

Tourism and Recreation: Insights into Land Use Planning in Central West



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For further information on this report, or the larger research initiative, please visit www.ruralresilience.ca/?page_id=109.

Preface

Communities and regions across Newfoundland and Labrador, and indeed the rest of Canada, are saddled with planning choices regarding development. These choices come in the form of both challenges and opportunities. How communities and regions respond, or not respond, to these choices shapes their collective future. Unfortunately, these planning and development issues are often unique from neighbouring communities and consume considerable time to discuss and plan.

In the fall 2012, students in the *Community and Regional Planning and Development* course in the Department of Geography at Memorial University of Newfoundland partnered with the Grand Falls-Windsor – Baie Verte – Harbour Breton Regional Council of the Rural Secretariat to explore and examine key land use planning issues. Based on regional priorities identified by the Regional Council, students examined land use planning in five key areas: aquaculture, access to crown lands, forestry, waterfront/cabin development, and tourism and recreation. Over the course of the fall term, students worked with Regional Council members to identify other jurisdictions in Canada dealing with similar opportunities and challenges. From these case studies, students have generated a series of recommendations. Over the past four months, the authors have shifted through academic, government, and community-based literature to generate this report. The concluding recommendations of the report serve as a catalyst for discussion among key stakeholders in the region; they are not to be viewed as prescriptive.

The opportunity for students to partner with the Regional Council is part of a larger community-based research initiative led by Dr. Kelly Vodden at the Environmental Policy Institute at Grenfell Campus, Memorial University (<http://www.grenfell.mun.ca/environmental-policy-institute>). This larger initiative received financial support from the Rural Secretariat, Government of Newfoundland and Labrador. For further information on the larger initiative visit www.cwlanduse.ca.

This report represents a substantial contribution for land use planning in rural Newfoundland. The culmination of this work is a series of recommendations on the land use topic. Congratulations to the authors for building this important contribution and to the Regional Council for their partnership and support on this initiative.

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Introduction

The Grand Falls-Windsor-Baie Verte- Harbour Breton Regional Council of the Rural Secretariat (hereafter referred to as Central West) identified eight areas of potential land use planning initiatives (Mirza et al, 2012). This report identifies the potential of forestry development by analyzing two case studies from within the Canadian industry. This analysis produces a set of recommendations for the Regional Council to consider in the event forestry development proceeds. The two case studies are intended to provide a contemporary model of forestry operations and the processes that enable successful development. Any conflicts or points of interest will be highlighted to provide Central West with an indication of potential situations that may emerge from forestry development.

In this paper we examine tourism and recreation in the Central-West region of Newfoundland and Labrador. Special consideration will be given to the scale of land use issues in conjunction with the study conducted by Mirza et al. The ongoing discussion of current land uses done by the Grand Falls-Windsor – Baie Verte – Harbour Breton Regional Council of the Rural Secretariat will also hold importance in uncovering new learning's that will be applied to the region. The two industries which we will be focusing on are tourism & recreation. These are two important components of the study completed by the Mirza et al. Further, we will relate both subjects to two case studies and two areas which hold valuable learning's.

Recreation

In the Mirza et al. report (2012) it was determined outdoor recreation has been expanding in the past several years. However, with the demand for recreation in the area it has been understood that the high usage of recreation done by the public and competing demands for land was an issue. Such issues involved land use for forestry, timber and conservation. From this, one of the recommendations proposed by Mirza et al. was to "undertake diversification efforts aimed at balancing timber and non-timber industries for long-term resilience of the sector and providing multiple-uses for the forest sector and the resources for land." (Mirza et al., p. 25). This recommendation proposes the need for a solution in regards to the issues involving both the recreation and the use of the forested areas.

Red Indian Lake

In relation to the issue discussed in the Mirza et al. report, an undertaking had been proposed by a developer who wanted to develop the area of Red Indian Lake. This area is located in the Central – West region. This would then provide the public with the opportunity to purchase cottages in a peaceful wilderness setting. With the development of cottages in this area, activities including boating, hiking, and fishing to take place at more satisfying rate. However, Verge reveals one key issue involved with the proposed undertaking: "Whether, the proposed undertaking falls within municipal boundaries." (Verge, year, p. 6). This issue will be further examined later in this paper.

