

INFORMATION TO USERS

This manuscript has been reproduced from the microfilm master. UMI films the text directly from the original or copy submitted. Thus, some thesis and dissertation copies are in typewriter face, while others may be from any type of computer printer.

The quality of this reproduction is dependent upon the quality of the copy submitted. Broken or indistinct print, colored or poor quality illustrations and photographs, print bleedthrough, substandard margins, and improper alignment can adversely affect reproduction.

In the unlikely event that the author did not send UMI a complete manuscript and there are missing pages, these will be noted. Also, if unauthorized copyright material had to be removed, a note will indicate the deletion.

Oversize materials (e.g., maps, drawings, charts) are reproduced by sectioning the original, beginning at the upper left-hand corner and continuing from left to right in equal sections with small overlaps.

Photographs included in the original manuscript have been reproduced xerographically in this copy. Higher quality 6" x 9" black and white photographic prints are available for any photographs or illustrations appearing in this copy for an additional charge. Contact UMI directly to order.

ProQuest Information and Learning
300 North Zeeb Road, Ann Arbor, MI 48106-1346 USA
800-521-0600

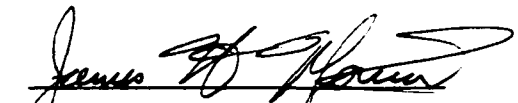
UMI[®]


“Sustainable Tourism for Small Towns in the Maritimes”

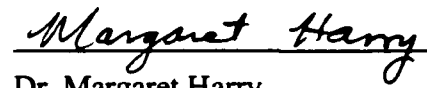
A thesis submitted by Shaunna Mowatt-Densmore
in partial fulfillment of the requirements for the degree
of Master of Arts in Atlantic Canada Studies at
Saint Mary's University, Halifax, Nova Scotia.

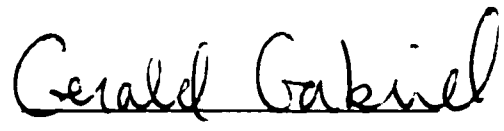
April 2001

Approved by:


Dr. James H. Morrison
(co-supervisor)


Dr. Ken MacKinnon
(co-supervisor)


Dr. Margaret Harry
(reader)


Gerald Gabriel
(reader)



**National Library
of Canada**

**Acquisitions and
Bibliographic Services**

**395 Wellington Street
Ottawa ON K1A 0N4
Canada**

**Bibliothèque nationale
du Canada**

**Acquisitions et
services bibliographiques**

**395, rue Wellington
Ottawa ON K1A 0N4
Canada**

Your file Votre référence

Our file Notre référence

The author has granted a non-exclusive licence allowing the National Library of Canada to reproduce, loan, distribute or sell copies of this thesis in microform, paper or electronic formats.

L'auteur a accordé une licence non exclusive permettant à la Bibliothèque nationale du Canada de reproduire, prêter, distribuer ou vendre des copies de cette thèse sous la forme de microfiche/film, de reproduction sur papier ou sur format électronique.

The author retains ownership of the copyright in this thesis. Neither the thesis nor substantial extracts from it may be printed or otherwise reproduced without the author's permission.

L'auteur conserve la propriété du droit d'auteur qui protège cette thèse. Ni la thèse ni des extraits substantiels de celle-ci ne doivent être imprimés ou autrement reproduits sans son autorisation.

0-612-65736-1

Canada

ABSTRACT

“Sustainable Tourism for Small Towns in the Maritimes”

Shaunna Mowatt-Densmore, April 2001

The hypothesis of this dissertation is that tourism initiatives are more sustainable if planning is done from the community level in consultation with tourism professionals. This is proven through an examination of four case study locations: Sackville, New Brunswick; Parrsboro, Nova Scotia; Pictou, Nova Scotia; and Magic Valley in Alma, Nova Scotia.

The history of tourism in Nova Scotia is reviewed, revealing how the industry evolved. This is followed by a discussion of the concept of sustainable tourism. In each case study location, the progression of tourism development is analyzed and the social, environmental and economic impacts are defined. Conclusions from this analysis demonstrate that the sustainability of small town tourism is dependent on community support, organization, and leadership. These findings will contribute to the development of sustainable tourism in small towns in the Maritimes.

ACKNOWLEDGEMENTS

While preparing this thesis, I received assistance and support from many people. The community members I interviewed made every effort to co-operate; their assistance made this thesis possible and to them, I extend my sincere appreciation. I would also like to express my gratitude to my thesis co-supervisors, Ken MacKinnon and James Morrison, for their guidance. I am indebted to my family, particularly my husband Lyle, because their love, support, and patience give me strength. Finally, I would like to thank my Nan, who is watching from heaven, for always encouraging me to do my best.

LIST OF MAPS

	Page
Map 1: Study Area.....	41
Map 2: Sackville.....	141
Map 3: Parrsboro.....	142
Map 4: Pictou.....	143
Map 5: Alma/Green Hill.....	144

LIST OF ABBREVIATIONS

A.C.O.A.....	Atlantic Canada Opportunities Agency (a federal government economic development agency)
A.T.V.	All Terrain Vehicle
B.I.D.C.	Business Improvement District Commission
C.E.I.C.	Canada Employment and Immigration Commission
C.N.	Canadian National Railways
M.V.	Motor Vessel
R.C.M.P.....	Royal Canadian Mounted Police
T.I.A.N.S.....	Tourism Industry Association of Nova Scotia

TABLE OF CONTENTS

	<i>Page</i>
Abstract	ii
Acknowledgements	iii
List of Maps	iv
Abbreviations	v
Chapter 1: Introduction.	1
Chapter 2: History of Tourism in Nova Scotia.	11
Chapter 3: Tourism and Sustainable Development.	32
Chapter 4: Case-Study Communities.	40
Chapter 5: Two Bay of Fundy Communities	62
Sackville:	64
Parrsboro:	82
Chapter 6: Two Pictou County Case Studies	99
Pictou:	100
Magic Valley:	115
Chapter 7: Conclusions.	124
Appendix A: Interview Questions	137
Appendix B: Information Request Form	138
Appendix C: Maps 2, 3, 4, and 5	141
List of Informants:	145
Works Cited:	150

Chapter 1

Introduction

Tourism is a vital factor in today's economy, but it can never be a panacea for all of the economic ills faced by rural and small-town communities in the Maritime Provinces. However, in response to the decline in employment offered by traditional industries like the fishery and manufacturing, many communities are looking to the tourism sector as a component of their economic redevelopment. The purpose of this analysis is not to dictate whether a focus on this sector is a wise or unwise addition to small-town economic development plans. Rather, my goal is to offer a guide to tourism development which is based on the very local experiences I documented in four case studies. My intent is that my analysis will assist communities in deciding whether they want local tourism development, and if they do want it, what is the most sustainable approach.

Although tourism expansion has slowed recently, the industry continues to grow, showing an increase of 3.2 % in 2000.¹ Both the Nova Scotia and New Brunswick governments have recognised its importance. In its 2001-02 budget estimates, the province of Nova Scotia committed more money to the development of tourism. The government's goal is to make tourism a \$1.5 billion dollar industry by 2004. Plans to reach this goal include enhanced marketing that promotes Nova Scotia as a year-round tourism destination. In the budget address, the tourism sector was described as one that offers promise in bridging the economic divide between rural Nova Scotia and the more affluent metropolitan areas.²

With this increased enthusiasm for tourism development, a discussion of the industry's sustainability is essential. Such authors as Jafar Jafari, Geoffrey Wall, Ian McKay, and Dean MacCannell each have strong views about sustainable tourism, as I will demonstrate in Chapter 2. Concerns regarding the tourism industry's sustainability range from environmental degradation to financial viability to cultural exploitation. Because tourism is a ubiquitous global industry, we tend to assume it will benefit the Maritimes to

¹ Southam News, "Tourism Gassed Up," Halifax Daily News 29 March 2001: 21.

² Budget address, Parliamentary Session, Government of Nova Scotia, 28 March 2001.

develop it. However, if tourism is developed in haste and without proper planning, it can definitely prove its critics to be completely justified in their concerns about its long-term sustainability.

Thesis Statement

The thesis upon which this analysis is based is that tourism development initiatives are more sustainable if planning is done from the community level in consultation with tourism professionals. Sustainability is linked to community compatibility with tourism.³ While a tourism development may be both financially and environmentally viable, if it is not supported by the community in which it is located, financial and environmental sustainability are hollow achievements. This thesis will examine how several Maritime localities are challenging conventional top-down tourism planning and demonstrating the sustainability (or lack thereof) of several forms of tourism development. The results of this examination will support my thesis that sustainability can be achieved best by community control of and compatibility with tourism development.

³ Compatibility is a term used in community development. For details, see M. Bourquet and M. Winter, eds., Who From Their Labours Rest?: Conflict and Practice In Rural Tourism (Brookfield: Gower, 1987).

The concept of sustainability has been used to describe many different types of development and as such has become a cliché, which necessitates clarification of its definition. Chapter 3 will address this issue in more detail. For the purpose of this thesis, the definition of sustainable tourism will be based on the World Commission on Environment and Development's definition of a sustainable activity as one that enables a community "to meet the needs of the present without compromising the ability of future generations to meet their own needs."⁴ To meet these standards, sustainable tourism developments must be financially sustainable so towns are not burdened with debt. In addition, the environmental impacts of attractions have to be controllable and acceptable to community members. Finally, developments must provide localities with improved quality of life (as defined by community members).

This definition of sustainable tourism is based upon locally-determined levels of compatibility, and considering this idea, I have encouraged community members to define issues surrounding tourism development that they feel are significant. Ultimately, sustainability depends upon the eye of the beholder, that is, upon community perception and support. By this I

⁴ World Commission on Environment and Development, Our Common Future (Oxford: Oxford University Press, 1987) 8.

mean that “grass-roots” opinion of a tourism initiative must be based on the recognition of a compatibility between the project and the needs of the community, both immediate and long-term.

The tourism industry is extremely varied in its form and consequently in its impact upon communities. There are many ways to develop tourism: some initiatives are crassly commercial; some have little impact but low appeal, while others like casinos are extremely controversial. The Disney Corporation, already a trend-maker in family entertainment, started an enormous vogue for theme parks about 45 years ago. One of my case studies concerns a Pictou County entrepreneur who has been continuously developing a local example of a themed attraction for 30 years. Cultural tourism, a more upscale approach that appeals to an educated awareness of culture, history and environment, has been growing world-wide in the past couple of decades. The present case studies, with the exception of the Pictou County theme park, focus on historically-based and on outdoor-activity or nature-based developments that fall within this relatively-new and broad category of culturally-based tourism.

Because each locality has unique characteristics, an identical tourism development would not have the same effect on any two places. To attempt to obtain a good sample of communities using tourism as a development tool, I chose to do a case study of four separate locations that have each developed a different approach to tourism. They are Sackville, New Brunswick; Parrsboro, Nova Scotia; Pictou, Nova Scotia; and "Magic Valley," Alma/Green Hill, Nova Scotia.

Case-Study Communities

The first case-study town, Sackville, New Brunswick, is an example of an ecotourism development in a small community. This marsh-encircled town was chosen for study because it is one of the few locations in the Maritimes where the tourism industry has developed a strong focus on ecotourism. The Waterfowl Park in Sackville has served as the nucleus of many of the town's recent tourism initiatives. The second case-study town, Parrsboro, Nova Scotia, is an example of outdoor-activity tourism which is based on natural history as a particularly vital resource. This scenic locality is known for its fossil cliffs and has used this geological attraction as the basis for tourism development. Historical tourism is the focus for the third case-study, the

harbour town of Pictou, which is regarded as the birthplace of Scottish settlement in Nova Scotia. The final case-study location, "Magic Valley," Alma/Green Hill (also in Pictou County, N. S.), is well known for its "Disneylike" theme-park development.

Methodology

To understand the impact of tourism on each community, a study of the documents concerning tourism development in each location was necessary. This was done to gain perspective on how the development progressed from an idea to a tourist attraction. However, because most of the attractions have only been in existence since the late 1980s, there was often little information published on the effects of the developments on the community and its members' quality of life. Therefore, it was necessary to do most of the research through interviewing local people. To obtain opinions from significant members of each community, they were divided into three basic study groups:

- a) merchants/business persons
- b) community officials/representatives
- c) randomly selected community members

A small sampling of merchants were interviewed in each location along with officials/representatives who had tourism-related interests. The members of each community were contacted through local service groups, who permitted my attendance at meetings to interview participants. Several community groups were selected from each case-study town with the qualification that membership was not restricted in age, sex or race so that results would represent a random sampling of community opinion.⁵

Thesis Overview

Chapter 2 will offer a review of the history of tourism in the overall case-study region. The tourism industry developed slowly in Nova Scotia from its mid-nineteenth century beginnings. Before proceeding into a discussion of tourism as an instrument of development, the second chapter will briefly review the history of the industry in the province to assist the reader in understanding how it became the important economic force it is today. Because the industry is constantly evolving, there are risks that certain types of development get too easily adopted because they are “trendy.” Such trends can be dangerous when communities are staking their future on

⁵ See Appendix A for interview questions, and Appendix B for the questionnaire used in Magic Valley.

tourism's sustainability. Communities need to be wary and invest in tourism developments that have the potential for long-term sustainability.

This concern with long-term sustainability leads us into Chapter 3, which focuses on the concept of sustainable development as it relates to tourism. It is essential that the reader fully grasp the issues and concerns surrounding this concept because my analysis investigates particularly whether tourism in the case-study communities will be sustainable.

The case-study locations have unique approaches to tourism development because they are each attempting to define economic activities and developments that best suit their goals. Chapter 4 will offer a brief historical description of each local area to provide background material and offer an explanation as to why these communities chose tourism as an economic development tool. Chapters 5 and 6 will examine and analyze in depth the current status of tourism development in each place on the basis of information drawn from personal interviews. In these chapters, I will discuss factors affecting sustainability in each location and argue my hypothesis that sustainable tourism begins with community involvement and compatibility as fundamental requirements. Chapter 7 will offer a brief review of my research

findings as they relate to my original thesis and offer a discussion of the validity of my thesis statement.

It is my intention that this dissertation will act as a resource for other small towns interested in developing tourism. The case-study locations have each approached tourism development differently, each experiencing varying degrees of success. Their examples will assist other towns in developing tourism as a viable economic development tool that will remain sustainable for years to come. With the benefit of the lessons learned by the communities studied in this thesis, there could be more opportunity to develop a sustainable tourism industry.

