

Embedding Sustainability: Hiking Trail Proposal to Steady Brook via Massey Drive

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The construction and maintenance of a hiking trail to Steady Brook via Massey Drive would provide an opportunity for introducing proactive strategies toward sustainability. This will form a motive for further ecotourism development as Massey Drive becomes recognized as a tourist destination. For Massey Drive to embrace hiking trail development with the intention of developing further tourism initiatives, educating the community members about sustainability in tourism is essential to provide the community with the knowledge necessary to develop tourism through a long-term vision.

Introduction

Ecotourism is also known as nature tourism, adventure tourism, or environmental tourism. A hiking trail is a tourism development under the category of an environmental tourism travel experience (Goeldner & Ritchie, 2006). The town of Massey Drive could use the trail development to establish a strategic plan for sustainable tourism planning and policy making. The construction and management of the Steady Brook via Massey Drive trail, directed by suitable tourism policy, would promote sustainable development for the town and surrounding areas. However, for Massey Drive to embrace ecotourism development (beginning with a hiking trail to Steady Brook) up-to-date approaches of "sustainability" must be taken to ensure: community benefit tourism initiatives, strategies of economic sustainability honing in on "coopetition", and integrated management of the trail by the community of Massey Drive. Coopetition is a relatively new term, which refers to a business philosophy of working with competitors for attracting a greater tourist market for a region.

This research is aimed at presenting the initial steps of embedding sustainability in regard to an 'ecotourism' development of a hiking trail. The breadth of this research encompasses characteristics of Massey Drive, the Humber Arm region of Economic Zone 8 (See Appendix - A) from Corner Brook to Steady Brook, and lastly on Newfoundland and Labrador in regard to international and domestic tourism marketing. Although Massey Drive may be referred to as a sub-urban community of Corner Brook, the lay of the land presents tourism business potential. The town is surrounded by natural scenery including lakes, streams, and forested mountain terrain, demonstrating a wonderful ecotourism destination.

A Brief History of Massey Drive

What is now the town of Massey Drive was originally a road built for forestry purposes commonly referred to as the 'Ski Cabin Road'. Known as the first ski club on the west coast (and possibly in Newfoundland), residents from Corner Brook would ski out to the cabin located at the top of the hill and back in 1936. The 'Ski Cabin Road' was changed to 'Massey Drive' once

Mrs. Ester Dawe moved into the area and named the road after Vincent Massey, the Canadian Governor General. At this time Massey Drive was without electricity, telephone service, a town water system, a school or a sewage system. Heat was generated using wood stoves, water was supplied from household wells, and outhouses were the norm.

Technology and innovation came to Massey Drive in the form of the party line telephone service, electricity in the late 1940's, and the use of the oil furnace, septic tanks, and indoor plumbing. In 1950, once the population of the community began to grow, there was a need for a school. The school built was a one-room school house named St. Luke's and accommodated all denomination in Massey Drive. The school house was also used as a church, led by Rev. Laing. The school expanded over the next five years to suit larger numbers and proved to be an important facility for community until 1965, when there was a fire that burned the interior of the building. This led to the decision to turn the school into the town hall to use the facility for a suitable purpose (Massey Drive, 2008, (a).

The municipality of Massey Drive was originally within Corner Brook's jurisdiction but did not receive adequate funding and attention within the municipality. As a result a committee of concerned residents was formed. The committee went to Corner Brook's town council in 1969, requesting upgrades to roads, town water and sewage, street lights and garbage collection but was turned down, so the Massey Drive council then went to work to establish some level of municipal services. One prominent success of the Massey Drive committee was the installation of street lights, and garbage pick-up in 1971. Although the road was maintained by the provincial department of highways with calcium dispersal, massive dust clouds were formed covering the sides of houses facing the road. Compounding the issues with the road in the winter time was the steep incline that was prone to icy conditions sometimes making it impassable. There would be a line-up of cars on the bottom of the road waiting their turn to make a run for the hill. As a result, the road was paved in 1974 and recapped in 1988. This came around the same time as the construction of a new town hall in 1977. The new town hall was built to meet the growing demand for a center to run community events out of. In 1982 the fire hall was built.

The first recreation committee was formed in 1972. As stated on the Massey Drive town website, the 1970's and 80's was a time that the "community was buzzing with activity". Another exciting event that took place was the creation of the "first annual Winter Sports Weekend" held in 1974. The recreation committee bought "four or five pairs of children's snowshoes to be used in the races" (Massey Drive, 2008, (a).

Possessing a well-established history of recreational initiatives, Massey Drive has the opportunity to engage in a leadership role for showcasing western Newfoundland's cultural and natural attractions. The existing community facilities may be built upon and human resources bolstered on the findings of up-to-date academic research. Further developments must be formed around current sustainable development strategies in order to diverge away from wasteful patterns of conventional development (Roseland, 1998). Developing the town as an ecotourism destination would help the community evolve with current environmental imperatives. The installation of the hiking trail from Massey Drive to Steady Brook would provide a resource for families of Massy Drive to continue the municipalities recreational history (Massey Drive, 2008, (a).

Research Methodology

Throughout the course of this study on the most appropriate approach to developing a hiking trail between Massey Drive and Steady Brook: political, historical, geographical, and marketing dimensions of Massey Drive were investigated. Given the nature of this diffuse topic a transdisciplinary research approach was applied (Schroll & Stærdahl, 2001). The information for this text was collected using a variety of resources, including: a pilot survey, a literature review, and various meetings with stakeholders. A short attitudinal survey was administered to gauge opinions in different parts of Massey Drive for piloting further survey analysis.

Literature Review

This research on planning and management approaches toward sustainable development in regard to trail development is inspired by the Brundland report in 1987, and the United Nations World Ecotourism Summit in 1992 regarding sustainable development within tourism. The articles used to research the topic of the hiking trail development and following ecotourism development were taken from: *The Journal of Ecotourism*, *The Journal of Transdisciplinary Environmental Studies*, and *the Journal of Sustainability*. While some of the journal articles were found using the Sir Wilfred Grenfell library website through review of E-journal articles, others were found using Google Scholar.

The book *Tourism: Principles, Practices and Philosophies* by authors Goeldner and Ritchie were used for looking into policy design for the hiking trail. Another text *Unnatural Law* by Boyd is referenced in regard to environmental issues currently facing Canada, along with Monbiot's book *Heat*. Historical information about the structure of municipal governance as well as clubs and societies in Massey Drive, has been taken from the Massey Drive website. The East Coast Trail Association website was helpful for linking issues of trail development, arising over the history of the organization, to address concerns that may be forthcoming for the community in Massey Drive. Also, the East Coast Trail newsletters available on-line were useful to identifying potential dimensions of trail management. Sustainable development models from Britain have been selected for depicting an over-arching framework of ecotourism development in the tables and appendixes, cited from Weaver and The Accounting for Sustainability Group. Lastly, marketing information has been drawn on from passages found on the World Travel & Tourism Commission web-site, The Canadian Tourism Council website, and the International Appalachian Trail Newfoundland and Labrador marketing plan.

