

CURRICULUM VITAE

1. **Family name:** Judy
2. **First names:** Karwacki
3. **Date of birth:** 25/09/56
4. **Passport holder:** Canadian
5. **Residence:** Canada
6. **Education:**



Institution from - to	Degrees and Diplomas obtained
1989-1993 - University of Saskatchewan, Saskatoon, Canada	Bachelor of Arts – International Studies (High Honors)
1993-1994 - University of Saskatchewan, Saskatoon, Canada	Master of Arts - Political Studies
1995 -1997 – Edwards School of Business, University of Saskatchewan, Saskatoon, Canada	Master of Business Administration (MBA)
2001 – University of British Columbia, Vancouver, BC, Canada	Internet Marketing Certificate (Honors)

7. Language skills: Indicate competence on a scale of 1 to 5 (1 - excellent; 5 - basic)

Language	Reading	Speaking	Writing
English	Mother tongue		
French	4	4	4
Spanish*	3	3	3

Note: Actively studying Spanish to improve competence

8. Membership of professional bodies:

- Adventure Travel Trade Association (ATTA), Professional Member (2003 to present) and Indigenous Tourism Advisory Committee (2007 to 2010)
- International Institute for Peace through Tourism, Indigenous and Sustainable Tourism Specialist (2005 to present)
- EcoClub International, Member (Honorary Lifetime)
- Global Ecotourism Network (GEN), Member (2015 to present)
- The International Ecotourism Society (TIES), Professional Member (1996 to present)
- Washington D.C. Chapter, Society for International Development (SID)
- Global Sustainable Tourism Council (GSTC), Member
- World Indigenous Tourism Alliance (WINTA) , Member (2012 to present)
- Aboriginal Tourism Association of British Columbia (AtBC), Associate Stakeholder (1992 to present)
- Educational Travel Community (ETC), Responsible Tourism Committee Member (2007 to 2012)

9. Present position:

- President and Owner, Small Planet Consulting Inc., www.smallplanet.travel, Vancouver, Canada (2002 to present)

- Vice-President and Owner, Jubilee Travel, www.jubileeonline.ca, Saskatoon, Canada (1986 to present)

12. Key qualifications:

- § Over 30 years of experience in the international tourism industry, including 20 years as a sustainable tourism consultant.
- § Co-owner of a retail travel agency for 29 years.
- § Combines education and professional experience in business strategy, management, operations, leadership, marketing, communications and sustainable development to assist her clients in transforming their strategy and operations for sustainable business advantage.
- § Among others, has worked on projects for or funded by, US Agency for International Development, European Union Commission, World Bank, Canadian International Development Agency, Organization of American States, Inter-American Development Bank, Commonwealth Secretariat, British High Commission, Conservation International, Center for Responsible Tourism, Asian Productivity Organization, The International Ecotourism Society and the International Institute for Peace through Tourism.
- § Considered an international expert in experiential tourism and in indigenous tourism, and has extensive project experience around the world.
- § Specializes in sustainable agro-, horticultural, nature/eco-, birding, community and cultural tourism.
- § Associate Consultant for the Center for Responsible Travel (CREST)
- § Expertise includes tourism strategic planning, policy development, value chain analysis, product development and packaging, market assessment, international marketing, online marketing, feasibility analysis, business plans, stakeholder consultation, sustainable tourism best practices, ecolodge and attractions development.
- § Has led or participated in preparation of numerous national, provincial and regional sustainable tourism master plans as well as product development, marketing and product development strategies and plans.
- § Has developed and then directed the successful implementation of tourism development and marketing strategies for several destinations and attractions on a multi-year year basis.
- § More than 25 years of experience in emerging destinations, coastal and Small Island state tourism planning.
- § Has presented at sustainable tourism conferences and workshops around the world, including ATTA Adventure Travel World Summits (Vancouver, Brazil, Quebec and Mexico) and ATMEX events (Mexico), Pacific Asia Travel Association Responsible Tourism Conference (Thailand), Caribbean Sustainable Tourism Conference (Bermuda, Guyana), Center for Responsible Tourism CREST Innovator's Symposium (Grenada), Caribbean Tourism Summit, International Institute for Peace through Tourism Summits and Conferences (in Thailand, Jamaica, Zambia and South Africa), Inter-American Institute for Cooperation On Agriculture (IICA) Agrotourism events, UN International Year of Ecotourism Summit, Aboriginal Tourism British Columbia, and Sustainable Travel International.
- § Experience in over 35 countries in the Caribbean, South America, Central America, North America, Asia-Pacific, Africa and the Middle East.
- § Country Experience includes Antigua, Bahamas, Barbados, Belize, Brazil, Canada, Costa Rica, Dominica, Egypt, Fiji, Grenada, Guatemala, Guyana, Jamaica, Japan, Jordan, Mexico, Nicaragua, Palestine, Peru, St. Vincent and the Grenadines, Thailand, Trinidad and Tobago, Zambia, United States.