Chapter 2

History of Tourism in Nova Scotia

This chapter will review the history of tourism development in Nova Scotia. This is an essential component of this thesis because the tourism industry has proven itself through history to be one that is constantly evolving. This chapter offers an understanding of how the tourism industry has evolved to become what it is today, and how things we now consider to be of the utmost importance, such as the environment and culture, were treated throughout earlier times. Because the town of Sackville, New Brunswick, is only minutes from the border of Nova Scotia, this historical analysis will focus on Nova Scotia. The common link in both Nova Scotia's and New Brunswick's tourism history is their geographical and cultural connection to the sea on which many tourism-related activities both past and present are centred.⁶

⁶ Marianne Eisselt and H. A. Eisselt, New Brunswick: A Colour Guidebook (Halifax: Formac Publishing Company Limited, 1994) 7, and Laurie Fullerton, Vacations in the Maritimes (United States of America: Yankee Publishing Incorporated, 1993) 4.

The earliest beginnings of “tourism” in Nova Scotia can be found in the nineteenth century while the province was still being settled. Early travellers were largely military men, in addition to a small number of clergymen and entrepreneurs who toured the area in the early to mid-nineteenth century for strategic and practical purposes. Their goals included settlement, the establishment of the Christian church, and the provision of resources useful to Great Britain. James Morrison has written about the “military tourist,” whom he believes often preferred Nova Scotia as a posting due to the opportunity for outdoor sport.⁷ In spite of this, Nova Scotia was not a major tourist destination prior to the mid-nineteenth century.

Improvements in transportation and accommodations made pleasure travel more popular in Nova Scotia.⁸ These changes indicate how the mid-nineteenth century became a formative period in Nova Scotia's tourism development. As early as 1816, stagecoach routes were being extended and roads improved, and by 1831, the Bay of Fundy, located on Nova Scotia's north coast, saw more ferries and small vessels able to transport increased

⁷ James Morrison, “American Tourism in Nova Scotia, 1871-1940,” The Nova Scotia Historical Review 2-2 (1982): 40.

⁸ Moffatt 125-126.

numbers of travellers. By 1840, there were several hotels in the larger centres. By 1850, stagecoaches were covering most of Nova Scotia's current motorcoach routes.⁹ Newspapers in mid-nineteenth century Halifax, Charlottetown, and Saint John indicate the growing use of steamships for both local and international transport of both goods and people. As these steamships became larger, faster, and more expensive in the later years of the century, they began to marginalise traditional sailing vessels, reducing them eventually to the slow coastal transport trade.¹⁰ Both sailing and stagecoach travellers had by this time shifted their allegiance to the new and far more convenient railway services, which now dominated the passenger trade on expanded provincial and inter-provincial routes.¹¹

The positive effect of railway transportation on tourism in Nova Scotia cannot be underestimated. The initial impact of the railway was to improve transportation links within the province. New lines built in the 1840s, 1850s and 1860s connected Halifax, Truro, Windsor and Pictou. However, when the Intercolonial Railway was completed in 1876 as part of commitments

⁹ Robert Gillis, "Scheduled Motorcoach Service in Nova Scotia 1922-1990," diss., Saint Mary's University, 1992, 4, and Saint John Daily News 1866.

¹⁰ Anne Thompson, The History of the Innkeeper's Guild of Nova Scotia (Halifax: 1984) IV.

¹¹ Gillis 7.

made during Confederation in 1867, a crucial link was made to the rest of Canada and to the extensive rail systems that were being built all over the continent.¹² The new transportation and communication technologies, combined with the sharper separation of work and leisure that accompanied the industrial revolution, made the period up to 1880 significant in how tourism or leisure travel became an emergent factor in a modernising economy. Changing views on leisure, the healthy lifestyle and nature, and an increasing interest in history, made Nova Scotia an appealing place for tourists to visit.¹³

In the midst of these transitions, both economic and social, travel was in the process of becoming tourism. In this process, "travel for business" evolved into the "business of travel," and tourism took on a momentum of its own. With the onset of the First World War, there was an increase of travel through the ports of Halifax and Saint John. This activity, combined with a growing interest in the tourist trade, encouraged the government of Nova Scotia to accommodate this new influx by establishing the first travel bureaus. These bureaus were allied with regional chambers of commerce in

¹² Moffatt 130, and Thompson IV.

¹³ Allan Clark, "An Historical Perspective on Tourism Planning and Development in Nova Scotia," diss., Technical University of Nova Scotia, 1988, 2.

1915.¹⁴ The government realised the necessity and benefits of promoting the growth of tourism in the 1920s and its bureaus sent extensive literature to the United States and the rest of Canada extolling the province's hunting, angling, and its international tuna fishing tournament.¹⁵

Nova Scotia's outdoor resources, however, were not the only objects of interest to the contemporary tourist. As already mentioned, the change in attitudes caused by new transportation and communication technologies involved not only attention paid to outdoor sport, but also an increasing interest in history. Arising out of this last trend was a provincial effort to convince visitors to enjoy the "Land of Evangeline."¹⁶ This tourism theme was adopted because of the popularity of the famous poem Evangeline by American poet H.W. Longfellow. This was one of the original Nova Scotia attractions, since the "Land of Evangeline" in the Annapolis Valley was located directly on the railway line that extended from the port of Yarmouth, where tourists arrived in summer from Boston and other areas of the north-

¹⁴ Thompson V.

¹⁵ Thompson VI.

¹⁶ Morrison 43.

eastern United States.

In the 1920s, the automobile began to draw tourist travel away from the railways and an increase in tourist traffic was noted at this time by S. A. Saunders.¹⁷ The provincial governments of Nova Scotia and New Brunswick each assumed responsibility for attracting tourists. In Nova Scotia in 1926, the Public Information and Tourist Branch of the Department of Highways took on the task. In New Brunswick in 1928, the provincial government established the New Brunswick Government Bureau of Information and Tourist Travel, which took over from the New Brunswick Tourist and Resources Association. There were also several smaller, local Tourist Associations established around the same time to encourage tourism development. The two railway companies in existence at the time also maintained Tourist Information Bureau and advertised to attract tourists. The federal government between the wars was also involved in tourism through the publication of maps, films and other information, which were supplied to anyone inquiring about the country.¹⁸

¹⁷ S. A. Saunders, The Economic Welfare of the Maritime Provinces (Wolfville: Acadia University, 1932) 58.

¹⁸ S. A. Saunders 60-61.

The Nova Scotia government in the 1920s attempted to encourage a more professional approach by targeting accommodations for improvement and expansion.¹⁹ Tourism promotion was definitely on the province's agenda. The first official provincial organisations devoted solely to tourism were the Publicity Bureau, formed in 1924, and the Nova Scotia Travel Bureau, formed in 1923.²⁰ The government's interest in promotion was manifested in the publication of information brochures about the province. A 1930s publication entitled "Nova Scotia--Canada's Ocean Playground"²¹ is significant because its title later appeared on Nova Scotia's license plates. At the time, it represented a shift in focus from the Land of Evangeline and its history and the attractiveness of the province for fishing and hunting, to an emphasis on beaches, scenic harbours, and the rocky coastline. Road improvement incorporated tourism promotion through the establishment of special tourist routes, along with road paving projects.²² These efforts were obviously in anticipation of Morrison's "mobile" or automobile tourist,

¹⁹ Clark 7.

²⁰ "The Five Ages of Nova Scotian Tourism," New Maritimes, July/August 1987: 8.

²¹ Clark 8.

²² "The Five Ages of Nova Scotian Tourism" 8.

although automobile tourism boomed later in the 1930s and particularly in the 1940s after World War Two.²³

During this time, the government was not alone in generating travel literature. There are several authors who wrote articles and books about travel in the Maritimes during the period before, during and immediately following World War Two. Their books were intended for the visitor who was in search of the unique, the historical, the healthful, the sport of the great outdoors, and the peaceful scenes of vacation pleasures and pastimes. One such author was Clara Dennis who wrote three works: Down in Nova Scotia, More About Nova Scotia, and Cape Breton Over. Clara Dennis's travels around Nova Scotia resulted in descriptive books that outlined aspects of the province's history, scenery, culture and economy.²⁴ Helen Jean Champion wrote a similar book describing Prince Edward Island entitled Over on the Island. This book was also written as a description of the author's travels. Champion touched on history and scenery but focused

²³ Morrison 41.

²⁴ Clara Dennis, Down in Nova Scotia: My Own, My Native Land (Toronto: Ryerson Press, 1934), More About Nova Scotia: My Own My Native Land (Toronto: Ryerson Press, 1937), and Cape Breton Over (Toronto: Ryerson Press, 1942).

on her experiences with Island residents and what they revealed about their culture and way of life.²⁵

The Depression of the 1930s had devastating effects on the provincial economy, but it has been suggested that some aspects of the tourist trade were more insulated than others from the full impact of hard times.

According to historian Anne Thompson, it is possible that this was due to the wealthy tourists who continued to travel to Nova Scotia and kept the accommodation industry alive. Thompson also attributed this phenomenon to the continuance of travel patterns and promotions that were well established. In fact, one of Nova Scotia's most important tourist attractions was developed in the Depression Era. It was in 1932 that the first unpaved version of the Cabot Trail opened in Cape Breton.²⁶ The evolution of Nova Scotia's "Tartanism," or the use of Scottish heritage as a promotional device, which also developed in this era as part of the Trail's mythology, has been well analysed by Ian McKay.²⁷ While only about one third of the province's population is of Scottish descent, in the 1930s Nova Scotia Premier Angus

²⁵ Helen Jean Champion, Over On the Island (Toronto: The Ryerson Press: 1939).

²⁶ Anne Thompson, The History of the Innkeeper's Guild of Nova Scotia (Halifax: 1984) VII-VIII.

²⁷ Ian McKay, "History and the Tourist Gaze: the Politics of Commemoration in Nova Scotia, 1935-1964," Acadiensis 22 (1993): 102-138.

L. Macdonald promoted pride in Scottish ancestry and guided the opening of the Cabot Trail.

The popularity of the automobile marked the beginning of a tourism boom. With the help of extensive road repairs, the number of tourists in the province expanded enormously, and long vacations in one area were replaced by shorter, more mobile tours in automobiles. In 1937 the Ministry of Highways reported that 54,524 foreign cars entered Nova Scotia from June to September.²⁸ It is interesting to note that even with the increased number of people then visiting the province, a book originally published in 1939 describing the basic industries of the Maritimes did not highlight tourism as an industry.²⁹ This was destined to change after 1940; there was a tourist explosion owing to an economic boom time during the World War Two years and a growing widespread use of the automobile.³⁰

The contribution of the automobile to ease of travel and to changing attitudes toward tourism at this time was demonstrated in a book entitled

²⁸ H. P. Jenkins, Nova Scotia at Work (Toronto: The Ryerson Press, 1938) 156.

²⁹ S. A. Saunders, The Economic History of the Maritime Provinces (Fredericton: Acadiensis Press, 1984).

³⁰ Morrison 41.

'Round New Brunswick Roads by Lilian Maxwell. Maxwell's account of the province was a description of the countryside she travelled in via the automobile. Maxwell touched on the history, architecture, industry and varied aspects of local culture that she experienced in her travels through the regions of New Brunswick.³¹

In the post-war period, governments continued to promote the industry through publicising the type of travel book written by authors like those described earlier, planting articles in magazines across the continent, and improving tourist facilities.³² However, in spite of their unanimous support of tourism, Maritime premiers, including Nova Scotia's Angus L.

Macdonald, emphasised instead the development of public services and facilities designed to stimulate income and employment in the primary sector of the economy. Various explanations for the premier's actions have been offered, from a lack of resources, imagination, or political will to shrewd appreciation of immediate economic and political realities.

Whatever the reasons, Maritime premiers did not see tourism as an engine of development; they rather continued merely to promote it while investing

³¹ Lilian Maxwell, 'Round New Brunswick Roads (Toronto: The Ryerson Press, 1951).

³² Ian McKay, Quest of the Fisherfolk (Montreal: McGill – Queen's University Press, 1994) 232, and "The Five Ages of Nova Scotian Tourism" 8-9.

only meagre funds directly in the industry.³³ In Nova Scotia in the late 1940s, this resulted in complaints from tourists about the difficulties they experienced while in the province. These ranged from the difficulty in obtaining adequate meals and lodging to poor road conditions and a lack of directional road signs.³⁴

The 1950s brought a response to some of these tourist complaints, for road improvement and promotion were at least continued more seriously. The predominance of the automobile in the 1950s and 1960s resulted in the establishment of a primarily roadside industry, tailored to the needs of the family on its annual two-week vacation. The climate of the area predicated the emergence of a seasonal industry, a development that was encouraged by the traditional school year, because summer vacation was the most popular holiday season, particularly because of the student work force available.³⁵

³³ Carmen Miller, "The 1940's: War and Rehabilitation," The Atlantic Provinces in Confederation, ed. E. R. Forbes and D. A. Muise (Toronto: University of Toronto Press and Acadiensis Press, 1933) 306-345.

³⁴ Clark 36-37.

³⁵ Canadian Government Office of Tourism, Tourism in Canada: Past, Present, Future (Canada: Canadian Government Office of Tourism, 1983) 27.

Many promotions in the era following 1960 commercialised the province's historical and cultural resources as part of its tourism promotion package.³⁶

While the traditional primary production sector still attracted the greatest share of government growth-incentive money, tourism emerged in the 1960s as one of the region's major industries. The commercialisation of facilities was evident in the expanded number of campgrounds and provincial parks established with money made available under the Agricultural and Rural Development Act of 1961. This was a federal-provincial cost-sharing program aimed at improving economic conditions in rural areas of the province.

In Western Nova Scotia, the establishment of Kejimikujik National Park in the period between 1964 and 1974 serves as an example of government lending support to this commercialisation process.³⁷ The park not only became and remains a popular attraction, it is also an important part of the tourism infrastructure of the western end of the province. Funds also became available for such heritage projects as the reconstruction of the

³⁶ "The Five Ages of Nova Scotian Tourism" 9.

³⁷ W.F. Lothian, A Brief History of Canada's National Parks (Ottawa: Environment Canada, Parks, 1987) 122-128.

Fortress Louisbourg.³⁸ It was in this era that attention was shifted within government from basic promotion to more involvement in building facilities. This is evident in the 1960s investment of large amounts of capital in tourist attractions such as Fortress Louisbourg (and later the Halifax Citadel in the 1970s).

At this time, festivals and events came to be more focused on what was thought to be the "authentic" history of the Maritimes, such as the Scottish pride or "tartanism" mentioned earlier. The 1963 building of the Bluenose II is another example of a mixture of Nova Scotia mythology and history being used as part of tourism promotion. The Bluenose II was inspired not only by the original Bluenose, the famed Lunenburg saltbanker, but also by another wooden vessel, The Bounty, which was built in Lunenburg for a Hollywood movie. The Bluenose II was initially used as a promotional vehicle for a brewery before the province acquired it and now uses it in the tourism industry.³⁹

³⁸ Della Stanley, "The 1960's: The Illusions and Realities of Progress," The Atlantic Provinces in Confederation, ed. E. R. Forbes and D. A. Muise (Toronto: University of Toronto Press and Acadiensis Press, 1993) 426-459.