Case Study: Key elements and steps in the process of developing ecosystem-based marine spatial planning

In this particular case study Gilliland (year) dives into the process of developing ecosystem-based marine spatial planning (MSP). Further, this case study highlights the key elements and steps in MSP. Though the Millertown region is not heavily reliant on MSP, the elements of developing MSP can be conjoined with the issue the community is facing in the creation of planning boundaries. In the case study, Gilliland highlights one important step which involves spatial elements. In particular he lists three types of boundaries including: lateral boundaries, landward boundaries, and offshore boundaries. We will, however, only focus on the lateral and landward boundaries as we are involved in minimal offshore boundary planning. Further in the paper we explicate the case study in more depth and uncover suggestions that will be made from the research and methods used by Gilliland for a proposed recommendation to the Millertown issue. Both the findings from this case study and the Millertown planning boundary issue will incorporate with the Mirza recommendation.

Tourism

The tourism sector is also an important role in the Central West region and even the world today in terms of visitors and potential revenue. Particularly in the Central West, scenery plays a vital role in the expansion and attention it has on the tourism sector in the area. Mirza et al. also suggest that critical elements to tourism include viewscales, wilderness ambiance, accessibility, and remoteness (Mirza, 2012, p. 23). To aid the tourism in the area, she also recommends provincial land planning protocol and conflict resolution program should be developed.

Case Study: Sustainable Tourism Development in Niagara

In this particular case study, research was conducted on sustainable tourism development in the Niagara region of Ontario. This region in comparison to Central West faces issues pertaining tourism and sought solutions. In order to better understand the challenges being faced by the tourism industry in Niagara, roundtable meetings were conducted in three separate countries to help the experts understand the development in sustainable tourism. From there discussions, the positives and negatives were discussed and the Niagara Gateway Project was created. This showed the solutions that were implemented to further help planning, development, and community involvement. Through this case study, we were able to incorporate it with the Mirza et al. recommendation for Central West. Further details on the case study findings will be discussed later in the paper.

Vision 2020

In relation to both the tourism issues and developments in the Niagara region, Newfoundland and Labrador has proposed a vision towards the province's tourism sector calling it "Vision 2020". Tourism is considered to be one of the province's economic drivers collecting \$790 million in 2007 (Vision 2020, year, p. 6). From these staggering figures, the province has realised how much of an importance tourism is for our economy and has proposed a '10-year vision' for the future of tourism in this province based on seven strategic directions. This vision can be accomplished with the aid of public participation, research and case studies including the tourism development in the Niagara region and recommendations from

researches including those from the Mirza et al. report. This linkage will be further explored throughout the paper.

Case Study 1: Key Elements and Steps in the Process of Developing Ecosystem-Based Marine Spatial Planning (Gilliland & Laffoley, 2008)

Introduction

Case study one is centered on the need for marine spatial planning (MSP); in particular, it focuses on “key elements and steps that should be considered in deciding if and how to develop an MSP system and framework” (Gilliland and Laffoley, 2008, p. 787). It is through this focus that we can uncover important findings and valuable processes which could be beneficial in achieving some of the priorities of the Central West region as communicated through A Scan of Land Use Issues: in the Grand Falls – Windsor –Baie Verte –Harbour Breton Region by Mirza et al. A review of case study one is warranted prior to discussion of its possible implications on Central West.

Review

The context of case study one would exist in the early stages of a development project. While there is no particular conflict being scrutinized the study does pay particular attention to development of marine boundaries in the United Kingdom (UK), highlights its value in conflict mitigation and portrays methods in increasing collaboration amongst stakeholders. With such a unique coastline, with many countries, the UK sees conflict arise over fishing grounds and ownership of prospect oil drilling sites. Also, when no planning boundaries are present ecosystems are at risk. First, potential anthropogenic actors may not have to answer to any governing body because of unknown jurisdictions. Second, contestation over who can do what on which lands can be difficult to decipher when no planning boundaries or planning procedures are implemented; this can increase the chances of conflict among stakeholders. The importance of due process in developing planning procedures in this study have been predominately illustrated by, or based on experience from the UK. Gilliland & Laffoley (2008) aim at proving the importance of MSP; they adhere that MSP is “to create a strategic marine planning system that will clarify our marine objectives and priorities for the future, and direct decision-makers and users towards more efficient, sustainable use and protection of our marine resources” (p. 788). The authors also suggest methods and processes to be utilized in the elements and steps of development of MSP. They communicate all of this through eight considerations; these include:

