identify if there are opportunities for place-promotion that rural communities have yet to take full advantage of. The focus of the study was to explore the migration motives of the new migrant entrepreneurs. This study was aimed to help those involved in rural development capitalize on new knowledge gained about migrant entrepreneurs and the amenities that draw them to a place. Further, the research intended to shed light on the methods used to enable efforts of recruitment and attraction outside investment and levels of entrepreneurship.

1.3 Research Setting

There are numerous amenity rich regions in British Columbia, Canada. Within the Vancouver Island region alone, numerous natural and cultural amenities are promoted through an active tourism industry resulting in consistent in-migration patterns (Vaugeois, 2010). The presence of these amenities and the population dynamics make this an ideal setting for research on the topic of entrepreneurship. The study will take place in Tofino, which is known as a rural and remote 'end of the road community' (Tourism Tofino, 2015).

1.3.1 Context of Tofino as the case study region. Tofino, which was once a quiet fishing and logging town, is now a popular resort community which has abundant

natural and cultural amenities (Dodds, 2012). It is a district of 2,053 residents on the west coast of Vancouver Island, in British Columbia, Canada (BC Stats, 2015). It is located at the tip of the Esowista Peninsula (as shown in Figure 1), at the southern edge of Clayoquot Sound next to the UNESCO Biosphere Reserve (Dodds, 2012), which is one of the most incredible wilderness areas in North America. With the establishment of Pacific Rim National Park Reserve in 1971 and attention to land use and forestry in the 1980s and 1990s, Tofino earned a growing reputation as an international destination. The landscape and setting of the town is ideal for businesses related to adventure and ecotourism such as whale watching, kayaking, boating, sport fishing, wildlife viewing, surfing, and storm watching. These bring income and employment to most residents (Dodds, 2012). It has been known to attract several tourists for its excellent natural amenities that support recreational activities, but there has only been a seasonal influx of population, which makes it an interesting case study to research.



Figure 1: Remoteness of Tofino depicted on the map of Vancouver Island (Port Alice, 2015)

1.3.1.1 Tofino as a remote community. Access to transportation has always been a major influence on the development of Tofino. The Tofino-Long Beach Chamber of Commerce was formed in 1929 (then called The Tofino Board of Trade) with a primary purpose of having a road built to connect Tofino to the outside world. It finally achieved

success in the early 60's when the road was completed (Bailey, 2001). It is the longest east-west road on Vancouver Island at 163 km from the Qualicum Beach to Tofino. At present, there is access to Tofino via air with both float plane service and the Tofino-Long Beach airport (District of Tofino, 2014b).

1.3.1.2 Socio-economic demographics and population growth. In the year 2011, Statistics Canada (2012) stated that the population of Tofino was 1,880, an increase of 28% from the 1,466 who lived there in 2001. In that same period, the whole province of BC had only 12% population growth. Tofino residents, at 34 on average, are 8 years younger than the general population of BC, which is an average 42 years of age, and a substantial minority of these are between 25 and 44. This gives Tofino a relatively younger population compared to the majority of other rural communities, which consist of retirees. Yet, according to B.C. Statistics, in 2005 the median provincial income (\$62,350) came in at \$17,000 above what a Tofino household was making. At \$45,700, the average Tofino family also earned less than the Regional District average of \$55,400 (District of Tofino, 2014b). There may not be much higher education opportunities in the town, but Tofino still has a relatively high percentage of educated population drawn to pursue a career. Per the 2006 census, more than half of the population who are 15 and over now possess some form of post-secondary certificate, with students opting for the trades over university program (District of Tofino, 2014b).

1.3.2 Tofino's transition in the economy. Taking a look into the historic changes beginning with the period of formation aids rural developers in having a deeper understanding of Tofino's present economic scenario. When the logging road opened to the public in 1959, its first ever tourists were drawn in, making a beeline to explore the town's enticing beaches and outdoor activities. The establishment of Pacific Rim National Park in 1971 gave a boost to businesses and the housing market in the surrounding region (Welk, 2006). The recession in 2008 dealt a temporary blow to Tofino, reducing the inflow of visitors and slowing down efforts made by environmental activists. Today, Tofino is predominantly running on tourism and has evolved into a thriving community with the rise of small businesses (Dodds, 2012; Welk, 2006).

1.3.3 Role of tourism on the economy. Tofino's transition from a predominantly resource extraction based economy (i.e. fishing and logging), into a

tourism based economy (District of Tofino, 2014b) was helped by the renowned Clayoquot Sound and the Pacific Rim National Park Reserve. Surfing was introduced into the Tofino economy in 1968, when a small surf school set up shop on Long Beach for the summer. Tofino is now known as the surfing capital of Canada (Tourism Tofino, 2015). Currently there are approximately 40 recreational business operators providing a variety of services including: surfing and stand-up paddle boarding schools and rentals, sea kayaking services and tours, sport-fishing, hiking tours, whale-watching, diving, golfing, Island tours by boat, and cultural canoe trips. These businesses provide many service related jobs (Tourism Tofino, 2015).

In addition to its positive effects, tourism has also raised sustainability issues due to the sudden influx of people over the peak seasons. Shortage of staff and expensive housing through the year, in addition to lack of spaces for business events, are some of the sustainability problems (District of Tofino, 2014c). In order to have more business development and create downtown attractiveness year-round these business supports should be met.

1.4 Key Components of the Study

This study first introduces the out-migration problem facing many rural areas which causes a decline in population within rural towns. Thus, there is a need to attract new migrants who start and operate businesses in such towns. Also there is a real need to understand the role that amenities play in attracting not only visitors, but also new residents who are invested in these communities. Although rural community resilience along with entrepreneurship has long been studied to diversify rural economies (McGranahan and Wojan 2007; Siemens, 2014; Zucker and Darby (2007); there is little research that focuses on the direct relationship of amenities promoted and its influence on the start-up motivations of entrepreneurs' in a small remote island community such as Tofino (McGranahan, Wojan and Lambert (2011); Seimens, 2014) . This research will build upon the amenity based rural development concept within the placed based economy discussion (Vaugeios, press)

The literature review section of the thesis highlights the migration motives of entrepreneurs. The ABRD typology developed by Vaugeois and Whitney-Squire (2010) is used to identify and categorize influential amenities in Tofino and to analyse their

influence on new migrant entrepreneurs' migration decisions. The methodology section outlines the approach used to answer the study questions and includes content analysis and in depth interviews. Content analysis was used to provide the researcher an overview of the amenities and promotions to entrepreneurs in the community. Primary data collection consisted of semi-structured interviews conducted with people from economic development and marketing organisations such as Chamber of Commerce members, municipality and district members and major tourism representatives. This provided a perspective on the level and type of place-promotion happening in the community targeted at entrepreneurs. Another set of interviews with new migrant entrepreneurs was conducted to determine if amenities aided in the decision to start a business in Tofino.

The literature review expands on the key components of the study, pointing to gaps in the literature and the need for this study. Following that, the methodology chapter describes the qualitative approach used to conduct the study and discuss the data analysis process. The results chapter highlights the findings of the study and the discussion chapter evaluates the findings in relation to the existing literature and discusses future research questions and implications for practice.

CHAPTER 2: LITERATURE REVIEW

This chapter contains a review of literature which intersects major themes: Amenity-based Rural Development (ABRD), motivations for migration and entrepreneurship. It first examines the current rural restructuring taking place in Canada, primarily focusing on the impact rural migrant entrepreneurs can potentially have on depressed rural economies. In this chapter, Amenity Based Rural Development (ABRD) will be explored as a tool to describe migration motivations. The Amenity typology constructed by authors Vaugeois, and Whitney- Squire (2010) will be used. This ABRD framework will assist in identifying and understanding the role of amenities on entrepreneurship decisions in the study context of Tofino. Finally, literature supporting the migratory patterns of entrepreneurs will be showcased to distinguish who these entrepreneurs are and what truly attracts them to remote and rural communities where they start-up their business.

2.1 Need for Rural Community Restructuring

2.1.1 Defining rural and remote communities. Siemen's (2014) study of rural business owners on Vancouver Island, British Columbia, stated that it was difficult to define rural communities due to the influence of city people's lifestyles when they move to these rural places. Even so, there are still some major differences between rural and urban places. These differences lie in the type of "industrial bases, economic opportunities, community makeup, climate, and proximity" to main city centers (Siemens, 2014). According to Statistics Canada (Du Plessis et al., 2002), a rural and small town community is defined as, "the population living in towns and municipalities outside the commuting zone of larger urban centers (... centers with a population of 10,000 or more)".

This, however, is only a basic definition. In a report titled, *Integrated Community Sustainability Planning Report — Implications for Rural British Columbia* (Chess, 2012), 'rural' is defined by additional characteristics that include factors such as a lack of access to transportation links, low levels of public services, and relative remoteness. The report explained that,

"A community's remoteness – how near or far it is – from other communities, and thus services and resources, is often part of being 'rural'. Difficult terrain

may also play a role; for example, sole access roads through mountain passes or having to cross ocean inlets, reservoirs or large lakes. Others believe that some remotely located cities, which may not fit the initial definition of rural, are in fact rural in terms of geographical isolation, economic and labor force characteristics, and access to service and amenities.” (Chess, 2012)

Every rural community is unique and hence must justifiably be defined by describing the various characteristics of each. When rural and remote communities are described in relation to amenities, this provides a more positive and attractive outlook to prospective investors and residents.

2.1.2 Current rural community restructuring. Resource extraction has historically been the focus of income generation for rural towns in BC (Markey et al., 2007). Communities immensely dependent on logging, fishing and mining industries are affected by market fluctuations, changes in climate and the depletion of natural resources (Davis & Hutton, 1989; Markey et al., 2007; Rajala, 2006). Due to global forces, these industries are going through job cuts (Gislason, 1998; Hayter, 2000; Rajala, 2006). When those natural resource based sectors falter due to global forces, survival becomes an issue for rural residents.

On account of these changes, rural communities in Canada have slower population growth rate in younger cohorts than urban areas (Rothwell et al., 2002b). This noticeable decline in the relative number of young people in different communities has occurred as baby boomers transition through their lifespan, and young adults, whose employment prospects have been affected by boom and bust cycles, migrate to urban locations with hopes of better education and employment opportunities (Argent & Walmsley, 2008; Davies, 2008; Garasky, 2002; Glendinning et al., 2003). As the pool of labour and job opportunities themselves can be limited, such communities often lack younger labour participation, training and technological resources to facilitate expansive measures. Job creation is now essential in providing for young people to remain in one location. Lagging growth in population and limited job opportunities are linked together, thus resulting in slow rural economic growth (Harris, Alasia, & Bollman, 2008). Therefore, rural to urban migration is a key factor in the potential loss of income generation in rural economies.

Remote communities both benefit from, and suffer because of their isolation. One of the advantages of being remote is that these rural communities can attract tourists seeking a romanticized, socially constructed ‘refuge from modernity’, a nostalgic rural idyll represented as a less hurried lifestyle, peace and quiet, a sense of community, space and greenness (Van Dam, Heins, & Elbersen, 2002). However, the remoteness presents logistical challenges in accessing goods and services, attaining human capital and expanding the markets of local businesses externally. Limited transportation options are one of the challenges faced in attracting people to reside and invest in rural towns. Both getting to and from the community, and getting around within the community, is difficult, limited and relatively expensive (Siemens, 2007). Small rural businesses, on islands especially, face remoteness issues with not only the distance from main business infrastructure located in cities, but issues with time involved in crossing waters on ferries for meetings (Siemens, 2014).

Many rural and remote communities have turned to tourism related efforts to attract human capital and transform their economies. Although tourism based jobs can boost a town's declining economy, some rural and remote communities, like Tofino, B.C., face seasonality issues in business (District of Tofino, 2014b). Employees and residents alike are transient in these communities. The inability of a remote town to maintain a stable economy year-round can make increased dependence on tourists counter effective.

2.2 Innovation through Entrepreneurship Creates Transformation

Innovation is when people transform knowledge into action through their creative endeavours (Florida, 2002b; Andersson, Formica & Curley, 2009). Economic and social transformations have brought the global economy from times of a post-industrial economy to a ‘knowledge economy’, where the addition of entrepreneurs plays an important role (Andersson, Formica & Curley, 2009). Peter Drucker’s (2011). ‘Knowledge economy’ posits that combined efforts of human creativity and entrepreneurship fuel innovation. In other words, this transition in rural economies relies more on these entrepreneurs’ creative and intellectual capabilities than on physical inputs or natural resources (Powell & Snellman, 2004).

2.2.1 Defining entrepreneurship. Entrepreneurship involves the act of starting a private enterprise or being self-employed. According to Schumpeter (1934), in a capitalist world, entrepreneurship can form economic transformation. He defined an entrepreneur as an innovator, “carrying out new combinations”. Lazear (2005) supposed one must be a jack of all trades and competent in many skills to be an entrepreneur. Those who possess a diverse background in education are found to be most successful in starting a business.

One must be aware that although ‘entrepreneurship’ and ‘small business’ are often thought of as the same concept, they are in fact not synonymous. As argued by author Mustafa-Topxhiu (2012), an entrepreneurial venture is basically the act of focusing on opportunities which may occur not only in both small and large businesses, but also beyond just the business world. He explains this by stating that small businesses can be started by both the Schumpeterian typology of entrepreneurs, who introduce new products and processes that change industry, as well as by people who simply run and own a business for a living (Mustafa-Topxhiu, 2012, p. 96). It should be noted that ‘entrepreneurship’ and ‘small businesses are often used interchangeably in this document. This thesis refers to local entrepreneurship in a rural and remote community, which are small scale businesses, owned by one person with not more than five employees. These small businesses are often family owned.

2.2.2 Importance of small business in rural communities. Local entrepreneurship and small business development have been found to be particularly important in assisting rural communities to expand their markets; they can reverse decline and enable a thriving balanced community (Luger & Koo, 2005; Hunter, Boardman, & Onge, 2005). Building a sustainable economy in rural areas require strong financial inputs backed by human capital. For example, Shumway (1997) states that retirees and older populations bring their knowledge and income into the community with the development of service and retail trade centers. Small business development enhances the downtown core vibrancy which additionally aids in attracting the declining youth population (Polèse & Shearmur, 2006).

Rural areas must consider focusing on attracting entrepreneurs to start small businesses, as there are many opportunities that can be tapped into for future growth

(Bollman & Alasia, 2012). These entrepreneurs can be young or old as, rural and remote communities can create an inspiration for young, new and return migrants to apply their education obtained from outside the community to create small business start-ups within the community. Creation of businesses will provide new technologies, and help support goods and services for the work force of the communities and industries (Markey et al., 2007). Most importantly, businesses that are set up will not only cater to tourists but also serve the permanent residents of the community, which will counteract seasonality issues (District of Ucluelet, 2012).

The purpose of encouraging more small businesses in the BC economy is to promote economic growth within the region. Small businesses are considered to be BC's primary 'private sector job' provider, as well as a crucial source of innovation. British Columbia Small Business Profile (BC Stats, 2009), states that, "small businesses in BC account for 98 percent of all businesses in the province and BC ranks first in the country in terms of small businesses per capita, with 87.7 small businesses per 1,000 people". Small business ventures are beneficial to a town's economy as they are a source of job creation and stability. They are also good for developing skills and competitiveness for further growth in industries. Tourism and hospitality enterprises are usually small businesses, and a vast majority of them are considered to be lifestyle enterprises (Thomas et al., 1998; Ateljevic & Doorne, 2000; Peters et al., 2009).

2.3 Lifestyle Entrepreneurship and Quality of Life

Many rural resort communities have been known to attract varying types of migrants that are creative in nature. The broad term 'entrepreneur' can be divided into subsets based on motivation for entrepreneurship. One of these subsets is 'lifestyle entrepreneurs' (Skokic & Morrison, 2011). 'Lifestyle entrepreneurship' in a nutshell, involves business organizations that are set up for undertaking an interesting activity, such as pursuing a hobby, for a living, while achieving the optimum level of performance and providing an adequate income. Examples of these types of businesses are surf shops, adventure sport schools, guest houses, bed and breakfast places and local restaurants which sprang up during the phase of mass tourism in the seventies (Peters et al., 2009). Lifestyle entrepreneurs' businesses are more expansive than just tourism types businesses; they can be related to family and consumer sciences, apparel retail and

types of creative arts (Marcketti et al., 2006).

2.3.1 Role of lifestyle entrepreneur in local economies. Lifestyle entrepreneurs align their businesses with their passions, values and motivations and these enterprises play a vital role in enhancing the quality of life in the regions where they operate (Marcketti et al., 2006). Hence, lifestyle entrepreneurs can play a vital role in the positive transitions of rural areas.

It has been noted that businesses of lifestyle entrepreneurs have lower growth values compared to businesses of other entrepreneurs. From an economist's perspective, lifestyle entrepreneurs accept suboptimal levels of profit. The trend of entrepreneur's non-economic motives was highlighted by Marchant and Mottiar (2011), who summarized that various early scholars presented the same idea. Tourism lifestyle business owners aim to survive, and this is what usually differentiates them from other types of entrepreneurs. There are other types of lifestyle businesses that are not tourism related; their motives need to be understood as well. Therefore, in order to determine these entrepreneurs' orientation, many studies have looked at the business owner's motivations to start a business (Robinson, 2001, Getz & Nilsson, 2004; Getz & Carlsen, 2005, Stone & Stubbs, 2007).

Even though the study by Peters et al. (2009) states that low profit oriented entrepreneurs tend to limit their economic benefits in tourism destinations, studies by authors such as Siemens (2014), Ateljevic & Doorne (2000) and Shaw & Williams (1998) argue in support of these entrepreneurs through their own benefits. As explained, the presence of these businesses indirectly benefits the community members through added complimentary services, general upkeep of the town, and infrastructure development that wouldn't have taken place if not for them. Although for 'lifestyle entrepreneurs', personal life goals play a bigger role over business goals, Bolton and Thompson's study (2003) stated that lifestyle entrepreneurs are very much committed to their lifestyle enterprises. Morrison et al. (2001, p. 17) defined them as "individuals who have multiple sets of goals associated with their business. Profitability in their business operations will be only one of the many goals for their business". It has been identified that some lifestyle oriented entrepreneurs have been found to be not only profit-seeking in their activities, but also very connected to and invested in the places where they set up

business (Siemens, 2014).

2.3.2 Quality of life in business motivation. Lifestyle entrepreneurs are identified by their value of quality of life over high growth in business (Marcketti et al., 2006). McGregor (1998) presents the idea that ‘Quality of life’ is the level of fulfilment with one's conditions, connections, and surroundings with respect to one’s individual choices. From a business perspective, quality of life can be measured by the amount of real wages workers are willing to forgo for the opportunity to re-locate into a more attractive area.

It is important to identify the different components that comprise ‘Quality of Life’, so that they can be used to guide political, social, and business decisions (Sirgy, Rahtz, & Swain, 2006). While authors have talked about ‘well-being’ in relation to a place (Kaplan & Peterson, 1993), further research is warranted to understand this relationship. However it can be argued that by achieving self-fulfilment over purely economic growth can lead to a more holistic development of the business in its dealings with a small community. According to Møller and Schlemmer’s research (1983, p. 229), “Improvement in people's’ life (or quality of life) and development are synonymous”. An individual’s life satisfaction goals determine what ‘quality of life’ means to them. In order to understand these goals, it is important to conduct a subjective evaluation study so as to determine their individual draw factors to the particular community in terms of starting a business, life settlement prospects and future plans, and business values and characteristics.

True motivations must be captured and analyzed in order to attract and retain resilient entrepreneurs. Buttner and Moore (1997) point out lifestyle entrepreneurs do not have any career goals; they decide to start businesses based on the notion of achieving self-fulfilment. Whereas Marcketti et al. (2006) identified two common themes from the definition of lifestyle entrepreneurs and their relationship with quality of life, which were the “enhancement of life quality for the business owner and a perception of the entrepreneurial venture as providing enhanced quality of life to employees, consumers, and the community”.

Considering this, lifestyle enterprises may well be a part of the solution to rural restructuring, as they develop service quality and add vibrancy (Ateljevic & Doorne,

2000). These entrepreneurs have been shown to add a niche to an area (Dawson, Fountain, & Cohen, 2011). As their businesses are usually built based on lifestyle enhancement, they develop quality products and services that represent their values; they do not focus on mere gains from consumption and profit. This means that they develop unique products that tend to serve 'niche' market segments, customers who also believe in their socioeconomic ethos of doing business. Businesses often provide compelling experiences to visitors thus adding to the idiosyncratic character of the community (Ateljevic & Doorne, 2000). These lifestyle entrepreneurs impart innovation and externalize rural markets (Argent et al., 2013; Marcketti et al., 2006). In other words, people from around the globe are drawn to the community based on the experiences their businesses create. Authors Ateljevic & Doorne (2000) have pointed out that although they are low-profit oriented entrepreneurs, their self-made and dynamic nature of conducting business indirectly brings economic developments to their communities. Externalizing rural market sales results in higher rates of growth for businesses, thereby leading to higher economic growth in rural communities.

