

An Assessment of the Port au Port Peninsula for Future Tourism Development

Emili A. Martin

Tourism 4950

Grenfell Campus, Memorial University of Newfoundland

April 1, 2015

Table of Contents

Abstract.....	1
Introduction.....	2
Rationale for Proposal.....	3
Methodology	5
Literature Review.....	7
Analysis of Data.....	13
Geotourism.....	18
Promotion.....	21
Discussion and Recommendations.....	25
Summary	31
References.....	32
Appendix A: Maps.....	35
Appendix B: Interview Questions for Business Operators	37
Appendix C: Interview Questions for Employees, Volunteers and Stakeholders.....	38
Appendix D: Informed Consent Form	39
Appendix E: Currently Existing Tourism Infrastructure	40
Appendix F: Resource Strengths and Weaknesses	42
Appendix G: Strengths and Weaknesses of the Port au Port Peninsula.....	44

Abstract

The province of Newfoundland and Labrador is in the process of growing its tourism industry. This expansion is one approach the province is taking to augment the benefits it is receiving through the already existing tourism industry. Developing tourism in rural parts of the island may allow for local communities to benefit from tourism as well. Rural areas such as the Port au Port Peninsula offer unique off-the-beaten-path experiences since they are relatively unmarked by human activities and technologies. These areas offer tourists scenic vistas of undisturbed nature in a safe and secure environment. However, successful and sustainable tourism requires more than a unique landscape. It requires time, planning, commitment, infrastructure, tourism products, funding, and other resources. This paper assesses the viability of developing tourism on the Port au Port Peninsula through an examination of the mentioned factors.

Introduction

The Port au Port Peninsula is located on the southwest coast of the island of Newfoundland. The peninsula would be an island itself without the isthmus, known as The Gravels, which connects it to the rest of the province (see Appendix A). To access the peninsula it is necessary to pass through or around the Town of Stephenville. The Marine Atlantic ferry in Port aux Basques is 1 hour and 48 minutes (164 kilometers drive) from Stephenville, and the Deer Lake Regional Airport is 1 hour and 30 minutes (132 kilometers drive) from Stephenville (Newfoundland and Labrador Tourism, 2014, p.162). Hence, there are two reasonably close entry points to the Port au Port Peninsula for non-resident visitors. There is also an airport located in Stephenville; however, due to a decrease in demand the flight schedule in and out of Stephenville is inconvenient and inconsistent.

A 125-kilometer road, endorsed as The French Ancestors Route/*La Route des Ancêtres Français*, encompasses the peninsula and is the main means of travel between the twenty-two communities. The French Ancestors Route is a tribute to the French people that settled the Port au Port Peninsula and earned their living in Newfoundland's once abundant fishing industry. Many of the communities still bear their French names, while others are anglicised. Today the majority of the population speak English as their first language and few youth are fluent in French. Fortunately, the French heritage is not lost, as communities have recognized the importance of their past and are creating initiatives to preserve and restore their culture.

Like those of French ancestry, the indigenous peoples, or the Mi'kmaq of the peninsula are also revitalising their culture. The Mi'kmaq culture suffered extreme loss during the colonization period (Robinson, 2014, p.386) and today those with Mi'kmaq ancestry are re-assembling the remnants of their fragmented culture. This is not unique to the Port au Port Peninsula, and this renewal is a province-wide initiative amongst the indigenous population, specifically the Qalipu Mi'kmaq First Nation Band. On the peninsula, indigenous people and the French intermarried despite their cultural differences. Consequently, both French and Mi'kmaq exist in the lineage of many people on the peninsula.

Newfoundland boasts a unique geology and the Port au Port Peninsula is no exception. In the town of Aguathuna, a limestone quarry was in production from 1900-1966 (Municipalities NL, 2010, p.4). Workers discovered fossils and other uncommon rock and mineral formations during this time. A museum, Our Lady of Mercy Museum, has been established in the town of Port au Port West to preserve many of these discoveries and the history of the quarry. A second limestone quarry located in Lower Cove has been in operation since 1985 (Municipalities Newfoundland and Labrador, 2010, p.4). Throughout the last two decades, and continuing today, geologists have been interested in the exceptional geology of the peninsula. The peninsula is a pristine environment with much remaining to be discovered.

Rationale for Proposal

Across the globe the tourism industry is growing. This growth has had many outcomes, both positive and negative, for the regions in which the tourism occurs. Tourism in rural areas, often categorized as rural tourism or community-based tourism (CBT) has proven that tourism can be a significant contributor to the economy of a region. According to the United Nations World Tourism Organization (UNWTO), CBT activities occur “where the main attraction for tourists is to experience the traditional way of life of small communities and the operations are controlled and managed by the small community itself.”

Sustainable tourism and eco-tourism are also very prevalent worldwide. Sustainable tourism is “tourism that takes full account of its current and future economic, social and environmental impacts, addressing the needs of visitors, the industry, the environment and host communities” (UNWTO, 2005). The International Ecotourism Society (TIES) defines ecotourism as “responsible travel to natural areas that conserves the environment and improves the well-being of local people” (1990). CBT, sustainable tourism, and ecotourism seek to mitigate negative tourism impacts and enhance the regions in which they take place. As a rural and natural area, the Port au Port Peninsula is a potential candidate for any of these forms of tourism.

Developing tourism on the Port au Port Peninsula may assist in furthering the Newfoundland and Labrador Department of Tourism, Culture and Recreation’s tourism goals for the province. In 2009 the department revealed *Uncommon Potential: A vision for Newfoundland and Labrador Tourism*. This document “outlines seven strategic directions that indicate the kind of future we want to build for Newfoundland and Labrador” (p.22). These directions are currently guiding the industry and its counterparts to reach the target of doubling “the annual tourism revenue in Newfoundland and Labrador by 2020” (p.10). Achieving and managing the seven strategic directions will allow tourism to “flourish, preserve, and sustain our culturally-rich urban and rural communities” (p.45).

In 2010 the Municipalities of Port au Port East, Port au Port West, Aguathuna, Felix Cove, Lourdes, and Cape St. George (all communities on the Port au Port Peninsula) compiled a report that stated that the “future of the region is uncertain” due to the declining population (Municipalities Newfoundland and Labrador, p.5). The report also recognizes the tourism efforts that currently exist on the peninsula and the gains that are obtained through these efforts. Further tourism development may slow population decay and preserve the culture; both issues brought up in the report. Thus having demonstrated an interest in developing a tourism industry, the communities within the peninsula are candidates for tourism growth.

The goal of this research is to determine if there are sufficient resources on the Port au Port Peninsula to support a tourism industry, as described in the development framework provided in

Uncommon Potential: A vision for Newfoundland and Labrador Tourism. The research explores the factors, including the successes and gaps in tourism initiatives on the Port au Port Peninsula. By analyzing these factors, it will be possible to conclude if tourism can be a supporting pillar of the peninsula's economy and a valuable destination in the province's tourism industry.

Methodology

Methods of data collection include an assessment of primary and secondary data to achieve the best possible understanding of tourism on the Port au Port Peninsula. Secondary data was obtained through a review of literature and is both qualitative and quantitative in nature. An examination of qualitative data determined if tourism opportunities exist on the peninsula and what forms these opportunities take, such as historical, cultural, or natural attractions. Quantitative data includes statistics on population, tourism visitation, and the types of businesses and attractions currently on the peninsula. This provides a snapshot of the current tourism industry and its supporting infrastructure. Statistics from visitor exit surveys and visitor profiles were also included in the quantitative data. Information from these surveys demonstrates tourists' demands, specifically reasons for choosing their destination. Based on this, it is possible to predict if developing tourism on the Port au Port Peninsula would correspond with tourists' demands.

Primary data was obtained through in-person and phone interviews with individuals who have experience within Port au Port's tourism industry. Face-to-face interviews were recorded provided consent was received from the participant and the recordings were destroyed after the project was completed. This data proved to be more personal than secondary data. Thus, it allowed for a clear picture of the direct impacts of tourism on the communities and exposed the feelings and opinions of locals towards tourism. The recordings contributed valuable information to the research since tourism must consider the locals of the community in which the tourism takes place. If the community is opposed to and does not value tourism and tourists, conflicts between locals and visitors are likely to arise.

Participants for the interviews included business operators, volunteers, employees, and stakeholders who have been involved or who are currently involved with Port au Port's tourism industry. Participants were selected based on their experience within Newfoundland's tourism industry, especially tourism on the Port au Port Peninsula, and the individual's availability to participate. This information has been assessed through a review of tourism websites for tourism in Newfoundland, tourism business directories (such as the one found in *2014 Traveller's Guide: Lost and Found*), and from an assessment of participant's active involvement within the local communities and the tourism industry on the province's West Coast.

Seven individuals employed by various organizations and two business operators were interviewed. Participants have experience in organizations including the Port au Port Economic Development Association (PAPEDA), The Gravels Development Group, Western DMO, and the Department of Tourism, Culture and Recreation. The Upper Level Gift Shop in conjunction with Abbott and Haliburton Home Building Centre is one of the businesses involved with tourism. The gift shop offers souvenirs and a unique shopping experience while the home building centre boasts a rich history as the

oldest established firm on the West Coast of the island. The second business, Alpacas of Newfoundland, offers tourists an extraordinary experience through agritourism and a gift shop. The range of participants in the interviews allows for a broad representation of the individuals involved in the area's tourism industry.

Two sets of questions to guide the interviews are provided in Appendices B and C respectively. One is tailored specifically for business operators and the second is oriented towards the volunteers, employees, and stakeholders. All participants were required to complete an Informed Consent Form (see Appendix D) prior to the interview, ensuring both their understanding of the research and their willingness to participate. The Informed Consent Form provided participants with sufficient information regarding the research to allow them to make an informed decision as to whether or not to participate in the interview.

Literature Review

The literature review consists of historical records, government and municipal documents, and scholarly sources such as journal articles. However, these specific genres of literature are limited on the topic of the Port au Port Peninsula and its relation to tourism. Therefore, information offered via organizations' web sites and other non-scholarly resources were important to the research. The literature review contributes greatly to the understanding of tourism terms by providing explanations of the various components of the tourism industry. It also evaluates the current state of the peninsula's tourism industry. Moreover, the quantitative data obtained justifies the generalizations and conclusions made in the paper.

General tourism terms, best practices, and other tourism ideologies relevant to rural and sustainable tourism were obtained from books and journal articles. Baldacchino's book, *Extreme Tourism: Lessons from the World's Cold Water Islands* (2006), examines the tourism industries of islands found in Alaska, Canada's north, Norway, Russia, and others. Although he does not directly include Newfoundland in his study, the author underscores tourism strategies and ideologies that are relevant to the island. The model in the article, *A Tourism Area Cycle of Evolution* (Butler, 1980), demonstrates the hypothetical stages of tourism that eventually result in the decline or rejuvenation of the tourism industry. Butler's model emphasizes the necessity to create a long-term plan that encompasses best practices to ensure continuity of the tourism destination.

The provincial tourism guidebook, *2014 Traveller's Guide: Lost and Found*, exhibits how on a provincial, national, and global scale the Port au Port Peninsula is currently recognized as a tourist destination (Newfoundland and Labrador Tourism). The guidebook mentions the peninsula as a scenic route and highlights the various businesses, accommodations, and activities that are available on the peninsula. In addition to these details, photographs of various locations on the Port au Port Peninsula are found in a few different sections of the book and all highlight the natural beauty of the area. In addition to the provincial guidebook, sites and events on the Port au Port Peninsula are mentioned in other printed materials. These materials include: *The WayFinder: 101 things to see & do on Newfoundland & Labrador's Southwest Coast* produced by Tourism Southwest, *Explore: Your complete travel guide for Newfoundland & Labrador* produced by Downhome Inc., *Guide Touristique: Terre-Neuve-et-Labrador* produced by Réseau de développement économique et d'employabilité de Terre-Neuve-et-Labrador (RDÉÉ TNL), and *Newfoundland & Labrador Vacation Guide: Explorers and Legends* produced by Transcontinental Media NL.

