



Clarenville Area
Sustainable Tourism Plan
Appendices

Town of Clarenville

August 2023



Clarenville Area Sustainable Tourism Plan - Appendices – August 2023

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Appendix A Working Group Meetings

May 27, 2022

June 23, 2022

July 28, 2022

October 6, 2022

October 20, 2022

November 2, 2022

December 8, 2022

January 11, 2023

February 27, 2023

April 6, 2023

April 18, 2023

June 21, 2023

Appendix B Working Group Terms of Reference



**Clarenville STEP Program
Working Group - Terms of Reference (Revised – July 23, 2022)**

Working Group Name

The Working group shall be known as the Clarenville STEP Project Working Group

Working Group Duration

The duration of the Working Group shall be up to the completion of the final draft of the Sustainable Tourism Plan and the creation of a Leadership Team to oversee Plan implementation, notionally 12 months (June 2022 to May 2023).

Working Group Composition

See Appendix A

Working Group Role (General)

- Work with the Consultant to finalize Working Group membership
- Designate a Working Group chair/co-chair
- Support overall community and stakeholder engagement activities
- Enable/support completion of Tourism Asset Inventory
- Review various draft documents, including draft and final *Sustainable Tourism Plan(s)*, and provide feedback
- Report to community and other stakeholders
- Report on implementation of expansion/experiential development plans

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Enable meeting venues and other logistics

Working Group Chairperson/Co-Chairperson Role

Act as liaison between the Consultant and the Working Group

Act as spokesperson for the Working Group

Chair meetings of the Working group, along with the Consultant's engagement

Working Group Member Role

Accompany the Consultant during site visits

Participate in meetings, workshops etc.

Effectively communicate to community and stakeholders the purpose of the Working Group and the objectives of the STEP Program

Review materials and be prepared to provide input throughout

Frequency of Meetings

The Working Group is expected to meet at set times throughout the STEP process with meetings and other community and stakeholder engagement sessions scheduled for the following tentative dates:

- Month 1 Working Group - Commencement Meeting
- Month 2 Stakeholder Session 1 - STEP Overview
- Month 3 Working Group - Presentation - Tourism Diagnostic Assessment/SWOT
- Month 4 Stakeholder Session 2 - Vision/Goals/Objectives
- Month 5 Working Group - Presentation – Draft Vision/Goals/Objectives
- Month 6-7 Working Group - Presentation – Draft Sustainable Tourism Plan
- Month 8-9 Stakeholder Session 3 – Draft Plan and capacity Building
- Month 10 Working Group – Presentation/Planning – Final Sustainable Tourism Plan
- Month 11 Stakeholder Session 4 – Presentation of Plan to Community and Stakeholders
- Month 12 Transition to Leadership Team – election/selection of Leadership Team

Other Considerations

The Working Group may wish to consider the following:

- Measures to ensure equity, accessibility, and inclusion
- Indigenous land acknowledgement
- Other (to be determined)

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Appendix C Tourism Asset Inventory

Name	Location	Description	Web	Contact
Demand Generators - Developed				
Bonavista Peninsula/ Discovery Trail	Via Routes 230 and 230A	Clarenville is a recognized gateway to the tourism activities on the Bonavista Peninsula, known as the Discovery Trail including Trinity, Port Union, Elliston, Bonavista and areas	https://legendarycoasts.com/discovery-trail	
White Hills	Clarenville	Alpine Skiing - Nestled across 55 acres of ski and board terrain in the majestic hills of the Discovery Region, White Hills Resort has the proud distinction of being called "Eastern Newfoundland's Winter Playground". Here one will find a choice of trails waiting to be explored on skis, snowboard, or snowshoes. White Hills offers a variety of downhill trails and glades that reach over 750 vertical feet, as well as a fully licensed restaurant. White Hills resort also organizes and hosts events to add to the visitors' experience.	http://www.whitehillsresort.com/	
	Clarenville	Nordic Skiing - Around the wilderness of White Hill Ski Resort are over 40 kilometers of the best-groomed cross-country ski trails in Eastern Newfoundland known as the 'The Nordic Ski Trails'. All cross- country trails and loops are marked, interconnected, and groomed. The Nordic club also are involved in hosing provincial and regional races and other events like the Fat Bike Summit to help engage visitors and residents alike.	https://www.clarenvillenordic skiclub.com/	
ATV/Snowmobile /Biking Trails	Clarenville and area	Clarenville and the surrounding areas offer great year-round opportunities for users of ATVs, snowmobiles, and biking.	https://clarenville.ca/makingtr acks/	
Terra Nova National Park		Terra Nova is on the northeast coast of Newfoundland, a three-hour drive from the provincial capital of St. John's. The Park features sheltered inlets, islands,	https://www.pc.gc.ca/en/pn- np/nl/terranova	

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Name	Location	Description	Web	Contact
		headlands, ponds, forests and bogs across 400 square kilometres (154 square miles). It is easily accessible by the Trans-Canada highway and represents a traditional island wilderness with abundant wildlife like black bears, lynx, ospreys, moose and the rare indigenous Newfoundland marten.		
Golf Courses at Terra Nova Resort	Port Blandford	Golf x 18 and 9 hole courses	https://terranovalgolfnl.com/courses/	
Rotary Marina	Clarenville	Publicly accessible launching ramp, loading wharf, accessible clubhouse with shower and laundry facilities, WIFI available dockside at berths, haul-out and launching available for boats up to 47 feet long and 20 tons via marina combo-lift, water and electricity available at dockside	http://www.clarenvilleyachtclub.ca/	
Milton cluster	George’s Brook/Milton	Emerging cluster comprising Cabin Six, Newfoundland Cidery, Milton Inn and potentially Milton Culture House.	(See individual listings below)	
Vernon’s Antique Car Museum	Swift Current	The collection includes a wide variety of cars between 1908 and 1970 with something for every collector varying from Muscle to Luxury and sport cars alike. All cars featuring all of their original options including rarities such as a 325 hemi, to a first year factory fuel injection with air conditioning. This collection now totals 56 automobiles and boasts production numbers like 1 of 8. The museum hosted 12K visitors in 2022.	https://www.vernonsantiquecarmuseum.ca/	
Mercer’s Marine	Clarenville	Largest source of Marine & Outdoor Equipment in Atlantic Canada.	https://mercersmarine.com/about/	
Add others/amend as required				
Demand Generators - Undeveloped (or Under-developed)				
Attractions/Infrastructure				

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Name	Location	Description	Web	Contact
White Hills	Clareville	There is an opportunity to position/develop White Hills as a year-round, four-season outdoor activity center/cluster incorporating biking, ATV access, an E/V park, trails, archery and other outdoor activities.		
B-36 Crash Site Walk	Burgoyne's Cove	A 1.4 mile out and back trail located near Burgoyne's Cove, Newfoundland and Labrador, Canada that offers the chance to see wildlife and is rated as moderate. The trail is primarily used for hiking, running, nature trips, and snowshoeing.	https://www.hiddennewfoundland.ca/burgoynes-cove-b36-crash	
Bonavista ATV Trail link	Lethbridge to Port Rexton and beyond	Completion of ATV trail to link to Bonavista Trail	https://clareville.ca/makingtrails/	
Rotary Marina	Clareville	There is an opportunity to further develop marina and adjacent waterfront property to enable more marine/water-related activities (see below)	http://www.clarevilleyachtclub.ca/	
Add others/amend as required				
Natural Assets				
Random Island Drive	Random Island	Island drive through coastal communities		
Coastal communities	Various	Trinity Bay coastal communities begin at Chance Cove/Bellevue and run through Terra Nova Park. Multiple short touring routes off TCH.		
Fall colours/ foliage theme	Various	Clareville and ride Terra Nova Park and Port Blandford features fall colour		
Waterways and beach front	Various	Opportunities for enhanced marine and coastal activity including enhanced waterfront and marina development activities in Clareville, emphasize beaches, boat tours, boat rental, water views.		
Rivers/Fishing	Various			
Add others/amend as required				

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Name	Location	Description	Web	Contact
Demand Supporter				
Natural Assets - Scenic viewpoints, trails, parks, etc.				
Multiuse trails (General)	Clareville and area	Clareville and the surrounding areas offer great year-round opportunities for users of ATVs, snowmobiles, and biking to explore and have fun. Clareville trail connections allow you to access routes in three directions – towards the Bonavista Peninsula as well as east or west to destinations along the provincial T’railway.	https://clareville.ca/makingtrails/	
Add others/amend as required				
Cultural Assets - Human activity sites (tangible and intangible), art, heritage, culinary, and industrial				
Facilities/Venues				
Clareville Farm and Market	Clareville	Seasonal Market, consisting of 35 booths offering fresh, local produce, flowers, prepared foods, and handcrafted items. The Market hosts a wide range of family and nutritional programs, live entertainment, community service & Non-Profit booths, master gardener consultations, youth activities, and food demos.	https://www.farmandmarketclareville.ca/index.html	
Elizabeth Swan Park	Clareville	Established in the mid 1980’s and the main venue for many community and regional activities and events featuring outdoor theatre.	https://clareville.ca/residents/elizabeth-swan-park/	
Bill Davis Chalet	Clareville	Located at Elizabeth Swan park, the Chalet can accommodate smaller meetings and events.	https://clareville.ca/residents/elizabeth-swan-park/	
EastLink Events Centre	Clareville	State-of-the-art, multi-purpose facility featuring regulation ice surface, a 1240-seat arena (with an additional 1000-person standing room capacity), a 200-metre indoor walking/running track, a 278 soft-seat (total capacity of 433) arts theatre, as well as meeting facilities and concession areas.	https://clareville.ca/discover-clareville/eastlink-events-centre/	

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Name	Location	Description	Web	Contact
The Beaumont	Clareville	Opening summer 2023 the Beaumont is a new event venue able to cater to large gatherings.	https://thebeaumont.ca/	
George's Brook – Milton Community Cultural House	George's Brook - Milton	Restored and repurposed church now used as a community meeting/performance space.	https://www.facebook.com/people/Georges-Brook-Milton-Cultural-House/100071594907109/?sk=about	
Add others/amend as required				
Heritage Facilities/Museums				
Clareville Heritage Museum	Clareville	The Clareville Heritage Society, located in the former CN Railway Station, is a dedicated group of volunteers who work hard in preserving the history of Clareville and surrounding area.	http://www.clarevilleheritage.ca	
Add others/amend as required				
Artists				
Rowena Avery	Clareville	Original rug hooked art	https://rowenaaveryart.ca/about-us/	
Reilly Fitzgerald	Clareville	Acrylic	https://www.eaglephotostudio.com/reilly-s-art-products-reilly-fitzge	
Add others/amend as required				
Crafters/Artisans				
Add others/amend as required				
Performers				
Quickdraw Productions	Clareville	Country and classic rock.	https://www.facebook.com/quickdrawnl/about	
Add others/amend as required				

