Community Participation in Sustainable Tourism Development in Rose Blanche, Newfoundland and Labrador

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List of Abbreviations

CBPR   Community-based Participatory Research

GDP   Gross Domestic Product

UNWTO   United Nations World Tourism Organization

WCED   World Commission on Environment and Development

WTO   World Tourism Organization

Abstract

This research focuses on the community participation in sustainable tourism development in Rose Blanche, Newfoundland and Labrador, Canada. Rose Blanche is one of the six remaining small towns on Newfoundland and Labrador province's Southwest shore. The traditional occupation of the local communities of Rose Blanche was fishing. When the fishing industry collapsed in Rose Blanche in 1990, and the town faced economic restructuring, it became clear that the ability of Rose Blanche to grow and provide employment opportunities to its community members can no longer depend solely on the fishing industry. Consequently, tourism has been identified as the most suitable alternative. In this research, participatory action research has been chosen as a research method to explore the attitudes and perceptions of local residents' about tourism development in Rose Blanche; the community participation process in tourism planning and implementation; and the three main dimensions of tourism impact on the community: economic, socio-cultural and environmental. Eight policy recommendations for future sustainable tourism development in the research area are presented. Findings suggest that sustainable tourism development should be encouraged in the region, but that its potential is limited unless government is supportive of the process and the community members actively participate in the tourism development process by building tourism infrastructure and attracting off-season visitors. This research concludes that despite demographic and economic challenges, the tourism sector in Rose Blanche has the potential for further development, in the form of cruise ship tourism, camping, iceberg visitation and other resource-based activities. The local community's perception of tourism and the additional environmental and societal aspects of tourism are positive in Rose Blanche, which is essential for its sustainable tourism development.

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Chapter 1: Introduction

1.1. Research Background

In the 21st century, tourism has become a major industry for ensuring inclusive growth, creating jobs, driving exports, and generating prosperity across the world (World Tourism Organization, 2017). According to the World Tourism Organization (WTO), the travel and tourism sector has contributed 10.4% to the global GDP and has secured 313 million jobs, or 9.9% of total employment in 2017 (UNWTO, 2018). In 2017 alone, 1,323 million international tourists travelled throughout the globe (UNWTO, 2018). In 2017, Canada's tourism industry contributed $97.5 billion to the country's GDP. It also created 1.8 million jobs across the country in 2017 (Tourism in Canada, 2018). All regions of Canada have benefited from tourism, particularly peripheral communities (Tourism in Canada, 2018). Tourism can be defined as a "massive and complex interaction of people, who demand a wide range of services and facilities, and inputs" (Godde, Price, & Zimmerman, 2000). The participatory nature of tourism supports local communities in generating income, diversifying the local economy, preserving the culture, conserving the environment, and providing educational opportunities (UNWTO, 2013). Tourism is also a way of alleviating poverty in remote and rural ethnic communities, enhancing local quality of life, and protecting and preserving the natural and cultural resources of local communities (Hall, 1996).

Newfoundland and Labrador (NL) is an Eastern province of Canada blessed with natural beauty and great potential of economic well-being for local communities through tourism development (Tourism, Culture, Industry and Innovation, 2018). This province has long been famous for its fish, and fishing was the backbone of the most coastal and island communities (Thomas, Vodden,

Chuenpagdee & Woodrow, 2014). In 1983, there were major fish plant reductions and closings throughout the Atlantic region due to fish stocks decline. On July 2, 1992, the Canadian government imposed a moratorium on the NL cod fishery, resulting in the closure of the fishery after almost 500 years of activity. This left people without their traditional work (Hamilton & Butler, 2001). While some fishers were able to exploit other species including shellfish, the demise of the economic viability of the region due to collapse of the cod fishing industry, lost markets for fish, and employment opportunities, has led many local people into financial hardship. Moreover, non-transferable fishery skills, knowledge, and the peripheral location of the province's islands have collectively compounded issues, making the local people economically vulnerable (David, 2019).

Consequently, in recent years, it has become increasingly evident that the ability of the province to grow and provide employment opportunities to its citizens can no longer depend solely on the fishing industry. In an effort to diversify the economy, tourism has been identified as an industry with great potential (Industrialization and Diversification in NL, 2019; Overton, 1996). More than 553,000 visitors made their way to the province in 2017, and together spent around $575 million, the highest level of non-resident visitation and spending in the history of Newfoundland and Labrador (Department of Tourism, Culture, Industry and Innovation, 2018). Altogether, tourism spending reached a total of $1.13 billion in 2017 (Oliver, 2018). Government has set a target of taking in $1.6 billion from tourism annually by 2020 (Oliver, 2018). Even as Newfoundland and Labrador's tourism sector began to blossom, Rose Blanche, a small town located on the Southwest shore of insular of Newfoundland (Figure 1-2), did not benefit proportionately due to several limitations. Bringing in visitors for on-site enjoyment of the natural environment and other experiences require extensive accommodation and transportation infrastructure and the provision

of expensive sewage, telecommunications, water, and power services etc. (World Economic Forum, 2009). These facilities are not sufficient in Rose Blanche to entertain the visitors.

On the other hand, human interaction is fundamental to the tourist experience (Wolf, 1999). Vacation quality and destination competitiveness are partly determined by the quality of services delivered (Sebastian, 2019). Being a remote area without a service tradition, Rose Blanche is facing a shortage of skilled workforce with specialized training in tourism management. Overall, the decline of the fishing industry and the difficulties faced by the tourism industry are both partly explained by the region's demography (low population levels, the exodus of residents, and the ageing population), remoteness (lack of infrastructure and basic social services, lack of education facilities) and labor market issues (lower employment rates, persistent long-term unemployment and a large number of seasonal workers). As a result of the above, Rose Blanche faces a lot of challenges to promote tourism as a driver of economic development.

Although largely under-developed in terms of basic tourism services and facilities, Rose Blanche has the potential for tourism to revitalize this area. Among the driving forces behind the possibility of tourism in Rose Blanche are: an 150 years old historical Lighthouse, the attractive fishing village, a fascinating natural resource base such as mountainous landscapes, ocean view, diverse wildlife and the friendly local residents with a distinctive culture, heritage and lifestyle ("Department of Tourism, Culture, Industry and Innovation", 2019). Because of its geographical location and natural beauty, Rose Blanche has become a well-cherished tourist destination to both domestic and international tourists. Rose Blanche has excellent potential to attract and retain local residents, and revitalize the economy through the development of tourism. From an economic

development perspective, tourism businesses are appealing because they can often start with resources already present within the community and have fewer barriers to entry (Edward, 2019). There is also a policy commitment driven by the federal and provincial governments of Canada for increased investment aiming to explore ways to encourage rural economic growth in light of declining traditional fishing industry (Atlantic Growth Strategy, 2018).

In this context, Rose Blanche has responded affirmatively to integrate tourism as a promoter of development, including economic, social, and environmental dimensions. The notion of sustainable tourism development has also emerged to describe development that strives to contribute to the sustainability of the environment, preserve the socio-cultural resources, and enhance economic development (Kiper, 2013). The Lighthouse Board members of Rose Blanche and government officials are planning to adopt holistic planning that integrates meaningful community participation in the development activities. In the meantime, the Lighthouse and the museum in Rose Blanche have been restored and opened on a seasonal basis to attract more tourists ("Channel-Port aux Basques - Rose Blanche Lighthouse", 2019). Through the Canada 150 community infrastructure program, the Department of Business, Tourism, Culture and Rural Development of the Newfoundland and Labrador government has contributed to repair mortar joints and replace damaged stone, restore the steeple, build new entrance steps as well as reconstruct and replace the pathway leading to the Lighthouse ("New initiatives to Boost Tourism Development Across Newfoundland and Labrador ", 2019). The purpose of these infrastructure developments is to boost the local economy by harnessing the recreation potential and local attractions of Rose Blanche. Despite these developments, it is still necessary to build infrastructure such as bed & breakfast enterprises, a retail store, dining opportunities, and nature trails. to attract more tourists to Rose Blanche. Increased tourism infrastructure will also benefit the local residents

by providing enhanced recreational opportunities (Richard & David, 2014). Therefore, the increased involvement of the host community is required in the planning and implementation of these tourism projects for sustainable tourism development at Rose Blanche. To involve the community in the tourism planning and implementation activities, it is important to understand the perception of the local people about sustainable tourism development and the impact of tourism development at Rose Blanche.

1.2. Research Aim

The aim of the study is to investigate the role of local community participation in sustainable tourism development at Rose Blanche, Newfoundland and Labrador. More specifically, the research aims to demonstrate that sustainable tourism development at Rose Blanche is feasible, provided that it is community-based and supported by the government.

1.3. Research Objectives

To fulfil the aim of the study, the following specific research objectives are determined:

- To investigate the present status of tourism and local residents' involvement in tourism planning and development at Rose Blanche.

- To examine the perceived current economic, social-cultural, and environmental impact of tourism at Rose Blanche.

- To explore the factors that influence the community participation in tourism planning and implementation of projects for sustainable tourism development at Rose Blanche.

- To describe the community residents' participation process in the sustainable tourism development planning and implementation of projects at Rose Blanche.

1.4. Research Questions

The researcher will focus on investigating the following questions:

- What is the present status of tourism and local residents' involvement in tourism planning and development at Rose Blanche?

- What are the current economic, socio-cultural and environmental impacts of tourism as perceived by residents of Rose Blanche?

- What factors are currently influencing community participation in tourism planning and implementation of projects for sustainable tourism development?

- How can the local residents of Rose Blanche be more actively involved in the tourism planning and implementation of projects for sustainable tourism development?

1.5. Overview of Rose Blanche

Rose Blanche is a small town on the Newfoundland and Labrador province's Southwest shore. Highway 470 links Port Aux Basques, the gateway to Newfoundland and Labrador, to Rose-Blanche, the last community on route 470. (Heritage Foundation of Newfoundland and Labrador, 2016). Sometimes this route remains closed during winter season (November to April) with limited access to four-wheel drive vehicles.

Figure 1 : Location of the Newfoundland and Labrador Province (NL) on the map of Canada

Figure 2: Location of the Southwest Coast area in NL province

Figure 3: Map of Rose Blanche

Source: (Google, n.d.)

In terms of geographic location, Rose Blanche is one of the remote and sparsely populated tourism destinations of Newfoundland and Labrador (Robert, 2019). Other South coast communities of

Newfoundland and Labrador that are close to Rose Blanche are Fox Roost, Margaree, Isle Aux Morts, Burnts Islands, and Harbour le Cou. These six communities which form this sub-region are fishing out-port villages typical of Southern and Eastern Newfoundland and Labrador.

Rose Blanche has a historical background based on the marine, transportation and communication industries. When the Canadian government shut the cod fishing industry for an indefinite period in July 1992, like other areas of NL, Rose Blanche became affected by losing the main economic driver. The NL government established a program Known as the Northern Cod Adjustment and Rehabilitation Program (NCARP) to help displaced workers adjust to post-moratorium society. Also, the federal government introduced a variety of financial aid, retirement, and retraining programs (Newfoundland and Labrador Heritage Web Site Project, 1997).

Under the Northern Cod Adjustment and Rehabilitation Program (NCARP), it provided weekly payments to out-of-work fishing people based on their average unemployment insurance earnings between 1989 and 1991, often ranging from $225 to $406 a week. NCARP participants were also required to enroll in training programs for work in other areas or accept early retirement packages. Approximately 28,000 of the province's fishers and plant workers received income support benefits under the program. However, government aid is always uncertain; it can be reduced or altogether eliminated. Therefore, it becomes imperative to diversify the economy of Rose Blanche. Due to this reality, the town is trying to develop the tourism industry as a vehicle for economic development.

The main attraction in the town is the 150-year-old stone Lighthouse that is situated along the town's spectacular coastline. This Lighthouse is the only granite Lighthouse left standing on the Atlantic seaboard. Roughly 6,000 local and international visitors visit each year Rose Blanche. International visitors mainly come from Germany, U.S.A, U.K, Australia and New Zealand

(Heritage Foundation of Newfoundland and Labrador, 2016). There is only one four-bedroom inn called "The Neck". "The Neck" is the only place where tourists can eat at Rose Blanche (Rose Blanche Lighthouse Website, 2019). This obviously provides income to local families and contributes to the local economy. It is true that Rose Blanche has not changed dramatically since the advent of tourism development. Discussions with local people indicated that tourism was only of significant importance for two or three months in the summer. However, it was also mentioned that the money made through tourism initiatives has created the difference between some of the community members staying in the area and migrating from the area due to financial problems. It was also evident that the government subsidy offered to the town of Rose Blanche is not sufficient to build a sustainable tourism base. Additional support, in the form of short- and long-term loans, training programs to manage hospitality services and the establishment of other tourism services, is required for the community to get involved in tourism development in Rose Blanche. Local people are optimistic that soon cruise-ships will arrive on the Rose Blanche shore through the cooperation between the Lighthouse Board members and the provincial government.

While the Lighthouse is certainly one of the community's greatest assets, Rose Blanche also exhibits a number of equally interesting tourism resources, including an overall charming fishing village, interesting and hospitable local residents with a distinctive cultural, heritage and lifestyle, a pristine natural resource base (ocean, rock cliff, coastline, harbours etc.). It is the combination of these factors that provides Rose Blanche with the foundation needed to establish the area as an attractive tourism destination (Fabian, 2019).

1.5.1. Rose Blanche Socio-Economic Profile

The tables below are based on the 2016 Census data and highlight the population (Table 1), age characteristics (Table 2), economic characteristics (Table 3) and employment characteristics of Rose Blanche (Table 4).

Table 1: Rose Blanche Population

	Rose Blanche	Newfoundland and Labrador (NL) Province
Population, 2016	394	519,716
Population, 2011	455	514,536
2011 to 2016 population change	-13.4	1.0
Total private dwellings	266	265,739
Private dwellings occupied by usual residents	197	218,673
Population density per square kilometre	88.6	1.4
Land area in square kilometres	4.45	370,514.08.

Source: ("Statistics Canada: Canada's national statistical agency", 2019)

Table 2: Age characteristics

	Rose Blanche	NL province
Total age population in Rose Blanche and the province - 100%	394	519 715
Average age of the population	54.1	43.7
Median age of the population	59.6	46.0

Source: Statistics Canada, 2016 Census of Population

Table 3: Income information

	Rose Blanche (CAD)	NL province (CAD)
Median total income in 2015	$ 20,779	$ 31,754
Median after-tax income in 2015	$ 20,160	$ 28,883
Median employment income in 2015	$ 21,440	$ 31,528

Source: Statistics Canada, 2016 Census of Population

Table 4: Employment information

	Rose Blanche	NL province
Total - Population aged 15 years and over by labor force status	335	437,935
In the labor force	175	256,855
Employed	85	216,705
Unemployed	90	40,150
Worked full year, full time	25	128,865

Worked part year and/or part-time	155	150,155
Employment rate	25.4	49.5
Unemployment rate	51.4	15.6

Source: Statistics Canada, 2016 Census of Population

According to the census profile, Rose Blanche was a settlement of 394 people in 2016, whereas in 2011 the total population was 455. The population has decreased as a percentage between 2011-2016 by 13.4% (Table 1). The average age of the people in Rose Blanche is 54.1 (Table 2), as young people moved away in search of employment ("Rose Blanche, NL", 2019). The drop-in number of births aggravates this development due to both social changes and the aging population. This process has led to a reduction of the labor force, which has had a negative impact on the conditions for economic activities, the balance between supply and demand in the local labor market and the quality of social support.

Therefore, out-migration, negative net population change, in combination with declining the importance of traditional economies for employment have encouraged policymakers to develop a tourism industry in Rose Blanche and to involve the community in the process. ("Sustainable tourism: A driving force of job creation, economic growth and development", 2019).

1.6. Significance of the Study

The major contributions of this study are the examination of the present status of community residents' involvement in tourism development, the factors that are currently affecting the community participation in tourism development and finally recommending some policy measures about how the community can participate in achieving sustainable tourism development in Rose

Blanche. There are a couple of studies in the coastal communities in NL to assess the resident's perception of rural tourism development and the importance of social business for building a resilient community (Slawinski, 2019; Jennifer & Ramsey, 2016). However, there are few studies in the coastal communities of NL to investigate the role of local community participation in sustainable tourism development. Several kinds of researches have been done on the role of community participation for sustainable tourism development in the developing countries (Aref & Redzuan, 2009; Samah & Aref, 2009), whereas very little research has been carried out in the rural areas of developed countries (Tong & Yan, 2009).

Therefore, the findings of this research will help the provincial government and the Lighthouse Board members to assess how community members can participate more actively in sustainable tourism development in Rose Blanche. In this study, community members' perceptions of the impact of tourism in Rose Blanche have been identified. It is expected that this finding will contribute to tourism planning and satisfy the local community's needs in Rose Blanche. Findings from the study will also help the provincial government of NL to develop a strategy to promote sustainable tourism, boost the local economy, preserve historical heritage sites such as the local museum, the Light-house and enhance the sustainability, diversity and competitiveness of NL's Southwest Coast communities.

The study might be beneficial to develop tourism not only in Rose Blanche but also in other Southwest Coast communities in Newfoundland and Labrador. The Southwest Coast communities encompass nine communities in the area from Cape Ray in the west to Grand Bruit in the east. The rest of the eight communities are going through the same challenges such as low population levels, aging population, remoteness, lack of infrastructure and basic social services etc. as Rose Blanche is facing now. The government of NL is planning to develop the Southwest Coast based

on tourism. In this regard, each of the Southwest Coast communities will be considered as a sub-tourism destination under the Southwest Coast Tourism Development plan (Economic Planning Group & DW Knight Associates, 2015). Therefore, the results of the study might also contribute to develop tourism in the other destinations of the Southwest Coast region.

1.7. Structure of the Thesis

This thesis consists of six chapters. In the first chapter, the background and rationale of the research, as well as the research aim and objectives are discussed. An overview of the demographic and economic situation of Rose Blanche is also included in the first chapter. The second chapter cover a critical review of the literature. This chapter focuses on literature about the theoretical discussion of concepts relevant for the research, such as sustainability, sustainable tourism and some relevant previous studies on community participation in tourism development. The third chapter addresses the theoretical framework and research methodology. Participatory action research and stakeholder theory have been used as a backbone for this study. This chapter also outlines the community participation method, the data collection procedure and data analysis method. The fourth chapter covers data analysis. This chapter identifies different factors such as political, economic, environmental and socio-cultural that influence community's participation in the sustainable tourism development in Rose Blanche. This chapter also covers a SWOT analysis to identify the strengths, weaknesses, opportunities and threats of the Rose Blanche tourism. The fifth chapter critically discusses the findings and links the findings with current theory and literature. Chapter six presents a conclusion and discusses policy implications relevant to community participation and the potential for sustainable tourism development in Rose Blanche.

Chapter 2: Literature review

2.1. Introduction

Based on stakeholder theory, this chapter starts with a review of the literature sources related to theorizing community, the identification of stakeholders, the application of stakeholder concepts in tourism research, and key stakeholders of community- based tourism. Analysing the sustainability assessment framework, this chapter reviewed how local community members can participate in sustainable tourism development in the coastal regions. This chapter reviews other researches to understand the economic, social and environmental sustainability in coastal rural tourism development. This literature review covers five main topics: sustainable development, sustainable tourism development, tourism development in sparsely populated areas, community participation in tourism development, and tourism in Newfoundland and Labrador.

Following the literature review of these areas, a case-specific analysis will be done to contextualize them and illustrate their relevance to this research.

2.2. Theorizing Community

The study and theorizing of community have been done in many fields, including philosophy, sociology, anthropology, and political science. A community can be studied and theorized in many ways, so what sociologists may mean by community is very different from what community may mean to anthropologists. For example, sociologists emphasize social interactions and networks; geographers emphasize spatial contiguity; economists emphasize employment and markets. Communities are also defined based on distance, as immediate community, and universal

community. Moreover, understandings of communities in the twentieth century were undeniably complicated due to the impact of globalization and technology. Therefore, in order to research community participation for sustainable tourism development, it is obviously necessary to identify what a community is. While there are conceptual differences in trying to define what the community is, the geographical definition of a community is essential to understand how it is linked to sustainable tourism development. For tourism purposes, the concept of a community often refers to destination communities or host communities. From this perspective, a community can be explained in two ways; one definition is based on a common location, and another definition is based on groups that are not geographically determined but share common characteristics or interests (Dalton, Elias, & Wandersman, 2001). In this study, "community" has been used to describe both local and non-local people who influence and are influenced by development in the destination area (Chapman & Kirk, 2001).

2.3. Stakeholder Theory: Stakeholder identity, power and legitimacy

Stakeholders are defined as "any group or individual who can affect or is affected by the achievement of the organization's objectives" (Freeman, 1984). The primary focus of the stakeholder theory is to explain and guide the structure and operation of an organization (Donaldson & Preston, 1995). Since the publication of Freeman's book "Strategic Management: A Stakeholder Approach" more than 100 articles have been published based on the stakeholder concept. Donaldson and Preston (1995) reviewed many of the studies reported in the management literature about stakeholder theory. Later, they developed three aspects of the stakeholder theory. These perspectives are: *descriptive* (describes the characteristics of development, e.g. size, type etc.), *instrumental* (describes stakeholders' interest in development activities and the outcomes)

and, *normative* (describes the direction of stakeholder's participation process in the development activities where they have stakes.)

The stakeholder theory proposes that an organization is characterized by its relationship with various groups and individuals, including employees, customers, suppliers, governments, political groups, trade associations, members of communities etc. Considering the broad interpretation of the stakeholders, the list of potential stakeholders may be almost endless. Therefore, it is important to identify the stakeholders and their prospective stakes, to prioritize the stakeholders significance to the organization as well as to manage the relationship with the stakeholders (Markwick, 2000).

To identify the stakeholders, some organizations have made distinctions between primary and secondary stakeholders. Primary stakeholders are those who have a formal, official or contractual relationship. These groups of stakeholders have continuous participation in the organization such as customers, local government organizations, competitors etc. Secondary stakeholders have an indirect relationship with the organizations. These stakeholder's participation is not essential for the survival of the organization, but they have the power to influence the policy and management of the organization such as environmental groups, and community groups. Therefore, an organization is characterized by its complex direct and indirect relationship with various stakeholders.