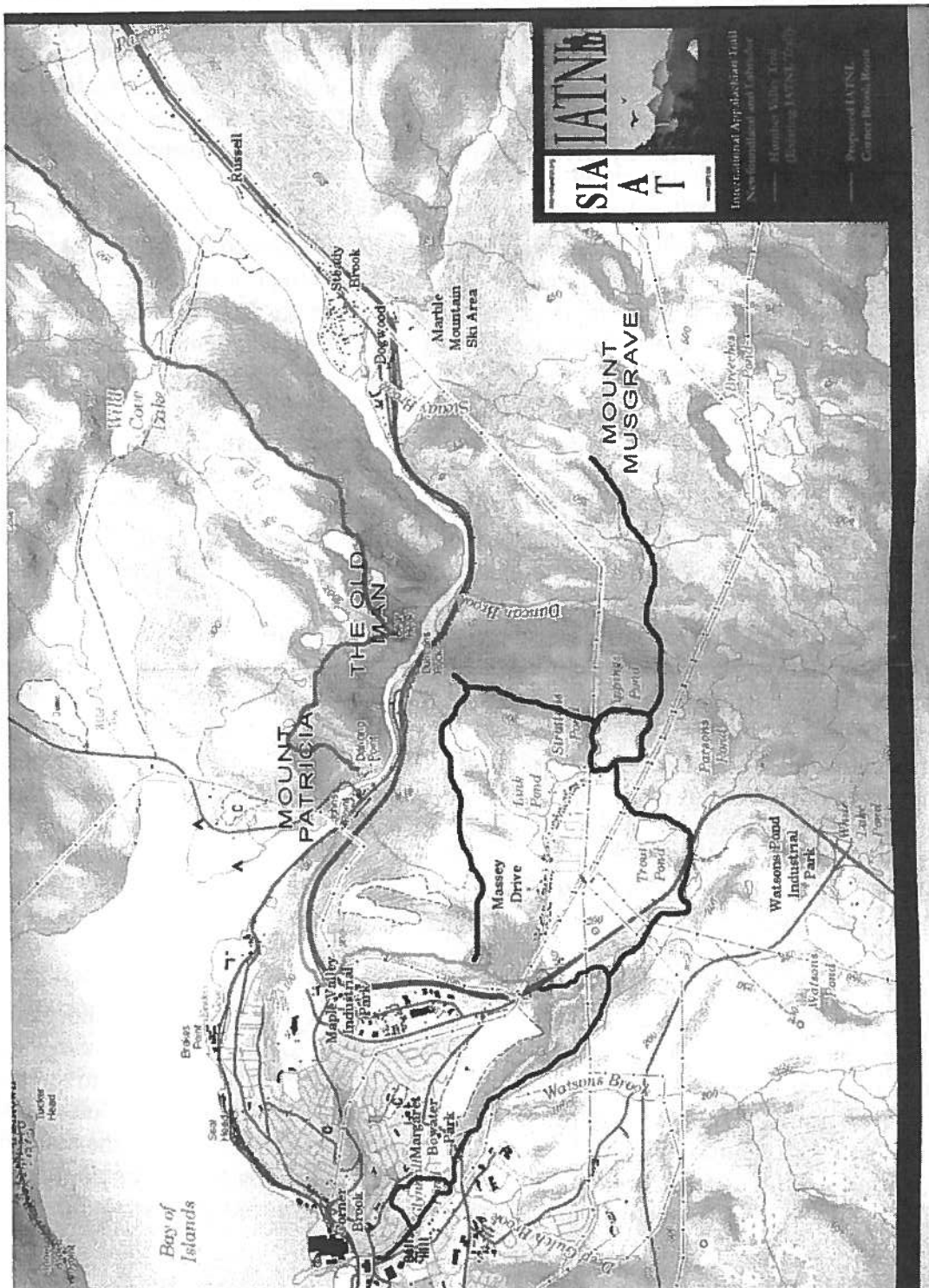
Pilot Survey

The opinions and ideas of residents were taken into consideration in a pilot survey for contributing to a latter, more comprehensive survey of attitudes surrounding tourism development in Massey Drive. A systematic approach was taken to gather quantitative data from the pilot survey results. Through the process of administering the survey to residents of Massey Drive, the goal was to gauge support for the trail and get an idea of how likely the residence are to use the proposed hiking trail. Every fifth house was surveyed, given the community members were willing and able to participate, if not the next house was surveyed (See Appendix-B)

EMBEDDING SUSTAINABILITY

Route Selection

* Steady Brook via Massey Drive Trail & Massey Drive Loop Route Marked in Black



The hiking trail development may provide Massey Drive and Steady Brook with a community trail that will allow runners and hikers to enjoy the forested area linking the two towns. The trails may be designed with added attraction such as wood carvings of historic significance, interpretive signs of flora and fauna, and/or cultural signs. Additionally the construction of a hiking route from Corner Brook, to Massey Drive, to Steady Brook would join the communities together as a destination drawing ecotourists.

The proposed Steady Brook via Massey Drive trail route will be described in a direction of travel stemming out from Massey Drive to points beyond. The depicted trail route is not intended to delineate the most ideal route consideration out of all available alternatives, but has been chosen based on suitable trail design consideration, tourism attractiveness, mitigation of conflict with opposing interest groups (motorize trail users), and potential 'optimization' of the hiking trail.

The Steady Brook via Massey Drive Route

The trail head adjoins the 2.2 kilometer, Tippings Pond trail that goes around the lake with sections of board walk along the way. In Massey Drive, between Strattons and Tippings Pond (48°56'00'/57°53'05') traveling easterly across the fork in Duncans Brook, hikers meet a steep incline. So far, the elevation difference has been minimal traveling along a gradual up and down flow of the trail. The route now climbs approximately 30 meters before the grade of the hill reduces back to a gradual incline, getting steeper heading toward the lookout point of Mount Musgrave (48°56'40'/57°52'30').

Mount Musgrave offers 360-degree view of the area at a peak elevation of 790 meters above sea-level. The approximate distance from the trail head to Mount Musgrave is 4.4 kilometers. From this point, hikers may travel north easterly to Country Road (48°56'45'/57°49'30'). Country Road is on the property of Marble Mountain ski resort and leads into the town of Steady Brook.

The distance is an additional 2.2 kilometers from Mount Musgrave to Country Road, the trail may follow down to where the road is intersected by another access road. For this section of trail, existing trails may be available to incorporate into the route. This distance is an additional 2.2 kilometers. Following Country Road down to Steady Brook village, this meandering route comes out to be approximately 2.5 kilometers. In total, from the trail head to Steady Brook the trail is around 9.1kilometers of hill walking, excluding the walk around Tippings Pond.

Loop Route

Offering an alternate loop on to this route, a section of the trail from the Tippings Pond jutting in a northerly direction down to Duncans Rock (48°56'40'/57°52'30'), nearing the Trans Canada Highway (TCH), and then going traveling westerly to meet up with the International Appalachian Trail Newfoundland and Labrador proposed *Corner Brook Route* where there is the remnants of an old quarry (48°56'30'/57°54'50'). The distance of this section of trail is approximately 4.5 kilometers. Continuing along a brief section of the *Corner Brook Route* for about 0.6 kilometers this route meets the existing Corner Brook Stream Trail where the TCH divides the two. Following along the Corner Brook Stream Trail for another 0.3 kilometers due south, the proposed Massey Drive loop route would split off from the stream trail (48°55'50'/57°54'55') and continue in a southerly direction - switching more south easterly -

where hikers would be required to cross the highway. Then, a direction change to north easterly would be necessary bringing hikers up to Trout Pond where they would have to skirt along the eastern edge of Trout Pond, up to the transmission line, and back to Tipping Pond loop trail. This section of trail is around 3 kilometers in distance. The approximate distance of the entire Massey Drive loop route, as it is proposed now, would be 8.4 kilometers.