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Name	Location	Description	Web	Contact
Theatre Groups etc.				
New Curtain Theatre	Clarenville	The New Curtain Theatre company is a not for profit professional theatre company in the Clarenville area that mandates itself to the production and promotion of contemporary and classical works of theatre with an emphasis on Canadian works.	https://www.newcurtaintheatre.ca/about	
Add others/amend as required				
Built Assets - Heritage homes, unusual buildings and structures unique to the area				
Add others/amend as required				
Festivals/Events Designed for Visitors - Include dates, and indicate Quality Assurance Compliance				
Arts Under the Stars	Clarenville	A summer festival of free art performers at Elizabeth Swan Park, Tilley's Road Clarenville. Performances take place on Thursday evenings. Each year features an eclectic mix of performances from song writers, belly dancers, and storytellers.	https://clarenville.ca/discover-clarenville/arts-entertainment/	
Bonavista Biennale	Bonavista Peninsula and area	The Bonavista Biennale is an innovative, rural-based, public art event occurring every two years on Newfoundland's Bonavista Peninsula. It provides a unique platform for artists and audiences to explore, challenge and express ideas and viewpoints on major issues.	https://bonavistiennale.com/about/	
Port Blandford AppleFest	Port Blandford	A fall festival celebrating all things apple. The festival will include family activities at the municipal park, an outdoor market, a drive-in movie, food events, entertainment.... and of course, apples!	https://portblandford.com/applefest/	
Add others/amend as required				
Special Projects for Distinct Markets - Meetings, conferences etc.				
Add others/amend as required				

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Name	Location	Description	Web	Contact
Experiences				
Gypsy Sea Tours	Clarenville	Accommodations, experiences and tours, rentals	https://www.gypsyseaadventures.com/	
Rove Adventures Newfoundland & Labrador	Clarenville	Adventure tourism provider with a focus on cycling.	https://www.facebook.com/roveadventuresnl/ https://rovingrichard.wordpress.com/	
Arrow Addiction	Clarenville	Archery supplies and lessons, group events, private function activities.	https://arrowaddiction.ca/	
Woody Island Resort	Garden Cove	2 days overnight boat tour package to resettled community in Placentia Bay	https://www.woodyi.com/	
Shamasha	George's Brook - Milton	Healing and wellness experiences that cater to your specific needs.	http://www.shamasha.ca/	
Thorburn Aviation	Thorburn Lake	Fly-in wilderness tours, hiking, canoeing, with ample opportunity for wildlife photography and sightseeing	https://www.facebook.com/Ploughman80/	
Add others/amend as required				
Traveler/Visitor Services - Consider Accommodations and Type, Restaurants/Dining, Shopping including crafts and specialty retail, Visitor Information Services, and other Support Services				
Accommodations				
Hotels/Motels				
Restland Motel	Clarenville	3.5 stars 15 guest rooms 9 self-contained efficiency units	http://www.restlandmotel.ca/	
Clarenville Inn	Clarenville	4 stars XX rooms electric bike rentals	https://www.clarenvilleinn.ca/about	
Quality Hotel	Clarenville	4 stars XX rooms	https://qualityhotelclarenville.com/reservations/	
Wave Hotel	Clarenville	3.5 stars XX rooms	https://wavehotel.ca/	

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Name	Location	Description	Web	Contact
Riverview Suites	Clarenville	X stars 10 rooms	http://www.clarenvilleaccommodations.com	
Seacrest Suites	Clarenville	X stars Fully equipped kitchen, laundry, separate entrance and private patio.	http://www.seacrestsuites.com https://www.facebook.com/people/Seacrest-Suites/100046536652638/	
Lakeside at Thorburn	Thorburn Lake	X stars XX rooms	https://www.lakesideatthorburn.com/	
Terra Nova Resort	Port Blandford	X stars XX rooms Hotel, restaurant, catering to events, meetings etc.	https://terranovagolfnl.com/courses/	
Add others/amend as required				
Guest Homes, B&B's (including AirBnB etc.)				
Island View Hospitality Home	Clarenville	3.5 stars Older home still retains old-world charm and a comfortable, welcoming atmosphere.	http://www.bbcanada.com/6305.html	
Milton Inn	George's Brook - Milton	3 stars Restored 85 year old home featuring varied accommodations – access to accommodations generally limited to those participating in the dining experience.	https://miltoninn.ca/about-us/	
R&R House by Effie	George's Brook - Milton	4 stars Offering privacy, kitchen, queen beds, and bright décor.	http://www.shamasha.ca/	
Add others/amend as required				
Cabins/cottages etc.				
Kilmory Resort	Swift Current	20 self-contained cottages	https://www.kilmoryresort.com/chalets	

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Name	Location	Description	Web	Contact
Dunrovan Cabins	Lethbridge	Convenience store, gas station, take-out, and RV Park on-site. Open year round. Snowmobile and ATV trails access.	https://www.facebook.com/DunrovinCottages/	
R/V sites and campgrounds				
Lakeside at Thorburn	Thorburn Lake	X stars XX campsites (tent) XX RV sites	https://www.lakesideatthorburn.com/	
Brookside Golf Resort and RV Park	Hatchet Cove	Golf course X stars XX RV sites	www.facebook.com/Brookside-Golf-Resort-RV-Park	
Dunrovan Cabins	Lethbridge	Convenience store, gas station, take-out, and RV Park on-site. Open year round. Snowmobile and ATV trails access.	https://www.facebook.com/DunrovinCottages/	
Add others/amend as required				
Restaurants/Beverage				
Bare Mountain Coffeehouse	Clarenville	Located in a heritage home that was restored and repurposed to create a unique and inviting place, Bare Mountain sources local products wherever possible.	https://www.baremountaincoffeehouse.com/	
Stellar Kitchen	Clarenville	Located at Clarenville Inn, Stellar Kitchen is a full-service restaurant featuring fresh, local ingredients.	https://www.clarenvilleinn.ca/dining	
Bella's Casual Dining	Clarenville	Located at Quality Inn, Inn, Bella's is a full-service restaurant.	https://qualityhotelclarenville.com/bellascasualdining/	
Cabin Six	George's Brook - Milton	Freshly made, stone fired pizza.	https://cabinsix-pizzarestaurant.business.site/?utm_source=gmb&utm_medium=referral	
Newfoundland Cider Company	George's Brook - Milton	Province's first craft cidery, producing small-batch craft cider from 100% fresh pressed apple juice and natural ingredients, such as locally grown fruit, berries, seasonal botanicals, and other local products to create a variety of flavours.	https://www.newfoundlandciderco.com/	

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Name	Location	Description	Web	Contact
Milton Inn	George's Brook - Milton	By pre-order only with limited nights in season. Menu features locally grown/sourced materials and Inn has an extensive wine cellar.	https://miltoninn.ca/about-us/	
Dunrovan Cabins	Lethbridge	Convenience store, gas station, take-out, and RV Park on-site. Open year round. Snowmobile and ATV trails access.	https://www.facebook.com/DunrovinCottages/	
Add others/amend as required				
Shopping/Retail				
Add others/amend as required – Town of Clarenville service guide to be inputted				
Visitor Information				
Visitor Information Centre	TCH – Clarenville	The Department of Tourism, Culture, Arts and Recreation operate a seasonal Visitor Information Center (VIC) between May and September each year.		
Tourism Newfoundland and Labrador	n/a	The Department of Tourism, Culture, Arts and Recreation maintains the Tourism NL website which is the primary online planning tool for visitors to the province.	https://www.newfoundlandlabrador.com/	
	n/a	Hard copies of the travel guide are available		
Add others/amend as required				
Other Services				
Amusement/Theme Park				
Lakeside at Thorburn	Thorburn Lake	Playgrounds, crafts and outdoor activities. Canoe, kayak, rowboat or pedal boat rentals. Two enclosed pools.	https://www.lakesideatthorburn.com/	
Add others/amend as required				
Transportation				
Ground Transportation				

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Name	Location	Description	Web	Contact
Taxi				
Car rental				
Bicycle				
Electric Bicycle - Clarenville Inn	Clarenville	electric bike rentals	https://www.clarenvilleinn.ca/about	
Add others/amend as required				
Aviation				
Clarenville Regional Airfield	Lethbridge?			
NL Helicopters	Clarenville			
Thorburn Aviation	Thorburn Lake	Fly-in wilderness tours, hiking, canoeing, with ample opportunity for wildlife photography and sightseeing	https://www.facebook.com/Ploughman80/	
Add others/amend as required				
Marketing				
Related Marketing Strategy(s)				
Town-based branding	Town of Clarenville	Logo, brand, limited collateral, website – not tourism specific	https://clarenville.ca/	
Legendary Coasts of Eastern Newfoundland	Eastern region	Promote the region in key markets across North America, work with travel trade professionals from around the world to help sell product, engage the international media through media writers and familiarization tours, provide professional and product development opportunities, offer networking among other like-minded tourism based operators and act as a hub of resources.	https://legendarycoasts.com/about-us	
Government of Newfoundland and Labrador		A strategic marketing approach is informed by Vision 2020, which provides the blueprint for industry growth. It is also based on a strong foundation of knowledge, experience, and insights relating to the tourism and travel landscape, as well as primary	https://www.gov.nl.ca/tcar/tourism-division/marketing/strategic-marketing-approach/	

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Name	Location	Description	Web	Contact
		research (e.g., Visitor Exit Surveys, TAMS surveys), statistics, and tourism marketing publications and travel reports (e.g., Destination Canada, TIAC, World Tourism Organization).		
Other	Various	Other communities and community-based organizations, along with individual tourism operators, undertake ongoing marketing activities utilizing various approaches.		
		There is no clearly defined “Clarenville area” tourism brand		
Add others/amend as required				
Marketing Resources: Staff, budget				
Other				

Appendix D Communications and Stakeholder Engagement Framework

1.0 Introduction

The Town of Clarenville and tourism stakeholders have received support from Tourism Atlantic to complete a Strategic Tourism Expansion Program (STEP) project in the coming months. The STEP project is a process intended to close the gap in tourism communities by assisting them in becoming sustainable tourism destinations while accelerating exposure to experiential tourism techniques and best practice. Informing and engaging community and tourism stakeholders is a key element of STEP, helping build buy-in and engagement in capacity building activities. The STEP Working Group has a clear responsibility for encouraging active engagement among local and regional tourism partners, and other stakeholders.