³⁹ "The Five Ages of Nova Scotian Tourism" 9.

Another type of heritage resource that gained attention in this period was the museum. In addition to the heritage festivals and historical sites, the museum was a popular attraction for tourists seeking to appreciate local culture.⁴⁰ In this period of tourism development, provincial efforts were centred around focal or theme events such as the 1982 "Old Home Summer." In this new form of government involvement, promotion was complemented by the co-ordination of events and sites to maximise tourism revenues.⁴¹

This new approach to tourism was a shift from traditional efforts focused on specific facilities or projects to a more integrated approach to tourism development.⁴² However, in the latter type of integrated tourism planning, everything including people, the landscape and history were seen as part of the "product," just as the tourist facilities--the gift shops, the highways, the hotels--were components of the product.⁴³ This type of tourism carried through development in the 1970s, 1980s, and to some degree, the 1990s. The commercialisation of resources made for a highly-commodified

⁴⁰ Canadian Government Office of Tourism 27.

⁴¹ "The Five Ages of Nova Scotian Tourism" 9.

⁴² Peter Murphy, Tourism: A Community Approach (London: Methuen and Company Limited, 1985) 15.

⁴³ "The Five Ages of Nova Scotian Tourism" 9.

industry, which being overdone, bred public dissatisfaction and the beginning of a new trend towards more natural, less overtly-commercialised activities. Heritage tourism came in the 1980s to be more respected by the broader public, and the environmental movement was by the 1990s beginning to create a serious market for ecotourism. Although the commodified tourism generated first by mass marketing in the 1960s was no longer at the century's end the approach being adopted by innovative developers seeking to attract an upscale clientele, the older (now conventional) tourism still maintains a strong market share and deserves credit for regenerating the industry in the period when it was new.

The 1970s brought the first flicker of public doubt in the tourism industry's conventional approach to development. At the beginning of the decade, conservationists and environmentalists feared tourism's effect on water and air pollution, and its role in the loss of agricultural land. Traditionalists feared that commercialised tourism threatened the social values and the landscape of the region, especially in Prince Edward Island.⁴⁴ These concerns may not have been unfounded because in the 1970s tourism experienced an extensive overhaul and expansion in every sector of the

⁴⁴ Stanley 436, and J. Adler, "Tourism and Pastoral: a Decade of Debate," The Garden Transformed-Prince Edward Island 1945- 1980 (Charlottetown: Ragweed Press, 1982).

industry from transportation to food and beverage service. Most of this new development took place in Canada's major cities.

The government's focus on developing particular destinations did not devolve solely on urban destinations, however. In several government publications, promoting rural tourism was a key approach. Government officials aimed to maximise the general benefits of tourism as a growth industry by encouraging and creating new opportunities in non-urban areas through local tourism.⁴⁵ Officials recognised that Nova Scotia had high-quality and varied physical, cultural and historical resources, which they believed, if managed and planned properly, would meet all foreseeable demands by residents and tourists.⁴⁶ This belief in system and management led to increased planning for tourism development but it also appeared in later government policy in recommendations for a university program offering training in managing, planning and working in all aspects of the

⁴⁵ Government of Canada Regional Economic Expansion, and Nova Scotia Department of Tourism, Tourism Development Canada/Nova Scotia Subsidiary Agreement (Canada: Government of Canada and Government of Nova Scotia, 1977) 14-15. The combined federal and provincial government support for the development of Kejimikujik, which opened in 1974 (as noted earlier) is a good example of creating new opportunities in rural areas.

⁴⁶ Government of Nova Scotia, Development Policy and Strategy for the Province of Nova Scotia with Programs and Expenditures for 1970-71 (Nova Scotia: Government of Nova Scotia, 1969) 66-67.

tourism industry.⁴⁷

The goals of economic plans in the 1970s were realised to some degree in the 1980s. A program for training tourism professionals was developed and the first tourism degree course in the Maritimes opened at Mount Saint Vincent University in 1986.⁴⁸ This program emerged in response to the new tourism market of the 1980s. Travellers in this period were increasingly searching for diversion, adventure, and the new and different. Relief of the stress of modern day life was a primary goal as was enrichment through cultural experience and physical activity.⁴⁹ The trend to exploit historical/heritage resources in the 1970s expanded in the 1980s as part of the industry's attempt to capture a broader and better tourist market.

These developments have continued the earlier pattern set by Angus L. Macdonald of mythologising Nova Scotia's history. In the 1970s and 1980s a number of projects and festivals promoted a concept of the province as a

⁴⁷ Atlantic Development Council Canada, The Atlantic Region of Canada Economic Development Strategy for the Eighties (Canada: Atlantic Development Council, 1978) 172.

⁴⁸ "The Five Ages of Nova Scotian Tourism" 9.

⁴⁹ Canadian Government Office of Tourism, Tourism in Canada: Past, Present, Future (Canada: Canadian Government Office of Tourism, 1983) 51.

quaint haven of craftspeople, fisherfolk, and ethnic tradition bearers.⁵⁰

These promotions led to the creation of historical sites such as Sherbrooke Village, theme and amusement parks such as the Upper Clements Park, massive urban restorations as in Amherst, waterfront rejuvenation as in Halifax, and funding for dozens of musical and cultural exhibitions and events.⁵¹ However, the government's establishment of two casinos as tools for promoting tourism growth⁵² demonstrates that it has neglected its goal of creating a unique tourist experience.

For many small towns in Nova Scotia, historically-themed development was a route to becoming involved in the tourism industry. Many downtown areas became historic walks with heritage properties, antique looking streetlights, signage and more, combining to form "heritage" towns, some of whose historical authenticity could be questioned.⁵³ For the most part, communities were intent on preserving their heritage buildings while at the

⁵⁰ "The Five Ages of Nova Scotia Tourism" 9. See also Peter Barss, Older Ways: Traditional Nova Scotia Craftsmen (Toronto: Van Nostrand Reinhold, 1980), Ronald Caplan, ed., Down North: The Book of Cape Breton's Magazine (Toronto: Doubleday Canada, 1980), and Richard H. Field, Spirit of Nova Scotia: Traditional Decorative Folkart, 1780-1930 (Toronto: Dundurn Press, 1985).

⁵¹ Annette Stuckless, The Tourism Industry in Newfoundland and Labrador (Newfoundland: Royal Commission on Employment and Unemployment, Newfoundland and Labrador, 1986) 17.

⁵² Stephen Kimber, "When The Casino Came To Town," Chatelaine, June 1997: 41.

⁵³ For details on this viewpoint, see Edward Relph, The Modern Urban Landscape (Baltimore: The Johns Hopkins University Press, 1989). Pugwash, for example, with its Gaelic street signs gives a misleading impression because Pugwash was never a Gaelic-speaking area.

same time creating an attractive environment to draw shoppers to the downtown. This was done with the assistance of a Heritage Canada Government program established in the late 1980s known as the “Mainstreet Program” which was designed to assist towns in revitalising their main streets.⁵⁴

The communities of Parrsboro, Pictou, and Sackville each utilised this approach to varying degrees. In these towns, heritage buildings were protected or restored. Surrounding buildings often altered to blend in with their more historic neighbours. They also installed such items as streetlights, benches and garbage containers that contributed to a more attractive and “heritage” looking downtown. However, this form of development has appeared in so many small towns in Nova Scotia that it can no longer offer the element of “distinctiveness” or “novelty” that the contemporary tourist prefers. This may be part of the reason for the ecotourism trend of the 1990s. Preliminary developments indicate that this “back to nature” form of tourism was in the 1990s becoming the phenomenon to change the look of the industry and to offer the tourist the “new and different.”

⁵⁴ Ed. D. Holdsworth, Revitalizing Mainstreet (Toronto: University of Toronto Press, 1985) 3.

Much of the focus of development historically has been on tourist attractions. Concerns centred on how to make them more appealing to the visitor and thereby more economically sustainable. This approach to particular destinations is a major cause of the industry's tendency to be trend-oriented, as demonstrated in the historical overview. The tourism industry, like any other consumer-driven industry, changes as the consumer's wants and needs change. With the publication in 1987 of Our Common Future, the so-called Brundtland Report of the World Commission on Environment and Development,⁵⁵ change in the tourism industry no longer just revolved around satisfying the amusement needs of tourists but also on the idea of sustainable development. It could be said that sustainable development is the next tourism trend. This thesis focuses on the "trend" of sustainable tourism development as it applies to the case-study communities; therefore it is essential to understand the conflicts surrounding the idea of sustainable tourism. The next chapter will review this concept.

⁵⁵ World Commission on Environment and Development.

Chapter 3

Tourism and Sustainable Development

Tourism can lead to uncontrolled development resulting in environmental damage and social distress. Environmental damage can include litter, deforestation, and the wear of countless feet on paths. The ever-increasing volume of visitors can also disrupt local lifestyles and customs to the extent that the host becomes hostile toward the visitor.⁵⁶ This was exemplified in a recent news report that indicated residents of Prince Edward Island were complaining publicly about the effects of the large volume of tourists visiting the Island during the summer.⁵⁷ Anthropologists have complained that tourism is a degrader of weak societies and a trivialiser of culture, while some economists view tourism as the exploitation of the poor by the rich.⁵⁸

These criticisms of tourism parallel a general shift away from purely growth-

⁵⁶ V. May, "Tourism, Environment and Development: values, sustainability and stewardship," Tourism Management, 12-2 (1991): 112-118.

⁵⁷ "Morning Show," writ. Morrissey Dunn, AM 60 CKCL and THE MIX 100.9 FM, Truro, Nova Scotia, March 2001.

⁵⁸ G. J. Ashworth, "Planning for Sustainable Tourism, a Review Article," Town Planning Review July 1992: 325.

oriented economic development towards culturally and environmentally sustainable forms of tourism development, a trend seen on the global scale.⁵⁹

The recent interest in sustainable development emerged out of an environmental framework as the World Commission on Environment and Development published Our Common Future, a report that introduced the concept of sustainable development and spurred debate about the sustainability of tourism.⁶⁰

One concept derived from this report according to Emanuel deKadt is the development of an alternative form of tourism, the basis of which borrows a great deal from the report's criteria for sustainability. deKadt's discussion of alternative tourism includes a detailed account of why this form of tourism is the answer to development.⁶¹ I feel that instead of focusing attention on developing a new tourism model to be imposed on tourist destinations, government and community should direct their attention to making the existing types of tourism development more sustainable. J. G. Nelson supports this point of view because he believes that working out codes of

⁵⁹ D. N. Zurick, "Adventure Travel and Sustainable Tourism in the Peripheral Economy of Nepal," Annals of the Association of American Geographers, 82-4 (1992): 608.

⁶⁰ World Commission on Environment and Development 8.

⁶¹ E. deKadt, "Making the Alternative Sustainable: Lessons from Development for Tourism," Institute of Development Studies Discussion Paper 272 (Institute of Development Studies, 1990).

practice and other agreements locally would be the most promising way of creating effective monitoring, assessment and management systems for tourism. In his opinion, senior or federal governments do not have the institutions, the funding, the staff, or the local knowledge to do so. He believes the local tourism situations vary so much from place to place that universal systems could not be applied at the local level without careful attention to local needs and circumstances by the people living there.⁶²

Unfortunately, this opinion is not shared universally because various levels of government have seized upon tourism's potential for economic development. The result has been top-down planning and promotion that offers destination communities little control or input over their destinies. While the result of such centralised planning has been rapid growth and widespread development in industrial nations, the impact on destination communities has rarely been considered or appreciated. In such cases, tourism development has frequently failed to live up to its promised expectations and some communities have begun to develop negative attitudes towards the tourism industry. An example of this antagonism towards tourists can be found in Banff, Alberta. In late 1970s or early

⁶² J. G. Nelson, R. Butler, and G. Wall, Tourism and Sustainable Development (Waterloo: University of Waterloo, 1993) 265.

1980s, the derogative term “gorbies” was created to describe tourists. Local residents even went so far as to produce satirical t-shirts recording the loss of three tourists to bear attacks in one year.⁶³ This example indicates the need for a more planned and controlled approach to tourism development in order to avoid the types of problems that can be created by planning done outside the tourism destination.

The Canadian government has taken the first steps toward incorporating the ideas of sustainable tourism and has taken it upon itself to create its own codes for sustainable tourism to be used by the tourism industry, tour operators, food service, accommodation and even tourists.⁶⁴ This was an attempt, according to the government, to define a comprehensive approach intended to be used as reference material for current and future actions.

These codes, while noble in intent, do not appear to be particularly useful in practical terms because there is no legislation or enforcement method accompanying them. However, there is an effort being made on the part of provincial and federal governments to at least appear as if progress has been made. Internationally, the federal government has become involved in the

⁶³ P. E. Murphy 30-31.

⁶⁴ Tourism Industry Association of Canada, Code of Ethics and Guidelines for Sustainable Tourism (Ottawa: National Round Table on the Environment and the Economy, 1992).

World Tourism Organisation Committee in developing indicators of sustainable tourism for international use.⁶⁵ These indicators will include measures of environmental sensitivity, levels of stress being put on particular environments, levels of management and planning action to address problems and potential impacts, and key indicators of the impact of remedial actions.⁶⁶

Debate continues among scholars as to whether or not sustainable tourism development is even possible, as demonstrated by one scholar's facetious answer that "Yes, it is possible if people stay home!"⁶⁷ Other suggestions for sustainable tourism tend to be more practical than this answer. The promotion of further professionalization of personal tourist services is one of these. The idea behind this suggestion is that community members would be proud of their competency in providing services rather than "crawling servilely before guests." This would, in the opinion of Erik Cohen, help improve the attitudes and relations between locals and tourists while keeping tourists away from the locals' lives.⁶⁸

⁶⁵ Tourism Industry Association of Canada 4-5, 65.

⁶⁶ J. G. Nelson, R. Butler, and G. Wall v.

⁶⁷ J. Jafari and G. Wall, "Sustainable Tourism," Annals of Tourism Research, 21-3 (1994): 668.

⁶⁸ E. Cohen, "Alternative Tourism- A Critique," Tourism Recreation Research, 12-2 (1987): 17.