Rating - Moderate Level of Difficulty

The organization of a standards committee is a useful step in the development of trail ratings, expressed in four recognized categories (as listed on the East Coast Trail Association, 2009):

- **Easy** - Good trail conditions. Typically minor elevation changes (less than 25 meters). Usually less than 7 kilometers in length.
- **Moderate** - Average trail conditions. Moderate elevation changes (less than 75 meters). Usually less than 12 kilometers in length.
- **Difficult** - Rugged trail conditions. Significant elevation changes (up to 150 meters). Usually less than 20 kilometers in length.
- **Strenuous** - Poor trail conditions. Major elevation changes (over 150 meters). Trail usually covers a very long distance.

As a precaution to unseasoned hikers who are not familiar with the transforming nature of hiking trails exposed to the elements (not to mention the differing levels of quality associated with various trail designs, quality of upkeep and resources available in trail construction), it is important to disclose useful facts such as:

- Distance, elevation and terrain differences
- Recommendation of an available trail guide
- An overall rating of difficulty, by path, also noting changes in hiking difficulty along various routes (East Coast Trail Association, 2009).

Even though the idea expressed throughout the paper refers to the linear trail from Massey Drive to Steady Brook and back, to optimize the trail route, a loop design based on the position of adjoining trails marketed by International Appalachian Trail Newfoundland and Labrador has been suggested (Wylezol & Noseworthy, 2009). The latitude and longitude of various reference points are indicated in parentheses beside the names of landmarks to help identify the route.

Legal Constraints

Since the proposed Steady Brook via Massey Drive trail crosses the Massey Drive municipal boundary into crown-land and then across to the Steady Brook municipal boundary, municipal recommendation forms are required to be submitted to the provincial government for review. Currently, Corner Brook Pulp and Paper uses the land where the trail is proposed for forestry. The construction of the hiking trail would be considered a valued land-use by the provincial government and require that Corner Brook Pulp and Paper leave buffers on either side of the trail. If it was decided that an area close to the trail area the degree of which the natural beauty of the area was defaced would be up to the discretion of the forestry industry (Regional Trail Development Strategy Workshop, 2009). For this reason it would be advisable that the stakeholders work out policy arrangements that could ensure the continued integrity of the

natural resource base.

Policy Making

Tourism planning and policy making is a highly complex task. The objective of a tourism policy is to create a well-balanced facilitation of competitiveness and sustainability for a destination. A transdisciplinary research methodology is required for sustainable developments encouraging the vitality of natural systems and sound application of values from the social sciences. Due to the inter-connected nature of tourism planning and policy-making, both must be created together in order to optimize sustainable development (Goeldner & Ritchie, 2006).

Tourism policy does not exist without outside influences. The policy arrangements for a tourism destination are affected by taxation and legal systems. This translates to a plethora of other policies on the environment, interest rates, minimum wage, welfare, education, culture, communications (advertising policies), customs and immigration, bilateral air agreements that clarify laws surrounding access for foreign travelers, local zoning policies, funding policies, infrastructure policies and more. Because the tourism industry is influenced by so many other political elements in a region, the only way that it can fulfill its intended purpose of making the destination competitive and sustainable is to closely cooperate with many other sectors of the economy and society (Goeldner & Ritchie, 2006).

Consultation processes among the public, stakeholders, the business community, elected officials, as well as affected industry representatives must take place before the policy may be crafted. This is an essential step toward involving the local community within each municipality and setting up the ground work for integrated management strategies.

Ecotourism

The tourism industry is reliant on the surrounding environment as a back drop for tourism activities, so it is not surprising that the prefix "eco" generally understood to be ecological, has made its way into the realm of tourism (Weaver, 2005). Ecotourism may be defined as: "environmentally responsible, enlightening travel and visitation to relatively undisturbed natural areas in order to enjoy and appreciate nature (and any accompanying cultural features both past and present) that promotes conservation, has low visitor impact, and provides for beneficial socio-economic involvement of the local populations" (Weaver, 2005, p.1).

The above definition still retains currency in 2009. The over-arching principles of environmentalism are being increasingly emphasized in Canada's current economic and political system. This is represented in the increasing attention given to environmental issues in bureaucracy, for example, (Environment Canada, 2009). Yet, signs of progress toward environmental restoration and maintenance are elusive. The book, *Heat* by George Monbiot explains that in the aftermath of rising sea levels, loss of perma-frost in the Arctic, more volatile and erratic weather patterns, loss of biodiversity, and other negative impacts of climate change; science and policy must be better coordinated to implement political policies in Canada that place monetary values on functions of the biosphere. These have been referred to early as ecosystem sink and source functions.

Mitigating impacts in an environmentally sensitive area means educating community members about the plethora of risk management scenarios presented from engaging in tourism

development (Regional Trail Development Strategy Workshop, 2009). Since wide spread community involvement is necessary for substantial learning to manifest within the community, a bottom-up approach to community ecotourism development is encourage by eco-tourism specialists (Scheyvens, 1999). In order for gradual understanding to occur, it is necessary for participation to take place within households and in community as a whole. Sustainable 'community-ecotourism' ventures are noted for not only taking ecological sensitivity into consideration, but also the fact that they must allow the local communities a large amount of control in the activities taking place, and the benefits that follow (Scheyvens, 1999).

To further explain the process of establishing environmental responsibility in a community, the spectrum of eco-tourism development needs to be described. Weaver explains:

At one end of a nature-based product continuum, a product or destination may feature the entire ecosystem of the area, so that a "montane rainforest", "coral reef", or "short grass prairie" is experienced. This indicates a "holistic" approach toward the product, since an ecosystem implies an integrated, interconnected entity. In contrast, an "elemental" approach is evident at the other end of the continuum when a product focuses on specific non-captive animals or plants that are deemed to be particularly attractive or interesting". (as cited in Weaver, 2005)

The 'ideal dichotomy' of eco-tourism manifestation by Weaver, is a guide-line for representing ecotourism on a continuum ranging from hard to soft manifestations of ecotourism. Ecotourism development corresponding to isolated sections of the environment is strategized to ensure that the industry continues. The objective of comprehensive ecotourism is to foster an adaption of the very culture of the community toward environmental advocacy in tourism practices (2005). Whether the manifestation of the community is comprehensive or minimalist is predetermined by the action plan agreed upon by the town. The Ideal dichotomy is illustrated in Table #1:

Table #1 - Comprehensive and Minimalist Ideal Types of Ecotourism

Variables	Comprehensive ecotourism	Minimalist ecotourism
Attractions	Holistic approach (nature-based, cultural)	Elemental (nature-based)
Learning	Deep understanding	Superficial (shallow) understanding
	Transformational	Non-transformational
Sustainability	Enhancement-based	Status quo-based
	Global	Site-specific
	Environmental and sociocultural	Environmental only
Concomitant objectives	Financial sustainability	