2.0 Purpose

This communication plan is intended to help meet the STEP Working Group’s stakeholder engagement and communications objectives. The Working Group will provide information to any people who may be impacted by engagement in, or awareness of, the STEP Project. The Working Group should be prepared for stakeholder, public and potential media interest. The Working Group will want to demonstrate leadership and provide clarity, especially tourism stakeholders, and to internal audiences of committee members, employees, and advisors. Other interested people could include local and nearby tourism or non-tourism operators, community organizations, and potential long term and seasonal residents and visitors, among others.

The Working Group will communicate clearly and openly to retain and build trust and engagement by creating awareness of their proactive actions to focus on the future of tourism in the Clarenville area. The Working Group and supporting partners will help inform and educate people about options and future operations, and make sure every stakeholder has an opportunity to provide input and opinion. The Working Group partners have the potential to build a brand, an image, and professional communications. The approach will be to use any basic routine localized communications through websites and social media, meeting minutes and newsletters. More powerful communications often include personal contacts with and access to people engaged in the community, at community events and gatherings, and through social media.

3.0 Objectives

Key Objectives

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Inform key stakeholders to enable engagement
Build awareness of the STEP project
Enhance appreciation of Town of Clarenville leadership in process

4.0 Target Audiences

Internal

Engage and inform members of the STEP Working Group
Engage and inform members of the STEP Resource Committee
Engage and inform Town of Clarenville council, management and staff

External

Engage and inform local tourism operators, and related stakeholders, within STEP catchment area (see map below) defined as:

- Immediate Clarenville/Random Island area
- West to Port Blandford
- East to Arnold's Cove
- South to Swift Current

Engage other tourism operators with an interest in the area i.e., St. John's-based tour operators, Bonavista Peninsula etc.

Engage and inform adjacent community and municipal leadership, including Towns of Port Blandford, George's Brook – Milton etc. (add others as required).

Engage broader community

Engage elected representatives including area MHAs and MP

Engage media

5.0 Key Messages

Background

The Town of Clarenville on behalf of tourism stakeholders is presently completing a Strategic Tourism Expansion Program (STEP) initiative with support from the Atlantic Canada Opportunities Agency (ACOA). The STEP is a framework for tourism development that is customized to the needs of communities in Atlantic Canada.

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What is STEP?

STEP is intended to be a sustainable tourism development planning process with a focus on tourism experiences and is designed to help Atlantic Canada communities and SMEs with above-average potential to develop experiential tourism products and techniques for digital/online marketing enhancement and tourism investment in collaboration with SMEs.

A series of steps guide communities through a strategic process of building and executing a Sustainable Tourism Plan that focuses on product clustering, SME excellence, digital/online enhancement, and value-added product/experience development. Tailored to meet the specific needs of a community, the STEP process involves a local industry-led Working Committee collaborating with a certified STEP Consultant to guide the community through the process over the course of a year and beyond.

STEP Outcomes

At the end of the STEP process, a community will:

1. Understand the steps in destination development.
2. Understand dynamic tourism trends and how they impact a community and SMEs.
3. Have the tools and knowledge to create experiential products, understand innovative marketing techniques, and strengthen online/digital presence.
4. Have an actionable Sustainable Tourism Plan.
5. Have a network and Working Committee of community leaders and stakeholders engaged in executing the Sustainable Tourism Plan.

What is the STEP Working Group and why is it important to be industry-led?

Combining community leadership, entrepreneurship, tourism experience and community ambition with the proven expertise of external Consultants, STEP Working Group engages a cross-section of tourism SMEs and stakeholders and focuses a community's tourism thinking. It is essential that strong tourism industry operators lead the Working Group and are engaged in and enthused about the year-long project. Experience has proven that powerful industry leadership is critical to the overall and long-term success of the program. Effective private sector leadership is essential.

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What is the role of the Working Group Chair/Co-Chairperson?

The role of the Working Group Chair/Co-Chairperson is critical. The Chair/Co-Chair is expected to:

- Act as spokesperson for the Working Group
- Chair meetings of the Working Group, along with the Consultant's engagement
- Encourage sector engagement and leadership
- Act as liaison between the Consultant and the Working Group

What is the role of the Working Group?

The role of the Working Group includes:

- Work with the Consultant to finalize Working Group membership
- Designate a Working Group Chair/Co-Chair
- Support overall community and stakeholder engagement activities
- Enable and support completion of Tourism Asset Inventory (TAI)
- Review various documents and provide feedback
- Report to community and other stakeholders
- Report on implementation of expansion/experiential development plans
- Help enable meeting venues and other logistics

What is the timeline for the STEP Initiative?

The STEP Initiative will progress over the next 12 months or so, leading to the completion of the Sustainable Tourism Plan notionally by May 2023. Following completion of the Plan, the Working Group transitions plan implementation into an overall Leadership Committee.

How much of my time will be involved as the Working Group Chairperson or as a member of the Working Group?

There is an expectation that the Working Group Chairperson and Working Group members will be available to attend Working Group meetings held from time to time, engage in several stakeholder/community engagement sessions, and be available to review materials and provide input

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to the Consultant to support activities between meetings. There will be an anticipated 8-10 meetings and engagements sessions in the coming year. These will generally run 2-3 hours each and will be scheduled at a convenient time to maximize engagement and participation.

As a tourism operator, how can/will I be engaged in the STEP process?

TBC

6.0 Communications Action Plan

What	Target	Who	Resources	When	Status/Comments
General					
<i>STEP Branding and Collateral Materials</i>					
Create Clarendville STEP Branding/ Logo	All	PCA			
Prepare Clarendville STEP Info-sheet	All	PCA			
<i>STEP Social Media Presence</i>					
Prepare STEP Webpage	Open to all with member access?				
Prepare STEP Facebook presence	Could be operators only or all (TBD)				
Prepare STEP Twitter presence	All				
Ongoing posting to Website, FB and Twitter sites	All				
Internal					
<i>Distribution Lists</i>					

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What	Target	Who	Resources	When	Status/Comments
Create/maintain Working Group email distribution list	Working Group	PCA			Complete
Create/maintain Resource Committee distribution list	Government/agency representatives	PCA			Complete
Create/maintain Executive Committee email distribution list	Executive Committee (when established)	PCA		When established	Pending
Create/maintain STEP sub-committee distribution list	Sub-committee members	PCA		When established	Pending
<i>STEP Working Group Materials</i>					
Establish STEP Drop Box presence	Working Group Government/agency representatives	PCA TOC			Ongoing
STEP Working Group Materials – i.e. , minutes, agenda etc.	Working Group Government/agency representatives	PCA			Ongoing
<i>Spokesperson</i>					
Appoint spokesperson	All	WG			Pending
External					
<i>Distribution Lists</i>					
Create local stakeholder distribution list	Local tourism stakeholders	PCA TOC DMO			Pending
Create media list	Media	PCA TOC			Pending

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What	Target	Who	Resources	When	Status/Comments
Contact elected representatives	Elected representatives	PCA			Pending
<i>STEP Launch Announcement/Event</i>					
Prepare Media Release on STEP project	All	PCA TOC ACOA			Pending
Plan Media Event	All	PCA TOC ACOA			Pending
<i>Site Visits</i>					
Initiate targeted distribution to key operators	Local tourism stakeholders	PCA DMO		Early July 2022	Pending
<i>Capacity Building Session(s)</i>					
Host initial capacity building event	Local tourism stakeholders	PCA DMO		Early October 2022	Pending
Prepare schedule/themes for other capacity building sessions	Local tourism stakeholders	PCA WG EC RC		Early October 2022	Pending
Insert other activities as required					

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Appendix E Interviews and Site Visits

Name	Location
Restland Motel	Clarenville
Clarenville Inn	Clarenville
Quality Hotel	Clarenville
Rotary Marina	Clarenville
Wave Hotel	Clarenville
Gypsy Sea Adventures	Clarenville
Clarenville Farm and Market	Clarenville
Nordic Ski Club	Clarenville
White Hills Resort	Clarenville
Multiuse trails	Clarenville and area
Discovery Trail Snowmobile Association and area trails	Clarenville and area
Newfoundland Cider Company	George's Brook - Milton
Cabin Six	George's Brook - Milton
Lakeside at Thorburn	Thorburn Lake
Terra Nova Golf Resort	Port Blandford
Bare Mountain Coffeeshouse	Clarenville
White Hills Ski Resort	Clarenville
George's Brook – Milton Culture House	George's Brook - Milton
Milton Inn	George's Brook - Milton
Brookside Golf Resort and RV Park	Hatchet Cove

Appendix F Online survey



**Tourism Opportunity Session &
Strategic Tourism Expansion Program (STEP) Launch**

Online Survey content (3-5 minutes)

Thank you for attending the STEP Stakeholder Engagement session. Please take a few moments to complete the survey (3-5 minutes). All responses are confidential and will only be reflected in aggregate form.

If you wish to enter your name for the prize draw, please add your name and contact details at the end.

1) Where do you live?

Clareville____ Other____

If other, please indicate where_____

2) Are you directly involved in the tourism sector?

Yes____ No____

Note: Survey Monkey will allow you to be redirected to subsequent questions depending on the response above.

2a) If yes to Q2 above, please indicate how you are involved in the tourism sector (check any that apply):

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- Accommodations_____
- Food and beverage_____
- Tours/Guiding_____
- Heritage_____
- Attractions_____
- Golf_____

Note: We can make this list as long as we want.

Other_____ If other, please indicate_____

2b) If no to Q2 above, why did you feel it was important to attend this session (check any that apply):

- I am involved with a group or organization that supports tourism_____
- I am involved in retail/service sector and tourism is important to my business_____
- I am considering getting involved in the tourism sector_____

Note: We can make this list as long as we want.

3) What opportunity do you think has the most potential for tourism development in the Clarenville area?

- ATVs_____
- Winter activities i.e., skiing/downhill_____
- Promoting Clarenville and area as a great place to hike/explore_____
- Culture and heritage development i.e., museums, interpretation_____
- Boating_____
- Group/convention travel_____
- Sports_____
- Other_____ If other, please indicate:_____

4) What is the great challenge facing tourism development in the Clarenville area?