1: Deciding that marine spatial planning is worth developing

- The authors adhere that “ways have to be found to reconcile the differing economic, social, and environmental demands that are placed on the marine environment with its capacity to accommodate these demands, particularly in view of increasing and competing use” (Gilliland & Laffoley 2008, p. 787). We

can begin to see the relevance of the case study in terms of Central West through this first consideration; as stated in the Skype session with the Rural Secretariat, there are contention issues surrounding resources such as the Red Indian Lake area and industry use such as Recreation & Tourism and Forestry. (L. Brett, personal communication, 2012).

2: Transferring experience from land use planning

- The authors suggest land use planning is shifting focus to an emphasis on integration instead of 'balance' between different objectives and that this emphasis needs to be applied to MSP. Support of this was highlighted through a discussion on 'zoning' and what it connotes in the United States and UK.

3: Establishing the principals and purpose of MSP

- As previously stated, an MSP aims at "creating a strategic marine planning system that will clarify our marine objectives and priorities for the future, and direct decision-makers and users towards more efficient, sustainable use and protection of our marine resources" (Gilliland & Laffoley, 2008, p. 787).

4: Spatial elements: scope and scale

- The authors bring to light the notion that not all scenarios will be the same; thus, "the degree of planning effort and detail required will vary spatially depending on circumstances, such as the level of human use and conflict" (Gilliland & Laffoley, 2008, p. 789). Knowing where a particular issue stems from is important because a "cookie-cutter" approach to resolving land use conflicts can be problematic. This also highlights the value, to Central West, of a case study centered on processes and considerations to a plethora of problems rather than just focussing on one particular issue.

5: Spatial elements: defining and planning boundaries

- Defining boundaries is perhaps the most valuable consideration in terms of application to Central West. "The relationship between the planning/governance scales and ecosystems is important to understand in order to identify areas of convergence and areas where these do not align" (Gilliland & Laffoley, 2008, p. 790). Issues surely arise between conflicting industries over what can be done in what areas; once planning boundaries have been defined/created mitigation of these issues has commenced.

6: Temporal elements

- The authors attest that the definition of MSP "involves some kind of forward look. It includes some vision about what is desired for the future" (Gilliland & Laffoley, 2008, p. 791). Consideration to figuring out how long a plan should be and what review intervals would be necessary were also given.

7: Key steps in the planning process

- The authors discussed the variety of steps needed to be taken in order to reach a holistic outcome. They note that when creating objectives to which a planning process will be focused on distinctions need to be drawn between different industries and a make whole. For example, industries such as recreation & tourism and forestry will have different economic, social and environmental values. Supporting each industries values in a planning process will be difficult; thus, making clear objectives harder to determine.

8: Stakeholder engagement

- The aforementioned considerations will help determine what stakeholders should be involved and when they should be involved in decision making. In general, the authors feel that in developing the overall MSP framework and process that all stakeholders should be involved. This means that prior to any work on the framework all the stakeholders need to be identified. The authors also noted that if more stakeholders arise during the development or implementation of the planning or process stages that they need to be involved immediately.

Conflict:

Conflict the authors note is in a sense of 'what conflict should/could be avoided'; not 'what conflict was avoided'. This is made explicit in table 1, where highlights the list of potential benefits of MSP are outlined.

Table 1. Potential benefits of marine spatial planning

(Retrieved from <http://www.sciencedirect.com/science/article/pii/S0308597X08000675#>, November 26th, 2012).