13. Positions

Period	Country	Employer	Position	Tasks and Management
2002 to present	Canada	Small Planet Consulting www.smallplanet.travel	President and owner	Strategic planning, office and project management, proposal writing, training, quality control and budgeting, team coordination
1986 to present	Canada	Jubilee Travel www.jubileeonline.ca	Vice-president and owner	Strategic planning, marketing management
1999 to 2002	Canada	KPMG Consulting/Bearing Point	Senior Consultant	Project management, proposal writing, training, quality control and budgeting, team coordination
1998 to 1999	Canada	ARA Consulting	Manager	Project management, proposal writing, training, quality control and budgeting, team coordination
1996 to 1998	Canada	Deloitte	Senior Consultant	Project management, proposal writing, quality control and budgeting, team coordination
1986 to 1990	Canada	Sask Sport Lotteries	Marketing Coordinator	Marketing, sales, promotion, training
1983-1986	Canada	Stumborg Holidays/ Jubilee Travel	Marketing Manager	Marketing, training

14. Professional experience

Date from-to	Country	Company	Position	Description
05/16 – 09/16	Jamaica	Jamaica Social Investment Fund	Community Tourism Specialist	Team Leader for project to develop a Community Tourism Toolkit for use by Community Tourism Enterprises and supplemental materials for public sector implementing agencies. Toolkit focused on market ready enterprises and experiential travel product development. It includes: 1) training materials; 2) guiding templates; 3) checklists, and; 4) materials to facilitate redelivery of training. Conduct pilot training sessions and train-the-facilitator training.
03/16 – 09/16	Jamaica	Tourism Café for IDB-Compete Caribbean	Experiential Travel Specialist	For Treasure Beach Experiential Journeys project, a follow-up to Treasure Beach Market Segments Assessment and Marketing Plan project. Implementation component including: i) Identifying and developing themed experiential travel products, ii) Mapping the supply chain and the value chain for these products, iii) creating implementation actions, iv) Capacity building initiatives for delivery experiential tourism.
01/14 – 12/15	Palestine	Development Alternatives Incorporated DAI for USAID-Compete	Tourism Specialist	Acting as tourism specialist on short term contracts basis for industry engagement initiative for multi-year USAID-Compete project, which is delivering technical assistance to the tourism sector in Palestine. Key activities include destination and firm level assessments, strategic planning, travel trade and media partnership development, trade show attendance and branding project planning.
12/14 – 11/15	Jamaica	Jamaica Social Investment Fund	Community Tourism Specialist	Community Tourism Consultant/Advisor to Jamaica Social Investment Fund JSIF and Jamaica Ministry of Tourism for implementation of World Bank-Funded Rural Economic Development Initiative REDI. Also, advisor and coach to JSIF-supported community tourism enterprises island-wide. Activities include strategic planning, business and marketing planning, partnership development, coaching and mentoring, training.

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01/15 – 07/15	Jamaica	Inter-American Development Bank (Compete Caribbean)	Niche Tourism Specialist	Assess eight market segments with relevance to the Treasure Beach tourism product, prioritize the segments in which the cluster can be resilient, and identify the competitiveness issues for the cluster within these segments. Develop an action plan for the cluster and logical framework of prioritized activities and timelines.
12/14 – 07/15	Jamaica	CTA for Inter-American Development Bank (Compete Caribbean)	Tourism Specialist	Tourism specialist for CTA Economic & Export Analysts project funded by Compete Caribbean, the Diagnostic and Implementation of the Medical Tourism Strategy for Jamaica. Activities include market research and analysis, and assisting with preparation of strategy.
09/13 – 06/15	Palestine	Holy Land Incoming Tour Operators Assoc for USAID-Compete	Tourism Marketing & Events Specialist	Supported HLITOA in implementing project funded by USAID-Palestine Economic Growth project (the Compete project). Focus is to enhance and market faith and cultural tourism niches. First phase involved development of a work plan. Primary project activities included four market profiles development, market positioning strategy, branding strategy, tradeshow marketing, site enhancement strategy, travel trade and media partnerships, marketing and e-marketing support.
11/14 – 04/15	Belize	BELTRAIDE Belize Trade and Investment Development Service	Tourism Advisor	Value Chain Analysis and Strategy Development for Belizean Cacao. For the Belize Ministry of Trade, key objectives were to expand export market opportunities for cacao and to evaluate opportunities for value-added chocolate products and tourism experiences. Provided advisory services to team on how a “made in Belize” product can be developed as part of Belize’s experiential tourism destination marketing strategy by infusing the cultural experience in specific value chain segments, namely food and beverage, souvenirs, transportation and excursions.
11/14 – 12/14	Egypt	Development Alternatives Incorporated DAI	Tourism Specialist	Preparation for USAID Egypt Sustainable Investment in Tourism (SITE) project through a recon trip and providing technical input on direction of the new program outlined by USAID and Egyptian government based assessing best practices of community based tourism approaches in Egypt, evaluating the needs of the sector and evaluating strength/weaknesses of the competition. Special focus on experiential and community tourism, artisanship, tribal people and marginalized groups including women and youth.
05/14 – 06/14	Jordan	Development Alternatives Incorporated DAI	Tourism Specialist	Support DAI’s New Business team in preparing submission for USAID Jordan project by providing information on key source markets, identifying and introducing key resource organizations that would support implementation of and providing technical input on the submission.
11/12 – 12/14	Belize	Belzeb Consulting for Belize Rural Development Program II (BRDP II) / Belize Tourism Board/ National Institute for Culture and Heritage	Tourism Specialist	Belize Making Tourism Benefit Communities Adjacent to Archaeological Sites - Led tourism component for EU-funded Belize Rural Economic Development Program II. The project was implemented by the Belize Tourism Board and the National Institute of Culture and History. Key components include artisan training needs assessment and the development and delivery of a training program in standardization, branding and certification for Belizean made arts and crafts products being sold at archaeological sites and elsewhere. Also provide advice on how best to utilize the marketing resources of BTB and NICH to assist artisans in marketing their Belizean made products for international consumption. Prepare branding and certification system for Belizean artisan products. Launch new product line, branding and certification system to the public, including uniquebelize.com website.
09/13 – 03/14	Canada	Trail Historical Society	Tourism Marketing Specialist	Prepare a market and financial analysis of the feasibility of relocating the Trail Museum, Trail City Archives and the Trail Sports Hall of Memories to a new location.