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- Lack of cooperation among key partners____
- No/not enough major attractions____
- Limited things to do in area____
- Not enough promotion of the area____
- Lack of trained staff____
- People think of Clarenville as a winter ski destination____
- Other____ If other, please indicate:_____

5) If there is one thing that could be done to enhance the tourism sector Clarenville and area, what would it be?

6) How best would you like to receive further information and be kept up to date on the Clarenville STEP process?

- FB posting____
- Email____
- Other social media
- Other____ If other, please indicate_____

7) Would you like to be entered into a prize draw for some really cool Clarenville and area swag?

Yes____ No____

If yes, please provide your contact details below:

Name:
Email
Phone#

Thank you for completing this survey!

Appendix G Stakeholder Engagement Session 1 - Summary Report



STAKEHOLDER
ENGAGEMENT SESSION

SUMMARY REPORT

November 2022

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Message from Co-Chairs

December 2022

Dear Tourism Stakeholder,

A few weeks back our Clarenville area STEP project hosted the first in a series of stakeholder engagement sessions for those involved our interested in tourism development in our region. The turnout was fantastic with over 60 tourism operators and other interested residents joining in a discussion on how to build the tourism sector in our area. This report is a summary of that session.

STEP is a sustainable tourism development planning process with a focus on tourism experiences. It is designed to help communities and tourism businesses with above-average potential to develop experiential tourism products and techniques for digital/online marketing enhancement and tourism investment in collaboration with SMEs.

A series of steps guide communities through a strategic process of building and executing a Sustainable Tourism Plan that focuses on product clustering, SME excellence, digital/online enhancement, and value-added product/experience development.

Tailored to meet the specific needs of a community, the STEP process involves a local industry-led Working Committee collaborating with a certified STEP Consultant to guide the community through the process over the course of a year and beyond.

In the coming weeks and months, our STEP Working Group will transition into more detailed planning, beginning with a vision and goals and supported by a strategic tourism development plan. We commit to keeping you in the loop along the way with further engagement sessions and ongoing communication. To stay up to date on what is happening, visit (insert link to STEP FB and/or Town website presence).

Thank you for coming and for your interest in the session and tourism development more generally.

Neil Norcott
Co-Chairperson
STEP Working Group

Deidra Strowbridge
Co-Chairperson
STEP Working Group

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Overview

On November 9, 2022, the Clarenville Strategic Tourism Expansion Program (STEP) Working Group launched the STEP program and hosted a Tourism Opportunity Session. The session was held at the Clarenville Inn.

The STEP initiative is a sustainable tourism development planning process with a focus on tourism experiences. It is designed to help communities and tourism businesses with above-average potential to develop experiential tourism products and techniques for digital/online marketing enhancement and tourism investment in collaboration with SMEs.

Attendance

Fifty (50) people attended the session representing multiple businesses, groups and organizations from Clarenville and the area. A list of attendees is provided below. Members of the STEP Working Group and STEP resource members who attended are also listed.

Sarah Tickner		Kirby Stone	
Gerry Murphy		Mike Cook	
Dawn Gough		George Bailey	
Carol Warren		Barry Strowbridge	
Darrin Reid		Trudy Skiffington	
Jesse Stanley	The Beaumont	Jon Gullage	Arrow Addiction
Geoff Adams	New Curtain Theatre?	Donna Maloney Brown	Town of Clarenville
Keith Barrington		MaryAnne Rowe	
Rowena Avery		Anastasia Tiller	
Jennifer Kaye		John Wiseman	Atlantic Trailer
Veronica Wiseman	Atlantic Trailer	Gerald Parsons	DTSA
Susan Godfrey	Quality Inn	Shawn Taylor	
Lee Wiseman		Brian Wiseman	
Vernon Smith	Vernon's Antique Auto	Marilyn Murrin	
Terry Parker		Donald Barter/Barker?	

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Kim Greenland	The Wave	Charlene Efford	Rustic Wave Cottages
Keith Pottle		Celine Dawson	
Matt Blundon			

Working Group

Deidra Strowbridge	Town of Clarenville	Neil Norcott	Clarenville Reality
Joey Smyth	ADAC	Paul Tilley	Town of Clarenville
Gerry Organ	Arts/performance	Spence Butt	Clarenville Marina
Peter Troke	DTSA	Brian Avery	Gypsy Sea Adventures
Bonita Critch	Clarenville Inn		

Resource Committee Members

Jeff Green	DIET	Chris Sheppard	Legendary Coasts DMO
Nancy Robbins	ACOA	Johanna Egan	ACOA

Consultants

Pat Curran	Consultant	Neil Dawe	Consultant
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Agenda

A detailed copy of the agenda is attached as Appendix A.

Welcome/Session Overview

Co-chairperson Deidra Strowbridge called the session to order at 6:30 pm, introducing herself as STEP Working Group co-chairperson and providing some background on the STEP initiative. She reviewed the agenda and objective for the evening's session and called on STEP Working Group Co-Chairperson Neil Norcott to introduce himself and lead the overall introductions of participants.

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Introduction of Session Attendees and STEP Working Group

Neil Norcott provided a brief background on his engagement in the STEP process and why he felt it was important. He then asked STEP Working Group members to stand as he introduced them. This was followed by general introductions of all those in attendance with people being asked to state their name, their company or organization and why they were interested in coming out this evening. At the conclusion of introductions, Neil Norcott invited STEP Consultant Pat Curran to provide an overview of the STEP process.

Introduction to STEP

STEP Consultant Pat Curran provided a brief introduction to his role in the project, followed by a presentation on STEP. A copy of the presentation is provided as Appendix B. At the conclusion of his presentation, Pat Curran invited Chris Sheppard of the Legendary Coasts of Newfoundland (LCON), the eastern regional destination management organization, to present.

Overview of Provincial and Regional Priorities and Trends in Tourism

Chris Sheppard provided a brief introduction to his role in the project, followed by a presentation on regional and provincial priorities and trends in tourism. A copy of the presentation is provided as Appendix C. He played a video highlighting the region's winter tourism campaign and a copy of the video is available via **(Chris is providing video link)**.

At the conclusion of his presentation, Chris Sheppard invited STEP Consultant Neil Dawe to provide an overview of highlights of preliminary findings to date.

Preliminary Findings

STEP Consultant Neil Dawe provided a brief introduction to his role in the project, followed by a presentation on preliminary findings to date. A copy of the presentation is provided as Appendix D.

Q/A

At the conclusion of his presentation, Neil Dawe invited STEP Consultant Pat Curran to lead a brief Q/A session on the initial three presentations. There was no discussion. Pat Curran indicated that following the break, participants would be engaged in a planning exercise to consider key aspects of tourism development in the region. He asked participants to be prepared to get back to their tables by 8:00 pm.

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Stakeholder Engagement Activity

STEP Consultant Pat Curran called participants back to their seats at approximately 8:05 pm, asking members of the Working Group and other resource people who would act as Table Facilitators to come to the front. Each table was assigned a facilitator and asked to complete the exercises outlined within the handout. Each group was asked to identify a recorder, a timekeeper and someone to report back. A copy of the table exercise is provided as Appendix E.

Stakeholder Engagement Report Back

STEP Consultant Pat Curran invited table facilitators/reported participants to begin reporting back on table discussions, indicating that notes from each group would be summarized and included within the final report from the session. He asked that groups reporting back to not repeat what other groups might have identified, focusing instead on new feedback.

What do you think makes Clarenville and the area unique as a tourism destination?

Natural Environment

Participants identified a number of key things that they felt made the Clarenville area unique as a destination. Much of the feedback focused on the Clarenville area's natural environment and natural assets. This included the moderate seasonal weather, which allowed for activities in each season.

The Fall

Several participants identified the fall as being unique in the area, referencing fall foliage and bright colours – the greater Clarenville area is just one of two places that are known for this – the other being the Humber Valley.

Winter Activities

White Hills

The presence of White Hills was considered unique but often in the context of a base for winter sports and winter tourism more generally. White Hills was identified as a potential unique cluster of winter tourism assets all co-located, lending itself to multi-activity participation.

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There was acknowledgement that White Hills' potential was not limited solely to winter and that a year round opportunity existed to position the facility as a 12 month opportunity.

Snowmobiling

Snowmobiling was identified with emphasis on good trail networks, local organizational capacity and related amenities, for instance suppliers and other operators catering to the snowmobile market.

Trails

The area's network of hiking and multi-use trails was identified as being unique including linkages with other trail networks, including the TransCanada Trail. The Bare Mountain Trail was specifically referenced as were ATV and snowmobiling trails more generally.

Coastlines, Waterways and Marine Assets

Many identified the area's proximity to the water as being unique with a focus on easy water access within much of the region, sheltered waterways along a unique coastline, and physical marine features including the marina.

Random Island and Coastal Communities

Several groups identified Random Island as being unique with potential for circumnavigation of the island and the prospect of an island off an island experience. In addition, many identified the numerous communities accessible from the TCH and by water within the Random Sound/Trinity Bay area as a unique feature.

Outdoor Activities

The potential for outdoor activities was identified as being unique for the Clarenville area and these include hiking, winter activities, ATV, and snowmobiling, and so on.

Fishing/Hunting

The Clarenville area was also noted for its quality fishing with licensed salmon rivers. In addition, hunting was identified, along with back country access.

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Location and Proximity

Access

Clarenville's location and proximity was considered unique including its ready access to St. John's, the Bonavista Peninsula, and Terra Nova Park.

Service Hub

Clarenville is a central location and a well-established commercial and service hub for the eastern region. It offers a broad range of commercial and service amenities.

Density

Clarenville's unique location means that it can access a high density of activities and attractions within relatively close proximity.

Diversity of Opportunities

Developed and underdeveloped activities in close proximity are diverse in nature and run the gamut from golfing, to skiing, hiking, ATVs, culinary experiences, a craft brewery, a cidery, performance and arts, history and nature/eco-tourism, historic sites and features such as Burgoyne's Cove and the area's logging and railway history.

What do you consider to be Clarenville and the area's greatest assets in relation to tourism development? (Discuss)

White Hills/Winter Sports

White Hills was identified as a considerable asset, with a focus on winter sporting and recreation, along with its undeveloped potential as a year round facility.

Proximity

Several participants identified the area's proximity as its greatest asset, in particular as a gateway to the Bonavista Peninsula, Terra Nova Park and to the many smaller communities in the area.

Trails

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The area's snowmobile and ATV trails were identified as an asset, as were other hiking and other multi-purpose trails, including the railbed for cycling.