Peter Murphy advocates a community approach to making tourism developments sustainable. He asserts that a long-term industry will require communities' recognition of the fragility of resources and the need to protect their resource base.⁶⁹ In Murphy's opinion, planning and development done without community input cannot continue if tourism is to develop in harmony with the capacity and aspirations of the destination areas. More citizen participation in the planning and development (or lack thereof) of a destination is essential according to Murphy if tourism is to become a self-renewable resource industry.⁷⁰ However, as Clare Gunn pointed out, there is no guarantee that the employment of planning techniques and processes can or will solve all of the problems of the tourism industry. Unless the attempt is made, there is no empirical evidence to prove that tourism planning would not be effective in resolving some industry difficulties.⁷¹

Applying a community-based approach to tourism development will not by itself ensure sustainable tourism either. Defining which sustainable development principles could be carried out through community control, and

⁶⁹ Peter Murphy 157.

⁷⁰ Peter Murphy 163.

⁷¹ C. Gunn, Tourism Planning (New York: Crane, Russak and Company, 1979) 24.

which would need to be implemented through controls at a higher level would be important. Once the role of community was defined, there would still be extensive barriers to overcome in the implementation of a successful community-based approach.⁷²

The case studies each have the potential to display the negative effects of tourism described in this chapter if they are not properly monitored. In Parrsboro and Sackville, the potential for environmental damage is great because these towns have used their natural resources to develop tourism. Parrsboro's geological resources include valuable fossils that if destroyed are irreplaceable. The Waterfowl Park in Sackville is a delicate habitat that relies on nature to maintain ecological balance. Both communities are encouraging tourists to view their resources and therefore they put these precious commodities at risk. Research findings will reveal if these towns were successful in achieving a balance between entertaining tourists and preserving their natural environment.

In Pictou, tourism has the potential to damage the community's perception of their history. The Hector Heritage Quay is based on the town's Scottish

⁷² J. G. Nelson, R. Butler, and G. Wall 135.

heritage. As Ian McKay asserted, by commercialising history, Pictou risks altering historical facts to make the development more appealing to tourists. The negative potential of tourism may effect Magic Valley from an economic perspective. This theme park is reliant almost entirely on tourist traffic and because of this, risks its financial sustainability.

I believe that tourism planning would work well in combination with a community-based approach in overcoming these barriers and in establishing a more sustainable tourism industry. The purpose of this analysis is to examine how several Maritime communities test traditional tourism theory. This examination will demonstrate the sustainability (or lack thereof) of several forms of tourism development. The following chapter will outline the historical background of these case-study communities and provide the background information required for an understanding of why these communities have chosen tourism as an economic development tool.

Chapter 4

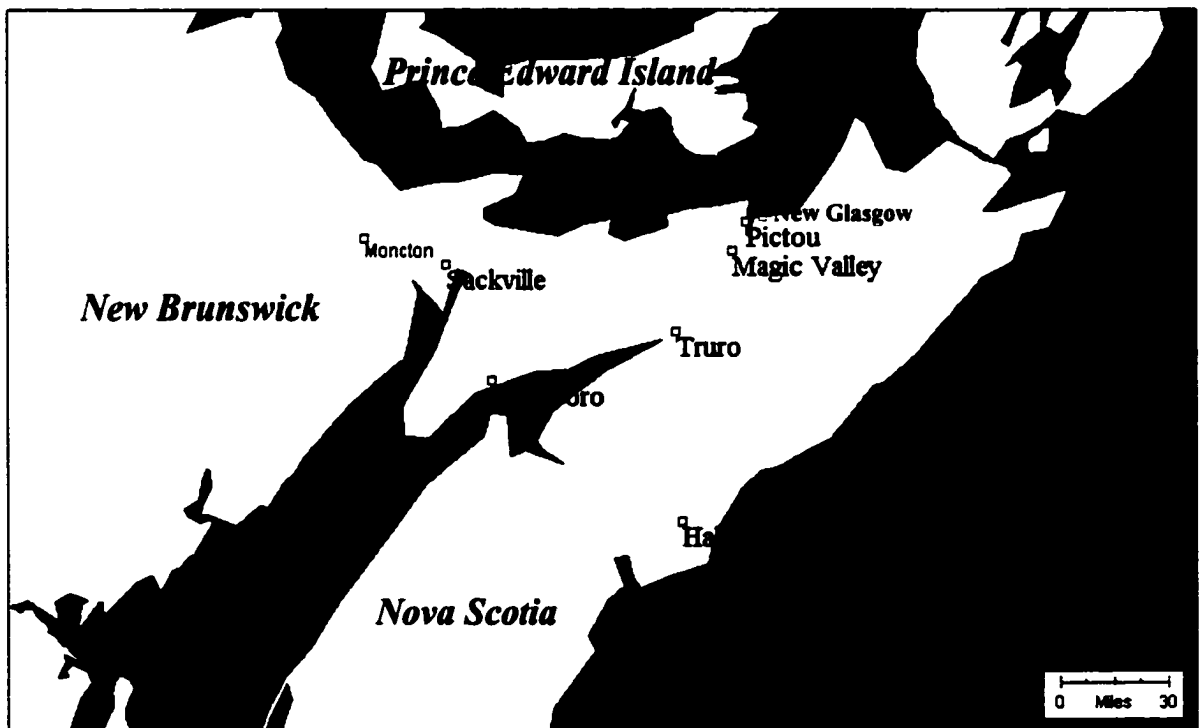
Case-Study Communities

This chapter offers a brief overview of each case-study community: Pictou, Nova Scotia, Magic Valley, Nova Scotia, Parrsboro, Nova Scotia, Sackville, New Brunswick. More detail about these locations will be provided in Chapters 5 and 6, which will review my research findings about each place. The intent of this chapter is first to offer an orientation perspective on each community prior to more in-depth examination, and second, to discuss some procedural aspects of my research.

The four case-study communities are similar in size to many small towns in the Maritimes and share the rural and economic heritage often found in such places: three of these towns, for instance, are proud of their shipbuilding and seafaring pasts. I chose these four communities as case studies because each one has included tourism development as part of their effort to restructure their local economy. I believe these communities reflect economic and social challenges found in many small towns in the Maritimes and as such, they serve as a representative sample of local tourism development. In order to

understand why these communities have chosen tourism, it is important to understand their history, geography, and demography. Map 1 below illustrates the geographic relationship of these four locations to one another.

Map 1: Study Area



Source: PC*Miler for Windows, Version 12, ALK Associates Inc., 1998.

Sackville, New Brunswick

Location and History

Sackville is located in south-eastern New Brunswick, close to the Nova Scotia border.⁷³ The town has easy access to the rest of the Maritimes because it is located in the centre of the region and both the Trans-Canada Highway and the C. N. Rail line pass through it. Two dominating presences, Mount Allison University and intrusions of the surrounding Tantramar Marshes occupy a large block of Sackville's land area. The wetlands form the Sackville Waterfowl Park around which most of the town's tourism is centred. This park is an example of an ecotourism development. Activities and events stemming from the Park such as bird watching and the Atlantic Waterfowl Celebration have been developed with the theme of ecotourism.

Sackville's history is rich with its shipbuilding heritage. While the town's waterway has been redirected and it is no longer connected directly to the waters of the Bay of Fundy, shipbuilding still figures prominently in the history of the area. The site now occupied by the town was first settled by

⁷³ See Map 1 and Appendix C for maps of the area.

Acadians, and was originally named Pres des Bourques. In 1755 however, the surrender of Fort Beausejour meant the end of Acadian occupation of this area with the expulsion of the Acadians. In 1761 and later in 1763, New England settlers arrived in the area, during which time the name of the area was changed to Sackville in honour of the commander of the British Forces, Lord George Sackville.⁷⁴ In 1772, settlers from Yorkshire arrived, marking the beginning of the development of what is presently Sackville. Farming, lumbering, and trading were the main occupations in the late eighteenth and early nineteenth centuries.

Shipbuilding and foreign trade created more activity and brought an increase in population, in the first half of the nineteenth century. The opening in 1843 of Mount Allison Academy was a milestone in the history of the town. A branch institution for girls opened in 1854. The title of "University" was formally adopted in 1886. Mount Allison holds the distinction of being the first university in what was then the British Empire to grant a woman a Bachelor's Degree.⁷⁵

⁷⁴ William C. Milner, History of Sackville, New Brunswick (Sackville: Tribune Press, 1934), and interview with Museum Clerk, Fort Beausejour National Historic Site, Aulac, New Brunswick, April 17, 2001.

⁷⁵ John Reid, Mount Allison University: A History, to 1963 2 vols. (Toronto: University of Toronto Press, 1984) vol. 1.

Population and Economy

The population of Sackville is approximately 5,500, a figure that has changed little since 1986.⁷⁶ The town also has an annual population infusion of post-secondary students. In addition to this, the community is home to many commuters, the majority of whom work in Moncton. Sackville's retail market base would include mainly this same population, in addition to the students during the university season. Today Mount Allison is a coeducational, residential university serving approximately 2100 undergraduate students.

Sackville's economy is based on Mount Allison University and on general farming, manufacturing, retailing, specialised service industry, and government offices.⁷⁷ While it closed in the 1980s, the Enterprise-Fawcett Foundry, which manufactured stoves, employed many residents of the town as early as 1852. Atlantic Wholesalers had its head office and distribution centre in Sackville and offered steady employment until its closure in the

⁷⁶ Statistics Canada, Census Divisions and Census Subdivisions: Population and Dwelling Counts, 1991 (Ottawa: Statistics Canada, 1992) 29.

⁷⁷ Sackville, New Brunswick: Where You Belong (Sackville: c. 1995), and Map (Sackville, New Brunswick: 1992), and This is Sackville, New Brunswick - Where You Belong (Sackville: 2000).

1990s. Ready access to deep waterways, rail connections, and modern roadways allowed the town an enormous locational advantage as it progressed through shipbuilding, manufacturing and moving goods and people. Sackville has also become the location of several technology-based businesses: internet companies, software producers, and a marketing communications sector are all located here. The town uses both its locational advantage and the quiet lifestyle of the area to attract new business and provide greater employment for local residents.

Parrsboro, Nova Scotia

Location and History

The town of Parrsboro is found on the Minas Basin of the Bay of Fundy in Nova Scotia, which is well known for having the highest tides in the world.⁷⁸ The town is positioned along Route 2, which is referred to by the tourism industry as the scenic route to New Brunswick. It is approximately a 30 minute drive from the towns of Amherst and Springhill, and approximately one hour from the town of Truro.

⁷⁸ See Map 1 and Appendix C for map of the area.

The geology of Parrsboro is remarkable because some of the oldest dinosaur fossils in the world were found in its shores. The region is also well known for the minerals and gemstones exposed by the erosion of tides. Because of these natural features, the area has long been an attraction for scientists and amateurs alike in the search for valuable gemstones and clues to unlock the history of dinosaurs. Tourism in the town is centred on this natural history as seen in developments like the Fundy Geological Museum and rockhounding events.

Parrsboro's history can be traced as far back as when the Micmac travelled through the region. They called the area "awokun" meaning portage because they believed Glooscap roamed its shores. The present site of the town is linked to the establishment of the area's first permanent English settlement by 1776 at nearby Partridge Island. The Island was connected to the mainland by a ferry service. The population later shifted to the present location and was named Parrsboro in 1784 in honour of the then Governor of Nova Scotia, John Parr. Because of the short distance across the Minas Basin from the Annapolis Valley, many families originally from New England moved from the Valley to the Parrsboro Shore. Some of these same families moved on to the Tantramar region in the border country of New

Brunswick and Nova Scotia so that prominent names like Ratchford, Hatfield, Tupper, Crane, and Allison became familiar in all three of these historically-linked areas.⁷⁹ The town was incorporated in 1889.⁸⁰ For a long time in the twentieth century, the town was linked to the nearby Annapolis Valley by a ferry called the Kipawo, the name of which refers to the linked towns of Kingsport, Parrsboro, and Wolfville. The old “Kip” is now the venue for the Ship’s Company Theatre.

Parrsboro’s past is intricately linked with its seafaring heritage. Native and pirate lore are as much a part of the history of the region as shipbuilding and shipping. Regular routes to Saint John and Boston were common in the nineteenth century. The town prospered through its connections to the sea and still maintains its connection to the sea through fishing and shipping.⁸¹ This Maritime heritage is depicted in Ottawa House, the former summer home of Sir Charles Tupper, a man who in 1864 became Premier of Nova Scotia and in 1896 Canada’s Prime Minister.⁸² In spite of its long history,

⁷⁹ Mary Byers and Margaret McBurney, Atlantic Hearth: Early Homes and Families of Nova Scotia (Toronto: University of Toronto Press, 1994) 251-60. See also John G. Reid, “Charles Frederick Allison,” Dictionary of Canadian Biography 8 (Toronto: University of Toronto Press, 1985) 15-16.

⁸⁰ Place-Names and Places of Nova Scotia (Halifax: Public Archives of Nova Scotia, 1967) 515 and The Canadian Encyclopedia: Year 2000 Edition (Toronto: McClelland & Stewart Inc., 1999) 1765.

⁸¹ The Canadian Encyclopedia: Year 2000 Edition 1765.

⁸² Murray Barkhouse, Famous Nova Scotians (Hantsport: Lancelot Press, 1994) 69-70.

Parrsboro has been able to live and prosper without spoiling its natural environment.

Population and Economy

The population of the Parrsboro area was 1,617 in 1996 and it increases in the summer tourist season as cottagers return to the area. The population has declined somewhat from its 1951 level of approximately 2000, due in part to the closure of the rail line and to the loss of the paper mill, one of town's major employers in the 1990s.⁸³

Most citizens in Parrsboro still make their living from the natural and renewable resources of the land and sea.⁸⁴ While the community formerly relied on the mill as a main source of employment, Parrsboro Metal Fabricators, which was founded in 1976, is now the single largest employer. The economic impact of this plant increased in the early 1990s when the plant expanded from 40 to 105 jobs. Agriculture is an important employer

⁸³ Nova Scotia Department of Economic Development and Tourism, Nova Scotia Doers and Dreamers Guide (Halifax: Nova Scotia Department of Economic Development and Tourism, 1998), and interview with Town of Parrsboro staff member, Parrsboro, Nova Scotia, April 17, 2001.

⁸⁴ Central Nova Tourist Association 1994-1995, Glooscap and Sunrise Trails Visitor's Guide- "The Land for All Seasons" (New Castle, New Brunswick: Ad-Formation Inc., 1994) 16-17.

through local farms and blueberry harvesting. There is also a small inshore fishery. In addition, tourism-related services are becoming a major source of revenue for the town. Tourism in Parrsboro is based on a dinosaur theme, which will be discussed in more detail later in this analysis. Tourist traffic has been a source of support for local retail stores and attractions like the Ship's Company Theatre and the Fundy Geological Museum.