Although a group can be identified as either a primary or secondary stakeholder, it is also important to identify the priority to competing stakeholders' claims in relation to the organization. In this regard, Mitchell, Agle, and Wood (1997) propose 'stakeholder Salience theory' whereby stakeholders and their claims are classified based on three characteristics: legitimacy, power and urgency. A legitimate stakeholder is one whose actions and claims are seen as appropriate, proper, and desirable in the context of the social system (Suchman, 1995). Power is the (potential) ability

of stakeholders to impose their will on a given relationship through coercive, utilitarian, or normative means (Etzioni, 1964). Urgency is the degree to which a stakeholder believes its claims are time-sensitive or critical (Clarkson, 1995).

2.4. The Application of Stakeholder Concepts in Tourism Research

Tourism is a comprehensive industry where many stakeholders are involved. Because of different kinds and levels of interest goals, it is difficult to balance the interest among all stakeholders. So, in the application of stakeholder theory in tourism, the most important thing is to identify important stakeholders and reduce conflict through effective cooperation. Robson and Robson (1996) asserted that the best way to maintain cooperation among stakeholders in tourism is to balance between the host community and those who have the traditional power (such as money, knowledge) and control groups (such as governments, investors, and outside experts). Once the power relation is balanced, then each stakeholder will have more freedom to express views in decision-making to make tourism development more sustainable.

In general, there are four major stakeholder perspectives identified in tourism. These perspectives are the tourists, the residents, the business owners, and the local government officials (Goeldner and Ritchie, 2002). Much research has been done to explore the attitudes and perceptions of the stakeholder groups in the hopes of better understanding them (Andereck & Vogt, 2000; Pizam, Uriely & Reichel, 2000). Investigation of multiple stakeholder groups revealed differences in the attitudes and perceptions of tourism between the groups (Kavallinis & Pizam, 1994), indicating the need for policies and practices to explain and manage these different views.

Two distinct schools of thought have emerged in the tourism literature in regard to explain and manage different views of stakeholders. The first idea is closely related to the power and influence of the stakeholders. Those with more power would be given more consideration than those with less (Markwick, 2000). Alternatively, the normative view of stakeholder theory gives similar consideration to each stakeholder group without one being given priority over others (Sautter & Leisen, 1999). Considering both perspectives of stakeholder involvement, this study considers that identification of the stakeholder, their respective perceived stakes and the process necessary to involve them are the main step towards achieving sustainable tourism development.

2.5. Key Stakeholders of Community-based Tourism

Community-based tourism for sustainable development is a complex process due to the involvement of various complementary and competing stakeholders. The combined effort of the individual stakeholders determines the experience, services, and hospitality offered by the destination (Waligo, Clark & Hawkins, 2013).

It has been argued that the multidimensionality of stakeholders can be better assessed through a stakeholder framework. From a tourism perspective, the stakeholder theory is considered as a normative tourism-planning model, which can be applied to identify the best ways to involve the local community in tourism activity, considering the needs as well as the interests of various stakeholder groups in the tourism development process. Researchers have identified a number of main stakeholder groups for tourism development in the local communities. Waligo, Clark & Hawkins (2013) named six categories: tourists, local community, industry, special interest groups, government, and educational institutions. Simpson (2008) further argued that the success of tourism development initiatives largely depends on the quality of the interaction of the local

community with the private sector (investors, managers, developers, planners), and the public sector (national or regional tourism organizations, governmental organizations).

Generally, the government (at national, provincial and municipal levels) is considered the most important stakeholder to be involved in tourism projects (Timur & Getz, 2008). As community tourism occurs at the local level, the provincial government facilitates infrastructure and amenities the sector requires such as funding the regional tourism organizations, developing local amenities, and attractions etc. To manage the adverse social and environmental impacts of tourism, the provincial government also plans utilities such as waste management, and sewerage as well as monitors tourism development.

In addition to local communities and local government, NGOs are often important actors in community tourism development. A non-governmental organization is defined by the United Nations as "any formal association that neither is a government nor hopes to replace a government or its officials. It is funded from voluntary contributions and is not involved in for- profit activity" (Kennedy & Dornan, 2009). These NGO's are aware of the impact of the tourism development in the local community. They affect local government's tourism planning and management offering informed assessment on the effectiveness of local government's operations for tourism development in a particular community. The environment conservation organization is the most suitable example in this regard.

Taking into consideration the multi-stakeholder participatory model proposed by the Freeman (1984); Phanumat, Sangsnit, Mitrchob, Keasang, and Noithammaraj (2015) conducted a study in Thailand to identify the community-based tourism stakeholders. In this study, both internal and external groups of stakeholders were identified in the host destination. External group of stakeholders included five main stakeholder groups which were:

Figure 4: Stakeholders in the Phanumat et al (2005) study

Stakeholder	Academic	NGOs	Governmental Bodies	Industry (Tour agent, Media)	Success Communities
Asset	Knowledge	Community Approach	Policy, Funding	Market Opportunity	Experience

Source: Researcher's own compilation based on Phanumat et al. (2015)

Apart from external stakeholders, the internal stakeholders of the host community included various working groups, consisting of several groups of people within the host community that are voluntarily involved in tourism, e.g. women groups, youth groups, food groups, home-stay groups, handicraft groups, and transportation groups. Each group contributes to the whole system of tourism in the community.

2.6. Sustainability Assessment Framework

Sustainability assessment is a complex appraisal method because of the variety of interests of different actors and factors associated with any development project. Many researchers and scholars have conducted studies to find out what sustainable development is and what its implications in the tourism sector are. The following section will evaluate the previous works on sustainability and its different dimensions.

2.6.1. Sustainable Development

Defining and achieving sustainable development has become one of the major policy debates at the local, national and international levels (Pattberg, 2016). This debate is mainly due to the different meanings of sustainability in various economic, environmental, and social circumstances. Economists consider that sustainability means living on the interest rather than the principal (Barbier, 1987). Social scientists consider that peace, justice, equity, and good governance are the essentials of sustainability (UN.org. 2012). Environmentalists consider that sustainability means living within the carrying capacity of the planet and leaving as small a footprint as possible (Osman, Ibrahim, Koshy, Akib, & Shabudin, 2017). Others argue that sustainability is about the environmental conservation effort, as opposed to preservation (Banzhaf, 2016) in the development process. Environmental conservation formed the basis of sustainable development (Gowdy, 2004). From that standpoint, too much focus on environmental preservation may inhibit the development. Later on, social values and economic dimensions were incorporated in the development process to make societies and their development more sustainable. Therefore, those interested in long-lasting development while maintaining the social, economic and environmental aspects of development will find sustainable development to be the right solution.

Reid (2013) defines the term sustainable development as the viable development of anything that will not hamper the system's future ability to meet human needs and aspirations. In other research, Pearce, Barbier & Markandya (2013) defined sustainable development as a principle of fulfilling the human demand from nature without harming Mother Nature and preserving the natural ecosystem. They argued that the source of all items needed by human beings to survive is nature and human beings cannot think of any development by destroying it. Therefore, they emphasized the sustainable development practice, as it will not harm the future demand of consumption and,

at the same time, it will save the earth from different types of pollution. Others disagree with this position because different dimensions of sustainability can be measured in different ways and on different scales (McCool, & Stankey, 2004). Sometimes individuals, groups, governments, and businesses in the different areas of knowledge can also use this term. The definitional vagueness and the assessment difficulties of the sustainable development concept have made it hard to implement in real situations. Despite the uncertainties associated with the sustainable development concept, it is argued that the concept of sustainable development has gained acceptance because at least it provides guidelines needed for environmentally sustainable and socially inclusive economic growth.

In a conference on the Ecological Aspects of International Development held in Washington in 1968, the concept of Sustainable Development was first introduced. However, Tosun (1998) points out the concept of sustainability and sustainable development was popularized in 1987 when the World Commission on Environment and Development (WCED), known as the Brundtland Report, was released. The Brundtland Report (WCED 1987) defined sustainable development as "Development that meets the needs of the present without compromising the ability of future generations to meet their own needs… (it is) a process of change in which the exploitation of resources, the direction of investments, the orientation of technological development, and institutional change are all in harmony and enhance both current and future potential to meet human needs and aspirations" (WCED, 1987). The Brundtland report also identified the need for grassroots members' participation in a community for sustainable development (Tosun, 2000). It saw this as a key to represent the interests of the social, environmental or economic dimensions of sustainable development.

A mix of environmental and developmental concerns which has also been represented in the list of the elements of the sustainable development ideas of WCED "Our Common Future" Report, comprises the following main ideas:

- Reviving economic growth;

- Changing the quality of growth;

- Meeting essential needs for jobs, food, energy, water, and sanitation;

- Conserving and strengthening the resource base: reorienting technology and managing risk;

- Merging the environment and economics in decision making, and

- Ensuring a sustainable level of population (WCED, 1987).

Based on the above guidelines, this report could play a positive role in sustainable development. These guidelines might offer sustainable development opportunities to certain communities, particularly those in fragile environments where the population is not growing. Others disagree with this assessment, including Lélé (1991), who wonders how it will be clear that sustainable development has been achieved. This largely associates with the choice and definition of indicators and targets, as well as the availability of data to measure progress.

One way to measure the level of sustainable development is by applying the triple bottom line (3BL) sustainability framework; which means that a narrow geographic location like a small destination will be able to recognize the impact of development on the environment and society, as well as the economy (Hutchins and Sutherland, 2008). This needs cooperation among businesses, non-profit organizations, governments, and citizens of the region (Savitz, 2006). The

3BL framework is different from traditional reporting system as it includes environmental and social measures. In the 3BL approach, different dimensions of sustainability, such as the personal and social environment; the demographic pattern, the natural environment, the built environment, and the business environment are determined. At this point, specific measurement indicators such as personal income, cost of unemployment, solid waste management, unemployment rate, relative poverty, etc., are developed to create an index for overall success. This dashBoard allows year-to-year quick assessment of progress toward sustainable development (Slaper and Hall, 2011).

Even though similar to the other techniques of measurement of sustainability, 3BL still has a deficiency of all statistical tools and methodology. The main deficiency is the difficulty of aggregating the results across the three principles of the 3BL (economic, environmental and social). As Norman and MacDonald (2003) noted that different dimensions can be quantified into a single number using various formulae which will lead to different results. Therefore, there are the obvious questions of objectivity and reliability of the sustainability values obtained through the 3BL measurement.

Despite some limitations of the 3BL approach to measure sustainability, this approach is considered the best for community-based projects due to several approaches to secure stakeholder participation in designing the 3BL framework (Slaper & Hall, 2011). For example: to plan and implement a tourism project in the local community, a community may develop a sustainability framework ensuring participation of all relevant stakeholders. The plan might also include the time period and success benchmark regarding tourism assets; tourism activity, tourism linkages, tourism-related leakages, overall economic, environmental and social sustainability. Finally, the project developer assesses the success of the project against the pre-established parameters.

2.6.2. Economic Sustainability: Economic sustainability has become a core concern around the world amidst the damaging effect of growing economic activities on the environment. The main theme of economic sustainability is to improve the quality of human life across the world without damaging the environment. Pearce, Barbier, & Markandya (2013) opined that economic sustainability implies that the economic benefit is spread fairly among the different stakeholders involved. However, in the business world, economic sustainability implies the stable growth of a business by efficient utilization of the assets while keeping the investment non-diminishing (Schaltegger, 2011). Although there is criticism about this type of sustainability, as many scholars argue that the existing economic system ignores the costs that the economic activities are having on the environment, Pearce, Barbier, & Markandya (2013) found that this trend is changing, as many economies are now considering the impact of economic activities on the environment and society. This stance will be conducive to ensure the economic sustainability of any destination.

2.6.3. Environmental Sustainability: Environmental sustainability is defined as maintaining the components and practices that contribute to achieving the quality of the environment for a long-time basis (Morelli, 2011). Sustainable development is primarily concerned with the preservation of the environment and emphasis is given to keeping the environment safe for future generations. There is a consensus that the rate of environmental degradation is increasing very fast. This rate is very rapid specifically in the coastal areas for three major reasons: the history of resource use, the propensity for a natural disaster, and the fragility of the interlocking terrestrial and marine ecosystems (Apostolopoulos et al., 2002). Therefore, the realization of sustainable development and the need to maintain a balance between the environment, economy, and society have become the pressing goals in coastal areas. According to Gowdy (2004), a business should try to achieve

good profit and ensure profitability in a way that does not harm the environment. In reality, development actions are directed toward economic success more rather than incorporating environmental and social dimensions. The process that focuses more on economic success may prove successful in the short run but costly in the end. Therefore, in order to achieve sustainable development in a given community, it is important to recognize that the development action is not directed from one dimension alone but rather should involve the interplay between the three dimensions of sustainability, the environment, the economy and society (Gale, 2008). It is also necessary to ensure that development proceeds in such a manner and at such a scale that remains viable over an indefinite period and does not degrade or alter the environment that prohibits the successful development and well-being of other activities and processes.

2.6.4. Social Sustainability: Sustainability contains environmental, economic, and social aspects. Of these three dimensions of performance, the social dimension is considered as the most challenging to incorporate into any development project (Dillard, Dujon, & King, 2008). Social sustainability can be defined as the quality of a society that ensures the standard of life for both individuals and communities while conserving natural resources (McKenzie, 2004). It has long been a practice of decision-makers not to consider social aspects as important as the economic and the environmental aspects. Moreover, there is relatively limited literature that focuses specifically on social sustainability (Hutchins and Sutherland, 2008). On the other hand, social sustainability is a wide-ranging multi-dimensional concept, with the underlying question 'what are the social goals of sustainable development?' This question actually is open to many answers, and so it is difficult to reach a consensus on the social goals of sustainable development (Littig and Griessler, 2005). For example: in some cases, the social goals of sustainable development are based on

equity and democracy (Sachs, 2015), while in others are based on values and democracy (Vallance, Perkins, & Dixon, 2011). Based on these factors of social sustainability, it is obvious that these dimensions are based on a combined view rather than an individual factor (Table 5). For instance, social and environmental aspects of sustainability are interlinked because consequences of exploited natural resources, such as waste, greenhouse gas emissions, energy and water wastage, can compound social unfairness and isolation, volatility, and disagreement.

Table 5: The scope of social sustainability

Author	Social Classification
UN Commission for Sustainable Development ("Commission on Sustainable Development", 2019)	Combating poverty Sustainable demographic dynamics Protecting human health Promoting human settlement Promoting education, public awareness, and training
UN Commission for Sustainable Development ("Commission on Sustainable Development", 2019)	Equity Health Education Housing Security (combating crime) Population
UN Commission for Sustainable Development ("Commission on Sustainable Development", 2019)	Poverty Governance Health Education Demographics
EU Sustainable Development Indicators ("Sustainable development in the European Union", 2018)	Social inclusion Public health Demography Good governance
OECD Social Indicators (OECD.org., 2019)	Social "Organizing Dimension" Economic self-sufficiency Equity Health Social cohesion

Source: Author's own compilation based on Murphy K., (2012), SDG, UN.

2.7. Sustainable Tourism

Sustainable tourism refers to tourism which meets the needs of tourists while protecting the current and future economic, social, and environmental needs of visitors, the industry, the environment, and host communities (World Tourism Organization, 2005). The concept of sustainable tourism is based on the concept of sustainable development (Wayne, 2019). Sustainable tourism is a tourist-centric approach and focuses on the satisfaction of the tourists' needs while protecting tourism destination resources (Barmelgy & Samy, 2005). Sustainable development is a community-centric approach and the benefits of the development are directed to the development of locations (Barmelgy & Samy, 2005). This study considers sustainable tourism as a holistic approach: ensuring local community participation, bringing economic growth, creating employment, protecting environmental, and cultural heritage (tourism-centric ST), while directing the development to the benefits of the local communities (community-centric SD).

However, there are contrasting views on the concept of sustainable tourism. One could argue that tourism can be sustainable and contribute to improved lives, protect places and provide visitors with authentic experiences (Mullis, 2017). It has the potential to affect and transform local economies, local population, and the tourist environment. Others may argue that tourism cannot be sustainable, that sustainability in tourism is impossible (Mullis, 2017), as Wall (1994) stated that tourism is an industry that attempts to exert an impact on the host destination in different ways such as waste generation, water and energy shortages, and ecosystem degradation. At the same time, tourism puts enormous pressure on the host destination. These undesirable adverse impacts have fuelled the growing concern for conservation and preservation of tourism resources, societal wellbeing, and the long-term economic viability at tourist destinations (Choi & Sirakaya, 2005).

As a result, the notion of sustainable tourism development has emerged for tourism development, planning, and management. From this perspective, sustainable tourism can be defined as a vision for the development that strives to take 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.org, 2013). This requires satisfying the diverse long-term preferences of tourism's major stakeholders: hosts, guests, entrepreneurs, and policymakers (Waligo, Clarke, & Hawkins, 2013). It also needs to ensure the improved quality of life for hosts and sustained assets and cultural diversity for destinations. Achieving this combination of goals is daunting, given the formidable difficulties of planning in small isolated destinations in general and of managing tourism, particularly because of economic, social, institutional and environmental constraints. The following figure (figure 4) displays the possible relationships among the economic, social, and environmental dimensions of sustainable tourism. Each of the dimensions of sustainable tourism are interconnected and influences the other dimensions.
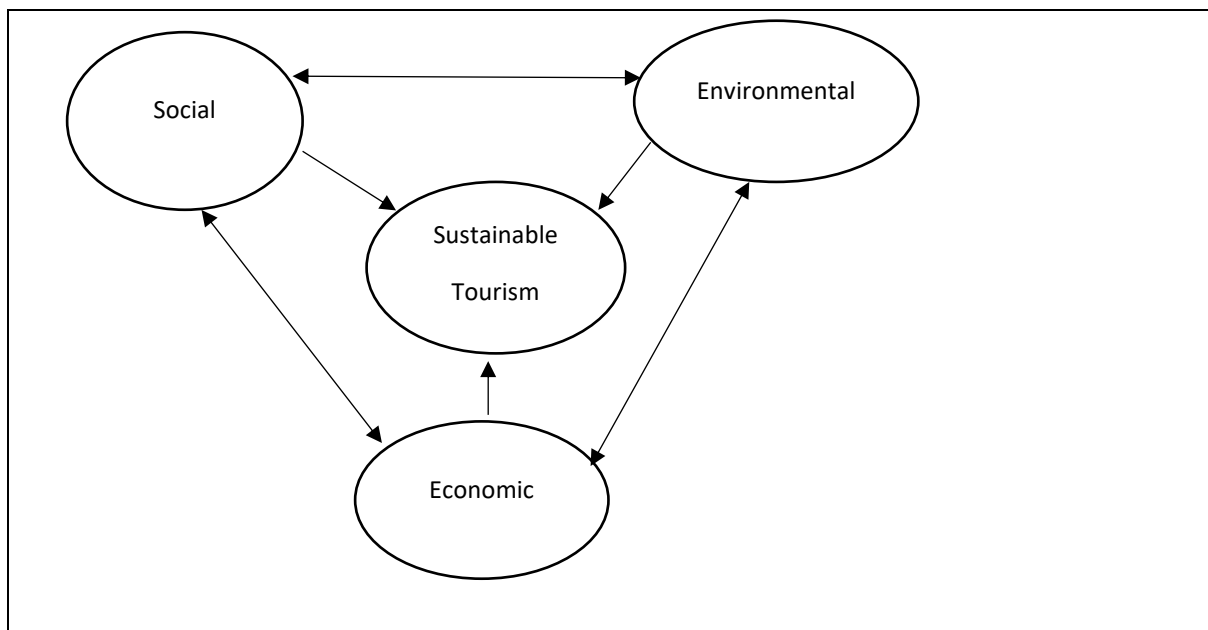
Figure 5: Dimensions of Sustainable Tourism and Their Relationship (Adapted from Swarbrooke, 2000)

Given the complexity of the dimensions surrounding the concept of sustainable tourism, there is a substantial opportunity for businesses, visitors, and host communities to derive benefit from tourism. The identification of sustainability dimensions (economic, environmental, and social), involvement of the stakeholders, empowerment of the host community, strategic use of private, public, and community partnerships will create opportunities for sustainable tourism development. When the opportunities are created for sustainable tourism development, tourism as an industry will work as a catalyst for economic, social and environmental prosperity in the host destination.

2.8. Significance of Sustainable Tourism

One of the visions of sustainable tourism is to continue the flow of income for households by creating an attractive destination niche through community participation and by maintaining the socio-cultural and natural integrity of the asset base (Miller, Rathouse, Scarles, Holmes, & Tribe, 2010). This view actually takes into account the basic principles of sustainable development that are based on the economic, social and environmental impacts of tourism development for both current and future generations. According to Harris, Williams, & Griffin (2012), sustainable tourism is the key future of the tourism industry, aiming for the preservation of the natural attractions, local heritage and interest of the local people. In another research, Cascante, Brennan, & Luloff (2010) found that sustainable tourism not only contributes to the economic wellbeing of the local participants, it also helps preserve the heritage and culture of the tourist attraction.

On the other hand, Edward (2019) found that an increasing number of tourists are affecting the ecological balance of the key tourist destinations. These tourists are hampering the natural equilibrium of these destinations by their presence, throwing waste, building accommodations and

so on. In this regard, sustainable tourism can play a significant role in raising awareness among the tourists about the significance of natural resources, ecology, and biodiversity.

The economic development principles of sustainable tourism are to provide benefits to the host destination by using the existing resources efficiently (McKercher, 2003). The proper utilization of existing resources can provide operating profit to the host destination. Economic sustainability of a tourism destination is dependent on having a functioning service base and a stable labor force (Broadstock, 2016). From this standpoint, the seasonal nature of the tourism business in the sparsely populated areas does not ensure a sustainable tourism business, since it does not increase the tax revenue necessary to improve the infrastructure and other public services (Waligo, Clarke, & Hawkins, 2013). Economic sustainability, in this regard, implies optimizing the development growth rate at a manageable level, with full consideration of the ecological environment of the destination. It also includes a fair distribution of the economic benefits of tourism throughout the community.

Sustainable tourism promotes the local heritage, culture, and traditions and thus keeps them safe from the effects of the outside culture. However, more often than not, the tourist destination's cultures are affected by the rich and flamboyant culture of the tourists and may gradually lose their own identity (Vallance, Perkins, & Dixon, 2011). As a result, the tourist destination loses half of its beauty and the tourist attraction may decline subsequently. However, socially sustainable development principles are needed to involve the local community in tourism planning and in meeting the traditional values of the community while developing tourism. It also shows respect for the host community, the environment, the local culture and the local economy of the region.