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06/13 – 01/14	Canada	Centre for Responsible Tourism (CREST) and Stanford	Tourism Specialist	Worked with DC-based CREST in collaboration with Stanford University to develop a critical economic analysis of the guide outfitting industry – specifically for trophy hunting of Black, Grizzly and Spirit bears – as well as the Bear Viewing industry – in the Great Bear Rainforest of British Columbia. The study was carried out according to Stanford University’s research protocols and used the same National Accounting criteria that Statistics Canada uses to determine the economic importance of all industry sectors. The research included surveys of bear viewing companies, visitors, and guide outfitters; in-depth interviews with government officials, businesses, Coastal First Nation leaders, hunting and wildlife viewing associations and organizations involved in the GBR; review of data, maps, and reports provided by BC’s Ministry of Forests, Lands, and Natural Resource Operations; and an extensive literature review.
06/13-06/13	Nicaragua	Flora & Fauna International (FFI) and	Ecotourism Specialist	Conducted rapid ecotourism assessment of hawksbill sea turtle conservation volunteering program conducted at Natural Reserve Estero Padre Ramos, in northern Nicaragua by the Eastern Pacific Hawksbill Initiative (ICAPO).
10/12 – 08/13	Belize	Belize Sustainable Tourism Project / Belize Tourism Board	Tourism Leader	Tourism Study and Architectural Design for Tourism Investment project at Bacalar Chico National Park and Marine Reserve, a UNESCO World Heritage site. Funded by IDB, overall goal of the project to develop the reserve as a marine science research and education facility and tourist destination through the provision of low impact overnight tourism facilities and amenities. A key objective is to create more sustainable tourism business opportunities for local communities and tourism enterprises. Responsible for leading the preparation of business planning component of project, which included market assessment, product assessment, organizational and business diagnostic assessment, assessment of sustainable tourism potential, and preparation of a Business Plan for Tourism Operations in BCNPMR. The project considered economic, social and cultural tourism indicators.
12/12 – 05/13	Caribbean	Caribbean Tourism Organization	Project Director	Acted as principal consultant for preparation of a regional food tourism strategy for the 32 member countries of the Caribbean Tourism Organization CTO. Multiple research streams were conducted to support preparation of the report, including review of the global food tourism sector, assessment of the international food tourist market context, case studies of leading food tourism destinations, surveys and interviews with CTO member countries, and interviews with key food tourism stakeholders and partners. The Food Tourism Strategy addresses regional components, institutional structure for implementation, member country participation, and sustainability.
01/13-02/13	Mexico	Centro Latinoamericano de Gestión Ambiental/ Le Mano de Mono	International Tourism Specialist	International nature tourism expert for IDB-funded project to prepare a business strategy for Friends of Sian Ka’an, an environmental NGO in the Quintana Roo state of Mexico. Responsible for preparing case studies of successful grassroots nature tourism-focused associations around the world.
01/13-02/13	Jordan	CARANA Inc for USAID-BEAM	Travel Trade Specialist	Travel trade specialist for Jordan Tourism Assessment study for USAID- Business Enabling Environments for Agile Markets in Jordan project. Responsible for preparing composite analysis of international trends affecting Jordan’s current and future cultural tourism development