In both the 2014 and the 2015 *Traveller's Guide*, the peninsula is first mentioned in the example itineraries starting on page 36 for both versions. Both emphasize the French culture and the French bread ovens on the peninsula. The 2014 guidebook provides a phone number to the Centre Communautaire et Scolaire Sainte-Anne in Mainland/La Grand'Terre for those wishing to take a guided tour of the region

(p. 37). Three attractions of the Port au Port Peninsula are highlighted in the “Best kept secrets” section of the 2014 guidebook: the Alpaca’s of Newfoundland Craft Shop under “Shop West” (p.41), Our Lady of Mercy Church under “Hot Spots for History Buffs” (p.43), and the Gravels Rest Stop and Walking Trail under “Adventures on Foot” (p.43). In the 2015 guidebook only one attraction, the French Bread Oven is listed under “Unique Hot Spots” (p. 42). These highlighted attractions are well-developed tourist sites on the peninsula that all have a contact for tourists to call or email if they require more information. In the directory of the 2014 guidebook for the Western region 2 accommodations, 1 campground, 12 attractions/adventures, 5 festivals/events, and 2 shops/galleries are listed from the Port au Port Peninsula. In the 2015 guidebook, 1 accommodation, 12 attractions/adventures, 2 festivals/events, and 1 shop/gallery are listed. A complete list of currently existing tourism infrastructure on the peninsula is found in Appendix E.

The differences between the 2014 and 2015 guidebooks are due to the Tourism Assurance Plan (TAP). The TAP “has been developed to elevate the quality of tourism services and attractions available in Newfoundland and Labrador” (Go Western Newfoundland). Those accommodations, campgrounds, festivals/events, and shops/galleries excluded from the *2015 Traveller’s Guide: Lost and Found* are likely not TAP compliant. In order to be TAP compliant, a tourism operator must meet the five standards described in Newfoundland and Labrador’s Tourism Assurance Plan:

1. The ability to communicate and receive messages from customers by telephone, email and an online presence; and at a minimum, accept credit and/or debit card payment and respond to inquiries on a daily basis.
2. Possess and maintain valid licenses, permits and all other regulatory requirements to operate.
3. Maintain current and sufficient levels of liability insurance. Proof of insurance to be provided upon request.
4. Must deliver actual experiences or services being promoted and/or offered to the consumer.
5. Must be in good standing with Tourism Assurance Plan’s complaints procedure. (Go Western Newfoundland).

The justification for the TAP is that it “increases consumer/traveller confidence” and “contributes to the overall sustainability” of Newfoundland and Labrador’s tourism industry (Go Western Newfoundland). This is an excellent initiative to encourage tourism operators to grow their business or project and to work towards providing better customer service. The TAP has been developed to help achieve Goal 4.1 of *Uncommon Potential*: “Develop and implement an experience strategy that resonates with sophisticated travellers, reinforces our unique brand, and increases our return on investment” (Newfoundland and Labrador Department of Tourism, Culture and Recreation, 2009, p.34; Newfoundland and Labrador Department of Tourism, Culture and Recreation, 2012, p. 21). At present TAP appears to be a barrier for tourism businesses and destinations on the Port au Port Peninsula by omitting them from the provincial guidebook. However, TAP guidelines will ensure that future and current tourism projects on the Port au Port Peninsula are competitive in the national and international tourism markets.

Government issued documents relevant to the research include census and statistics reports. The 2011 census released by Newfoundland and Labrador Statistics Agency's Department of Finance was examined to determine the population demographics of the Port au Port Peninsula and its individual communities. In 2011, the town of Port au Port West-Aguathuna-Felix Cove had a population of 447, Cape St. George had 949 residents, Lourdes had 532, Piccadilly Slant-Abrahams Cove had 428 and Mainland had 341. The smaller communities have populations ranging from 20 to 308 with areas between communities having a population of 20. The total population of the peninsula is approximately 4,100 (Department of Finance, 2011, p.10-11). The mean age of the residents of the town of Port au Port West-Aguathuna-Felix Cove was 51.9 during 2011 with only 30 residents between 15 and 19 years, and 25 residents between 20 and 29 years of age (Statistics Canada, 2011). The same census showed that 440 spoke English and 5 spoke French as their first official language; however, all 445 selected English as the "detailed language spoken most often at home." For the Town of Cape St. George the mean age was 46.6 with 75 residents between 15 and 19, and 80 residents between 20 and 29 years of age. In Cape St. George 815 selected English as their first official language while 870 speak it most often at home, 125 selected French as their first official language with only 60 speaking it at home (Statistics Canada, 2011). In Mainland, the mean age is 44.4 with 30 residents aged 15-19 and 35 residents aged 20 to 29 years of age. Here 270 listed English and 70 listed French as their first official language while 310 speak English and only 25 speak French most often at home (Statistics Canada, 2011).

Demographics including age and language are important to the research because they provide insight into the type of economy and industries the region may be able to support. As it is a commonly known fact that Newfoundland's population is aging, it is imperative to know if the population of the Port au Port Peninsula is able to supply the tourism industry with human resources. Development and investment in the peninsula's tourism industry would be futile without employees, entrepreneurs, volunteers, and stakeholders. Based on the statistics provided above, it is reasonable to assume that there are sufficient numbers of young adults who could work within the peninsula's tourism industry. There are also youth who could work in student summer positions or who may want to work in the peninsula's tourism industry in the future. Furthermore, the language statistics revealed that although the peninsula is marketed as The French Ancestors Route, only a very small portion of the population actually speak French. Francophone visitors may infer, based on the branding of the Port au Port Peninsula as The French Ancestors Route, that they will receive services in French. This may lead to tourist dissatisfaction based on their expectations. This issue is examined thoroughly in 'Promotion'.

Tourism statistics available through the Newfoundland and Labrador's Department of Tourism, Culture and Recreation's website indicate current tourism trends. According to the *2011 Exit Survey Program Highlights*, 79% of visitors travelled by air and 21% travelled by auto (p.2). Due to

Newfoundland's large size, the majority of visitors who travelled by air stayed in the region of the airport they arrived. For instance, visitors using St. John's airport were likely to stay within the city using public transport or walking to their destinations. On the other hand, visitors using Deer Lake airport probably rented a vehicle or took a public bus to their destination. In addition, it is common for travellers to hitchhike to Gros Morne National Park from the Deer Lake airport. These tourists tend to be backpackers and are primarily interested in hiking and other outdoor recreational experiences. This information discloses the numbers of tourists it would be reasonable to expect would visit the Port au Port Peninsula. It is improbable to expect tourists travelling by air to visit the peninsula and this immediately excludes 79% of visitors to Newfoundland as potential tourists to the peninsula. The two main ferries that service the island are located in Port aux Basques on the Southwest Coast and Argentia on the East Coast. The remaining 21% of tourists are allocated between these two ports. The same survey observes that 6% of non-resident parties visited Economic zone 9 (shown in Figure 3), and 3.6% of these parties had traveled by air while 15.4% had traveled by auto (p.7). The *2011 Exit Survey – Profile of Visitors to the Western Region* reports that 79% of visitors travel by air (via Deer Lake airport) while 21% travel by automobile (Newfoundland and Labrador's Department of Tourism, Culture and Recreation, p.2). During May to October of 2011, an estimated 158,456 "non-resident parties" visited the Western Region of the province but only 60,816 "reported an overnight visit" (p.1). Of the 60,816 visitors, only 6% visited Economic Zone 9 (see Figure 3) making it the zone to receive the least non-resident parties, or tourists, on the West Coast (p.2).

Tourism statistics provide demographics of the tourists to the West Coast of Newfoundland. In the Newfoundland and Labrador's Department of Tourism, Culture and Recreation's *2011 Exit Survey – Profile of Visitors to the Western Region* it states that 30% of overnight visitors travel alone, 39% travel as a couple or couples, 5% travel as a couple or couples with children, 18% travel with other family, 7% travel as a group of friends, and 2% are business associates (p.4). These visitors stayed an average of six nights in the Western Region (p.4). Demographics of these tourists revealed that they are well educated with 76% having graduated from university and that 50% of visitors were over the age of 55 (p.8). The



Figure 3. Economic zones in Newfoundland. The Port au Port Peninsula is located in Zone 9. From Department of Finance, Newfoundland & Labrador Statistics Agency. Retrieved from <http://www.stats.gov.nl.ca/maps/>

survey confirmed that the visitors to the Western Region “were actively participating in outdoor and nature-based activities” such as hiking, iceberg viewing, scenic touring, and visiting parks or ecological reserves (p.6). Moreover, an astounding 64% visited craft and gift shops, 57% visited national historic sites, 55% visited lighthouses, 43% visited museums/archives, 56% visited visitor information centers (VIC), 22% visited live music/concert performances, and 16% visited local festivals and events (p.7). These statistics demonstrate the type of tourists common to the Western Region of Newfoundland. This information is relevant in the research of assessing the Port au Port Peninsula as a tourist destination. First, it describes the activities tourists are primarily interested in and answers the question: what do tourists want to see when they visit Newfoundland? Secondly, the knowledge allows tourism planners and operators to better serve and accommodate visitors by meeting their demands. Hence, a richer experience may be created that tourists will remember forever.

Municipalities Newfoundland and Labrador *Integrated Community Sustainability Plan for the Port au Port Region: a collaboration of the Municipalities of Port au Port East, Port au Port West, Aguathuna, Felix Cove, Lourdes, Cape St. George* (2010) is imperative to the research. The integrated community sustainability plan (ICSP) indicates the communities’ interest in increasing tourism and their acknowledgement of the benefits tourism could bring to the region. Furthermore, it provides a brief history of the region, the results of community self-assessments that were conducted during 2008, sustainability questions and responses, as well as the individual communities’ goals, visions, and projects. For example, one community project is to “Lobby Government to recognize the Boutte du Cap Parc and limestone barrens as a protected area” (Municipalities Newfoundland and Labrador, 2010, p.49). The project information the ICSP provides is significant to the research as carefully planned tourism can promote protected areas while raising funds to protect them.

Next, the *Tourism Plan for Bay St. George/Port au Port and the Penguin Area Development Region* (1990) prepared by Marshall Macklin Monaghan Limited was extensively examined. The study scope of this plan is essentially Economic Zone 9. The Penguin Area includes the towns of Burgeo, Ramea, Francois, and Grey River located east of Port aux Basques and are encompassed in Economic Zone 9. The objectives of the study were:

to identify necessary infrastructural improvements fundamental to the expansions of the tourism industry; to identify and evaluate opportunities which can be developed in the area to build upon the area’s resource strengths; to generate new ideas and concepts which reflect market conditions; and to develop a plan of action which will generate positive economic benefits to the study area.
(1.1)

The plan’s objectives are comparable to this paper’s ‘Rationale for Proposal’; therefore, much of the plan’s findings are introduced in the literature review. The plan contains a summary of resource strengths and weaknesses, tourism statistics, summaries of markets, and recommendations for the area. The strengths and weaknesses relevant to the Port au Port Peninsula are extracted from Table 2.1 of the plan

and are available in Appendix F. Based on the age of the report it, the statistics given are not assessed for this paper. However, even in 1990 it was evident that “national trends indicate the travel marketplace will become an increasingly competitive one in which to operate” (B.26). The plan notes that “the [study] area is strategically located between the major point of auto entry to the province and Gros Morne National Park – a key travel generator” and in 1990 the study area “likely” attracted “35% of the market available to it” (B.27). In addition, the highest market potential comes from three categories: Gros Morne Pass-Through Traffic, Heritage/Cultural Attractions and Events Market, and Visiting Friends and Relatives (VFR) Market (B.27). Recommendations for the study region in section 4 of Table 2.3 Proposed Development Opportunities, of the plan are specific to areas and attractions on the Port au Port Peninsula. Twenty-five years later, very few, if any of the recommendations have been introduced and developed. This may be because of a lack of funding along with the other weaknesses highlighted in Appendix F.