Accommodations

The area's number of diversity of accommodations was considered as an asset.

Waterfront

The Clarenville Marina was identified as an asset, along with the potential for further development of the waterfront and water activities more generally.

Golf Courses

Golf courses at nearby Port Blandford and Hatchet Cove were identified as assets.

Air Access and Capacity

The proximity of the airstrip and Thorburn Lake are considered assets, along with float plane and helicopter operators.

Motorcoach

The well-established motorcoach market is seen as an asset, with an opportunity to develop community-based activities during their overnight stays.

Culinary/Food Experiences

An emerging focus on culinary food experiences is considered an asset.

Scenery

The area's awesome scenery is an asset, encouraging outdoor adventure and other eco-tourism activities.

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Other Assets

Session participants identified a number of other assets including:

- Boil-ups
- Salmon Fishing
- Diversity of activities
- Market
- Shoal Harbour Valley Cooperative
- Diversity

Can you think of any specific partnership or collaborative opportunities among/between tourism operators, communities etc.?

Partnerships between Festival and Events

The potential was identified for a Fall Festival to connect to Rants, Roots and Roars activities with Applefest in Port Blandford. There is an opportunity for broader regional engagement in Applefest and potential for packaging with other/multiple operators.

Sports Tourism

There is a collaborative opportunity between White Hills and other sport tourism activities where parents, siblings, and others might be engaged in a broader program of activities at White Hills while they are in the area. This package might include free or reduced costs for passes, equipment rental, food, accommodation and so on.

Pre and Post Convention/Conference Activities

There is a collaborative opportunity to develop pre and post-convention/conference activities for major provincial and national conferences. Such major activities generally occur in St. John's. A package might feature 2-3 days of rural experience activities along with potential pre or post conference meetings.

Water-Based Activities

Water and marine-related activities might be advanced through collaboration with a focus on the marina to the dockyard area in Clarenville and beyond. This might feature boil-ups, beach combing, boat rentals of varied descriptions, i.e., kayaks etc. and so on.

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Transportation

A collaborative approach to visitors' transportation requirements was identified to address how one gets around the region if they do not have access to their own vehicle.

Marketing

There was some consideration of collaborative marketing with reference to an area-specific website and other digital marketing. There is a need to market to the province and worldwide. A need to build and create a sense of arrival was identified.

General Collaboration and Partnership Opportunities

There was considerable discussion on collaboration among tourism operators, with potential identified in several areas including:

- connect hotel guests with experiences
- connect hotel guests with retail
- build a relationship between accommodations and adventure tourism operators – support each other in building one of a kind experience
- accommodations can support each other/referral to others if full
- accommodations and snowmobiling/ATVs
- accommodations and skiing/food and beverage
- boil-ups at locations along trails
- guided tours
- integrating heritage/stories
- engage artists/public art

There was general agreement that more partnerships could be fostered among accommodators, tour operators, food and beverage and others.

Specific Partnerships to be Pursued

Several specific partnership opportunities were identified. These include collaboration with the Association for New Canadians and the Franco Phone Association to address language requirements and potentially as part of a local/regional immigration integration initiative.

Also, there was a specific reference to establishing an Elderhostel program in the region.

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What role do you see for those not directly involved in the tourism sector in helping build tourism in the Clarenville area?

A number of target groups were identified among those not directly involved in the tourism industry. Seniors were one group identified that might be engaged, in part to address a potential labour gap but as well, to draw on their experience and knowledge in providing a level of interpretation and supporting tour activity. This might include crafts, traditional foods, or local heritage and customs.

Other groups identified included:

- Involving “church ladies” and Church groups
- Artists
- Crafters
- Youth and youth groups
- Volunteers
- Heritage societies

Significantly, a lack of support from business and community in promoting events was identified. This recognition implies a need for greater training, education and orientation – and buy-in.

How can the STEP Working Group keep you up to date and engage you in the planning process?

For most, email was identified as the preferred method of direct contact, along with ongoing Facebook updates.

There was a strong attachment to ongoing networking running the gamut from informal meet and greet and mingling sessions, to interactive sessions such as the session this evening, up to targeted business development/capacity building sessions on a particular theme or area.

Appendix H Stakeholder Engagement Session 2 - Summary Report



STEP STAKEHOLDER
ENGAGEMENT SESSION 2
FEBRUARY 1, 2023

Summary Report
February 17, 2023

Clarenville Area Sustainable Tourism Plan - Appendices – August 2023

Message from Co-Chairs

February 2022

Dear Tourism Stakeholder,

On February 1, 2023, the Clarenville area STEP project hosted the second in a series of stakeholder engagement sessions for those involved or interested in tourism development in our region. The session was held at the White Hills.

STEP is a sustainable tourism development planning process with a focus on tourism experiences. It is designed to help communities and tourism businesses with above-average potential to develop experiential tourism products and techniques for digital/online marketing enhancement and tourism investment in collaboration with SMEs.

Following on the STEP launch in early November 2022, this session focused on defining an initial vision for tourism in the region, along with identifying broad goals, priorities, and capacity building needs. A detailed agenda for the session is attached as Appendix A.

Despite an overnight snowfall and delayed opening of schools in the area that morning, close to thirty-five tourism operators and others attended the session. STEP Consultants Pat Curran and Neil Dawe guided participants through a series of exercises based on a workbook. The session concludes with summary remarks and a session evaluation.

Following this session, the STEP Working Group will take the key messages heard and begin preparing the detailed strategic tourism development plan. We will also initiate planning for priority capacity building sessions to be held later this spring. We will keep you up to date on other activities and events as we move ahead.

Thank you for coming out.

Neil Norcott
Co-Chairperson
STEP Working Group

Deidra Strowbridge
Co-Chairperson
STEP Working Group

Clarenville Area Sustainable Tourism Plan - Appendices – August 2023

Overview

On February 1, 2023, the Clarenville Strategic Tourism Expansion Program (STEP) Working Group held a second Stakeholder Engagement Session at the White Hills. This session focused on defining an initial vision for tourism in the region, along with identifying broad goals, priorities, and capacity building needs. A detailed agenda for the session is attached as **Appendix A**.

Attendance

Close to thirty-five (35) people attended the session representing multiple businesses, groups, and organizations from Clarenville and the area. Attendees included:

Spence Butt	Clarenville Marina	Jeff Green	DIET
Nancy Robbins	ACOA	Cheri Holloway	LCEN
Chris Sheppard	LCEN	Regan Hogan	DTCAR
Gerald Parsons	DTSA	Gerry Organ	Arts Representative
Neil Norcott	STEP Co-Chair	Deidra Strowbridge	ToC/STEP Co-Chair
Angela Stringer	Clarenville Inn	Jessie Stanley	Beaumont/White Hills
Angela Keats	Chamber of Commerce	Howie Decker	Decker Towing
Bonita Critch	Clarenville Inn	Susan Godfrey	Quality Inn
Stacey Ho	New Curtain Theatre	Lyn Gorman	CNSC
Sarah Tickner	Sunnyside of Life	Judy Currie	Clarenville Hm. Leisure
Jeff Howard	White Hills Resort	Caroline Frost	MHA Lloyd Parrott
Brian Avery	Gypsy Sea Adventures	Paul Tilley	Town of Clarenville
Kim Greenland	The Wave	Krista Chatman	Farm Market
Cindy McGrath	Trinity Eco-tours	Bob Bartlett	Trinity Eco-tours
Geoff Adams	New Curtain Theatre	Denise Leonard	
Tanya Northcott		Joan Cleary	
Katherine Burgess			

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Consultants

Pat Curran

Consultant

Neil Dawe

Consultant

Welcome

Co-chairpersons Deidra Strowbridge and Neil Norcott called the session to order at 9:30 am. Deidra led off, introducing herself as STEP Working Group co-chair and providing some background on the STEP initiative. Neil Norcott introduced himself, making a few remarks before inviting participants to also introduce themselves. Once introductions were complete, he invited STEP Consultant Pat Curran to provide an overview of the Tourism Diagnostic Assessment.

Session Overview

STEP Consultant Pat Curran provided a brief overview of the agenda for the day, directing those attending to the Participant Workbook which is attached as **Appendix B**.

Tourism Diagnostic Assessment Findings

STEP Consultant Pat Curran provided an overview of findings from the Tourism Diagnostic Assessment for the Clarenville area prepared by himself and Neil Dawe. He highlighted the areas' current brand and demand generators, focusing on the primary place as an access to the Discovery Trail/Bonavista Peninsula.

Key attributes included the region's proximity to the Northeast Avalon and Bonavista Peninsula, the catchment area, and the density and diversity of developed and underdeveloped attractions, the particular focus on winter tourism based at White Hills and the other natural asset of the area.

In terms of alignment with regional, provincial, and federal priorities, the STEP consultants have concluded that there is a high level of alignment with partner priorities, particularly in relation to shoulder season development and winter tourism.

Challenges include human resources, no sense of arrival, the lack of a well-considered tourism brand or being seen as a distinct destination, an unfounded perception that there is nothing to do or nothing to see in Clarenville, and the lack of an overall integrated trail development plan. Other challenges include Town policies on access to performance venues, the need for collaboration and capacity among voluntary organizations, supporting infrastructure and a lack of shared visions for tourism development.

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A copy of the Tourism Diagnostic Assessment presentation is provided as **Appendix C**.

Discussion on Tourism Diagnostic Assessment

There was considerable discussion on the Tourism Diagnostic Assessment. Clareville has a big service area with limitless potential and can become the eastern Gros Morne. White Hills can expand its current services and be the base of operations for visitors seeking a variety of four-season experiences. One participant who moved here 8 years ago, believes Clareville has a lot to offer residents, loads of water-based activities exist in the area.

Collaboration is key to success. Messaging needs to be improved and all parties need to come together as a community. There is limited collaboration between municipalities in the catchment area and this needs to be improved.

Communication and marketing is the biggest challenge. Tourists need brochures as well as social media. Marketing needs a variety of tools that are designed to specifically respond to the target markets we are after. Social media is very powerful - a 30sec ad on Tik Tok can have a huge impact on visibility. The town might consider a Digital Marketing Strategy.

Seniors need hard copy, and the Town has for years struggled with communication to this group. The elderly does not use social media.

And when you add the needed human resources, content management and financial support to running social media content, it is a challenge to be overcome as it requires consistent HR support and content messaging.

There was discussion on who the market is. In winter, it is local and further afield the NE Avalon. In winter we see young families as a key market at White Hills. In spring, fall and summer, the out of Province (Bonavista) visitor is the market.