Variables	Comprehensive ecotourism	Minimalist ecotourism
	High levels of tourist satisfaction	

Noted. Comprehensive and minimalist dimensions of ecotourism. David Weaver (2005):

Once the level of commitment toward sustainable development has been determined, the comprehensive and minimalist types of ecotourism may be further examined from a spectrum ranging from hard to soft manifestations of environmental advocacy generated as a result of ecotourism development. The 'ecotourism spectrum' (shown in Table #2 below) representing characteristics of hard and soft ecotourism as 'ideal types', is somewhat redundant to the comprehensive and minimalist 'ideal dichotomy'. But the overlay of the two contributes to a fuller depiction of how to pursue sustainable tourism development from a holistic approach or elemental division. Hard ecotourism ventures will creating less invasive infrastructure on the natural landscape, draw clientele with a strong logic toward care of natural environment, and attract a more charitable group of volunteers for maintenance and development of a tourism destination. Soft ecotourism is more closely associated with more obtrusive development, aspiring toward a mass tourism markets. Soft ecotourism is noted for being more disagreeable to volunteers due to the lack of commitment for the well being of the town being developed (Weaver, 2005). See Table #2 below.

Table #2 - Characteristics of Hard and Soft Ecotourism as Ideal Types

HARD	SOFT
← the ecotourism spectrum →	
Strong environmental commitment	Superficial environmental commitment
Specialized visits	Multi-purpose visits
Long trips	Short trips
Small groups	Larger groups
Physically active	Physically passive
Physical challenge	Physical comfort
Few if any services expected	Services expected
Deep interaction with nature	Shallow interaction with nature
Emphasis on personal experience	Emphasis on interpretation
Make own travel arrangements	Rely on travel agents & tour operators

Adapted from Weaver (2002)

Noted. Comprehensive and minimalist dimensions of ecotourism. David Weaver (2005).

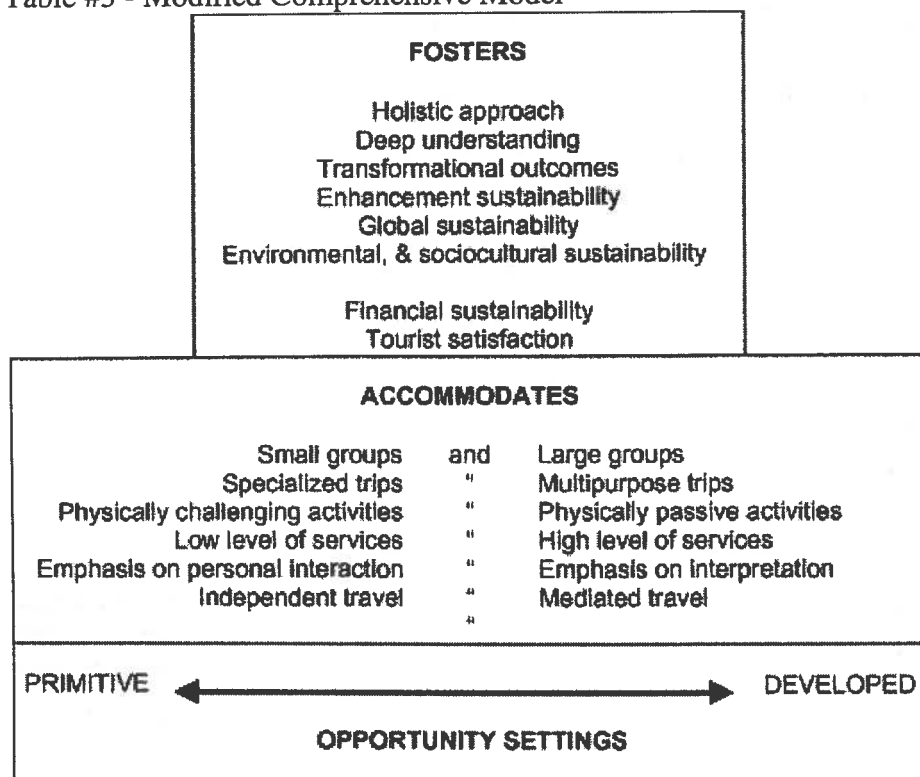
Attainment of comprehensive - hard ecotourism in Massey Drive would foster consistent incremental transition toward environmentally sustainable attitudes. The end goal of this approach, which is intended for the community as a whole benefits from, is to offer higher quality of nature-based experiences to hikers. The quality of the natural environment is a determinant of the type of ecotourism traveler that is attracted to the trail. As shown in the 'ecotourism spectrum' chart above, hard ecotourism draws out clientele that are more committed to environmentalism, make more 'specialized' visits and have longer stays. The intended purpose

for the holistic approach on a community level is to encourage environmental advocacy and build capacity within the community for enhancing the experience of the hiking trail with added tourism products and services.

Applied to Massey Drive, the hiking trail would be developed from a stand-point that is as comprehensive as possible to ensure long-term viability and profitability. This holistic approach, not only allows the residents of Massey Drive the opportunity to manifest environmental advocacy from the realization that the environment is worth money, but is also conducive to a livelihood for future generations who have been raised with 'indigenous knowledge' of the ecology and community culture in the region.

Since Massey Drive has both primitive and developed environments a combination of hard and soft ecotourism would be appropriate. The Steady Brook via Massey Drive hiking trail is of a moderate level of difficulty and the clientele base for the trail has not been established. A segmented development strategy partitioned between hard and soft ecotourism developments deems itself as the most suitable strategy to set for the initial stages of ecotourism development. Weaver states: "The usually contradictory hard and soft impulses can be reconciled through various strategies of spatial and temporal separation. Borrowing from the concept of the Recreational Opportunity Spectrum, 'primitive'-type settings are conducive to hard activity and 'developed' settings to soft activity. In many situations, the product manager needs to consider just one or the other option" (as cited in Weaver, 2005).

Table #3 - Modified Comprehensive Model



Noted. Comprehensive and minimalist dimensions of ecotourism. David Weaver (2005).

For the industry sector of ecotourism, the compilation of literature exposing environmental advocacy is progressing the industry standard. Sustainability indicators are moving from more indicative perspectives on what is sustainable, toward identifying comprehensive criteria of what is sustainable. Yet, in order to craft environmental policy for the purpose of establishing environmental protection over the ecotourism resource, research is required from the town planners themselves in the fields of environmental economics, ecotourism, sustainable development, and land management practices. The goal is for this information and manifestation to generate community support from a "grass-roots-level" in order to establish sustainability (Rees, 2008). This is essential to the persistence and durability of environmental resource enhancement and restoration from the previous land-use.

Sustainability

In 1983 increasing international concern about environmental degradation brought the Brundland Commission into existence (Robinson, 2008). The ambiguity in the popular definition of sustainability, "development that meets the needs of the present without compromising the ability of future generation to meet their own needs" (as cited in Robinson, 2008), is known for eluding any true measure of sustainability. The failure to enact sustainable development in Canada has been attributed to lack of coherence and integration compounded from excessive discretion used within the federal government agenda, following in the footsteps of United States. While this fact does not bode well for Canada's sovereignty, it expresses recognition of shortcomings in Canadian federal politics that have been justified in the past with destructive consequences (Boyd, 2003).