Forms of tourism such as cultural and geological (geotourism) tourism could thrive on the peninsula while following sustainable tourism values. The Organization for Economic Cooperation and Development (OECD) recognizes that “culture and tourism have a mutually beneficial relationship which can strengthen the attractiveness and competitiveness of regions and countries” (2008, p.17). Pradhan acknowledges that cultural tourism is “a support for national identity and a means for preserving heritage” (2014, p. 238) and defines cultural tourists as having “the intention to gather new information and experiences to satisfy their cultural needs (qtd. in Pradhan, 2014, p. 238). Geotourism is “a form of natural area tourism that specifically focuses on geology and landscape. It promotes tourism to geo-sites and the conservation of geo-diversity and an understanding of earth sciences through appreciation and learning” (qtd. in Hurtado, 2013, p. 608). The geology of the Port au Port Peninsula and the potential for geotourism is examined in detail in ‘Geotourism’. Through developing these forms of tourism, the Port au Port Peninsula will meet tourists’ demands and expectations while benefiting the communities.

Evidently, the review of literature encompasses a large number of sources that interpret the various tourism aspects of the Port au Port Peninsula. Baldacchino and Butler offer tourism planning advice that could guide tourism development on the peninsula. The provincial guidebooks and the TAP demonstrate the current tourism industry and how it is advertised. Government census and statistics of the Port au Port Peninsula reveal the communities potential to support tourism and give cultural clues for tourism niches. Tourism statistics from the 2011 Exit Surveys acknowledge tourists perceptions, satisfaction, activities, and other information relevant to a developing tourism industry. The ICSP indicates that the communities of the Port au Port Peninsula are tourism inclined and the tourism plan prepared by Marshall Macklin Monaghan Limited indicate that little has changed since 1990. Lastly, the three suggested forms of tourism, cultural, geo, and sustainable, are recommended based on the findings in the previously mentioned pieces of literature.

Analysis of Data

Reliable tourism statistics specific to the Port au Port Peninsula currently do not exist. There is no baseline set of data other than government documents, which encompass much larger geographical regions of the province as shown in the literature review. The only quantitative data available comes from guest books from the visitor information center (VIC). The VIC is not located on the peninsula itself, but in the town of Port au Port East, the last town before crossing the isthmus and entering the Port au Port Peninsula. Interview Participant F commented that this location was chosen at the time because it was considered the gateway to the peninsula (February 21, 2015). Participant F further explained that the VIC was an initiative of the Port au Port Economic Development Association (PAPEDA) and has had several different locations within the town until 1997 when it was moved to the building where it currently operates (February 21, 2015). The author reviewed the guest books from 2005 to 2013 and tallied the total number of visitors. From the tally, a table was created to compare the numbers (shown in Table 1 below). The numbers in Table 1 are not an accurate representation of tourists' visitation to the Port au Port Peninsula since not all tourists sign the guest book. Moreover, not every visitor to the peninsula stops at the VIC. However, as this is the only source, it does give the minimum number of visitors to the VIC over a nine-year period. The VIC's guest books are the only source of information regarding visitor usage of the center. The visitors in the "Newfoundland & Labrador" category include locals who visited the VIC, either to obtain information regarding the rest of the province, to purchase local items for sale, or out of curiosity. Danny McCann of The Gravels Development Group reports that Our Lady of Mercy Church receives between 2,500 and 3,000 visitors per year (February 16, 2015). The Annual Agricultural Fall Fair in September takes place at Our Lady of Mercy Gym located beside the church. In a 2008 interview with the Western Star, McCann "estimated that 2,500 people attended the fair." Consequently, visitor numbers to the church will be higher than the numbers at the VIC, which is closed during the time of the

Visitors	2005	2006	2007	2008	2009	2010	2011	2012	2013
Newfoundland & Labrador	34	40	72	34	47	44	47	44	27
Rest of Canada	188	150	349	137	226	245	139	165	150
United States	71	35	59	32	50	40	38	30	34
Rest of the World	15	15	24	17	12	16	4	8	7
Unknown	1	3	0	1	5	0	0	6	20
Total	309	243	504	221	340	345	228	253	238
TOTAL	2 681								
Average per year	298								

Table 1. A tally of entries from the guest books of the Port au Port East Visitor Information Chalet.

fair. The site does record exact numbers; however, they were unable to be obtained during the time of this study. Cathy Whitehead of Alpacas of Newfoundland acknowledges that tourist numbers have increased almost yearly, except for 2014. She added that 2014 was an excellent year for icebergs, which attracted tourists to towns located near Iceberg Ally on the northern side of the province (March 3, 2015).

While going through the guest books some trends were observed. The majority of visitors from the “Rest of Canada” category were from Ontario and Quebec. According to the *2011 Exit Survey – Profile of Visitors to the Western Region* 35% of visitors were from Ontario and only 6% were from Quebec (Newfoundland and Labrador’s Department of Tourism, Culture and Recreation, p.3). The Port au Port Peninsula tends to attract French-speakers who are intrigued by the peninsula’s French culture. Hence, it is reasonable that the majority of the 6% of Quebec visitors to the Western Region would make up a large portion of the “Rest of Canada” category. The nearby town of Stephenville was a “largely French-speaking farming village” until the Americans began the construction of the Ernest Harmon Air Force Base in 1941 (O’Gorman, 2011, p.263). This history and the town’s slogan, The Acadian Village, may also entice tourists to turn off the Trans-Canada Highway onto Route 460.

The *2011 Exit Survey – Profile of Visitors to the Western Region* additionally notes that 11% of visitors to the Western region are from the United States (Newfoundland and Labrador’s Department of Tourism, Culture and Recreation, p.3). Tourists from the United States account for the third highest number of tourists to the VIC, with the most, 71, in 2005, followed by 59 in 2007. The author was unable to determine an event that would have resulted in an influx of tourists to the Port au Port Peninsula from the United States during 2005. The year 2007 was the most recent Come Home Year for the Town of Stephenville accounting for the busiest year at the VIC. The majority of these visitors belong to the VFR sector while others may have flocked to Stephenville to take in the town’s military history. If additional flights were offered departing and arriving at Stephenville Airport during 2005 and 2007, they may have increased visitor numbers to the peninsula as well. However, the author was unable to retrieve flight statistics during the research period to determine if this was the case. The average number of visitors to the VIC per year during the nine-year period is 298. This average decreases to 272 when 2007 is excluded with a difference of 26 visitors per year. Certainly, events such as Come Home Years increase visitation to the peninsula.

During the interviews when asked about the strengths on the Port au Port Peninsula in relation to tourism, only four strengths were listed by at least four participants. The top strength was the water/ocean or coastline/beach at 6/9 participants. It is interesting that 2/3 of the participants who did not mention the previous as a strength are not locals to the peninsula, but are individuals involved with tourism on the Southwest Coast or the entire West Coast. Although the peninsula has ocean scenery, Danny McCann notes that scenery “doesn’t generate revenue” (February 16, 2015). Though this is true, scenery does have

the potential to attract revenue. The next strengths, which 4/9 participants listed, tied between scenery/natural beauty, history/heritage, and geology/fossils. Existing infrastructure/sites followed with 3/9 participants and 3/9 participants also used either the word “fresh” or “pristine” to describe the land, water, or air of the peninsula. In this case, existing infrastructure refers to the three accommodations on the peninsula and the small-scale tourist sites. Other strengths such as festivals, architecture, rare plants, storytelling, and the relatively close proximity to the airport and the ferry, came up as well, but were not common across the interviews. From the interviews it can be concluded that participants are unaware or take for granted (as locals often do) all of the assets that the Port au Port Peninsula has to contribute as valuable tourism resources. The majority of participants view the proximity to the ocean and the peninsula’s extensive shoreline as strengths, but there is a variety in the other strengths. The variation in strengths indicates that the participants see tourism potential on the peninsula differently. For a full list of the strengths and weaknesses of the Port au Port Peninsula according to interview participants, see Appendix G.

The number of weaknesses on the peninsula in relation to tourism listed by participants greatly surpasses the strengths. The lack of accommodations on the Port au Port Peninsula was the most commonly listed weakness with 4/9 participants. Next, with 3/9 participants are the lack of volunteers and the lack of training. Lack of volunteers was mentioned in relation to organizations, events, and projects. Lack of training came up specifically when talking about the VIC in Port au Port East. Employees at the VIC are students hired from June to August or early September and receive no training for the position. Participant G emphasized the need for training at the VIC as many of the employees are unfamiliar with the peninsula and have not visited the tourist sites on the peninsula (February 21, 2015). Participant F claims that in the past employees went on a familiarization (FAM) tour of the peninsula; however, a volunteer conducted the tour (February 21, 2015). When this volunteer became unable to commit time to the VIC, employee training became non-existent. As a result, service quality at the VIC is poor. Participant G remarked that employees “should know the peninsula inside and out” and that it is questionable why the service is there based on the poor quality of service (February 21, 2015).

Other weaknesses mentioned by participants include a lack of marketing, maps, and funding. From the review of literature the Port au Port Peninsula is mentioned frequently in literature, although it is not specifically highlighted. Various maps of the peninsula have been produced over the years through various organizations including Western DMO and Tourism Southwest, the author also produced a map in 2012 (see Appendix A) while working at the VIC. Therefore, it seems that it is the distribution of maps to local businesses on the Port au Port Peninsula that is the weakness rather than the lack of maps. Next, funding is emphasized as a common barrier for many sites on the peninsula. For instance, Participant E

remarked that a lack of funding has inhibited upgrading projects, such as a website and visitor services, at Piccadilly Head Regional Park (February 19, 2015).

Weakness in infrastructure such as restaurants, roads, pull-offs, and gas stations were also listed. These types of infrastructure are relatively large-scale in contrast to the small-scale infrastructures that constitute strengths on the peninsula. There are two restaurants on the peninsula and various take-out locations, but their menus are very similar. Participants commented on a need to introduce healthy, seafood/lobster, and traditional options to the menus, which would increase the variety of foods available on the peninsula. Roads are narrow and described as “twisty” by Participant F (February 21, 2015). There are few locations for large or small vehicles to pull safely off the road and this is likely to discourage visitors with large RVs or motorhomes. The notion that there are no gas stations on the peninsula is incorrect. There is one gas station located at the intersection of Routes 460 and 462 in the Town of Port au Port East just before the isthmus. On the peninsula itself, there are three located along Route 463 in the Towns of Piccadilly, Lourdes, and Mainland. The only large region on the peninsula lacking a gas station is on Route 460 between Cape St. George and Ship Cove. All participants recognized that these types of weaknesses in infrastructure shorten the duration of visitor’s stay on the peninsula.

Three major areas for improvement were identified from the interviews. First, the Port au Port Peninsula lacks a cluster area. This means that there is a lack of accommodations, activities and other services for visitors to participate in within a specific radius. Next, the limited internet presence of accommodations, activities, and services on the peninsula was identified. The internet is a platform for communication between operators and visitors as well as a marketing tool. This issue is examined in detail in ‘Promotion.’ Lastly, the tourism industry of the peninsula is not marketed to potential visitors during the planning phase of their vacation. Many tourists to the peninsula are from the VFR sector while others have visited other regions of the province and are bound for the ferry in Port aux Basques. Frequently, tourists whose ferry crossings have been delayed find themselves on the Port au Port Peninsula wondering what to do. The previous mentioned limited internet presence limits tourists’ ability to obtain knowledge about the peninsula and is a barrier to reaching potential tourists during their trip-planning phase.