Pictou, Nova Scotia

Location and History

This town is located on the best harbour on the north shore of Nova Scotia, which lies along the Northumberland Strait.⁸⁵ It is around this harbour theme that tourism in Pictou has developed. The town has a strong Scottish heritage that has led to the development of the Hector Heritage Quay, a project based on a Scottish immigration theme. This type of tourism is known as historical tourism. The Trans-Canada Highway, which is located on the outskirts of the town leading to the nearby Prince Edward Island Ferry Service, connects Pictou to the rest of Nova Scotia and to New

⁸⁵ See Map 1 and Appendix C for map of the area.

Brunswick as well. Using this highway, the community is less than a half an hour away from the major Pictou County town of New Glasgow.

While Pictou has traditionally advertised itself as the "birthplace of New Scotland," the first permanent settlers came from Philadelphia in 1767 on a small vessel named the Betsy.⁸⁶ However, these first settlers were too few to put a permanent stamp on the area. The present character of Pictou owes much to Scottish emigration beginning in 1773 with the arrival of the ship Hector. In the century after this, thousands of immigrating Scots passed through the port of Pictou to settle in Nova Scotia and Canada. The Hector Heritage Quay commemorates the arrival of the Hector and the origins of the community. Pictou Township, now Pictou County, was set up in 1775, and the town was incorporated in 1874.⁸⁷

From the beginning, education was of major importance to the people of Pictou; notable were the many famous graduates of Pictou Academy, established in 1816. This institution, which originally gave instruction at the

⁸⁶ Map - Historic Pictou Nova Scotia: Birthplace of New Scotland 2, and James M. Cameron, Pictou County's History (Pictou, Nova Scotia: Pictou County Historical Society, 1972) 188-189.

⁸⁷ James M. Cameron 188-189, and Visitor's Guide- Pictou County, Nova Scotia (New Glasgow: Pictou County Tourist Association, 1995) 34-46.

university level, is now the local high school.⁸⁸ The early economic base was centred on the sea; fishing was an important activity along with shipping. Early timber-based exports included masts for the British Navy and local wooden vessels. Shipbuilding, long a prominent industry, has survived into the present era.

In spite of Ian McKay's legitimate complaint that the provincial government, especially since the post-World War II era of Premier Angus L. Macdonald, has over-emphasised for tourism purposes the Scottish heritage of Nova Scotia, Pictou is clearly one area that can claim its full right to celebrate its past Scottish connections. It was one of the two or three chief Maritime destinations for Scottish emigrants because it was an official customs port of entry. As well, Pictou Scots exported in the nineteenth century leading clergy and educators who had a profound effect on Canadian higher learning, on church life, and on the professions.⁸⁹ Finally, the mercantile and professional class of Pictou was Scottish and they left the town a significant Scottish architectural legacy. Only Perth, Ontario, can rival

⁸⁸ James M. Cameron 149 and 153.

⁸⁹ J.P. MacPhie, Pictonians at Home and Abroad (Boston: Pinkham Press, 1914).

Pictou as a place with Scottish architecture in Canada.⁹⁰ The Scottish heritage of the town has also remained important to residents of the town throughout its history and has recently been part of local economic development strategy, as seen in the development of the Hector Heritage Quay.

Population and Economy

The town of Pictou has a population of approximately 4,100.⁹¹ Today, the lobster fishing industry still has an important role in providing employment for local residents. A nearby pulp mill and manufacturing found in neighbouring New Glasgow and surrounding communities also provide employment for local residents. Pictou was one of the few Maritime Centres to make a successful transition from wooden to steel shipbuilding. The ferry M. V. Confederation, which travels between Caribou and Wood Islands, was built in the town. Although activity in the shipyard has decreased significantly in recent years and the shipyard is now for sale, the

⁹⁰ See Harold Kalman, *A History of Canadian Architecture*, 1 (Toronto: Oxford University Press, 1994) 111 and 157, and Mary Byers and Margaret McBurney, 264 279.

⁹¹ Visitor's Guide- Pictou County, Nova Scotia 34.

shipbuilding tradition continues with the reconstruction of the "Historic Ship Hector" on the waterfront.⁹²

Magic Valley

Location and History

Magic Valley is the only tourism development being studied for this thesis that is not part of a large community. Instead, the development is located in Pictou County on the Highway #4, the former Trans Canada Highway. The site is six miles west of New Glasgow between the communities of Green Hill and Alma, and within minutes of West River Station.⁹³ This development is an example of theme-park tourism and it is based on family fun including amusement rides, a gift shop, and a farm with live animals.

Magic Valley was created in 1971 as a hobby for its owner and at that time was called Story Book Village. This was a much smaller-scale theme park than that which is now Magic Valley. The Village was based on children's

⁹² Map- Historic Pictou, Nova Scotia: "Birthplace of New Scotland" (Pictou: c. 1994).

⁹³ See Map 1 and Appendix C for map of the area.

stories such as Little Red Riding Hood and Humpty Dumpty, which were represented in miniature creations in what was known as the Enchanted Forest. While this portion of the development still exists, it has since become known as Magic Valley. With the addition of rides and boats, Story Book Village became a full-fledged amusement park. This park was expanded in the 1990s to include a gift shop and a "Grand Prix" race track. The park is open from July 1 to Labour Day.⁹⁴

Population and Economy

While Magic Valley itself has no population, it does draw employees from surrounding communities as far away as Truro, which is located within one half-hour. The theme park provides seasonal employment to many area students and young adults, and because of this has had an effect on the local economy. While Magic Valley is geographically close to the towns of Pictou and New Glasgow, the owners of the park do not usually advertise with local businesses in tourism brochures. In the past, the theme park partnered with another privately-owned theme park known as Atlantic

⁹⁴ This information was taken from a pamphlet entitled "Magic Valley Family Fun Park."

Playland Park (located approximately twenty minutes from Halifax, Nova Scotia) to produce a brochure.

The Purpose of the Case Studies

The next two chapters will discuss the case-study communities in much more detail and will examine how each has developed tourism as an economic development tool. They will analyse tourism as a sustainable development tool from the perspective of the people who live in each community. This will provide insight into the result that each community has experienced with their varying approaches to tourism, including the approach they took in bringing about their development and in the type of tourism they chose.

Small towns and rural communities in the Maritime Provinces have experienced in the past several decades a decrease in steady employment offered by traditional industries such as lumber and paper mills, shipyards and factories. In searching for a new source of employment, many of these communities have seized upon tourism as a cure for their economic ills. Places like Sackville, Parrsboro, and Pictou, three of the case studies of this

analysis, are no exception in this regard. While maintaining traditional employment in some sectors, and losing it in others, and being mindful of global trends in transportation and travel, it was almost inevitable that such towns would make strategic use of tourism initiatives in their planning for economic development and diversification.

When I did my field research for these case studies from 1995 to 1997, I was able to survey the history of and current plans for tourism in each place. Now, in 2001, in presenting my research findings in the next two chapters, I will also report on how well those plans have worked out. We may learn thereby some lessons for establishing the sustainability of small-town tourism initiatives.

As stated in Chapters 1 and 3, this analysis seeks above all else to determine the sustainability of tourism. As defined earlier, the case studies will be analysed by standards of sustainable tourism that consider financial circumstances. No attraction can be sustainable if it is not economically viable. Case studies will also be evaluated on the basis of tourism's impact on the environment. This is because environmental degradation will eventually lead to the loss of resources upon which tourism relies. Finally,

the effect of tourism on the quality of life of local residents will be assessed to establish if the development has contributed to the community in a positive way.

I have had to remind myself during the course of my research that tourism is only one among other economic, community and cultural strategies available to Maritime communities. This idea was reinforced by the information gathered during my research for the case studies in this analysis. In fact, the studies made me more aware of the limitations of tourism as a development strategy. I am now more determined to develop this analysis as both a gentle warning and an encouraging guide to Maritime communities seeking to develop tourism in their area. It is my hope that as they do so, they will draw on the experiences of these case-study communities.

In presenting each case study, I will highlight particularly the issues of consultation and community consensus building with a view to suggesting a sustainable approach to tourism. My hypothesis remains that sustainable tourism development is only possible if initiatives are based on plans executed at the community level with consideration given to both community involvement and compatibility as measures of success.

Procedural Aspects of Interviews

With my hypothesis as a starting point in my visits to each of the four locations, I attempted to contact a cross section of community members. In each case-study place I spoke to business people, town officials, organising committee members, and individual community members. I tape recorded almost all interviews to negate the necessity to continually return to these people and interrupt their lives with more questions. I have retained the tapes for reference purposes. To obtain contact names, I checked with town offices for lists of organisations involved in tourism and corresponding names. I attempted to contact as many of the leaders of these groups as possible to gain a full understanding of who was involved in organising tourism in each community. Service group listings were also obtained, contact was made with these groups, and permission sought to attend meetings.

I have found in the past that contacting individual community members by going door to door or mailing out surveys is both inefficient and potentially dangerous. Therefore, I sought out community service groups such as Lions Clubs and volunteer fire departments because they offered the opportunity to

speaking with groups that were demographically diverse. In contacting business, I went from business to business and found I often got referrals to owners whom I phoned for interviews. I also took the opportunity to interview clerks, who in my opinion would have the most contact with customers coming in the stores. This would give me an idea of how many were tourists and if the number of visits had increased.

In speaking with the members of each community, I attempted to allow them to establish the measures of sustainable tourism and to suggest what issues they consider important in the tourism development of their area. To that end, I used a consistent approach in each location, asking only the interview questions seen in Appendix A during each interview. I gladly accepted any additional comments offered, but tried not to offer my own opinions or stray from the established questionnaire so that the answers received would be as representative of the interviewees' genuine opinions as possible.

The measures of a sustainable tourism development that emerged from interviews in each case-study location were economic, social and environmental. Economic factors that were considered important included the attraction's ability to be financially self-sustaining. Community

members also believed the development's capability to draw visitors was essential. In the case of Magic Valley, area residents considered employment offered by the development important. Social measures described by residents pertained to social activities related to the attractions and overall quality of life. The environment was also highlighted as an important measure for a sustainable tourism development. Specifically, residents were concerned with the preservation of natural resources and the improvement of their physical surroundings.

The questions used for interviews in each location were intended to establish community perception of tourism development from the point of view of the economy, environment, and quality of life. I also attempted to ascertain how aware people were of local tourism initiatives. Some questions also were intended to reveal how a given project originated and who was involved. These and other questions assisted me in establishing if any community members were involved or even interested in the development when it began. In other words, did the project begin at the "grass-roots" community level?

Further questions focused more on community opinions of the development: the effects on people's daily lives, attitudes towards new initiatives, concerns about the mode of implementation, and the long term potential or drawback of the tourist attraction. The answers I received to my questions in each location, combined with an examination of the actual tourism developments themselves, are the factors that will either prove or disprove my hypothesis.

Chapter 5

Two Bay of Fundy Communities

This chapter and Chapter 6 will describe my research findings by presenting each case-study community in a separate section. In this chapter I will report my findings for Sackville and Parrsboro, two towns on arms of the upper end of the Bay of Fundy, the body of water that forms a natural boundary between New Brunswick and Nova Scotia. In the next chapter I will discuss two case studies in Nova Scotia's Pictou County, an area bordering on the Northumberland Strait, some 150-60 km to the east of Sackville and Parrsboro.

Because these Bay of Fundy towns are part of a cultural and physical region distinct from that of the Pictou County communities, it seems appropriate to discuss them together. Sackville is located on the northern side of Cumberland Basin and Parrsboro on the north shore of the Minas Basin, both basins being inlets of the larger Bay of Fundy and separated from each other by the rugged landscape of the Chignecto Peninsula. Each community is linked historically by patterns of early settlement, but it is the remarkable

natural setting for each town that makes them attractive for the contemporary traveller. The highly distinctive environments of these towns gives them a physical advantage over other tourist destinations, including Pictou, a place which definitely has its own charms.

Although in Sackville the main focus of recent tourism development has been on the living environment of wetlands and waterfowl, and in Parrsboro on rocks, fossils and natural history, both locations are unusually distinct and attractive in terms of the sheer power and presence of the surrounding landscape. There is a strong sense in each place of the relationship between land and sea and, above all, of the limits of human habitation on such a landscape. People in today's large cities are not aware of this subtle limitation on daily basis, but increasingly there is an awareness among groups of urbanites that they need contact with places that educate environmental awareness. The new environmental ethic is matched by a growing consciousness in basically-rural small towns that they can be partially sustained economically by publicising the attractions of their local landscape.

With these natural physical and environmental factors in mind, we can begin our examination of these Bay of Fundy towns. Here the outdoors aspect weighs more heavily than in Pictou County, where our attention will be more on cultural-historical tourism and the family-oriented attractions of a theme park.

Research Findings for Sackville, New Brunswick

Before the creation of the Waterfowl Park, Sackville's economy was based on agriculture and industry. However, in the mid-1980s, one of its major employers, the Enterprise-Fawcett Foundry closed down, forcing the community to look at new ways of renewing their economy. Sackville faced economic hardship in the early 1990s when the regional head office of Atlantic Wholesalers and the RCMP Crime Laboratory both left the town. This meant that Mount Allison University was the sole remaining major employer. These developments put many people out of work, narrowed the tax base of the town, and reinforced the need for Sackville to strengthen its economy.⁹⁵

⁹⁵ Interview with Doug Simpson, Proprietor, Simpson Gilbert Chambers, Sackville, New Brunswick, November 1995.

In 1984, Sackville acted and contracted a consulting firm to conduct a six-month study of the town's business area with the objective of developing a Downtown Improvement Plan. The plan was completed, presented to the public for input, then approved by town council in 1985. The report recognized the need for a central focus for downtown improvement.

Discussions with residents and officials led to the recommendation of a waterfowl tourism theme. This seemed like a natural choice because it was the reclaimed marshlands that attracted the first settlers and sustained the economy of the region until the mid-1930s. Since 1985, most redevelopment projects and promotional materials have featured the waterfowl or wetlands theme.⁹⁶

This plan also suggested that a park with a waterfowl theme would be ideal for downtown Sackville where there was suitable land near the main business area that could be obtained for the development.⁹⁷ There was always a natural interest in the community in waterfowl because the Regional Office of the Canadian Wildlife Service was located there.

⁹⁶ Interview with Alan Smith, Chairman, Waterfowl Park Advisory Committee, Sackville, New Brunswick, November 1995, and Canadian Wildlife Service, The Sackville Waterfowl Park – A Case-study in Community Co-operation (Sackville: Canadian Wildlife Service, 1992) 1.

⁹⁷ Interview with Alan Smith, November 1995.