This recognition has been an essential step toward urgent amendments needed for more tangible aspirations of sustainability. Unfortunately, sustainable development has grown to be a common catch phrase of the 21st century that is becoming less meaningful in Canada as time passes. This is caused by the federal government's failure to integrate sustainability principles into society as many countries in Europe have done, through cooperation with international organizations and global governance promoting sustainability (Boyd, 2003).

The three 'interactive criteria' of sustainability from the Brundland report: the 'environment, economy, and community' have been said to be "the first of two generations of thinking about sustainability" (Robinson, 2008, p.162). Robinson explains this to be a supplementary approach to sustainability, where sustainability is viewed as an end-goal and can be described by the summation of economic, social, and environmental factors in decision-making (2008). Progressing this idea the 'second generation' of thinking, highlights "processes of sustainability with a focus on decision making and stake-holder engagement" (Robinson, 2008, p. 162).

This is a correct response to the Brundland report's constraints for tourism planners because of the need to address the long outstanding debate on the "effectiveness of tourism management tools" (Hall, p.21). Sustainable development has been largely ineffective in achieving the goals of sustainable development to present, both globally and locally (Robinson, 2008), and is cause for concern throughout all levels of government as a result of degradation to the natural sink and source functions that life on earth relies (Harris, 2006). Environmental sink and source functions are environmental entities that act to neutralize pollutants as well as supply

and replenish the environment with necessary elements for life to exist and flourish. Environmental sink and source function include the carbon, nitrogen, and water cycles; along with other organic cycles of growth, death, and decay (Harris, 2006).

Sustainability and Ecotourism

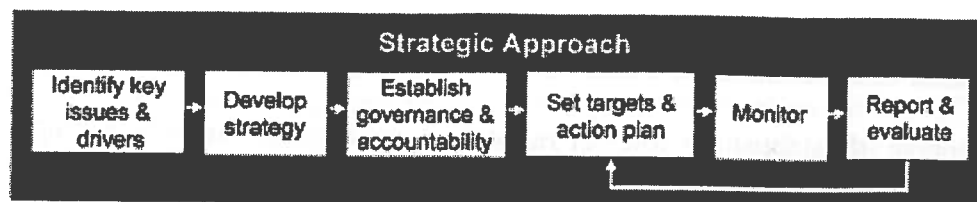
Ecotourism is an industry that is associated with positive and negative aspects from within a community new to the industry. For Massey Drive to evolve into a sustainable ecotourism destination, it would imply that residents are willing and able to accept the growing-pains incurred from transitioning away from a traditional industry toward tourism based on environmental transactions. Yet, the trade-offs of financial gain come at a cost of altering the folk-culture in the area. In order to develop an ecotourism destination revealing the paradoxes that may be created is a good initial step to finding out what aspects of sustainable development must be focused on (Simpson, 1999).

The municipality of Massey Drive fits more into the sub-urban category of development. Yet, a rural area that has been exploited over the years surrounds the municipality. Communities that are not economic 'growth centers', and therefore do not present its selves a viable option for long-term survival without assistance from neighboring municipalities, are often perceived as insufficient by residents. Many people in the area refer to undeveloped business zones as a constraint to a better local economy and quality of life in the pursuit of 'well-being'. This creates the situation within the community where a social pressure to urbanize is present, sometimes even after the town or community has developed to a point where all the municipality's needs are met.

Urban values centered on economic growth, technology, and innovations have social as well as environmental costs. This relates to the dynamic created from the urban, nodal tendency of economic development currently (Robinson, 2008). Since the town is urbanizing rapidly, strategic tourism planning would be an appropriate response to organize further development and integrate groups in various parts of the community. Unfortunately, this is a double edge sword for municipal governments and planners trying to embrace sustainability for the 'well-being' of the community, and accommodate the community culture adopted over many years.

Strategic Plan and Follow Up

The "strategic approach" is a good framework for drafting an orderly, logical decision making process for accomplishing specified targets of a town's sustainable development strategy (The Accounting for Sustainability Group, 2009). This is essentially a model framework that may be drawn upon by government on a federal level, including the department of Environment. Sustainable development principles may be embedded into the municipality through strategic planning and follow up on feed-back. The following chart has been provided on the Accounting for Sustainability Group website to list the initial steps involved in the process of making a strategic plan:



The chart above is a simplistic depiction of the sophisticated multi-faceted process in each stage to sustainable development. Each step listed in the process is a sub-section of the strategic plan involving several other steps of procurement. Once a strategic plan has been drafted, it is recommended that following strategies are carried out systematically to support the mobilization and enforcement the community agreed upon "action plan" in order to reach targets. Furthermore, the work that comes after a successful 'action plan' has been established as critical to ensuring the longevity of a sustainable development. The post-action plan management of the tourism resource is shifting priorities from the planner to management roles. Still, the management role and the planner's role are interlinked and dependent upon one another (See Appendix - C).

After the key issues and drivers have been identified from within the community and a strategy has been developed. An inventory of culture and behavior must be identified for trouble shooting issues in the community. Once unwanted issues around culture and behaviors have been identified and outlined, the skill-sets within the community must be inventoried and opportunities provided for the community.

The next step in the strategic decision making process is establishing support for the development decision(s) made. This is a matter of establishing financial management and accounting, as well as appraisal and evaluation techniques deemed appropriate by the community. Next on the agenda is procurement for establishing necessary supply chains and logistics around reducing and minimizing the ecological impact of travel, construction and refurbishment as well as managing land and buildings. These steps are concerned with the use of energy, impacts on biodiversity, waste treatment and water use (The Accounting for Sustainability Group, 2009).

Economic Sustainability

Connecting the concept of sustainability to economic development fundamentally implies that resource use will not be exploited through the environmentally degrading methods of the past (Goeldner & Ritchie, 2006). Currently the web site lists the following tourism attractions: Tippings Pond (for swimming, fishing, kayaking & canoeing) Tippings Pond Walking Trail, Massey Drive Playground, and Bellwood Playground. Some other attractions of the town are broader in scope and include scenery; wildlife viewing, other features of geography including snowmobile, and ATV trail access. In moving toward ecotourism, the community of Massey Drive would be supplementing the economy with another economic sector beyond the forestry industry.

While hiking trail development may lure tourists to the Humber Valley - Bay of Islands area, the trail itself does not generate any tourist revenues. The advantage of developing a trail system as opposed to other tourism products is the influence of the trail linking communities, the

encouragement of a non-motorized mode of travel promoting cut-backs in green house gas emissions, and the evolution of the community outlook toward sustainability aimed ecotourism goals.

Throughout the course of establishing whether or not the community wants the hiking trail, residents will become familiarized with the development strategy through public consultation. If it is decided that they do want to install a hiking trail – the construction of the trail and organization of community oriented activities such as hikes, runs, volunteer guided tours, and outdoor education may be set up as a part of the trail membership initiative.