The study has given voice to locals who have first-hand experience within the tourism industry on the Port au Port Peninsula and surrounding region. They have shared with the author stories of success and failure in tourism on the peninsula and in other parts of the province. One case, shared by Participant G describes how efforts were made to have a boat tour around the peninsula (February 21, 2015). However, due to the unpredictable weather and strong currents in Port au Port Bay, the Gulf of St. Lawrence, and St. George’s Bay, the risks are too high. Tourists demand for this type of service on the peninsula is not yet high enough to support the cost that a boat tour incurs to cover maintenance, wages,

and insurance. Perhaps in the future if tourist numbers rise, shorter boat tours may be offered. A second case, shared by Danny McCann highlights one of the successful sites on the peninsula (February 16, 2015). The Gravels Rest Stop and Walking Trail began in 1999 with efforts to clean up the area for the rest stop. Then from 2001 to 2002 trail development started. The Gravels, as it is locally called, is now a popular recreational trail for locals and a hot spot for tourists.

Lastly, participants mentioned Fogo Island and communities in Gros Morne National Park as regions that have a successful tourism industry. The tourism industry of Fogo Island is a good example of how developing the industry revitalises the community. Likewise, the communities of Norris Point and Rocky Harbour in Gros Morne National Park excel at quality visitor service and accommodations. Although the Port au Port Peninsula does not have the same resources or designation (i.e. Gros Morne is a National Park and a UNESCO WHS) as these communities, they provide examples and frameworks to guide tourism development on the peninsula.

Geotourism

The interesting geology of the Port au Port Peninsula has attracted geologists to the Port au Port Peninsula for more than a century. Geological surveys of the area dating to the 1930s are readily accessible such as the *Geology of the St. Georges Bay Carboniferous Area; Geological Survey* conducted by Hayes and Johnson (1938). In 1948, another geological survey revealed “limestone deposits that fill erosion caves and fissures in Ordovician limestone” in Aguathuna which are “abundantly fossiliferous” (Bell, p. 34). This is a well known fact to locals who have been collecting fossils and other unique rock formations from the area. It is now illegal to collect rocks from the quarry; therefore, many fossils can still be found in the area. An illustration depicting “some of the fossil groups found on the Port au Port Peninsula” is shown in Figure 5 (Williams, Burden, von Bitter, & Bashforth, 1996, p.16).

The interest in Port au Port’s geology has not faded. Published in 2012, Hild’s *Geology of Newfoundland* highlights three scenic sights on the peninsula that are currently undermarketed as scenic sites and are recognized by few locals. Hild first mentions the limestone layers, a section of the Table Point limestone, that has been exposed by mining operations at Aguathuna (2012, p.50). Next, the slanted green and grey limestone and shales of Mainland are reminiscent of the cliffs at Green Point, Gros Morne National Park, just three hours north of Mainland. The distinct boundary between two time periods, the ordovician and cambrian, at Green Point marks the Global Stratotype Section and Point (GSSP), or the “official international reference point for the geological time scale” (Hild, 2012, p.38). The GSSP designation is one of many reasons Gros Morne has been designated a National Park and a United Nations Educational, Scientific, and Cultural Organization (UNESCO) World Heritage Site (WHS) (Burzynski, 1999, p.190). The cliff at Mainland tells a dramatic story of earthquakes and tectonic action from the ordovician period, 470 million years ago (Hild, 2012, p.46). This formation continues west along the coast to Cape Cormorant featuring conglomerate layers, sandstone, and the mineral chromite. Hild explains that chromite “only occurs in rock types such as peridotite” and that

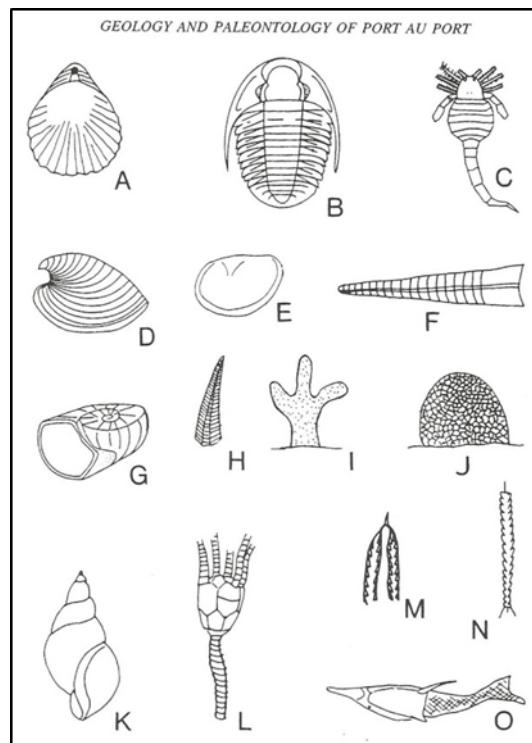


Figure 5. Sketches from *Geology and Paleontology of the Port au Port Peninsula, Western Newfoundland: A Field Guide* display some of the groups of fossils that have been found on the Port au Port Peninsula (Williams et al., 1996, p.16).

"chromite at this site records the approach of mantle rocks... and has helped geologists better understand plate tectonic processes" (2012, p.49). One of the promoted geological sites on the Port au Port Peninsula are the "Faults and Folds of West Bay Beach" (Tourism Southwest, 2012, p.53). This geological phenomenon is a westward thrust slice of layers of shale and sandstone that "convey a vivid sense of motion" (Hild, 2012, p.54). The given examples are not an exhaustive list of the geology and paleontology of the Port au Port Peninsula. These sites boast some of the most prominent geological features on the peninsula, but are only a glimpse into the intriguing geology that is found here.

Just north of the Port au Port Peninsula, there is a proposal to establish a Global Geopark. According to the International Appalachian Trail Network of Newfoundland and Labrador, the Geopark will span "the Bay of Islands Ophiolites from Lewis Hills to Gros Morne National Park" (2014). Approval of this proposal will add another item to the itinerary of geology-minded tourists to Western Newfoundland. Although the Port au Port Peninsula is not included in the area for the Geopark, the proximity would increase tourist traffic in the direction of the peninsula. To the north the Geopark will be bordered by Gros Morne National Park, and to the south the community of Fox Island River (see Figure 6). The Lewis Hills are accessible at Fox Island River and would be an ideal starting point for tourists hiking into the hills. The road to Fox Island River, Route 462, is accessed by the road through Stephenville (Route 460) that continues west to the Port au Port Peninsula. Once the tourists are in the region, they may wish to continue their geological tour on the peninsula.

The geological sites of the Port au Port Peninsula currently attract university students, their professors and geology buffs; however, the sites are not marketed nor designated as tourist attractions. The individuals who visit the sites are well-educated and have sifted through the books or have been told by a colleague of the extraordinary geology here. Geology is a large pull-factor to Gros Morne National Park. In fact, the *2011 Exit Survey – Profile of Non-residents Visiting Stephenville/Port au Port Peninsula/Burgeo* reports that 8% of the province's non-resident travel parties and 10% of overnight

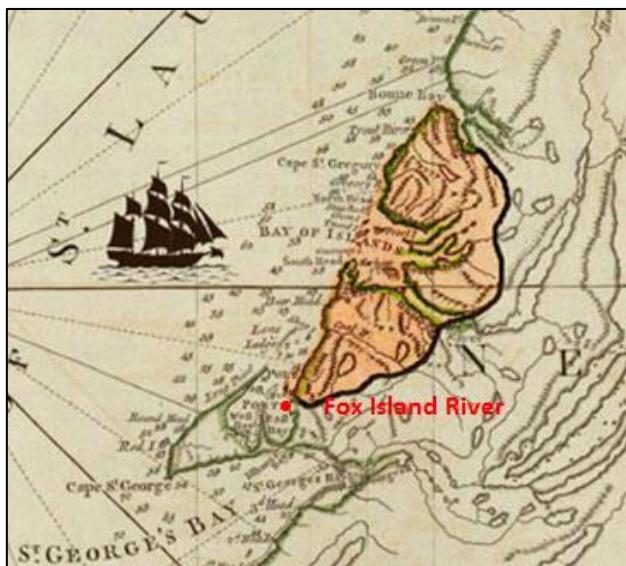


Figure 6. Map showing the proposed area for the Geopark in Western Newfoundland. Note the proximity of Fox Island River and the Geopark to the Port au Port Peninsula. Adapted from International Appalachian Trail Newfoundland and Labrador. (2014, January 5). Planning underway for a global geopark. Retrieved from <http://www.iatnl.com/index.php/news/138/26/Planning-Under-Way-For-Global-Geopark/>

visitors to Zone 9 participated in a geological tour or fossil observation (Newfoundland and Labrador. Tourism Research Division, p. 5). If the park's tourists were aware of the interesting geology on the Port au Port Peninsula, it is likely that they would make the trip to the peninsula and extend their stay for that purpose. Should geotourism be developed, it is important that the geology of the peninsula is protected and that no-collection policies are implemented.

Promotion

When promoting a region for tourism the unique characteristics of the region must be advertised as relevant to current trends or be so spectacular that it becomes a trend in itself. Global trends recognized in *Uncommon Potential* include increased global competition, online planning and booking, quality service, environmental consciousness, safety and security, an aging and active population, experience travel, and individualized holidays (Newfoundland and Labrador Department of Tourism, Culture and Recreation, 2009, pp. 14-16). The tourism assets of the Port au Port Peninsula are able to meet all of these trends. However, based on the current developmental stage of tourism not all of these trends are meeting their full potential on the peninsula.

The province of Newfoundland and Labrador fits into a tourism niche that excites national and international travellers. Newfoundland is marketed as an off-the-beaten-path destination, “a wild and wonderful place” (Newfoundland and Labrador Tourism, 2015, p.2), and a “mysterious land” (p.14). Baldacchino explains that “cold-water islands...precisely because they are so remote and inaccessible, need to stress the adventure of getting there” (2006, p.18), and this is exactly what the province has done. The previously mentioned phrases entice adventure and discovery without giving away what that adventure is. They are open to interpretation and each tourist is able to design his or her own adventure. Stanley C. Plog’s three categories of travellers/tourists are useful in understanding why tourists choose specific destinations: “Allocentrists are not afraid to travel to unfamiliar places involving high risk, psychocentrists prefer familiar and popular destinations with limited/no risks and uncertainties, and midcentrics sometimes choose destinations that may have low level risks and uncertainties” (qtd. in Addo, 2011). Newfoundland easily caters to all three categories since it markets itself openly. Consider a few of the options for the allocentric traveller: hiking the Torngat Mountains in Northern Labrador, caving with Cycle Solutions in Western Newfoundland, or “Wreck-Reation” with Ocean Quest Adventures that takes the tourist scuba diving to view ship wrecks. Conversely, there are many more options for the psychocentrists who can choose from over 150 festivals and events, 8 national and 12 provincial historic sites, or more specifically, a boat tour through Western Brook Pond Fjord in Gros Morne National Park with BonTours, or partaking in the fun on George Street in St. John’s. Furthermore, there is something to satisfy the midcentrics such as an iceberg tour with Northland Discovery Tours in St. Anthony or peaceful picnic at the Ferryland Lighthouse. Essentially, the adventure is what the tourist creates through the available activities at the destination.