Members of the Chignecto Naturalist Group had traditionally organized bird-watching tours and special events, so the development of the park seemed like a natural extension of this local interest.⁹⁸

The town, with the assistance of the Canadian Wildlife Service, initiated the development of the Sackville Waterfowl Park in 1985. It was two years before work on the park actually began because land ownership issues had to be settled. Permission was obtained from C. N. Rail to dyke the edge of the railway, a portion of the land was purchased from private landowners, and the rest was leased from Mount Allison University. In 1987, Ducks Unlimited became involved; it did environmental assessments and began restoring the wetlands. In 1988, a group was formed under the auspices of the town known as Wings on the Wind. This group later became known as the Sackville Waterfowl Park Advisory Committee. This committee was formed for the same reason that Pictou formed the Waterfront Development Corporation, which was to obtain funding. Funding was provided by Ducks Unlimited, the Town of Sackville, and federal and provincial government grants. Boardwalks, trails, nesting stations, and other visitor-use facilities were constructed between 1989-1991.

⁹⁸ Interview with Barb Campbell, Co-ordinator, Renaissance Sackville, and Director, Community Development and Public Relations, Sackville, New Brunswick, November 1995.

To date, the development of the park has cost approximately \$280,000. Funding was provided by a number of sources, including the Town of Sackville, Ducks Unlimited, a Federal-Provincial Subsidiary Agreement, CEIC Section 25, Department of Natural Resources and Energy, Canadian Wildlife Services, Rotary Club of Sackville, and the Atlantic Waterfowl Celebration. The park officially opened in 1989.⁹⁹

The Waterfowl Park required extensive cooperation between all groups involved, from the earliest development stage. The daily running of the park has also been a good example of cooperation. Sackville's Recreation Department takes care of ongoing maintenance of the park, while the Canadian Wildlife Service monitors the environmental aspects of the park, such as wildlife usage. The park is managed by the Waterfowl Park Advisory Committee, which has volunteer representatives from all of the groups involved in its development. This includes the New Brunswick Department of Natural Resources, the Canadian Wildlife Service, Mount Allison University, and the town of Sackville in addition to representatives

⁹⁹ Interview with Alan Smith, November 1995, and interview with Rebecca Cant, Department of Community Development and Tourism, Sackville, New Brunswick, March 2001.

from the Chignecto Naturalist Club, the Sackville Chamber of Commerce, the Rod and Gun Club, and local landowners.¹⁰⁰

Promotion of the park, including the management of park tour guides, is the responsibility of the town's Tourism Department. The park has received extensive media attention through newspapers, television, and radio. The park is also featured in the New Brunswick tourist guidebook and has been written up in birding books as one of the best birding sites in North America. In 1989, the town received a national environmental achievement award.¹⁰¹ The success of the Waterfowl Park led to the establishment in 1990 of an associated event, the Atlantic Waterfowl Celebration.

The Celebration began as an idea several people had to create an event that would benefit the community both economically and environmentally and promote the conservation of wetlands. According to Pat Finney, the local Coordinator, the Waterfowl Celebration was an educational and preservational event consisting of a three-day annual festival. The activities included art, decoy, and commercial exhibits relating to wetlands and tours

¹⁰⁰ Canadian Wildlife Service 4-6, and interview with Paula McClusky, Director, Recreation Department, Sackville, New Brunswick, November 1995.

¹⁰¹ Interview with Alan Smith, November 1995.

and educational events like duck carving competitions. Originally this event took place on the Mount Allison campus and was moved in 1994 to the downtown.¹⁰²

Aside from the Waterfowl Park and the Atlantic Waterfowl Celebration, Mount Allison University is another a tourist attraction. At the very least, the university has had a key role in the development of tourism in the town not only because it has been a partner in both the Waterfowl Park and Celebration, but because it has generated a great deal of positive publicity for Sackville. The university has been highly praised in Maclean's Magazine each year for its academic offerings. The Owens Art Gallery, which is located on campus, is itself a tourist attraction. The association with famous artists like Alex Colville, Christopher Pratt, and Mary Pratt who studied at Mount Allison, has enhanced the image of the university. Alex Colville has had the most effect on the university's public image. It was here that this talented artist honed his skills and later became a part of the fine-arts faculty. Colville's fame and the prominent display of his work on

¹⁰² Interview with Pat Finney, Co-ordinator, Atlantic Waterfowl Celebration, Sackville, New Brunswick, November 1995.

campus have created public interest in the university and contributed to the public image of quality which Mount Allison portrays.¹⁰³

The university's conference centre has also had an influence on tourism in Sackville with various groups from seniors to professionals staying on campus for meetings, workshops, and summer education programs.¹⁰⁴

Another educational tourist attraction in the area is the National Historic Site at Fort Beausejour, which documents the military history of the region. The history of the Acadians in the region is presented at another National Historic site in the neighboring community of Memramcook.

Against the background of an economic recession and the recent departure of Atlantic Wholesalers, town council decided to create Renaissance Sackville in 1993 to help coordinate planned economic development in the community. The organization intended to stimulate planning for a prosperous and sustaining community. As a part of this new structure, nine working groups were established, each handling a different component of

¹⁰³ Interview with Barb Campbell, November 1995, and interview with David Hawkins, Proprietor, Hawk Communications, Sackville, New Brunswick, November 1995.

¹⁰⁴ Interview with Laurie Goodine, Director of Conferences and Summer Programs, Mount Allison University, Sackville, New Brunswick, December 1995.

development.¹⁰⁵ Renaissance Sackville held a series of public meetings to identify the strengths of the community and determine what projects the organization would take on. The community was also asked to participate on a volunteer basis in the new agency. The working groups were created for the specific purpose of involving the community in their future development plans. One of the working groups was the tourism group, which focused on developing aspects of tourism like developing day-adventure programs and promoting events.¹⁰⁶ Renaissance Sackville was made up almost entirely of volunteers and as such represented a cross section of community opinion. However, this did not mean the entire community was supportive of its work when it first began in 1993.

Renaissance Sackville encountered resistance to the heavy emphasis it placed on ecotourism as a component of community development. Some people objected to this focus and did not see the long-term benefits of tourism. The organization has also encountered disagreement about the Waterfowl Park from some community members who argued that the grants

¹⁰⁵ Interview with Barb Campbell, November 1995, and Renaissance Sackville Strategic Planning Committee, An Economic Development Framework for Sackville (Sackville: Renaissance Sackville, 1994) 4.

¹⁰⁶ Interview with Barb Thompson, Development Assistant, Renaissance Sackville, Sackville, New Brunswick, November 1995.

should have been directed toward other types of development, such as manufacturing.¹⁰⁷ Another problem Renaissance Sackville quickly encountered was volunteer burnout. However, the organization was aware of the problem and took steps to prevent it by constantly seeking out new people to become involved. Renaissance Sackville attempted to understand why people did not want to become involved and tried to resolve the issues they uncovered.¹⁰⁸

Another organization that encountered volunteer burnout problems shortly after forming was the Atlantic Waterfowl Celebration. At the time of my interview in Sackville in 1995-1996, the event was also encountering funding problems. The Celebration received some assistance from the town and some provincial government assistance, but organizers hoped the event would eventually become successful enough to be self-sustaining.¹⁰⁹

Organizers attempted to correct problems by shifting the event's focus from an emphasis on attracting outside visitors to attempting to generate more local involvement. A part of this effort meant that the activities were shifted

¹⁰⁷ Interview with Barb Campbell, November 1995.

¹⁰⁸ Interview with Barb Thompson, November 1995.

¹⁰⁹ Interview with Doug Simpson, November 1995, and interview with Pat Finney, November 1995.

from the university to downtown Sackville and that the dress code became more casual.¹¹⁰ Public opinion of the Celebration had improved somewhat at the time I conducted my interviews. Community members I spoke to indicated they had become more involved in the festival and attended some of the events but they still felt that in spirit it was still directed more towards tourists. They appreciated the money and tourists the event brought into the town, but many people felt their local exhibition, Marshland Frolics, was a much bigger draw.¹¹¹ The Waterfowl Celebration did not receive the additional public support they expected, and when in 1995 I spoke to Doug Simpson who worked with the event's organizers, he felt its future was in jeopardy.¹¹² Unfortunately, the Atlantic Waterfowl Celebration did not survive and the reasons for this will be explained later in this section.

Renaissance Sackville fared much better in its attempt to gain public support, as did the Waterfowl Park. In 1995, the community began to support the work of this local organization in all of their development

¹¹⁰ Interview with Diane Fullerton, Sackville Chamber of Commerce, Sackville, New Brunswick, November 1995.

¹¹¹ Interview with joint Kinsmen/Kinnettes meeting attendees, Sackville Kinsmen/Kinnettes Club, Sackville, New Brunswick, December 1995, and interview with Lion's Club meeting attendees, Sackville Lions Club, Sackville, New Brunswick, November 1995.

¹¹² Interview with Doug Simpson, November 1995, and interview with Barb Campbell, November 1995.

efforts, including tourism. One merchant noted that Renaissance Sackville had done a lot of work since their formation in bringing together a lot of different organizations and local people, which injected renewed enthusiasm in the community.¹¹³ The organization took the initiative to contact a local company, Hawk Communications, to assist them in developing marketing materials for the town. Hawk defined where and how advertising should be done, which resulted in smaller groups working together so there would be no advertising duplication. Sackville used local talent in having articles written about various aspects of the town. The town sent these articles to newspapers, magazines, and other media outlets in an effort to encourage more people and businesses to locate there.¹¹⁴ By 1995, the town had become much more aggressive in promoting itself and community members had begun to work with each other in this effort.

The Waterfowl Park has also been successful in gaining public support. The fact that the park was costing the town of Sackville very little other than basic maintenance, which was carried out by town workers, most likely contributed to its public support. There was still some confusion among

¹¹³ Interview with Ellen Pickle, Proprietor, Tidewater Books, Sackville, New Brunswick, November 1995.

¹¹⁴ Interview with Barb Campbell, November 1995.

community members at the time of my interviews as to which organization maintained the park, but in general, most people I spoke to had no funding concerns about it. Sackville had to adapt to the park from a planning perspective. One example of this is the development of an area not connected to the park and adjacent to a highway exit to the town. In 1994-1995, several fast food restaurants and a fuel station were built in this area. The Tantramar Planning Association worked with the developers to ensure that the developments blended with Sackville by adapting the buildings in design, placement and landscaping.¹¹⁵

The town also asked residents to consider the park when they worked on their homes. Residents were encouraged to do things as simple as hanging bird feeders, and for homes bordering the park, using outdoor lampshades that direct light downwards so as not to disturb the wetland wildlife. The same group of consultants who originally suggested the creation of the park developed guidelines for land usage for areas adjacent to it. These guidelines were very specific in pointing out that no restrictions would be placed on landowners, and that they would only be asked to keep the

¹¹⁵ Interview with Ron Corbett, Tantramar, Planning Association, Sackville, New Brunswick, November 1995, and interview with Barb Campbell, November 1995.

guidelines in mind whenever possible.¹¹⁶ These guidelines are obviously not enforceable. Instead, they are suggestions for land usage that can be incorporated if the property owner so desires.

Community members were also asked to change their behavior for the good of the park in other ways; for example, not skating there in the winter and not feeding the birds. The public was very respectful of these requests and there have been no problems with the interaction between the community and the wild inhabitants of the Waterfowl Park.¹¹⁷ Al Smith noted that wildlife in the park are not disturbed by human traffic there because they “grew up” with people.¹¹⁸

It seems that the people of Sackville “grew up” with the waterfowl as well, because those who opposed the park in its developing stages eventually became some of its most ardent supporters. Many have gone further and used the development of the park as an opportunity to learn more about

¹¹⁶ Interview with Barb Campbell, November 1995, and Basic Design Associates Limited, Design Guidelines (Sussex: Basic Design Associates, 1995).

¹¹⁷ Interview with Paula McClusky, November 1995.

¹¹⁸ Interview with Alan Smith, November 1995.

environmental issues and bird watching.¹¹⁹ The local people I spoke to almost unanimously supported the park, many mentioning how proud they were of it and their community's accomplishments. The park was widely used by many people I spoke to for various recreational activities. Those that did not use it regularly were also supportive of it because they felt it was a good use of land that had previously been largely undeveloped. A few people expressed concern that the park had caused an increase in the mosquito population in the town, but most did not consider this an issue. Generally speaking, community members emphasized how much the park had enhanced their quality of life. They even incorporated the Waterfowl Celebration into local activity somewhat, using it as an opportunity to set up concession stands for the purposes of fundraising.¹²⁰

The merchants I spoke to also supported the park, especially with regard to its effect on the quality of life in Sackville. They were somewhat less enthusiastic about its impact on their business traffic. Some merchants did

¹¹⁹ Interview with Mona Estabrooks, Tantramar Tourism Association, Sackville, New Brunswick, November 1995.

¹²⁰ Interview with joint Kinsmen/Kinnettes meeting attendees, December 1995, and interview with Lion's Club meeting attendees, November 1995.

feel that that tourists had helped their business, particularly a town bookstore owner who noticed that local-interest and nature books were selling more.¹²¹

A local inn owner attempted to use the park as a drawing card to encourage tour operators to stop overnight in Sackville.¹²² Other merchants felt that the increased number of tourists in town did not affect their business. They noted that the number of people travelling through the community had increased but they felt that strangers were interested only in enjoying the wildlife and not in making purchases at their shops. The merchants asserted that more accommodations were needed to encourage these tourists to stay overnight.¹²³ Eventually, as several people pointed out in 1995, it became clear that the development of tourism had begun a pattern of change in attracting new business. At that time the fast food outlets and fuel station were brand new and plans were ongoing for a new Co-op grocery store. Community members were excited about the change in their town and pleased by the jobs created by these new businesses.¹²⁴

¹²¹ Interview with Ellen Pickle, November 1995, and interview with store clerk, Reen's, Sackville, New Brunswick, November 1995.

¹²² Interview with Peter Whedon, Proprietor, Marshlands Inn, Sackville, New Brunswick, December 1995.

¹²³ Interview with Duane Pauley, Proprietor, Hometown Jewelry and Gifts, and A Touch of Class Hairstyling, Sackville, New Brunswick, November 1995, and interview with Barbara Black, Proprietor, The Crofter, Sackville, New Brunswick, November 1995.

¹²⁴ Interview with Lion's Club meeting attendees, November 1995, and interview with Ellen Pickle, November 1995.