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10/11 – 07/12	Belize	Belize Sustainable Tourism Project / Belize Tourism Board	Team Leader	Project to promote market access for Maya, Garifuna, and Creole nature and cultural tourism in Hopkins/Dangriga, Toledo and Belize City. Ms. Karwacki was the team lead for this initiative of Belize Tourism Board's Sustainable Tourism Program. The project focus was cultural tourism development focused on the Garifuna, Kriol and Maya cultures. The objective is to maintain the spiritual values of the cultures while developing and promoting quality and authentic Belize cultural tourism experiences. The rural Hopkins/Dangriga and Toledo regions and the Fort George area of Belize City were the target destinations for the project. Consultation with key public sector, tourism industry and community stakeholders, conduct a national tourism training inventory, conduct cultural tourism product assessment, prepare cultural tourism training needs assessment, develop training handbook, facilitator's handbook and interactive training materials, conduct pilot training and train-the-facilitator training. In addition plan a business awards competition, including providing advice on which cultural tourism should receive funding support. Provided recommendations for next steps.
09/11 – 12/11	Peru	Rainforest Expeditions	Tourism Development Specialist	International tourism consultant for initiatives to connect conservation and inclusive development through community partnerships and ecotourism product development and marketing. Roles include partnership development, securing funds and resources, and representation and communication at leading sustainable tourism sector international conferences and events.
03/12 – 05/12	Antigua	Nelson's Dockyard National Park / ESeaClear.com	Tourism Specialist	Project preparation for upgrading and enhancement of Nelson's Dockyard National Park in Antigua. Roles included yachting tourism product and market assessment, stakeholder and community consultations, travel trade and influencer consultations, comparables research, situation assessment and development of project concept document. The project considered economic, social and cultural tourism indicators.
11/11 – 05/12	Caribbean	ESeaClear.com	Destination Marketing Specialist	Assisting with market positioning strategy, creation of marketing materials, partnership development, and marketing
08/11 – 03/12	Bahamas	Bahamas Ministry of Tourism, Sustainable Tourism Unit	Project Manager	Development of birding tourism market development plan. The dual objectives of the initiative are to increase overall tourism arrivals and revenues while at the same time forwarding The Bahamas's sustainable development through adaptation to climate change impacts goals by attracting more bird watchers, ornithologists and nature tourists. The project considered economic, environmental, social and cultural tourism indicators.
09/11 – 09/11	Barbados	CARICOM Secretariat and Inter-American Institute for Cooperation on Agriculture (IICA)	Agrotourism specialist	Facilitator for the Regional Workshop on Agriculture-Tourism Linkages convened in Barbados in September, 2011. The workshop focused on the development of an Action Plan for the promotion of linkages between Agriculture and Tourism in the Caribbean. The program sought to establish the status of public and private sector initiatives on agrotourism in the Region, with a view to defining the implementation issues that need to be pursued, including the allocation of institutional responsibilities for various key tasks.
12/10 – 05/11	Zambia	International Institute for Peace Through Tourism	Indigenous Tourism Specialist	Marketing of conference, planning and facilitating indigenous participation, participate as a panellist in sustainable destinations and sustainable marketing sessions, moderation of Tribal Leaders Forum, and delivery of workshop on experiential tourism.

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11/10 – 09/11	Jamaica	Jamaica Ministry of Tourism	Project Manager	Under JSIF Rural Economic Development Initiative REDI, prepared Community Tourism Policy and Strategy to diversify Jamaica's tourism product and to empower local communities to play a major role in defining, developing and managing the tourism experience. Activities include community tourism product assessment, community and stakeholder consultations, needs assessment, international lessons learned and best practices research on community tourism, SWOT and gap analysis, all leading to the preparation of a national policy, strategy and action plan to guide community based tourism in Jamaica. The project considered economic, social and cultural tourism indicators.
10/09 – 08/10	Guyana	Conservation International	Marketing Specialist	Provided technical assistance, advice and expertise in the area of community tourism product development and business planning to the Rupununi region. Roles included providing input on project execution; conducting product assessments; community and stakeholder consultation; providing technical assistance to participating communities and community-based organizations; promoting and facilitating linkages between the Rupununi community tourism products and services and the travel trade sector. Major contribution was initiation of partnership between Rewa Ecolodge and Costa del Mar Sunglasses which is supporting the development of sustainable sport fishing at Rewa. In addition, led development of a tourism marketing strategy and action plan which was incorporated into the strategic tourism development plan for the Rupununi region, the Community Tourism Blueprint. The project considered economic, social and cultural tourism indicators.
07/09 – 09/10	Palestine	U.S. Agency for International Development EDIP project (CARANA Corp)	Tourism Value Chain Leader	In 2009 and 2010, Ms. Karwacki acted as the international tourism value chain specialist on the multi-year USAID-Enterprise Development and Investment project, which delivered technical assistance to the tourism sector with the help of small grants. The project worked in collaboration with Palestine Ministry of Tourism & Antiquities and three sector tourism industry associations. It focused on faith and experiential tourism. Key activities included value chain analysis, strategic marketing plan and action plan development, product assessment and packaging, media and PR activities, product familiarization tours, tourism trade show event attendance, partnership development with tour operators, media and NGOs, and coordination of tourism training. EDIP promoted Palestinian tourism products in the US, EU, Gulf States, and Eastern European markets.
01/06 – 04/11	Guyana	U.S. Agency for International Development GTIS project (CARANA Corp)	Tourism Director	Joint project of USAID and the Government of Guyana. The Guyana Trade Investment Support project worked closely with the Guyana Ministry of Tourism and Guyana Tourism Authority. It took a market-responsive product development, marketing and communications approach to developing the bird watching, nature and culture tourism sector in Guyana. Ms. Karwacki developed the strategy for the project and then worked on the implementation of the plan in collaboration with the public and private tourism sectors, NGOs and other partners. The project has been credited for helping to take Guyana from a little known to one of the hottest destinations for UK and other birders and nature tourists in a few short years. In addition to increasing visitor arrivals, tourism revenues and tourism investment, successes attributed to this project included generation of media and PR conservatively valued at over US\$5 million, over 60 tour operators now selling or designing new Guyana tour itineraries, and grants and other resources valued in excess of US\$600,000 leveraged through other partners. The project considered economic, social and cultural tourism indicators.