Just as how the personality of the entrepreneur factors into the decision to migrate or start a business, the context or location of the business start-up is vital in shaping the business. This is especially true when lifestyle motives are involved in business start-ups. Place plays a large factor in the entrepreneur's decision as the promotion of natural, cultural and system amenities can be influential in attracting and retaining people to place (Dawson, Fountain, & Cohen, 2011). However, the extent of the role that amenities play on entrepreneurial decision making is not yet clear, especially in a remote island town such as Tofino (Siemen, 2014).

2. 4 Place based development

Place based economic development works on the basis of identifying a community's opportunities and weaknesses to promote to potential investors (Rangwala, 2010). Considering the economic, environmental and social aspects of return on investment, this approach builds on the community's local opportunities. Rangwala (2010) indicated in his research that this approach draws on the collective identity formed by local businesses and residents. As per Williams and McIntyre (2012) study, it is collectively understood that much research in social sciences have shown that place is

defined through its symbolic meaning that tourists, residents and promotional agencies derive from the landscape and natural surroundings . Business locations are chosen on the basis on the quality of the place (Rangwala, 2010). In the past 10 years, the concept of place-based development focuses on revitalizing rural areas (OECD, 2006). The amenity based rural development approach (ABRD) may provide a framework for the analysis of its role in business start-up motivations in small rural island communities.

2.4.1 Amenity Based Rural Development (ABRD). Keeping in mind that no single rural region in Canada is homogenous, it is vital to gain in-depth knowledge about business owners' migration and business start-up motivations and experiences specific to a location and context. In working towards rural revitalization, communities must attract new migrants to establish new businesses, build new homes and purchase consumer goods. According to a rural development webinar by the Rural BC Secretariat and Local Government Department of the Government of BC (2011), there is an emerging approach to rural revitalization called amenity-based rural development. This approach to rural development presents the notion that “the identification and use of natural and cultural amenities within a region will attract people, ideas and investment” (Pezzini, 2001; Vaugeois et al., 2011). It claims that the combination of human, intellectual and financial capital will be the future drivers of economic and social development in rural areas.

2.4.2 Natural, cultural and system amenities. Amenities refer to the “hedonic or pleasurable aspects associated to natural and cultural features of rural areas” (Vaugeois & Whitney-Squire, 2010). These amenities make rural areas attractive places to visit, play, live and prosper in. Natural amenities are defined as:

“Amenities that are based on the natural attributes of rural areas including climate, land and water and which provide the settings and materials for the industry and leisure pursuits of rural residents. The value of natural amenities is driven by human perceptions of aesthetics associated with climate, land, and water. They also contain tangible and intangible elements.” (Vaugeois & Whitney-Squire, 2010)

The idea of natural amenities that entail climatic characteristics is also supported by the author McGranahan (1999). He refers to climate, topography, and water area as

amenities. Marcouiller et al. (2002) add that natural areas, outdoor recreation, broad vistas and beautiful sunsets can be included. Amenities are characterized by physical beauty and the attractive features of forests, open space, water bodies, mountains, canyons, hills, and climate (Marcouiller et al., 2002).

Cultural amenities are defined as “amenities that are based in the cultural context of rural areas, and shaped by human perceptions of aesthetics including heritage, recreation and sport, arts, industry and community, which serve to enhance quality of life in rural regions” (Vaugeois & Whitney-Squire, 2010). Tangible and intangible elements both play a role. Intangible cultural amenities are those that are unable to be touched, which include practices, knowledge, skills and expressions that are transferred and felt in the community.

As research indicates, system amenities are “those that enable the development of natural and cultural amenities including infrastructure, services and connectivity” (Vaugeois & Whitney-Squire, 2010). These enable and support rural areas to realize and manage impacts from in-migration, enterprise development or tourism activity. All of these amenities can be motivating factors for regional migration and tourism demand, and they form a foundation for regional quality-of-life attributes (Marcouiller et al., 2004).

2.4.3 Amenities’ role in motivating relocation. Amenities are understood to have an influence on migration patterns (Marans & Wellman, 1978). Marcouiller et al. (2002) defines amenity migrants as those “who make location, residence and travel decisions based on the availability of amenities. These migrants include recreational home-owners, retirees, artisans, self- employed workers, creative artists, repeat visitors and potential entrepreneurs”. Tourists often consider the possibility of permanently moving to a rural place due to the psychological and emotional effects of the attractive lifestyle (Johnson & Rasker, 1995; Rasker & Hansen, 2000).

The importance of natural amenities is growing and their correlation with rural growth patterns is becoming widely accepted within the rural development literature (Beale & Johnson, 1998; Vaugeois et al., 2011). Many statistical models have consistently found that rural areas having rich natural and cultural amenities, such as scenic beauty, recreational sites, and tourism attributes, experience higher rates of

economic growth than the US average (Rasker & Hansen, 2000; Marcouiller et al., 2002).

As described throughout the literature, broad spectrums of amenities can bring people to a remote, rural coastal community such as Tofino. In general terms, these include natural, cultural, and system amenities. The first step for studying new business attractions is to identify the specific amenities which motivated existing migrants to start businesses. Understanding what attracted entrepreneurs to start businesses in Tofino, is critical for socio-economic community development. So, while the researcher has evidence that amenities have been known to dispose people towards a place, the purpose of this study is to determine if there is a link between the various amenities of a rural place and the decision of entrepreneurs specifically to move there and start a business.

2.5 Motivations for Migration to Rural Isolated Places

2.5.1 Migration concept and types of migrants. The concept of migration has changed over time, especially with globalization. Migration is the movement of an individual from a place of initial residence to elsewhere. One may travel to a neighbouring village, a new town, state or even country. In this new era of globalization, migration has often spawned new innovations and economic development (Jensen, 2014). Migration can bring the transfer of new knowledge, technology, and products along with people's creativity and talent (Chipeniuk, 2008).

The literature has various typologies for these in-migrants which are described further here. When Williams and McIntyre (2012) wrote about temporary and cyclical migration, they identified "productive" (work or business-related) and "consumptive" (lifestyle) as two different general motivations that could be attributed to migrants. But the authors point out that the distinction between these motivations is less clear when considering classes of people and lifestyle entrepreneurs who merge both business and lifestyle. The more expansive category of amenity or lifestyle migration can include William and McIntyre's (2012) idea of migrants motivated by consumption, which is "the movements of people to places that they perceive as having greater environmental quality and differentiated culture that are perceived as providing an enhanced or, at least, different lifestyle".

There are many sociological motivations that lead to a migrant's choice. These

include seeking freedom from prior constraints, negotiation of work-life balance and improved quality of life. Globalization has played a role in giving birth to a unique kind of migration called lifestyle migration. Although authors Benson and O'Reilly (2009) define these lifestyle migrants as affluent people, there are also many entrepreneurs with limited economic means that seek migration to amenity rich areas for the quality of life. These migrants have a belief that there is a better or more fulfilling life than the one they had in their place of origin. This could be due to negative situations in their lives before the migration that prompted their escape.

Negative situations may include an unsatisfying job (Lashley & Rowson, 2010), insufficient family income, or even unemployment. The negative situations that influence their mobility choices are also called push factors. They push the migrant from their old place of residence. The life that migrants are trying to escape from is what fuels the need to 'do over' life in a new place. Some rural entrepreneurs are pulled into starting a business to pursue certain objectives, which can include having more money, increasing independence, being able to make their own decisions, or simply fulfilling the longing to live in a place (Kuznets & Murphy, 1966; Harding et al., 2002; Walker & Brown, 2004).

Williams and Jobes (1990) suggest migration may also be concerned with values for community and environmental quality, which rural places endorse. These 'good life' factors which are found outside their home area are also known as 'pull factors' that draw these migrants to rural areas. Rural places provide creative spaces that the constricted stressful environments of a city can't provide. It is in these creative environments that innovations are created. A number of entrepreneurial activities can be spawned from their new lifestyle.

2.5.2 What motivates migrant entrepreneurs? Small business owners in rural areas have a number of different reasons to start businesses. One of the many reasons is because they provide 'a job and an income' in a location with limited employment opportunities (Du Plessis et al., 2002; Raley & Moxey, 2000; Robinson, 2001). Some business migrants move to rural places because of a business opportunity, but in other cases it was not for the business opportunity, but rather the desire to live a specific lifestyle, like being surrounded by natural beauty or the pristine environmental

characteristics of a place (Getz & Nilsson, 2004; Getz & Carlsen, 2005; Lee et al., 2008).

Post migration, these people need to find a way to maintain their new lifestyle. As Stone and Stubbs (2007) explain, many of these migrants become ‘self-employed expatriates’ by running their own small businesses. While profitable businesses do exist, lifestyle oriented enterprises are more or less seen as a means to an end for the migrant, or just enough to sustain their preferred new lifestyle (Janoschka & Haas, 2013).

Other characteristics that determine lifestyle entrepreneurs’ choices of enterprise are that they want to be independent and have control of their life and work (Robinson, 2001; Townroe & Mallalieu, 1993; Walker & Brown, 2004). They decide how much time and effort is needed to put into their business to maintain that quality of life. In this case ‘lifestyle’ becomes their top priority (Siemens, 2007).

2.6 Migratory Patterns To and From Rural Towns

The majority of research about migratory patterns to and from rural towns was captured in mostly western countries like America and Europe. Migration is a concern for Rural and Small Town (RST) areas of Canada as rural development is essentially a demographic phenomenon (Wiginton, 2013). The quest for better jobs has generally led to the trend in migration from smaller towns to bigger cities (Stockdale, 2004). A study of the 1970-2000 US censuses about migrant behaviours and patterns show that coastal non – metropolitan locations were preferred by households whereas business owners prefer growing cities (Chen & Rosenthal, 2008). Young educated people show an increasing trend of moving to big, quality business environments in contrast to retirees that move to small natural amenity rich places. Since the 1970s, most business immigrants in Canada settle in big cities such as Toronto, Montreal and Vancouver (Hiebert, 1994).

However, there is a shifting trend in migration to rural areas amongst certain kinds of affluent populations. Another study revealed that there is a positive association between rural amenities and creative classes. It also concluded that creative classes are attracted to natural and cultural amenities found in rural regions. It showed a recent trend where young, creative, talented individuals were driven to that ‘quality of life’ in which their work allowed them to enjoy the natural environment (Argent et al.; 2013, Mitchell

et al., 2004).

Stockdale (2004) characterizes employment as the “central component of rural regeneration”. Rural communities are sustainable when they can financially provide migrants with employment opportunities and at the same time let them enjoy the benefits of a great lifestyle in an amenity rich location. In the United States, young adults with good education backgrounds and high human capital show patterns of moving to productive locations to take advantage of their skills. A study by Chen and Rosenthal (2008) showed that couples above 55 move to places with high valued consumer amenities and away from business environments regardless of their education, whereas singles showed no similar trend. This shows that marital status can be an influence in the priorities and preferences of migrants towards places with attractive local environments and networks. In the 1970s, there was a huge pattern of rural net in-migration. This was due to both higher in-migration and lower out-migration. In the 1980s, the pattern of rural net out-migration returned, which was caused by lower in-migration. In the 1990s, there was a return to the pattern of the 1970s, namely, rural net in-migration, but this time solely due to higher RST retention (lower out-migration).

2.7 Pattern of Migration: Resort Communities in B.C

Migration patterns of rural resort communities differ from those of traditional rural towns due to the seasonal nature of tourism in resort communities. There is high demand for seasonal labour in resort communities which leads to a heavy reliance on migrants to supply the local labor market during peak season. With this seasonal increase in visitors, many of these resort communities make 50-60% of their revenues in the summer months from their primary industries of recreation and hospitality (Vaugeois et al., 2013). This leaves them with marginal incomes in the off-seasons. In the off seasons, when the tourist numbers drop significantly, so does the need for employees. The year-round residents suffer from lower incomes, and find that they are deprived of local services.

Resort communities need solutions to maintain their revenue through all their seasons. Businesses that meet the needs of tourists and residents throughout the year are beneficial to a community. Retaining these types of entrepreneurs and attracting new residents is the key to steady economic growth year-round. Seasonal employees are

attracted to these rural towns for their ability to fulfil lifestyle motivations. But most people look at jobs in these communities as a “means to an end” in the brief holiday season, which gives them an opportunity to experience the amenities through recreation pursuits (Vaugeois et al., 2013).

2.7.1 Migrants: A threat or boon to rural economic development? Studies show positive effects from jobs created in rural areas (Ring, Peredo, & Chrisman, 2010; Keeble & Tyler, 1995). Champion and Vandermotten’s (1997) research in rural Scotland showed a strong correlation between population change and employment growth and economic performance. This is partly because migrant entrepreneurs have created a significant number of jobs with their businesses and also due to the multiplier effect of services added due to the demand for goods and services. These reasons combined have boosted growth of the rural economy (Stockdale, Findlay, & Short, 2000). These inferences from the Scottish studies may be applied to other European countries. This may vary in a Canadian rural context, but is still worth noting the connection between the number of migrants and their potential economic contributions based on their unique business structures.

Links between environmental amenities, economic growth and population growth have been widely studied in North America (Rasker & Hansen, 2000). In the U.S. Greater Yellowstone area, a survey was conducted on people who relocated their businesses to rural communities. Results showed that recreation amenities affected entrepreneurial business relocation decisions (Rasker & Hansen, 2000; Kuentzel & Ramaswamy, 2005). Other studies showed that the population in retirement and recreation-oriented communities has consistently increased over the last 25 years, even as other non-tourism rural communities have stagnated or lost population (Kuentzel, & Ramaswamy, 2005). All of these examples show varying trends of migrant population growth and business development (Chipeniuk, 2008). This varying trend may be reasoned as outdoor recreation and is one of the winning tourism strategies that play a role in attracting population. However, demographics may vary according to values and motives when it comes to permanent migration in a remote community. Hence, this calls for the need to explore further in each specific community.

2.8 Research Gaps

Summarizing the literature review, the researcher concludes that amenities are important as they create opportunities for recreation and enhance quality of life. Rural areas in America indicate traditional resource extractive industries and manufacturing are no longer the source of growth but, as analyzed by Nord and Cromartie (1997) and Beale and Johnson (1998), growth now comes from natural amenities and other non-market attributes that contribute to the overall quality of life. Authors McGranahan and Wojan (2007) stated that the development in the regional economy now depends on people who can bring their skilled knowledge and ideas. Thus, it is important to create an enticement strategy that attracts these creative people (Florida, 2002b).

Although, the presence of amenities has proven to be a factor in attracting migrants and industry to rural areas, the degree to which amenities are a driving force in entrepreneurs' decisions is unknown (Henderson & McDaniel, 1998; Hunter et al., 2005). Amenities have also shown to improve the quality of life and the possibility of developing new businesses (Johnson & Rasker, 1995). There is still much to learn about how amenities influence businesses in rural settings. Are amenities considered important for rural communities in fostering entrepreneurship? Are they influencing relocating decisions and attracting migrant entrepreneurs? The role they play in attracting entrepreneurs to remote small island communities, like Tofino, remains to be seen. There is a need to expand the scope of research to explore what aspects of the rural landscape are most valued and how this value affects potential migrants.

This study examines entrepreneurs' motives for migration to Tofino, a remote small town community in the Vancouver Island region of British Columbia. This research contributes to the knowledge base regarding rural small business owners in rural communities. This study proposes to build connections with the amenity based rural development concept by considering motivations to migrate and start businesses in a previously unexplored rural context.

CHAPTER 3: METHODOLOGY

The purpose of this study is to determine if there is a link between the amenities of a rural place, community based promotions and its influence on the decision of entrepreneurs to move there and start a business. This section describes the methods used to investigate this question. After introducing the research objectives and questions, the research design of the case study will be described. The research design provides an overview of how the participants were recruited, how the data was collected and subsequently analysed. The methods comprised of qualitative data gathering methods, primarily using a case study approach combined with secondary data resources and semi-structured interviews. The limitations of the methods utilized have also been provided.

Qualitative research design allows for a more in-depth understanding of a phenomenon and is particularly suitable for exploratory questions (Gay et al., 2009). One can explore the rich themes, patterns, and meanings of human and social situations (Gay et al., 2009). This approach allowed scope for emerging data, this flexible way of conducting research can add value in the analysis of the bigger picture of the study (O'Brien, 2006). As personal connections to place cannot be expressed or explained with numeric instruments, the concepts of amenity based development and place attachment are approached using qualitative methods. Participant's attitudes, experiences and opinions were analysed to determine their attraction to the social and natural context of the community.

3.1 Research Objectives and Questions

The research conducted was based on two key objectives. First, explore if and how amenities are promoted to attract entrepreneurs in a small remote community such as Tofino, and secondly, determine factors that motivate entrepreneurs to migrate and commence a business. The research questions for each objective are listed below:

3.1.1 Objective 1. Identify the amenity mix in Tofino and their use in place promotion efforts by the community:

- iv. Does the community actively promote its amenities to attract entrepreneurs and outside investment? If so, what is the amenity mix, how are they being promoted and by whom?

3.1.2 Objective 2. Determine new migrant entrepreneur's motivations for business start-up in Tofino, B.C.

- v. What role did amenities have on the decision of the new migrant-entrepreneurs' relocation to develop a business in a remote rural area such as Tofino, B.C?
- vi. What is the business orientation of the migrant entrepreneurs? Are they lifestyle, or profit and growth oriented?

3.2 Researcher's Position in the Study

When a study deals with social meanings attached to a place, it is important to inform the reader of the researcher's background. The researcher is an immigrant who lives in Nanaimo city, east of Tofino on Vancouver Island. As an immigrant and a person falling in a young demographic (under 30 years of age), she came with pre-disposed ideas of the community as compared to a person making a living there.

As a Masters student of Sustainable Leisure Management, she had only a basic knowledge about rural development at the time of her first visit to Tofino. This visit was prior to the start of this study. The researcher could evaluate her biases and as the human instrument of the study, follow up with a thorough research design (Kvale, 1988; Lincoln & Guba, 1985). As a frequent traveller and a person who has lived in many places of diverse cultural backgrounds, she carried her previous perceptions of social ideas related to travel and migration theories and beliefs. From her primary perspective, tourism in Tofino is well-established for a small remote community; which has certainly influenced the researcher's desire to visit. This also increased her desire to study this community.

Having lived in a largely westernised yet multicultural community, Canada has likely influenced the manner in which she received and interpreted information pertaining to this study. Precautions to minimize the possibility of bias are also explained in this next section.

3.2.1 Ethics and trustworthiness. In order to verify trustworthiness and reliability, the study employed techniques formulated and suggested by Creswell (1998). The researcher may be perceived to have a cultural bias as she originally stems from a different cultural background. The researcher minimised these areas of bias by utilising an in-depth literature review of various forms of business motivations, migration and

theories related to the topic. After which, the researcher came up with the study questions. The interview questions focussed on motives from the new migrant entrepreneurs' perspective and not from the interviewer's. Ensuring trustworthiness of results, the participants interviewed were selected by a snowballing technique to avoid this bias.

A possible ethical issue utilising this method was the subjectivity of a qualitative study. There was a possibility of over-generalisation of findings and there being influences of unconscious biases and dominant ideologies. As an amateur researcher, such as one without experience, she can explain her unconscious biases and dominant ideologies. For example, the researcher had pre-disposed notions of counter-urbanisation; such as cheaper cost of living, the draw rural idyll, escape from city life, or to join and develop a family based business in their hometown, etc. The researcher was aware of her position in this study and took steps to limit her bias, such as providing a detailed description of the study, reviewing field notes during the data collection, and also sharing the analysis with her supervisors.

3.3 Research Design

The case study was chosen as an illustrative example to examine the role of amenities in the entrepreneur's decision to establish a business in a rural remote community. Tofino is an apt case study example to explore the study questions. As a remote and rural community, Tofino has shown itself to be successful in small business developments. This example may be useful to rural development planners and geographers studying amenity-based development and entrepreneurship in other declining rural communities with high amenity values.

Secondary data, or content analysis, was chosen as a preliminary step to identify all amenities that exist in Tofino, and analyse whether they were being promoted and the process. Additionally, in-depth interviews were conducted with marketing and entrepreneurial support organisations which were responsible for fostering economic development in the community. This was done to understand the community's role in actively promoting itself to not only tourists but entrepreneurs as well. Taking validity into consideration, this data source triangulation strategy was implemented to confirm the meaning from the information sought from content analysis (Stake 1995, Denzin,

1973).

3.4 Recruitment Procedure

3.4.1 Sample and sample selection. The Long Beach Chamber of Commerce was contacted via email to inform them of the research and ask them to help promote the study by communicating the same in their luncheons and general meetings to identify entrepreneurs who were willing to share their experiences. They provided a database of entrepreneurs interested in participating in a semi-structured interview to study their motivations for migration and decisions in business start-up. Entrepreneurs who moved to Tofino within the past 15 years were the core group analysed in this study. Economic development leaders were also interviewed to determine their efforts to attract entrepreneurs. However, as the community didn't have a mandate for economic development, representatives from the Chamber of Commerce and other marketing agencies were interviewed.