When I spoke to Rebecca Cant from the Sackville Department of Community Development and Tourism in 2001, I was encouraged to find that the new accommodations the merchants earlier wanted have now been established in the town. In addition to new bed-and-breakfasts, there is now a new hotel called the Coastal Inn. The increased accommodation has greatly increased the town's ability to attract more conferences and has enabled the town to host more overnight tourist visits. The tourist bureau is reporting increasing numbers of visitors. They had a record number of 39,000 people coming through in the summer of 2000. The Waterfowl Park attracts more than 25,000 visitors annually, which includes both local and tourist traffic. Mount Allison has also been successful in attracting more groups to the community through their conference hosting facilities. Some merchants and accommodations would rather see this type of concentrated influx of people into the community as opposed to the steady arrival of tourists over the summer as they did in 1995. Merchants find the impact of visitors attending conferences and other gatherings more noticeable in retail sales as opposed to tourist purchases.¹²⁵

¹²⁵ Interview with Rebecca Cant, March 2001.

In 1995, another issue merchants and community members raised was the sustainability of the Atlantic Waterfowl Celebration. The problems it had with funding, volunteer burnout, and lack of local support led to the cancellation of the festival in the late 1990s. Organizers realized too late that they were focusing too much on outside support and that their efforts to make the event appeal more to the local community were unsuccessful. However, there is still some interest in a Waterfowl festival and there are discussions ongoing about creating a new festival that would incorporate some of the successful aspects of the event.¹²⁶

Another new project that is currently underway is the conversion of the old Campbell Carriage Factory near Sackville into a museum with interactive displays. The Campbell family donated the factory and many of the artifacts to the Tantramar Heritage Trust, a board of volunteers who are planning to have the museum open in 2002. Other projects are being discussed such as the construction of a pedway over the Trans-Canada Highway to connect sections of the Trans Canada Trail. If the pedway project is successful, an architect will design it with the idea that it will be a tourist attraction. The town has already improved the view from the highway by erecting attractive

¹²⁶ Interview with Rebecca Cant, March 2001.

new signage directing traffic to Sackville's downtown and the Waterfowl Park.¹²⁷

Sackville has been successful in maintaining the ecosystem in the Waterfowl Park and the Advisory Committee is still in place to supervise its direction. Tour groups, local schools, and Sackville residents use the park in increasing numbers each year. The town has also been successful in its efforts to market the park and the surrounding community as a unified entity. Several brochures have been produced that offer packaged touring ideas for things to see and do in Sackville and the Tantramar area. One such success is the audio tour called the "Tantramar Talking Tour" which sold for the first time in 2000. A group of volunteers put together a cd/tape complete with local actors telling stories about the town, giving the history of the marshes, and directing people around the area. There are numbers posted strategically around the community, which are to be used with an accompanying map to assist tourists in following the tour. The town is also promoting itself through a new marketing campaign called "Hometown New Brunswick." The province of New Brunswick developed this campaign to highlight 25 small communities in the province. The campaign will include a special

¹²⁷ Interview with Rebecca Cant, March 2001.

issue guidebook and television advertising. The government chose Sackville to participate in this program because they felt the town was clearly ready to serve tourists.¹²⁸ Sackville has definitely proved it can serve tourists, and diversify its economy by responding well to change, and by taking advantage of the community members who want not only to offer opinions but to get involved in the future of their town.

Research Findings for Parrsboro, Nova Scotia

While Parrsboro was clearly a place where natural history was used as a basis for tourism development, I found that there was not one particular development or attraction that tourism in the community focused its efforts around, such as the Waterfowl Park in Sackville, New Brunswick, or the Hector Quay in Pictou, Nova Scotia. Rather, initiatives in Parrsboro focused more around a theme and that theme is dinosaurs. There are several “beginnings” suggested for the current tourism phase in the community. However, most residents agree that it began soon after the discovery of some of the oldest dinosaur fossils in North America in 1985. The late 1980s was the period that generated the most excitement in the area for the potential of

¹²⁸ Interview with Rebecca Cant, March 2001.

more tourism development in Parrsboro. This 1985 fossil discovery came at a time when an interest in dinosaurs was increasing world-wide. This interest eventually led to Steven Spielberg's Jurassic Park and to several other movies about dinosaurs in the 1990s. Dinosaur movies continue to be popular in 2001, demonstrating that public interest has not yet waned.

Of course, tourism in some form had been in the town for generations. Conrad Byers, proprietor of "Time Frame Photo" in Parrsboro, noted that tourism in the community had simply gone through cycles with highs and lows, new ideas and new faces.¹²⁹ As mentioned in Chapter 4 in the historic description of the town, Parrsboro felt the effects of tourism very early on in the late 1800s with the ferry boat connections to the Annapolis Valley of Nova Scotia, and shipping to Saint John, New Brunswick, and Boston, Massachusetts. Byers noted how more recently the loss of one of the town's major employers, Scott Paper International, forced the town to look at tourism as a new way to create employment.¹³⁰ This loss of employment in the community happened approximately the same time as the discovery of the dinosaur fossils in Parrsboro. As the saying goes, "whenever one door

¹²⁹ Interview with Conrad Byers, Proprietor, Time Frame Photo, Parrsboro, Nova Scotia, September 1996.

¹³⁰ Interview with Conrad Byers, September 1996.

closes, another one opens.” Unfortunately, in Parrsboro, the door opened to a somewhat fragmented approach to tourism, resulting in several “beginnings” for tourism in the community (as earlier noted).

Aside from the fossil discovery and the Scott mill closure, one of the other factors that triggered an interesting tourism development was a federal government program called “Mainstreet.” This program which is no longer in existence assisted communities in revitalising their downtown. Joan Jones, past Parrsboro Town Councillor and proprietor of the “Sweet Briar Boutique,” described the Mainstreet Program as one of the facilitators of tourism in the town around 1989. Jones noted that the program provided assistance to the town through cost sharing with the local businesses.

Federal infrastructure program funding provided for development such as sidewalks and building façade improvements. However, there were strings attached to this government money. These included up front payment by businesses and rules to follow for façade renovation. Those businesses that did not follow the rules did not receive any funding.¹³¹ This appeared to cause some bad feeling among merchants in the early 90s and at the time of

¹³¹ Interview with Joan Jones, Town Councilor, and Proprietor, Sweet Briar Boutique, Parrsboro, Nova Scotia, November 1995.

my research in late 1995 some bitterness was still noted during interviews with community groups.

The Fundy Geological Museum, which opened in late 1993, was another major factor that triggered tourism development in Parrsboro. The original idea for the museum was “kicked off” by the dinosaur fossil finds as Ken Adams, museum curator noted.¹³² The interest in the fossils combined with the general public interest in dinosaurs at that time allowed the town a unique advantage from a tourism standpoint. Tourists could not experience Triassic-Jurassic geology and 200 million-year-old dinosaur fossils anywhere else but in Parrsboro.

In 1989, people from Parrsboro’s Board of Trade, the Town Council, and the West Cumberland Industrial Commission (no longer in existence) came together to form the Fundy Geological Society. This society brought all the energy and manpower needed to go after the federal and provincial government funding to develop the museum. The museum is part of the Nova Scotia Provincial Museum system. As such, it receives 50% of its funding from the province. This funding in addition to paid admissions is

¹³² Personal interview with Ken Adams, Curator, Fundy Geological Museum, Parrsboro, Nova Scotia, November 1995.

enough to sustain it. The original budget to establish the museum was \$2.5 million. In addition to funding from the Provincial Museum system, funding also came from various other organisations including ACOA (the federal government's Atlantic Canada Opportunities Agency), the Department of Communication, Heritage Canada, the provincial Community Futures program, and the Fundy Geological Society.¹³³

In 1990, another initiative that received government funding and established nature and natural-history tourism similar to the example set by the Fundy Geological Museum was the Fundy Shore Ecotour. This tour begins in Amherst, Nova Scotia and follows the Fundy Shore with Parrsboro at its centre. A group of interested individuals from Amherst all the way to Windsor, N. S. got together and worked through the Central Nova Tourist Association to access funding from the Nova Scotia Department of Tourism for interpretative signs along the trail.¹³⁴ One other factor in the resurgence of tourism development in Parrsboro is the "Ship's Company Theatre," established in 1984. The then Artistic Director of the company, Michael

¹³³ Interview with Ken Adams, November 1995, and interview with Rose MacAloney, Administrator, Fundy Geological Museum, Parrsboro, Nova Scotia, April 2001.

¹³⁴ Interview with Gary Morris, Director, Tourism Committee, Parrsboro and District Board of Trade, Parrsboro, Nova Scotia, November 1995.

Fuller, felt in 1995 that the theatre worked well with the natural-history tourism provided in Parrsboro because both attractions targeted upper/middle income tourists who can afford to travel and who have the time to read about and explore the environment and culture.¹³⁵ The theatre, which uses as its venue the historic M. V. Kipawo, the old Kingsport to Parrsboro Ferry, has been a sustained success and is now conducting a Capital Improvement Fund to provide a permanent safe haven for “the old Kip.”

From this description of factors that triggered the recent development of tourism in Parrsboro, it is obvious that this resurgence originated with many different people and many different ideas. This much was clear from the research completed in 1995–1997. There were still in the town several different approaches to tourism development. Parrsboro is distinctly different from the tourism developments I studied in Pictou and Sackville. In most communities, one can expect to find several different initiatives that spin off from any original tourism development. These are generally new businesses and summer events like festivals and parades. This was evident in both Pictou and Sackville. However, in Parrsboro, the factors triggering

¹³⁵ Interview with Michael Fuller, Artistic Director, Ship’s Company Theatre, Parrsboro, Nova Scotia, December 1995.

tourism development indicated that there were more than just new spin-off businesses and events. Instead, I found that there were numerous initiatives by both groups and individuals in the community to develop tourism in different but not dissimilar directions.

Opinions expressed during the mid-1990s reflected the effects of the earlier, fragmented start of the resurgence of tourism around 1990. One of the most commonly expressed opinions at community service meetings and in meetings with business people and town officials was that the community of Parrsboro did not work co-operatively. This comment described several “cliques” and is symptomatic of the problems I noted in the community.

There are several local groups working on different aspects of tourism. Some groups have overlapping membership and in some cases overlapping efforts. The key groups involved in the town’s tourism in 1995-1996 appeared to be the Parrsboro and District Board of Trade, its Tourism Committee, the Fundy Geological Society, the Cumberland Regional Economic Development Agency, the Ship’s Company Theatre, and the newly created Glooscap Trail Development Partnership (which I will discuss in detail shortly). The town council at the time was rumoured to be a source

of conflict and according to various informants was not particularly supportive of tourism development.¹³⁶ Several people noted that often smaller businesses established their own initiatives and did their own promoting.¹³⁷ This was most likely a result of the problems noted earlier about the lack of co-operation in the town. Randy Corcoran, founder of Dinotours Coastal Adventures, noted that some of the older, more established businesses are more difficult to work with. He also found that within the large local organisations he encountered too much delay with bickering and arguing. This led him to believe it was “easier to do my own thing while keeping an eye on what other people are doing.”¹³⁸

One person interviewed wisely noted that while co-operation is hard to come by, it is necessary for sustainability.¹³⁹ Corcoran must have believed this because, despite his frustration with the lack of co-operation, it was he who approached both people in Parrsboro and other individuals and groups along the Glooscap Trail, to encourage them to join together to promote the larger

¹³⁶ Interview with Gary Morris, November 1995.

¹³⁷ Interview with Joan Jones, November 1995, and interview with Randy Corcoran, Proprietor, Dinotours Coastal Adventures, Parrsboro, Nova Scotia, December 1995.

¹³⁸ Interview with Randy Corcoran, December 1995.

¹³⁹ Interview with Richard Field, Research Secretary, Glooscap Trail Development Partnership, Parrsboro, Nova Scotia, December 1995.

area. The Glooscap Trail is the province's tourism route from Amherst to Windsor that follows the shores of the Bay of Fundy. Corcoran found approximately 40 people interested in joining him and together they formed the Glooscap Trail Development Partnership.¹⁴⁰ It is interesting to note that the two other co-founders of the partnership were a German man who recently opened an inn in Parrsboro and Corcoran's business partner who is from Austria. Perhaps an outsider's perspective assisted both Corcoran and other Parrsboro business leaders in seeing the idea of working co-operatively from a different point of view, or perhaps they were frustrated with the local community and sought to find co-operation on a larger geographic scale.

The Glooscap Trail Development Partnership was established for the sole purpose of a five-year marketing plan for the area. A liaison committee was created from this group with the mandate of getting community members from various areas involved in the plan. Some difficulty was encountered with the problem of involving all of those who wanted to participate in the Partnership. Time constraints due to deadlines for applying for grants and the difficulty of organising many small groups made it difficult to take the time to involve all interested parties. However, despite this difficulty, the

¹⁴⁰ Interview with Richard Field, December 1995.

Partnership was successful in securing some government grants both to employ several people to guide projects and to cost share a television advertising campaign that aired in the spring of 1996.¹⁴¹

Aside from the Glooscap Trail Development Partnership, there were several other tourism developments in Parrsboro at the time of my research that were brought to my attention by various members of the community. One of these was the development of a 1.5 km hiking trail, complete with an interpretative site and look-off tower for tourists, on Partridge Island. This is a popular area 3 km from the downtown that used to be an island until the famous Saxby Gale of 1869 created a strip of land that now connects the site to the mainland.¹⁴² Corcoran spearheaded this trail project with money from a government grant.¹⁴³

Another development highlighted during my interviews was the large (4200 hectare) Cape Chignecto Park development. This provincial park, originally slated to open in 1997, was being developed north-west of Parrsboro in the

¹⁴¹ Interview with Richard Field, December 1995.

¹⁴² Interview with Gary Morris, December 1995.

¹⁴³ Interview with Randy Corcoran, December 1995.

area of Cape Chignecto. Several people I spoke to were very enthusiastic about this project, the largest provincial park in Nova Scotia, because they hoped it would bring more tourists and hikers to the area.¹⁴⁴ Potential was also noted for the Ottawa House Museum in Parrsboro. This historic building, Parrsboro's oldest, was at one point in its long history the summer home of Sir Charles Tupper, a man who was Prime Minister and a former Nova Scotia Premier in the late 1800s.¹⁴⁵ Additional tourism developments that were highlighted were the boardwalk along the Aboiteau in town and the long-standing Rock-hounding festival. The boardwalk was developed by the Board of Trade and was intended to draw people from the museum on the opposite side of the Aboiteau to the downtown area. The Rock-hounding Festival held each year in May again attracts the type of tourist that would also be interested in the hiking trails on Partridge Island and in Cape Chignecto Park. This festival involves people scouring the beach for valuable minerals and possibly fossils.¹⁴⁶

¹⁴⁴ Interview with Randy Corcoran, December 1995, and interview with Conrad Byers, September 1996.

¹⁴⁵ Interview with Terri McCulloch, Chairwoman, Glooscap Trail Development Partnership, and staff member, Ottawa House Museum, Parrsboro, Nova Scotia, December 1995, and interview with Lioness meeting attendees, Parrsboro Lioness Club Meeting, Parrsboro, Nova Scotia, April 1996.