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06/09 – 01/10	St. Vincent & the Grenadines	Commonwealth Secretariat, St. Vincent Ministries of Tourism and Agriculture	Tourism Specialist	Project to design a farm tourism strategy for the multi-island nation. Key activities included agritourism product and market assessment, stakeholder and community consultations, travel trade and influencer consultations, situation assessment, development of agritourism strategy. The project considered economic, social and cultural tourism indicators.
02/08 – 11/08	Guyana	British High Commission, Guyana	Project Manager	Project aimed to forward sustainable tourism development through adoption of the proper planning, management, and promotion of environmental and social good practices. Included an agreement with CI-Guyana which enabled the development of interactive training workshops based on the publication A Practical Guide to Good Practice for Tropical Forest-Based Tours which was developed by CI and other partners. Responsibilities included developing the training program and delivering interactive workshops throughout Guyana. With extensive input from the project partners and the tourism sector, she authored a Birding Tours Self-Assessment Checklist: A practical guide for good environmental practices, the first of birding tours good practice guide in the world. www.guyanabirding.com/trellis/BirdingGoodPracticesChecklist
08/07 – 07/08	Guyana	Iwokrama International Centre	Birding Tourism Specialist	Planned and facilitated implementation of guide training program to provide knowledge and skills to Guyana's leading birding guides so they will be better equipped to provide international caliber birding guide services to the international and domestic tourism markets
07/07 – 02/09	Guyana	Canadian International Development Agency (CIDA)	Co-Project manager	Multiphase partnership project for purpose of achieving development results through transfer of Canadian Aboriginal tourism knowledge and skills to indigenous tourism communities and other entities in Guyana. The objective of the training component of program was to increase the tourism knowledge of North Rupununi District Development Board and their indigenous community members so they will be able to develop a stronger tourism and community environment. The objective of the strategic plan portion of the project was to provide guidance for development of tourism, while controlling the impacts. Co-delivered all aspects of the phases including: Community Tourism Forum – a four day tourism basics training program for 32 people; Train-the-Trainer training for five persons; Regional tourism community planning – hands-on planning for tourism, and discussions to inform NRRDB Tourism Strategy; and Tourism product assessment and enhancement –assist communities to professionalize existing experiences to make them market-ready, and to develop business linkages for marketing their tourism products. The project considered economic, social and cultural tourism indicators.
08/04 – 05/09	Canada	Squamish Nation and Lil'wat First Nations	Marketing Director	Squamish-Lil'wat Cultural Center, a Vancouver 2010 Olympic and Paralympic Games Shared Legacy project in Whistler, Canada. The four year project (2004 to 2008) included preparation of market feasibility study, cultural experiences, participation in development of business plan, development and implementation of marketing strategy, and acting as pre-opening project manager for marketing and PR initiatives. In addition, provided fundraising coordination and assisted with raising over \$3.5 million for the project. The project considered economic, social and cultural tourism indicators.
03/07 – 06/07	Fiji	Asian Productivity Organization	Green Tourism Specialist	Green tourism and indigenous product development and marketing training and coaching in Fiji. Included development of two training programs - a one week program for participants from 14 Asian countries conducted in Nandi in collaboration with tourism experts from around the world, and a two day program for an indigenous community in Fiji, Savusavu.

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03/06 – 12/06	Grenada	U.S. Agency for International Development (CARANA Corp)	Tourism Specialist	One year initiative of the USAID Grenada Business and Agricultural Revitalization project, which assisted with rebuilding after Hurricane Ivan. The tourism industry was almost shut down and GBAR brought hospitality and tourism skills training, technical assistance to support the Grenada Board of Tourism, and grants to small and medium Grenadian businesses. The project was implemented in collaboration with Grenada Board of Tourism and the local tourism industry. It included product and market assessment, development of specialty tourism marketing strategy, product development, packaging and marketing training, coordination and implementation of a specialty operator familiarization trip, and supporting micro-grants program.
07/04 – 01/05	Dominica	Dominica National Development Corporation	Ecotourism Specialist	Nature, culture and adventure tourism product and market assessment and development of special interest tourism market development recommendations for Dominica. Funded by Canadian International Development Agency (CIDA).
02/05 – 10/05	Thailand	International Institute for Peace through Tourism	Marketing Director	Acted as Marketing Manager and Indigenous Tourism Forum Director as well as providing coordination assistance for Summit.
06/05 – 10/05	Canada	Whistler Museum	Marketing Specialist	Market assessment and concept development.
04/03 – 10/05	Canada	Aboriginal Tourism Association of British Columbia	Co-Project Manager	Preparation of Aboriginal Tourism Blueprint Strategy for British Columbia. Two year+ comprehensive, multi-phased study including literature review, comparable destinations analysis, consumer intercept survey, Aboriginal tourism operator survey and needs analysis, industry and trade research and consultation, and strategy development. The project considered economic, social and cultural tourism indicators.
05/05 – 07/05	Barbados	Private Client	Spa Tourism Specialist	Market feasibility assessment for spa resort on South Coast.
04/04 – 05/04	Belize	Belize Tourism Board	Special Interest Tourism Specialist	Part of Belize National Tourism Strategy Update, involved development of a strategy for marketing community tourism products to the international special interest travel trade sector. The first stage of the project included assessing Belize's community tourism product and identifying and conducting tour operators focussed on nature, heritage/ culture and community tourism product to determine their interest in Belize and to identify marketing strategies to reach them. Based on the research, a product development and marketing strategy for special interest tourism was prepared.
2001 – 2004	Canada	Maritime Museum of the Pacific	Tourism Specialist	Series of market assessment, concept development, feasibility, site assessment and business planning projects related to new facility development and repositioning of the Vancouver Maritime Museum to the new National Maritime Museum of the Pacific.
1998-2003	Caribbean	Organization of American States and partners	Ecotourism and special interest tourism specialist	Assisted a consortium of the Organization of American States and the United States Agency for International Development (with supporting partners including the Canadian International Development Agency and the International Finance Corporation) in the design, development and implementation of a major small tourism enterprises project for the Caribbean. The project considered economic, environmental, social and cultural tourism indicators.