Stakeholders:

The stakeholders who were listed in the elements and steps in the process of development of an MSP were as follows:

- United Nations Economic, Social, and Cultural Organization (UNESCO)
- United Kingdom residents
- Government officials from the United Kingdom
- Irish Sea Fishermen from Belgium, France, The Netherlands, and the Republic of Ireland

- Technical Experts: Marine Managers, Regulators, Advisors, Policy makers, Economists.

Implications to Central West

Ties to Central West (Red Indian Lake)

During our research we came across an undertaking which was to be completed near the catchment area of Red Indian Lake, Newfoundland. Of note, the closest municipality to the proposed Red Indian Lake development is the municipality of Millertown. The undertaking was a proposed three stage cottage development project set to commence in 2010 and be completed by 2012. The document, which was completed by developer Floyd Verge, states its focus as "to provide the public with an opportunity to purchase attractive, quality cottages in a wilderness setting in the central interior part of the province" (Verge, 2012, p#). One of the issues raised in the undertaking was the fact that, to the best of Floyd's knowledge, the municipality of Millertown does not have a planning boundary; this raises a number of concerns in regards to development and use of the land in the area:

- The developers are unaware as to if the development falls within the municipal boundary of Millertown.
- Once the development has been completed creating a municipal planning boundary will be made more difficult.
- The likelihood of contestations between different industries over the land use is at higher risk. For example, how close to the cottage development can forestry officials cut?
- Without a planning boundary the ecosystem is at risk of anthropogenic activity due to lack of governance or enforcement of legislation.
- People occupying the cottage area have no limitations to recreational activities such as hunting, camp fires, and recreational vehicle usage.

Learning's from case study to be applied to Central West (Red Indian Lake)

The overarching theme made evident from these pieces of work is the importance of a planning boundary and how it can aid to mitigating conflicts between stakeholders over areas of land. In contrast, without a proper planning boundary implemented contestations between industries and interest groups are more likely to arise. There are a variety of learning's that can be applied to the Red Indian Lake undertaking/Millertown issue; they are as follows:

- The municipality needs to identify all stakeholders and actively look for ways to engage these stakeholders in the process of developing a planning boundary. As stated in case study 1, when all stakeholders are included the likelihood of a holistic plan which takes into consideration objectives from all stakeholders is higher. This will aide in collaboration rather than contestation.
- As Gilliland & Laffoley suggest, getting cooperation from all stakeholders will be easier once they see the value of a planning boundary. A comparable avenue to take would be table 1; the municipality of Millertown needs to highlight the potential benefits of creating a planning boundary – moreover, the benefits to each stakeholder of being involved in the process.

- The consideration case study 1 gives to 'temporal elements' can be beneficial to Millertown in understanding that a planning boundary has to include some sort of future outlook. Through discussion with the stakeholders determination of that timeframe should be made explicit.
- The key steps in the planning process that case study 1 adheres to can give Millertown a template to model the process of developing a planning boundary after.

Ties to Raiza Mirza Report

One of the recommendations that came from the Recreation & Tourism section of the Mirza et al. (2012) study was to "undertake diversification efforts aimed at balancing timber and non-timber industries for long-term resilience of the sector and providing multiple-uses for the forest sector and the resources of the land" (p. 25).

Development of a planning boundary by the municipality of Millertown, which will be aided by case study 1 findings, will help achieve this recommendation. The result of developing a planning boundary will have already incorporated industries such as forestry and recreation & tourism in making explicit each industries objectives; thus, creating collaboration among different stakeholders and ultimately creating a balance of timber and non-timber industries for long term resilience.

Case Study 2: Sustainable tourism development in Niagara: Discussions, theories, projects and insights (Jayawardena et al., 2008)

Overview

Tourism in the Niagara region has significantly declined over the years due to negative effects of the Canadian economy. An administrator, academic researcher, partner of a consulting firm and an applied researcher came together from their different economic backgrounds to create this study about how 47 experts took charge and held three meetings in three different countries to talk about sustainable tourism development. The positives and negatives of the tourism industry were discussed, and the Niagara Gateway Project is created to show the solutions of how Niagara became developed in order to increase tourism in the area.