While many tourism locations within the province experience marketing success, the Port au Port Peninsula faces many promotional barriers. The first barrier is the lack of development. All interview participants emphasized that the peninsula is currently insufficiently developed for tourism, either lacking human resources, internet presence, maps, or infrastructure. Only one participant, Cathy Whitehead,

recognized that the lack of development could work to the peninsula's advantage. She attributed the pristine environment and beauty of the peninsula to the lack of development. The peninsula is relatively untouched by human development and very little infrastructure exists there. The tourist will see the Port au Port Peninsula as it evolved naturally. For example, the delapidated infrastructure of the past fishery mixed with the modern equipment of the few remaining fishermen. Baldacchino notes that "a link with the past, along with the realization that it is in many ways superior to the present, constitutes the frequently encountered travel motive of "nostalgia"" (2006, p.21). The peninsula flaunts the superiority of the past, preserving a time when people lived off the land and sea and when fishermen outnumbered the heavy equipment operators of the peninsula who work away. In addition, the benefits of the pristine environment and water should be stressed in a way that emphasizes health and is a step towards creating a "grander notion of "quality of life"" (Baldacchino, 2006, p. 18). The Port au Port Peninsula is the place for the tourist seeking to escape modernity. Baldacchino celebrates that cold-water islands are where "freedom is more deeply felt...free from material constraint" (2006, p. 23). These are qualities of the peninsula that can create a unique marketing campaign.

A second promotional barrier is actually how the peninsula has been marketed thus far. Is The French Ancestors Route/*La Route des Ancêtres Français* an appropriate representation of what the tourists observe on the peninsula? Undoubtedly, this is a sensitive topic manifested in the opinions of locals and the opinions of tourists. Referring to the *2015 Traveller's Guide: Lost and Found*, one itinerary claims: "It's here, in southwestern Newfoundland, that many French-speaking Newfoundlanders call home" (Newfoundland and Labrador Tourism, p.38). While this may be true, the opportunity for a visitor, particularly a francophone visitor, to meet and carry on a conversation with a local fluent in French is limited. Interview Participant G shared comments received the previous summer from a group of Quebecois tourists who visited the peninsula: "Their first stop was at the Port au Port tourist information center and they were shocked that nobody in there spoke French" (February 21, 2015). French is not a requirement for the summer students employed at the VIC. French-speaking tourists served in French are fortunate to visit the center on a day when a student who happens to be bilingual is working. Participant G insists that "if you are going to be a visitor information center and try to pull people in and you're at the start of The French Ancestor's Route, you should have somebody [bilingual] there" (February 21, 2015). The quality of service at the VIC is poor due to lack of bilingual services and this is common for many of the other businesses on the peninsula. Participant G acknowledges that the hiring committee for the VIC is "community-minded" rather than "tourism-minded" (February 21, 2015). Evidently, either the requirements for employees at the VIC or the marketing of the peninsula must be revised.

The third promotional barrier is the extremely limited internet presence of tourist destinations on the Port au Port Peninsula. A review of the tourism sites revealed that few sites have a page on Facebook

as of March 2015: 0 of 2 accommodations, 1 of 1 campgrounds, 2 of 12 attractions/adventures, 0 of 5 festivals/events, and 2 of 2 shops/galleries. Likewise, a review of the tourism sites revealed that few sites have a website as of March 2015: 2 of 2 accommodations, 0 of 1 campgrounds, 2 of 12 attractions/adventures, 0 of 5 festivals/events, and 2 of 2 shops/galleries. Although these sites are not represented by their own individual Facebook pages and websites, some information is still available online. However, it is not easy to find. For instance, Our Lady of Mercy Church and Museum in Port au Port West currently does not have its own website. However there is page dedicated to it on the Museum Association of Newfoundland and Labrador's website. The Cercle des Mémoires Musée in Mainland, which does not have its own website, also features its own page on the Museum Association of Newfoundland and Labrador's website. Another example is the website francotnl.ca which is listed in the *2015 Travellers Guide: Lost and Found* under 4 attractions and 1 festival. The website is available in both French and English, but it is difficult to navigate and has limited information regarding attractions as it is much more than a website for tourists. Two groups, "Promote Ourselves – Port au Port, Newfoundland and Labrador" and "Port au Port Info" attempt to promote the peninsula and to keep locals up to date on events. The first group is a closed group meaning only current members "can see what the members post in the group" and "can see stories about the group on Facebook" (Facebook). Anyone can request to be added to the group, but these restrictive settings question how effective this group is as a promotional tool for tourists. The "Port au Port Info" community page "presents the activities and services of the three french community centres of the Port au Port peninsula on the West coast of Newfoundland" (Port au Port Info). This page is an excellent resource for the three communities, but is not a valuable tourism resource. During a presentation at the 2015 Hospitality Newfoundland and Labrador Conference Lyle R. Wetsch, an Associate Professor of Marketing at Memorial University, reported that "In 2014, 65% of leisure travellers researched online before they decided where or how to go." Obviously, a poor, nearly non-existent internet presence has and will continue to impair visitation to the peninsula.

The *2015 Traveller's Guide: Lost and Found* has an "F" symbol next to attractions, accommodations, events, and shops that have a Facebook page. This is a new addition to the guidebook that was not in the 2014, 2013, or 2012 guidebooks. Facebook is quickly becoming a promotional and marketing tool and it is mobile friendly. For tourism sites that have limited funds to develop a mobile friendly website, a Facebook page can be created to promote and interact with visitors. However, Wetsch cautions that "In Novemeber 2014 Facebook announced that if it perceived Facebook posts to be "marketing related" they will not appear in followers feeds" (2015). For a relatively small fee compared to other forms of marketing, marketing posts will appear in followers feeds. Local business owner and manager, Christa Abbott, listed the provincial tourism guide, literature administered through Transcontinental Media NL and similar corporations, word-of-mouth, and newspaper and radio

advertisements as how she traditionally promoted her business, The Upper Level Gift Shop (February 17, 2015). With the onset of social media she has begun to transition away from these methods. She notes that “information goes out much more rapidly through Facebook, Twitter, and those types of social media outlets” allowing her to reach 3,000 to 4,000 people within a twenty-four hour period (February 17, 2015). Evidently, social media has great promotional advantages.

For tourism operators inexperienced in the world of social media, Facebook has several pages to guide the start-up process of developing a page and creating advertisements. One page outlines five steps “of how to use Facebook to help your business grow” including “1. Set up your page, 2. Identify your audience, 3. Create compelling content, 4. Advertise, [and] 5. Measure and adjust” (Facebook). In addition, Facebook offers tips on how to “Raise Brand Awareness” and “How People See Ads” (Facebook). For those requiring more tools to navigate the social media world, courses, certificates and other training options are becoming increasingly available. The Gardiner Center, “a professional development and training link between the Faculty of Business Administration, Memorial University, and the business community in Newfoundland and Labrador and beyond” (Gardiner Center), offers these types of training. At the Gardiner Center group training solutions in “Digital and Social Media Programs” and professional development seminars such as “Google AdWords Fundamentals” and “Intro to Digital and Social Media for Tourism Operators Online” are available. Globally and provincially, business operators are training themselves in order to remain competitive and successful in this era of social media. Tourism businesses on the peninsula must utilize social media to promote themselves to potential tourists.

In short, promotion is currently an underdeveloped area for the Port au Port Peninsula. Visitation is low because tourists are unaware of the peninsula and the unique attributes found there. The lack of development in the region is reason to promote a true escape from the rush and crowds of larger metropolises. The pristine air and coastline allow tourists to breathe in and experience nature to the fullest. Advertisements should embrace the French heritage that is found on the peninsula but stress the adventure of finding that French heritage. Only three of the peninsula’s communities are French communities: Black Duck Brook/L’Anse-à-Canards, Mainland/La Grand’Terre, and Cape St. George/Cap St-Georges. Further marketing of the peninsula be worded in such a way that it does not lead the tourist to assume that the whole population of the peninsula is bilingual. Once this has been accomplished, the advertisements and other promotional materials can be shared with the online world via individual websites, Facebook, YouTube, Trip Advisor, and other media.

Discussion and Recommendations

In terms of tourism evolution, the Port au Port Peninsula is currently at the exploration stage. This observation is based on R. W. Butler's hypothetical curve, "A Tourism Area Cycle of Evolution" shown in Figure 4 (1980, p.7). Butler describes this stage as having "no specific facilities provided for visitors" and "the physical fabric and social milieu of the area would be unchanged by tourism, and the arrival and departure of tourists would be of relatively little significance to the economic and social life of the permanent residents" (1980, p.7). This is true of the Port au Port Peninsula as it is a minority of the permanent residents who are involved with tourism and who are affected by the arrival and departure of tourists. Tourism development has been attempted multiple times in the past on the peninsula, but few projects have been successful. Due to this, Participant G describes the development of the peninsula's tourism industry as "stagnant" (February 21, 2015). This is not to be confused with the stagnation stage of Butler's curve, but means that the industry has not yet surpassed the development stage. The following section offers recommendations that will lead the tourism industry on the Port au Port Peninsula through the next stages of Butler's curve. Recommendations are numbered in the order in which they should be pursued in order to grow and strengthen the industry. It is necessary to fix current issues before welcoming more visitors to the peninsula.

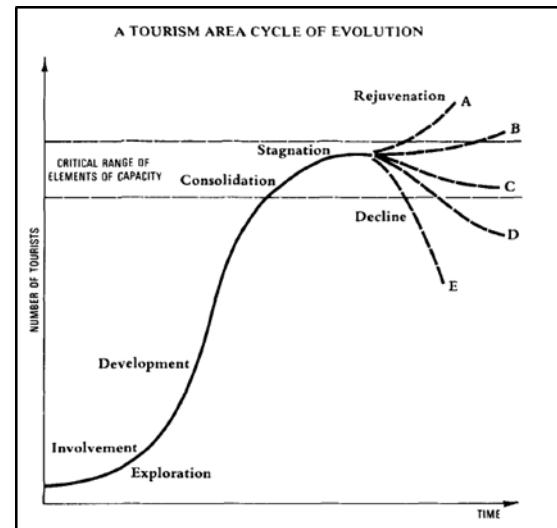


Figure 4. R. W. Butler's hypothetical curve "A Tourism Area Cycle of Evolution" (1980, p.7)

Recommendation 1: Improve visitor services through training.

Before beginning any other strategies that would increase visitation to the Port au Port Peninsula it is recommended to first improve services at existing sites. The VIC in Port au Port East has received negative reviews from three of the interview participants based on feedback they have received from tourists. It is recommended that the hiring committee for the VIC create a list of job requirements. Job requirements should consist of a knowledge of the local area, an interest in tourism, geology, or any field that complements the tourism resources found on the peninsula, and good communication skills. It would be ideal to create at least one bilingual position; admittedly, the human resources to fill a summer student position such as this may not exist. If this happens to be the case, students with knowledge of French could be hired and then provided with a French glossary to expand their vocabulary. Printed materials, brochures, and maps should be bilingual so that English-speaking employees can distribute these types of

materials to French-speaking tourists. In this way, the employees are better able to serve French-speaking visitors. These resources and tools may also be distributed to businesses and sites on the peninsula to encourage employees there to improve their services as well.

Next, employees at the VIC should be required to participate in familiarization (FAM) tours of the Port au Port Peninsula. Based on observances made at the VIC in Gros Morne National Park, employees communicate best with visitors when they have experienced and enjoyed the site that they are selling to the tourist. For this reason, employees with Parks Canada in Gros Morne National Park are required to participate in FAM tours and are encouraged to attend events within the park. The likelihood of a tourist spending time and money to visit a site increases when the employee shares their enthusiasm. The VIC in Port au Port East is the decision point for many tourists as it is here they decide whether to continue to the Port au Port Peninsula or to turn around and return to Stephenville. Furthermore, FAM tours are an excellent way to grow community pride in local youth. After a summer meeting tourists and sharing their excitement, summer students may decide to pursue a career in tourism.

Recommendation 2: Increase internet presence and develop a website for the Port au Port Peninsula.

It is recommended that the Port au Port Peninsula as one entity create a website. Funding is limited for individual sites to professionally develop and maintain websites. Hence, one website should be created that features an interactive map or a virtual tour with GPS coordinates that encompasses all of the sites and businesses on the peninsula. Links to businesses and sites with an individual website should be located on a separate page of this website; however, only websites that are frequently updated and monitored should be included. Wetsch emphasizes that 56% of leisure travelers rely on smartphones “to decide on activities once at their destination (2015). Therefore, this webpage must be mobile friendly. The second method recommended to increase internet presence is to encourage businesses and tourism sites to use social media as outlined in ‘Promotion’.