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1999 – 2004	Caribbean	Canadian International Development Agency (CIDA) CPEC	Ecotourism and special interest tourism specialist	Major five-year human resources development project for the Caribbean region, the purpose of which is to strengthen the competitiveness of the local economic sectors in the region by strengthening: <ul style="list-style-type: none"> • The capacity of industry associations to deliver services and training to their members; • Assisting with the development of more effective regulatory regimes, tools and mechanisms to address tourism issues (e.g., community tourism management, ground tour operations and tour guides, and health and safety issues); • Support the implementation of tourism awareness programs; • Support initiatives related to the increased involvement of local entrepreneurs in tourism, on an internationally competitive basis.
06/04 – 12/04	Canada	Langley Heritage Museum	Tourism Specialist	Concept development and market feasibility study. The project considered economic, social and cultural tourism indicators.
07/03 - 12/03	Canada	Minister of Canadian Heritage	Co-Project Manager	Planning and logistics management for Department of Canadian Heritage <i>National Gathering on Aboriginal Cultures and Tourism</i> , which attracted over 700 delegates from across Canada and was held in Whistler, December 2003.
04/03 – 06/03	Jamaica	Canadian International Development Agency (CIDA)	Community Tourism Specialist	Community tourism field trip, product development and marketing training
01/03 – 12/03	Canada	North Vancouver Cultural Program	Tourism Specialist	Major market research study to identify current levels of participation in arts and heritage activities in North Vancouver and to identify opportunities for market development.
09/02 – 09/03	Canada	Aboriginal Tourism Team Canada	Co-Project Manager	National study of the Aboriginal tourism industry in Canada, including economic impact assessment and industry situation analysis. The project considered economic, social and cultural tourism indicators.
2001	Caribbean	Tourism Training Canada	Marketing Specialist	Development of a marketing and promotional plan for the Caribbean Tourism Credentialing Program's (CTCP) Certification System
2000	Central America	Canadian International Development Agency (CIDA)	Ecotourism Specialist	Analysis of international and Central America region ecotourism product supply and market demand, and analysis of market characteristics of the main international ecotourism markets
2000	Caribbean	OAS	Tourism Specialist	Assessment of international environmental certification programs for hotels in relation to their suitability to the Caribbean small hotel sector
05/01 – 12/01	Barbados	Barbados Ministry of Tourism	Nature and cultural tourism Specialist	Assisting Barbados government in preparing a legal and regulatory framework for tourism development, including nature and cultural tourism. Existing tourism incentives policy and standards were reviewed and compared to policies in selected Caribbean and non-Caribbean countries in order to examine Barbados' competitive position from both the visitor's and investor's viewpoint. A framework for culture and nature-based tourism standards including recommendations for standards content and the process for standards developments for all activities of the tourism standards was developed based on extensive international research on tourism standards for heritage, nature and cultural tourism.
2001	Global	International Ecotourism Society	Advisor	Assisting with international ecotourism lodge and resort operators finance survey

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01/99 – 02/ 00	Guatemala	CIDA Inc.	Ecotourism Specialist	Project primarily focused on the development of the Business Plan/Financial Memorandum for the La Perla plantation expansion and the worker share purchase. The La Perla plantation was at the center of a 36-year civil unrest, and the project was designed to provide a model for plantation conversion and worker participation in Guatemala. The project included planning for the development of an agro/nature tourism product at the plantation that engages the plantation works in a tourism product the builds on the coffee and cardamom production and the natural resources of the plantation while meeting market requirements. The project considered economic, social and cultural tourism indicators.

15. Publications

In Press. Martha Honey, Jim Johnson, Claire Menke, William Durham, Austin Cruz, and Judy Karwacki. The Comparative Economic Value of Bear Viewing and Bear Hunting in the Great Bear Rainforest. *Journal of Ecotourism*.