If the business owners had relocated to the community within the past 15 years, they were then invited to participate in the study through either face to face interviews or Skype based interviews. Business owners who were initially contacted often identified additional entrepreneurs during in depth interviews. Individuals, who were derived through the snowball technique, were also contacted through email inviting them to participate in the study. Around six people were chosen to determine the promotion efforts of amenities to entrepreneurs in Tofino (see Appendix D).

The study used semi-structured interviews with 12 new migrant entrepreneurs who had moved within the last 15 years, to investigate their motivations in starting businesses in Tofino. The interviews lasted for approximately 30-45 minutes each. The types of businesses interviewed included a confectionary store, a dedicated nutrition store, a hair salon, a beer brewery, a language school, a kayak guide, and other creative small businesses. Their original backgrounds varied with some coming from different parts of Canada and a few from the United States. All of them had come to Tofino as visitors at least once prior to moving there. The average age of the entrepreneurs interviewed was 34 years old; Tofino attracts younger residents as compared to most other rural remote communities.

One of the aims of the study was to explore the key amenities that the community promoted to attract entrepreneurs. It came to light through the content analysis and interview process that there was no formal mandate, such as an economic development office, to approach. Semi-structured interviews were conducted with 6 key marketing and economic support organisation representatives from Tourism Tofino, the Chamber of Commerce, the District of Tofino, CEDAC, Tourism Vancouver Island, and resort marketing heads. During the interviews, information was gathered on new migrant entrepreneur's motivations for relocation and starting their enterprises. Some questions that were asked were as follows: Why did they decide to operate in that community? What amenities attracted them to the place? What truly kept them in the place? Did natural or cultural or system amenities play a role in business start-up decisions? If they did, which ones played a bigger influence? Information was gathered on their values and characteristics, and future growth plans were explored to identify business orientation. Interviews with marketing and economic development representatives probed to further understand if the community's amenities were promoted to entrepreneurs, and how so?

3.4.2 Primary contact and consent for research participation. Those entrepreneurs who were interested and willing to participate were invited to meet with the researcher via email. They were invited either for a face to face personal interview or a Skype chat interview according to their time schedule. A consent form (See Appendix G) was emailed to the participants who showed interest in participating. This was undertaken to inform them about the study and what was expected of them from the study. A signature of consent was taken to conduct the interviews. The consent for participation was accepted and approved via email and in person before the interview was conducted. The setting for the interview was decided beforehand as per the convenience of the participants. In most cases, the interviews were held at their business locations. This did not provide room for bias in data collection, but rather gave a real and authentic background to their style of working as a business owner in a small community. Pre-reading material about amenities and the various types were handed out to participants after consent was obtained for participation in the study. This material was provided to aid in participants' understanding about the study and the amenity terminology. This helped them prepare for what was to be asked during the interview.

3.5 Data Collection Tools

3.5.1 Secondary data collection. Tofino's community website and other business, tourism and economic development websites were used for content analysis. In addition, social media platforms such as Twitter and Facebook were examined to ascertain Tofino's business promotion and online presence. Tourism brochures and other documents were studied to gather background information on the community, its amenities and promotion and marketing was undertaken to attract entrepreneurs. This helped in answering research question (i) of research objective 1.

3.5.2 Primary data collection.

3.5.2.1 Qualitative - Semi-Structured Interviews: Marketing and economic

development organisations. Based on the primary document analysis of what amenities the community promotes to migrant entrepreneurs, there was a need for deeper questioning of marketing organisations to confirm their methods of marketing and the importance they placed on promoting amenities to attract entrepreneurs; did the community make a conscious effort in this promotion. (Refer to Appendix B for Interview Questions).

3.5.2.2 Qualitative - Semi-structured Interviews: New migrant entrepreneurs.

Semi-structured interviews with the migrant entrepreneurs were used to understand the motivations of the entrepreneurs to relocate and start businesses in Tofino. The interview questionnaire probed the role amenities had played on their decision to relocate and start their business in Tofino. It also explored whether they were lifestyle or profit oriented entrepreneurs and what their business values and characteristics were.

3.6 Content Analysis

In this study, the preliminary analysis was done using secondary data/content. The method employed was to note what amenities the community is marketing to attract people and businesses to Tofino. Content from websites, social media and documents was analysed. Analysing various types of content was instrumental in establishing an understanding of how this isolated community promotes itself to entrepreneurs outside itself.

Content analysis is known as a method for objectively and systematically

studying the content of communication in various formats (Schutz, 1958). Relevant information is examined in context and extrapolated in systematic ways that are clearly laid out in the study. The aim is for inferences to be logical and the method replicable.

3.6.1 Qualitative content analysis.

Content analysis can be broadly categorised into two kinds: quantitative and qualitative content analysis. Although both types of content analysis are quite similar, they each have different purposes (Krippendorff, 2012). The study used a bit of both types of content analysis but focused on the qualitative aspect. In this study, quantitative content analysis was only used to reiterate the number of times a particular word or string of words had been used to describe the Tofino business atmosphere. For example, a string of words such as ‘quality of life’ or ‘lifestyle amenity’ was counted from the content on a website or social media platform to establish the emphasis given on the importance of lifestyle amenities in attracting entrepreneurs to Tofino. The major focus of this study, however, was a qualitative analysis of the content as this allowed a deeper understanding of the business climate in Tofino. This delves into what the community identifies as attractive amenities, and what it puts out to the world, and to whom.

3.6.2 The types of content.

3.6.2.1 Documents. Tourism brochures, pamphlets, local magazines and other document plans were studied to gather background information on the profile of the community, amenities present, and promotion and marketing being conducted. This document analysis mainly focused on internet marketing through documents online, websites and social media profiles.

3.6.2.2 Website and social media. Most destination marketing organisations utilise social media over traditional marketing tools as a way to get across information. This develops interest, loyalty and increased awareness among travelers, locals and people seeking current information about investments (Parise et al., 2008; Tuten & Solomon, 2014; Hays et al., 2013).

As this study was exploratory in nature, the chosen content analysis method was a complementary research tool for such a case study. The advantage of utilising social media platforms for promoting a community is that they are cost effective for Destination Marketing Organisations (DMO) and business organisations.

To identify the promotion of amenities, the main regional community website and other tourism and economic development websites of Tofino were studied. Twitter and Facebook social media platforms were selected for this study because they have millions of users, a sturdy hold in participation from business organisations, and vary widely in services, reach, and usage (Hays et al., 2013). These platforms were used to diagnose Tofino's business promotion and online presence. This method answered questions such as, was the community trying to attract new entrepreneurs, what amenities were promoted, and to whom?

This type of research provided a basic idea of the kind of marketing tools used to describe what most tech savvy entrepreneurs would review at some point to learn about Tofino. This was an essential step taken to determine how amenities were promoted to entrepreneurs specifically.

3.7 Grounded theory

Sometimes qualitative data can draw findings that the researcher did not set out to explore, however these unexpected findings are ways to develop new propositions that lead to a hypothesis for future study research. Given that this study is exploratory in nature, there are minimal existing theories to base this study. The role of amenities in entrepreneurs' decisions has not been explored before, especially in this unique remote island community. Upon review of data from interviews an emergent finding directed the use of grounded theory to analyse the data. Grounded theory typically is a qualitative research design which can combine inductive and deductive analysis to develop a new theory or even build upon an existing theory (Stern, 1980; Creswell, 2008). In this case study, additional analysis after data collection was done to explore the emergent theme; it was found to align with an existing theory known as 'place attachment theory' (Low & Altman, 1992). This method was undertaken because it helped the researcher in drawing conceptual relationships between amenities of place and motives to migrate; relocation and place attachment; amenities and place attachment; place attachment and entrepreneurship. The use of this method also known as 'grounding' is in fact a mechanism to structure any exploratory research. The multi-dimensional tripartite organising framework adapted from Scannell and Gifford (2010) on place attachment theory provides a structure to explore the link between the dimensions of place

attachment and the amenity typology.

3.6.3 Data Analysis. All of the collected data was transcribed immediately after the interviews, a process of converting recorded audio to digital form. A thematic analysis was chosen as the main form of data analysis for this case study research. Using the Nvivo software, themes were identified to answer each research question. Common inferences about the promotion of amenities, made in secondary data sources was backed by marketing representative's responses to Questions 2 and 3 from the semi-structured questionnaire (see Appendix B). This helped in the analysis of the extent of promotion of amenities to entrepreneurs (under research objective 1). As no previous theory guided the study, an inductive approach was used to form a basis for understanding the influence of amenities in the motivations and perceptions regarding entrepreneurship start-up decisions. This approach developed an emergent theme such as the influence of place attachment to the various amenities. After data collection, further analysis was done using authors Scannell and Gifford's 'Tripartite organization framework' for the place attachment theory (2010).

3.6.4 NVIVO Software Analysis. The data was analysed using the NVIVO software which provided the means to organise, analyse, and present collected data. After uploading a number of documents such as community plans, website material, and social media data into the NVIVO software, the software helped organise and analyse the content pertaining to similar ideas. This process is also known as coding. The secondary data selected for the amenity promotion went through a preliminary keyword search for amenities listed in the amenity based rural development typology table (Vaugeois and Whitney Squire, 2010), and other keywords like entrepreneurship, lifestyle entrepreneurs, small business development, quality of life and a few other similar searches to identify the community's knowledge of lifestyle entrepreneurs' presence. A number of references made in the form of words, images, social media data (tweets, re-tweets, Facebook posts shared and liked posts) were all captured to identify and analyse the key amenities promoted. After this, the captured data was coded into nodes in Nvivo. Nodes in Nvivo software are a form of a collection bin for all related data to form datasets that can later be developed into themes answering research questions.

Open coding was first used in analysis for primary data which was later narrowed into focused categories. This data analysed from the in-depth semi-structured interviews with entrepreneurs and marketing organisations were presented in the form of key quotations under each theme developed from the nodes after coding, and they were then summarised into tables for more clarification. While the software helps to formulate themes, the researcher must build on those computed themes using her analytical skills. Themes that were originally made were considered repeatedly as part of the process of analysing to make connections between themes. The interviews had several mutually inclusive themes. An attachment to place was found to be an eminent theme in the analysis and as such, additional analysis was conducted to explore place attachment. This was done to explore the relation between amenities influence on place attachment and place attachment's influence on entrepreneurship. The tripartite organising framework of place attachment was utilised to explore various themes and connections made between the three dimensions, which are person–process–place (Scannell and Gifford, 2010). The sub-categories of each of the three dimensions are not fully explored here in this case study, but hold promise for future studies. Figure 2 provides an overview of what each dimension entails.

Place Attachment	Person	Cultural/group	Religious Historical
		Individual	Experience Realisations Milestones
	Place	Social	Social arena Social symbol
		Physical	Natural Built
	Process	Affect	Happiness Pride Love
		Cognition	Memory Knowledge Schemas Meaning
		Behavior	Proximity-maintaining Reconstruction of place

Figure 2: Overview of place attachment tripartite 'person-place-process' framework adapted from Scannell and Gifford (2010)

The data from interviews and content for the promotion and attraction of

amenities were linked logically to the place attachment theory. The analysis drew out themes that were organised in the multi-dimensional model explaining the concept of this theory. The three dimensions of the tripartite organising framework of place attachment involved in this case study were analysed. The first dimension is 'person'. In this study, people are new migrant entrepreneurs. The second dimension is 'process'. The third dimension is 'place', which in this study was Tofino.

CHAPTER 4: RESULTS

This chapter describes the findings that emerged from this study. The chapter is divided into two main sections answering each of the two overarching objectives of the study. One, Amenities and their Promotion (Community Perspective) and two, Motivation for Migration: (Migrants Perspective). The first section examines the promotion efforts undertaken by marketing and economic development groups to attract new entrepreneurs. The second identifies the motivations for migration and the amenities that were influential in new migrant entrepreneurs' decisions to start businesses in Tofino, and the extent to which amenities played a role in attracting them.

4.1 Research Objective 1: Amenities and their Promotion (Community Perspective)

This section assembles the answers to research objective 1: Identify the amenities of the community and their presence through promotion efforts by the community. The data to identify the amenities was extracted from promotional materials produced by the community (content analysis). The following section uses text and summary tables to expand on the types of amenities in Tofino and how they are promoted.

Research Question (i): "What were the key amenities promoted to entrepreneurs?"

There are a number of amenities that make each community unique and those that are promoted are described as natural, cultural and system amenities. The semi-structured interviews and content analysis together brought up a few themes for profiling Tofino's amenities and their promotion to external audiences. Amenity promotions, however, are shown to be targeted to tourists, visitors, and residents generally and not to entrepreneurs specifically. Upon analysis, it was found that the community did not conduct deliberate marketing to attract entrepreneurs. However, the tourism efforts by the destination marketing organisations drew many visitors who then became entrepreneurs eventually.

The content was categorized into broad themes such as: amenities in Tofino and amenity promotion, natural amenity promotion, cultural amenity promotion, system amenity promotion. These are described below. The amenities described are broken down into sub-themes – natural, cultural and system amenities – with their individual types explained under each amenity. Tables 1, 3 and 4 in the appendix will summarise the top natural, cultural and system amenities (A), the organization promoting these

amenities (B), and the list of external audiences they are being promoted to (C).

4.1.1 Natural amenities. The remote landscape, pristine beaches, nature parks, wildlife, and clean air were the top amenities promoted. They attracted many tourists who were compelled to live there permanently, because they preferred the remoteness to connectivity.

4.1.1.1 Beach. Tofino is located in the Clayoquot Sound, which is a UNESCO Biosphere Reserve. The pristine beaches and surf culture attract thousands of tourists annually. The Outside Magazine's 2010 Editors' Choice awards awarded Tofino as the best surf town in North America (Tofino Guide, 2016).

4.1.1.2 Nature Parks. The Pacific Rim Park Reserve is a string of famous beaches. Tofino also sports mudflats which are critical for protecting migratory shorebirds and waterfowls (Government of British Columbia, 2016). Mudflats are made up of tidal flats, shallow to deep subtidal areas, gravel beaches, marshes, tidal channels, streams, riparian areas, and Western Hemlock-Western Red Cedar coastal upland forests.

4.1.1.3 Wildlife. There is an abundance of wildlife in Tofino. During their annual migration, more than 20,000 Grey whales pass by Tofino (Tourism Tofino, 2015). Migratory porpoises, Humpback, and Killer whales, along with river otters, mink, sea lions and harbour seals can be spotted. Tofino is an extensive natural habitat for birds like seagulls, herons, waterfowl, shorebirds and like the bald eagle, many other eagle species, including the bald eagle. The national parks are also home to the grey wolf, raccoons, black tailed deer, and cougars, and salmon black bears too.

4.1.1.4 Climate and Quality of Air. The temperate climate of Tofino is a natural magnet for people living in colder parts of Canada. Even the stormy weather in the winter has been marketed for storm watching, by Tourism Tofino. Its clean air is a harbinger of a healthy environment.

Table 1 is a summary of the top most marketed natural amenities. The amenities being promoted through various mediums are also listed in the table. The bodies promoting these amenities were primarily involved in place promotion to visitors including: The District of Tofino, community marketing organisation -Tourism Tofino, Destination B.C and Tourism Vancouver Island. It is visible over their individual

websites, print, travel media, online, events and marketing campaigns. Other non-profit organisations played a role in amenity education around the natural and cultural assets of Tofino through place-based learning, outdoor learning initiatives and interactive learning. The main target audience was international travellers, tourists, and repeat visitors mainly from British Columbia (BC), Alberta (AB) and Washington State (WA).

Table 1

Top Natural Amenities Promoted in Tofino (See Appendix C, adapted from Vaugeois & Whitney-Squire, 2010)

Natural Amenities (A)	Promoted by (B)	Promoted to External Audiences (C)
<p><u>Beaches:</u></p> <ol style="list-style-type: none"> 1. Long Beach (part of Pacific Rim National Reserve) 2. Chesterman Beach 3. Cox Bay 4. Mackenzie Beach 5. Tonquin Beach 	<ul style="list-style-type: none"> • District of Tofino, Tourism Tofino, Destination B.C, Tourism Vancouver Island website • Individual business promotion such as offers on recreation type activities • Storm watching activity at resorts promoted on all online and print advertising, • Long Beach (listed in many international travel publications such as National Geographic) 	<p>International travellers, Tourists and repeat visitors mainly from British Columbia (BC), Alberta (AB) and Washington State (WA), recreational surfers, kayakers, hikers, researchers, beachcombers, residents (families), new residents</p>
<p><u>Climate:</u></p> <ol style="list-style-type: none"> 1. 4 season destination 2. Rainforest, most temperate climate 	<ul style="list-style-type: none"> • Storm watching activity at world renowned resorts Wickaninnish Inn and Long Beach resort, • Pacific Rim National Park • Promoted by Tourism Tofino, the District of Tofino, the Chamber of Commerce, Destination B.C, Tourism Vancouver Island. 	<p>International tourists, residents</p>
<p><u>Parks:</u></p> <ol style="list-style-type: none"> 1. Pacific Rim National Park 	<ul style="list-style-type: none"> • Outdoor leisure experiences on all promotional tools (travel media, print and online) • Familiarization tours for travel agents all around the world 	<p>Outdoor leisure travellers, hikers, campers, residents</p>
<p><u>Natural and Protected areas:</u></p> <ol style="list-style-type: none"> 1. UNESCO's Clayoquot Sound Biosphere Reserve 	<ul style="list-style-type: none"> • Outdoor education, field trips and research • Promotional document - Regional Education Asset Inventory 	<p>Nature explorers, university researchers, outdoor education for youth focus, tourists, residents</p>
<p><u>Ocean:</u></p>	<ul style="list-style-type: none"> • Recreational activities, whale watching tours – pictures and words used in all promotional medium. 	<p>International tourists, residents</p>

4.1.2 Cultural amenities. The natural amenities of Tofino provide a suitable atmosphere for artists, musicians, and creative entrepreneurs to be inspired to produce art. Tofino is known to have several cultural amenities to support artists. It offers several recreational amenities, cultural attractions and community services. The Tourism Tofino website illustrates that Tofino provides an all-round cultural experience. The ‘Experience Tofino’ page highlights in words that it is a place where one can ‘entirely immerse in their sounds, sights and smells’. The temperate climate provides interesting activities to pursue all year-round. Beach combing, surfing, fishing, kayaking, whale-watching, bear-watching, bird-watching, camping, hiking the trails in the old growth forests, storm watching, visiting art galleries and First Nations cultural touring are few of the common activities.

4.1.2.1 Recreational amenities. Surfing, stand-up paddle boarding, fishing, whale watching, hiking, kayaking, are some of the most promoted recreational amenities. The District of Tofino website publishes a recreation program plan every season. It lays out the different events (like surf competitions) and educates the community about the various recreational facilities available. Community documents such as the Vision to Action Sustainable Community Action Plan (District of Tofino, 2014c), which constitutes elements from the Tofino Arts and Culture Master Plan (2013), highlights recreational cultural amenities which are available for the use of both residents and visitors.

4.1.2.2 Community. The community is described in various print and media promotions as “Tuff city” and the “End of the road community”. The different names given to the town, rooted in its history and primary cultural values are strategic promotion tools to uniquely identify the place (Tourism Tofino, 2015).

4.1.2.3 First Nations heritage. First Nations heritage is a prominent theme and First Nations culture is integrated into a deep sense of identity in Tofino, nurturing the idea of working in harmony and protecting their traditional lands. Tofino is the first place in Canada to label their land a ‘Tribal park’, and is influencing other First Nation communities to follow suit. This community attitude could attract people passionate about First Nations culture and the enhanced ability of working with them in the community (Murray & King, 2012).

4.1.2.4 Food. Tofino's new culinary culture is growing as a community lifestyle. International media publications boast of the food and wine festivals, and the sustainable and organic food practices, like the *boat to table* food movement. One local restaurant, Wolf in the Fog, was recognized by Conde Nast Traveller and the chef has been advertised on various media platforms. Festivals like the Feast Tofino, are featured on the 'What's new Tofino' page on the Tourism Tofino website. The 2014 edition featured this description: "Nestled next to pristine waters is the village, brimming with award-winning restaurants that feature the very best in fresh, local cuisine and seafood" (Tourism Tofino, 2014a).

4.1.2.5 Events and festivals. Tofino has a diverse array of festivals and events that highlight the vibrancy of the cultural economy. The Tourism Tofino website has filters for the different type of events promoted on their webpage. A total of 89 events are displayed for 2016. 41 of those events are dedicated to arts and culture, 28 are in the food and drink category and 11 are classified as Education/Discussion type events. (See Appendix H), it highlights the various promoted events and festivals; Events and festivals are one of the most visibly promoted recreational amenities.

There are festivals in Tofino throughout the year. The most popular festival in March is the Pacific Rim Whale Festival; it is the celebration of the migration of thousands of Grey whales. In June, a number of top chefs present their creations at the Tofino Food and Wine Festival, which also features British Columbia's best wines. The Tofino Lantern Festival, which commences at the end of August, was voted Tofino's most popular event by the local magazine, Tofino Time. From October 25 to 31 the O'Neill Coldwater Surf Classic was held, the first ever professional ASP surf event in Canada. In November, the Clayoquot Oyster Festival, another food festival, added to the growing culinary culture in Tofino.