Recommendation 3: Update currently existing infrastructure.

Currently existing infrastructure should be updated before beginning any new development. This will ensure that all sites and businesses are aesthetically appealing and practical in the current tourism industry. Since funding is limited, it is rational to update sites before beginning completely new development. This type of updating also includes beautifying the communities, which benefits both locals and visitors. For example, Piccadilly Head Regional Park currently lacks infrastructure such as electrical hook ups and a dumping station for overnight campers. The sites in the campground are also relatively small making it difficult for the park to accommodate large RVs and motorhomes. The closest dumping station to the park is in Stephenville. A partnership or an understanding between Piccadilly Head

Regional Park and the managers of the dumping station should be made until the park is able to install one on site. The 2015 *Explore Downhome* magazine does not list the dumping station in Stephenville (Downhome, p. 12) which may be a deterrent for campers coming to the peninsula who are using this book as their main guide.

Other currently existing infrastructure that should be updated includes the memorial park behind Our Lady of Mercy Church and Museum. Although the park is in good condition, some of the sites there (the manmade pond, for example) have begun to deteriorate. Small-scale infrastructure such as information boards and benches should be installed at tourist sites or in areas that are recognized as popular locations for scenic photos. For instance, in Abraham's Cove on Route 460 there is a popular vista of Bay St. George where vehicles are frequently seen pulled off the road. Creating a rest stop here would benefit tourists and greatly reduce the dangers of an accident due to the narrow shoulders of the road. An example of an excellent location for a story board would be at the end of The Gravels Walking Trail. The trail ends at Aguathuna Quarry, therefore a board with the history of the quarry could be installed. One particular event to include on the board is The Aguathuna Disaster of 1927 when six men and boys drowned in Port au Port Bay (Gale).

Recommendation 4: Host community consultations and workshops.

Human resources has been outlined as an issue due to volunteer burnout and a lack of volunteers, an aging population, and a lack of entrepreneurs. Consulting with the community through meetings and surveys will inform the community members that there is a driving force behind the abstract idea of tourism. Knowing that the tourism industry is developing and that the number of tourists will increase may be the encouragement an entrepreneur requires to pursue a business idea. Likewise, a new volunteer base may be established once individuals are aware that volunteers are needed. Invitations to attend the consultations should be extended to high schools. Many youth move away because there is no work on the Port au Port Peninsula; however, involvement with tourism in their hometowns may inspire young entrepreneurs to start up a business here. High school students may also be interested in volunteering in tourism as they often need to bank volunteer hours for courses or other extracurricular activities. This volunteer work is valuable experience they can add to their resumes. Moreover, consultations bring people together to share ideas and opinions. Consultations are events in which people can network, which increases the likelihood of forming partnerships. People can bounce ideas off each other, refine concepts and generate new ideas.

Workshops should be held as an opportunity for community members to learn about successful and sustainable tourism. Workshops should be short and offer incentives such as a certificate when completed in order to encourage participation. Topics should be informative in nature to act as a type of

training. They should advocate community pride through highlighting the valuable tourism resources the peninsula possesses. This develops the desire to protect, preserve, and enhance these resources, which will benefit the tourism industry and the communities. If community interest continues, training workshops may be facilitated in areas such as visitor services, tourism development, trail development, or other topics relevant to the community. Furthermore, assistance for consultations and workshops may be obtained through Hospitality Newfoundland and Labrador, Western DMO, and the Department of Business, Tourism, Culture and Rural Development.

Recommendation 5: Create partnerships with the currently existing organizations and nearby towns.

Partnerships within organizations on the Port au Port Peninsula need to be created. Some of the organizations on the peninsula are PAPEDA, RDÉÉ TNL, and The Gravels Development Group. Partnerships would enable these organizations to access greater funding and more human resources for a project. Furthermore, communication between organizations would lead to an increase in cross-promotion, collaboration, and an increase in knowledge and data distribution.

The Port au Port Peninsula should collaborate with other towns on the Southwest Coast of Newfoundland. The Town of Stephenville is a potentially valuable partner to the peninsula's tourism industry. Although this paper does not include an analysis of Stephenville's tourism industry, the town has many services such as health care, grocery stores, restaurants, and hotels. In addition, Stephenville has a shopping centre and shopping boutiques, a theater, gyms/recreational centres, and an indoor swimming pool. Stephenville has many services for tourism whereas the Port au Port Peninsula has scenery. A partnership between the two regions could create new tourism opportunities.

During the spring and summer months the town hosts a number of festivals. In July and August, the Stephenville Theatre Festival offers a range of professional performances at the Stephenville Arts and Culture Centre (Newfoundland and Labrador Tourism, 2014, p.115). An example of a unique partnership would be between the Stephenville Theatre Festival and the Port au Port Peninsula. The theater could move various performances to locations on the peninsula, either outdoors or in Our Lady of Mercy Gym. New performances may be created based on the history of the peninsula, for instance, the Aguathuna Disaster of 1927 or a musical performance featuring music by Émile Benoit, a renowned fiddler from the peninsula (Butt, 1998). A theatre or musical piece such as this would further add to community pride and preservation of community history. This is an idea similar to Writer's at Woody Point in Gros Morne National Park. Another festival is the Feather and Folk Nature Festival that runs from the end of May to the first week of June. This festival spans across a large section of the southwest coast from the Codroy Valley region to Stephenville. Thus, the potential for partnership and collaborations with other regions expanding their tourism industry and the Port au Port Peninsula exists.

Recommendation 6: Create clusters of accommodation and activities.

Once the previous recommendations have been achieved, then clusters of accommodations and activities can be created. Recommendations 1 through 5 should increase marketing, hence increasing visitors to the Port au Port Peninsula and demand for services and activities. According to the Institute for Strategy & Competitiveness at Harvard Business School, a cluster:

is a geographic concentration of related companies, organization, and institutions in a particular field that can be present in a region, state, or nation. Clusters arise because they raise a company's productivity, which is influenced by local assets and presence of firms, institutions, and infrastructure that surround it.

Certainly, a cluster model should be adhered to throughout the planning process of new developmental projects. To take a case in a point, the Town of Woody Point is an excellent example of a cluster. The town has several types of accommodations, restaurants, souvenir shops, and is the host of various workshops, productions, performances, and other events. All of these amenities are within walking distance of each other. Regions such as Woody Point can contribute advice and planning framework that will contribute to a smoother development process on the Port au Port Peninsula. The potential for new touristic sites and other infrastructure on the peninsula is limited only to the vision of the peninsula's entrepreneurs. One suggestion for a new boat tour is to establish an excursion to Red Island. This abandoned island was once an important fishing station for the French from the 1700s to the early 1900s (Benwah).

Sustainability is a top priority for the communities of the Port au Port Peninsula. Their vision statement is: "All of the incorporated Municipalities in the Port au Port Region will strive to work together to protect the natural environment and provide for the long term economic, social and cultural needs of all the region's residents" (Municipalities Newfoundland and Labrador, 2010, p.14). Therefore, any industry seeking to develop in the area must respect the vision statement. The ICSP suggests achieving sustainability at the community level through reducing and eliminating "unsustainable practices with respect to infrastructure, energy and water use, and waste management" (Municipalities Newfoundland and Labrador, 2010, p.15). Any tourism project or business could easily manage these objectives in its operations.

Sustainability entails two principle goals, the first is continuity to ensure the future existence, and the second is preservation. Although tourism on the Port au Port Peninsula is currently at the exploration stage, in order for the industry to be developed sustainably, it is fundamental to plan for the later stages. It is necessary to create plans for when the consolidation and stagnation stages are reached (see Figure 4). These two stages are in what Butler calls the "critical range of elements of capacity" (1980, p.7). Therefore, it is necessary to implement regulations and policies and strongly enforce these measures to avoid the predicted "environmental, social, and economic problems" (Butler, 1980, p.8). Successful

tourism plans will bypass the decline stage and begin the rejuvenation stage of their tourism regions. Furthermore, tourism planners are cautioned by Butler to remember that “tourist attractions are not infinite and timeless but should be viewed and treated as finite and possibly non-renewable resources” (1980, p.11). He argues that this mindset will encourage better protection and preservation of the destination (1980).

Recommendation 7: Monitor and evaluate the tourism industry.

It is crucial to monitor a tourism industry regardless of the industry’s current stage. Monitoring includes various forms of data recording such as statistics on the number of tourists to a particular site, duration of tourists’ stay, and tourists’ expenditures, activities, and feedback. These types of data indicate the growth or decline in the industry and tourists’ satisfaction or dissatisfaction with services. Feedback from visitors is commonly obtained through comment cards or surveys. Tourists frequently use comment cards to voice a concern, frustration, or complaint and are likely to take the time to write a comment only when they have had an outstanding experience. Websites such as Trip Advisor are excellent sources of visitor feedback, which provide a virtual space for interaction between the business and the visitor.

All data, statistics, and other findings should be shared with others in the tourism industry to enable business and sites to compare numbers. For a comparison, the strengths, weaknesses, and areas for improvement may be outlined. In this way, the industry can address the issues thus strengthening the tourism industry and allowing tourism proponents to focus on the tourism niche that best suits the peninsula. In addition, it is important to monitor the host communities attitudes and opinions towards tourism. It is vital that locals are satisfied with tourism and its consequences on their communities, otherwise the tourism is not sustainable and the industry will eventually decline. This complements recommendation 4 and stresses that community consultations should be an annual or biannual event.

Summary

Based on the research the potential for tourism on the Port au Port Peninsula does exist, but it will be a challenge to develop. Despite weaknesses in infrastructure, promotion, and training, the peninsula possesses a broad range of valuable resources in the natural environment and in the communities' culture. The undeveloped and pristine environment allow for extraordinary coastal vistas with excellent photography and hiking opportunities. The rich history has moulded a culture unique to the peninsula providing the perfect context for storytelling and cultural events. Marketing of these resources must be carried out in order to reach visitors during their trip-planning phase to draw them to the peninsula. The research demonstrates that tourists to Newfoundland are interested in the types of activities found on the Port au Port Peninsula. The majority of the peninsula's resources are untapped or have not yet been developed to their full potential. Therefore, there is a range of possibilities for innovative tourism development. Tourism is an economic driver that will create work and entrepreneurial opportunities for locals. Developing the industry provides a career path for the peninsula's youth who often have to leave for work. Erecting information boards depicting the peninsula's history along with other cultural tourism projects preserves community heritage and increases community knowledge and pride. Consequently, these types of development projects benefit locals and serve as tourism sites. Sustainably developed the tourism industry will benefit the local communities economically, culturally, and aesthetically. In addition, the tourism industry of the Port au Port Peninsula has the potential to contribute to the provincial tourism industry in the long term.