Community-benefit tourism initiatives such as the construction of a municipal park at the trail head, subsidized by government, will promote 'green' collar job creation from within the community. Massey Drive has acknowledged the plethora of tourism possibilities on the town website, although the potential for providing visitors of the area with unique experiences can be expanded upon. The market for the ecotourism sector is vast and may lead to rewarding business ventures for those in the community who are able to produce 'creative' businesses ventures (Simpson, 1999).

The economic value of the hiking trail could provide a basis from which the business community of Massey Drive can build on in order to establish a stronger economy from within the municipality. Economic spin-off further building the economy in Massey Drive as the business community grows, could be expected to provide the following benefits:

- Direct employment opportunities (including, administration, guiding, tours and transport, construction, hospitality, management, accommodation, shopping, food and beverage outlets)
 - Indirect employment opportunities (including, environmental management, entrepreneurs, other secondary industries)
 - Supports the development of multi-sector or mono-sector non-profit enterprises benefiting/controlled or strongly influenced by communities
 - Provides invigoration and development to local economies
 - Provides alternatives to changing or fading traditional industries
 - Increases land values, and thus rates payable to council for community services
- (as cited from Simpson, 1999)

Marketing Outlook

Even though the growth of the tourism market has taken a dramatic decline since the September 11, 2001 bombings in the United States, the prediction for the global tourism market is forecasted to switch to a growth stage over the next ten years: "Real GDP growth for the Travel & Tourism economy is expected to be -3.5% in 2009, down from 1.0% in 2008, but (is) to average 4.0% per annum (per year) over the coming 10 years" (WTTC, 2009 (a)). Key issues impacting the tourism industry in Canada highlight the negative influence of rising oil prices and the positive influence of a changing economy in tourism becoming less reliant on "business cycle dependant baby-boomer" upholding the domestic tourism market in Canada (CTC, 2008). This means even though the economy in North America is slowing down over all, "spending on domestic tourism continues to expand albeit a softer economy and higher oil prices" (CTC, 2008, p.1). Increasing oil prices is causing detrimental effects from many fronts of the tourism industry in Canada. The Canadian Tourism Commission (CTC) generally asserts: "High oil prices are

pushing up travel prices, eroding household incomes and dampening consumer confidence. As such, they have a profound negative impact on the tourism industry overall" (CTC, 2008, p.1).

Information from the Travel Activity and Motivation Survey (TAMS) was gathered in November 2007 and used as a primary source of North American consumer data for the International Appalachian Trail Newfoundland and Labrador (IATNL) marketing plan. The group surveyed was categorized as hikers, climbers and paddlers. Even though climbers and paddlers were grouped with hikers this information provides an outlook of the market for adventure travelers in general. The document states that in "the last two years 25.4% (6,281,852) of adult Canadians went hiking, climbing and paddling while on an out-of-town, overnight trip for one or more nights" (as cited in the IATNL Marketing Plan, 2009, p.8). Same-day hiking trips (18.1%) were the most popular excursion; fresh water kayaking, and canoeing (8.9%) was second. Overnight hiking (5.6%) ranked third, followed by sea kayaking and canoeing (3.0%), mountain climbing or mountain hiking (2.5%), white water rafting (2.1%), and rock climbing (1.2%).

Canadian tourists who were hikers, climbers and paddlers were among the most common users of the internet for tourism planning (75.1%) and booking (49.9%) travel (International Appalachian Trail Newfoundland and Labrador, 2009). Some other interesting statistics pertaining to the 2,126,660 people who are noted as traveling for the main purpose of adventure recreation in Canada are: the percentage of this group that traveled for the main purpose of hiking, climbing, and/or paddling was 33.9% (International Appalachian Trail Newfoundland and Labrador, 2009). The amount of travelers who intended to make their trip for the purpose of hiking in the wilderness with overnight camping/lodging was 58.8%, and 22.2% of this market traveled to do 'same-day hiking excursions' specifically.

While Newfoundland and Labrador attracts approximately 4.7% of the 6, 281, 852 people categorized as hikers, climbers and paddlers. Nova Scotia attracts 13.8% of this same market base. Prince Edward Island attracts 8.3% and New Brunswick attracts 13.3% of hikers, climbers, and paddlers. The Atlantic Provinces (especially Nova Scotia) are dominating competitors for Newfoundland and Labrador.

Integrated Management Approach

Sustainable management of the hiking trail is dependent upon the fact community members must cooperate together to establish continuity. An integrated management strategized for community benefit from within the municipality is conducive to citizen control over resources and upkeep from various facets of the community structure. In an effort to create an organized team effort toward managing the trail, a trail membership association could be formed for to take a lead role in delegating tasks to different groups, as the East Coast Trail association has done. Skill sets of community members can be identified through the course of various public meetings along with community interests (Iankova, 2008). For example, an organization of volunteer groups within Massey Drive could be formed from a couple members of the volunteer fire department, a couple members from the recreational society/ladies auxiliary and a few volunteers from the public who are outdoor enthusiasts.

Maintaining a cohesive participation level in the community to contribute to toward building a volunteer base is more likely when the volunteers are motivated through a vested

interest. A vested interest in this case, would mean confirming that volunteer's efforts will contribute to securing a community market place and establishing an industry in the municipality that is builds community 'well-being'. Organizing an integrated management volunteer group would initially need a spear heading committee to mobilize the group into action – such as the Western Environmental Center (WEC).

Economic Self-Reliance

The concept of economic self-reliance is concentrated on accommodating the economic requirements of locals first by forming a community marketplace. Strategies enabling economic self-reliance focus on integrated management systems and strategies to enable resource control for community members. Recognizing and encouraging individual skill-sets and community resource building is a source of motivation for community members to participate in voluntary efforts of integrated management. Cohesive participation from a volunteer capacity for trail maintenance and further tourism initiatives plays a vital role in the over-all economic sustainability of the township (Pierce & Dale, 1999).

The population of Massey Drive has reached approximately 1300 permanent residents. The business community of Massey Drive consists of under a dozen different small businesses that represent the groundwork for economic development in the municipality. The Massey Drive community has a small business district listed on the town website as 8 different businesses and an unspecified number of day-care services. These include "T'N'T Truck & Trailer Repair, Target Trucking Limited, Cindy's Hair Affair, Sound Construction Limited, Link Pond Estates, Matthews Upholstery, Numerous Daycares, C P Paramedical and Combat Fitness". For tourism enterprises to exist and uphold a mission to endorse economic self-reliance within the municipality, these 'secondary' business services are needed to compliment ecotourism enterprises, should they be introduced following the installation of the hiking trail (Simpson, 2008).