2.9. Tourism Development in the Sparsely Populated Areas

With the emergence of new technologies and the improvement of transportation, people are now within reach of any place in the world. A study conducted by Cohen, Duncan, & Thulemark (2013) indicates that people are now moving from place to place more frequently than ever. Consequently, even the less populated peripheral areas are attracting tourists. It is now explicitly recognized that tourism is a powerful tool for managing natural and manufactured resources in the sparsely populated peripheral areas. Peripherality has been defined as the outermost boundary of any area (Collins Concise Dictionary, 2010). Predominantly, peripherality indicates a rural area with low population density, aging population structure, and a retirement appealing area. Geographically, peripherality is associated with distance from the central area (Barry, 1994). But peripherality is more than a geographical concept. In the contemporary perspective, to describe something as peripheral often means to be marginalized, to lack power, be less attractive for inward investment and therefore carrying little interest to the majority and be of little significance to world events (Bohlin, Brandt, & Elbe, 2016). In the tourism context, the concept implies the relationship between the rich, industrialized tourist-generating regions and the less developed, rural or coastal tourist-receiving regions.

Peripheral regions in the developed world tend to share some common characteristics (Hall, Harrison, Weaver, & Wall, 2013). They are marked by a natural-resource-based economy (such as fishing, mining, and forestry), limited transport infrastructure, high unemployment, out-migration, the sparsity of population, etc. The common goals for tourism development in the sparsely populated tourism destinations are:

- generating employment

- generating economic development

- maintaining or increasing the local population base

- maintaining or increasing the local tax base

- maintaining or increasing local services

- diversifying the local economy

- enhancing the quality of life through extended leisure and cultural opportunities

- conserving natural resources

However, there are several issues that are unique to the sparsely populated peripheral tourism areas. First, accessibility is an issue. Sometimes, there is few public transport facilities to assist in visit these tourism destinations. Consequently, tourists are often unable to reach those destinations unless they have their own means of transport. Secondly, the sparsity of population raises questions of economic sustainability and the required number of skilled human resources. Increasing market segmentation for the niche tourist market has made this situation more challenging, since tourists have more opportunities to visit different tourism destinations (Carson, 2005). Moreover, the peripheries receive only a fraction of the money that is spent by the tourists because a high percentage of goods consumed by the tourists are imported. Tourists also do not feel secure and comfortable to visit these places which are highly dependent on outside supply (Carson & Taylor, 2013). Therefore, there always remains a question of the return on investment of the considerable sums of money in remote tourism destinations. Thirdly, in sparsely populated areas, the nature of the tourism business is often seasonal (Carson, 2005). For this reason, there is always extra pressure on employers to follow a cost-minimization strategy, by hiring the seasonal employees with minimum wage, cutting staff hours, showing little empathy in managing and retaining staff,

etc. (Butler, Hall, & Jenkins,1998). Consequently, many employers look for seasonal workers every year in a challenging labor market to fill their empty positions. Moreover, seasonal workers often do not have the right knowledge, skills, and abilities to provide top services. Fourthly, the infrastructure (water, electricity, transportation, etc.) is not always available, or is of poor quality, or cannot sustain the increased number of people, thus increasing operating costs.

Given the above issues, the question of sustainability becomes paramount. the practical framework and guidelines is required to address the sustainability visions. Community involvement and small-scale development by local businesses are often considered to be the key to achieve the visions of sustainable tourism in these areas.

2.10. The Impacts of Coastal Tourism Development

Coastal tourism refers to the recreation activities at the interface between land and sea offering amenities such as water, beaches, scenic beauty, diversified cultural and historic heritage (Satta, Satta, Markovic, Trumbic, & Sharicic, 2009). According to Hall (2001), coastal tourism includes all tourism, leisure and related activities that occur in coastal areas and coastal waters such as a recreational boat, coastal and ocean ecotourism in coastal areas. Therefore, coastal tourism is dependent on both natural (climate, landscape, ecosystems), economic, and cultural (historic and cultural heritage, lifestyle, arts and crafts, cultural events) resources.

Tourism development in coastal areas shows a very high dependence on the physical, environmental, cultural and economic features of the receiving coastal environment. It includes the development of tourism capacities (hotels, resorts, second homes, restaurants, etc.) and support

infrastructure (marinas, fishing and diving shops, and other facilities) (Hall, 2001). Besides physical conditions, tourism in the coastal areas is strongly dependent upon the quality of these particularly fragile environments (Coast Learn, 2009). Environmental conditions such as unpredictable climate conditions affect tourism development in coastal areas. In addition to physical and environmental conditions, the development of tourism in coastal areas is also related to economic, social and political aspects of the host destination such as local community interests, political factors etc (Neumann, Ott, & Kenchington, 2017).

With the development of tourism in the coastal areas, it also exerts pressures both positively and negatively on the physical environmental and cultural resources of tourist destinations (Coccossis & Mexa, 2004). On the positive side, coastal communities certainly benefit from tourism through the creation of employment opportunities, the development of infrastructure, increasing environmental awareness, preservation of heritage etc (United Nations Environment Programme, 2009). On the other hand, the development of tourism can also bring many negative impacts to the economic, social and environmental sustainability of the local community such as erosion of traditional customs, of life-style socio-cultural values etc. Finally, even if coastal tourism is typically concentrated in a narrow coastal zone, its impact can be felt over a much greater area (United Nations Environment Programme, 2009).

The direction and intensity of the impact (be it positive, negative or both) in coastal tourism depend on the extent of living conditions improvement of local community, the environment management, the social empowerment. In this context, community participation and stakeholder engagement have become main elements in coastal tourism planning and management in order to minimise tourism-induced problems and secure the sustainability of the coastal tourism projects (Satta, Markovic, Trumbic, & Sharicic, 2009). Therefore, the tourism industry must endeavour to the

development of a strategic plan that will ensure host community's participation to make sure that the local community is benefited, and that socio-cultural and environmental values are not deteriorated by tourism development in the coastal areas.

2.11. Tourism in Newfoundland and Labrador

Newfoundland and Labrador, the easternmost province in Canada, has a modest population of just over 526,000 people (Statcan.gc.ca. 2019). The island of Newfoundland has three incorporated cities: St. John's and Mount Pearl on the Avalon Peninsula, and Corner Brook on the West Coast.

Tourism has been part of the economic mix in Newfoundland and Labrador for almost 100 years (Ashworth, 2013). Over the past decades, the provincial government has invested considerable amounts of money for developing and marketing the tourism destinations of Newfoundland and Labrador ("Department of Tourism, Culture, Industry, and Innovation", 2019). Consequently, today tourism plays a vitally important role in the province's economy, contributing 1.3% percent to the provincial GDP (Tourism Satellite Account, 2018), and is one of the sectors having significant growth potential for the future.

Newfoundland and Labrador's current interest in tourism has increased mainly for two reasons. Firstly, with the decline of the fishery in 1992, the economy reached a low point and the unemployment rate increased to about 20 percent, twice the national average. Therefore, alternative measures were needed to deal with this vulnerable situation of the economy. One strategy that has been increasingly advocated for is tourism to fill the ever-widening gap that the demise of the fishing industry has left. Tourism experts of the province have concluded that tourism has the ability to generate jobs on a scale that is not possible by any other industry

(Overton, 2007). A study conducted by the Government of Canada supports the finding that the tourism industry absorbs unemployment that is 1.5 times higher than its proportion of the labor force. Moreover, this comes particularly from among the young, unskilled and visible minority groups. Newfoundland and Labrador has the highest percentage of aging population of all provinces in Canada. Continued depopulation, in combination with an imbalanced age structure, has become a serious problem in this province, particularly in the coastal communities. Census statistics show that the population of Newfoundland and Labrador has declined by 0.3% during the first quarter of 2018 (CBC.ca. 2019). The youth, including the potential future intellectuals and leaders of the province, are leaving, heading to the mainland for jobs and security. Statistics indicate that Newfoundland and Labrador's population decreased by about 25,000 between July 1, 1993, and October 1, 1997, and has likely decreased by 0.3% (CBC.ca. 2019). Youth out-migration for the jobs from peripheral areas is also contributing to the more aging population structure in the province. This process leads to a reduction of the labor force, which has a negative impact on the social services of the province. As a result, many areas of Newfoundland and Labrador do not have sufficient facilities in terms of schools, hospitals, roads, and sewerage infrastructure, making it unattractive for people to move to this province. If this situation continues, the vitality of community life and basic services can no longer be sustained. Therefore, it is essential to create job opportunities in peripheral areas like Rose Blanche to attract and retain the young people of the province.

Given the challenges noted above, it is urgent that steps be taken to ensure the vitality of local communities of the province. Since many of the province's natural and cultural resources are located in peripheral areas, tourism is an industry that can distribute economic benefits to those

areas. It is argued that tourism will create job opportunities and income generation for the local population. Furthermore, tourism will also help reduce the outmigration of the rural population and may constitute an attraction for in-migrants because it offers service-oriented jobs as well as opportunities to start businesses (Paniagua, 2002). In a longer time perspective, tourism could also help conserve the rural attractions (Müller, 2006). For all of the above reasons, the provincial department of Tourism, Culture and Recreation is trying to revive Newfoundland and Labrador's economy by promoting tourism. In its Strategic Tourism Development Plan for 2020, the Government of Newfoundland and Labrador identified guiding principles and focus areas such as collaboration, greater efficiency, better tourism services for creating tourism as an opportunity for growth.

Newfoundland and Labrador's geographical location and history make it a unique province compared to the rest of the country. Being oldest British colony and youngest province of Canada, Newfoundland and Labrador has a lot to offer to tourists from both historical and scenic perspectives (Dyer, 2003). Travelers look for a great variety of experiences when visiting Newfoundland and Labrador. Perhaps one of the most attractive historic destinations for travellers is L'Anse aux Meadows where old Viking (Norse) remains are found. These grass-sod houses were built around the year 1000. On the other hand, there is the majestic view from the Gros Morne National Park that treats the eyes of the tourists with the panoramic view of mountains and fjords. Besides Gros Morne, St. John's is another location/attraction that traveller want to see to fulfil the vacation experiences of Newfoundland and Labrador. From the Bonavista Peninsula, tourists can enjoy the beauty of wild sea life such as whales, seabirds, etc. Home of thousands of migrant birds, this area is full of various species that come to nest. Indeed, the whole region of Newfoundland

and Labrador is full of historical places of interest because of province's rich history and natural beauty. The green fields, quiet village life, huge icebergs, sea birds, whales make this place a unique destination for tourists. A study conducted by the Harrisdecima interactive company in 2014 on 671 visitors of other provinces of Canada shows the following reasons (Table 6) for visiting or remembering Newfoundland and Labrador (Newfoundland and Labrador – Non-Resident Travel Motivations Study, 2014):

Table 6: Reasons for remembering or visiting Newfoundland and Labrador:

Reasons for visiting Newfoundland and Labrador	Percentage
Landscape/scenery/views	14%
Ocean/coastlines	12%
Houses/villages	7%
L'Anse aux Meadows	6%
Nature/outdoors	5%
The people/friendly locals	5%
Mountains/cliffs/rocks	4%
Icebergs/glaciers	4%
A good place to visit/interesting	4%
Colours/ Advertisement was colourful	4%
Historic/UNESCO site	4%
Whale watching	3%
Culture/festivals	2%
Gros Morne National Park	3%
St. John's	2%
Beauty	2%
Fishing/fishing villages	2%
Languages/dialects	1%

Source: Newfoundland and Labrador – Non-Resident Travel Motivations Study, 2014.

Although the tourism destinations of Newfoundland and Labrador have a potential to attract visitors, this is not without certain drawbacks. For example, due to its geographical position, it is expensive and time-consuming to travel to Newfoundland and Labrador. According to the study, nearly 4 in 10 Canadian travellers who have never visited the province for a vacation indicated

that the cost of travel to Newfoundland and Labrador was holding them back. Time to travel to the province has kept about 1 in 3 Canadians away, while just as many would prefer to visit another destination (Newfoundland and Labrador – Non-Resident Travel Motivations Study, 2014). For this reason, a certain group of tourists, who is socio-economically wealthier and has enough vacation time, will get more opportunities to visit Newfoundland and Labrador. For the same reason, another group of spontaneous travellers, who prefer to take many short trips and make decisions about vacations in the last moment, might not be able to visit Newfoundland and Labrador. Moreover, Newfoundland and Labrador, being geographically distant, is beyond the priority routes of national airlines. The island is accessed by ferry and cruise ships, but the vast majority of visitors arrive by plane ("Department of Tourism, Culture, Industry, and Innovation", 2019). Due to lack of competition, the airplane fares are extremely expensive which also acts as a deterrent for travelers.

The tourism industry of NL is also facing the challenges for seasonality and labor shortage. The typical tourism season is from April to the end of October. Tourism business remains stagnant in the rest of the time which ultimately affects the workforce. Some of these issues include a drop in employment level, shortage of skilled workers etc. Furthermore, the labour shortage issue has intensified recently as the baby bomber generation has started leaving the work. Despite these limitations, Newfoundland and Labrador remains a strong tourist offering that is connected with the destination, together with opportunities to experience the ocean, nature, and wildlife.

2.12. Government Initiatives to Improve Tourism in Newfoundland and Labrador

The federal and provincial governments of Canada have taken several initiatives to make Newfoundland and Labrador a top tourist attraction in the world. These initiatives include investment in accommodation areas, infrastructural development, and human resource development and increased marketing activities. It has been hoped that this support will help expand the local industry.

Following this vision, the provincial government has announced a plan to invest $ 1.2 million to support tourism initiatives in the Newfoundland and Labrador province to attract more tourists. The objective of this new investment is to create new jobs for local people and to increase economic activities to boost the economy of Newfoundland and Labrador. ("NL.Ca. 2018).

To respond to the increased demand for tourists, the provincial government has taken several initiatives to make travel more enjoyable. These initiatives include the installation of digital signboards that provide necessary information about tourist spots and pedestrian cubicles that will conveniently lead passers-by to the desired destination (NL. Ca, 2019). On the other hand, to increase the number of tourists from neighbouring areas, the provincial government has taken initiatives to establish industry co-operation with other provinces. As a result, more visitors will easily visit the place directly. Moreover, to diversify the tourist product and to attract new tourists from various countries, the government has taken steps to enhance its digital products and social media presence (NL.Ca. 2018). Under this initiative, the government will evaluate existing tourist products and develop digital contents on social media platforms such as Facebook, Instagram, and YouTube to attract the visitors (Ernst, 2019). For example, Newfoundland and Labrador is famous for its snowmobiling experience and the beauty of Deer Lake. The government has taken several

steps to increase the attraction of both these destinations. These recent initiatives to upgrade snowmobile tracks will enhance the snowmobiling experience of visitors to this area. Furthermore, the municipal government of the Deer Lake town has also taken some steps to further enhance the visitors' experience such as the establishment of a community market.

Like many other industries, tourism continues to experience a labor shortage in Newfoundland and Labrador. According to the report of the Tourism HR Canada and the Conference Board of Canada, 2016, the projected labor shortage in the tourism industry is 25.2%, leaving 3016 jobs unfilled (Tourism HR Canada Annual Report, 2017-2018). To minimize this labor shortage problem, the government has introduced several programs. These include temporary foreign worker programs (Immigration, Refugees and Citizenship Canada, 2012), tourism education and training through distance learning and virtual classrooms, and a study and stay program for international students (Study and Stay program, 2018). These programs will facilitate underemployed persons and new immigrants to move into the tourism workforce of the province.

2.13. Community Participation and Sustainable Tourism Development

One of the core elements of sustainable development in a local community is to involve the community members in the development process. This is especially true for tourism sustainability because local communities are directly affected by tourism activities. Therefore, the local community has important functions in achieving the key elements of sustainable development. Community participation in tourism development involves thorough consideration of the suggestions and needs of the community during planning, management, and supervision of tourism activities. Community participation in the tourism development increases the trust and confidence

of the local people with the tourism industry (Prentice, 1993). It also provides an opportunity for the local community to mobilize their own resources, define their own-needs, and make their own decisions about how to use tourism for meeting their needs and, finally, by bringing community people together around shared common goals. As Sharpley & Telfer (2002) stated, the principle of community involvement appears to satisfy the specific requirements of the host-community that are critical elements of the sustainable development paradigm. According to Cascante, Brennan, and Luloff (2010) and Manyara and Jones (2013) to achieve sustainable tourism development local communities need to participate in the tourism development process. Vincent and Thompson (2013) argued that sustainability is the key to the flourishing of the tourism sector, and it is not possible without the participation of local stakeholders. According to their study, the community participation ensures the welfare of the local community by conserving the precious natural resources which are invaluable to the respective tourism destination. Moreover, most of the tourist attractions are located inside the local areas that require the support of the local people. It is not possible to get this support without the participation of the local people. Therefore, community involvement is necessary to protect tourist's sites and to ensure the long-term sustainability of these assets. According to Beeton (2006), community involvement in collaboration with the federal government and other government bodies can ensure the existence of the precious tourism products and services in a community. It is further argued that the inclusion of community members in the decisions making process will enable the decision-making bodies to take timely steps to save the extinction of the tourism products and services. It is, therefore, acknowledged by the various authors that sustainable development and community participation are clearly interlinked (Clausen & Gyimóthy, 2016; Gunn, 1994).

Many tourism scholars have developed various frameworks to understand the power distribution within communities and to determine the most suitable framework that can be applied to ensure the appropriate level of community participation in tourism development. For example, Arnstein (1969) classified the level of community participation in three groups. Top-level participation includes citizen power, delegated power, a partnership for making decisions, planning, etc; mid-level participation includes consultation, and partnership for implementing the tourism projects, etc; and the low-level or non-participation includes informing, therapy and manipulation. Arnstein developed this community participation model for the development activities in general. Later, Tosun (2005) has attempted to develop a typology of community participation in tourism and compared with other two models, Arnstein's typology (Arnstein, 1969) and Pretty's typology (Tosun, 2005). He classified community participation under three main groups (Figure 5). These are: spontaneous community participation, coercive community participation, and induced community participation.
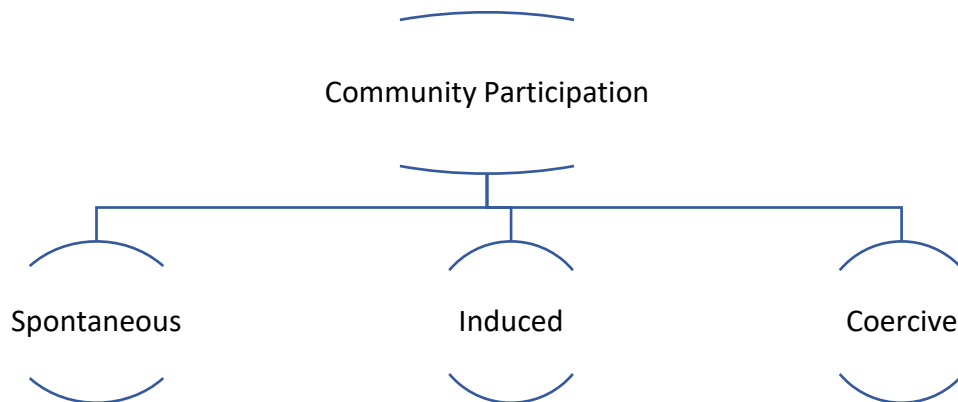
Figure 6: Types of community participation according to Tosun (1999).

Spontaneous participation is a form of involvement of the community members where they assume full control of decision-making and participate actively in the development program. In

this participation, the members voice their opinions to the decision makers, as this is a bottom-up process. In the induced participation process, the participants of the communities have the right to share their ideas with the policymakers and so they can take part in the decision-making process but only partially. Instead, in this process, the community members help the policy makers to implement the development program designed by the government. In this participation, the experts of the powerful decision-making body often influence the decisions regarding any development program, as this is a top-down process and government is sometimes forced to implement the pre-designed plan of the government appointed expert groups (Tosun, 2006; Arnstein, 1969). On the other hand, in the coercive participation, the participants are not fully involved in decision making, as they only act as passive actors. In this case, some elementary needs are fulfilled in order to make the destination habitable and attractive for the tourists. This form of participation is often known as manipulative participation, as the participants are often manipulated in the form of controlled decision-making (Cornwall, 2008; Tosun, 2006).

While there are different ways of community participation, researchers argue that there is little evidence of the appropriateness of the simple participation model that can be applied for community participation in tourism development, particularly in the coastal tourism development context.

Researchers argue that the major challenges in coastal tourism areas are unequal positions of power, stemming from differences in social class, knowledge and expertise, societal position, and other educational and occupational gaps (Cole, 2006). In addition to this, government policy influences the local community members' participation in tourism activities and conservation programs. Therefore, the community members' motivation, opportunity, and ability to participate

vary according to the circumstances of the destination. As a result, it is expected that, based on the situation of the tourism destination, community members, who either self-select or are appointed, are able to set aside their individual interests and work for economic development, destination promotion, sustainable tourism management, and decision-making processes. Methods such as establishing social businesses in the host destination, working with the government bodies, citizen juries, neighbourhood committees, community forums, and community champions are built on this premise. The potential importance of social businesses in the remote and sparsely populated areas of Newfoundland and Labrador has also been highlighted in Dr. Natalie Slawinski's research. In this research, Dr. Natalie Slawinski and her team members have developed the PLACE model to show how social enterprise can involve community members to start a social business for building economic and cultural resilience. The acronym PLACE signifies five principles: promote community champions, link insiders and outsiders, assess local capacities, convey compelling narratives, engage both/and thinking. The main aim of community participation in tourism development is to empower host communities in a gradual process to take control over tourism development in particular and other local matters in general (Tosun, 2005).

2.14. Community Perception on Tourism Development

It is important to understand the perception of the community residents because local community directly or indirectly should be involved with tourism planning and management in the host destination. Their satisfaction and support largely determine the success of the tourism industry (Byrd and Gustke, 2004). Many authors agree that tourism has an effect on the economy, social-culture, and environment of the host communities. The economic benefits are employment, investment, business opportunities etc. The perceived environmental benefits are raising

awareness to preserve the ecological balance, air quality, water quality etc. Besides economic benefits, the perceived social benefits are the preservation of local culture, incentives for the restoration of historical buildings, and the improvements of the standards of roads and other public facilities etc. On the other hand, the associated costs of tourism development includes the increase of price level, crime rates, traffic congestions and pollution etc. (Gursoy and Denney, 2004).