Cultural amenities were one of the most highly promoted amenities. Table 2 summarises the top cultural amenities promoted to all age categories of tourists, visitors and residents from around the world. Recreation and sport, First Nations heritage, and festival and events amenities were mainly promoted via travel and media, social media, documents like the Tofino Integrated sustainability plan, marketing plan, Tofino arts and culture plan and the Tourism Tofino website.

Table 2

Top Cultural Amenities Promoted in Tofino (Refer Appendix C, adapted from Vaugeois & Whitney-Squire, 2010)

Cultural amenities promoted (A)	Promoted by (B)	Promoted to External Audience (C)
<u>Recreation and Sport:</u> 1. Surfing (Top amenity) 2. Kayaking, 3. Standup Paddle boarding, 4. Diving 5. Hiking Trails 6. Whale watching 7. Bear watching 8. Wildlife viewing	<ul style="list-style-type: none"> • District of Tofino website, Tourism Tofino marketing online, media, public relations agencies, surf campaign; magazine and newspaper and media through Destination B.C, Tourism Vancouver Island Website promotion, individual business promotions • Recreation facilities (surf and paddle boarding lessons with resorts) • Famous surf competitions such as Rip Curl Pro, Queen of the Peak, etc. • Business for Wedding Planning • Familiarization tours for travel agents from different parts of the world • Document plans 	Adventure and outdoor leisure travellers, nature lovers, international travellers and in-country tourists mainly from Alberta, British Columbia and Washington state, Vancouver Island weekend getaway vacationers and day visitors, resident surfers, youth and family recreation. All age categories. Women surfers. Surf Instructors and lifestyle entrepreneurs Couples to be wed on Tofino beaches
<u>History:</u> 1. First Nations and first settlements	<ul style="list-style-type: none"> • District of Tofino website, Tourism Tofino marketing online, media, public relations agencies, surf campaign; Local Tofino Time and provincial newspapers, Travel agent's familiarization tours • Heritage festivals, art galleries, Individual business promotions • Document plans 	Authentic travellers and international travellers, tourists from Canada, in-province tourists, artists and local businesses, family
<u>Intangible amenity:</u> 1. Sense of belonging 2. Community Values 3. First Nation Traditions	<ul style="list-style-type: none"> • Document plans - Tofino Integrated sustainability plan, marketing plan, Tofino arts and culture plan, the value of tourism page on tourism Vancouver Island website 	Authentic and heritage travellers, international travellers, tourists from Canada, BC visitors, residents and local business, new residents, family, couples to be wed in Tofino

(continued)

Cultural amenities promoted (A)	Promoted by (B)	Promoted to External Audience (C)
<u>Festivals and Events</u>	<ul style="list-style-type: none"> • Community members organising, participating and volunteering • District of Tofino website, Tourism Tofino marketing - online, media, public relations agencies; local magazine Tofino Time; province magazines; newspapers and media; Destination B.C, Tourism Vancouver Island website promotion, individual business promotion, document plans (Arts and Culture, Tofino Integrated Sustainability Plan) 	Authentic travellers- International travellers, Tourists from Canada, British Columbia visitors, residents and local business, new residents
<u>Food</u>	<ul style="list-style-type: none"> • Boat to Table, a local and organic food movement • Both ‘Wolf in the Fog’ (recognized by Conde Nast Traveller) and ‘Sobo’ restaurant received best restaurant mentions in media. British Columbia wide served brew by Tofino Brewing Company (Pet friendly location), • Tofino culinary food festivals like Food Feast 	Authentic travellers- International travellers, Tourists from Canada, British Columbia visitors, residents and local business, new residents
<u>Art:</u> 1. First Nation Art 2. Music/fashion/ theatre 3. Community Hall	<ul style="list-style-type: none"> • First Nation art gallery, showcases of local art and jewellery at different local businesses, local music and artists shows at restaurants and festivals • Artists for weddings (hair, makeup and outdoor setting and decoration) 	Artisans or creative entrepreneurs, local business promotions, visitors - international and local, residents, family, couples, retirees

4.1.3 System amenities.

4.1.3.1 Remoteness. The remoteness of Tofino is one of the most attractive amenities of the community. Residents and tourists enjoy the feeling of being cut off from the hustle and bustle of the city, having the space to unwind and experience nature and the outdoors. The ‘end of the road’ tagline promotes this remoteness.

4.1.3.2 Connectivity: Communication. Connectivity on the web is important for businesses. On 17th of December, 2014, an improved net service was granted to the west

coast island communities of Ahousaht, Tofino and Ucluelet, a collaboration of TELUS, BC Hydro, All Nations Trust Company and the Province of British Columbia. Lifestyle entrepreneurs who prefer to work remotely, away from an office space, would also benefit from this connectivity.

4.1.3.3 Transport: Tofino airport. The Tofino airport has been a boon for attracting international visitors and national tourists. Not only has it increased connectivity amongst the Vancouver Island community members but has also provided the advantage of shorter travel times for busy business owners who would like to zip in and out of town to the mainland (Tofino Airport, 2011).

4.1.3.4 Capacity of Knowledge. The town especially attracts many young, educated and skilled residents of the community who have added to a vibrant entrepreneurial atmosphere, and has been an inspiration for creativity. This social trend was indicated from interviews as an attracter to more businesses in Tofino. These people represent the knowledge capacity of the community which can be tapped into for growth within the community.

The Community Economic Development Association Committee (CEDAC) performed a “Business Walks” program in partnership with the Ministry of Jobs, Tourism, and Skills Training, the Tofino-Long Beach Chamber of Commerce, and the Tofino Business Association on April 18th, 2014. The business walk is a guiding step towards the planning for future business development. Several civic and business leaders, including the Mayor, the Minister of Jobs and Tourism in B.C, a Chamber of Commerce representative and Tofino Business Association, visited every business in the community to feel the current local business pulse and determine directly what supports are needed to meet the challenges businesses face in conducting business in Tofino. This event brought to light how valuable business owners are to the small community. Regular ‘business walks’ represent a healthy business climate which possibly attracts other small business start-ups to this remote community.

4.1.3.5 Networking. The Nuu-chah-nulth Economic Development Corporation produces a business directory listing, providing Aboriginal business education, and promoting awards on their website that can attract future youth to participate, learn and get into business.

Table 3

Top System Amenities Promoted in Tofino (Refer to Appendix C, Vaugeois and Whitney Squire, 2010)

System	Promotional Tool	Promoted to External Audience
<u>Connectivity – Remoteness</u>	<ul style="list-style-type: none"> • “The end of the road” branding on all print and online promotions. • Remote yet accessible by Tofino Bus Company (website, online, social media, travel media, print) 	Authentic travellers, people who look for an escape from the city life, leisure and relaxation, remote and rural experience, road trips, campers, lifestyle residents, visitors from British Columbia, Alberta and Washington state, international visitors - European market, lifestyle entrepreneurs
<u>Capacity of Knowledge/Education:</u> by Chamber of Commerce	<ul style="list-style-type: none"> • Clayoquot Biosphere Trust Educational programs, Tofino Botanical Gardens field schools, outdoor education programs for youth and adults • Ambassador program by Chamber of Commerce 	University students, adult learners, high school students. Local residents including seasonal staff, newcomers, and business owners Ambassador program, front-line service staff, store clerks, gas attendants, restaurant servers, housekeeping, bank tellers, postal workers, and more.
<u>Infrastructure Internet Access:</u> By District of Tofino	<ul style="list-style-type: none"> • TELUS fibre-optic network installation • Promotions on TELUS and BC Hydro website, document plans • District of Tofino media and press release • Newspapers (Online-Times Colonist and others) 	Residents, hospitality industry - resorts, tourists, drawing new entrepreneurs, existing business owners, lifestyle entrepreneurs, education facilitators, students, hospitals, health care organisations Potential for companies from outside to have business field trips, conference meetings and generate more business with locals.
<u>Transportation:</u>	<ul style="list-style-type: none"> • Tofino Long Beach Airport (YAZ) connections to airports nationally • Tofino Bus company (Website) travels locally and on the island. • BC ferry to Nanaimo and Victoria • Tofino rideshare web page on Facebook 	All International travellers (North western American markets mainly), local visitors from within Canada, Vancouver Island visitors, residents, business owners

Table 3 covers all top system amenities promoted in Tofino to external audiences. The remoteness was marketed through different mediums as the ‘end of the road’ community. The community was also known as an educational hub to universities and adult learners. The Ambassador program of the Chamber of Commerce catered to entrepreneurs in the community. Other infrastructural amenities were promoted on the District of Tofino (DOT) website.

4.2 Research Question (i).

“Does the community actively promote its amenities to attract entrepreneurs and outside investment? If so, how it is being done?”

After completing the content analysis, it was found that there is very limited effort by the community to indicate that they are actively promoting amenities to entrepreneurs. The data revealed limited use of statistics and marketing information targeted at answering the types of questions businesses would have in their relocation decision. Here, semi-structured interviews with marketing organisation groups were used as a complementary tool to understand the extent of promotions not identified through content analysis. Although there was a significant inflow of entrepreneurs into the community, the interviews from these organisations confirmed the content analysis in that the community currently has no specific promotional focus in attracting new entrepreneurs. This was confirmed by the combined responses from the interviews with new migrant entrepreneurs and economic development and marketing representatives.

From interviews with marketing heads, it was found that the tourism marketing efforts organically attract entrepreneurs to their community. Also, the lack of an economic development office was because they didn't have the capacity of people that fit their overall budget. Another finding is that the community focuses on the health of existing businesses over efforts to attract new ones. The reason given for this practice was that they were cautious of attracting too many people with values or interests that may not align with their community. Interviewees indicated the lack of infrastructure and support amenities for entrepreneurs in Tofino.

The promotions of amenities mentioned in this section will highlight the promotions targeted to visitors, tourists, and residents. Although it may seem not the focus of the study, but the promotions to these parties have an indirect effect in

attracting entrepreneurs. It was identified that the attracted entrepreneurs there were found to be once a visitor.

Tourism Tofino's (2015) social media accounts describe their profile page with the inclusion of Tofino's natural and cultural amenities and state that, "Tofino is a year-round wilderness playground, full of charm, adventure, and end-of-the-road culture". The Tourism Tofino social media accounts are all linked to their primary destination tourism website as easy access for any type of user who lands on their page to have the ability to explore, 'like', and communicate. The best interactive feature of the website is their 'YourTofino' website page. Online visitors sitting in any part of the world can communicate with the destination marketing organization using tweets, Facebook posts, Instagram pictures and Pinterest pins. Using the 'YourTofino hashtag' - #YourTofino, tourists, visitors, residents and local business owners are given the opportunity to share their experiences in Tofino and their memorable photographs which appears on one platform, with ease and creativity. Some of the various types of social media promotions are displayed in the form of clips from Facebook, Instagram and twitter in Appendix E.

4.2.1 Natural and cultural amenity promotion. Tourism Tofino's monthly Facebook and Twitter promotions provide a platform for people to gain awareness of Tofino's natural and cultural amenities. For example, cultural amenities such as the food of Tofino is promoted on Facebook using the tagline 'boat to table' which showcases the local businesses that are sustainable (see Appendix E).

4.2.1.1 Environmental culture in Tofino. The tree huggers brought Tofino to the map with their protests against the logging activities near Meares Island in 1998. The environment and its protection played a huge part in Tofino's way of life. The environmental leadership role is usually spearheaded by non-profit organizations in Tofino such as Clayoquot Biosphere Trust and Friends of Clayoquot Sound. But businesses also pursue ethical and sustainable practices. 'Buy Local' and 'Made in Tofino' are examples of marketing campaigns that the community supports and it distinguishes Tofino from other resort communities.

4.2.2 System amenity promotion. The most prominent theme that arose from content analysis and interviews with marketing organisations was that the community needed to first consider developing its' support or system amenities to attract new

entrepreneurs. The increase in population and lack of infrastructure, such as resident housing and employee accommodation, are major issues for support of business development. The organizations are also aware that factors like lack of system amenities and poorly planned developments can lead to destroying the pristine environment and the cultural amenities of the small town. As quoted in the Tofino Vision to Action Sustainable Community Action Plan:

While these natural sites provide an important boost to the local economy, they also pose several challenges and limitations with regards to development and growth management. Finding a balance between the optimal level of development, while simultaneously ensuring the protection of natural species, wildlife and old growth forests is critical. (2013, p. 11)

Promoting initiatives that support businesses is key to not only attracting investors, but, also retaining businesses. This provides potential investors with a sense of security when starting a business in a particular community. A number of supports promoted are mentioned below:

4.2.2.1 Infrastructure for Connectivity- Internet services. Internet connection is an important system amenity that attracts new and existing businesses. This was advertised in a press release available on the District of Tofino website under the inventory of documents. The optic fibre installation created a buzz in the business community.

4.2.2.2 Infrastructure - Housing issue focus. The lack of infrastructural amenities and its importance for business development is acknowledged in the media. As quoted by the chamber of commerce in a newspaper article, “We feel the continued vibrancy of our unique business community depends on addressing the housing issue as soon as possible” (Dart, 2015).

4.2.2.3 Transport and connectivity. Tourism Tofino markets Tofino as the “end of the road”, a catchy community branding that attracts people from all over the world to explore the town. Although it is known that the ‘road’ is always the most popular travel means for intra-provincial travel, getting to this remote community can be difficult. The long windy, rugged road headed to the ‘the end of the road’ can be a difficult journey to endure when constantly hit by bad rainy weather causing slippery roads. Despite this,

Tofino has positively promoted it as a must visit destination located at the end of the road. This kind of branding increases the thrill of taking up the journey by road. It has seen the most number of tourists and visitors travelling by road over air or boat. The drive from Victoria to Tofino has been rated as one of the three best drives in Canada according to The Michelin Road Atlas (Tourism Tofino, 2014a)

4.2.2.4 Capacity of knowledge/Knowledge building. The District of Tofino (2014a) website states that, “The Business Walks is a tool to gather and track the pulse of local businesses and help community leaders identify measures and actions that ensure jobs, goods and services stay in a community”. As communicated in an interview with a CEDAC committee member, these types of Business Walks are very useful for the business community if the results of the walk are followed up. The respondent indicated that Tofino requires more frequent Business Walks. With the help of the Business Walks program, civic and business leaders gather information that permits them to remove any barriers businesses face, making it easier to do business in their municipality thereby attracting more people to second businesses or encouraging others to start one in the community.

4.2.2.5 Tofino downtown revitalization. The downtown revitalization project utilizes the Main Street Four-point approach developed by the U.S. National Trust for Historic Preservation, a reliable initiative that encourages a full rounded approach to downtown development (Island Coastal Economic Trust, 2013).. This approach, required by ICET in all downtown revitalization projects, integrates community organization and collaboration, professional design and promotion with economic restructuring to strengthen the community’s existing assets and also diversify its economic base.

In an announcement on the Island Coastal Economic Trust (ICET) website about a “community driven initiative to rejuvenate Tofino’s downtown area by improving pedestrian connections and access,” the ICET Chair, Phil Kent brought this point home, saying that “not only will this project support and encourage more pedestrian traffic in the downtown commercial core, it will also create a more attractive and fertile location for future business development and economic diversification” (Island Coastal Economic Trust, 2013). In March of 2011, the District of Tofino began a community

designing method for an improved traveller experience. This culminated in the award winning Tofino Downtown revitalization set up. It was selectively mentioned on the Canadian institute of Planners web site beneath the 2015 awards.

4.2.2.6 Role of tourism in diversifying economy. Even though the representatives do not have a specific focus regarding attracting new businesses, they stressed the importance in focusing on existing businesses in the community. The big resorts support other local small businesses by tying-up with them, thereby promote local spending.

An interviewee revealed the importance of tourism in promoting the local food culture. Tourism attracted more small businesses in the culinary sector, and this made the community even more attractive to residents and prospective business owners in Tofino. This theme manifests the broader effect of tourism, trickling down to small business attraction in a small community. Big resorts support small businesses in the community, by referring them to their guests. Although this was done to deliver an authentic experience for the visitor, this is seen to be an effective way to boost business in the community. This support and collaborative way of working provides an attractive image of the business community to visitors and residents who could be prospective business owners in the community. The premise behind the Value of Tourism program by Tourism Vancouver Island is that a good place to visit is a good place to live - this was mentioned by one of the interviewee's. It is also communicated on the Tourism Vancouver Island website.

Being the only person to own a business meant less competition and high demand for potential business owners. The idea of communicating the need for a niche business in the community is seen to be advantageous. The missing services were used as an opportunity for existing residents to diversify into business development. An interviewee mentioned examples of people leaving their full-time successful jobs to start their own business as there was a need for it in the market as follows: Respondent 'T 'pointed out that one of the reasons for the high cost of living in Tofino is that the community has to depend on getting services and products from outside of Tofino. Those expenses could be reduced if more local businesses could supply those needs.

4.3 Summary of Objective 1

Tofino businesses can succeed partly because they have the advantage of being located in a world-renowned resort community. Tourism Tofino, the destination marketing organization, does a great deal of monthly promotions of the town targeting tourists from around the world, as well as, residents of the community. The community, however, does no specific promotions to attract entrepreneurs. This was ascertained as there is no official mandate for economic development activities other than a newly formed group called CEDAC from the District of Tofino; which is in its infant stages of addressing economic concerns. The group clearly communicated that they do not attract entrepreneurs specifically. The community targets visitors of all ages. However, it is understood generally amongst small community developers that repeat visitors could potentially be enticed to make Tofino their home one day or even invest in a small business venture.

The marketing representatives interviewed indicated that they would like to attract only people or businesses which sync with the community's values of supporting local and maintaining the environmental norms while setting up shop there. CEDAC is currently in the process of profiling their community values which will be shared publicly. The community has also recognised a saturation of certain tourism businesses, in particular, whaling and bear watching companies. They also indicated that box or chain stores were not approved for their community. These were some examples of the important community values that were expressed during the interviews.

Natural amenities such as beaches, wildlife, and climate are the most promoted features. The advertising of a four season destination gives Tofino an advantage in attracting visitors all year - round. 'Storm watching' is one of their unique selling propositions. Cultural amenities such as recreation and sport, heritage, events and food are regularly promoted. It was recognised that the closely-knit community and sense of belonging that the participants expressed about small business owners in Tofino led the researcher to believe that this intangible amenity explained their bonds formed in the community and was a key determinant for more people to want to start a business there.

The existing businesses have various marketing platforms (such as the regional marketing group, Tourism Vancouver Island) to promote themselves. The premise

behind the Value of Tourism program by Tourism Vancouver Island is that a good place to visit is a good place to live. The Destination marketing organisation also uses that targeted message to attract visitors and tourists who could be potential residents. However, with regards to targeted promotional messages to entrepreneurs, the tourism marketing organisation does not work with the Long Beach Chamber of Commerce or the CEDAC to recruit potential investors. This is because they don't see the need to deliberately market to entrepreneurs; new businesses start-up in a more organic manner in Tofino.

The finding of the research highlights that they currently have no strategy or mandate to attract small business start-ups. A small community such as theirs has limited resources and there is no economic development organisation that takes care of such matters. The promotion focus in Tofino is only targeted to attracting visitors and tourists with no deliberate marketing focus on attracting entrepreneurs.

4.4 Research Objective 2: Determine New Migrant Entrepreneur's Motivations for Business Start-Up in Tofino, B.C

The findings in research objective 2 emerged from interviews with the sample of new migrant entrepreneurs to determine the role amenities played in their decisions to relocate to the community and start a business. Place attachment was an emergent theme that formed. New migrant entrepreneurs were attracted to Tofino due to its amenities and as a result start a business there or they start a business as a way to negotiate to remain in place.

Research Question (iii):

This question is answered in two parts. Part 1 describes the initial motivations of repeat visitors to relocate to Tofino. Part 1 has two initial relocation motivation themes. Theme 1: As a visitor fell in love with quality of life amenities (pull factor); Theme 2: An escape from stressful job or negative environment (push factor).

Part 2 describes those motivations that led to new migrants becoming entrepreneurs. Part 2 has three business motivation themes: Theme 1: Inspiring place to start a business, which also has many sub themes regarding factors that attract and limit entrepreneurship, Theme 2: Affordability, and Theme 3: Wanted to be their own boss.

4.4.1 Part 1: Life before Tofino and initial motivations for relocation. In this

part, two themes demonstrate the motivations for migrant entrepreneurs' initial relocation decisions, and shed light on the role that amenities played in attracting them. An amenity typology identified by Vaugeois & Whitney-Squire (2010) was used to help navigate the level of importance of certain types of amenities in attracting migrant entrepreneurs.