Local resources and skill sets available from within the community of Massey Drive are important to structuring integrated management systems for community resource control providing economic self-reliance within a community setting. Economic self-reliance and integrated management are interdependent requisites of long-term planning, because it is important to maintaining a cohesive participation level in the community supporting the continuing productivity of a development. In 2008 the article titled "Community Benefit Tourism Initiatives—A conceptual oxymoron" by Murray Simpson, the beneficial aspects of tourism development striving toward sustainability are not to be diluted as a result of similar terminology that does not produce the same results for the community in question. He states:

There are fundamental differences between a CBTI (Community Benefit Tourism Initiatives) and other types of tourism; one of a CBTI's defining principles is the transfer of benefits to a community regardless of location, instigation, size, level of wealth, involvement, ownership or control. For example the interpretation and definitions of community 'based' tourism centre on the question of ownership, management and/or control of tourism projects. This is not the case for a CBTI; to distribute benefits to a community, the tourism initiative need not always involve the community in any rights, tenure or control of the project. (2008)

Coopetition

Coopetition is a business philosophy pairing the concepts of cooperation and competition. In this case, integrated management is concerned with cooperating with competitors from inside and outside the municipality for the purpose of creating a stronger market base for the entire business-community of Corner Brook, Steady Brook and Massey Drive to benefit from. However, the accomplishment of this strategy for individual businesses depends on the carving of a 'niche-market' for themselves, market planning from within the municipal business community is conducive to economic self-reliance while 'optimization' is achieved in part by promoting and drawing from the entire market-base including areas outside the municipality.

Economic self-reliance plays a prominent role in establishing strong competition from within the municipality for competing with businesses from outside. Each group contributes to others accomplishments by generating a larger more viable (and possibly more specialized) market demographic. The key to community acceptance of cooperating with the competition is for government to educate the public and stake holders that competitors are to be acknowledged as complimentary elements of destination marketing, albeit, with limits attached (Nalebuff, 1996).

Coopetition helps tourism ventures (and economic impact of tourism) multiply and reach critical mass. Critical mass refers to the point that the social phenomenon becomes independent on its own momentum and continues to grow on its own accord. If Massey Drive reaches its critical mass in the ecotourism market, not only will the municipality become more self-reliant but critical mass of sustainable development principles may be obtained - sharing the momentum of environmental ethics with neighboring towns.

Ecological Sustainability

Ecological sustainability is concerned with the integrity of the ecological systems structure as well as with the related function of the ecological system; eco-system sink and source functions. The main issue surrounding the introduction of the trail is the amount of impact that the trail will receive by humans and the environment. In order to ensure ecological sustainability the impacts diminishing the integrity of these eco-system components must be mitigated through environmentally sound trail design, planning and management (Tilley, 2004). Using the land proposed in the route selection sets aside this area for a 'soft ecotourism' activity. The stretch of trail from Massey Drive to Steady Brook's municipal boundary will reduce stress imposed on the environment resource available to the communities in comparison to the previous use, forestry (Boyd, 2003). Forestry in this area, known as district 15 is orchestrated by Corner Brook Pulp and Paper, which is the current land-use for the area carried out around a 5 year plan.

As is the case across many Industry sectors, negative environmental impacts of tourism may be categorized in a profile that is indicative rather than comprehensive. Impacts range from direct, indirect, and induced impacts (Mowforth et al., 2008). Direct impacts may be defined as events occurring from the tourism activity itself having an effect on the environment. While indirect impacts may be less obvious and may occur over time. Examples may include the impact of carbon emitted from combustion engine contributing to climate change, energy used through increased visitor volumes opening laundry facilities, or increase maintenance required for repair of road conditions due to increased traffic volumes. Induced impacts have the 'after-affect'

quality. In other words, the human impact on the environment occurring due to the nature of the development and the cultural interactions that occur, an example could be hikers littering on the trail – bears eating the garbage and gaining a dependence on tourist litter (Mowforth et al., 2008). The concept of sustainable development and sustainable tourism are interrelated terms pertaining to eco-tourism. Both are concerned with minimizing detrimental impacts occurring from development causing alteration to the existing ecology and community socio-cultural structures (Goeldner & Ritchie, 2006).

Conclusion

The starting point for generating a community-manifestation for environmental sustainability is the promotion of local government initiatives, modeled from globally recognized sustainability criterion (Robinson, 2008). This being said, new methods of decision-making are necessary for establishing a sustainable approach toward development. This will inevitably form new approaches to sustainable development evolving as a result of unforeseen circumstances incurred by municipal actions plans. Check-points to re-evaluate the community agreed upon action plan may be implemented to test a plans ability to change and introduce alternative plans to the community. This method is in opposition to the reactionary approach that has proved to lead to environmental break down in the past (Boyd, 2003). This allows for unforeseen issues in ecotourism to be dealt with in an attempt to satisfy stake holders, the community at large, and tourists who enjoy the destination.

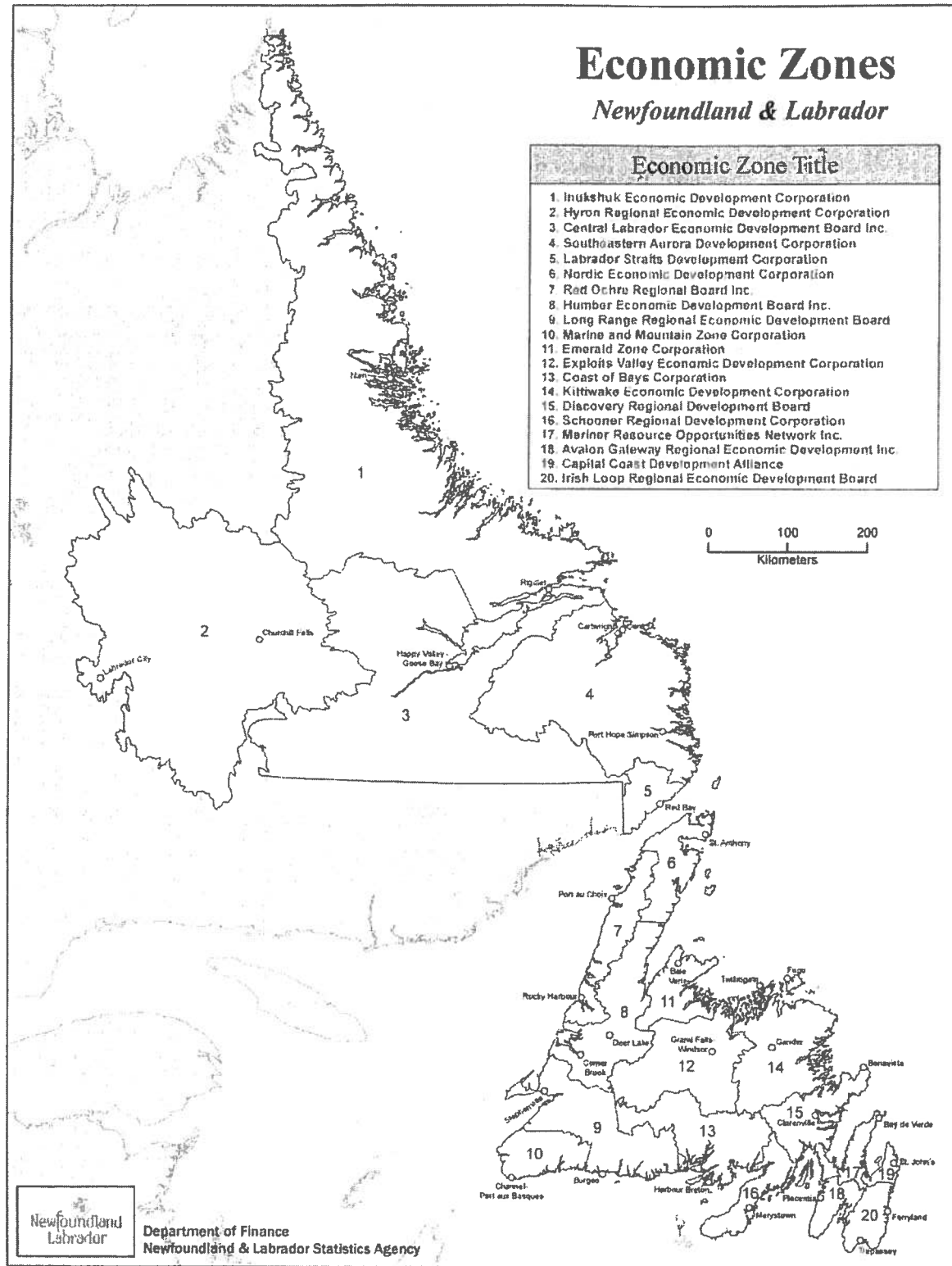
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Appendix - A