Post COVID funders are focused on sustaining existing businesses and have less focus on the out of province only markets. If part of the Clareville STEP market focuses on the NE Avalon residential market that would be looked at positively by the funders. The summer market focus in the province is out of province visitor with a demographic of 45-65. However, more millennials area beginning to visit.

From a Clareville Branding perspective the Discovery Trail Tourism Association might be the place to celebrate our brand.

We also know that more people out of province people are coming to the Province to ATV. They get off the ferry at Argentia and head to PAB ferry, but many overnight in Clareville.

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Currently great potential exists for the arts to support early evening entertainment and to become a core part of the Clarenville Brand. Arts under the Stars is very successful and the brochures they use are the most important marketing tool they currently have.

One participant moved here 16 years ago with the intent to create a “Banff of the East” with quality local theatre. They used to offer productions out of White Hills for 5-6 years. A big problem was getting residents out to events. In 2016 the ability of their NGO to get funding was greatly reduced. Even though they even had actors from the Maritimes that would come here to take part. If it works in Gros Morne, it can work here. The group recently hired a Development Officer. When asked if the vision still exists after 16 years, the answer was yes.

For small businesses to establish, insurance, start-up money and marketing are big barriers to a new start-up. Competing with other businesses in the accommodation sector who are not insured and compliant is also a problem – Nova Scotia has these requirements in place as requirements for accommodation and our province is moving in the same direction.

Overview of Strategic Planning Process

Prior to commencing the planning exercises, STEP Consultant Pat Curran provided an overview of the strategic planning process, highlighting the need for a vision, as something to aspire to. The vision must be realistic and written in a compelling, inspirational fashion. When considering a vision, groups often also consider their values, also known as guiding principles.

From a vision and guiding principles, groups were asked to identify goals that are long-term outcomes that provide focus to the STEP planning process. Goals are identified from having taken a wide look around and using the vision statement to help identify the most important issues to address. Establishing goals in turn allows the identification of objectives and strategies to achieve the goals. Objectives arising from the goals should be clearly worded and specific, identifying measurable results. Once goals and objectives are defined, organizations can set priorities, answering the question “*What do we do first?*”

Exercise 1 - Creating A Vision for Sustainable Tourism Development

STEP Consultant Pat Curran introduced Exercise 1: preparing a draft vision statement. After some realigning of participants among tables, he assigned a STEP Working Group or Resource Committee member to act as a table facilitator for each group, asking each table to appoint a recorder and someone to report back. He asked participants at each table to consider the following question, and prepare a draft vision statement:

“Where do you want tourism in Clarenville and area to be in 5-10 years?”

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Participants were given 30 minutes to consider vision statements.

Vision Session Report Back and Discussion

STEP Consultant Pat Curran invited each table to begin reporting back on their draft vision. Draft vision statements included:

- *The Clarenville area is recognized as the year-round center for outdoor adventure in NL supported by a base of exceptional authentic visitor experiences.*
- *To become a Regional 12-month sustainable tourism destination. Sustainability is the key. Emphasis on Regionalization and having support systems in place to ensure sustainability.*
- *The Clarenville area is a year-round destination, where there is collaboration and partnership between businesses and communities, where visitors choose to go because of the high quality of food, attractions, authentic, sustainable organization supported by knowledgeable, well-trained employees.*
- *To be a leading experience based hub and spoke destination providing unique, quality visitor experiences with continued, collaborative product development.*
- *Discovery Trail - Your outdoor paradise multi-season destination.*

STEP Consultant Pat Curran led a discussion on the vision statements. There was some discussion on leadership, local buy-in and instilling local ownership.

Who leads the process? Vision discussion themes included collaboration, regional approaches and regionalization, communications, and communications channels.

There is a need to focus on sustainability. We know we have a visitor hub we need to let other people know to. Need to get out to a broader audience, including our residents. Are they willing to get involved?

All communities have the same vision - to be successful. Our own residents need to be involved and how do we do that? Businesses are here and that is good, but we need residents to be as excited as we are about the tourism development potential and promote out town and area, to become visitor ambassadors. Get the community on-board. It is like stoking the fire and instilling pride. "I am from the Clarenville area and let me

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tell you what we have to offer.” Who leads the charge? Need to have a municipal buy-in along with local NGO service organizations and commercial operators.

There is a need to look at the younger age group and what they want. Town can do a community vitality assessment to identify where the quality-of-life gaps exist in the community and fill in to attract people to place. Show people why you do not have to take the 1.5 hour drive to St. John’s for things to do. Promote awareness of what is happening. It was noted that St. John’s puts out a winter guide that is great. Clareville just released something similar.

Many people want a map of the area to complement a much needed signage and wayfinding system. It was noted that the Discovery Trail is putting out a map this year.

We need to remove the old, “enclosed” approach to tourism business development and push business collaboration. The Port Rexton Brewery push collaboration and have visit passport that highlights multiple local businesses. Trinity has them as well. This approach gets people working together. People are reaching out to the theatre company and supporting its expansion. Maybe our area should have a bucket list of things to do and see.

STEP Consultant Pat Curran indicated that from this input, the STEP Working Group would prepare a draft visions statement to include within the Plan. He highlighted key word and themes that were common across many of the vision statements, including:

- Year round
- Four season/multi-season
- Adventure/outdoor adventure
- Authentic
- Collaboration/partnership
- Sustainable/sustainability
- Quality/exceptional

Exercise 2 - Setting Goals Discussion

STEP Consultant Pat Curran introduced Exercise 2 on setting goals. This discussion involved the full group with Pat Curran recording potential goals. There was considerable feedback on goals, most falling under several common themes.

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For the purposes of this report, the STEP Consultants have presented these goals based on the common themes identified, helping demonstrate potential activities or objectives under each theme or sub-theme.

Suggested goals included:

Marketing and Stakeholder Engagement

Marketing

Implement a cohesive communications and marketing plan
Define the top three markets or by season
Determine visitor baseline numbers/benchmarking
Be top of mind
Define the Clarenville Brand
Determine visitor baseline
Trail promotion
Gateway to the Bonavista Peninsula is not strong and how do we strengthen.
Passport and maybe a hop on hop off bus

Communications and Stakeholder Engagement

Influencer will respond to specific age groups - need influencer categories
Community stakeholder engagement
Local support for local
Seek first to understand to be understood

Collaboration/Partnership/Leadership

Governance

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Governance model that enables collaboration and implementation
Regional organization to keep the collaboration and implementation going
STAR Bonavista and connectivity and the Bonavista Trinity Chamber of Commerce
Chamber become a leader to support tourism

Leadership

Identify local spokesperson/ambassador
Who leads – define and engage community tourism development leadership
Community ownership
Community/stakeholder engagement

Partnership and Collaboration

Collaboration between businesses – something the Chamber can do?
Schools cannot be left to do everything; it has to be the community and the and other organizations and businesses
Need to define the desired project and its objectives to get it moving
Prepare area resource inventory - identify and draw on the resources you have
Pick priority activities

Capacity Building

NGO capacity building
If people stretched thin, then you need to focus on one thing as a community we can support everybody knows where it is going
Volunteerism – need to focus on short term activities and focus on youth as well as retirees
Volunteer engagement – need a strategy for short term and long term engagement

Product/Experience Development/Visitor Services

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Marine/Coastal

Double the capacity of the marina and expand on marine based experiences
Enhance use of our coasts - lots of coasts in NL but not as much sheltered as in this area
Focus on history tied to the shore – naked man, eagles, coastal communities, etc.

Arts

Increase audience base for arts
Access to facilities - better utilization of town assets i.e., the rink, event Centre
Town looking at rental fee for the theatre and recognizing the current policy prohibits local groups using
No one wants to pay for performers, everyone wants them to volunteer, and this is an issue
More cultural and arts based visitor experiences

Conventions/Conference/Events

Strategy to attract conventions < 200 people
Attract conferences and events
Assess Sport tourism potential

Trails

Trail development + promotion
Trail identification and promotion
Trails need to be TAP compliant and insured - if you promote and advertise, a trail you had better be insured
App available for all trails that can be used to promote your local trails
Critical that we deal with the trails crossing private land

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Wayfinding

Take a regional approach to signage and wayfinding, create a sense of arrival and reduce the number of signs.
Lookout here on that Rotary sign that you could go to and a bird sanctuary place and almost the entrance to Clarenville and the coastline
Use the trail system to enhance walkability and connectivity of the community
Need an overarching look and feel for signage imagery in the community
Need a solid beautification + community development plan that is a part of the Municipal Plan

Other

Heritage promotion – tell our distinct place-based stories.
Enhance access to the various visitor assets – operating hours, etc.
City Slickers movie – secret life and three things is worth a look
Passport and maybe a hop on hop off bus to varied local attractions

White Hills Sustainability

Enhance sustainability of core asset
White Hills sustainability – value as an economic generator
People not supporting WH, a lot of people do not know what we have at White Hills, but this is a common problem
Misinformation exists on the Hill sucking the tax base, not around in a couple of years so why bother, need to rectify and embrace this asset
Engage students at the Hill before Grade 5 (school needs to support)
Requested 2 people to sit on the WH Board and got 2 replies and we need more support
Two people running facility are from St. John's
Port Rexton brew the White Hills Golden Ale beer – people coming to buy the beer at Hill

Human Resources

Towns poll tax is outdated and not helpful – need to look at policies that slow down moving forward

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Common knowledge base and training for all employees as community ambassadors for all in tourism and service sector – all hands can give the 30 second elevator speech

Taxis and other local transportation companies experiencing HR issues

Exercise 3 – Identifying Priorities

Priorities are community choices to realize the goals. Given the discussion on vision and goals, STEP Consultant Pat Curran introduced Exercise 3 on Identifying Priorities. This discussion involved the full group with volunteer Geoff Adams recording responses. Participants were invited to rate those priorities at the conclusion of the session through a process of “dotmocracy” where each participant was provided with five dots that they could use as votes for which of the priorities they favored most. Participants could place all their dots on a single priority or use them across several priorities. The priorities, and rankings, are provided below:

Priority	Ranking
Communication	19
Branding	18
Collaboration	17
Destination development plan	16
Regionalization	12
Sustainability	11
Packaging	7
Cooperation	7
Human resources	7
Community buy-in	6
Marketing	6
Infrastructure	3
Awareness	3
Broadband access	2
Accessibility	2
Community support	2
Togetherness	1
Capacity for follow-up	0
Engagement	0

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Exercise 4 – Capacity Building Requirements

For the last exercise of the day, STEP Consultant Pat Curran introduced Exercise 4 and asked participants to identify key capacity building requirements for their groups or businesses. These in turn would help inform planned capacity building sessions to be conducted later in the spring and through the implementation phase of the STEP process. Capacity building requirements included:

- Human resources
- Social media
- Marketing
- Networking
- Sustainability
- Event planning
- Volunteer building
- Affordability/pricing
- Fundraising/funding
- Incentive(s)
- Partnership packaging

Session Evaluation

The final activity of the day was a session evaluation. Participants were asked to take a moment to complete the session evaluation form at the back of the Participant Workbook and leave it at the registration desk on the way out. A total of sixteen (16) evaluation forms were submitted.