4.4.1.1 Theme 1: Pull factors. Most respondents reported that they first came for a visit to Tofino, formed an attachment to the place and were attracted to stay permanently (See Appendix F). Memorable quotes from respondents such as *“It was like love at first sight” (Respondent ‘B’)*; and *“People spend a lot of money to vacation here and I get to live here. It’s an amazing place to call home” (Respondent ‘C’)*, tells the interviewer that the participant group were instantly attracted to Tofino and wanted to make it home.

In the sample interviewed, most respondents came from different parts of Canada with a few from the United States. More importantly, the researcher noted what kind of environment and life the entrepreneur had prior to moving to Tofino, which gave an insight into the respondents' decision to be an entrepreneur in Tofino. While a few respondents indicated that a prior negative lifestyle or environment had pushed them to search for a new and better lifestyle (pushed away), in most cases it was a pull toward factor, such as an attractive lifestyle which had the biggest effect. The amenities from the amenity typology table (Vaugeois & Whitney-Squire, 2010) were listed and probed for further insight in their influence for relocation. This probing revealed that amenities played an indirect role in the decision to start a business in Tofino.

Natural and cultural amenities were the drivers in the attraction to place. The amenities most influential in the relocation equation are described in quotes from respondents under Theme 1 below. The amenities in Appendix F are listed for each respondent. Each amenity can be brought under the wider category of “quality of life” amenities. Further, figures 3 and 4 provide a graphical representation of the influence of amenities on the respondents.

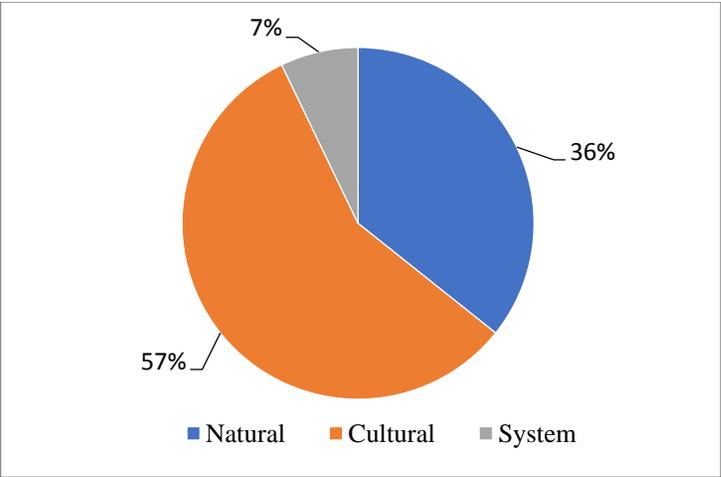


Figure 3: Influence of natural, cultural and system amenities as pull factors on respondents

Figure 4 illustrate a further break down of influential amenities on migrant entrepreneurs. The cultural amenity of community and recreation played a large role; natural amenities such as landscape and water were top amenities that played an influence on participant entrepreneurs.

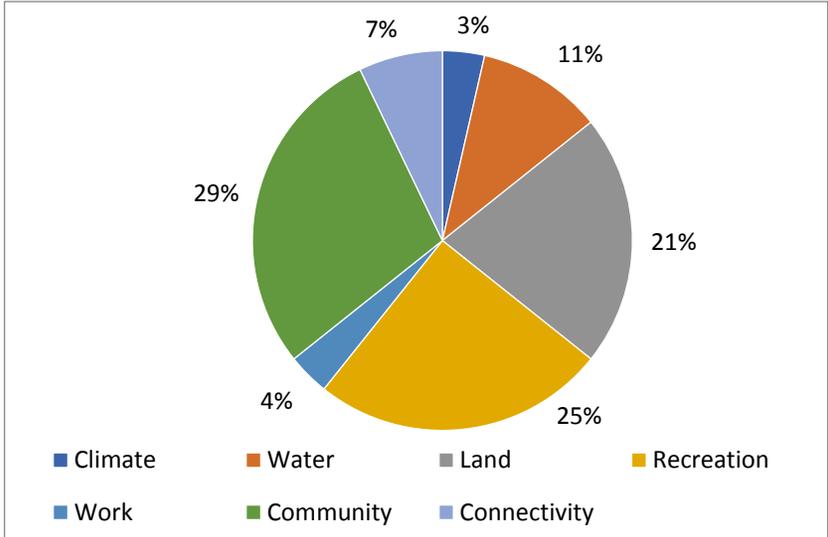


Figure 4: Breakdown of top amenities Influence on migrant entrepreneurs

Quality of life was seen as the most important factor in the attraction of these new migrant entrepreneurs to Tofino. The interviewees’ decisions to start businesses only came after their decision to move. This analysis explains the participant’s motives in the next section, which is consistent with the place attachment theory; these people

created a bond with the place due to the presence of its quality of life amenities and therefore the business start-up was a decision making it feasible to stay in Tofino. The quality of life factors most often reported by respondents included: the ability to live in a naturally beautiful remote small community, having the option of experiencing various recreations and events, following their passion, and working for themselves on their own terms. The sub themes in this area are natural and cultural amenities; landscape and outdoor adventure; community; and events. These are further illustrated in quotes by respondents that speak to their attraction towards natural, cultural and system amenities. The amenities that enhanced the respondents' quality of life and most influenced their decision to relocate are explained below.

(i) *Natural and cultural amenities: Landscape and outdoor adventure.* Here, outdoor adventure and recreation are tied to the beautiful surroundings of Tofino. Surfing, the most popular recreation there, has drawn people from far and wide to ride the waves of Tofino. The ocean also provides other water based sports and jobs for the residents. Another important amenity is the Pacific Trail, one of the top hiking trails in the world. The beautiful forests and mountains abound with outdoor adventure as well. The beautiful forests and mountains provide outdoor adventure as well. These amenities create experiences that form environmental and social bonds to the community. This is expressed by Respondents 'D' and 'F' in quotes below:

"It is definitely a beautiful place for sure. The land and the community's proximity to outdoor adventure, that's probably the biggest draw. You are living somewhere beautiful, with a town full of like-minded people with an enormous natural playground at your fingertips." (Respondent 'D').

"When I was a kid then, I had a next door neighbour that lived out in Ucluelet and we went out to Tofino. I kept visiting every once in a while, with my folks too. I just wanted to surf. So after high school that was like one of the good reasons that I wanted to move out there. Just to go out surfing." (Respondent 'F')

(ii) *Community.* Respondents felt that the small community was a draw to building a life in Tofino. The majority of the respondents, like 'G', were drawn by intangible community amenities such as the sense of belonging in a small community in

which their motives for being there are in sync with each other. Respondent ‘G’ said, “*I just feel it’s a really friendly, easy-going community and I’m here for the same reason as everybody else, it’s just a good lifestyle.*”

(iii) *Events.* Respondent ‘E’ was happy to add to that “*Tofino has grown a lot in the last 3 or 4 years*”; which led to having many things to do in Tofino. Tofino, compared to other small town remote communities, has a large number of activities, leaving one never bored. The variety of local restaurants was found to be one of the most attractive amenities.

4.4.1.2 Theme 2: Push factors. A unique example was presented of a business that was taken over by Respondents ‘I’, who came to Tofino to get away from a stressful life they were facing in the city. This demonstrated their escape from a ‘negative environment’ to seek the rural small town life.

“No, I did graphic designing and she did marketing in the city. We just wanted to do something totally different ... It was a pretty high stress world we lived in, so we just wanted to get out of that. We showed up in Tofino and the previous owner trained us. We also went to a chocolate making school and then we opened up a chocolate shop after that.” (Respondent ‘I’)

4.4.2 Part 2: Motivations for starting up a business in Tofino (transition into the community). The following section describes the new migrants’ transition into becoming business owners. This is illustrated in a new migrant entrepreneur transition flowchart, followed by main amenity themes that attract and limit entrepreneurs. Individual quotes from sample interviews will be included to show themes in action.

The most common response from the interviewees indicated that they did not come to Tofino with the intention of setting up a business; that came later. Each respondent expressed various versions of the same story – as a visitor they were first drawn by Tofino’s unique amenities. Most of them said that they felt an attachment with the young vibrant small town community. Upon arrival in Tofino, they found the opportunity to connect with like-minded individuals. The connotation of a ‘Surf Capital’ of Canada had already created a connection to some participants prior to being in the community. Most participants however formed that attachment to place after landing in

Tofino and having the opportunity to experience the various amenities.

Drawn to cultural amenities such as recreational opportunities, the strong sense of community at 'The end of the road' coupled with the love for local values in preserving the natural environment resulted in their attachment to place. During that process, they were finding ways to make Tofino their new home, 'A place which feels like a vacation every waking moment of their life'. Though jobs were seasonal and competitive, that did not stop driven migrants who were willing to make their dream lifestyle choice a reality. Some discovered their creative abilities and true passions, which was utilized in their business start-ups. Others were willing to learn a new skill to get into a business that would support their lifestyle in Tofino.

Once these migrants joined the community, they sought support from other local businesses and the Chamber of Commerce and decided to start their business. These entrepreneurs integrated themselves into the community by sitting on the Tourism boards or Chamber of Commerce, in some cases volunteering with local non-profit organisations. This cycle of support continued as newly transitioned entrepreneurs; they then supported other local businesses by collaborating with them or forming ties with resorts. They were very committed to their new lifestyle businesses and ended up unintentionally contributing to the overall socioeconomic health of the community

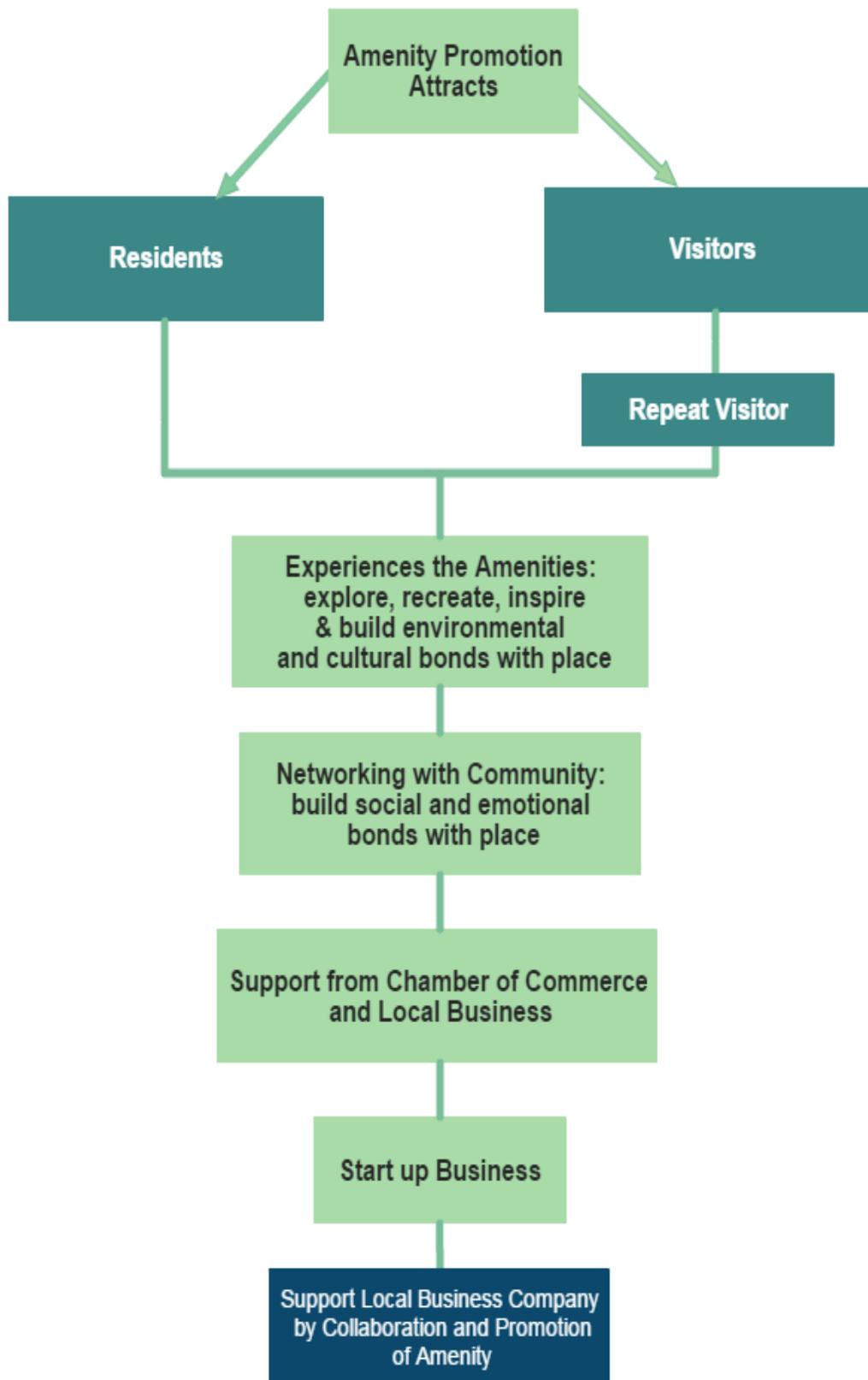


Figure 5: New migrant entrepreneur transition

4.4.2.1 Theme 1: Inspiring place to start a business. The amenities that inspired migrants to start a business are listed separately from those that attracted them to move to the area. This was done because in some cases different amenities influenced their choice for starting a business in the community than had affected their decision to move there in the first place. A number of amenities were found to be attractive to the respondents primarily in their role as business owners. The natural and cultural amenities were seen as attractive amenities are expanded below.

Other important findings that emerged were that amenities may be seen as a means to retaining the lifestyle entrepreneur. The ability to experience the natural, cultural and system amenities during the new migrants stay in Tofino provided a bond to the place. This bond was revealed to be highly related to the social and natural dimensions of attachment. Social attachment was noticed with their immediate interaction with the people of the small community. Respondents stated that the community was an inspiring and friendly place to start a business. The cultural amenities, such as the people of the small community who were young, inspiring, and entrepreneurial, were also appealing.

However, the top most predictor to place attachment was their draw to the natural amenities of the landscape which included the beach, water, parks and the recreational activities these places provided. These were motivators in choosing to start a business in this particular town. Some interviewees, such as Respondent 'I', were very definite that Tofino was their first choice as a place to live. Their commitment or bond to place can be emphasized by a confident statement such as that they couldn't think of leaving this place for another. Respondent 'H' confirms this by listing the natural and system amenities that played a role in his decision to start a business in Tofino.

“If you have an ability to choose any place in Canada, I don't know how you couldn't choose this place and in fact people ask ‘oh where are you going to live next? I can't picture anything next. There is no ‘next’.” (Respondent 'I')

These same amenities could also act as an attraction for starting a business. Respondent 'H' confirms this by listing the natural and system amenities that played a role in his decision to start a business in Tofino. In addition to natural amenities, he also listed the system amenity of being remote and cut off from the city as being attractive.

“I would say the natural amenities played a role. So definitely the ocean, the landscape, and the remoteness are all that has made it more attractive to want to live here and then be a more confident decision to run a business or start a business.” (Respondent ‘H’)

Cultural amenities played an integral role in not only attracting the interviewees as visitors, but more so in their decision to stay in the community and start their own businesses. The cultural amenities are what built their relationships to the community which keeps them there and influences their work. Each cultural amenity that was mentioned as important in business motivation is referred below in the form of quotes by the entrepreneurs interviewed.

(i) *Recreation and sport.* Having a balance in life for these types of people is really important. The ability to work in a place that allows one to flexibly include recreation in their lifestyle is most attractive. Respondent ‘I’ mentioned how important it was to him be able to surf before he even opened his business for the day; this is one of the many examples of recreation and sport that busy entrepreneurs include as a part of their lifestyle on a daily basis. Respondent ‘I’ also noted, *“I get to surf in the summer most days before work, and it’s like having a little piece of vacation before I even start my day.”*

(ii) *First Nations heritage.* Respondents ‘A’ and ‘B’ expressed their deep values of having a business in the presence of First Nations, and being able to work closely with them. Respondent ‘B’ pointed out how proud she was that Tofino was the first community in Canada to be recognised as a ‘Tribal Park’.

“I am very passionate about indigenous culture and it’s great to be working so closely with the locals of the First Nation communities and collaborating with them to come up with solutions. I feel this is very rare across Canada, to be working so closely with them.” (Respondent ‘B’)

(iii) *Community.* The community was the most talked about amenity. Many mentioned that the young and entrepreneurial-minded type of people in the community were inspiring for conducting businesses in the community. One aspect of the community which helped inspire these migrants to start businesses was that there were no box-chain stores, and the community supported and promoted only local businesses.

As mentioned earlier, the interviewees emphasised that they were attracted to the idea of starting businesses in Tofino as it is a place where they could have the ability to mingle with creative individuals, and have a working life that is not monotonous. Here are some of the quotes by respondents 'B' and 'C', who expressed their draw towards working and being a part of the small business community in Tofino:

“So, when I moved here I saw as such, there are no box chain stores, there is no corporate structure. There are so many small businesses everywhere and very young entrepreneurs. There is a very rich creative community that we have and a lot of younger residents I'd say probably are medium aged than you know average medium aged other areas especially for a small town. Compared with the small town I grew up in, there were so many senior citizens. It's just like everybody here is your age and doing all these awesome things.” (Respondent 'B')

“It's so fun here. I can't imagine working anywhere else. It's so social and creative and we live in a beautiful work environment. It draws a lot of people; we have a lot of activity here. We're surrounded by lots of coffee, food etc. Every day is a different day, it's not monotonous.” (Respondent 'C')

(iv) *Sense of belonging.* Respondent 'G' in the below quote expressed that she felt more connected and was looked after by the community members, and that she preferred a life in Tofino over the city of Vancouver where she had previously lived.

“I really like knowing tellers at the store and people at the gas station. It's nice that people wave when driving past. It's really good if you need something or need to call someone to help you out. Yeah, a sense of being looked after you know.” (Respondent 'G')

(v) *Sense of security.* Most of the entrepreneurs, exemplified by 'B', 'C' and 'D', were extremely happy about the support given to them as a resident and business owner in the community. Unlike other small town resort communities, business owners in Tofino are very supportive of other businesses and yet are very driven. There is a sense of security which was expressed by one of the entrepreneurs, saying that they don't step on each other's toes when it comes to business deals. As a community 'they have each other's backs'. This made starting a business in Tofino very attractive. The preferences

in Tofino to support their local businesses in the community are expressed in the following quotes:

“First of all everybody is busy all the time in town and everybody, like a business owner or like a working person. It is not really a typical surfer town; everybody is driven in life. It’s really fast paced. So, I was really surprised by the amount of response we got. I was so happy about that.” (Respondent ‘B’)

“I think it’s partly because of the people. I hope that people understand that we live in a pretty isolated place, the more opportunity we have as business owners, the more we support each other and the richer the community becomes. It becomes more solid.” (Respondent ‘D’)

“There are a lot of artists and to trace people out here as far as my website and journals, photography stuff, I do everything local. I don’t go anywhere else other than in Tofino for any of my marketing.” (Respondent ‘C’)

(vi) *Cultural amenities that limit entrepreneurship.* Some of the cultural amenities, though mostly seen as attractive to entrepreneurs, can also detract from some people wanting to start a lifestyle enterprise. These limiting entrepreneurship amenities are expanded on below.

Sense of belonging. Although a lot of respondents described the community as friendly and welcoming to residents, two interview respondents mentioned that it was not very easy to start off being accepted in the community. Respondent ‘F’ described it as a ‘cliquey town’, which meant a tight group of people. As is in any transient town, Respondent ‘A’ indicated in the following quote that it may take time to get fully integrated:

“I would say not in the beginning, I won’t think Tofino is necessarily like, I won’t say it’s like a welcoming community but lot of transient communities where you have seasonal workers, it takes time to build that sense of community. So, on initial arrival you are not really the part of the community. You are part of mini community in the area of work you know which might need other seasonal workers and stuff like that...but then to become part of prominent community takes time.” (Respondent ‘A’)

Tourism alters the vibe of a small town. A unique comment about the

community was made by Respondent 'K' below, where she pointed out that the feeling of being in a community changes with too much of tourism. Tourism can definitely play a huge role in attracting people and supporting the business community, but this may have a negative effect on residents, who do not like tourists that may change the vibe of the town. This takes away their feeling of home, what can also be understood as the town's 'sense of community' being altered by 'outsiders'.

"It is an interesting community to be part of because there is a good solid community base but kind of, from my perspective, it's challenged a lot because there is so much tourism in this town. It kind of overwhelms the community and overshadows the community aspects of this place. It's such a huge influence to so many visitors constantly, especially in summer." (Respondent 'K')

(vii) *System amenities that attract entrepreneurship.* Some of the system amenity themes mentioned below are the amenities that had a positive influence in attracting migrants who became entrepreneurs to the community.

Support from economic development and marketing organisations. Interviewees mentioned how supportive the Chamber of Commerce and other business owners were to new business owners and residents alike. The support and enthusiasm from the Mayor down to other competing businesses was a big attractor amongst the respondents.