In Press. "Experiential Tourism in Jerusalem" in Conference Proceedings book. Jerusalem Tourism Cluster's Jerusalem Tourism Conference: Tourism and Palestinian Culture in Jerusalem: Unlimited Opportunities. East Jerusalem. May 2015.

In Press. "Experiential Community Tourism in Palestine" in Conference Proceedings book. International Institute for Peace through Tourism's IIPT World Symposium Cultivating Sustainable and Peaceful Communities and Nations through Tourism, Culture and Sport. Johannesburg, SA. February 2015.

2013. Judy Karwacki. *Surama Village Eco-Lodge, Guyana: Merging Traditional and Modern Approaches to Preserve Biodiversity and Create Sustainable Livelihoods*. In Louis D'Amore and Dr. Patrick Kalifungwa, eds, *Meeting the Challenges of Climate Change*. International Institute for Peace through Tourism, United Nations World Tourism Organization and Livingstone International University of Tourism Excellence and Business Management. Cambridge University Press.

2011. Ecoclub.com featured expert <http://www.ecoclub.com/articles/interviews/602-judy-karwacki>. (Interview). January 2011.

2008. British High Commission, Georgetown, Guyana. *Birding Tours Self-Assessment Checklist: A Guide for Good Environmental and Social Practices*. Authored by Judy Karwacki.

2006. Judy Karwacki. Takaya Tours and Sasquatch Tours Case Studies. In Sylvie Blangey, *Le Guide Des Destinations Indigènes*.

2001. "Position Paper on Certification and Ecotourism" (task force member). The International Ecotourism Society (TIES) submission prepared for 2002 International Year of Ecotourism (IYE).

1999. Judy Karwacki. *Indigenous Ecotourism: Overcoming the Challenges*. The Ecotourism Society Newsletter, First Quarter.

1997. Judy Karwacki. *Ecotourism and Community Development: Case Studies from Costa Rica*. In Robert Regnier, ed., *Ecological Education for Peace and Justice*. Saskatoon, Canada: Department of Educational Foundations, University of Saskatchewan, pp. 151-178.

1997. Judy Karwacki. *Marketing Ecotourism on the Internet: A Guide for Operators*. http://www.greenbuilder.com/mader/planeta/0597/0597_operators.html.

1997. Judy Karwacki, Sheng Liang Deng & Colin Chapdelaine. *The Tourism Markets of the Four Dragons - A Canadian Perspective*. *Tourism Management*, 48 (6), pp. 373-383.

1996. Judy Karwacki. *Globalization and Japanese International Business Travel: The Case of Hitachi Works*. Centre for International Business Studies. Saskatoon.

1996. Farouk Saleh & Judy Karwacki. *Revisiting the Ecotourist: the Case of Grasslands National Park*. *Journal of Sustainable Tourism*, 4(2), pp. 61-80.

1995. Judy Karwacki & Colin Boyd. *Ecotourism and Ethics*. Business Ethics: A European Review, 4(4), pp. 225-232.

16. Select Presentations and Seminars

2016. (panelist). Pacific Asia Travel Association (PATA) Adventure and Responsible Tourism Conference. Chiang Rai, Thailand. February 2015.

2015. "Indigenous Community Tourism" (presenter). Adventure Travel Trade Association-Visit Mexico Adventure Tourism Mexico (ATMEX). Palenque, Mexico. August 2015.

2015. Community Tourism Product Development sessions – 5 modules. Jamaica Social Investment Fund Community Tourism Bootcamp. June 2015.

2015. "Experiential Tourism in Jerusalem" (presenter). Jerusalem Tourism Cluster's Jerusalem Tourism Conference: Tourism and Palestinian Culture in Jerusalem: Unlimited Opportunities. East Jerusalem. May 2015.

2015. "Experiential Community Tourism in Palestine" (presenter) and "International Models of Sustainable Communities and Destinations (moderator). International Institute for Peace through Tourism's IIPT World Symposium Cultivating Sustainable and Peaceful Communities and Nations through Tourism, Culture and Sport. Johannesburg, SA. February 2016.

2014. "AdventureEDU Adventure Travel Mentor" (mentor presenter). Adventure Travel Trade Association Adventure Travel World Summit. Killarney, Ireland. October 2014.

2014. "Experiential Community Tourism" (presenter). Adventure Travel Trade Association-Visit Mexico Adventure Tourism Mexico (ATMEX). San Cristobal de las Casas, Mexico. August 2014.

2014. "Best Practices for Beach & Shoreline Protection" (panel moderator). Caribbean Tourism Organization-Centre for Responsible Travel (CTO-CREST) Executive Symposium for Innovators in Coastal Tourism. St. George's Grenada. July 2014.

2013. "Cultural Tourism in Belize." (presentation). National Aboriginal Tourism Opportunities Conference (NATOC). Osoyoos, Canada. April 2013.

2012. "Indigenous Tourism Panel" (panelist). Ecotourism and Sustainable Tourism Conference of The International Ecotourism Society (TIES). Monterey, USA, September 2012.

2012. "How to Craft, Deliver and Market Customer-Centric Sustainable Tourism Experiences" (presentation). Caribbean Tourism Organization (CTO) Sustainable Tourism Conference. Georgetown, Guyana. April 15 to 18.