Geographic Area Covered

The Niagara Region located in Ontario, Canada consists of twelve local municipalities: Fort Erie, Grimsby, Lincoln, Niagara Falls, Niagara-on-the-Lake, Pelham, Port Colborne, St. Catharines, Thorold, Wainfleet, Welland, and West Lincoln (About Niagara Region, 2012). With a total population of 431,346 in the most recent Statistics Canada census of 2011, this 1,854.25 square kilometre land area also has a population density of 232.6 per square kilometre (Census Profile, 2012). Figure 1 below from the Niagara Region website shows a map of the area with individual municipalities and includes both area and population statistics.

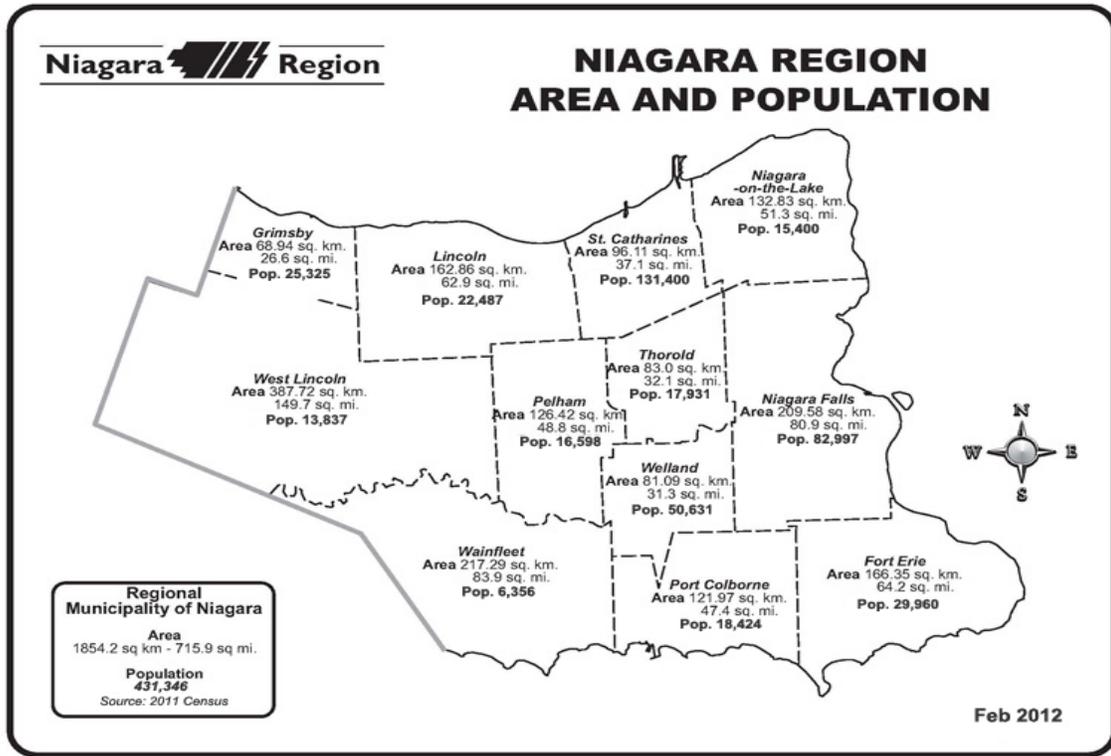


Figure 1: Niagara Region Area and Population

Background to the Planning Issues:

Planning for this project has begun since the millennium due to the negative impacts of major events on the Canadian economy. These events caused both disastrous short-term effects, but some of the long-term economic effects were even greater (Jayawardena et al., year, p. 259).

- On September 11th 2001, four planes were hijacked by terrorists from the militant group al-Qaeda and crashed into the North and South towers of The World Trade Center and the Pentagon, while the fourth plane crashed in the middle of a field. This led to a fear of flying due to the thought of a repeated attacked, which then caused tourism levels to drop (Wikipedia, 2012).
- The Iraq War was an armed conflict which took place from March 20th, 2003 – December 18th, 2011. The economy was hindered due to the funds being put into the military (Wikipedia, 2012).
- The 2003 outbreak of Severe Acute Respiratory Syndrome (SARS) in Ontario caused a decline in tourism when the World Health Organization (WHO) advised travellers to postpone all trips to Toronto, an area located close to Niagara, for a period of six days (Wikipedia, 2012)
- In 2007, the passport legislation came into play where both Canadian and U.S citizens were required to present a valid passport when travelling across the border. This could symbolize a lack of trust between the two counties (Embassy of the United States Ottawa, 2012).