Missing services/ niche business opportunities. Seven out of twelve interviewed respondents found an untapped business opportunity that provided them with means to earn a living in Tofino. This was seen as an attractant to new migrants who worked multiple part time jobs to afford a life in Tofino. As explained by interviewee 'D', there were 450 business licenses given to approximately 2000 residents of the town and this showed how active the small business community was. It highlighted the community's opportunities, and the community's forecast of growth attracted and retained 'D' there. Some of the missing business opportunities were services or products unrelated to Tourism. Services that catered to the residents of the community were needed the most.

"There are four hundred and fifty business licenses per town to two thousand people. So the number of entrepreneurs of this town per capita is an enormous number and I don't know if I necessarily figured that. I didn't know that figure, but I may be a part of me instinctually knew it that there is a lot going on here. I

mean there can always be more than the cultural events, but there is a need to landscape, and there is definitely a sense of opportunity given at this tourism upon me has touched a brow. That is something which I discovered after moving here, and I think that's probably what kept me here. And the ability to starting new projects, starting business, and work with like-minded people is huge. We have an idea and we can probably make it happen now as long as we fix the cultural, economic and physical landscape. I mean we can make anything possible, but almost anything.” (Respondent ‘D’)

Respondent ‘H’, identified an untapped low budget opportunity in her field of study. Although she was not looking to start a business when she came there, she found a gap in the health industry and her education background could fill in this missing business service in the community:

“I saw a need in the community for a pharmacy that was very health focused. To have some elements to it to support wellness, to continue to care for the patients and the permanent residents that lived here and the tourists too. It's definitely a business that provides for ...it's a basically a low budgeting business. It is fundamentally influenced by visitors and being able to be a source of support of first call like 3 hours. Often I see tourists before the hospital or clinic seeing them and then if there is something they can try for a few days before they do end up seeing the physician.” (Respondent ‘H’)

Respondents like ‘G’, expressed that the lack of services and little competition increased the chances of getting enough income to make a good living in the community. *“Mostly lifestyle, not as much for a business, there was very little competition and there was also a market not being hit” (Respondent ‘G’).*

The lack of non-tourism related services catered to residents was seen as an opportunity to provide those by starting up their own businesses. For example, here is a classic example of a new migrant who brought her unique abilities to a small town. Respondent ‘K’ wanted to make Tofino her home and she wasn't willing to give up her passion for health and nutrition in her life. She is a classic example of a new migrant who brought her unique abilities to a small town.

“yeah, I... would say that my main motivation was that I didn't want to live in a

town that didn't have a health food store and I wanted to live here” (Respondent ‘K’).

Tourism provides an excellent basis for business start-up success. The tourism industry in particular is an attractive system amenity that plays a huge role in Tofino’s economy and attracting business development indirectly. Respondents like ‘D’ expressed how much they appreciated the tourism efforts of the community. Some business owners like ‘D’ and ‘H’ mentioned that they researched the market for their particular businesses based on the types of tourists attracted. The outdoor lifestyle and natural amenities that the community promoted attracted a wide number of visitors and this boosted their business in summer months and slowed down their work in winter months. Respondent ‘D’ particularly mentioned that apart from the residents from the community, German visitors were her most common customers.

“We just have as such for the number of businesses in summer time, like businesses per capita in the summer time, is a really crazy (stresses) ratio. And so you can work like crazy in the summer time and make ends meet in the town, where you may not be able to in winter time. The tourism here in this city brings huge number of high profile people because it’s not an easy place to get to. But also a lot of foreign tourists, like a lot of Germans come here because it’s an outdoor thing. So the style of the tourism, as much as the fact than any other tourism, brings the right kind of people for, especially for, what I do. So a lot of people come to me and say ‘oh my god I don’t think I’ve had that anywhere else since I left home’. So that would be really good for me and I don’t think that would necessarily be the case in a lot of small towns. It is something pretty particular to here because of the type of tourism that we have. And that was something I definitely factored in when I was doing a little bit of research for my business plan and try to sort of assess if this is something that can actually work.” (Respondent ‘D’)

Remoteness. The remoteness of Tofino, as well as the ability to be connected to the mainland was a desirable amenity. The ‘end of the road’ feel was most sought out. Overall, the interviewees preferred to be cut off from the busy and noisy city. The community’s tourism efforts to attract visitors to the remote community year - round

was also a positive drawing factor for business owners who wanted to capitalise on Tofino's remoteness as illuminated in the following quote:

"I like the remoteness but it's also got such a touristy role to play, and there is lot of young people that live here... really high energy part of Tofino... lot of coming and going of a lot of interesting people... it's very inspiring place."
(Respondent 'C')

(viii) *System amenities that limit entrepreneurship.* Some of the system amenities were categorised as limiting entrepreneurship amenities as expanded below.

Infrastructure. The interviewees appreciated that the infrastructure upgrades that brought in new connections via plane, newly built roads and improved signage which made it easier to endure the journey to the mainland. The community is also excited to have the installation of optic fibres for high speed internet connectivity. That being said, there were a number of infrastructure deficits that discouraged entrepreneurship. Poor infrastructure for business advertisement in areas away from the downtown core was brought up as a deterring factor. The lack of employee accommodation, parking for business customers and slow internet were also areas that has affected the entrepreneurs, as mentioned by Respondents 'C' and 'H'.

"So right now I want to hire a few stylists and even if I find one who is willing to come to Tofino, I need to find a place for them to live. The accommodation here is expensive and crowded." (Respondent 'C')

"Right, I feel lack of internet affects a business owner or as a potential student or as an artist, also affects communication with business after in terms of follow up with customer. Another infrastructure lacking may be parking." (Respondent 'H')

Connectivity. Island businesses may suffer delays in transport due to road works in bad weather. Business products, especially perishables, may suffer in due to lack of timely transport to the mainland in the case of an unforeseen event. Meetings in person with business clients located away from Tofino could suffer delays and were time-consuming, requiring planning a whole day of travel via road and ferry. Flights from Tofino are possible now, but were seen as expensive to use on a frequent basis.

Although, connectivity is mentioned in this section, its limitations were expressed the least amongst the respondents.

4.4.2.2 Theme 2: Affordability. Affordability is a theme that was prominent for all respondents. The cost of living in Tofino can be as expensive as living in a city. Jobs are highly competitive and even two part-time jobs put together isn't enough to make ends meet. This was expressed as a business deterrent. The lifestyle sought by these lifestyle migrants can only be maintained by successful business opportunities that have not already been tapped into. It must be important to note, that starting a business was a means to an end for most participants. Respondent 'F' explained his choice to start a business in order to fulfil his desire to stay in the community.

“So one of the tough things about Tofino is that it's kind of like living in downtown Vancouver. It's like the super high cost of living and so entrepreneurship came in out of one interest to stay and figure out what can I do here... And so the motivation was money for sure! I needed a type of job that paid more than a small job for like 15 bucks an hour...And so the other motivation was yeah, I want to stay and live here, but I need to have a job that is sustainable because financially everything...is hard.” (Respondent 'F')

4.4.2.3 Theme 3: Wanted to be their own boss. Some participants mentioned that to make ends meet in Tofino they had to start their own business by considering areas that were not necessarily a lifelong dream business, but also served the community needs. Even though Respondent E was drawn to the community by the great connections she had, she expressed that she did not want to work under her friends. She wanted to be her own boss. She had a passion and interest she hoped to follow, but after her research showed it was already an established and well-served industry, instead she decided to fill a niche in the community.

“I could live here and I don't want to work for my friends. To survive in Tofino, I have to start a business. So, what was it going to be... I just talked to people, researched around and I knew I wanted to do something in events, but I didn't know what. I got feedback from my friends managing hotels in and around, and actually Tofino needed the rentals more than the planning at that time so I was really just filling a niche. I had no experience or passion for rentals... I was

filling the need just so that I live here.” (Respondent ‘E’)

When she was asked why she chose Tofino for her business venture, Respondent ‘E’ reported that she already had a history and relationship with the town. She emphasised that she wanted to be there and that the business came second. She was not looking to be an entrepreneur. Like Respondent ‘E’, Respondent ‘G’ and a few others wanted the flexibility of working for themselves based on prior experiences of stressful working conditions in previous jobs.

“Yeah, both, I once opened a restaurant in Vancouver, kind of same idea in a small town and then worked in saloons but had more success working for myself.” (Respondent ‘G’)

4.5 Research Question (iv) “Describe the orientation of these new migrant entrepreneurs. Are they purely lifestyle, profit or growth oriented?” To determine the lifestyle orientation of new migrant entrepreneurs, their business values and characteristics were identified. These were evaluated based on their motivations for starting businesses as described above, and business growth plans. Respondents that came to Tofino were overall well-educated, and some used prior education or prior work experience and passions to formulate business plans. But, there were a majority of respondents that started a business in which they had no prior skills or experience. They started a business to make ends meet in the place that they had formed a bond with, and had a strong desire to live. The business motivation was certainly not their main goal in the community but based on a lifestyle choice to stay in the community. Hence, this confirmed the proposition to research as profiling them as lifestyle entrepreneurs who were drawn to the quality of life amenities.

Profit was not of core importance to these new migrant entrepreneurs, but they did put a lot of time into their business. Their passion and commitment to the lifestyle enterprise was seen. One Respondent, ‘F’, stated that he thought growth and profit would diminish his work-life balance. Having said that, he was also aware that he was working more than he thought he would like to.

As stated by Respondent ‘F’: *“I feel basically having time for other things in my life rather than just think about my business. Lifestyle is very important to me. So, I*

know that with growth and profit it usually goes the other way.” Afterwards, he also stated that it was kind of ironic for him to be working all the time.

These entrepreneurs were not aiming for very high incomes. Most were happy with the way they were running their businesses, which was just enough to beat seasonality issues. This is illustrated in the following quotes by respondents ‘G’, ‘B’ and ‘I’:

“No, I am just basically a borderline home based business and really happy with that to have a lifestyle and make business.” (Respondent ‘G’)

“The main purpose of our business is to represent the community in Tofino and to share that with others. That’s really important to us because I’m very passionate about our community, and I really love it. And obviously you know there is a profit aspect, but that’s not the main reason I started doing it.” (Respondent ‘B’)

“Well it can be very tricky; we have chosen to be closed on Sundays, every Sunday. We actually get criticised for that because we should be open on Sundays too, but that’s the kind of boundary we have set even when Sundays could be a profitable day.” (Respondent ‘I’).

Work-life balance was seen as an important trait for these lifestyle entrepreneurs. There are no fixed hours as an entrepreneur. Being ‘their own boss’ allowed them to have the freedom to work around their own personal schedule and family life. Some entrepreneurs made their business a part of their life by involving their family in the business. There are few people providing a particular type of lifestyle business, which are in high demand in Tofino. Thus, these entrepreneurs do not necessarily have a particular day off work. Even though Tofino advertises a slow and laid back lifestyle, most of these entrepreneurs worked hard, with the summer months being their busiest time. This business seasonality is viewed with mixed feelings. Seasonality has always been a concern for being able to make enough income to last throughout the year. But a few respondents expressed that with fewer tourists in winter, they are content with the feeling of ‘getting back the town’. Also, some use this low tourist season as downtime, preferring to travel or take a break from their business in the colder months.

In the last year, the change in weather patterns brought a longer summer and

shoulder seasons which has redirected tourists from the Ski Mountains to Tofino for vacations instead. This has proved to be a great economic boon for the small business community. Almost all respondents were happy with lengthier business seasons.

However, it was noted that, if not managed properly, the increase in business could be taxing on a self-employed person's lifestyle. One Respondent, 'F', felt that having his cell phone wherever he went made him too involved in business. He would constantly be attending to his clients and thinking about business 'around the clock'. He stressed on many instances in the interview that being an entrepreneur seemed to lead to more work and less time getting out and recreating.

With the installation of optic fibers improving the community's internet speed, some respondents commented that working remotely, or without an actual office space, on their own time schedule, was appealing. The idea is to maintain flexibility; connectivity on the web is important for businesses on the Island.

Other traits that profile these entrepreneurs' lifestyle orientation is that they are very well integrated into the community. 'Support Local' seemed to be very evident in all respondent's way of thinking which syncs with the community's values of keeping it local and sustainable. They support other local businesses and hire local community members.

The kind of experience these entrepreneurs offer customers was important to their own lifestyles. In this way, they provided accountability to every customer, bringing repeat customers to their business. The importance of being empathetic and trustworthy in a business was mentioned below by respondent 'H'.

"Strongest success is our mission values to our patients, guests or visitors. Anyone of them who steps into the store, you know, as a commitment and delivering some sort of consistent loyal reliable house services. You know, integrating with our health care team, you know practicing a lot of trust and empathy." (Respondent 'H')

4.5.1 Growth by knowledge transfer. These lifestyle oriented businesses are like platforms for people to experience the community's amenities. More than half of the respondents indicated they wanted to educate people about the community's natural and cultural amenities through their business skills. Education of tourists and community

members about Tofino's natural and cultural environment is extremely important for overall growth in the community. These amenities are valued and protected indirectly through this promotion.

For most of the interviewed entrepreneurs their business was a passion. This was particularly clear in the statements of a business owner who loved Tofino beaches. His business model allowed him to surf and kayak every other day while making money doing it. The passion of this owner for his business can be noted through his efforts and work ethic as a lifestyle business operator. He extended protection and promotion of the natural and cultural amenities through educational tours of the First Nations' history, and wildlife tours. This was all done with a lifestyle business model and is a perfect example of a business owner whose investment in the community is evident. By his own statement, he is clearly not alone in this approach. Respondent 'A' noted, "*Yeah that is my passion. Pretty similar story for a lot of people around town.*"

In conclusion, the analysis shows that even though lifestyle drove these entrepreneurs, due to the high volumes of visitors in the summer, they worked long hours and had less play time than they expected. Despite this, most business owners expressed that however busy it got, it was enjoyable to them and was more of a passion. This choice of lifestyle is what allows them to have access to Tofino's various amenities. This balance keeps them motivated to stay and serve their community.

4.6 Summary of Objective 2

The responses from the interviews provide clear evidence that amenities influenced respondents in their relocation decisions. These influences were both direct and indirect and this affected both the migrant's decision to relocate to Tofino and their decisions to start business once they were in Tofino.

Research objective 2 was answered by first stating the role amenities have played in new migrant's relocation decisions. This was followed by looking more specifically at their motivations to become entrepreneurs in the community. The emergent finding of the bonds created to place due to amenities, aligned with the place attachment theory (Low & Altman, 1992), which allowed for further review. Upon review of the interviews; these migrants had formed social and natural bonds with the amenities of the community

that influenced their decisions to stay permanently by becoming a business owner. The researcher used the place attachment tripartite framework adapted from Scannell and Gifford (2010). The framework's dimensions and its sub-categories provided flexibility to derive at connections with concepts such as amenities, migration and entrepreneurship motivation and place. The amenity typology was used as an analytical tool to deduce the presence and role of amenities in the place. The process dimension explained that the promotion of amenities induces increased interest in visitation. This allows for meaningful experiences of promoted amenities of place which thereby create a positive and affective bond to place. This bond influences the desire to migrate permanently/stay. During the time spent, the new migrant further roots themselves to the place which then prompts the act entrepreneurship as one of the ways to negotiate to remain in place. This explanation aligned with the place attachment literature and highlighted its importance for community promotion and its community resilience.

The natural and cultural amenities were all seen as attractive amenities drawing people to relocate to Tofino. However, some supports or system amenities, such as affordable accommodation for new migrants, were lacking in the community. It was because of the people's bond with the place that made them want to stay back in the community. The decision to be an entrepreneur mainly came out of one of the negotiated ways to remain in the community. It was the lifestyle migrants' wish to experience the 'quality of life' amenities that the community had to offer by staying in the community. In most cases, these enterprises were started in order to cover the high expenses of living in Tofino. By starting a lifestyle enterprise, the migrants could follow their dream life or passion as a career. In most cases however the business started was a niche business or one that wasn't previously filled in the community. These entrepreneurs were profiled as young creators, nature lovers, adventurers, culture lovers and family oriented people. They are very much committed to the community's values and support locals. These lifestyle oriented entrepreneurs do not care strongly for profit and would rather focus their energy on growth through improving their skills and educating others about the community's amenities. This trend to give back to the community or be involved also further reinforces the place attachment theory outcomes stated by former scholars.

CHAPTER 5: DISCUSSION

The previous chapter described the themes that emerged from the research questions. These are further expanded in relation with the foundation of the thesis: place based development, Amenity Based Rural Development (ABRD), and the importance of attracting entrepreneurship in small remote rural communities. In conclusion, the scope of future studies will be discussed to expand upon this research along with further application.

5.1 Summary of Key Findings

Quality of life is the number one asset that Tofino boasts to its visitors, residents and small business community. The characteristics of the desired quality of life were found matched the amenities of Tofino. Amenities in this case study have proven to have driven entrepreneurs' decision to live, work and invest there. The natural, cultural and system amenities were most influential in this process.

Under research objective 1, 'Promotion of amenities to entrepreneurs', a key finding from the interviews with marketing organisations was that the community did not have specific promotions targeted to entrepreneurs. The research uncovered that there was no deliberate marketing for entrepreneurial recruits; but tourism marketing had indirectly attracted lifestyle entrepreneurs. In this case study, this indicates that the community had already built a sound reputation in tourism marketing, and this platform, which includes amenity promotion, granted the town with an added value of attracting entrepreneurs to the community. Hence, the major finding was that Tofino does not need a separate effort to market their community to entrepreneurs. But, it was identified that their non- tourism based business opportunities needed to be brought to attention amongst the existing and new migrants. The study identified affordable housing and limited space as factors limiting business relocation. In order to address these issues, attracting the non-store front businesses such as those based online can benefit the community. The researcher suspected that the untapped business opportunities were not communicated as their community could make do without the missing services at this time and focus on solving the lack of accommodation issue.

Looking into targeted marketing in the future, a Tourism Vancouver Island marketing representative pointed out that they would like to join with the region's

economic development organisation to promote a consistent message to attract visitors, tourists, and entrepreneurs alike. This may be important in terms of drawing people looking for a way of life that meets Tofino's environmental and cultural values.

It must be highlighted that the destination tourism organisation does a great deal of marketing that utilizes its social media and websites as a platform to promote the amenities, and incorporating phrases such as 'explore', 'experience', 'play' and 'stay'. Their promotion is done by providing a type of identity for the place that suggests: remote, authentic and laid back lifestyle to visitors. Although this promotion is not directed to entrepreneurs, it did influence a particular category of migrants known as lifestyle migrants, whose identity synced with similar patterns of migrants in another study, drawn in by amenity based promotion strategies (Laliberte, 2012).

Overall, the respondents have praised Tofino's marketing efforts to attract tourists. This has benefited their lifestyle and business in the community. Tourism and small business development have had an impact on services in Tofino. Many in the community, as an example, enjoy the number of gourmet type restaurants. Marketing efforts have introduced numerous community recreation options including festivals and events, which build a sense of community. Tourism and small businesses have also protected and developed amenities in the community. They have put in place environmental protections of the beautiful landscape, increased residents' transportation options with new airport connections, and pushed the installation of optic fibre cables to enhance internet and connectivity. The establishment of other types of niche businesses was seen to enhance the respondents' own business and lifestyle.

Small communities like Tofino that invest in tourism marketing should recognise that tourism marketing is doing more for the community than just bringing visitors. They are bringing in visitors that may get attracted to the place and decide to stay as a resident or a new entrepreneur. Tourism marketing mandates should get more credit for putting such small rural communities on the map. With limited budget issue, such communities should recognise the value of the tourism mandate; and they may not need an economic development agency which would compete with tourism marketing mandates to put places on the map. Instead communities can let their tourism marketing mandate take the role of attracting businesses by making sure their marketing messages are putting out the

desired amenity mix for residents and entrepreneurs. The tourism marketing mandate of Tofino is not seen just as marketing to a ‘bums and beds’ type of visitor, but they are providing a much more critical role to the community in terms of their resilience. Hence, Tourism Tofino must get credit for playing that role in the community.

The types of entrepreneurs that Tofino had attracted, on analysis, could be classified as lifestyle entrepreneurs. The analysis looked at various characteristics to determine this orientation. These entrepreneurs have a low growth value, which means that they only aimed to cover their living expenses through the businesses they started in Tofino. Their quality of life was more important than earning high profits. This study’s findings were consistent with other studies that confirmed that low growth motives in entrepreneurs were not a deterrent to the growth of the local economy in general (Ateljevic & Doorne (2000) and Shaw & Williams (1998). In fact, their commitment to the community and their resiliency justified the need for them (Siemens, 2014). Studies from Siemens (2014) and Joseph and Krishnaswamy (2010) agree that the entrepreneurs who have no high growth motives are usually the ones that form the backbone of remote rural communities like Tofino.

This case study was supported by a background of research which implied that small business development is vital to the economic health of the remote and rural towns of Canada. The traditional resource extraction economies have gone into decline with depletion and overuse of resources. This form of income generation has increasingly been replaced by other kinds of entrepreneurial ventures in particular, tourism. Communities are now profiting from the entrepreneurial businesses based on the development of local geography and culture (Siemens, 2014). Other studies have noted that seasonality, which is often the norm in tourism businesses, creates various drawbacks for the community. It is valuable to understand how a community reacts and copes with it. Most scholars have previously looked at causal factors and policy responses to tourism seasonality, however, this research brought out the importance of studying entrepreneur’s motivations in a seasonal driven community. This is also supported by research from Lee et al. (2008) and Goulding et al. (2005).