Given the importance of understanding the perception of the host community residents, numerous studies have explored factors that may influence residents' perceptions toward the impacts of tourism (Andriotis and Vaughan, 2003; Wickens, 2004). These include the level of dependency on the tourism economy, the residents' knowledge about tourism, the relation to the community, the personal benefits, the utilization of tourism resources, and the connection with tourists (Sharma and Dyer, 2009). Yoon, Gursoy, and Chen (2001) demonstrated that community residents' higher-level dependency on tourism results in better acceptance of tourism by locals. Davis, Allen, and Cosenza (1988) showed that there is a positive correlation between residents' knowledge of tourism and the local economy and their attitudes toward tourism development. Normally, if the residents are more knowledgeable about the local economy, they are more supportive of tourism. Community attachment is assumed to be another significant factor that affects locals' support for tourism development, especially in rural areas. Perceived socio-cultural benefits and the costs of tourism development determine the level of community attachment and the support for tourism development. Demographic variables, such as age, gender, and education also influence the community's attitude to support tourism development (McCool, and Martin, 1994). Moreover, it has been pointed out that residents participating in local tourism management and having trust in the local management have positive perceptions about community tourism and are more willing to support tourism development (Alrwajfah, Almeida-García, Cortés-Macías, 2019). Hence, the

economic, social, and environmental aspect of the tourism development must include the interests of community residents in order to increase the positive perception of the community residents toward tourism impact. For this purpose, efforts should be made to empower the local residents so that they can participate in tourism planning and decision making.

2.15. Benefits of Community Participation in Tourism Development

The benefits of the tourism industry are evident in many countries across the world. Community residents are being recognized as an essential ingredient in the tourism destination and therefore planners are now trying to emphasize more the inclusion of the local communities to get the best result from tourism. From economic benefits to environmental benefit, the local people can enjoy all these benefits, as they are a part of the tourism development process. These benefits are as follows:

Economic Benefits: The economic benefit for the local community is perhaps the most expected benefit among the participants. Economic benefits come in both direct and indirect ways. The introduction of new tourism activities and attractions draws various types of demands for services in the destination, from accommodation providers to laundry services. According to Meyer (2007), accommodation providers can include many community members via an array of business opportunities. She also provided a framework that shows the relationship between the community members and the accommodation providers, such as hotels, motels or resort owners.

This framework shows that the community members can take part in the hotel business as employees and take training to open their own business as well. On the other hand, they can also

supply the necessities for these hotels, motels, and resorts such as raw materials, fuel, artists, entertainers, etc. Through these businesses, the community members can earn their livelihood and easily transform their previous occupation for the new business. Another important economic benefit of community participation is the profit-sharing scheme for many tourist developments programs. A study by Archabald and Treves (2011) explains that the wildlife saving program in Uganda provides the nearby community members a share of the profit from the wildlife park, mostly in the form of community development, schooling, water supply, etc. In most of the African countries, the safari parks include the local people into their development program, as they look after the jungle and the animals and get various types of benefits including monetary benefits. Another study, conducted by Gillian Corless (1999) in Nunavut, a sparsely populated territory of Northern Canada, examines how extensive community participation with political support has helped develop sustainable tourism in the area. The sale of seal skin products was an important source of income for Inuit people, in NL. However, the European Union's (EU) ban on seal skin imports in 1983, resulted in the closure of the main economic activity. Later, community-based tourism development was chosen as an impetus to local economic development policy.

Social-cultural Benefits: The overall development in society leads to the advancement of the lifestyle, or standard of living of the people. A study conducted by Chok, Macbeth, & Warren (2007) explains that the overall community gets benefits from the potential of the new businesses, increased sales and revenues and employment opportunities. As a result, the community people get access to advanced and improved lifestyle including better education, hospitals, infrastructure etc. These essentially can change the previous poor society into a new improved and developed

society. Possibilities for preservation and practice of cultural traditions of local communities is another socio-cultural benefit.

Environmental Improvement: The government's intervention to protect the environment is a necessary step for the conservation of important tourist attractions of different countries. Recent studies show that when local community joins hands with government initiatives for improving the tourist destinations, those destinations can be effectively protected. Hawkins and Wang (2012) explain that the local people become more concerned about the tourist destinations when they take part in the development programs, as they feel the necessity of protecting those places. They also want to keep the place safe and preserve the resources to attract more tourists so that they can earn more benefits.

2.16. Challenges of Community Participation in Tourism Development

Community participation is often welcomed in the tourism sector as it enhances the chance of local development, creation of jobs for a host destination and overall sustainable development of the tourism-based economy. However, many scholars have found that the participatory model of tourism management is time-consuming and sometimes ineffective when there is a lack of local knowledge and collaboration. In their research, Manyara and Jones (2013) found that those factors are interrelated and are impeding the participation of local community in the development of tourism. According to Choi and Sirakaya (2005), the participation of the local community in the tourism planning process is sometimes short-lived, passive, partial, static and minimal. For this reason, local communities are not getting what they are supposed to get. Consequently, local people are losing interest to participate in tourism development.

In other research by Harris, Williams, & Griffin (2012) found that more often than not the central government or the provincial authority does not have adequate power to administer the development in the tourist destinations, as corporations that are more powerful have the control of the area. This power conflict between two authorities leads to more financial or bureaucratic complexities that ultimately make the situation more complex for community participation in tourism development.

Other researchers have found some other obstacles in the path of community participation. Tosun (2000) found that political barriers are one of the most common barriers to community participation, as the voice of the local community seldom reaches the federal decision makers. He found that the local committees of the tourist destination generally do not have a true local representative who can speak about the local demand, or other problems and so the true reflection of the local people is restricted. Rather, the committee members act on their will and the local people lose interest to participate in the development process. Another barrier that was found in the study by Tosun, 2000 and Cole, 2006 is that the local community often feel that they do not have the necessary skills, expertise, and information to participate in the tourism development. The scarcity of information about the development process and the potential benefit of the development process impede the local people to participate in the development programs. On the other hand, many people do not have the necessary skills to take part in the new jobs derived from the development of tourism areas. In another research, by McGehee, Andereck, and Vogt (2002), it has ben found that many people in the tourists' destinations hesitate to talk about their interest for some unknown reasons, which are assumed as cultural traits or low self-esteem. Therefore,

they cannot express their grievance towards any wrong or unfair development plan that may exclude their interest.

Overall, this chapter explores literature on the potential economic, socio-cultural and environmental impacts that tourism may bring to the destination, the review on local community residents' perceptions to these tourism development effects as well as the community engagement process to sustainable tourism development.

Chapter 3: Theoretical and Methodological Approach

The research conducted for this thesis involved both a participatory action research approach (Ruth, 2014) and insights from stakeholder theory (Freeman, 1984). Participatory research is particularly suitable for exploring the views and voices of the marginalized members in a community. In tourism, stakeholder theory is suitable to investigate residents' perceptions of tourism impacts and their support for sustainable tourism development. Sustainable tourism development is dependent on economic, environmental and social sustainability in a given community. Therefore, it is necessary to have the unconditional support of the local community to ensure sustainability in these three areas. In this chapter, the researcher elaborate participatory action research and stakeholder theory approach to explore how community participation can contribute to sustainable tourism development in Rose Blanche. The researcher also outline the community, specific recruitment, data collection, and data analysis of the research (Figure 6). Primarily, research problems have been identified by the literature review, and by engaging the local community and Lighthouse Board members in the research process. Research data were

collected following both qualitative and quantitative techniques. Finally, data were analzed to determine the scope of local community participation in sustainable tourism development.

Problem identification by literature review, observation, discussion with community members and Lighthouse manager

Question formulation

Engaging the community by focus group discussion and in-depth interview

Define and re-define the research questions and objectives

Data collection

Stakeholder:

Local community,

Researcher

Reflection

Qualitative

Quantitative

Interview, Observation

Survey

Data analysis and interpretation

	↓

Creation of opportunities for community participation in sustainable tourism development

Figure 7: Research Framework

3.1. Research Method: Participatory Action Research

Participatory action research (PAR) is a collaborative research process that emphasizes the equitable involvement of community members, organizational representatives, researchers, and others in all aspects of the research process (Minkler, and Wallerstein, 2003). The underlying theme of this type of research is to comprehend any situation by engaging the local participants in the study and empowering them to change the situation (Kindon, Pain & Kesby, 2007). This approach is often underpinned by a participatory worldview (Reason & Bradbury, 2001) and embodies core features of partnership, participation, actionability, reflexivity, and significance (Baum, MacDougall, & Smith, 2006). Furthermore, emphasis is placed to ensure that the community is informed of the results of the research in ways that are appropriate for engaging them and showing the importance of their contribution.

Participatory research in tourism studies is relevant for the renewing research orientation for community participation and other stakeholders' collaboration on the principle of empowering the local community in the tourism development processes (Capriello, 2012). In certain cases, (Auesriwong, Nilnoppakun, Parawech, 2015; Pathumporn, 2012) community members were engaged in identifying research questions, determining the purpose, process, and context of the research, as well as the nature of the research outcomes. Auesriwong, Nilnoppakun, Parawech (2015) have also discussed strategies for community inclusion in the participatory approach to tourism development. These strategies included preliminary meetings, observation, in-depth

interviews, inter-group meetings and workshops. Furthermore, other cases (Capriello, 2012) demonstrate the application of PAR to assist stakeholders' collaboration in community development processes. These strategies include community members during data collection, involve less powerful stakeholders such as volunteer associations in the tourism planning and implementation, and overcome the isolation status of the community through regional cooperation. While the above approaches are helpful guidelines and examples of a PAR in community tourism development, it is also important to note that the process requires ongoing reflection on the challenges faced due to the variance of each destination, different kinds and levels of power structure and relationships within and outside community (Ferkins and Shilbury, 2015).

Participatory Action Research (PAR) has been in use since early 1940s, yet researchers do not use this research strategy often (Elliott, 2011). This type of research is specially deployed in qualitative research; more specifically in the health sector, education sector, and other public sectors (Elliott, 2011). Qualitative researchers mainly focus on interpreting human nature and understating any other phenomena. The purpose of the qualitative-focused PAR researcher is to describe and portray the insights of any phenomena, instead of predicting or controlling any situation (MacDonald, 2012). In an article by Eriksson and Kovalainen (2015), it has been stated that qualitative research is more naturalistic, as it focuses on a deeper understanding of human experience, understanding and feelings by the participation of human beings. This requires active participation of the respondents in the research process. According to Chevalier and Buckles (2013), participatory action research refers to research methodology where researchers work collaboratively with the participants of the research to get a deep insight of any tricky situation to solve the problem. This definition of PAR implies that this is a collaborative effort by the researcher and the participants to change a particular situation by assessing it deeply. On the other hand, MacDonald (2012) said

that participatory action research implies a qualitative research approach where researchers collect data systematically from the respondents and try to take actions to make a situation better. However, the main aim of the participatory action research is to bring about a situational change by some form of actions.

Smith, Bratini, Chambers, Jensen, & Romero (2010) imply that action research is the systematic data collection from the community members and making understandings that are tested in the real world. Therefore, in a PAR, the particular community members and the researchers work together to find solutions and improve situations. In this regard, the participation of the community members is crucial, as their interest to alter the unfavourable situation acts as a catalyst. Henceforth, PAR deals with various types of social issues that the people of a particular area or sector are facing.

According to Kemmis, McTaggart, & Nixon (2013), PAR is symbolized by the philosophy of participation of the citizens in a social cause. It indicates that the members of the society have their say on their own development process, and they should actively participate in finding ways to improve any particular situation. The members of the community also have control over these activities and decisions. In the participatory action research, both the community members and researchers try to gather data, analyse the data to understand the scenario, reflect on that and finally try to make the desired changes.

According to Smith et al. (2010), PAR is a dynamic research process as it continues to dig deep into various social causes and tries to change people's lives. In the traditional research method that is limited by the quest for finding the truth, it is often hard to collaborate with the community members to find solutions for any social issue and bring about the change. Henceforth, PAR has

given the researchers the freedom to engage in the analysis of the lives of the people by the active participation of the respondents.

PAR works as a repetitive flow of actions starting from planning for the research to reflecting on the learning (Figure 8). In the planning step, the whole research process is designed in advance as to how the research process will be carried out (McIntyre, 2007). In the next stage, the specific actions are taken accordingly to collect data from the respondents by engaging them in the research process by various types of PAR methods such as interviews, and focus group discussions. Once the data collection is over, the collected data is analysed to understand the social problem and the participants reflect on the findings to decide the solutions or further research.
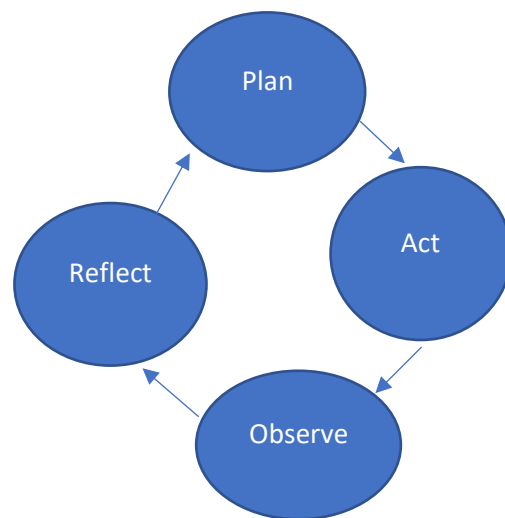
Figure 8: Participatory Action Research Process (McIntyre, 2007).

Henceforth, the researcher uses this research method as an alternative route to develop knowledge, as it adopts collective data collection and reflection on the knowledge for the betterment of any situation.

In this research, the PAR method has been applied to identify the way of community participation in sustainable tourism development by understanding the perspectives of different stakeholders. Herein, the participants are different stakeholders of the tourism sector, such as the local citizens, business owners, and provincial government employees. They have actively taken part in the research process to provide the required information and to reflect on the findings to find realistic and effective solutions for sustainable development in the local tourism sector.

3.2. Collaborative Action: Research Partnership with Community

The research undertaken for this thesis applied multiple strategies to engage the community throughout the research process. This step started through knowledge acquisition of the study area. In this stage, the researcher made the first contact with the community members and particularly with the manager of the Lighthouse Board. Preliminary interactions with the manager of the Lighthouse Board (LB) and the Recreation Coordinator/ Economic Development Officer, Town of Rose Blanche, captured the opportunities and the problematic situation of Rose Blanche. Through the discussions, the manager shared the importance of tourism to Rose Blanche. The manager indicated that even though he hoped that Rose Blanche will become financially independent in time, still the town needed financial support from the government to develop the tourism amenities in Rose Blanche. In regard to government involvement in tourism development in Rose Blanche, the Lighthouse Board manager mentioned that, in his opinion, the first stakeholder is the provincial government policy maker responsible for articulating plans for tourism development in Rose Blanche. The Lighthouse Board members are implementing these plans through a series of projects. With this, they reinforce the need to develop tourism through local community members' active participation to facilitate sustainable tourism development. In the same meeting, the researcher consulted with the Lighthouse Board manager as to how the

researcher can appropriately approach and interact with the residents in the town during the research period. Further, the Lighthouse Board manager invited the researcher to participate in their next Lighthouse Board meeting to introduce the researcher and the purpose of the research. At the meeting, the researcher presented the objectives of the research, the research methodology and explained the practical outcomes of the research project that might help the community.

Formally, the Lighthouse Board (LB) consists of eleven members, including one municipal councillor. There are certain committees in the town that serve a different role for tourism management. These committees are the Recreation Committee, the Marketing Committee, and the Waste Management Committee. The Lighthouse Board nominates the committee members of all these groups. The different committee members meet monthly to discuss all matters and oversee the progress of the work of the committee. Formally, the committee reports to the council of the Lighthouse Board on all these matters, including the budget for programs and facilities. All committee meetings are conducted as public forums in the Lighthouse or the nearby church where all residents can participate and share ideas. As noted above, the Lighthouse Board manager was the main point of community contact for this research.

 The different town committees are structured with their mission and objectives representing the interests of all members of the community. Importantly, in the initial conversation, the researcher explained that the researcher would be working together with the community during the different phases of the research. This was done intentionally to maintain transparency and an understanding of the requirements for both parties as researchers engaged in a participatory strategy to conduct the study. This was a preparatory phase of discussion for the real participatory research. It was required to uncover the economic, environmental and social structures that could affect the study

later. It also helped the researcher assess local conditions, enter into the community, and identify local leaders and decision makers.

On the next visit to Rose Blanche, the researcher facilitated the initial consultation meeting. Three Lighthouse Board members and one councillor attended the consultation meeting. The LB manager and one Lighthouse Board member sent notes to the Recreation Coordinator/ Economic Development Officer of the Town of Rose Blanche, who responded to let me know that they will not be able to participate in the meeting. Participants were invited to discuss the potential and limitations of the tourism industry in Rose Blanche. The researcher worked as a moderator of the session and facilitated discussion based on both closed and open-ended questions. Through the conversation, the participants individually identified the key issues based on the present situation of the local community (e.g., changing demographics, economic condition within the municipality etc.). Later the participants were invited to rank the identified issues by importance and share the issues with the other participants. This procedure helped to identify common themes and topics. Based on these themes and topics, research questions and the appropriate data collection methods were discussed. Finally, the proper way of communication with the local community to share research findings was discussed. Overall, through the meeting, the researcher attempted to inform the community about the research purpose and to engage community members in the early stages of the research process.

3.3. Community Engagement and Methodological Approach Determination

One of the most common features of PAR, as its name suggests, is the engagement of the community in the whole research process. In this way, PAR ensures that the actual view of the stakeholders is grasped, and they are contributing towards the solution of the problem. According to MacDonald (2012), in participatory action research the responsibility and authority shift from

the researcher to the research participants, as they determine the research agenda, procedures, and the required actions. On top of that, they can also provide insightful feedback based on their own reflection on the findings. Therefore, the careful inclusion of the right participants is the key to the success of a PAR.

Moreover, a more structured and systematic way of engaging the community for the purpose of data collection is of crucial importance. One of the solutions to this dilemma is the snowballing sampling technique (Johnson, Ali & Shipp, 2009). In this process, initially a group or individual is selected for data collection and then from their reference, the rest of the respondents are collected. The selected respondents are invited to participate in an interview session with the researcher. The researcher also discusses the intended research methodology with the participants to probe their view of the research theme. They provide some helpful insights such as whom to call and contact for data collection, where to go etc.

As action research, this study was conducted in partnership with community stakeholders consisting of visitors, local community volunteering groups, and Light-house Board members. The researcher had also multiples roles with different stakeholders' group such as collecting data through interviews, observation, working with different volunteer groups, Lighthouse Board members throughout the research process.

3.4. The value of observation

In this research, observation was an important resource in understanding the character of the communities and the lifestyles of its residents. Observation was conducted only in the public spaces. As an observer, the researcher looked at the current infrastructure, talked to the local fishermen, talked to the visitors to understand why they visit Rose Blanche or what type of

facilities visitors expect when they visit Rose Blanche, visited the nearby church, and communities. Observation allowed the researcher to obtain better insights into how tourism affects the community and the future of tourism at Rose Blanche. Moreover, the researcher did take pictures after obtaining permission from community members, as an additional research method, where he tried to shoot everyday things and catch tourism development on pictures.

Figure 9: Local office of the Lighthouse at Rose Blanche   Figure 10: Museum at Rose Blanche

Figure 11: Landscapes of Rose Blanche   Figure 12: Community observation by researcher

(Source: Figures 9, 10 and 11 pictures taken by the researcher and figure 12 picture taken by one community member; used with permission)

The main stakeholders within Rose Blanche can be broadly categorized as the policymakers, producers and service providers. In this regard, the main policymaker is the Lighthouse Board, and producers and service providers are the tourists and different volunteer groups.

The success of the tourism destination is largely dependent on the number of tourists and tourists' satisfaction. The presence of tourists also has social and economic implications in the host destination. Therefore, to understand the impact of tourism and current community involvement in tourism in Rose Blanche, the researcher has observed and talked to the visitors in terms of the potential of both economic and social outcomes. The observation and understanding of tourist motivations for visit were important because the overall planning and management of tourism is determined by the number of tourists and the motivation of the tourists. Tourists visit Rose Blanche to see mainly the Lighthouse and the museum. In the summertime, different groups of

school students visit Rose Blanche to arrange a picnic on the bank of the ocean. The researcher has also noticed that most of them were a temporary visitors. Later, researcher has talked to several visitors to understand their motivation of traveling to Rose Blanche. Visitors have shared that they do not visit only Rose Blanche but also other Westcoast Newfoundland tourism destinations. It indicates that the west coast could be the regional tourism destination. The flow of visitors can be connected from one destination to another.

This flow of temporary visitors to Rose Blanche has social implications. A large number of visitors come to Rose Blanche during the summer to visit their families. Some visitors have also built a second home in Rose Blanche so that they can spend their summertime in Rose Blanche. Therefore, a good contribution can also come from the seasonal residents of Rose Blanche. As tourism has appeared to be a facilitator of regular visiting of friends and relatives (and the maintenance of relationships), these activities might be interpreted as reflective of the stabilities that underpin rural mobilities or movement to the community.

This flow of temporary visitors to Rose Blanche has also implications for tourism management. The Lighthouse Board is mainly responsible for the overall planning and management of tourism at Rose Blanche. In the preliminary meeting with the Lighthouse Board manager, the researcher requested to participate in one Board meeting to understand how decisions related to tourism development were undertaken in Rose Blanche. It is important to note that most of the representatives of the volunteer groups joined in the meeting. The common residents of the Rose Blanche did not have the opportunity to participate in the meeting. On this day, the agenda of the meeting was the recruitment of the summer students and outline their responsibilities, and the ways of repairing Barachois Falls Hiking Trail. It was important to note that Board members did not consult with the community members before taking the decision. On the break of the meeting,

the researcher was curious to know from one board member why community members were not involved in tourism planning given that they have a massive contribution for the tourism operation in Rose Blanche. This Board member explained that there was one tourism development officer in Rose Blanche to make plans for the tourism development in Rose Blanche. The officer used to find time for brainstorming tourism plans with the community residents to generate ideas about how to manage tourism in Rose Blanche properly. But it did not really work out. It is really hard for Board members to find time to work with the local community members. It is also hard for them to manage tourism without professional knowledge of it. One area of need they were particularly emphatic about was for the government to allocate more funds for tourism development in Rose Blanche. This was something that community leaders and Lighthouse Board members had been trying for a long time without much success. At the final moment of the meeting, the researcher was given the opportunity of sharing ideas about community involvement in tourism planning at Rose Blanche. This was the most anticipated moment for the researcher. The researcher put importance of the formation of representative groups from the community members so that they can actively participate in the tourism planning and development in Rose Blanche. Later other Board members added some more ideas to make the representative groups more effective. One Board member discussed the importance of increased community collaboration between the representative groups and the LB members. Another Board member emphasized the importance of involving the representative group during a consultation with the provincial government and other tourism authorities, and elaborating results with the community members.