Actors

A total of forty-seven actors were involved in three roundtable discussions which took place in Canada, Jamaica and Guyana. Twenty-two of these actors were industry experts and twenty-five were academic experts. An additional eight tourism students and three journalists were observers in the Guyana roundtable discussion. More specifically, there were seventeen participants at the Canada roundtable: seven industry experts (Paula Bund, Cameron Hawkins, Brian Jamieson, Debbie Jewell, Mitch Kostuch, Markus Schale and Wayne Taylor), and ten academic participants (Dave Donaldson, Dr. Michael Cox, Dr. Regena Farnsworth, Dr. Chandana Jayawardena, Dr. Marion Joppe, Dr. Zhen Le, Dr. Iain Murray, Professor Katherine Penny, Nami Thiyagaratnam and Dr. John Walsh) (Jayawardena et al, 2008).

Goals

In order to increase long-term tourism in Niagara, the following goals were created

- Achievement of sustainable tourism development through education and researchers
- Create a vision for tourism development (Jayawardena et al, 2008).
 - Objective plans
 - Effective communication
 - Balancing of all needs
- Improvement in financial, environmental and corporate responsibility (Jayawardena et al, 2008).
- More dialogue and collaboration, more policy-oriented and actionable research and providing all stakeholders with easy access to information that resides within academic institutions (Jayawardena et al, 2008).

Solution:

The Niagara Gateway Project was released in 1997 to help increase tourism in Niagara based on discussions had by members of the Ontario Government and community partners in the 1990's. This master plan outlined four significant challenges which hindered the tourism in the area (Jayawardena et al, 2008, p. 271).

- Average traveller expenditures and length of stay in the region had not shown the dramatic increases experienced by tourist destinations in other jurisdictions
- Investments in tourism infrastructure, products and services had not expanded or diversified in response to the changing consumer expectations of domestic or international visitors
- Providers of tourism products or services had not responded to new quality standards nor had they recognized the value of packaging a variety of experiences for different consumer markets
- The powerful Niagara brand, one of the world's greatest tourist icons, was being eroded by outdated, poor quality attractions, accommodations and food establishments

The solution to these problems was developing trends, which came to light through the Niagara Gateway Expo: “with a strong focus on quality infrastructure, innovative product development and competitiveness, new tourism trends were beginning to impact the direction and scope of scope local tourism.” (Jayawardena et al, 2008, p. 271-273).

- The introduction of casinos to the area
 - Resulted in having a financial impact on the economy
- New hotels were constructed and existing hotels were upgraded
 - Resulted in more overnight accommodations for travellers
- Updated programs at Niagara Collage
 - Resulted in reconstructed training facilities and enhanced training programs to provide post-secondary education for tourism related jobs
- The release of Niagara Tourism Investment Opportunities
 - Resulted in increased interested in natural and man-made attractions
- Growth of tourism hubs
 - Resulted in adjacent municipalities gaining more tourists
- Increase in festivals and events
 - Resulted in increased numbers of both domestic and international travellers
- Bi-national tourism partners
 - Resulted in positive international relations

Implications to Central West

Ties to Central West (Vision 2020)

During our research, we e-mailed a number of people associated with the government of Newfoundland and Labrador, and one woman in particular from the Department of Tourism responded with the Vision 2020 document. Like the Niagara report, Newfoundland developed a vision statement and a goal to “increase the value of tourism to our visitors, our residents, our businesses, our communities, and our environment around the seven strategic directions identified through the research and consultation process. The strategic directions are the foundation of the strategy and action plan to be developed and implemented” (Jayawardena et al, 2008, p. 8).