Under research objective 2 and question (iii) of the orientation of entrepreneurs, the study showcased some interesting findings with respect to lifestyle entrepreneurs’

work ethic in the Tofino community. These entrepreneurs adapted in every working condition to achieve a work-life balance. The researcher found that due to the changes in weather patterns, the community in 2015 had transformed from a seasonal economy into having business all year - round. The Tourism Tofino efforts capitalised on this by marketing the town as a 'place to play all year - round', which was a factor in redirecting tourists who visit the ski mountains in winter, to catch the waves in Tofino. Though this change eliminated some of the issues of a seasonal economy, the lifestyle entrepreneurs had mixed feelings about the impacts of this year-round economy. Chief among these was long working hours which affected quality of life.

Under research objective 2 of the relocation and business motivations of entrepreneurs, the research results agree with a body of research which indicated that people who are first attracted to rural areas as visitors or tourists and then as permanent residents often go on to set up small businesses (Rasker & Hansen, 2000; Vaugeois, 2010). This research closely supports the arguments from other studies on lifestyle migration in tourism. The tourism lifestyle business owner's consumption and production in a community overlaps, means that they are usually motivated to relocate after having been tourists themselves (Dawson, Fountain & Cohen, 2011). The business motivations in this research focused specifically towards the attraction of amenities and their influence on business decisions, but the research results are in keeping with these more tourist focused studies.

This case study found that the new migrant entrepreneurs interviewed had initially relocated with the desire to have a particular lifestyle quality and this was in agreement with other studies (Getz & Nilsson, 2004; Getz & Carlsen, 2005; Lee et al., 2008). Various natural, cultural and system amenities factored in the migrant's quality of life. The quality of life amenities in Tofino aided in these migrant's attachment to place as they could experience these amenities, thereafter creating a bond with the place. This bond created with the place was an emergent finding from the data which aligned with the place attachment theory (Low & Altman, 1992). Although the researcher primarily explored the role of amenities and participants' motivations in starting a business, it later revealed the emergence of the role of place attachment in the community during the findings stage. This emergent finding prompted further analysis between the place

attachment and entrepreneurship. It was identified that amenities influenced relocation but what was unanticipated was that the amenities created a bond to place which then influenced them to find ways to stay; when negotiating ways to stay in the rural community, entrepreneurship was the chosen outcome.

A tripartite organisation framework (Scannell & Gifford 2010) was later used to describe the place attachment theory in this case study. Before examining this theory, the term 'place' must be clarified as it is an integral part of understanding the context of this study. Author Jessica Crowe (2010) differentiates 'place' over 'space' as the term space relates to a location's capacity of profit, which is merely about its production and consumption; whereas place is based on the meaning of a location in a social construct. The meaning of place can be described as a combination of experiences, and it is identified collectively with various cultural, personal, and social meanings (Kruger, Selin & Thompson, 2008). Although this distinction has been made, it should be pointed out that when referring to a community, it could possibly have both economic and a social value to migrants.

Place attachment is the person-to-place effective bond that evolves through an emotional connection, meaning, and understanding of a specific place and features of a place (Hidalgo & Hernandez, 2001). Apart from the economic mobility motives, seeking a place to move is also choosing a lifestyle that a place offers. The physical attributes to a place such the size of community may create a level of attractiveness and even attachment (Lewicka, 2010). Hence with all the variable factors related to mobility and place choice, there is still a need to expand the scope of research in order to explore the aspects of rural landscape most valued and how this value affects potential migrants.

As different places provide different characteristics to attract people to migrate, it may be explained by a process or story as there may be initial and final influencers inducing migration. Author Lewicka (2010) points out that not much has been done by previous scholars to find a relationship between attachment processes and features of a place. The predictors of attachment to place can be tested within the amenity typology to add value to high amenity areas to study migrants' motives. Research also indicates that while there may be a plethora of studies about place attachment within the tourism field, there is scarce information on the role of place attachment in entrepreneurship (Gross &

Brown, 2006).

However, this connection was attempted in a study that considered sense of place as a factor of influence in tourism type small businesses in Taiwan (Liu & Cheung, 2016). This study in Taiwan is crucial as it dives into business participation by locals and outsiders. The findings suggested that 'sense of place' played an important role in return residents and migrants who started businesses in the community. According to Liu and Cheung's study (2016), place attachment is a primary factor in the migration and start-up of small tourism type businesses in that particular context and city.

The place and person dimensions are interlinked and demonstrated as follows. Tofino, being the 'place', dimension and new migrant entrepreneurs being the 'person' dimension combined with the 'process', described by the experience of quality of life amenities. The interviewees' motivations for their business start-ups were explained in a two-part process. Under the heading 'Life before Tofino and the initial relocation motivations', it was discovered that only one interviewee came to Tofino with a prior decision to be an entrepreneur. Others were actually repeat visitors, transient residents and seasonal employees. These visitors develop a strong emotional connection and hence an attachment is formed with the community. Those visitors-turned-residents were opportunistic and talented by nature. They recognised that it was an expensive place to live and they made insufficient income to stay year-round due to only limited and seasonal jobs available. As a result, they found that tapping into business opportunities was the best way forward; the decision to start businesses were mainly made as a way to maintain their desired lifestyle in Tofino. The Stone and Stubbs (2007) study replicate similar findings of lifestyle migrants becoming 'self-employed expatriates', as he termed it, by running their own small business.

According to Gurran's (2008) study about Australia's 'sea change' migration, non-metropolitan coastal areas will be the new focus of growth as baby boomers retire and people are pushed to seek a less expensive way of living in high amenity areas. Unlike Gurran's results, this case study illustrated a migration that wasn't based on push factors, but mainly on pull factors such as attractive rural and remote amenities. These entrepreneurs were aware that Tofino was an expensive town to live and work in, and even then they chose to migrate there, purely for the lifestyle that the amenity rich

community offered (Benson & O'Reilly, 2009).

Although the entrepreneurs have expressed low growth values, they worked long hours through the peak season. They are not laid back, but very much a driven and hardworking collection of people. Their businesses are a passion taken, or a new hobby acquired, that they enjoy doing for a living in a place they desire to remain in. In the main, these entrepreneurs are customer friendly, as supported by Cederholm and Hultman's (2010) study. Even though they do not have big growth plans in terms of earning high incomes, they are inclined towards growth in terms of education of their business, skills and the community.

The emergent attachment to place theme was consistent with what, Richard Florida, the author of 'who's your city', stated about the fact that "the only way to retain talent is to offer a place that provides emotional attachment (Rangwala, 2010)." Authors Walker and Ryan (2008) highlight a great deal of the research that has been done on place attachment has been focused on specific areas. It has also directed its efforts at testing out how, and how often users interact with a space and the correlations of this with the strength of their attachment to the place. This 2008 study also suggests that there is more research which explores what it means to be attached to natural settings found in urban environments. By comparison research on place attachment in rural areas is a road less travelled (Kaltenborn & Bjerke, 2002). This area would benefit with more focus.

There are social, cultural, environmental and economic meanings to place that these migrants possess. Drawing a connection to the existing place attachment literature, in this study the researcher concludes and adds to future studies that the good 'quality of life' feel of these types of 'special places' depends on certain amenities. It could be these that prompt the forming of a bond or attachment between new migrant entrepreneurs and a particular rural place.

Vaugeois (in press) provides a model diagram towards promotion of place through amenities (See Figure 6). This model fits in this discussion of place based development of high amenity concentrated communities. The model indicated that the tourism sector provides rural areas with a tool to promote places, largely by profiling attractive natural and cultural amenities. This model syncs with the findings of this case

study. It was found that even though these amenities are promoted to visitors alone, these visitors are potential new residents or entrepreneurs/investors when they feel an attachment to place. Hence, for future studies in place development, promotion of place’s amenities through tourism marketing bodies can be used as a tool to attract entrepreneurs.

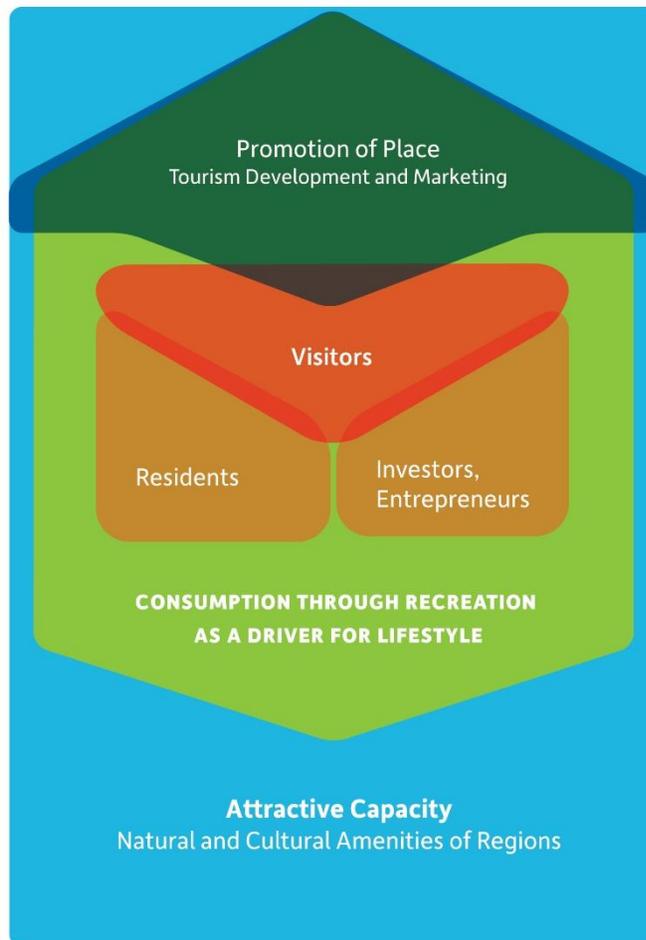


Figure 6: Tourism as a tool for place promotion of rural areas attractive amenities.

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5.2 Contributions of Study

The emergent finding of the influence of amenities attaching people to places as a way to negotiate remaining in place through entrepreneurship is exciting. As most studies measuring place attachment were conducted in green spaces in cities, this

research was particularly useful to adding knowledge to the place attachment literature in rural communities that are remote and vulnerable to economic fluctuations. It also sheds light on place attachment in a background other than the tourism field (Gross and Brown, 2008; Liu and Cheung, 2016). This provided connections to studying business owners beyond the tourism or the home based business category, instead a relationship with a remote community was found. It however built on those former studies by highlighting the usage of the environmental attributes of a place. Amenities, such as natural and cultural, were found to have created higher bonds with new migrants. Even though the participants did not have the inclination towards profit or business at the onset, the influence of amenities in place attachment resulted in the creation of business start-ups in the community.

The study findings indicate that other similar rural communities must acknowledge the value of promoting ‘experiences’ of the amenities such as pictures and stories of locals and visitors to the community. This can be done on community destination websites, social media, and print media. The study elucidated the motives to start a business and the types of businesses which were identified as lifestyle oriented that were run in Tofino, a remote and rural community. Such observations relate to the emotional bond to a place and are deployed to support the tenets of place attachment theory in the amenity based rural development framework. This theory was useful explaining the links with entrepreneurship and amenity migrants seeking quality of life amenities. Social attachment, such as the feeling of a tightly knit community or a small town feel and more importantly, the community support, were prominent in this transition to entrepreneurship. The emotional bonds were high as per the influence of the intangible- cultural amenities such as high sense of belonging, sense of community, sense of security and pride.

5.3 Limitations of Study

The amount of time since the business owner started the business may have resulted in some recollection error. They may not have accurately remembered their initial motivations to relocate and start their business in Tofino (Deakins, 2006). With the passing of time, a business owner's motivations may change making it harder to remember initial motivations, those motivations vital for this study.

Data collection was done during the months of December and January. At that time of year, many people were wrapping up their work before they planned to go off on holiday. The holiday season made it harder to reach many people from the sample. This was mostly a problem with the marketing organisation and economic development groups of people. The researcher learnt that Skype was not the best mode of data collection. In some cases, the poor internet connection interrupted the interview and it was broken into a couple of different sessions. The study did not include indigenous business owners. They could be separate focus for future studies as it may be useful to understand if they have a varied business journey.

Content analysis of social media, especially Twitter was a challenge. It was hard to do justice to the large sample of datasets the community had generated from years of using social media. The interviewer was forced to narrow the parameters to a particular date and time frame and to only certain aspects, such as a word frequency test of the amenities. As the community does not promote entrepreneurs specifically, the results showcase the promotion that the general audience views, engages with and support the Twitter handles of Tourism Tofino, Tofino Business Association, the Chamber of Commerce, and the District of Tofino.

The concepts of place attachment theory and amenity based rural development are still in growing phases and have many unknown areas when applied to analysis in a qualitative manner. Using qualitative analysis seemed fitting to explore motivations and meaning of place, but after data analysis, it was realised a combined qualitative measure such as a Likert scale would have provided a more fruitful way to measure the patterns and the extent of influence of certain amenities over the others. Perhaps, if time permitted, a scale for future studies to build upon could have been created.

5.4 Future Studies

This research points out the potential for rural tourism which has presented strong links to place based development approaches such as amenity based rural development (ABRD). Rural tourism through community marketing organisations can be used as platforms to attract not just visitors but entrepreneurs as well. Hence, future community development studies must consider the potential of marketing organisations role in identifying and promoting the right amenity mix to attract new businesses.

Location, culture, and social circumstances may influence the lifestyle motivated entrepreneur in their business. Bear in mind, every community is unique. The context of business should be included when exploring what attracts entrepreneurs to a specific community (Dawson et al., 2011). This study can be replicated in non- tourism oriented or non-attractive places. Also, it could be studied in places that are not remote or small island communities to see if there is a difference in results from this case study.

The inclusion of place attachment concept in relation to amenity based migration concept provided some new and exciting findings. Future studies must exploit this opportunity to look further into the influence of amenities on place attachment and the negotiation strategies that people use to remain in place and whether or not entrepreneurship is really one of those strategies to remain in place. The study provided two research propositions for future studies such as 1. Amenities influence place attachment 2. Place attachment influences entrepreneur's decisions to remain in place; more research is needed to follow up on these findings.

5.4.1 Future Study Implications. There are four core audiences that can benefit from the knowledge gained in this thesis: The District of Tofino, the local Chamber of Commerce, rural development planners or economic development agents, and entrepreneurs. Moving forward with the new insights gained in this research, these four audiences can base an understanding of how they can attract small business development in the local market of a transitioning economy.

Looking at the current scenario, Tofino has the potential for a high growth rate in tourism and small business development. How the community manages this growth in a sustainable manner will be important for the small business community. For future studies, comparing two similar remote coastal communities will be a more helpful study

in terms of strategies to cope with increased in-migrants.

As mentioned in this study, people choose to live in Tofino due to a number of amenities that promote the quality of life they seek. The role of time has known to play an influence in the attachment to place. Generally speaking, the bond is meant to be stronger when the duration is longer. However, authors have criticised an instant attraction to place without even visiting it. Hence role of time can be an interesting dimension to place attachment for future studies. In another 10 years' time it will be interesting to note the differences there may be in the motivations of the existing entrepreneurs and the recent arrivals. Lifestyle entrepreneurs' motives are known to change over time (Marchant & Mottiar, 2011). If there is a rapid rate of tourism growth in the community, this could cause a change in business practice, such as from lifestyle orientation to growth and profit orientation. Those low growth new migrant entrepreneurs who initially started businesses in Tofino for the leisure related lifestyle that the natural and cultural amenities provided may have different motivations in their business practices in the future.

In ten years' time, with the benefits of tourism growth, will profit motives be their primary value over purely lifestyle values? What is the retention rate of these businesses? On the flip side, if the town's ambition is to grow exponentially in tourism initiatives, this may also cause a clash of goals in growth with the lifestyle entrepreneurs. Hence, the type of entrepreneur the town attracts is important to evaluate by studying their business motivations and the types of businesses they want to create. If these entrepreneurs display low growth motives over a sustained period of time, they might be expected to not want to continue their lifestyle venture in a place that becomes 'too commercial' and disrupts the initial quality of life they once sought there.

5.5 Conclusion

As social scientists, it is imperative to understand the changes that occur when a small town like Tofino undergoes economic transition. It is important to note how the community members respond to these changes for sustained development. The people of the town can bring about positive change by appointing the 'right leaders and business creators', by ensuring their combined decision making efforts are in line with community values. As stated in the Tofino Downtown revitalisation plan, "the key to

success for Tofino's future lies in balancing the interests of both permanent residents and short-term visitors" (City Spaces, 2011). As visitors can one day become residents and investors, it is important to promote the community's amenity mix s to them, as well as feed the existing entrepreneurs with business support initiatives. These business support initiatives such as their need to focus on developing and promoting system amenities are further elucidated in suggestions for business development at the end of this chapter.

Sustainability in a holistic sense requires political, social, economic and environmental stability. Economic vitality in a community is a necessary condition for social vitality. Without it, other important factors that make living attractive in certain areas, such as education, health, social services, housing, and transport facilities, cannot be developed and sustained in an area in the long run. Amenities have proven to enhance the quality of life of people. Amenities' positive psychological and social effects attract and sustain creative people like lifestyle entrepreneurs. These attracted entrepreneurs may in turn develop the rural and remote economy. As noted by the respondents attracted in the study, although most did not have a business background, they were highly educated and had various creative abilities to offer. They provided social networks (Eimermann, 2016) and trustworthy relations that sustained loyal customers (Skokic & Morrison, 2011; Cederholm & Hultman, 2010). Their lifestyle value of a balanced way of life contributed to very successful businesses. They showed signs of wanting to educate customers about the community's amenities through their businesses.

Tofino is a unique case study as it has gone through a lot of change since the 1970s' introduction of tourism. Even though it is a small community located at BC's 'end of the road', it attracts a number of new business start-ups. Unlike a lot of other small town communities in British Columbia, and Canada in general, the town draws a relatively younger population as it provides the atmosphere for creativity and personal growth. The town's various amenities -- such as beaches, park trails and great choice of restaurants -- provide a leisure and permanent vacation type lifestyle. The intangible amenity the residents take pride in is its sense of community. All of these amenities are strong attractive assets driving people to build a lifestyle there. One of the findings of this study demonstrated the appeal of the collective 'welcoming attitude' of the

community members, from the front desk employee of a business to the Mayor of the town, who provide a hospitable environment for visitors. The positive first impression the town gives people has brought repeat visitors some of which eventually find a way to live there. The attracted entrepreneurs are committed to their business and to their community. It is the type of people that the community attracts which shapes the nature of development (Bailey, 2001). This study touched upon various new migrant entrepreneurs' motivations to relocate and start businesses in Tofino. It is the quality of life that they seek. This quality of life is provided by amenities which have allowed them to live, play and create businesses.

The main significance of the study highlighted how amenities can create emotional bonds with people with similar values, and hence aid in attracting business development in a remote town. This case study's findings showed that there was no focus on promotion efforts to attract new migrant entrepreneurs. However, it concluded that the promotion of amenities via tourism to visitors was indirectly attracting entrepreneurs. On preliminary observation, it seemed as if the tourism marketing in Tofino was used to attract entrepreneurs. However, after in-depth research, it was clarified that the community was not deliberately trying to attract entrepreneurs. Many communities like Tofino have not gone to the next level to directly promoting to entrepreneurs or take steps to create an environment that assists in entrepreneurship. This may be in part that they are unaware of the potential to attract small businesses or they don't have the budget fit for such promotions. In the case study, deliberate marketing to attract entrepreneurs was not necessary for the town's economy, as the tourism marketing by itself was attracting them in an organic manner. The researcher proposes from analysis that the shared experiences of the amenities by residents, visitors and local business owners promoted utilising pictures, videos or short stories via online platforms by Tourism Tofino and Tourism Vancouver Island, indirectly aided in attraction of small business development. However, the community members did express that non-tourism related businesses that served the residents were lacking. Attracting these types of businesses could help Tofino have a self-sustained economy during the seasonal imbalances. The research suggests that the CEDAC of Tofino could possibly fill a larger role in making these particular business opportunities more known

to potential investors.

Building a sense of community through involvement in the community and sharing their knowledge and skills were found to be the main form of entrepreneurs' business growth motives. Many were motivated to exceed in their business income in order to maintain a good lifestyle during off seasons as well; however it must be noted they didn't show signs of expanding their business elsewhere. High profit gains were not seen as a major influence in business. These types of entrepreneurs provided some of the missing business services in the community, using their businesses to cover the expenses of living their desired lifestyle. The study showed that these entrepreneurs were attracted to amenities such as increased access to the outdoors, nature and wildlife, remoteness, a warm small-town vibe, young entrepreneurial atmosphere, and slower pace of a rural lifestyle. The list of amenities that were found to be most valued amongst the business community can be used to form a portfolio for marketing.