Appendix - B

**Steady Brook via Massey Drive Hiking Trail
Pilot Survey Summary**

1. Do you see yourself or your family using the trail if it was developed?

* 100% answered (a) Yes

2. Do you believe the hiking trail would be a benefit to the community?

* 58% answered - (d) Strongly Agree

* 42% answered - (c) Agree

3. How many times though the summer would you use the hiking trail?

* 33.3% participants answered (b) 1-4

* 33.3% participants answered (c) 5-9

* 33.4% participants answered (e) 15 or more

4. Would you use the trail in the winter time to snowshoe or cross-country ski?

* 50% participants answered (a) Yes & 50% participants answered (b) No

If yes - how many times?

* 8.3% participant answered (a)1-3 * 8.3% participant (b)4-5 * 33.3% participants answered (c)6-More

5. If the Hiking trail was put in would you want to see a Municipal Picnic Park developed at the beginning of the trail between Stratton's Pond and Tippings Pond?

* 100% (a) Yes

6. How many of the following would you consider to be important elements of the trail design? (a) Interpretive Signs on Flora and Fauna (b) Wood Carvings (c) Cultural Interpretive Signs

* 50% Participants selected all 3 options

* 8.3% Participant chose (a) Interpretive Signs on Flora and Fauna

* 17% of participants chose (b) Wood Carvings

* 8.3% participant chose (c) Cultural Interpretive Signs

* 8.3% participant chose both (a) Interpretive Signs on Flora and Fauna & (b) Wood Carvings

* 66.6% participant chose (a) Interpretive Signs on Flora and Fauna & (c) Cultural Interpretive Signs

7. What is your age category?

* 16.7% participants (a) 18 – 34

* 83.3% participants (b) 35-65

8. How long have you lived in Massey Drive?

* 33.3% participants selected (b)2-5 * 8.3% participant selected (c)6-9

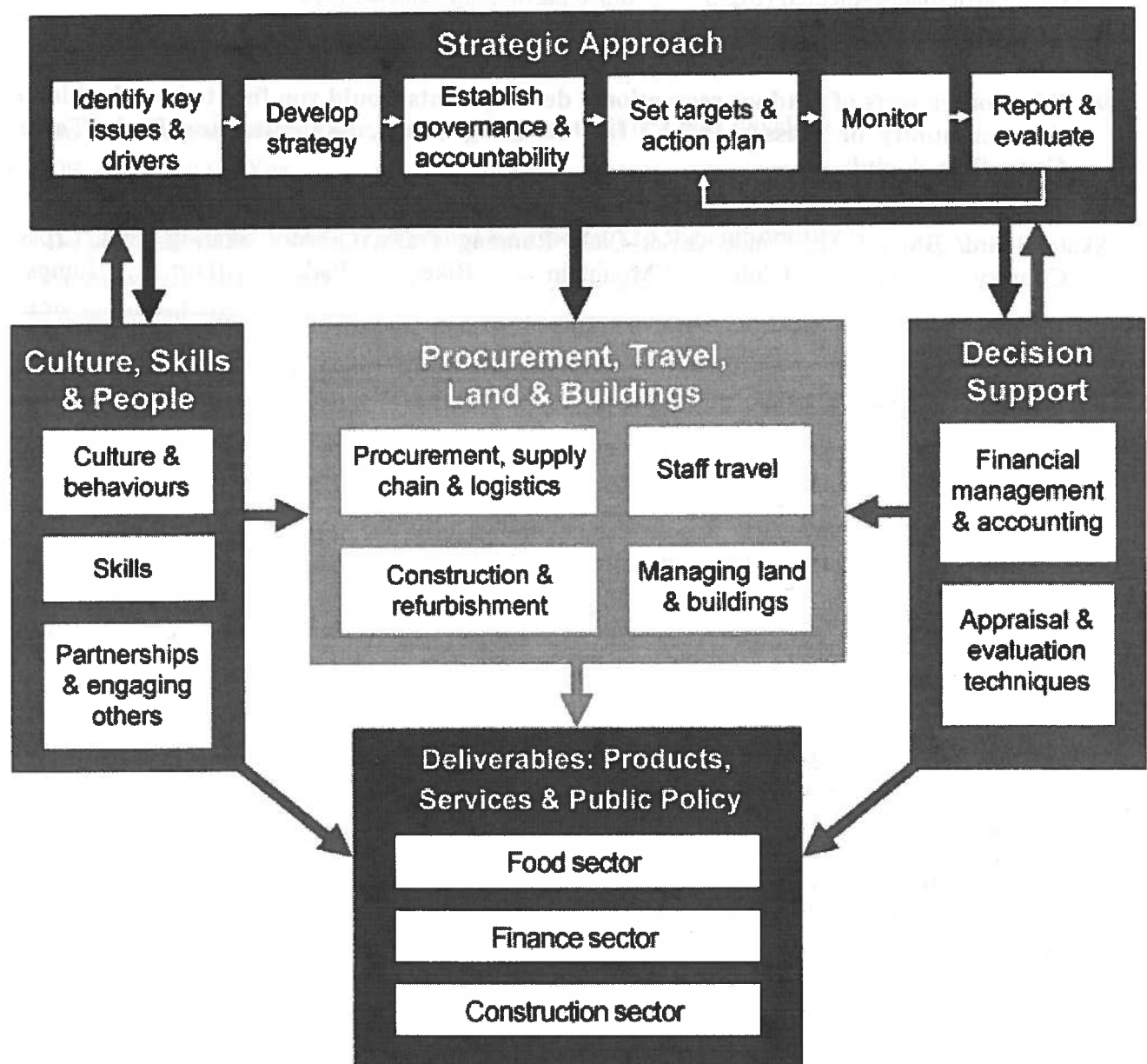
* 58.3% participants selected (d)10 or More

9. What other sorts of outdoor recreational developments would you find to be valuable to the community of Massey Drive? I.E) Running Track, Skateboarding Park, Town Canoe/Kayak club

Skate Board/ BMX Park, Canoe/Kayak Club, Running Trails, Outdoor Skating Rink, Cross
Country Ski Club, Mountain Bike Park (Dirt Jumps)

10. Gender: * 66.7% Male / 33.3% Female

Appendix - C



Each of boxes within the diagram is represented by a module within this site

* <http://www.sustainabilityatwork.org.uk/home/overview/>