Ranking

Activity	Out of 5
Agenda followed	4.62
Expectations met	4.75
Activities conducted	4.75
Session materials	4.56
Facilitator	4.62
Room set-up and facilities	4.6
Meals and refreshments	4.75

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Other Comments

Thank you – great job!

Rehash of some things from 1st session

Enjoyed brainstorming and learning about Clarenville. Looking forward to more meetings to build a better future for Clarenville. Thank you!

Difficult to hear sometimes

Got off track a little but overall good conversation

Great engagement/delicious meals

Thank you for a great evening/afternoon/day

All good

Concluding Remarks

The Co-chairs and STEP Consultant Pat Curran concluded by thanking all for coming out, indicating that the summary report would be forwarded along once completed and that information on upcoming sessions would follow.

Appendix I Digital Footprint Report

Attached as separate file.

Appendix J AMR Report of General Findings

Attached as separate file.

Appendix K Detailed SWOT



Preliminary SWOT Analysis and Exercise
Bill Davis Chalet July 28, 2022

Strengths

1. Potential to create a year-round (4 season) Visitor Destination
2. Proximity to Avalon + NE Avalon (Metro St. John's) and 50% of the Province's Population
3. Accessible mountainous landscape and unspoiled coastline
4. Small town feel with urban amenities in a rural environment with access to Big Nature
5. Organized, experienced and supportive volunteer base that manages key visitor assets - White Hills Ski Resort, Nordic Ski Club, Discovery Trail Snowmobile Association (includes ATV's), Yacht Club and Marina, etc.
6. Proximity to Bonavista Peninsula – a key destination in Province with 65,000 visitors annually
7. Proximity to Terra Nova National Park
8. Variety of accommodation types in and or near Town
9. Diversity of amenities and numerous new visitor experience-based businesses opening
10. Good weather compared to Avalon Peninsula
11. White Hills is the key winter tourism asset in eastern NL.
12. Trans Canada Trail passes through middle of Town providing good connectivity - ties all assets together – and having strong potential for external funding support.

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13. Many participating partners, active sponsors, and good on-going business support
14. Good parks, trails, sports, recreation special event facilities provide a strong base for tourism product growth.

Weaknesses

1. Severe lack of human resources to support Clarenville businesses, especially in the service sector.
2. Limited public high speed WIFI
3. Lack of accessible public washrooms to accommodate visitors and tours bus groups (see St. Pierre Miquelon)
4. Lack of designated, appropriately designed, parking and people places for Motorcoach (tea and pee)– not enough places well designed and programmed or this market; need services and on-site amenities to support this market (Gros Morne at capacity, and Clarenville can capture overflow market)
5. Hotels - Quality Inn, Clarenville Inn, Wave Hotel fully booked but need HR support.
6. Lack of specifically designed staging areas for snowmobile, ATVs, and boating
7. Lack of integrated multi-modal trail system (land (motorized and non-motorized) and water based (paddle sports, sail and motorized))
8. Lack of early evening entertainment venues and “place-based” cuisine
9. Marketing and communication lacking, currently do not market Clarenville and area assets well; do not use existing resources effectively.
10. Town lacks good Signage and Wayfinding; no sense of arrival
11. Lack of cooperation among industry and volunteer organizations- working in silos. (Bonavista excellent example of how to develop tourism leadership and support existing and new businesses)
12. A cohesive, strategic actions-based approach to tourism product development needed.
13. Lack of support and NGO’s + experiencing volunteer burnout, administrative support needed.
14. Need enhanced vision for tourism business growth and an engaged and impactful Town Chamber of Commerce
15. Lack of youth involvement – Junior Directors program underway
16. Lack of dedicated support and Town Economic Development Officer (best success occurs when Town employee can take a lead, partner with business and move tourism market ready products and experiences to market)
17. Clarenville Marina is at capacity and limited room to expand without new infrastructure.

Opportunities

1. Capture Motorcoach Overflow market (Clarenville already attracting this market)
2. RV Park – opportunity to capture 50 ft RVs; will grow; NL invested in RV travel writers in 2022.

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3. White Hills may provide the opportunity for a full-service RV Park. Conducted Study 15-20 years ago (Susan Hollett); Nordic ski would want to be involved in discussions around potentially developing seasonal RV sites (there is an existing trail around Pond at ski Hill and there are 3-4 existing cabins, Nordic has ACOA application in to develop a year-round trail. Town may have the rough draft of a 5-year Nordic plan (Co. Tilley will see)
4. Bonavista Branch Line – opportunity for multi-use trail from Clarenville to Bonavista. Some connection lost and new routing needed. Can be redeveloped to some extent into shoulder season. (Trinity loop getting visitors to take photos)
5. Clarenville Marina – Opportunity for expansion, shore-side commercial development, out-of-province tourist opportunity, accommodation, boat tours, kayak, paddleboard rentals, trail links - Gypsy Sea Tours + Mercers developed.
6. Waterfront Development – adjacent to NL Hardwoods; Town Land; use to be site of Clarenville Days
7. Opportunity may exist to develop retail /restaurant district on waterfront; could be seasonal businesses like Woody Point
8. Opportunity to be an ATV friendly Town (residents use roadway to visit Clarenville Inn etc.)
9. Multi-trails within the Town – hiking is huge in NL – need more challenging trails; need loops i.e.,
 - a. integrated multi-modal trail system; + marine trails.
10. Potential to develop and re-brand White Hills as a 4 season Soft Nature Adventure Centre with hard trail links into and through Clarenville to Marina and Trailway, and ATV link to Avalon.
11. More year-round Special Events. Have ACOA funding for Wheels and Heels - a 3-day festival - Winter Expo.

Threats

1. Climate change – Forest fires; lack of snow; future ATV ban like BC/Alberta due to wildfire risk.
2. Gas prices limiting visitor travel.
3. Inflation
4. Future pandemics
5. Barriers to cooperative development between business, and between NGOs, cannot be overcome.
6. Lack of funding to support marketing and public realm infrastructure.
7. Lack of political will to provide support.
8. Demographic shift and lack of workforce to support business growth.

Appendix L STAC Terms of Reference (Draft)

Name

The group shall be known as the Clarenville Sustainable Tourism Action Committee (STAC)

STAC Duration

The duration of the STAC commence in September 2023 and continue until the proposed Clarenville Area Tourism Alliance (CATA) is established, notionally in Spring 2025.

STAC Composition

To be determined but primarily led by tourism industry representatives.

STAC Role (General)

Designate a STAC chair/co-chair

Support overall community and stakeholder engagement activities

Enable implementation of the Sustainable Tourism Plan

Designate Task Teams as required

Ensure updates to the Tourism Asset Inventory

Report to community and other stakeholders

Report on implementation of expansion/experiential development plans

STAC Chairperson/Co-Chairperson Role

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Act as liaison between the STAC and other groups

Act as spokesperson for the STAC

Chair meetings of the STAC

STAC Member Role

Participate in meetings, workshops etc.

Effectively communicate to community and stakeholders the purpose of the STAC and the Sustainable Tourism Plan

Review materials and be prepared to provide input throughout

Chair Task Teams as required

Frequency of Meetings

The STAC is expected to meet on a monthly basis between September and June each year (10 meetings per year)

Other Considerations

The STAC may wish to consider the following:

- Measures to ensure equity, accessibility, and inclusion
- Indigenous land acknowledgement
- Other (to be determined)

Appendix M Task Teams Terms of Reference Template

Purpose

The (insert Task Team name here) will support implementation of the Clarenville Sustainable Tourism Plan in the following key areas: (identify area of focus below)

Duration

The Task Team was established by the STAC on (insert date here) and will continue operations until either a) it has completed the assigned task or b) is wound up at the direction of the STAC.

Task Team Roles

Task Team roles include but may not be limited to, the following:

- Lead on implementation of the (insert priority/project) of the Sustainable Tourism Plan (the Plan) as delegated by the STAC
- Make recommendations to the STAC on implementation
- Define key indicators for the priority or action area as part of the Plan's overall performance monitoring and evaluation framework
- Ensure ongoing communications with the STAC via its chairperson who shall be a member of the STAC

Size and Composition

5-7 members in total

Membership from industry from key partners relating to the priority/action

Member from the STAC, who shall be the Chairperson

STAC Representative/Chairperson

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The STAC will identify a representative from its membership who shall be chairperson of each Task Team

Administration and Coordination

The Town of Clarenville, led by the Economic Development Officer (EDO), will provide ongoing operational and administrative support to the Task Team, utilizing the resources available within Year II STEP for ongoing operational, coordination and program support. This understanding will be reflected within a Memorandum of Understanding (MOA) between the STAC and the Town of Clarenville clearly identifying the extent of those supports within Year II. At minimum, these supports are expected to include:

- Meeting coordination
- Preparation of meeting materials including agenda, minutes etc.
- Management of STEP Year II budget resources including oversight of procurement for contracted services (if any).
- Proposal development as may be required from time to time

This MOA will be reviewed and extended by mutual agreement as required.

Meeting Frequency

It is expected that the Task Team will meet on an as required basis with no meetings generally held during the peak tourism season of July and August each year.