The study also noted that business supports or system amenities must be developed to attract new entrepreneurs. Lack of system amenities can point to the bigger issue of whether a small community is able to host increased residents. While the seasonal market is large enough to support more businesses, the infrastructure to support them year-round is an issue for small island based communities. In this case, existing opportunistic residents and mobile businessmen must be targeted to fill these gaps in the economy. Other supports that aid business attraction and retention, such as the 'Business Walks', are useful on a frequent basis. In addition, networking and knowledge building supports that are followed up on a regular basis could possibly benefit the business community.

In summary, this study illuminates the types of entrepreneurs that are attracted to this particular community. It is important for a community to understand the business orientation of the potential new residents and investors they attract to their community, so that they can position themselves in the market strategically. In addition, the community must recognize its role in enhancing its business environment for the types of businesses it is attracting. Other similar amenity-rich remote communities could benefit from the key study's outcome. The study concludes with some suggestions for future business development:

1. Focus on developing supports and system amenities first before attracting new businesses. For example, look into co-housing facilities, or provide well-marked signage out of the downtown core area as this would be important for the visibility of remote community businesses.
2. For those communities that are engaged in tourism promotion efforts and are attracting people as visitors, they may not need a traditional economic development organisation targeted at businesses as this role is being performed by tourism marketing bodies. Other communities that do not have strong promotions to attract businesses may want to consider a 'one stop shop' for business promotions and supports to be efficient in the use of limited financial resources. Also a community economic development website would be helpful to establish.
3. Existing businesses are key assets for the promotion of the community and its amenities. They serve important roles in community economic development. These businesses can collaborate with or share their resources with new businesses.
4. When potential investors are aware of the community and its potential opportunities, there should be a focus on support efforts to targeted parties. In a seasonal business environment, non-tourism based businesses could be targeted by highlighting missing services to potential investors via the Chamber of Commerce and other business forums.
5. Promotions to attract non-store front businesses such as those based online can be targeted in communities that face lack of space and affordable housing issues.
6. Business licensing processes must be made more transparent. Non-tourism oriented businesses that fill gaps could be given priority with financial support offerings.

5.6 Masters in Sustainable Leisure Management (MASLM) Concepts

Some of the key areas of the Masters in Sustainable Leisure Management program cover how the leisure and tourism industry can assist in transforming the economy of places, ensuring prosperity in a sustainable manner. By attracting the right people that fit with the values of the community, this can bring economic and social benefits to a remote resort town. Young, creative and entrepreneurial minded people, when attracted to rural and remote communities, are vital to sustaining local growth, progress and innovation (Popovich & Buss, 1990; Luger & Koo, 2005). Hence, this

study focused on the resilience of a rural remote community by determining to what extent the promotion of amenities influenced lifestyle oriented entrepreneurial moves.

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APPENDIX A: QUESTIONNAIRE FOR ENTREPRENEURS: SEMI-STRUCTURED INTERVIEWS

1. Where did you move here from?
2. Why did you decide to move here?
 - i. Probe – for the role of amenities in this decision
3. Can you tell me when you established your current business?
4. What were your main motivations for starting this business?
5. Does quality of life play a bigger role over profit and growth in starting up your business?
 - ii. Probe—Show a list of highly promoted amenities (derived from content analysis) in Tofino and ask which motivated them the most ,also note which ones didn't play an influence
6. Why did you choose this region for your business venture?
7. What do you like most about this region?
8. Can you tell me about your business growth plans?
9. How many hours in week do you commit yourself to your business?
10. What do you do when you are not working?
11. How do you manage work –life balance?

APPENDIX B: QUESTIONNAIRE WITH MARKETING ORGANISATIONS

1. Can you tell me about your role in your organisation?
2. Can you tell me a little bit about how your organisation markets this region externally?
 - i. Probe-- on strategies that you want to know more about as they are identified
3. Who are you marketing the region to? (target audience)
 - ii. Probe— if marketed to entrepreneurs, how specifically?
4. What are the biggest advantages this region provides to incoming entrepreneurs who might be considering relocating here?
5. What are the biggest challenges faced by entrepreneurs in this community?

APPENDIX C: TYPES OF AMENITIES

Amenity Typology Adopted from Vaugeois & Whitney-Squire (2010)		
Type of Amenity	Categories	Examples
Natural Amenities		
	Climate and Air Quality	<ul style="list-style-type: none"> Temperature (temperate, coastal, northern, arid) and seasons (spring, summer, fall, winter), clean air & skies, northern lights
	Land	<ul style="list-style-type: none"> Flora (trees, shrubs, plants, flowers), Fauna (Wildlife, fish, birds), topography (mountains, prairie, tundra, coasts, islands), Natural areas and protected areas, hunting, fishing and gathering sites, agriculture settings
	Water	<ul style="list-style-type: none"> Rivers, ocean, lakes, ice & icebergs (marine life, fish), waterfalls, wetlands, shorelines, beaches
Cultural Amenities		
	Heritage	<ul style="list-style-type: none"> Built sites: Heritage sites, museums, archeological sites, sacred sites, routes Events and activities: stories, traditions, heritage related festivals and events
	Recreation and Sport	<ul style="list-style-type: none"> Built facilities: Ski hills, trails, parks, golf courses, marinas, ice rinks, Agriculture and Fair Grounds, campsites, Equestrian centers, etc., Events and activities: outdoor recreation and nature based tourism (skiing, sledding, tobogganing, hunting, horseback riding, fishing, canoeing, skating, hiking, kayaking, wildlife viewing
	Arts	<ul style="list-style-type: none"> Built facilities: Galleries, Centers, Theatres Events and activities: celebrations, festivals, performances (arts, dance, music)
	Work	<ul style="list-style-type: none"> Forestry, fishing, mining, agriculture, energy, tourism, retail, services, self employment
	Community	<ul style="list-style-type: none"> Tangible: heritage buildings, food, architecture, green spaces, landscaping, cemeteries and community beautification Intangible: ambience, pace, hospitality, tranquility, spirit, values, belonging, language, religion
System Amenities		
	Infrastructure	<ul style="list-style-type: none"> Access (highways, waterways, airports, marinas, railways, ferries), Water, waste, power, education institutions
	Connectivity	<ul style="list-style-type: none"> Proximity to urban centers, transportation, natural and cultural amenities Communication connectivity (internet, cell, television, media)
	Services	<ul style="list-style-type: none"> Health care, schools, recreation, sport, arts and culture, religious sites (churches mosques, temples) businesses, retail, accommodations, food and beverage establishments, government services
	Capacity	<ul style="list-style-type: none"> Knowledge, skills, people and governance systems

Retrieved from Vaugeois & Whitney-Squire (2010)

APPENDIX D: MARKETING AND ECONOMIC DEVELOPMENT ORGANIZATION

INTERVIEW SAMPLE

Marketing organization	Promotion description
Tourism Tofino	Tofino's destination marketing organization (DMO) promotes the community's attributes, local events and hospitality industry businesses. The principal mandate is to attract visitors to the destination of Tofino by creating awareness of the regional tourism initiatives for tourists worldwide. A by-product of this marketing is that a number of travelers fall in love with Tofino and return to open their own businesses there.
Resorts	<p>Some Tofino-based businesses who also market the destination include:</p> <ul style="list-style-type: none"> ● The Wickaninnish Inn ● Pacific Sands Beach Resort ● Long Beach Lodge Resort <p>These are 4 and 5 star rated resorts which are recognized and promoted by media publications and loyal return customers worldwide. These resorts tie up with local businesses and thereby promote and support small business development.</p>
Tofino- Long Beach Chamber of Commerce	The Tofino- Long Beach Chamber of Commerce is the primary avenue for existing entrepreneurial support and business development initiatives in Tofino. Monthly luncheons with the Mayor bring the board of members, consisting of a huge number of local business owners, together to discuss various on goings and issues of the business community (TLBCC, 2015).
Tourism Vancouver Island (TVI)	Tourism Vancouver Island is one of the six regional destination marketing organizations (DMO) in British Columbia that represent Destination British Columbia. They promote the Vancouver Island region as a whole through co-operative marketing and community development initiatives (Tourism Vancouver Island, 2013).
The District of Tofino (DOT)	The District of Tofino is the municipal office that deals with all sorts of supports and programs for community development. It has a database of community strategic plans, reports, the bylaws and zoning information which are all available on their website for business owners to access them. It is important to note that Tofino doesn't have an economic development office and the district has no one mandate that focuses on entrepreneurial attraction and promotion. However, the district of Tofino in 2014 formulated a board of people namely the Economic Development Advisory Committee (CEDAC) to tackle the economic development issues of Tofino (District of Tofino, 2015a).

(continued)

Marketing organization	Promotion description
Community Economic Development Advisory Committee (CEDAC)	<p>The Community Economic Development Advisory Committee is to direct Tofino Council on matters identified with the District's socio economic improvement. The Committee guides improvement of a vital arrangement to recognize Tofino's financial objectives, needs and targets, it gives advices on issues including business maintenance, development, and makes proposals on how Resort Municipality Initiative (RMI) reserves from the Province may best be utilized to bolster tourism. The CEDAC committee encompasses diverse stakeholders in the community which aids in an all-round view for future economic valuations. It has a total of 13 representatives - Three council members Council member, one representative from the Tofino-Long Beach Chamber of Commerce, one representative from Tourism Tofino, one representative from the Tofino Business Association, one representative from Tla-o-qui-aht First Nations, and Six members of the public who represent the breadth and diversity of community's interests (District of Tofino, 2015a).</p>

APPENDIX E: NATURAL AND CULTURAL AMENITY SOCIAL MEDIA PROMOTION

Natural Amenity Promotion	Description
 <p>facebook.com</p> <p>Like Comment</p> <p>Tourism Tofino #Tofino is for #ocean lovers! Who is planning to get on the water during their next visit? With whale & wildlife watching, fishing, surfing, paddle boarding & kayaking, there are marine adventures for everyone! Looks like @christopherpouget had a beautiful morning on the #PacificOcean. Keep sharing #yourtofino stories with us! Like · Comment · Share · February 20 167 people like this. 11 shares</p> <p>Album: Timeline Photos Shared with: Public Open Photo Viewer Download Embed Post Report Photo</p>	<p>This facebook post by Tourism Tofino captures the love for the ocean. #yourtofino symbolizes people’s stories shared on twitter, Facebook and Instagram. It showcases peoples experience in the community.</p>
Cultural Amenity Promotion	Description
 <p>Tourism Tofino Like This Page · April 14 · Edited ·</p> <p>"Tis the season to... take in some boat-to-table food culture! FeastBC is coming up May 6-22 with fun events and visiting chefs including Lynn Crawford, Nicole Gomes and Justin Leboe from Calgary, Amanda Cohen of Dirt Candy, Anita Lo of Annisa Restaurant, and more! Then comes the Tofino Food and Wine Festival in June! — with Jeremy Koreski Photography.</p> <p>Like Comment Share</p> <p>11 Chronological</p> <p>Joanne Matheson Wish I were there. I really like Lynn Crawford She's a great chef and would be fun to hang out with Like · Reply · April 14 at 10:55am</p> <p>Lois Barbara We love Tofino! Like · Reply · April 14 at 2:06pm</p>	<p>Food and Events amenities- Tourism Tofino boat-to-table food event promoted on Facebook</p>
<p>Tourism Tofino shared Pacific Rim National Park Reserve's photo. March 2 at 2:14pm ·</p> <p>Can you picture yourself sitting here? If so, it's time to plan a West Coast adventure! We look forward to chatting with you at the Outdoor Adventure & Travel Show - Vancouver, along with Pacific Rim National Park Reserve & Tourism Ucluelet!</p>  <p>Pacific Rim National Park Reserve Come experience the Real West Coast!</p> <p>Plan your next #adventure with Pacific Rim National Park Reserve, Tourism Tofino, and Tourism Ucluelet, at the Outdoor Adventure & Travel Show - Vancouver, March 7 & 8 at the Vancouver Convention Centre. For hours and ticket information: http://ow.ly/3JR4q</p> <p>English (US) · Private Advertising · More · Facebook © 2015</p>	<p>Facebook Promotion by Tourism Tofino of the outdoor Adventure and Travel shows in Vancouver</p>

APPENDIX F: TOP AMENITIES INFLUENCE ON MIGRANT ENTREPRENEURS

No.	Interview Respondent	Amenities that Influenced Relocation (As a repeat visitor and resident)	Natural Amenities that influenced an entrepreneur	Cultural Amenities that influenced an entrepreneur	System Amenities that influenced an Entrepreneur
1	A	<ul style="list-style-type: none"> ● Recreation-Surfing ● Landscape -Water 	Landscape-Water	<ul style="list-style-type: none"> ● Recreation-Surfing, Stand-up Paddle boarding ● Heritage-Passionate about First Nations Heritage and culture and gives educational tours in business ● Art inspired him but not a drawing factor ● Work: No influence 	Connectivity - remoteness is attractive
2	B	<ul style="list-style-type: none"> ● Community – Intangible amenities: ● Small town feel ● Tranquillity ● Pace: Slow ● Remoteness 	<ul style="list-style-type: none"> ● Landscape-Water ● Environmental protection 	<ul style="list-style-type: none"> ● Community-Passionate working with First Nations ● Sense of identity ● Sense of belonging ● People - Young and inspiring 	Connectivity - remoteness is attractive
3	C	<ul style="list-style-type: none"> ● Job opportunity ● Landscape ● Small community 	Landscape: Flora, Ocean	<ul style="list-style-type: none"> ● Work-tourism ● Community-Intangible amenities: spirit, hospitality, Young and inspiring 	Connectivity-Remoteness is attractive
4	D	<ul style="list-style-type: none"> ● Proximity to Outdoor Adventure ● Landscape ● Likeminded people ● Climate- No influence 	Landscape	<ul style="list-style-type: none"> ● Outdoor Adventure- Jogging trails ● Community ● First Nation Heritage and Art: don't play an influence but she cares about it. 	<ul style="list-style-type: none"> ● Connectivity-Remoteness is ● Knowledge-inspired by no. of creative people can learn from.
5	E	<ul style="list-style-type: none"> ● Landscape ● Remote wilderness ● Community: sense of belonging 	Landscape- wilderness	Community- Support that is given by the small knit society, Hospitality, Ambience	<ul style="list-style-type: none"> ● Infrastructure- connection to Airport ● Knowledge-inspired by no. Of creative people can learn from
6	F	<ul style="list-style-type: none"> ● Surfing ● Landscape ● Climate- Plays no role 	<ul style="list-style-type: none"> ● Landscape-Ocean ● Environment protection 	Surfing	<ul style="list-style-type: none"> ● Infrastructure: affected by slow internet. ● Knowledge-inspired by no. of creative people can learn from

7	G	Outdoors	Landscape	<ul style="list-style-type: none"> • Community- Young and inspiring • Outdoor lifestyle: easily accessible • Miss the arts amenity 	<ul style="list-style-type: none"> • Connectivity-Remoteness • Capacity of Knowledge-
8	H	<ul style="list-style-type: none"> • Landscape • Recreation: Surfing and yoga • Small community • (simple life) 	Landscape-Ocean	<ul style="list-style-type: none"> • Came back to live in the best Surfing town accessible to her • Didn't come to Tofino do a business • Cares about First Nations community; provides for them in business. But didn't draw her to the community. 	<ul style="list-style-type: none"> • Connectivity-Remoteness is attractive • Capacity of Knowledge-inspired by no. Of creative people can learn from.
9	I	<ul style="list-style-type: none"> • Landscape- beach • Climate • Quality of life • Recreation- Surfing 	<ul style="list-style-type: none"> • Landscape-Beach • Climate- no snow and harsh winters 	<ul style="list-style-type: none"> • Quality of life- feeling of vacation, stress free, no traffic and deadlines • Recreation- Surfing • Community – was a bonus/ by-product 	<ul style="list-style-type: none"> • Connectivity remoteness • Capacity of Knowledge-inspired by no. Of creative people can learn from
10	J	<ul style="list-style-type: none"> • Surfing • Community- Young and inspiring 	Water-beaches	Community- Young and inspiring,	Knowledge-inspired by no. Of creative people can learn from
11	K	<ul style="list-style-type: none"> • Intangible • Pace of life, • Remoteness 	Landscape- the ocean	<ul style="list-style-type: none"> • Lifestyle, less competition • The first nation presence encouraged to stay on Community 	<ul style="list-style-type: none"> • Connectivity: Remoteness • Capacity of people: dislikes the growing population
12	L	<ul style="list-style-type: none"> • Natural –Ocean • Cultural-Recreation 	Beaches	<ul style="list-style-type: none"> • Recreation and sport • Community-Spirit and hospitality 	Not really as it can be expensive and challenging for the business

**APPENDIX G. CONSENT FORM FOR ENTREPRENEURS ATTRACTION AND RETENTION OF LIFESTYLE
ENTREPRENEURS TO RURAL COMMUNITIES**

March 21, 2014

Sreya Kumar	Nicole Vaugeois
Research Investigator Masters in Sustainable Leisure Management, Vancouver Island University	B.C Regional Innovation Chair in tourism and Sustainable Rural Development Thesis Supervisor Department of Management Vancouver Island University nicole.vaugeois@viu.ca (250) 753-3245, local 2772

(Purpose) I am a student in a university-level research methods course. This course requires us to gain applied experience in designing and conducting research. As such, I have designed a research project to study the attraction and retention of entrepreneurs to rural communities.

(Description) During this study, a number of brief questions concerning your personal experiences with factors such as perceived economic support, financial situations, lifestyle, and previous business background will be asked.

Your participation will require approximately 60 minutes of your time.

(Potential harm) There are no known harms associated with your participation in this research.

(Confidentiality) All records of participation will be kept strictly confidential, such that only my supervisor and I will have access to the information. The electronic files (audio files) and coding sheet will be destroyed by deleting the files approximately 2 years from the approval of the research proposal. The results from this study will be reported in a research report and an oral presentation will be given to the communities. Information about the project will not be made public in any way that identifies individual participants.

(Participation) Your participation is completely voluntary. You may withdraw at any time for any reason without explanation and without penalty. You may choose not to answer any question for

any reason.

(Concerns about your Treatment in the Research) If you have any concerns about your treatment as a research participant in this study, please contact the VIU Research Ethics Officer, by telephone at 250-753-3245 (ext, 2665) or by email at reb@viu.ca.

If you have any questions about this research project, or would like more information, please feel free to contact me at the e-mail address below:

Sreya Kumar Masters in Sustainable Leisure Management Student,

Vancouver Island University

sreya89@gmail.com

(Consent) I have read the above form, understand the information read, understand that I can ask questions or withdraw at any time. I consent to participate in today's research study.

Participant's Signature Date

**APPENDIX H . EVENTS AND FESTIVALS IN TOFINO. RETRIEVED FROM THE TOFINO EVENT STRATEGY
2015 – 2019 (2015)**

Event	Organization	2015 Dates	Type
Tofino Film Festival	Tofino Film Festival Society	April 30-May 3	CULTURE
Pacific Rim Summer Festival	Pacific Rim Arts Council	June 21-July 5	CULTURE
Canada Day Celebrations	Tofino Recreation Commission	July 1	
Tofino Lantern Festival	Raincoast Education Society	August 16, 2015	CULTURE
Otalith Festival	Pacific Rim Music Festival Society	August 21-22	CULTURE
Carving on the Edge Festival	Carving on the Edge Festival Society	August 28- September 1	CULTURE
Cultural Heritage Festival	Pacific Rim Arts Council	Sept 19-Sept 27	CULTURE
West coast Winter Music Festival	West Coast Winter Music Festival Society	November to April	CULTURE
Arts on a Half Shell	Tofino Arts Council		CULTURE
Tofino Public Market	Tofino Public Market Society	May 16 – September 16	CULTURE
Pacific Rim Tea Festival	Tea Retailers	April 10-12	CULINARY
Feast Tofino	Independent Contractor	May1-29	CULINARY
Tofino Food and Wine Festival	Tofino Food and Wine Festival	June 5-7	CULINARY
Clayoquot Oyster Festival	Clayoquot Oyster Festival Society	November 20- 22	CULINARY
Pacific Rim Whale Festival	Pacific Rim Whale Festival Society	March 14- 22	NATURE
Tofino Shorebird Festival	Raincoast Education Society	May 1-3	NATURE
Tuff City Skateboard Competition	Tofino Recreation Commission	July 1	SPORT
Tofino Salt Water Classic		July 4-5	SPORT
Rip Curl Pro Tofino	Rip Curl	May 29 – 31	SURF
Surf SUP Island SUP Series	Surf SUP inc.	July 18, 2015	SURF
Surf's Up	SUPA	September 12-13	SURF
Bruhweiler Kids Surf Classic	Tofino Paddle Surf	September 19, 2015	SURF
Queen of the Peak	Surf Sister Surf School	October 2–4	SURF
Tofino Paddle Surf Invitational	Tofino Paddle Surf	October 23-25	SURF