However, participation in one meeting of the Lighthouse Board was not enough for the researcher to understand the factors that are currently influencing community participation in tourism

development. Therefore, the researcher was looking forward to working with other volunteer groups in the community. These volunteer groups are formed by the LB normally in advance of every summer. They are involved in tourism activities on a part-time basis. Most of members are retired and have come from the fishing profession. In terms of function, they mainly focus on providing service to the visitors such as working as a guide, serving food in the B & B, or housekeeping jobs. Sometimes, these volunteer groups in association with the Lighthouse Board organize different workshops to develop different tourism plans. Since they are the main service provider in Rose Blanche, the researcher personally engaged as a volunteer with these groups to understand the present status of community involvement in tourism at Rose Blanche. The volunteering role also helped the researcher to understand different perspectives of the local people to tourism, their hospitality skills as well as their contribution to the tourism of Rose Blanche. With other activities such as providing service to the visitors, the researcher also participated in the workshop organized by the Recreation Committee. The purpose of the workshop was to develop a plan for making Rose Blanche as picnic hub of the West Coast area. At the present time, school going students are the main target market for picnic tourism at Rose Blanche. For this purpose, we organized a group meeting in the Lighthouse office to review the tourism opportunities to pave the way for picnic tourism in Rose Blanche. Together with another member of the Recreation Committee and the researcher also held group meetings with other volunteer groups, business persons and LB members. Following group discussions and reviewing tourism opportunities, it was proposed to arrange a picnic based on low-cost opportunity and access to other recreation facilities in the context of history, culture and heritage. While working with the Recreation Committee and other local volunteer organizers, the researcher noticed that the volunteer group members value the knowledge about Southwest coast tourism opportunities, and

capacity-building efforts (e.g, knowledge, skills) necessary to develop initiatives targeted to develop the picnic hub in Rose Blanche. However, paucity of resources (e.g., financial capacity to develop other recreational facilities, only one B & B that offers food and accommodation, human resource, etc.) makes the idea of targeting other tourist groups within Rose Blanche difficult to implement. Working with volunteer groups and light- house Board members was a good opportunity for the researcher to understand the community members' involvement in tourism planning for other tourism development projects in Rose Blanche. It also helped the researcher to understand the strength and barriers to the local residents' participation in tourism planning at Rose Blanche.

3.5. Data Collection

In this study, both quantitative research and qualitative research methods have been followed to collect data. For quantitative data, the researcher conducted a survey that contains several close-ended and open-ended questions. For qualitative data collection, an in-depth interview was conducted with key informants. In the qualitative research, the non-numerical data were collected, analysed and interpreted following methods prescribed by Collis and Hussey (2009). Qualitative research provides four basic types of data collection procedures including observations, interviews, documents, and audio and visual materials (Creswell, 2003). Data collection procedures used for this research included: survey, participant observation, semi-structured interviews, and documents analysis. The approaches are described in the following subsections.

3.5.1. Survey Questionnaire Design

The questionnaire was designed to assess local residents' attitudes towards, and perceptions of, tourism development and tourism impacts that influence their support and participation in tourism

development. To address validity issues, a questionnaire was developed based on previous research studies investigating community involvement in tourism development and the variables identified by the preliminary meetings and focus group discussions with the local people of Rose Blanche, and the members of LB. Previous studies covered the study of McFarlane& Boxall (2000) where an individual's participation in tourism activities and their support and participation for tourism were analysed, and the study of Perdue, Long & Allen (1990) on rural residents' attitudes toward recreation and tourism development. The study of McFarlane& Boxall (2000) also covered how demographic characteristics influence an individual's view of tourism. The researcher has followed the prescribed procedure for ethics clearance of the project by the Grenfell Campus Research Ethics Board (GCREB). The ethical review aimed to make sure that the participants in the current research faced no financial, physical, or psychological risks. Later, the Lighthouse Board manager reviewed the appropriateness of the questions based on the area and subject of the study. The questionnaire has been designed based on three categories, namely socio-demographic characteristics, local attitudes towards sustainable tourism development, and economic, environmental and socio-cultural impacts of tourism in the study area.

The questionnaire was designed using both 'closed' and 'open-ended' questions, with the latter providing respondents with a chance to express their opinions freely. In the first section, seven questions were aiming to assess the socio-demographic profile of the participants. In the section of attitudinal and perception statements, the seven-point Likert scale question was also used, where the points ranged from 1 (completely disagree) to 7 (completely agree). There are three categories of independent variables used in the study. These are perceptions of tourism impact, activity participation and general demographics. There are two categories of dependent variables. These

are support for sustainable development and participation in tourism activities. These variables included interval, nominal and categorical data.

3.5.2. Sampling and Recruitment

Sampling is important for studying a representative subsection of a defined population because it can help make inferences about the whole population (Silverman, 2010). During the initial meeting with the Recreation Coordinator/ Economic Development Officer of the town of Rose Blanche, it was acknowledged that there were many seasonal residents in Rose Blanche. These seasonal residents live in the Rose Blanche in summertime only (from June to September). Moreover, it was difficult for the researcher to approach the community members directly due to the lack of interaction. In this regard, the Lighthouse Board manager has helped the researcher distribute the survey papers to both seasonal and permanent residents. Later on, the researcher re-visited Rose Blanche to collect the completed questionnaires.

The initial sample frame for the survey was 50, including an online survey. The online survey was sent to seasonal residents who live outside of the Rose Blanche town. The sample size was determined based on the population of the study area, and requirements of purposive sampling. The population of Rose Blanche was 394 in 2006 (Statistics Canada: Canada's national statistical agency, 2019) and the desired sample was estimated to be 50 based on a purposive sampling method in order to accurately represent the population. In purposive sampling, informants are chosen out of convenience or from recommendations of knowledgeable people (Smith 1983). In this study, the Light-house manager contributed as a key informant to suggest other survey participants who are members of the community and willing to share their knowledge towards different aspects of sustainable tourism development. In the end, the researcher collected 24 completed questionnaires. Although many community members refused to participate in the

survey due to the lack of knowledge over the research purpose, or due to absence during the research period, the 24 surveyed respondents (approximately 48%) were sufficient to provide a relatively sufficient information for the analysis.

3.5.3. Qualitative Data Collection

Qualitative data was obtained through in-depth semi-structured interviews with key informants over a four-week period in November 2018. The request for participation included a recruitment letter that was sent out to participants and a letter of consent that informed the potential participants that their participation in this research is voluntary or if participants decide to withdraw from the research once it has started, there will be no negative consequences now or in the future.

The in-depth semi-structured interview is the most commonly used form of data collection in PAR as participants express their thoughts, feelings, and opinions when answering interview questions. According to Hair, Wolfinbarger, Money, Samouel, & Page (2015), an in-depth interview is a method of data collection where the respondents are intently interviewed in a face to face conversation. In this regard, the interviewer asks certain major questions the same way each time, but is free to alter their sequence and to probe for more information. A study conducted by Bell, Bryman, & Harley (2018) shows that interviewing participants provides researchers with a unique advantage of getting into the understanding of human experience. It also enables the researchers to collect data and listen to the views of the participants from the perspective of the respondents; not from the perspective of the researchers.

In this particular research, this approach was adopted to conduct interviews with a number of key informants. Key informants are those people who are considered knowledgeable about a particular subject and from whom detailed information is sought (Elmendorf & Luloff, 2006). The key

interviewees were government employees who were engaged with any kind of government agency and provincial tourism department, the business people who were engaged with tour planning, and the local people who were engaged with tourism activities at Rose Blanche. The questions for the government officials focused more on the government policy to develop tourism in coastal communities. The interview with business people was centred on the challenges that the businesses or business people face in marketing, financing, or technology and the prospective solution to these problems. The interview questions for the local people were based on the attitudes towards tourists, and the impact of tourism development in the research area.

The interview questions were developed by the researcher and were subsequently reviewed by the Lighthouse Board manager. This helped to include interview questions pertaining to different aspects of community participation for sustainable tourism development in Rose Blanche (e.g. How are the communities' interests/values, as reflected in this input, taken into account in tourism planning and implementation of projects? Does this community participation process reflect their needs?). To explore the perspective of other stakeholders, an additional set of questions was used for businesspeople, Lighthouse Board manager; Board members, and councillor. The LB manager identified the majority of the participants, and others were identified by the snowball sampling strategy. Snowball sampling, often referred to as chain referral sampling, is one of the commonly used qualitative social sciences research techniques (Noy, 2008).

In total, seven interviews were conducted with community members throughout the study. All interviews were audio-recorded after obtaining permission from participants and transcribed verbatim. Interviews ranged from 30 minutes to one hour and efforts were made (with the support of the Lighthouse Board manager) to recruit participants from diverse groups within the community (as identified above). The LB manager helped the researcher recruit or identify

participants. All names used in this document are pseudonyms assigned after data collection in order to protect the anonymity of participants. Collectively, the semi-structured interviews allowed for the collection of a rich set of data that included perspectives on how local community members can participate in initiatives for sustainable tourism development.

The success of research depends on the careful selection of the sample for the research project. There are generally two types of sampling methods available for the researchers to pick when doing interviews: probability sampling and non-probability sampling (Quinlan, Babin, Carr, & Griffin, 2019). In probability sampling, the respondents are selected randomly from the whole population, whereas in the case of non-probability sampling the respondents are selected with a pre-determined purpose (Ritchie, Lewis, Nicholls & Ormston, 2013). For this research, the snowball sampling method has been used which is a non-probability sampling technique. In this process, 7 individuals from different stakeholders' groups have been selected. In each instance, interviewees were chosen because of what they do in their professional lives; full-time, part-time or voluntarily. This strategy helped to discover the different perspectives which facilitated to understand the present status of community involvement and future prospects of tourism in Rose Blanche.

The first interviewee was a councillor in the Rose Blanche town. The main reason for the selection was the interviewee's role in advancing Rose Blanche in fields including tourism, transportation and sustainability. The councillor also works as an advisor in the Light-house Board.

The second interviewee was the Lighthouse Board manager. The manager is the main person for tourism development and is closely involved in the municipality, and the tourism management in Rose Blanche.

The third interviewee was the Recreation Coordinator/ Economic Development Officer, Town of Rose Blanche. Part of the interviewee's job was to advise individuals on setting up and running businesses in the field of tourism.

The fourth interviewee was the tourism officer of the ministry of the Department of Tourism, Culture and Recreation, NL. The officer's job is to stimulate growth, innovation and strategy in the tourism industry, to liaise with the various tourism authorities and Boards, and to establish connections between all other interested parties in the industry. The officer explored the prospects of coastal tourism in NL from the government policy angle.

The fifth interviewee was a member of the Recreation Committee. The member had good perspective over the present status of community participation in tourism development in Rose Blanche. The member shared what the limitations of community participation are, how the tourism of Rose Blanche can flourish with active community participation.

The sixth interviewee was a local business person. The main reason to select the business person for interview was to understand the challenges of doing business in Rose Blanche based on financing and marketing limitations and the feasible solutions to these problems.

The final interviewee was a community resident who is not involved in the tourism activities in Rose Blanche. The purpose of selecting the community resident was to understand the attitudes towards tourists, and the impact of tourism development in Rose Blanche.

All interviews were comprehensively transcribed and analysed. Later, the researcher conducted a thematic analysis upon the transcripts to identify the themes across all informants. These themes were used to guide the SWOT analysis and the results presentation. As the qualitative technique seeks in-depth information, the SWOT analysis technique was chosen in this study to evaluate

internal strengths and weakness, and external strengths and opportunities to sustainable tourism development at Rose Blanche.

3.6. Data Analysis Method

After collecting the data, the researcher analyzed the data to get insights into the theme of the research. There are two types of data analysis: qualitative analysis and quantitative analysis. In the qualitative analysis, the findings from the research are expressed in words, figures or even in pictures instead of any numerical figure (Bell, Bryman, & Harley, 2018). It does not use any kind of statistical tools and this kind of analysis tends to be descriptive. On the other hand, the quantitative analysis focuses on numerical analysis by using different types of statistical tools. However, in PAR, qualitative analysis is used as it seeks to understand the lives, experiences, and feelings of the individuals (Jokela, Hiltunen, & Härkönen, 2015). There are also several types of qualitative research analysis techniques such as content analysis, thematic coding analysis, narrative analysis, etc. For this particular research, thematic analysis, and survey data analysis have been used to explore the key focus areas of the study. In this method, the researcher has analysed the recorded and coded in-depth interviews to find the inner meaning of the narratives of the participants. This method is used by qualitative researchers to interpret the real situation of the residents' attitude toward the tourism industry or the level of impacts of the different dimensions of tourism development. Therefore, the researcher has gone through the collected data to find out the meaningful interpretations of the participants' responses. The data collected from survey responses were particularly useful in the data analysis process, as they allowed the community members to provide demographic information, information about their attitudes, and provide comments on the major themes, and share their suggestions about the tourism development in their community. The collected primary data have been statistically processed, classified and tabulated

by using appropriate methods. The statistical results of the survey have been derived with the help of the computer software called SPSS (Statistical Packages for Social Sciences).

3.7. Research Limitations

Conducting a PAR project involves a commitment to partnerships and the engagement of community members in various stages of the research process (Wallerstein, and Duran, 2003). Therefore, a high degree of access to the study area was required. However, in this research, due to the distance, inclement weather and financial limitations, it was difficult for the researcher to travel back and forth regularly to Rose Blanche. Moreover, some roads of Rose Blanche remain closed in the winter time, especially the road from town office to the Lighthouse. Consequently, it was not possible for the researcher to see completely the possibility of winter tourism as well as its effects in Rose Blanche, even though the Lighthouse Board manager described the plan to start winter tourism activities in Rose Blanche. In particular, contacting businesspeople was very time-consuming and not easy; there were a limited number of interviewees at the business stores in Rose Blanche. There are only two stores, including a grocery and a "bed and breakfast" (B & B). The local B & B was closed in Rose Blanche because the owner of the B &B had passed away. Therefore, the business interview had been conducted in the east of Port Aux Basques instead of at Rose Blanche. The interview did not involve other industries of tourism representatives such as the local tourism association, transportation, entertainment etc., therefore, overall the data collected was not comprehensive. The researcher received support from the Lighthouse Board manager to distribute the printed survey papers. Even though the researcher briefed the LB manager in the meeting before distributing the surveys, the result might not be as good as if the researcher himself conducted the survey.

Chapter 4: Analysis of Community Participation and Sustainable Tourism in Rose Blanche

4.1. Introduction

The town of Rose Blanche has the potential to be an attractive tourism destination; however, due to some old and emerging problems, the area has not reached its full potential. Due to the remoteness of the place, aging population and brittle economic conditions, the potential tourist destination failed to keep pace with other tourist destinations of the province. The local community members are also failing to make an impact on the tourism sector, as they do not get enough opportunities to get involved in the tourism development process. The government support is also minimal to get the tourism sector going. As a result, the sustainability of the tourism sector of Rose Blanche is under threat. In this chapter, these issues are analysed based on the narratives of the local people that are recorded in interview sessions. Data collected from surveys also helped in this analysis process.

4.2 Stakeholders Analysis for Sustainable Tourism Development at Rose Blanche

Based on the interviewees' description, observation, and the role of the stakeholders on tourism decisions and development, this study has identified the legitimate stakeholders in tourism development of Rose Blanche, who have been categorized into two categories. One is direct stakeholders and another one is indirect stakeholders. The direct stakeholders are those groups/individuals who are providing tourism services or those groups who influence the presence of the tourist in the community. The indirect stakeholders involve policy makers such as government and non-government agencies. The indirect stakeholders are mainly responsible for allocating funds, enforcing laws for protected areas which ultimately affect the profile and attractiveness of the area as a tourism destination.

Table 7 : Direct Tourism Stakeholders:

Tourists
Permanent and seasonal residents
Accommodation providers group
Restaurant and food catering group
Transportation services providers group
Local business-person group
Local tourist guide (normally arranges picnic for tourists and visits Light-house/museum)
Light-house Board
Elected local government members

Source: Author's own compilation (November, 2019)

The whole operational tourism activities in Rose Blanche are entirely run by the permanent and seasonal residents. Therefore, all residents are primary stakeholders and have a legitimate interest in tourism. The 11-member Light-house Board accomplishes the management of tourism. The Board is divided into four administrative units: 1. Secretary 2. Public relations and reception 3. Accounting 4. Advisors. Elected local government members work as advisors who provide direction for the activities.

Different tourism service provider groups are the operational units for providing service (transportation, accommodation, food service) to tourists. Local residents of Rose Blanche are the members of these groups. These occupational groups can work independently or in association with the Light-house Board.

Many of the direct stakeholders include accommodation and tourism service providers who rely in whole or in part on revenue from tourism. During in-depth interviews, many direct stakeholders described the importance of cooperation with other tourism destinations in neighbouring communities of Rose Blanche for tourism development. They further explained the importance of regional tourism cooperation to secure a more consistent flow of tourists and tourism dollars throughout the season. Several stakeholders have considered the tourist as the direct stakeholders even though they do not have direct input into tourism planning and development.

Table 8: Indirect Stakeholders

| **Community associations and organizations:** |
| Southwest Coast Development Association |
| Southwest Coast Tourism Association |
| Rose Blanche Tourism Association |
| Harbour Authority - Isle aux Morts |
| Regional The Sea Festival Committee |
| South Coast Trail Associations |
| **Environmental organizations:** |
| Newfoundland & Labrador Environmental Industry Association |
| **Tourism industry associations external to the community:** |
| Go Western Newfoundland |
| Cruise Association of Newfoundland and Labrador |
| Atlantic Canada Opportunities Agency (ACOA) |
| Other local service providers (Internet, health, postal and freight etc.) |
| Federal government of Canada |
| Provincial government and agencies |

Neighbouring tourism areas:
Fox Roost, Margaree, Isle aux Morts, Burnt Islands, Harbour LeCou
Media

Source: Author's own compilation (November, 2019)

The indirect stakeholders are the facilitators for tourism development in Rose Blanche. They include provincial and local government bodies, non-government agencies, neighbouring tourism areas, organizations and the media. These external stakeholder groups have the opportunity of giving opinions on different tourism planning and development issues. For this reason, these groups of stakeholders have been considered as legitimate indirect stakeholders for tourism development in Rose Blanche.

Following the identification of the legitimate primary and secondary stakeholders, this study has analysed the stakeholders based on the two attributes (power and urgency) of the Mitchel et al.'s (1997) stakeholders analytical framework.

Mitchel et al. (1997) defines "power as the extent a party has means to impose its will in a relationship."

The government of NL in association with the government of Canada develops short, medium and long-term plans and allocates funds for tourism development in the Southwest regions. Under this plan, Rose Blanche has been considered as a sub-destination for tourism development (Economic Planning Group & DW Knight Associates, 2015). Therefore, the main executive power of tourism development in the Southwest coast regions belongs to both provincial and federal government bodies. Since Rose Blanche and other tourism destinations of the Southwest regions are not in a position to become major tourism destinations, the development plan mainly focuses on small

projects such as restoration of the Lighthouse and building 12-room accommodation. In this regard, the Light-house Board plays a supportive role with the provincial government for tourism development. It also functions in communicating with government and non-government bodies, regulating resources for tourism development in Rose Blanche. Therefore, the most powerful stakeholders for tourism development in Rose Blanche are tourism departments of the Federal Government and the Provincial government

All community members of Rose Blanche have the right to participate in tourism activities. However, they can voice their opinions only in the monthly tourism meetings of the volunteer groups in the Light-house office or the local church. But their opinions do not have as strong an impact as those who are community leaders or who are Light-house Board members. Ultimately, the Light-house Board has full power in accepting or rejecting any proposal for tourism development. In this case, decisions are usually made by consensus or majority voting in the monthly meetings. Therefore, all residents have the legitimacy to participate in the tourism activities but they do not have the formal power and the urgency as the government bodies and the Lighthouse Board members have.

Natural terrain is another limitation of any tourism development activities in Rose Blanche. Therefore, protection of the environment and the natural features remains of prime importance while implementing a tourism development plan. In this regard, the Newfoundland & Labrador Environmental Industry Association cooperates with the provincial government bodies and development agencies to conduct development activities without degrading the environment. This stakeholder group has the potential to influence the tourism planning process, but are not directly engaged.

Power alone is not enough to determine the stakeholder's influence. It also requires urgency, the degree to which a stakeholder believes its claims are time sensitive or critical (Mitchel et al., 1997), to influence the tourism development plan. Different community groups of Rose Blanche can freely express their opinion but the importance and urgency of the demand is determined by the Light-house Board. If an individual member of the group raises any proposal, then the respective tourism committee determines its urgency. Later the proposal is sent to the Lighthouse Board to get approved. Based on the interviewees' descriptions, urgency can be categorized into three types: personal, operational and organizational. Provincial tourism authorities are more concerned with organizational issues such as tourism development plans, development, and funding. The Lighthouse Board and the environmental organizations are more concerned for the situational or operational issues such as waste management, and sustainability of the tourism projects.