Appendix N Tourism Coordinator Job Description

The STAC was established to support tourism development in the Clarenville area through the implementation of a Sustainable Tourism Plan. The STAC wishes to establish a Project Management process that will provide guidance and oversight of the activities reflected within the Plan. The Project Management process includes the recruitment of a (parttime/fulltime) Tourism Coordinator for the STAC. Acting under the guidance of the Town of Clarenville's EDO, the Tourism Coordinator will be responsible for the following:

- Submission of monthly activity reports to STAC
- Serve as an ex-officio member of the STAC and attend meetings of the STAC and its Task Teams
- Maintain a record of STAC and Task Team decisions
- Prepare agenda, meeting minutes etc.
- Support and lead capacity building activities
- Support EDO in procurement processes
- Lead implementation of the Communications and Stakeholder Engagement Plan
- Other duties as required

Appendix O Stakeholder Engagement and Communications Plan/Framework

1.0 Introduction

Tourism stakeholders in the Clarendville area have completed a Sustainable Tourism Plan following a Strategic Tourism Expansion Program (STEP) process in 2022/2023. STEP project is intended to close the gap in tourism communities by assisting them in becoming sustainable tourism destinations while accelerating exposure to experiential tourism techniques and best practice. Informing and engaging community and tourism stakeholders is a key element of the Plan, helping build buy-in and engagement in capacity building activities. Plan implementation is being led by the Clarendville Sustainable Tourism Action Committee (STAC).

2.0 Purpose

This communication plan is intended to help meet the Plan’s stakeholder engagement and communications objectives. The STAC will communicate clearly and openly, building engagement by creating awareness of the Plan and the potential of tourism in the Clarendville area.

3.0 Objectives

Key Objectives

Inform key stakeholders to enable engagement
Build awareness of the Plan
Enhance appreciation of Town of Clarendville leadership in process

4.0 Target Audiences

Internal

Engage and inform members of the STAC
Engage and inform members of the STAC Resource Committee
Engage and inform Town of Clarendville council, management and staff

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External

Engage and inform local tourism operators, and related stakeholders, within Plan catchment area defined as:

- Immediate Clarenville/Random Island area
- West to Port Blandford
- East to Arnold's Cove
- South to Swift Current

Engage other tourism operators with an interest in the area i.e., St. John's-based tour operators, Bonavista Peninsula etc.

Engage broader community

Engage elected representatives including area MHAs and MP

Engage media

5.0 Key Messages

Background

Tourism stakeholders have completed a Sustainable Tourism Plan for the Clarenville area. Plan development was led by industry and the Town of Clarenville with support from the Strategic Tourism Expansion Program (STEP) of the Atlantic Canada Opportunities Agency (ACOA).

What is the Plan?

The Plan will support tourism development in the Clarenville area for the next 3-5 years (2023-2028). This Sustainable Tourism Plan defines a vision for sustainable tourism development in Clarenville.

Vision

The Clarenville area will be recognized as year-round destination attracting visitors through authentic and high-quality visitor experiences.

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Guiding Principles

The Plan is guided by five (5) principles. By embracing these guiding principles, Clarenville can work towards realizing its vision of becoming a recognized year-round destination with authentic and high-quality visitor experiences.

- Leadership and Industry Commitment
- Communication and Collaboration
- Partnership
- Value for Money and Affordability
- Sustainability

Our Goal

By 2028, Clarenville will be a tourism hub, benefiting from increased visitation and tourism revenues, and offering a more diverse mix of visitor experiences year round.

This goal will be met by:

- Engaging industry leadership in strategic tourism development and marketing;
- Sustaining a strong core season while growing shoulder and winter season activities;
- Enhancing communication and collaboration among operators, influencers and partners at the local, regional and provincial level;
- Intercepting visitors travelling to other areas and encouraging them to extend their stay in the area;
- Aligning planning efforts with those of the eastern region's destination management organization (DMO) the Legendary Coasts of Eastern Newfoundland (LCEN), the Province and the Atlantic Canada opportunities Agency (ACOA).

Our Strategic Priorities

Priority 1 - Organize and Engage to Grow

Priority 2 - Strengthen Core Marketing

Priority 3 - Enhance Access and Prepare a Wayfinding and Intercept Strategy

Priority 4 - Building Capacity for Enhanced Visitor Experiences

Priority 5 - Monitor & Measure Progress & Report Results

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As a tourism operator/stakeholder, how can/will I be engaged in the STEP process?

You can be engaged on the Sustainable Tourism Action Committee (STAC) or on one of its Task Team for specific initiatives within the Plan. You can be engaged in ongoing networking and engagement activities. You might participate in one of the planned capacity building activities to be held through the Plan. You might become engaged in specific program activities including potential support for Advanced Market Readiness (AMR) or an enhanced Digital Footprint for your business. Or you can simply stay up to date on activities.

6.0 Communications Action Plan

What	Target	Who	Resources	When	Status/Comments
General					
<i>STAC Branding and Collateral Materials</i>					
Create Clarenville STAC and Sustainable Tourism Plan Branding/ Logo	All				
Prepare Clarenville Sustainable Tourism Plan Info-sheet	All				
<i>STEP Social Media Presence</i>					
Prepare Sustainable Tourism Plan Webpage	Open to all with member access				
Prepare Sustainable Tourism Plan Facebook presence	Could be operators only or all (TBD)				
Ongoing posting to Website, FB and Twitter sites	All				

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What	Target	Who	Resources	When	Status/Comments
Internal					
<i>Distribution Lists</i>					
Create/maintain STAC email distribution list	STAC				
Create/maintain Resource Committee distribution list	Government/agency representatives				
Create/maintain Sustainable Tourism Plan Task Team distribution lists	Task Team members				
<i>STAC Materials</i>					
Establish STEP Drop Box presence	STAC/Government/agency representatives				
STAC Materials – i.e. , minutes, agenda etc.	STAC/Government/agency representatives				
<i>Spokesperson</i>					
Appoint spokesperson	All				
External					
<i>Distribution Lists</i>					
Create local stakeholder distribution list	Local tourism stakeholders				
Create media list	Media				
Contact elected representatives	Elected representatives				
<i>Sustainable Tourism Plan Engagement Event</i>					

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What	Target	Who	Resources	When	Status/Comments
Prepare Media Release on Sustainable Tourism Plan	All				
Plan Event	All				
<i>Capacity Building Session(s)</i>					
Prepare schedule/themes for other capacity building sessions	Local tourism stakeholders				
Host capacity building events	Local tourism stakeholders				
<i>Capacity Building Session(s)</i>					
Prepare schedule/themes for networking sessions	Local tourism stakeholders				
Host networking events	Local tourism stakeholders				
Insert other activities as required					

Appendix P Detailed Capacity Building Needs

Online/Social Media presence

Tourism Assurance Program (TAP) Compliance

Itinerary Development/Tour Packaging

Human Resources

Sustainability planning

Effective networking

Pricing

Event planning

Volunteer recruitment and retention

Fundraising/funding development

Culinary tourism

Convention and conference planning

Festival and events programming

Engaging performance and visual arts

Involving seniors in tourism development

Involving youth in tourism development

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Appendix Q Capacity Building Supports

Program	Delivery Partner	Description	Contact
AMR	Tourism Atlantic/ACOA	AMR is an innovative business improvement program. Consultants conduct site assessments and interviews with individual operators to get an in depth understanding of business operations. Through coaching the operator will receive guidance on implementing actionable, affordable, achievable and measurable initiatives to increase revenues, profits and extend the season.	https://www.tiapei.pe.ca/wp-content/uploads/2021/04/Destination-Market-Readiness-Program-Booklet.pdf
GMIST	ACOA/GMIST	GMIST offers training programs and development support services to advance the quality and success of tourism operators and destinations. GMIST provides support and training in: <ul style="list-style-type: none"> • Sustainable Tourism Practices • Experiential Tourism • Tourism Community Development • Storytelling • Marketing • Culinary Tourism 	https://gmist.ca/
CCB	DIET	The Community Capacity Building program assists groups by enhancing skills essential to regional economic planning, development and implementation. The component offers capacity building modules, planning sessions, and industry development sessions to interested stakeholders with a clear link to economic and business development.	https://www.gov.nl.ca/iet/funding/community-capacity-building-program/

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Program	Delivery Partner	Description	Contact
Business Management Skills Training	Clarenville CBDC	CBDC offer many different types of training programs all intended to help businesspeople and entrepreneurs improve their business management skills so they can improve their businesses or build new ones. We provide business skills training on lots of different and business topics, such as market development, feasibility studies, bookkeeping, finance, business analysis and more.	https://www.cbdc.ca/en/programs/business-management-skills-training
CAS	Clarenville CBDC	The Consultant Advisory Services (CAS) program is offered by ACOA with CBDCs handling the administration and counselling involved. The program gives CBDCs the ability to offer Consultant Advisory Services to small and medium-sized businesses and not-for-profit organizations in Atlantic Canada. New and existing clients of CBDCs and ACOA will be able to access technical and financial assistance by engaging consultants to assist them with various issues, opportunities and challenges.	https://www.cbdc.ca/en/programs/consultant-advisory-services-cas

Appendix R Overview of Trail Types

Overview

There are two classifications of trail systems. Motorized trail systems are those that allow motorized vehicles such as e-bikes (with throttle), motorcycles, ATVs, and snowmobiles to travel on them, while non-motorized trail systems are designed for travel by foot, bicycle, or horseback. Further classifications might be based on level of difficulty, generally within hiking trails, which ranges from easy to difficult. Another way is to classify them based on their intended use, such as hiking, biking, or horseback riding. The following lists some types of motorized and non-motorized trail systems:

Motorized Trail Systems:

- Off-highway vehicle (OHV) trails: These are designated trails designed for recreational use by ATVs, dirt bikes, and other similar vehicles.
- Snowmobile trails: These are trails that are specifically designed for snowmobiles to travel on during the winter months.
- As many areas are experiencing reduced snow, there are more year-round multi-use trails where snowmobiling and ATV share the same path. With the expanding popularity of the e-bike (over 20M will be sold in 2023 alone) we can expect to see more of these multi-use motorized trails.
- Watercraft trails: These are waterways trails designated for motorized boats that provide the opportunity to diversify the visitor experience.

Non-Motorized Trail Systems:

- Hiking trails: These are trails designed for walking and hiking. Generally, in-town walking trails are wider (the Grand Concourse is 1.5m) and hiking trails such as the East Coast Trail can be much narrower.
- Biking trails: These are trails designed for roadway cycling, mountain biking, snow bikes and peddling assisted e-bikes.
- Equestrian trails: These are trails designed for horseback riding.
- Cross-country skiing and snowshoeing trails: These trails are designed for winter recreation activities that do not involve motorized vehicles and are popular at White hills.
- Nature trails: These are trails designed for educational and interpretive purposes, allowing visitors to learn about the natural environment.
- Nature running: These trails are designed for the growing popularity of nature trail running.
- Watercraft Trail: generally short coastal routes for paddle boarding, and longer trails for pond and ocean canoeing and kayaking.