References

- Addo, E. (2011, September 23). *Destination development models*. Class lecture for TRSM 1000: Principles of tourism, Grenfell Campus, Memorial University of Newfoundland, Corner Brook, NL.
- Baldacchino, G. (2006). *Extreme tourism: Lessons from the world's cold water islands*. Amsterdam, The Netherlands: Elsevier.
- Bell, W.A. (1948). *Geological Survey Bulletin No.10: Early Carboniferous Strata of St. Georges Bay Area, Newfoundland*. Ottawa, ON, Canada. Department of Mines and Resources
- Benwah, J. (n.d.). History of the communities of the peninsula. Retrieved from <http://www.benoitfirstnation.ca/page3history.htm>
- Bontours. (n.d.). Western Brook Pont boat tour. Retrieved from <http://www.bontours.ca/tour/western-brook-pond-boat-tour/>
- Burzynski, M. (1999). *Gros Morne National Park*. St. John's, NL: Breakwater Books.
- Butler, R.W. (1980). The concept of a tourist area cycle of evolution: Implication for management of resources. *Canadian Geographer*, 24(1), 5-12. doi: 10.1111/j.1541-0064.1980.tb00970.x
- Butt, J. (1998). Émile Benoit. Retrieved from <http://www.heritage.nf.ca/society/benoit.html>
- Cycle Solutions. (n.d.). Caving tours. Retrieved from <http://www.cyclesolutions.ca/tour/caving-tours/>
- Department of Finance. Newfoundland & Labrador Statistics Agency. (2011). Census subdivision (Municipalities), population – Newfoundland and Labrador. Retrieved from <http://www.stats.gov.nl.ca/Statistics/Census2011/>
- Downhome. (2015). *Explore Downhome*. Retrieved from <http://www.exploredownhome.com/>
- Facebook. (n.d.). Facebook basics. Retrieved from <https://www.facebook.com/business/overview/>
- Facebook. (n.d.). What are the privacy options for groups?. Retrieved from <https://www.facebook.com/help/220336891328465/?ref=u2u>
- Gale, D. (n.d.). The Aguathuna disaster of 1927. Southwest Region Cabot Committee.
- Gardiner Center. (n.d.). Welcome. Retrieved from <http://www.mun.ca/gardinercentre/>
- Go Western Newfoundland. (n.d.). Tourism assurance plan. Retrieved from <http://gowesternnewfoundland.com/tourism/assurance-plan/>
- Hayes, A.O., and Johnson, H. (1938). Geological Survey Bulletin. No.12: *Geology of the St. Georges Bay Carboniferous Area, Newfoundland*. Ottawa, ON: Canada. Department of Mines and Resources.
- Hild, M. H. (2012). *Geology of Newfoundland: Touring through time at 48 scenic sites*. Portugal Cove-St. Phillips, NL: Boulder Publications.
- Hurtado, H. (2013). An exploratory study to develop a geotourism typology model. *The International Journal of Tourism Research*, 16(6), 608-613. doi:10.1002/jtr.1954

- Institute for Strategy & Competitiveness. (n.d.) What are clusters?. Retrieved from <http://www.isc.hbs.edu/competitiveness-economic-development/frameworks-and-key-concepts/Pages/clusters.aspx>
- International Appalachian Trail Newfoundland and Labrador. (2014, January 5). Planning under way for global geopark. Retrieved from <http://www.iatnl.com/index.php/news/138/26/Planning-Under-Way-For-Global-Geopark/>
- Lighthouse Picnics. (n.d.). The picnic. Retrieved from <http://www.lighthousepicnics.ca/experience/picnic/>
- Marshall Macklin Monaghan Limited. (1990). *Tourism plan for Bay St. George/Port au Port and the Penguin area development region*. Toronto: Author.
- Municipalities Newfoundland and Labrador. (2010). *Integrated community sustainability plan for the Port au Port Region: A collaboration of the Municipalities of Port au Port East, Port au Port West, Aguathuna, Felix Cove, Lourdes, Cape St. George*. Retrieved from http://www.municipalnl.ca/?Content=Resources/All_Documents+816
- Museum Association of Newfoundland. (n.d.). Cercle des Mémoires Musée. Retrieved from <http://www.manl.nf.ca/index.php/newfoundland-labrador-museums/regional-listings/western/cercle-des-memoires-musee.html>
- Museum Association of Newfoundland. (n.d.). Our Lady of Mercy Museum. Retrieved from <http://manl.nf.ca/index.php/newfoundland-labrador-museums/regional-listings/western/our-lady-of-mercy-museum.html>
- Newfoundland and Labrador. Tourism Research Division, Department of Tourism, Culture and Recreation. (2011). *2011 exit survey – profile of non-residents visiting Stephenville/Port au Port Peninsula/Burgeo*.
- Newfoundland and Labrador. Department of Tourism, Culture and Recreation. (2011). *2011 exit survey – profile of visitors to the western region*. Retrieved from <http://www.tcr.gov.nl.ca/tcr/stats/index.html>
- Newfoundland and Labrador. Department of Tourism, Culture and Recreation. (2011). *2011 exit survey program highlights*. Retrieved from <http://www.tcr.gov.nl.ca/tcr/stats/index.html>
- Newfoundland and Labrador Department of Tourism, Culture and Recreation. (2012). *Tourism vision evaluation: Annual report 2012*. Retrieved from http://hn1.ca/wpcontent/uploads/2015/02/Tourism_Vision_Annual_Report_FINAL_Feb_2013.pdf
- Newfoundland and Labrador Department of Tourism, Culture and Recreation. (2009, February 9). *Uncommon potential: A vision for Newfoundland and Labrador tourism*. Retrieved from http://www.tcr.gov.nl.ca/tcr/publications/2009/Vision_2020_Print_Text.pdf
- Newfoundland and Labrador Tourism. (2014). *2014 Traveller's Guide: Lost and Found*. St. John's, NL: Author.

- Newfoundland and Labrador Tourism. (2015). *2015 Traveller's Guide: Lost and Found*. St. John's, NL: Author.
- Northland Discovery Boat Tours. (n.d.). Our boat tours. Retrieved from <http://www.discovernorthland.com/boattour.htm>
- Ocean Quest Adventures. (n.d.). Wreck-reation. Retrieved from <http://www.oceanquestadventures.com/tours-packages/scuba-diving-tours/wreck-reation/>
- O'Gorman, B. (2011). *Lest we forget: The life and time of veterans from the Port au Port Peninsula – WWII and the Korean War*. West Bay Center, NL: Author.
- Organisation for Economic Co-operation and Development. (2008). Introduction: The impact of culture on tourism. Retrieved from <http://dx.doi.org/10.1787/9789264040731-3-en>
- Port au Port Info. (n.d.). Page info. Retrieved from https://www.facebook.com/portauportinfo/info?tab=page_info
- Pradhan, K. M. (2014). Cultural tourism and Nepal. *Transnational Corporations Review*, (6)3, 238-247. doi: 10.5148/tncr.2014.6303
- Robinson, A. (2014). Enduring pasts and denied presence: Mi'kmaw challenges to continued marginalization in Western Newfoundland. *Anthropologica*, 56(2), 383-389, 391-397. Retrieved from <http://www.anthropologica.ca/>
- Statistics Canada. (2011). *Census profile*. Retrieved from <http://www12.statcan.gc.ca/census-recensement/2011/dp-pd/prof/index.cfm?Lang=E>
- Terre-Neuve-et-Labrador. (2014). *Guide touristique: Édition no. 7*. Tourism brochure.
- The International Ecotourism Society. (1990). Ecotourism definition. Retrieved from <http://www.ecotourism.org/book/ecotourism-definition>
- Tourism Southwest. (2012). *The wayfinder: 101 things to see & do on Newfoundland and Labrador's Southwest Coast*. Tourism Brochure.
- United Nations World Tourism Organization. (2005). Definition. Retrieved from <http://sdt.unwto.org/content/about-us-5>
- United Nations World Tourism Organization. (n.d.). Rural and community-based tourism. Retrieved from <http://sdt.unwto.org/en/content/rural-and-community-based-tourism>
- Western Star, The. (2008, September 29). Record numbers take in Port au Port fall fair. Retrieved from <http://www.thewesternstar.com>
- Wetsch, L. R. (2015, February 26). Presentation at Hospitality Newfoundland and Labrador Conference, Gander, NL.
- Williams, H., Burden, E., von Bitter, P., & Bashforth, A. (1996). *Geology and Paleontology of the Port au Port Peninsula, Western Newfoundland: A Field Guide*. St. John's, NL: GAC Publications.

Appendix A
Maps of the Port au Port Peninsula



Figure 1. The location of the Port au Port Peninsula on the southwest coast of Newfoundland. Adapted from Google Maps.
Copyright 2015 Google.

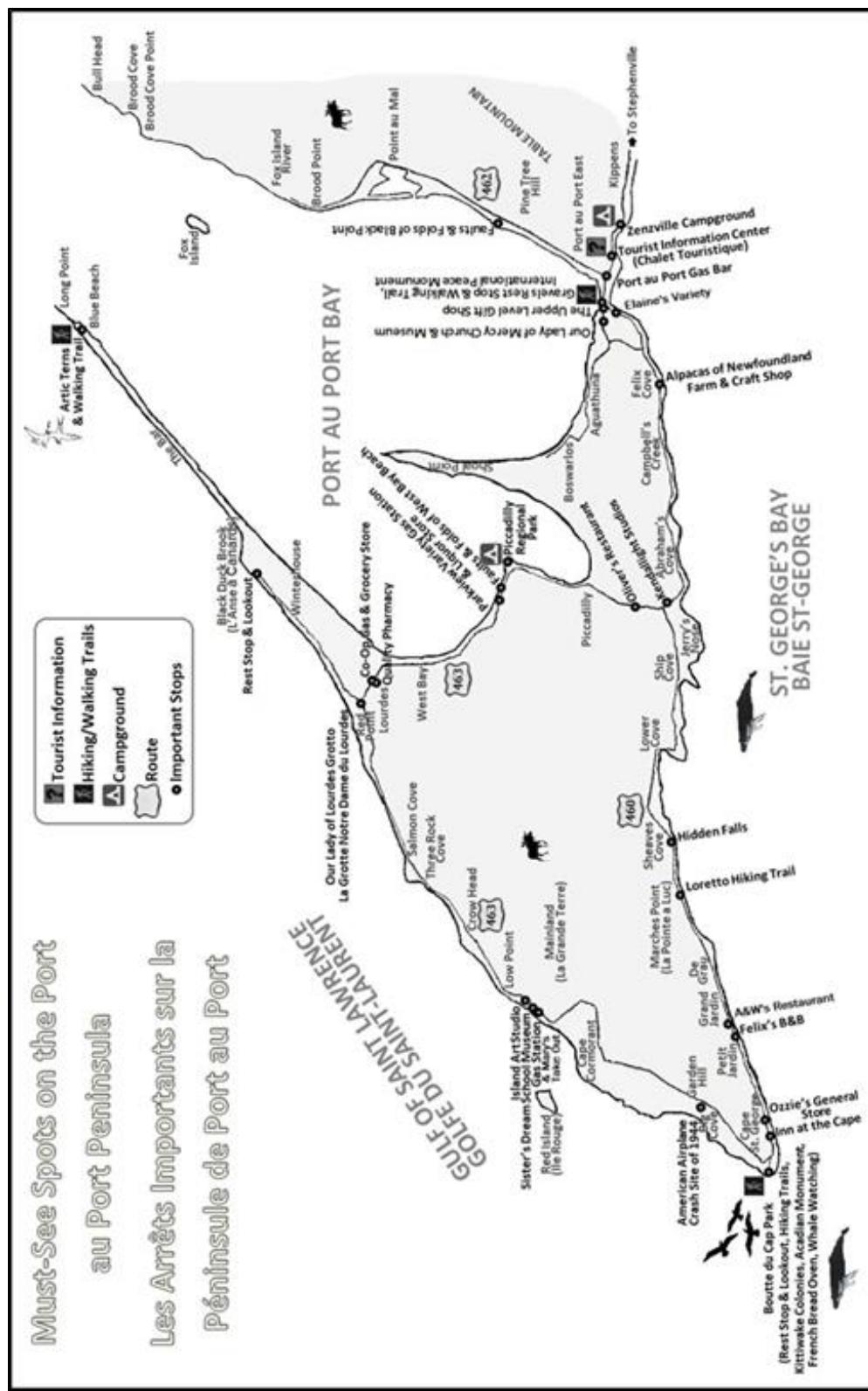


Figure 2. Tourist map of the Port au Port Peninsula. Copyright Emilie Martin, 2012.