4.3. Demographic Analysis

As it has been discussed earlier, the population of Rose Blanche is decreasing. In 2016 the population was 394, whereas this figure was 455 in 2011. The population has reduced by 13.4% in those five years.
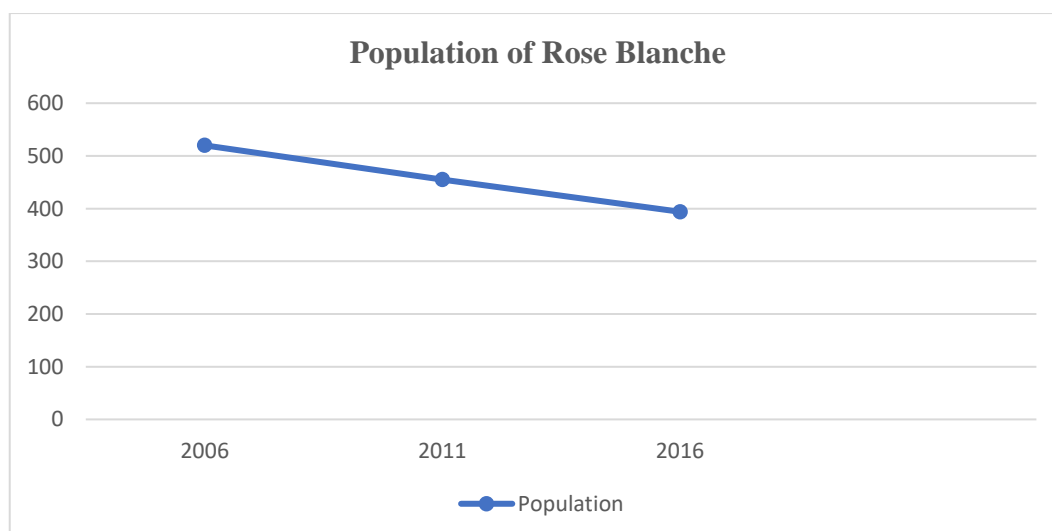
Figure13: Population decline in Rose Blanche

Source: (www.12.statcan.gc.ca, 2019)

Moreover, most of the population in Rose Blanche is aging, as the average age of the population is around 54.1 and this aging population is making little creative contribution to the sustainable tourism development of Rose Blanche. As evident in Table 9, most of the population (67.5%) falls within the category of above 50 years. The second age group are people within the age range of 40-49 who are also approaching their fifties. Few young people reside in the area, as only 5% of the population belongs to the young generation (20-29 years old).

Age Group	Population	Percentage
Below 20	45	11.25%
20-29	20	5%
30-39	15	3.75%
40-49	50	12.5%
Above 50	270	67.5%

Table 9: Age distribution of the population of Rose Blanche

Source: (www.12.statcan.gc.ca, 2019)

With reference to employment, many residents of Rose Blanche are unemployed, and some are retired service holders or businesspersons. It is clear from the survey that around 44% of the people are out of any job and around 26% of the elderly citizens are retired. Around 25% of the total population is active and having jobs and approximately 5% of the population are pursuing studies.
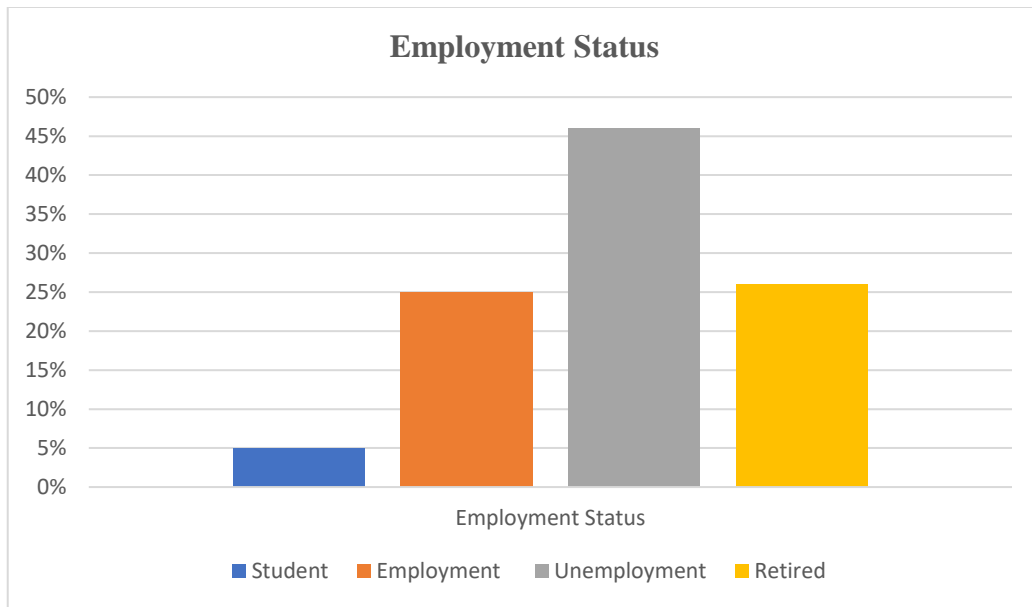
Figure 14: Employment Status

Twenty-five percent of the people who are employed can be categorized in 5 categories (Figure 15).
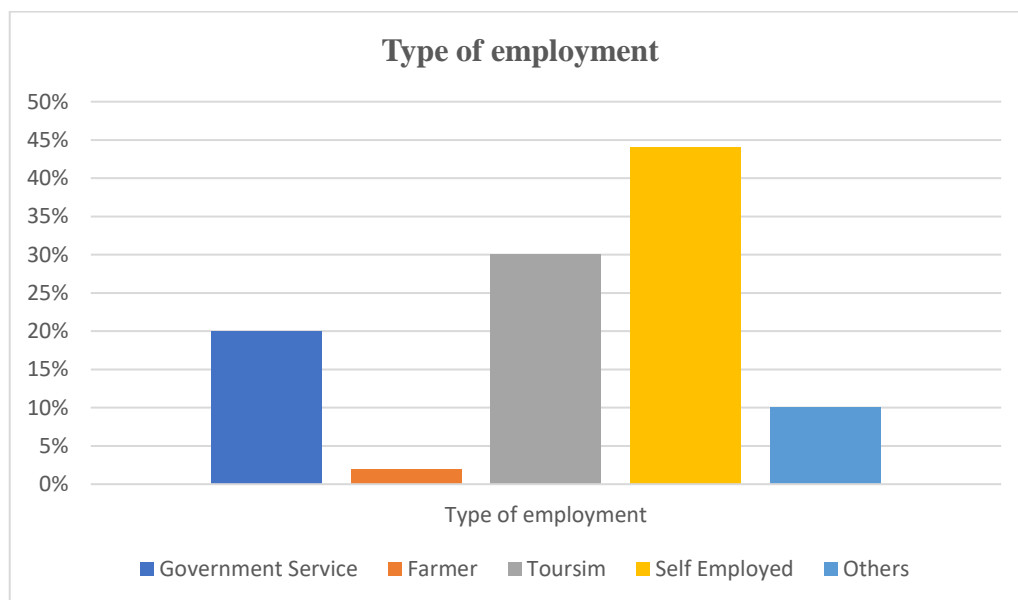
Figure 15: Type of employment

Most of the participants were unemployed; however, those who have jobs are mostly self-employed (44%). Around 30% of the employed respondents are engaged in the tourism business and they have restaurants, craft shops or B&B facilities for the tourists.
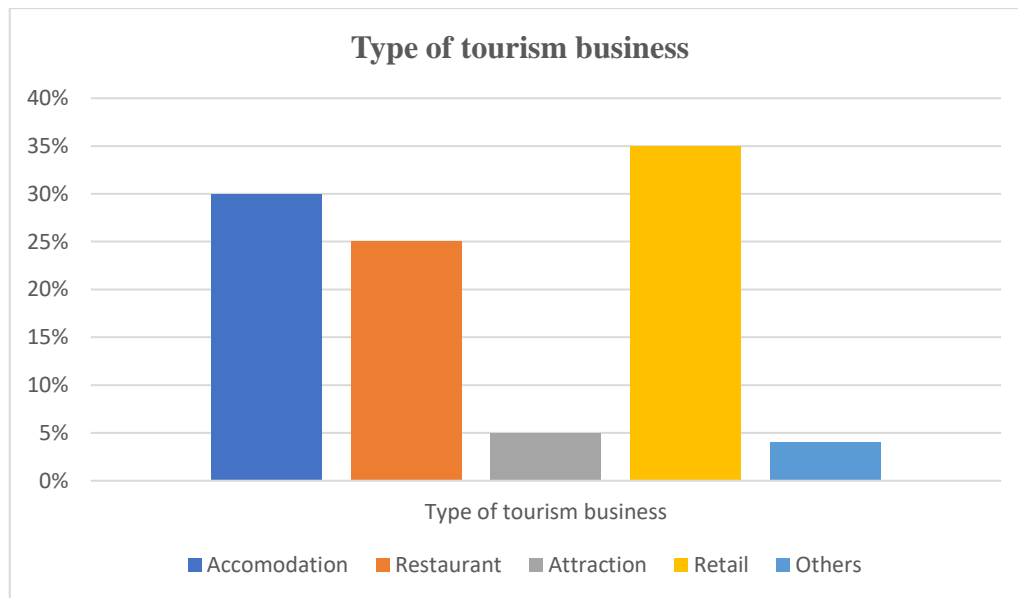
Figure 16: Type of Tourism Business

The tourism business in Rose Blanche revolves around retail, accommodation and restaurant businesses. Around 35% of the people in the tourism business are doing a different kind of retail business in Rose Blanche, such as craft shops. On the other hand, 30% are related to accommodation business and around 25% are engaged in the restaurant business.

The average income of the residents of Rose Blanche is below 5,000 CAD largely because of the unemployment and retired citizen's status. Around 70% of people fall into this category and around 25% of the people earn an average income of between 5,000 to 15,000 CAD. These people are local businessmen.
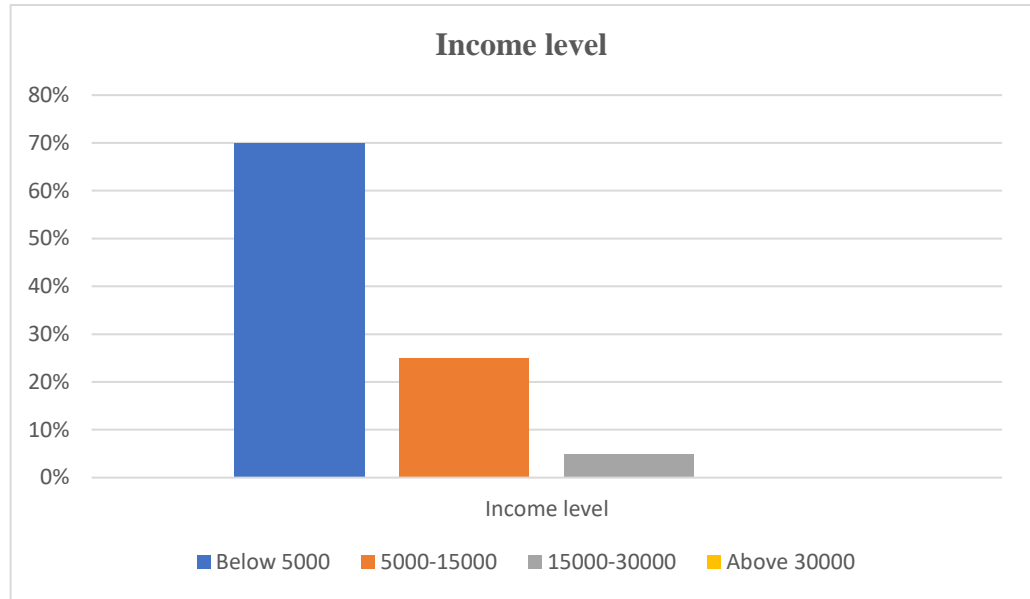
Figure 17: Income level of Rose Blanche residents

4.4. Perception of the respondents about the tourism benefits and management in Rose Blanche

People surveyed in Rose Blanche strongly believe that Rose Blanche has all the potentials to be a top-notch tourist destination. However, not everyone thinks that tourism development has been done properly and so most of the citizens feel the need for further development.

Statements	SD	D	SoD	N	SoA	A	SA
I think Rose Blanche has good potential to attract tourists	0	0	0	0	0	75%	25%
Rose Blanche provides a good ambience to tourists	0	0	4.2%	0	0	33.3%	62.5%
I believe tourism is good for our community	0	0	0	0	0	41.7%	58.3%
I think there is further tourism development needed in Rose Blanche	0	0	15.5%	0	0	29.2%	58.3%
I feel I am satisfied with the local management of tourism in Rose Blanche	0	8.3%	0	79.2%	8.3%	0	4.2%

Table 10: Perception of the respondents about the tourism benefits and management in Rose Blanche

Around 75% strongly believe that this place can attract tourists. There is nobody who disagrees with this statement. More than 55% of the people strongly believe that further development in the tourism sector is needed in Rose Blanche. They also do not feel totally satisfied with the management of tourism of Rose Blanche, as 8.3% of the people are not satisfied with the management and 79.2% of the people are neutral about the situation of the current management system.

4.5. Perceptions about the Impacts of Community-Based Tourism
Economic and Infrastructure

I think tourism is the best way for the economic development in Rose Blanche	0	0	0	0	0	79.2%	20.8%
I think community participation in sustainable tourism development can create employment for the local people	0	0	0	0	0	54.2%	45.8%
I think community people are getting sufficient support from the federal and provincial government for doing tourism-based business at Rose Blanche	0	20.8%	66.7%	0	8.3%	0	4.2%
I find that tourism facilities such as accommodation, transportation have been developed in Rose Blanche	0	0	87.5%	0	8.3%	0	4.2%

Table 11: Perceptions about Impacts of Community-based Tourism (Economic and Infrastructure)

The impact of community-based tourism is undeniable, and Rose Blanche has a great opportunity to shine based on it. The residents of Rose Blanche also hold the same perception about community-based tourism development. 20.8% respondents strongly believe that tourism is a true source of economic development in Rose Blanche and 79.2% respondents also agree that it can make a real economic contribution. Community-based tourism is also a great opportunity for creating employment opportunities for local people. 54.2% of people believe that tourism will create employment opportunities for them. However, the people in Rose Blanche have a perception that they are not getting proper support from the government. About 66.7% of the people feel that both the provincial and federal government are not providing enough support to the local community. As a result, accommodation and transportation amenities in this area had not developed over the years. 87.5% of the people feel that these facilities are not appropriate to attract tourists in Rose Blanche.

Socio-cultural

Statements	SD	D	SoD	N	SoA	A	SA
I think tourism can help to restore and preserve the uniqueness of Rose Blanche	0	0	0	0	0	87.5%	12.5%
I find the people of Rose Blanche take pride for contributing to sustainable tourism development	0	0	0	0	0	83.3%	16.7%
I believe people of Rose Blanche learn new things from tourists	0	0	0	0	0	87.5%	12.5%

Notes: SA=Strongly Agree, A=Agree SoA=Somewhat Agree, N=Neutral, SoD=Somewhat Disagree, D=Disagree, SD=Strongly Disagree

Table 12: Perceptions about Impacts of Community-based Tourism (Socio-Cultural)

The socio-cultural impact of tourism on Rose Blanche is also significant, given that there are deep attachment to the place. Therefore, it can be argued that the whole area would benefit from sustainable tourism. That is, tourism that maintains the environment and values of local stakeholders and tourism activities/attractions that reflect the proud tradition and history of the region. In Rose Blanche, around eighty-six percent of the people believe that tourism can preserve the local distinctiveness that will attract even more tourists. Local community members also feel the pride to participate in sustainable tourism. About eighty-three percent of the people agree that they feel pride in contributing to sustainable tourism. eighty-six percent of people also agree that they learn new things from tourists.

Environmental

Statements	SD	D	SoD	N	SoA	A	SA
I find natural resources are better managed for tourists.	0	0	0	0	0	95.8%	4.2%
I think a sustainable tourism development plan should avoid major developments and subsequent environmental devastation.	0	0	0	0	0	4.2%	95.8%
I believe tourism has increased the sustainable environment development awareness among people at Rose Blanche	4.2%	0	0	0	8.3%	37.5%	50%
I think tourism has caused litter and other pollution in Rose Blanche	0	0	75%	0	0	16.7%	8.3%

Notes: SA=Strongly Agree, A=Agree SoA=Somewhat Agree, N=Neutral, SoD=Somewhat Disagree, D=Disagree, SD=Strongly Disagree

Table 13: Perceptions about Impacts of Community-based Tourism (Environmental)

Sustainable tourism also contributes to environmental protection of any area. Most of the people in Rose Blanche believe that sustainable tourism development will help preserve natural resources. About ninety-six percent strongly agree with this statement. However, the local community members are aware of the fact that any drastic change in the name of development may disturb the natural harmony in Rose Blanche. About ninety-six percent of the people agree with this statement. On the other hand, people in Rose Blanche have become more aware of tourism, due to the understanding that tourism has great potential here. Fifty-percent of the people strongly agree that the idea of sustainable tourism has increased their awareness about the environment. However, few raise the questions about probable pollution due to excessive number of tourists. Around eight percent of the people feel tourism may lead to pollution, however, seventy-five percent disagree on that.

Sustainable Tourism

Community people would benefit from developing sustainable tourism at Rose Blanche	0	0	0	0	0	8.3%	91.7%
I think environmental protection and biodiversity conservation are important	0	0	0	0	0	58.3%	41.7%
I would be very sad if the environment and local culture of Rose Blanche loses originality because of uncontrolled tourism development	0	0	4.2%	4.2%	0	0	91.7%
I am concerned about losing the future opportunity of tourism development if the tourism	0	0	0	0	0	58.3%	41.7%

	SA	A	SoA	N	SoD	D	SD
development is not done in a sustainable manner							
Putting local community members in tourism business could have a negative impact on sustainable tourism development	0	79.2%	0	8.3%	8.3%	0	4.2%

Notes: SA=Strongly Agree, A=Agree SoA=Somewhat Agree, N=Neutral, SoD=Somewhat Disagree, D=Disagree, SD=Strongly Disagree

Table 14: Perceptions about Impacts of Community-based Tourism (Sustainable Tourism)

People want development in Rose Blanche but not at the cost of their culture and nature. Around ninety-two percent of the respondents strongly agree with the statement that they will be sad if the distinctiveness of the local culture is lost. Around forty-two percent of the people are also concerned about the nature of current development in Rose Blanche, as they fear that Rose Blanche may face the destruction of originality without promoting a sustainable development approach. There is also a misconception that local members are not capable enough to participate in the tourism program; however, around seventy-nine percent of the people do not believe that their participation will jeopardize sustainability. Rather, about ninety-two percent people strongly agree that they will highly benefit from sustainable tourism in Rose Blanche.

4.6. Community Participation in Sustainable Tourism Development in Rose Blanche

Community participation in sustainable tourism development is a complex process owing to the existence of various political, economic, socio-cultural and environmental factors. In this research, the empirical data consists of various actors in different fields presenting their own perspective of the matter. Analyzing empirical data, including interview and survey data, some specific themes

have been identified that influence the community participation. They include the role of the government policy, the current economic and depopulation problem, the effect of social services, the role of technology etc. These macro-environment factors have been broadly categorized as political factors, economic factors, environmental and socio-cultural factors.

4.6.1. Political Factors

In this research, political factors refer to political strategies or policies for the implementation of sustainable tourism development in Rose Blanche. In Rose Blanche, the Lighthouse Board through short-term and long-term projects implements the provincial government's tourism development policy. The Lighthouse Board members inform local residents about upcoming tourism development plans, further involving them in the planning and implementation process, and ensuring a fair representation of the community in the tourism development strategy. From this perspective, local people have the ability to influence the policy of the Lighthouse Board for tourism development.

From the perspective of the respondents, there was a general agreement that the government policy is the key factor for the existence and growth of the tourism industry in Rose Blanche. In reference, respondents have mentioned the relocation program started by the government. Under the relocation program, two Newfoundland and Labrador towns have been closed since 2002, and half a dozen more are at various stages of the process. Rose Blanche is one of them. Residents will receive between $250,000 and $270,000 if they move to another town. At least 90 percent of the residents must be in favor of relocating. Local residents mentioned in the group discussion and the in-depth interview that they voted in favor of staying in Rose Blanche and see their future through the development of tourism. Sometimes former residents who live in big cities now want to

purchase land and build summerhouses in Rose Blanche. Moreover, young residents who moved away for a better future want to come back and reconnect with their roots. Every respondent of the in-depth interview was of the opinion that development within the tourism industry has a role to play in the hoped-for future economic and population regeneration of the Rose Blanche region. There is therefore a particularly fertile ground for government policies that would support local community around settlement policies and major tourism development initiatives.

4.6.2. Economic Factors

To capture the local community members' thoughts about economic factors that influence community participation, the study explored the local residents' opinions about the economic impacts of tourism in their own town, based on a number of given economic statements in the survey and interview questions. Overall, the results show that community members of Rose Blanche do not consider tourism as the only viable strategy to use as a countermeasure to the ongoing economic challenges; but certainly consider it as the most effective strategy. As one interview participant mentioned:

"I think tourism is important for us; though it should not be seen as a replacement for fishing. You know summer is short here. There are many events at summertime and these activities will attract many tourists. But all these activities last for a short time."

In terms of income levels from jobs associated with tourism activities, the respondents were asked whether the income they received was sufficient for their livelihood. The findings from interviews with key informants revealed a strong belief that tourism development has contributed to increase economic benefits in their local area. Community members have increased their income

participating in tourism activities, such as working in the tourist lodge, tour guiding, and organizing picnics on the shore of the ocean.

Community members consider income from tourism as the key motivational factor for participating in tourism activities. Informants seem to change the cycle of low levels of summer income and none at all in the winter. This is mainly due to the significant degree of seasonal fluctuation in tourism demand and limited spending options for tourists. As stated by the Lighthouse Board manager, tourism has only recently been developed in the town, and there are few tourism activities and facilities that have been developed. Tourists do not want to stay overnight in the town. Thus, tourists spend no or little money while traveling to Rose Blanche. Tourists only need to do advance B&B reservations in the summertime. There are no tourists in the remaining three seasons. Moreover, roads remain closed due to wind and snow. Therefore, it is difficult to create permanent jobs for permanent residents. Consequently, local people who are dependent on tourists' money do not stay at Rose Blanche or become part of the tourism development. As one community member mentioned,

"There are part-time job opportunities in summer. Probably during the period from June to September. Lighthouse Board recruits part-time staff for the local museum and B & B. This opportunity is not enough for the community."

Community members acknowledged that the residents do not have a very clear understanding of the tourism impact in the community. However, they acknowledged the need of government support to create more business opportunities during the tourist season and to revive the "fishing economy" of Rose Blanche. Even though tourism had not generated a wide range of benefits, but they are positive about the potential of tourism in solving their economic problems in the future.