In order to create a solution which would double Newfoundland’s tourism, Vision 2020 outlined the challenges which would be needed to overcome (Jayawardena et al, 2008, p. 12):

- Travel barriers which include distance, time and cost for the traveller. Other barriers faced are the short peak tourism season and capacity constraints during this time, deficiencies in infrastructure and underdeveloped tourism products.
- Access issues through air, land and water transportation methods
- Slowed growth based on global economic trends, competitive landscape, shifting consumer demographics and demands

Learning's From the Case Study to Be Applied To Central West (Vision 2020)

Like the Niagara region, Newfoundland and Labrador is facing significant challenges which are hindering the tourism industry. In order to complete the goal set out by the Government of Newfoundland and Labrador of doubling tourism by 2020, we can look at developing trends like Niagara did. Niagara not only upgraded and updated what they currently had; they also created new developments to help increase the tourism industry.

- The introduction of recreational facilities to the area which are suitable to people of all ages and genders
 - Would result in an increase in participation from both locals and tourists who would travel to the destination in order to see and try out the facility
- Construction of newer modern hotels, and upgrades to existing hotels
 - Would result in a larger interest of staying in the area if the hotels were up to date, and this would also provide more overnight accommodation for travellers.
- Updated post-secondary education programs and facilities
 - Would result in new skilled and educated workers which would be suited to work in the new jobs, newer programs for hospitality management courses and tourism related jobs.
- Creation of a document showcasing Central West's natural and man-made attractions
 - Would result in an increased interest for travelers to come see these attractions. We understand that there is such a document circulating, but it is for all of Newfoundland. Our recommendation is for a document to be created specifically for Central West.
- Growth of tourism hubs
 - Would result in adjacent municipalities both in and surrounding the central west area gaining more tourists.
- Increase in festivals and events
 - Would result in increased numbers of both domestic and international travellers to the area who share a common interest in the activity going on
- Bi-national tourism partners
 - Would result in positive international relations where Newfoundland and Labrador could be promoted in other areas of the world

Ties To Raiza Mirza Report

Another recommendation which came from the Mirza et al. (2012) report was to "develop a provincial land planning protocol and conflict resolution program" (p. 25). Through case study 2, we saw that by adding these new developments in Niagara, the tourism sector did increase despite all the hard shapes faced in the millennium.

Newfoundland and Labrador is fortunate not to have been faced with some of those hardships, so by implementing Niagara's plan in the Central West region, the Government of Newfoundland and Labrador should achieve their goal of doubling the annual tourism in the area by the year 2020.

Where can Central West go from here?

The lessons learned from both of these case studies can be valuable if applied in the proper context. In terms of case study one; Central West should look to create a policy in which all incumbent municipalities are required to create a planning boundary. Consideration would need to be given to spatial data, value of surrounding resources, stakeholders and collaborative objectives. The aforementioned eight considerations found in case study one creates a template that Central West could follow in starting the process of developing this legislation. Different stakeholders that would need to be involved are government representatives from both the province and municipalities; residents of the municipalities in question; prospective businesses that would benefit from surrounding resources or development of the land area; environmental groups; representatives from the forest industry; representatives from the recreation industries and representatives from the tourism industries. The best way to commence this process would be by adopting a method used in case study one; this involves consideration 1: making explicit the benefits of having a planning boundary to all of these stakeholders and consideration 2: identifying all of the stakeholders involved and soliciting their immediate input. In terms of case study two; Central West should look at developing trends which would attract more tourists to the region. Consideration would need to be given to upgrading current facilities while also looking into the addition of new ones in the area and broadcasting Newfoundland and Labrador's scenery globally through bi-national relations. Stakeholders which would need to be included in this process include municipal, provincial and international government members, community members from the Central West region and adjacent municipalities, representatives from the tourism industry and faculty members from the local education system. The best way to commence this process would be by adopting a method used in case study two; have the Government of Newfoundland and Labrador conducted multiple meets in different areas of the Central-West region. Included in these meetings should be experts, community members, and a facilitator who would propose different discussion topics in order to get the input which would start the developing processes. As mentioned, if proper implementation of these learning's is completed by the Central West region, and all stakeholders are involved, we will continue the new wave of regional planning and development – which is about collaboration and not contestation.

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