Appendix B
Interview Questions for Business Operators

1. Tell me about your involvement with tourism in the province.
2. Tell me about your business.
3. How do you generate business?
4. Do you have any involvement with any other operators in the region?
5. What changes have you seen in tourism on the Port au Port Peninsula in the last 10 years?
6. What strengths do you see on the Port au Port Peninsula in relation to tourism?
7. What weakness do you see on the Port au Port Peninsula in relation to tourism?
8. How do you think tourism growth could occur on the Port au Port Peninsula?

Appendix C
Interview Questions for Employees, Volunteers, and Stakeholders

1. Tell me about your involvement with tourism in the Port au Port region or the province.
2. What changes have you seen in tourism on the Port au Port Peninsula in the last 10 years?
3. What strengths do you see in the Port au Port Peninsula in relation to tourism?
4. What weaknesses do you see in the Port au Port Peninsula in relation to tourism?
5. How do you think tourism growth could occur on the Port au Port Peninsula?

Appendix D
Informed Consent Form

Title: An Assessment of the Port au Port Peninsula for Future Tourism Development
 Researcher: Emili A. Martin, Tourism Studies program, Grenfell Campus

You are invited to take part in an interview for the research project entitled “An Assessment of the Port au Port Peninsula for Future Tourism Development”. This consent form is designed to provide you with the information necessary to decide if you want to participate in the interview.

The research is being conducted by Emili A. Martin, a Tourism Studies student at Grenfell Campus, Memorial University. This research will aid in the fulfillment of the course requirements for Tourism 4950, Senior Project in Tourism, in the Tourism Studies program.

Purpose: The research will assess the tourism industry on the Port au Port Peninsula. This investigation will determine if the potential to grow the tourism industry on the Port au Port Peninsula exists.

What you will do in this study: Answer questions based on your experience and knowledge of tourism, especially in the Port au Port Region. You may ask questions at any time.

Duration: The interview should take approximately 45 minutes.

Risks and Benefits: There are no obvious risks or benefits involved with this study.

Anonymity and Confidentiality: You may choose to remain anonymous if desired and be referred to as “Participant A, B, C, etc. In this case, any identifying information provided to the researcher during the interview would remain confidential.

Right to withdraw: Your participation in this research is completely voluntary and you are free to end your participation at any time.

Recording of data: The researcher will take notes during the interview and the interview will be recorded provided that consent is given.

I have read what this study is about and understand the risks and benefits. I have had adequate time to think about this and had the opportunity to ask questions and my questions have been answered.

- I agree to participate in the research project understanding the risks and contributions of my participation, that my participation is voluntary, and that I may end my participation at any time.
- I agree to the use of quotations & that my name be identified in any publications resulting from this study.
- I agree to the use of quotations but do not want my name to be identified in any publications resulting from this study.
- I do not agree to the use of quotations.
- I agree for my interview to be recorded under the understanding that it will be destroyed after the research is complete.

A copy of this Consent Form has been given to me for my records.

Signature of participant

Date

Appendix E
List of Currently Existing Tourism Infrastructure on the Port au Port Peninsula

Currently Existing Tourism Infrastructure	Location	Services
VIC	Port au Port East	<ul style="list-style-type: none"> • Information distribution • Washrooms
The Gravels Rest Stop & Walking Trail	Port au Port West	<ul style="list-style-type: none"> • Walking Trail • Partially wheelchair accessible
International Peace Monument	Port au Port West	<ul style="list-style-type: none"> • Only one in Canada.
The Upper Level Gift Shop/Abbott & Haliburton Home Building Center	Port au Port West	<ul style="list-style-type: none"> • Souvenirs & giftware • Home décor • Hardware • History
Our Lady of Mercy Complex (Church, Museum, Gym)	Port au Port West	<ul style="list-style-type: none"> • Religious site • Guided tours • Picnic area • Washrooms • Craft Shop • Tea room
Alpacas of Newfoundland	Felix Cove	<ul style="list-style-type: none"> • Agritourism • Souvenirs • Information distribution • Interpretation center
Kendallight Studios	Abrahams Cove	<ul style="list-style-type: none"> • Original art • Custom art • Photography
Hidden Falls	Sheaves Cove	<ul style="list-style-type: none"> • Washrooms (outhouses) • Walking trail
VIC (Town Hall)	Cape St. George	<ul style="list-style-type: none"> • Information distribution • Bilingual service
Inn at the Cape	Cape St. George	<ul style="list-style-type: none"> • 9 rooms • Bilingual service • Wi-Fi
Felix's B&B	Cape St. George	<ul style="list-style-type: none"> • 3 rooms • Bilingual service • Wi-Fi
Boutte de Cap	Cape St. George	<ul style="list-style-type: none"> • French bread oven • Picnic area • Whale & bird watching • Acadian monument • Walking & hiking trails
Airplane Crash Site	Garden Hill	<ul style="list-style-type: none"> • Hiking trail • History

Currently Existing Tourism Infrastructure	Location	Services
La Route de Mon Grand Père	Mainland	<ul style="list-style-type: none"> • Hiking trail • Bird watching • Fossils • Rare plants
Our Sister's Dream School Museum	Mainland	<ul style="list-style-type: none"> • Tea room • History
French Bread Oven	Mainland	<ul style="list-style-type: none"> • Bread • Bilingual service
Cercle des Memoires	Mainland	<ul style="list-style-type: none"> • Storytelling • Tours • Souvenirs • Bilingual service
Three Rock Cove	Three Rock Cove	<ul style="list-style-type: none"> • Picnic area • Washrooms • Beaches • Berry picking
Our Lady of Lourdes Grotto	Lourdes	<ul style="list-style-type: none"> • Religious site
Bread Oven	Black Duck Brook	<ul style="list-style-type: none"> • Bread and pizza • Bilingual service
Piccadilly Head Regional Park	Piccadilly	<ul style="list-style-type: none"> • 49 Semi-serviced campsites (water hook-up) • Shower facilities • Picnic area • Open fire pits • Sandy beach • Walking trails • Pit toilets

Note: Currently existing tourism infrastructure excludes sites that are not developed for visitor use and is separate from tourism strengths or opportunities on the Port au Port Peninsula. Information in the table adapted from 2014 and 2015 *Traveller's Guide: Lost and Found* (Newfoundland and Labrador Tourism).

Appendix F
Resource Strengths and Weaknesses Relevant to the Port au Port Peninsula

	Strengths	Weaknesses
Scenic Resources	Some exceptional scenic resources exist in area, e.g. dramatic shoreline of Port au Port Peninsula (i.e. Boutte du Cap)	The area does not feature internationally significant or recognizable landscapes
Natural Resources	Beaches, populations of moose...and smaller species, rare species habitats (Blue Whales off coast), Geologic resources, e.g. fossils, mines, caves, rock types	Resources are not presently marketed or packaged to external markets to any significant degree
Cultural and Historic Resources	Francophone culture of the Port au Port Peninsula,...abandoned heritage communities in the area e.g. Île Rouge...The area includes small and isolated communities with unique ambience... many existing events reflect cultural/heritage...	Francophone culture is not obvious i.e. aesthetics of villages, language spoken, few heritage features are developed or interpreted, i.e. nothing exists at Île Rouge...There are few interpretive signs, guide markers to explain history of area...
Accommodations		Some regions in the study area do not offer any form of accommodation.
Attractions		Lack of manmade attractions in area. Lack of retail/craft outlets for unique Newfoundland crafts. No concentration of activities in a single location.
Hospitality Services		Restaurants are generally “fast food” in nature; lacking in fine dining opportunities...’Newfoundland’ native cooking, and fresh seafood
Transportation/Location	Area is accessible by road, air and sea...Study area is a midway stop between the major auto entry into the province and Gros Morne	Entry into Stephenville from Trans Canada Highway is not aesthetically pleasing...long travel time/distances exist between communities...area needs improved highway connections, coach services.

	Strengths	Weaknesses
Human Resources		Local entrepreneurial interest is variable; many ideas are put forth, with a reluctance to invest in operators...Level of professionalism is generally low in industry. Tourism is viewed as supplemental rather than commercial venture. Crafts industry is generally underdeveloped. Regional industry can be characterized as competitive rather than cooperative in nature due to small market available to it.
Special Events	There are a variety of existing events occurring in region	Primarily local in interest. Need for improvement/expansion of events if they are to attract a wider market, including: expanded activities, diversification of events, support facilities, lengthened events, improved scheduling/coordination, increased marketing. Events are limited in their ability to attract and sustain visits by lack of overnight accommodation in area.

Note. Extracted from Table 2.1 of *Tourism Plan for Bay St. George/Port au Port and the Penguin Area Development Region* (1990) prepared by Marshall Macklin Monaghan Limited.

Appendix G

Strengths and Weaknesses in Tourism on the Port au Port Peninsula according to Interview Participants.

	Strengths	Weaknesses
Participant A	Scenery, natural beauty, pristine waters, local people, local pride	Marketing, no itineraries include the peninsula, accessibility for individuals with mobility issues, lack of volunteers, aging communities
Participant B	Scenery, view of the ocean, local people, geology	Lack of manpower and volunteers, funding
Participant C	Scenery, unique coastline, wide range of landscapes	Services such as accommodations, infrastructure, distance between existing infrastructure, limited food selection at restaurants, lacking an internet presence, signage, cellphone service is unreliable in some areas, employees of the visitor information chalet lack training and local knowledge
Participant D	History, heritage, geology	Operators need to be online (Trip Advisor, Facebook, Twitter, www.newfoundlandlabrador.com), operators need to be TAP compliant, lack of packaged tours, gap in experience and interactive activities and interpretation (value-added), sustainability issues, currently unable to reach tourists during their trip planning phase, lack of brand recognition
Participant E	Currently existing infrastructure (The Gravels Walking Trail, Alpacas of Newfoundland, Bread Oven, Lourdes Grotto, Our Sister's Dream School Museum, etc.)	There is no map of the Port au Port Peninsula to give tourists, tourists get lost, attractions are difficult to find, lack of funds for websites and employees to keep a website up to date
Participant F	Always close to the shoreline, little coves, fresh air and water, historic sites and history, folk festivals, storytelling (although this is fading)	Few places to purchase gas/diesel on the peninsula, roads are twisty therefore difficult for large motorhomes, lack of designated sites to see, lack of accommodations, nowhere for large motorhomes/trailers to park, lack of vehicle repair shops/garages
Participant G	Some business operators have a "commitment to preserving heritage", opportunities for storyboards	Gap between the "needs of bureaucracy and the needs of communities", no reason to see the West Coast, lack of a "cluster area", lack of interest among youth to continue the tourism industry, marketed as a French community, but few services offered in French, few places for tourists to spend money, no current demand for tour guides, employees of the visitor information chalet lack training and local knowledge leading to misinformation

	Strengths	Weaknesses
Participant H	Natural beauty, underdeveloped and pristine, relatively close to the ferry and airport, not far from Gros Morne, diverse culture (three French communities), Piccadilly beach, geology and fossils	Proximity to Stephenville and lack of accommodations on the Port au Port Peninsula have reduced duration of stay on the peninsula (visitors usually spend no more than an afternoon on the peninsula), no safe pull offs for campers and bus tours because of narrow road shoulders, few public washrooms, few grocery stores, gas stations, restaurants, and accommodations, early lobster season means that there is nowhere to buy fresh lobster, employees at the visitor information chalet have not visited many of the destinations on the peninsula, advertisements for Newfoundland do not feature the Port au Port Peninsula
Participant I	Organizations, rare plants, geology, the peninsula is surrounded by water, the coastline, heritage, culture (French, Mi'kmaq, military, musicians), architecture (Lourdes Grotto, Our Lady of Mercy Church)	No cluster of accommodations and activities, organizations are not working together on the same agenda/strategic direction to further the tourism industry, no municipal tourism strategy, lack of businesses, entrepreneurs, and vision, volunteer fatigue