"...I am sure tourism will help reduce our poverty because we are earning from tourism now, especially after re-building the Light-house ..." Another informant added, "... Now the provincial Tourism Department is helping us develop tourism in our town, especially the Lighthouse...we are just starting..."

4.6.3. Environmental Factors

Tourism and the environment are often linked when tourism activities take place in a particular area or community which is rich in environmental assets. This study has sought to explore the respondents' opinions regarding tourism impacts on the environment in their local area. Rose Blanche informants emphasized that,

"Since tourism began in the town, the environment has been protected and preserved better, compared to the past years because the local community is now conscious of the importance of the environment; people know that their future is related with the sound environment of this area..."
"We also discussed the importance of preserving the environment in the meeting, how we can protect our natural resources, particularly the Lighthouse, for tourists to see ..."

Respondents expressed their positive opinions about the contribution of tourism to raising awareness and protecting the environment in Rose Blanche. The findings from the interviews and survey reported that tourism is not generally perceived to have caused negative impacts in the local environment in terms of disturbing peace, or producing litter, pollution and soil erosion. This comment could perhaps mean that tourists visiting their town were few in numbers, and so the impact on the environmental components had not apparently been recognized at this current stage.

It is interesting to note that the presence of tourism in Rose Blanche does not seem to have resulted in greater negative environmental impacts.

4.6.4. Socio-cultural Factors

There is a positive relationship between perceptions of benefits and residents' attitudes toward the tourism industry. Residents who received more personal benefits from tourism show more positive attitudes for tourism impacts (Andereck, Valentine, Knopf, Vogt, 2005). Therefore, it is essential to understand the effect of tourism on local socio-cultural aspects

The impact of tourism on Rose Blanche involves safety, transportation, leisure, culture and quality of life. In general, the impact of tourism in Rose Blanche is limited. Participants believe that their culture and way of life are not affected by tourism. This is mainly due to the limited interaction between guest and host due to the minimum number of visitors, short stay of visitors, and limited activities of visitors. Besides some pressure of the traffic in summertime (from June to September), the impact on other aspects of life is not obvious. This situation is very different from the general perspective of researchers. Some researchers believe that the new cultures and habits of the tourists enter the destination, which often changes the daily life, social life, and values of the residents (Terkenli, Bellas, Jenkins, 2007).

From the interviews, it is possible to conclude that the local museum, where the most extensive collection of artifacts, art, and archival records pertaining to the fishing industry are, and the local Lighthouse are the main tourist attractions of Rose Blanche. Tourists enjoy visiting the local museum to understand the culture of fishermen. The landscape and natural beauty are second to

history and culture in importance to the Rose Blanche tourism. Therefore, the local people think that the preservation and promotion of those historical facts are essential.

The interview information revealed that the socio-cultural effects of tourism were perceived by respondents to be more positive than negative. Local residents felt that their living conditions had improved since the inception of tourism development in their town.

According to one interview participant:

"...even though tourism has not changed the Rose Blanche so much, but our living conditions have been better since we are earning money from tourism…"

Another informant said:

"...the community members like tourism… Rose Blanche is getting self-dependent. We are no more dependent on government support as we were before...,

Overall, local respondents believe that tourism has enhanced their quality of life. Although the absence of young people and decline of the population are main challenges to keeping the tourism of Rose Blanche alive, the respondents strongly supported the view that tourism had a positive role in reviving the local culture and traditions. They also do not see visiting tourists as disrespectful of their local culture and traditions.

4.7. SWOT analysis of Rose Blanche Tourism

The SWOT analysis of Rose Blanche reveals the strengths, weakness of tourism in this place and what threats it faces and what opportunities it has to flourish in the future.

Strengths

The manager of the Lighthouse Board said,

"The Lighthouse is a must-visit site for the tourists visiting Rose Blanche, as they can enjoy the panoramic view of the sea from the top of the Lighthouse. It reminds the tourists of fearless voyages across the sea, the brave mariners and the beacon of hope for all the ships that pass by and come here."

The main strength of Rose Blanche tourism is the old Lighthouse on the mountain. It is the sign of Rose Blanche's rich heritage and pride. As one councillor of Rose Blanche town said:

"Every year during the peak of the season, hundreds of tourists come to see this great historical site. There are other places where tourists go but this Lighthouse draws all the attention of the tourists."

The tourists can enjoy the scenic view of the sea by taking a tour by boats. The boats provide the best experience of the sea journey, as they go a long way into the sea to give tourists the best experience of the sea. Tourists can also enjoy the perspective view of the sailors and fishermen by enjoying the long white granite shores, the adventurous trails called Harbour le Cou Old Road, the century-old rocks and numerous seagulls.

The local community is very friendly and they welcome the tourists warmly. Tourists are very welcomed here as they can easily interact with the locals and have a great chat with them. They can have a great time learning the local culture and lifestyle. The lifestyle of the former fishermen is also a great thing to observe for the tourists.

As one local resident said, "We are very open, polite and friendly to the tourists. The population here is very low [scarce] and we love to have people who come to see us, our natural beauty and our heritage."

The legal factors are less significant in Rose Blanche as the local law and order are relatively calm and safe. This area has a reputation for being a peaceful destination area which is beneficial for the tourists. However, the nearest police station is situated in the nearby city of Port Aux Basques?.

Weaknesses

The prerequisite of a popular tourist destination is the availability of the accommodation facilities, good restaurants, and transportation system. As a local community member who works in the Bed and Breakfast in Rose Blanche said,

"B&B offers basic night stay and breakfast for the tourists. Many tourists nowadays are looking for luxurious rooms and amenities that I cannot offer. I did not think about the expansion because tourists only come in during the period of June to September and the rest of the time my rooms are left vacant."

However, Rose Blanche lacks accommodation for the tourists. There are only two accommodation facilities in Rose Blanche and private owners run both. Between these two, only the Lighthouse Inn offers better accommodation service, yet it is not luxurious enough for many tourists and the room number is very limited. Moreover, in Rose Blanche, the B&B is not going well as the owner just passed away recently.

There is only one grocery store at Rose Blanche. Therefore, access to sufficient, safe and nutritious foods to meet the dietary needs for both local people and tourists are limited. Additionally, the roads connecting the local areas are not so good and the ferry does not allow cars to get in the

region where fishermen live. The lack of a public transportation system also hinders the tourists to move easily from one place to another with low cost. The overall accommodation and transportation situation of the Rose Blanche can be described in the following way:

Transport Infrastructure	Road system quality	Paved road from the main highway to Rose Blanche -paved/gravel/sand&clay roads within town
	Public transit	No public transit
	Rental facilities	No rental facilities
	Location access	Nearest airport is Deer Lake, which is 305 Km away
	Recreational transportation	No recreational transportation

Table 15: Transport Infrastructure

| Accommodation base | 1 Guest house (Fully equipped kitchen Self-catered continental breakfast, Barbecue Washer/dryer (fee applies) Free WiFi Satellite tv |
| | No cell coverage |

Table 16: Accommodation Base

The seasonal type of tourism is another weakness of the tourism sector of the Rose Blanche town, as tourists only visit during the period of June to September. Therefore, the tourism business

suffers from lack of tourists during the off-season and the entrepreneurs are discouraged to open new ventures for the tourists.

The population growth rate is very low here and the area is losing the population very quickly. This problem is intensified by the migration of the young people to the nearby cities for better working opportunities.

The application of technology in the tourism business at Rose Blanche is not developed yet. The only local restaurant here lacks Wi-Fi service and the Internet is still cable based. Many travelers want seamless internet connection in tourist places and local people said that the government should come forward to make this place a tech-friendly tourist destination. However, there are two websites operating right now; one is for the Lighthouse and another is for the Newfoundland and Labrador province that is rich in information.

Opportunities

The owner of the craft shop in Rose Blanche said,

"This place has the natural beauties that many parts of Canada do not have and many people have not really explored the area yet. If government support or any private initiative promote this area, visitors will come to know the beauty of this place and they will come in numbers. Our business will boom too."

Rose Blanche has all the natural attributes to become an attractive tourist destination thanks to its historic Lighthouse, mesmerizing views and cordial population. With adequate government support and proper planning, this place will become a popular place for tourists from home and abroad.

Currently, the main attraction of the place is the Lighthouse and the trails through the rocky mountains. However, its open sea, fishing, fisherman's museum, stunning hills, local cuisines all are the great source of interest for the tourists.

Threats

Rose Blanche is facing a demographic crisis while trying to promote its tourism development, as the population is gradually decreasing. In addition, the number of aged people is also increasing, as the average age of the citizens is around 55. This poses a significant threat to the sustainable development of Rose Blanche, as there will be fewer people to support the development of tourism in the future.

Local tourism is a minor contributor to the local economy because tourists are not coming to this place in as large numbers as expected and many of the local people are moving elsewhere for better opportunities. Due to the lack of tourist activities, people are also losing interest in taking any endeavor to launch their own tourism business. As a result, the income level of the local people has not improved and the unemployment rate is increasing.

The local craft shop owner said,

"Many of the local youths are not interested to open any business here anymore. They want to know about my business, and they feel it is not safe to invest their money to start a new tourism-based venture here."

The relatively younger people are moving to the nearby Port Aux Basques and other developed areas in the quest of better employment opportunities. This has made the current situation of Rose Blanche unfavorable for tourism.

Moreover, there is no clear vision or long-term planning about the development of Rose Blanche. Therefore, there is a gap between the expectation of the local community and the government initiatives about the tourism of Rose Blanche. This lack of strategic alignment may hurt the growth of tourism of Rose Blanche. As one local citizen of Rose Blanche said,

"We have not seen much activity from the part of the government to boost the tourism of Rose Blanche. We did not get an opportunity to take part in any government initiatives or planning for tourism development."

The SWOT analysis of the Rose Blanche facilitated the identification of key research findings that are essential for community participation for sustainable tourism development in Rose Blanche.

Chapter 5: Research Results

5.1. Present Stakeholders' Participation for Sustainable Tourism Development in Rose Blanche

At present, both direct and indirect tourism stakeholders in Rose Blanche are working with the Lighthouse Board. The participation of the stakeholders through the Lighthouse Board can be divided into two parts. One group of stakeholders is within Rose Blanche and another group of stakeholders is outside of Rose Blanche. The participation of the stakeholders can be figured in the following way:

Figure 18: Stakeholders' participation based on Lighthouse Board

Community associations and organizations	Environmental organizations	Tourism Industry Associations (external to the community)	Other local service providers (Internet, health, postal and freight etc.)	Provincial government and agencies
Neighbouring tourism areas	Media			
Stakeholders outside of Rose Blanche				

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Lighthouse Board
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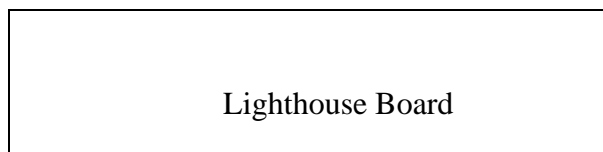
Community level working groups				
Permanent and seasonal residents	Transportation service provider group	Accommodation service provider Group	Recreation service provider group	the Marketing Committee

the Waste Management group	Local business group	Elected local government members		

Analyzing legitimacy, power, and urgency attributes of direct and indirect stakeholders, this study finds that the federal and provincial government bodies are the most powerful stakeholder groups for tourism development in Rose Blanche. The Lighthouse Board members take part in tourism development with government bodies in planning and implementing tourism projects, but the local community residents are not directly involved in tourism planning and implementation in Rose Blanche. This has occurred due to limited opportunities for the residents to be involved in planning and implementing tourism projects. In this regard, residents are considered to be in a 'subordinate position' – having no capability or power - to influence the decisions.

5.2. Community Participation in Tourism Planning and Implementation:

Community participation is the precondition for sustainable tourism of any destination. The community members take part in the development planning process, help in implementing it and they get benefits from their active participation, as they have an incentive to actively take care of the tourism destination. As a result, tourism development becomes sustainable under all aspects, social, economic and environmental. However, the community members from local people to businesspeople to local government employees had little to do with any kind of tourism planning and development in the last 5 years.

This kind of inactivity of the community members in community planning and development is connected to the lack of any provincial government plan for the development of Rose Blanche's

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tourism. It is also found from the survey that most community members are not satisfied with the activities of both the local and federal or provincial government regarding tourism planning and development. Especially amidst the recent incentives of the provincial government to relocate the local community to other places, this kind of initiative about Rose Blanche is hard for the community members to accept.

Limited knowledge in tourism management, the lack of monetary incentives, and poor economic conditions are the main barriers that keep the local community members from taking part in the tourism sector. Moreover, most of the young people leave Rose Blanche for big cities for better opportunities. Therefore, entrepreneurial activities in tourism are not happening here in Rose Blanche.

5.3. The Communities' Willingness to Participate in Sustainable Tourism Development

The results of this study reveal that many locals have realized their dependency on tourism, and they are interested in participating when it comes to sustainable tourism development in their community. The two main reasons behind high willingness to participate are: first, it is the current low economic activity after the collapse of the fishing industry, and second, it is the high expectation of local community that in the near future tourism will be their main economic activity. However, they don't have adequate knowledge of where to begin or how to get involved in tourism planning and development. For this reason, their expectation is that younger generations who are getting a better education in the province or in other provinces in Canada and can relate more to modern technologies will come back to Rose Blanche and take tourism development responsibilities. However, the younger residents have less attachment to their community and hence are less concerned about tourism development in their location.

Some specific reasons that have arisen during the in-depth interviews and from survey data analysis are the present population distribution and mobilities, the informal economy or limited tourism activities, and traditional family and community values that are a barrier for community people to participate in tourism development. Local people need to wait a long time to participate in tourism activities due to the seasonal nature of the business and low visitation of tourists. Moreover, local residents of Rose Blanche have poor understanding of economic gains from tourism. This lead to the exclusion of residents from opportunities to take part in a variety of tourism activities, eventually resulting in restricted income generation. Consequently, tourism could not ensure the goal of community participation in sustainable tourism development.

In this regard, the Lighthouse Board members are continuing their attempts to work with the provincial government - particularly regarding local community participation in cruise ship tourism development in Rose Blanche - as mentioned by the Lighthouse Board manager. However, residents have received little tourism training and few benefits from tourism. This ultimately discourages participation in the tourism development process.

5.4. Community Residents' Perceptions of Tourism Impacts

Knowledge of community residents' perceptions regarding tourism development is highly required in order to understand the community residents' participation process in sustainable tourism development (Pearce, Moscardo, & Ross, 1996). Tourism development carries with it significant economic, socio-cultural and environmental impacts (Chougule, 2011). Communities are not homogeneous groups of like-minded people, but rather a collection of individuals with a mixture

of feelings and interests in relation to the perceived impacts of tourism. One of this study's objectives was to identify and analyze these dimensions.

5.4.1. Perceived Economic Benefits of Tourism

The perceived economic impact of tourism in Rose Blanche has been figured out based on the current level of employment, income generation, infrastructure, and government support. In many contexts, local people are not positive about tourism to be central to the economy. However, the opportunities created by tourism are positive. In relation to employment and income generation, many residents are mostly dependent on nearby cities or other provinces of Canada. With the exception of summertime, local people who stay at Rose Blanche are dependent on the employment insurance for their income. The impacts of summer visitors to the community are often considered in terms of re-connecting with the origins rather than in terms of economic gain. The jobs that have been created in tourism are mainly related to services, which include tour-guiding, sales of handicrafts, room attendant of B & B etc. In the summertime, tourism is creating only a part-time role for employees. Volunteers manage most of the services in the municipality. Therefore, while local people think that visitors to Rose Blanche provided the opportunity to derive economic outcomes through tourism, the limited staff and resources in the municipality prevented the strategic pursuit of these outcomes.

The findings from this study reveal the frustration of the local community in regard to the insufficient present infrastructure situation, such as no road access, formal electricity, and limited social services access, limited mobile network coverage etc.

The $ 25,000 grant that has been received from the government to develop tourism amenities in Rose Blanche is another notable feature (Municipal Affairs and Environment Press Release, 2018). Local people consider the present grant as insufficient to the community.

5.4.2. Perceived Socio-Cultural Effects of Tourism

The study reveals that local people think that the high volume of short-time visitors and the depopulation of the town have socio-cultural implications. As tourism has appeared to be a facilitator of regular family reunions, tourism is working as the medium of the mobilities or movement of the permanent and temporary residents of the community. Furthermore, visitors to the town are working as a platform through which social and cultural understandings are transmitted. Overall, the outcomes of the analysis of the responses of the local community are generally perceived as positive, even though some elements are perceived by the local residents to be less positive. The perceived negative impacts are mostly associated with the "undesirable" types of tourists and their behavior; positives are related to the contribution of the tourists to motive local people to preserve the culture of fishing community, restoration of the Lighthouse and museum.

5.4.3. Perceived Environmental Effects of Tourism

The findings of this study suggest that local residents appear to be more positive about tourism's environmental effects because of local residents' awareness and understanding of the importance of the environment on which tourism depends. In many instances, tourists are involved in land-based activities such as sightseeing, camping etc., which are increasing the consciousness to preserve the environment in a sustainable way.

Chapter 6: Concluding Discussion and Policy Implications

The research conducted for this thesis sought to explore local residents' attitudes and perceptions about sustainable tourism development in Rose Blanche; the process of community participation in tourism planning and implementation; and three main dimensions of tourism's impact: economic, socio-cultural and environmental. In this final chapter, the contributions that are made through this work are reviewed and some further considerations for tourism management research and actions to facilitate sustainable tourism development are identified.

It is clear that there is a great deal of local community residents' interest in tourism development in the town of Rose Blanche despite the presence of some challenges in tourism development. Research reveals that the current structure of tourism and capacity of generating revenue from tourism is not a viable strategy for sustainable tourism development in Rose Blanche. Therefore, it has become an important issue to change the existing tourism development structure in order to solve the main challenges of Rose Blanche, the economic hardship and the depopulation problem. All of these problems can be solved by involving the local community in tourism development, by diversifying the tourism activities and creating an opportunity for tourists to spend money. For example, establishing summer accommodations, or restaurant facilities can be a good source of revenue. It is also necessary to create a stable, year-round economic activity related to tourism. Otherwise, accommodations and other services will remain unused except in the summertime. Since local people are highly positive about the possibility of tourism development, therefore, it is necessary to involve the local people in tourism planning and implementation to ensure maximum opportunities from tourism investments and related activities.

As local residents think, and research reveals that visitors continue to travel across Newfoundland and Labrador to enjoy varied attractions in all regions. Moreover, with the goal of doubling tourism revenues in Newfoundland and Labrador by 2020 as outlined in Vision 2020 (Tourism, Culture, Industry and Innovation, 2018), it is estimated that this trend will continue. However, local people think that unreliable transportation and lack of promotional activity is one of the major barriers to flourishing of the tourism industry in Rose Blanche. Another major drawback is the lack of specific winter tourism activities that is hampering the year-round tourism business.

In terms of the perception of the local community about the economic sustainability of tourism, research reveals that cruise ship tourism would be a good idea. This would attract more tourists and offer more opportunities. In the present situation, it is true that private businesspeople will not be interested to invest in such type of big and ambitious projects in Rose Blanche for tourism development. Therefore, local people and the Lighthouse Board members expect that the government and other financial donors will come forward and start this new mode of tourism in Rose Blanche.

The reaction to the tourism development in Rose Blanche was positive, as the traditional activities are no longer contributing to income. Every person who was engaged with tourism activities recognizes the potential of tourism to diversify the local economy. At the same time, local people expect that specific government action on tourism policies will be taken in Rose Blanche instead of the relocation program.

This research concludes, with strong research evidence, that there are opportunities for community-based tourism development in Rose Blanche, particularly in the cruise ship tourism, camping, iceberg visiting. This research also concludes that local perception about tourism and the

additional environmental and societal aspects of tourism are largely positive in Rose Blanche, which is core to the very idea of community-based sustainable tourism development. Some principal recommendations on how to involve local people for sustainable tourism development in Rose Blanche have been provided below:

6.1. Involving the Residents' in Sustainable Tourism Development

The current residents' participation in the tourism decision-making process is very weak or non-existent. The current top-down framework of community participation in tourism project decision-making fails to involve the local community in tourism development. As expected by the residents, participation in the decision-making process should be informed, timely, and meaningful. They also interested to know the future of tourism in Rose Blanche. In this regard, the study suggests a three-step approach to involve local people in tourism development: 1. Establishing tourism project representative group made up of community members who will represent the community during the meetings with the Lighthouse Board, provincial tourism authorities and environmental organizations. 2. Consultation on a regular basis with local people before finalizing decisions on tourism projects and elaboration of the potential results of projects and 3. Finally, increase the present level of collaboration between local volunteers' groups and the Lighthouse Board so that they can actively and practically participate in tourism planning and management.

6.2. Introducing the Multi-stakeholder Approach to Involve Community Members

In order to create an environment of participation of both direct and indirect stakeholders for sustainable tourism development in Rose Blanche, the Light-house Board can act as a medium. At present, the Lighthouse Board works with all relevant tourism stakeholders on behalf of community members. Hence, there is no direct communication among tourism stakeholders of

Rose Blanche and community members. Consequently, community members cannot share their ideas and concerns about any tourism development activities with other stakeholders. Therefore, this study suggests that Lighthouse Board can bring all relevant stakeholders on one platform in the process of reducing barriers of community participation in the sustainable tourism development projects. Being the most powerful stakeholder within the community, the light-house Board has the means of working as a medium and creating a platform to encourage participation among all relevant stakeholders. On this platform, the community members will have the opportunity of working directly with all tourism relevant stakeholders so that the sustainability of tourism development can be understood and shared for the benefit of community members.

6.3. Provide Training on Tourism and Hospitality Management

Rose Blanche is facing a lack of tourism and hospitality management skilled workers, an increase in the unemployment rate, and a need of full-time workers. At present, there is no opportunity for community people to develop their skills about how to develop, implement tourism plans, and how to manage tourism activities. It is equally important to educate and empower the residents to enhance participation in tourism decision-making. Therefore, this study suggests that the Lighthouse Board in association with the tourism department of the provincial government should provide education and training to community members. This could be in the form of regular workshops with coastal tourism experts through either online or a physical learning environment organized locally with involvement of the Tourism program of MUN Grenfell Campus. This knowledge will ultimately empower community members to explore opportunities to participate in tourism planning and the implementation of projects in Rose Blanche.