2012. "Experiential Travel: Differentiating Your Destination While Spreading the Benefits to Communities (webinar). Sustainable Travel International Webinar series. January 2012.

2011. "Indigenous Tourism – Benchmarking authentic cultural tourism product development" (panelist). Adventure Travel World Summit. Chiapas, Mexico, October 2011.

2011. "Agrotourism – A Strong Business Opportunity for the Caribbean Region" (facilitator). Inter Caricom Secretariat / Inter-American Institute for Cooperation On Agriculture Regional Meeting to Develop An Action Plan For The Promotion of Agriculture-Tourism Linkages In The Caribbean. Barbados, September 2011.

2011. "Traditional Approaches to Preserving Bio-diversity" (moderator, Tribal Leaders Forum), "The Wow Factor: Experiential Tourism and Transforming the Travel Experience (workshop), "Authentic Sustainable Tourism: Lessons from Award-winning Surama Village Eco-lodge" (panelist), and "Marketing Sustainable Tourism" (panelist). International Institute for Peace through Tourism's 5th African Conference: Meeting the Challenges of Climate Change to Tourism. Lusaka, Zambia, May 2011.

2011. "Is the Buzz worth the Buck: Tapping the Adventure and Eco-Traveler through Mobile Strategies" (presentation). American Society of Travel Agents International Destination Expo. San Juan, Puerto Rico. April 2011.

2011. "Haven't been there, done that: How experiential tourism is transforming the travel experience" (presentation). Caribbean Tourism Organization (CTO) Sustainable Tourism Conference. Southampton, Bermuda. April 2011.
2009. "Meeting of the Minds – Sustainability session" (leader, indigenous tourism round table). Adventure Travel World Summit. Quebec City, Canada, October 2009.
2009. "Collaborative Learning - Sustainable Tourism in Emerging Destinations session" (lead contributor). Adventure Travel World Summit. Quebec City, Canada, October 2009.
2008. "Indigenous Tourism" (panel member). Adventure Travel World Summit – South America. Sao Paulo, Brazil, September 2008.
2008. "Best Practices from Indigenous Tourism in Canada and the Guyana Sustainable Tourism Initiative" (presentation and expert panel). First Annual Caribbean Tourism Summit – Ronald Regan International Centre, Washington, DC, June 2008.
2007. "Niche Tourism, Catching a Rising Wave" (presentation). Adventure Travel Trade Association. Whistler, Canada. October 4-2, 2007.
2007. "Ecotourism Basics, Product Development and Marketing" (workshop). Asian Productivity Organization and Training and Productivity Authority of Fiji. Savusavu, Fiji. May 28–29, 2007.
2007. "Seminar on Green Service in the Tourism Industry" (expert resource speaker). Asian Productivity Organization and Training and Productivity Authority of Fiji. Tanoa International Hotel, Tanoa International Hotel, Votualevu, Nadi, Fiji. May 21–25, 2007.
2007. "Birding Tourism Market Potential, Expectations and Needs." (guest speaker). Tour Guide Training Program, Iwokrama International Centre. Feb 17, 2007.
2006. "Ecotourism Destinations for Families." (TV interview). City TV's Breakfast Show. Vancouver, July 10, 2006.
2005. "Indigenous Tourism Forum" and "Indigenous Tourism Panel" (coordinator and moderator). International Institute for Peace through Tourism Third Global Summit. Pattaya, Thailand, October 2005.
2005. "Aboriginal Cultural Tourism Partnerships For Business and Industry" (conference presentation). 2005 BC Tourism Industry Conference. Westin Bayshore, Vancouver, British Columbia, February 23-25, 2005.
2005. "Local Cultural Experts' Roles and Opportunities in Niche Tourism." (seminar). Presented to Grenada Tourism Industry; funded by US Agency for International Development. September, 2005.
2004. "Packaging and Marketing Special Interest Tourism" (seminar). May 2004. Presented to Dominica Tourism Industry; funded by CIDA Caribbean Project for Economic Competitiveness.
2003. "Internet Marketing Strategies for Adventure Tourism Businesses" (seminar). Hospitality Newfoundland & Labrador and Canadian Tourism Commission. Gros Morne National Park, Newfoundland, November 2003.
2003. "Marketing Community Tourism on the Internet: Case Study of Learning and Travel Alliance Canada" (conference presentation and panelist). Jamaica Community Tourism Symposium and International Institute for Peace through Tourism Caribbean Community Tourism Conference. Montego Bay, Jamaica, May 23 – 26, 2003.
2003. "Community Tourism Marketing" (field trip and workshop). Canadian International Development Agency – Caribbean Human Resource Development Programme for Economic Competitiveness. Montego Bay and Mandeville Jamaica, May 2003.
2002. "Ecotourism Internet Marketing" (seminar). The International Ecotourism Society Short Course Program, United Nations Environment Programme/World Tourism Organization/Canadian Tourism Commission, International Year of Ecotourism World Ecotourism Summit, Quebec City, Canada, May 2002.
2001. "Internet Marketing for Ecotourism Destinations and Enterprises" (seminar). International Ecotourism Society, 2001 International Ecotourism Planning & Management Workshop, Montreal. April, 2001.