6.4. Government Support

The provincial government has considerable influence over tourism-related land-use planning, the provision of local infrastructure and other public amenities. As suggested by the research interviewees, due to the present economic and demographic reality of Rose Blanche, government support for tourism development is essential.

Specifically, access to sources of funding for local small enterprises is difficult. Therefore, the government can set up a special fund that will respond to the demonstrated need to guide and prepare tourism businesses in Rose Blanche. Further, this fund can be used to train community members in hospitality and business skills. This will help to motivate the local community to get involved in tourism activities. Indeed, the financial support from the government will have a significant influence over community participation in tourism development.

6.5. Infrastructure Issues

The existing tourism-related infrastructure is a serious obstacle to many tourists and tourism development in Rose Blanche. According to the Lighthouse manager of Rose Blanche, insufficient infrastructure development is "out of the scope of influence" from the authority of Rose Blanche. Ultimately, it is creating an obstacle to community participation in tourism development. Local residents expect that the provincial government will be more sincere and support to improve the infrastructure; otherwise, tourists will not be interested in visiting Rose Blanche.

6.6. Conservation

Historically, Rose Blanche is important due to the presence of the Lighthouse and the Museum. Local people believe that the Lighthouse of Rose Blanche should be declared as the highest level of federal heritage of Canada. Research suggests that such designations bring in visitors and that their existence may become crucial in the future protection of the area from unforeseen threats. It has a role to demonstrate in the context of sustainable development because heritage plays a part in social cohesion, well-being, creativity and economic appeal for promoting understanding between communities. The declaration of the historical tourism destination will play a part in infrastructure development, and community participation for tourism development due to the economic appeal. It will also be helpful to protect Rose Blanche from the relocation program. Protecting historical infrastructure is a good idea for the tourism industry and for the pride of local residents.

6.7. Length of the Tourism Season

Similar to other tourism areas of Newfoundland and Labrador, seasonal variations in tourism demand is one of the biggest challenges currently faced by the Rose Blanche tourism. Research reveals that off-season tourism development is the biggest area of improvement to attract and retain local people in Rose Blanche. The off-season is considered the time of year that attracts a fewer number of tourists due to the weather conditions. Summer is usually the high season, while winter is usually the low season. It is true that Rose Blanche's weather and infrastructure are very real hindrances to midwinter tourism; but extending the summer tourist season into spring and autumn is possible.   In this regard, events and festivals can be developed, specifically with the objective of supporting extensions to the existing tourism season. Events can be launched within the main tourist season and then when the event will become established and more popular, it can gradually

be moved to the low season. Focus should be placed on facilitating the development of tourism experiences and products that are not season dependent. Recently, the Tourism, Culture, Industry and Innovation department of NL has taken an initiative to extend the tourism season outside of the traditional July and August months (Department of Tourism, Culture, Industry and Innovation, 2018). To accomplish this mission, the department has been involved with two pilot projects, one on the Discovery Trail and the other in Western Newfoundland and Labrador. This Discovery Trail focus is on an extended fall season, whereas the Western focus is on encouraging travel in the spring season. Therefore, Newfoundland and Labrador as a whole is working to promote year-round tourism to potential overseas guests. The Lighthouse Board authority can work together with the Tourism, Culture, Industry and Innovation department in the hoped-for success of the national campaign. This initiative of collaboration can be publicized through the existing Newfoundland and Labrador tourism information center.

6.8. Stronger Regional Co-operation among Tourism Destinations

Rose Blanche is in a region with a lot of lands and very few people. Its economic and promotional capacity is limited. It needs more direct assistance in matters of coordination, product identification, human resources training, and product development. Therefore, it is necessary to become part of the Tourism Association of Newfoundland and Labrador in order to create the overall quality of the total tourist product of Rose Blanche. The local tourism entrepreneurs of Rose Blanche can cooperate with other tourism operators of the six communities that include the fishing out-port villages of Southern Newfoundland and Labrador shore. Based on this concept, the South Coast sub-region can focus on developing a vacation package. A range of tourism opportunities can be developed throughout the region where Rose Blanche can be positioned as the magnet. This cooperation will increase the capacity of Rose Blanche both externally and

internally.   For instance: destinations like Isle aux Morts, Fox Roost Margaree, and other communities feature a variety of different tourism opportunities. The majority of the tourism opportunities will be developed within Rose Blanche so that travelers will visit throughout the full length of the South shore sub-region. From this perspective, it might be suggested that stronger regional cooperation among South coast tourism destinations will contribute to sustainable tourism development in Rose Blanche.

6.9. Scope for Further Research

As rural communities represent diverse and interconnected characteristics, there are many opportunities to apply the theoretical framework of this study for future empirical research in the community-based sustainable tourism development field. There is also scope for potential new research, based on the results of this study. For example, more research can be done about the following aspects: how the tourism resources of Rose Blanche could be managed in a sustainable way through co-management between the provincial government and local community members; to what extent it is a viable strategy to use the community participation model of tourism development as a countermeasure where there are ongoing economic challenges and depopulation. Additional questions may include: are the right supports for tourism education and training available in a form that can be easily accessible and beneficial? It could be beneficial to consider the other types of support that Rose Blanche needs from these stakeholders to start-up and make the tourism businesses thrive. An exploration of these issues will be critical in understanding how the community participation approach can be designed to better serve the goal of sustainable tourism development.

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1 UNIVERSITY
Environmental Policy Institute

2 Appendices

2.1 A.1. Survey Form

Serial Number:				

TITLE OF THE RESEARCH: "Community Participation in Sustainable Tourism Development in Rose Blanche, Newfoundland and Labrador"

Dear participant,

This is an academic research project which is based on the investigation on Community Participation in Sustainable Tourism Development in Rose Blanche, Newfoundland and Labrador. I hope you will support the research with your kind responses. I'll try best to keep your information secured.

Thank You

Survey Destination	
Community Name	
Name of Investigator	

Socio-Demographic Profile of the survey

1. What is your Gender?

☐ Male

☐ Female

2. What is your age group?

- ☐ Below 20
- ☐ 20-29
- ☐ 30-39
- ☐ 40-49
- ☐ 50 and above

3. What is your employment status?

- ☐ Student
- ☐ Employment
- ☐ Unemployment
- ☐ Retired

4. If employed, please mention the type of employment-

- ☐ Government service
- ☐ Farmer
- ☐ Tourism
- ☐ Self-employed
- ☐ Others

5. If tourism, please choose from the list below the description that best identifies your business

- ☐ Accommodation
- ☐ Restaurant
- ☐ Attraction
- ☐ Retail
- ☐ Other

6. How long are you doing your business or service?

- ☐ Less than 1 year
- ☐ 1 to 5 years
- ☐ 5 to 10 years
- ☐ 10 to 15 years
- ☐ More than 15 years

7. What is your income level (in CAD)?

☐ Below $5000

☐ $ 5000 to $15000

☐ $15000 to $30000

☐ Above $ 30000

Please give your opinion about following aspects of managing tourism and benefits of tourism to your community

Strongly Disagree	Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Agree	Strongly agree
1	2	3	4	5	6	7

Coding of Question	Questions	Strongly	Disagree	Somewhat	Neutral	Somewhat	Agree	Strongly
Tourism Benefits and Management in Rose Blanche (TB)								
TB1	I think Rose Blanche has good potential to attract tourists.	1	2	3	4	5	6	7
TB2	Rose Blanche provides good ambience to tourists.	1	2	3	4	5	6	7
TB3	I believe tourism is good for our community.	1	2	3	4	5	6	7
TB4	I think there is further tourism development needed in the Rose Blanche.	1	2	3	4	5	6	7
TB5	I feel that I am satisfied with the local management of tourism in Rose Blanche.	1	2	3	4	5	6	7
TB6	Local residents should be involved in tourism planning and implementation of projects for sustainable tourism development in Rose Blanche.	1	2	3	4	5	6	7
TB7	Over the past 5 years, have you been actively involved in any tourism planning and implementation process in your community?	● Yes ● No						
TB8	If Yes, with which tourism planning and implementation processes were you involved?							
TB9	In your opinion, are there any changes you would like to see with local residents' involvement in the planning and implementation of tourism projects?							
Impacts of Community-based Tourism								
Economic and Infrastructural								

EI1	I think tourism is the best way for the economic development in Rose Blanche.	1	2	3	4	5	6	7
EI2	I think that community participation in sustainable tourism development can create employment for the local people.	1	2	3	4	5	6	7
EI3	I think that community-people are getting sufficient support from the central and provincial government for doing tourism-based business at Rose Blanche.	1	2	3	4	5	6	7
EI4	If not, how central and provincial government can support local people?							
EI5	I find that tourism facilities such as accommodation, transportation have been developed in Rose Blanche.	1	2	3	4	5	6	7
Socio-cultural								
SC1	I think that tourism can help restore and preserve the uniqueness of Rose Blanche.	1	2	3	4	5	6	7
SC2	I find the people of Rose Blanche take pride in contributing to sustainable tourism development.	1	2	3	4	5	6	7
SC3	I believe people of Rose Blanche learn new things from tourists.	1	2	3	4	5	6	7
Environmental								
EN1	I find natural resources are better managed for tourists.	1	2	3	4	5	6	7
EN2	I think that sustainable tourism development plan should avoid major development and subsequent devastation.	1	2	3	4	5	6	7
EN3	I think there is appropriate signage informing people of the need to preserve the ecosystem.	1	2	3	4	5	6	7
EN4	I believe that tourism has increased the sustainable environment development awareness among people at Rose Blanche.	1	2	3	4	5	6	7
EN5	I think that tourism has caused litter and other pollution in Rose Blanche.	1	2	3	4	5	6	7
Sustainable Tourism								
ST1	Community people would benefit from developing sustainable tourism at Rose Blanche.	1	2	3	4	5	6	7
ST2	I think environmental protection and biodiversity conservation are important.	1	2	3	4	5	6	7
ST3	I would be very sad if environment and local culture of Rose Blanche lose originality because of uncontrolled tourism development.	1	2	3	4	5	6	7
ST4	I am concerned of losing future opportunity of tourism development if the tourism development is not done in a sustainable manner.	1	2	3	4	5	6	7

ST5	Putting local community members in tourism business could have a negative impact on sustainable tourism development.	1	2	3	4	5	6	7

Interview Questions:

1.A study conducted by the Harris interactive company on 671 visitors in 2014 shows that only 1 % percent tourist visit in NL to see Lighthouse. In this situation, to what extent do you feel tourism could be the answer to the Rose Blanche economic and population problems (if you indeed believe that there is a problem)?

2. My personal experience is that there is not enough social service such as school, medical, playground, Bank etc. in Rose Blanche for tourism initiatives. What is your experience or point-of-view in this regard and what, if anything, would you like to see done about it?

4. Sustainable Tourism Development is a common model of tourism development across the world, particularly in the coastal areas. How important, or even possible, do you feel aiming for sustainable tourism development in a region like the Rose Blanche? (Some common issues of Rose Blanche can be mentioned in this regard: low population levels, the exodus of residents and the ageing population, lack of infrastructure and basic social services, lack of education facilities, lower employment rates, persistent long-term unemployment and a number of seasonal workers)

5. In comparison to economic growth, how important do you feel environmental protection is for the future in Rose Blanche – given that at present tourism carrying capacity in Rose Blanche is higher than the actual pressure of tourist.

7. Have you seen any tourism developments or other regional development projects

anywhere else in Newfoundland and Labrador or overseas that you think could really make a positive difference in the Rose Blanche? If so, what?

<div style="border:1px solid black; text-align:center;">Appendix 2</div>

Informed Consent Form (Survey)

Title: Community Participation in Sustainable Tourism Development in Rose Blanche, Newfoundland and Labrador

Researcher: **Tanay Bhushon Sarkar**

M.A. Candidate in Environmental Policy
Environmental Policy Institute
Grenfell Campus, Memorial University
E-mail: tbhushonsark@mun.ca

Supervisor(s):

Dr. Roselyn Okech

Associate Professor in Tourism Studies
Grenfell Campus, Memorial University
Email: rokech@grenfell.mun.ca

Dr. Gabriela Sabau

Associate Professor in Economics/Environmental Studies.
Grenfell Campus, Memorial University
Email: gsabau@grenfell.mun.ca

You are invited to take part in a research project entitled *"Community Participation in Sustainable Tourism Development in Rose Blanche, Newfoundland and Labrador."*

This form is part of the process of informed consent. It should give you the basic idea of what the research is about and what your participation will involve. It also describes your right to withdraw from the study. In order to decide whether you wish to participate in this research study, you should understand enough about its risks and benefits to be able to make an informed decision. This is the informed consent process. Take time to read this carefully and to understand the information given to you. Please contact the researcher, Tanay Bhushon Sarkar, if you have any questions about the study or would like more information before you consent.

It is entirely up to you to decide whether to take part in this research. If you choose not to take part in this research or if you decide to withdraw from the research once it has started, there will be no negative consequences for you, now or in the future.

I am Tanay Bhushon Sarkar, a graduate student of Memorial University of Newfoundland. This research project is a part of the requirements for completing Master of Arts in Environmental Policy and is being undertaken under the supervision of Dr. Roselyn Okech, Associate Professor in Tourism Studies, and Dr. Gabriela Sabau, Associate Professor in Economics/Environmental Studies.

The overall goal of the study is to examine the impact of tourism and identify how local residents of Rose Blanche can participate in planning and implementation of sustainable tourism development.

You have been invited to participate due to your expertise and valuable insights into this project. In this survey, you will be asked to contribute your knowledge on the following main aspects to be considered in the community participation in sustainable tourism development in Rose Blanche.

- Residents' attitudes to and perceptions of sustainable tourism development at Rose Blanche.
- The participation process of the community residents of Rose Blanche in the sustainable tourism development planning and implementation of projects.
- The perceived economic, social-cultural, and environmental impact of tourism in the local communities of Rose Blanche.

It will take about 30 minutes to complete the survey. There are no obvious risks associated with the participation in this survey. Your participation in this survey is entirely voluntary. There will be no negative consequences if you decide to withdraw at any stage of the survey or refrain from answering certain questions. Please note that any data collected from you will be destroyed if you decide to withdraw from the survey. The comments and answers that you provide will **NOT** be linked to your name. The data collected from you will be transferred to the researcher's computer, which is password-protected, and only the researcher will have access to this information. Data will be kept for a minimum of five years, as required by Memorial University's policy on Integrity in Scholarly Research.

The results of this research project will be incorporated into a final thesis which will be submitted to the Environmental Policy Institute at Memorial University's Grenfell Campus tentatively by July 31, 209. Upon completion, my thesis will be available at Memorial University's Queen Elizabeth II library, and can be accessed online at: http://collections.mun.ca/cdm/search/collection/theses. The thesis or partial results of the research may be presented in academic conferences related to the topic.

You are welcome to ask questions before, during, or after your participation in this research. If you would like more information about this study, please contact researcher: **Tanay Bhushon Sarkar**, E-mail:

tbhushonsark@mun.ca; supervisors: **Dr. Roselyn Okech, E-mail:** rokech@grenfell.mun.ca; **Dr. Gabriela Sabau, E-mail:** gsabau@grenfell.mun.ca

Please note that the proposal for this research has been reviewed by the Grenfell Campus-Research Ethics Board and found to be in compliance with Memorial University's ethics policy. If you have ethical concerns about the research (such as the way you have been treated or your rights as a participant), you may contact the Chairperson of the GC-REB through the Grenfell Research Office (GCREB@grenfell.mun.ca) or by calling (709) 639-2399

Your Signature Confirms:

- Your participation in the research study is strictly voluntary.
- You understand what the study is about and what you will be doing.
- You understand that you are free to withdraw from the study at any time, without having to give a reason, and that doing so will not affect you now or in the future.
- You understand that any data collected from you up to the point of your withdrawal will be destroyed.

_____   _____

Signature of Participant   Date

Researcher's Signature:

I have explained this study to the best of my ability. I invited questions and gave answers. I believe that the participant fully understands what is involved in being in the study, any potential risks of the study and that he or she has freely chosen to be in the study.

_____   _____

Signature of Principal Investigator   Date

Informed Consent Form (Interview)

Title: Community Participation in Sustainable Tourism Development in Rose Blanche, Newfoundland and Labrador

Researcher: **Tanay Bhushon Sarkar**

M.A. Candidate in Environmental Policy
Environmental Policy Institute
Grenfell Campus, Memorial University
E-mail : tbhushonsark@mun.ca

Supervisor(s):

Dr. Roselyn Okech

Associate Professor in Tourism Studies
Grenfell Campus, Memorial University
Email: rokech@grenfell.mun.ca

Dr. Gabriela Sabau

Associate Professor in Economics/Environmental Studies.
Grenfell Campus, Memorial University
Email: gsabau@grenfell.mun.ca

You are invited to take part in a research project entitled *"Community Participation in Sustainable Tourism Development in Rose Blanche, Newfoundland and Labrador."*

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researcher, Tanay Bhushon Sarkar, if you have any questions about the study or would like more information before you consent.

It is entirely up to you to decide whether to take part in this research. If you choose not to take part in this research or if you decide to withdraw from the research once it has started, there will be no negative consequences for you, now or in the future.

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The overall goal of the study is to examine the impact of tourism and identify how local residents of Rose Blanche can participate in planning and implementation of sustainable tourism development.

You have been invited to participate due to your expertise and valuable insights into this project. In this interview, you will be asked to contribute your knowledge on the following main aspects to be considered in the community participation in sustainable tourism development in Rose Blanche.

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It will take about 30 minutes to complete the interview. There are no obvious risks associated with the participation in this interview. Your participation in this interview is entirely voluntary. There will be no negative consequences if you decide to withdraw at any stage of the interview or refrain from answering certain questions. Please note that collected audio records from you will be destroyed if you decide to withdraw from the interview. The comments and answers that you provide will **NOT** be linked to your name. The data collected from you will be transferred to the researcher's computer, which is password-protected, and only the researcher will have access to this information. Data will be kept for a minimum of five years, as required by Memorial University's policy on Integrity in Scholarly Research.

The results of this research project will be incorporated into a final thesis which will be submitted to the Environmental Policy Institute at Memorial University's Grenfell Campus tentatively by July 31, 2019. Upon completion, my thesis will be available at Memorial University's Queen Elizabeth II library, and can be accessed online at: http://collections.mun.ca/cdm/search/collection/theses. The thesis or partial results of the research may be presented in academic conferences related to the topic.

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- Your participation in the research study is strictly voluntary
- You understand what the study is about and what you will be doing.
- You understand that you are free to withdraw from the study at any time, without having to give a reason, and that doing so will not affect you now or in the future.
- You understand that any data collected from you up to the point of your withdrawal will be destroyed.

_____   _____

Signature of Participant   Date

Researcher's Signature:

I have explained this study to the best of my ability. I invited questions and gave answers. I believe that the participant fully understands what is involved in being in the study, any potential risks of the study and that he or she has freely chosen to be in the study.

_____   _____

Signature of Principal Investigator   Date

Recruitment Letter

Madonna Lawrence
Manager, Rose Blanche Lighthouse
P.O. Box 21
Rose Blanche, NL
A0M 1PO

My name is Tanay Bhushon Sarkar, I am a student of Master of Arts in Environmental Policy program at the Environmental Policy Institute at Memorial University of Newfoundland, Grenfell Campus. I am conducting a research project entitled **"Community Participation in Sustainable Tourism Development in Rose Blanche, Newfoundland and Labrador"** for my master's degree under the supervision of Dr. Roselyne Okech, Associate Professor in Tourism Studies, and Dr. Gabriela Sabau, Associate Professor in Economics/Environmental Studies. The purpose of the study is to examine the impact of tourism and identify how local residents of Rose Blanche can participate in planning and implementation of sustainable tourism development.

I am contacting you to invite you to participate in an interview with questions on community participation in sustainable tourism development at Rose Blanche. Participation will require approximately 30 minutes of your time and will be held at a location that is convenient for you.

If you are interested in participating in this study, I would be pleased to hear from you. Please let me know if and when you might be available.

If you have any questions about me or my project, please contact me by email at tbhushonsarkar@grenfell.mun.ca ,or by phone at 709 2169085.

Thank you in advance for considering my request.

Sincerely,

Tanay Bhushon Sarkar

MA Candidate -Environmental Policy Institute
Memorial University, Grenfell Campus
20 University Drive, Corner Brook, NL A2H5G4
Phone: 709- 216 – 9085

The proposal for this research has been reviewed by the Grenfell Campus-Research Ethics Board and found to be in compliance with Memorial University's ethics policy. If you have ethical concerns about the research (such as the way you have been treated or your rights as a participant), you may contact the

Chairperson of the GC-REB through the Grenfell Research Office (GCREB@grenfell.mun.ca) or by calling (709) 639-2399

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Research Ethics Board
University Drive, Corner Brook, NL Canada A2H 5G4
Tel: 709-639-2399 Fax: (709) 637-2885 http://www.grenfell.mun.ca/research-ethics-Board

Appendix 5

October 15th, 2018

Reference number: **20190721**

Dear Tanay Bhushon Sarkar,

Thank you for your application for ethical clearance for your proposal *Community participation in sustainable tourism development: A case study of Rose Blanche, Newfoundland.* The Grenfell Campus Research Ethics Board (GC-REB) has reviewed your application and finds your proposal in ethical compliance with the Tri-Council Guidelines. This approval is based on the understanding that you will be retaining the data for at least five years, as stated in your consent letter but was omitted in section 15.2 of the application. The GC-REB also notes that there are still some minor writing issues in the consent letter and questionnaire and recommends copy-editing. Any revisions to the procedures or materials can be submitted as an amendment.

Your approval for this project expires on October 15th, 2019. To remain in compliance with Article 6.14 (Continuing Research Ethics Review) of the Tri-Council Policy Statement on Ethics in Human Research (TCPS2), should your project continue past that date, you are required to renew your ethics approval before that time. As well, please note that any changes to the proposed study will need to be cleared by the GC-REB first.

The Board wishes you success with your research.

Best wishes,

Daniel Nadolny

Daniel Nadolny, Ph.D., Chair

IMPORTANT REMINDERS – PLEASE READ:

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FIND YOUR CORNER

Student Project(s): you must maintain active ethics clearance until the final version of your thesis/dissertation has been approved by your department / the School of Graduate Studies.
If you have graduated prior to receiving this notice, please note that you are still required to submit an annual update indicating completion of your project and requesting closure of your ethics clearance.