¹⁴⁶ Interview with Randy Corcoran, December 1995.

While there were other smaller initiatives mentioned as tourist attractions, such as Canada Day celebrations, I have outlined the major groups and tourism developments forming the basis of tourism in Parrsboro in the mid-late 1990s. The town's tourism development, at least in its recent rebirth, was still fairly new at the time I conducted the majority of my interviews. I believe that situation is reflected in my research findings, for many of the projects remained ongoing.

The fact that there were so many different groups involved in tourism and that there was a lack of co-operation perceived by the community were the problems apparent in my research findings. In interviewing community members, I discovered the people of Parrsboro had other concerns as well. I found that local opinion on tourism developments varied widely and that there was as much opposition as there was support for tourism in the town. The boardwalk I just described was one such development. While some people could see that the idea behind the boardwalk was good, most believed it would not be popular because of the smell of the water in the Aboiteau due to a sewage outlet. As well, a large number of people I spoke to were frustrated by the money put into the boardwalk. Many people did not believe that drawing tourists into the town would put a great deal of money

into the community. These same people would rather have seen the money put towards fixing problems they perceived with their schools, medical access and job creation.¹⁴⁷

The Glooscap Trail Development Partnership received some negative feedback during the time of my interviews, but the Fundy Geological Museum proved to be more controversial. For the most part, local people supported the museum as an educational tool for schools and for offering displays like antique quilts, but tended to overlook the advantage of the museum from a tourism standpoint. One prominent community member, who did not wish to be named, noted that businesses and towns people expected an immediate and dramatic impact on the town's tourism industry and felt this had not happened. However, the community member also noted that the museum had just opened two years prior to my interview and was beginning to attract bus tours.

Another issue I identified was tourism infrastructure. Community members expressed concern that the roads leading to the town needed repairs and that there were only a small number of restaurants and accommodations to

¹⁴⁷ Interview with Volunteer Firemen, Parrsboro and Area Volunteer Fire Department, Parrsboro, Nova Scotia, March 1996, and interview with Lioness meeting attendees, April 1996.

encourage tourists to linger in the town. Also mentioned was a concern that Ship's Company Theatre may not receive enough government support because it relies heavily on precarious provincial funding.¹⁴⁸ I was surprised to find that the issue of tourists damaging the environment of Parrsboro was not a concern in the community. I asked both the museum curator and the owner of Dinotours whose livelihoods depend on ecotourism, if damage from tourists was a concern for them and neither believed it was. The reasoning was that locals do as much damage to the environment with littering and ATVs as tourists do. The important fossil areas were believed to be safe because they are difficult to access and therefore unlikely to see steady tourist traffic.¹⁴⁹

Overall, the most prominent opinion regarding the local tourist trade was that while the town needs tourism, the community did not feel that quite as much focus should be placed on it as has been the case. This attitude reflects the fact that some tourism developments receive support and some do not, and the people of Parrsboro have been cautious about "putting all of their eggs in the tourism basket." Despite this, many people did see tourism

¹⁴⁸ Interview with Lioness meeting attendees, April 1996, and interview with Michael Fuller, December 1995.

¹⁴⁹ Interview with Ken Adams, November 1995, and interview with Randy Corcoran, December 1995.

as an important part of the town's economic future. Several people noted there appeared at the time to be renewed sense of pride in the town and optimism for its future.¹⁵⁰ Morris of the tourism committee even pointed out that different organisations in Parrsboro were beginning to work together in partnership, a new phenomena at the time.¹⁵¹

In speaking with Adams of the Fundy Geological Museum in March of 2001, I found that Morris's words of optimism were well founded. Adams described Parrsboro now as a community that was still struggling to "bring people to the table," but stated there is a new sense of appreciation and encouragement for the development of tourism. Evidence of this can be seen in the co-operation required for the new "package tours" being offered that include visits to the Geological Museum, accommodations in Parrsboro, and further activities involving the neighbouring communities. Another example of potential co-operation in the town is the newly created Marketing Steering Committee. This group was created with the help of several interested individuals including the town mayor, a town councillor,

¹⁵⁰ Interview with Conrad Byers, September 1996, and interview with Gary Morris, November 1995.

¹⁵¹ Interview with Gary Morris, November 1995.

and Adams. This group was established to encourage businesses in the community to market Parrsboro's attractions collectively.¹⁵² It is too early to tell if the Steering Committee will succeed, but the fact that community members are interested in working co-operatively is positive. Several of the projects that were ongoing on my last research visit have now been successfully completed, such as the Partridge Island Trail and Cape Chignecto Park. The Ship's Company Theatre, the Fundy Geological Museum, and Corcoran's company (Dinotours) are still thriving.

The Geological Museum has maintained what the curator considers to be an acceptable level of paid visitation. The museum experienced a decline of approximately 4,000 in attendance between 1996 and 1998 from its opening attendance record of 24,262 people. Adams believes this was due to a downturn in overall tourist visits to Nova Scotia during that time. Visitation has climbed since this downturn and for the tourism season of 2000/2001 has already reached 23,086.¹⁵³ This demonstrates that interest in geology and dinosaurs has not waned as one might expect with a somewhat trendy theme.

¹⁵² Interview with Rose MacAloney, April 2001.

¹⁵³ Interview with Ken Adams, November 1995, and interview with Rose MacAloney, April 2001.

Despite the sense that co-operation is still not where the community would like it to be, Parrsboro is moving forward with more aggressive promotion of the Chignecto Peninsula and Fundy-Minas region. This is demonstrated by the existence of the Bay of Fundy Product Club. This club's function is to promote the Bay of Fundy Region and is a joint venture between ACOA, the province of New Brunswick, and the province of Nova Scotia.¹⁵⁴ Parrsboro has the spectacular geography of the Minas Basin and the Bay of Fundy in addition to its fossils to create opportunities for the future. Attractions of the area have a great potential to draw visitors from overseas and from points closer to home. According to Rhonda Kelly of the Cumberland Regional Economic Development Association, the economic future of Cumberland County as a whole looks promising. She says the Association has fielded regular inquiries from new investors and entrepreneurs,¹⁵⁵ pointing to further growth generally in the county in the near future and a promising future for Parrsboro in particular.

¹⁵⁴ Interview with Ken Adams, Curator, Fundy Geological Museum, Parrsboro, Nova Scotia, March 2001.

¹⁵⁵ "Cumberland County: Increased Growth in Retail and Industry," Trade and Commerce, Fall 1999: D20.

Chapter 6

Two Pictou County Case Studies

In Pictou County, the case-studies have much less in common than Sackville and Parrsboro, as discussed in Chapter 5. The most evident connection between Pictou and Magic Valley is their location in Pictou County. These attractions hire employees from the county and are managed by residents of the area. Instead of being naturally occurring, these developments were constructed with the specific purpose of drawing tourists to their respective sites. The similarities end there because the projects themselves are dramatically different. Whereas Magic Valley is a theme park oriented towards simple family fun, the Hector Heritage Quay in Pictou is a depiction of the historic landing of Scottish settlers, offering the tourist an educational experience. With these factors in mind, we can delve into the research findings for each attraction.

Research Findings for Pictou, Nova Scotia

The origins of tourism as an economic resource in Pictou, Nova Scotia are both different from and similar to those in Parrsboro. Over the past two decades, both towns relied on government funding for the projects they were developing. However, Parrsboro reflects a fragmented approach to developing tourism whereas Pictou channeled government money directly towards a unified project. This was the development of the waterfront in the form of the Hector Heritage Quay. One other significant similarity in the origin of tourism development in Parrsboro and Pictou is that both communities were reacting to reductions in traditional employment from industry. In Pictou, a decline in fishing and a decline in the shipyard operation were the primary reasons the town began considering developing tourism. As Knowlan of the Pictou County BIDC noted, the Town of Pictou needed something to “bring it alive.”¹⁵⁶

The injection of energy the town needed was the Waterfront Development, which had its origins in a study initiated in 1988 by the Pictou County

¹⁵⁶ Interview with Gary Knowlan, Pictou County Business Improvement District Commission, and Proprietor, Art Cetera, Pictou, Nova Scotia, Winter 1996, and interview with David Steele, Town Clerk, Town of Pictou, Pictou Nova Scotia, Winter 1996.

Tourist Association. This study examined the County of Pictou to develop ideas for projects in the area. From that study came the idea for the reconstruction of the ship Hector which brought the first Scottish settlers to Nova Scotia in 1773. The study noted that the town had a strong Scottish heritage and a long history of shipbuilding.¹⁵⁷ These conditions made the ship Hector project ideal for Pictou County and in 1989, the Pictou Waterfront Development Corporation was founded. This was done because it was believed it would be easier to approach the government for funding as a unit. The corporation appointed an Executive Director in the person of Graham Holman. Holman and the Corporation initiated several successful approaches to federal and provincial government agencies in order to carry out work on the Pictou Waterfront over five years.¹⁵⁸

Once the plan to develop the waterfront in the form of the Hector Heritage Quay was conceived, the community of Pictou was encouraged to contribute opinions and ideas. There was also an attempt to keep community members informed of the developments in the town through newsletters, press

¹⁵⁷ Interview with Debra Clark, Executive Director, Pictou County Tourist Association, New Glasgow, Nova Scotia, Winter 1996, and DPA Consultants, Pictou County Tourism Plan (New Glasgow: Municipality of Pictou County, 1988) 12.

¹⁵⁸ Graham Holman, Report and Overview – Pictou Waterfront Development Project 1989 – 1995 (Pictou: Graham Holman, 1995) 2.

conferences and articles in the local newspaper.¹⁵⁹ The Pictou Waterfront Development Corporation itself was comprised of almost all volunteers, in addition to a board of volunteers that included representatives from the town council. The town actually owned the one and only share of the Corporation, ensuring the town had an opportunity to contribute to and control development. Gerald Gabriel, in his Master of Arts thesis, noted that the town of Pictou even went to the extent of holding public discussions under the auspices of the town council.¹⁶⁰

Despite the efforts to consult the community, the project originally did not have a large base of support. There were funding concerns and the lack of an actual development to study caused some skepticism.¹⁶¹ Some of the more established Pictou merchants resisted the idea of change, as they did in Parrsboro as well. These merchants regarded the Waterfront Development as government-funded competition. Because the project was supposed to be developing a gift shop, they believed it would draw traffic from the Main Street of the town to the waterfront area. According to Knowlan, the most

¹⁵⁹ Interview with David Steele, Winter 1996, and interview with Robin Ferguson, Clerk, Down Home Country Crafts and Gifts, Pictou, Nova Scotia, Fall 1995.

¹⁶⁰ Gerald Gabriel, "Towards a Community Approach to Tourism Development in Atlantic Canada," diss., Saint Mary's University, 1996, 48.

¹⁶¹ Interview with Debra Clark, Winter 1996.

important reason for tourists not travelling the Main Street was the redirection in the 1970s of the route to the Prince Edward Island ferry from Main Street to the rotary just on the edge of town. Knowlan believed some merchants were targeting the proposed Waterfront Development as a “scapegoat.”¹⁶² The Pictou County Tourism Plan that sparked the original idea for the Waterfront Development even noted that there seemed to be a lack of community support for tourism initiatives.¹⁶³

Despite negative feedback, the successful acquisition of funding, combined with the newly founded Development Corporation gave the project the impetus needed to begin. As a result, construction began to develop on the waterfront. As of 1996, when I conducted the majority of my research, the Waterfront Development was well on its way. The project, which came to be known as the “Hector Heritage Quay,” involved a complete redevelopment of the Pictou Waterfront. Because the DeCoste Centre (a local theatre and entertainment venue) had been re-enacting the landing of the ship Hector and conducting the Hector Festival Days during the summer

¹⁶² Interview with Gary Knowlan, Winter 1996.

¹⁶³ DPA Consultants 16.

prior to initiation of the Waterfront Development project, the transition for developing the Quay followed this ship theme as well.¹⁶⁴

The Hector Quay development consisted of the construction of the Market Wharf that includes boardwalks all along the waterfront. A new Visitors Marina was also completed with 35 berths and a full service marina office. A section of property on the waterfront was donated to the Corporation and it was used for the construction of a pub / restaurant. A new street created along the Waterfront Development was completed with the connections to existing streets. Another section of property on the waterfront was purchased by a developer to house a “farm market” business. The focal point of the Waterfront Development was the reconstruction of the ship Hector, complete with an interpretive centre on a section of property next to the water donated by the K. C. Irving family. The site also includes a blacksmith shop, a gift shop, and several kiosks selling ice cream and fast foods.¹⁶⁵ Spin-off developments from the Quay include new inns, bed-and-breakfasts, and other businesses.¹⁶⁶

¹⁶⁴ Interview with David Steele, February 1996.

¹⁶⁵ Graham Holman 2-3.

¹⁶⁶ Interview with Davis Steele, February 1996.

One development, a part of the original Waterfront Development plan that was not constructed, was a large building intended to house upscale apartments and commercial space. This project was not built because of the objections voiced by the town merchants.¹⁶⁷ This demonstrated that in its developing stages, even though the Waterfront Development was completed amidst some skepticism in the community, the voice of the people was being listened to. The Waterfront Development's organizing body, the Pictou Waterfront Development Corporation, consisted almost entirely of volunteers from the community who provided a voice to other community members. Therefore, the public had a great deal of input into the project; this fact may have led to the positive turn-around in general attitudes in the community during the time of my research.

This shift in public support toward the Waterfront Development may be attributable to the Quay's effect on the local economy. According to several sources, its development has prompted new business to locate in Pictou. This has in turn created a significant increase in the tax base of the town. The Waterfront Development is both attracting new business and new tourists to help current businesses remain open and thus reinforce the tax

¹⁶⁷ Interview with Gary Knowlan, Winter 1996.

base in the town. As Lynn Coffin of the Nova Scotia Economic Renewal Agency noted, the Hector Quay has given businesses something to focus promotion on.¹⁶⁸ This surge in new business development and of new tourists resulted in more local employment. According to the Waterfront Corporation, the Pictou Waterfront Project has been responsible for approximately 100 full-time and 150 seasonal jobs in the area. This was brought about by the new construction in the waterfront area and resulting increase in tourist traffic that spurred the growth and expansion of existing businesses.¹⁶⁹ In 1994, the Waterfront Development drew 5,397 additional people to the Hector Quay Development. In 1995, this number grew to 7,403 people visiting the attraction.¹⁷⁰

The effects of these statistics have not gone unnoticed by merchants in Pictou. Ann McKara of Piper's Den (no longer in business as of 2001) noticed the increased number of tourists in town and credited the increased trade and traffic to the Hector Quay. She commented that although the tourists did not always spend much in her store, she noticed local people

¹⁶⁸ Interview with Lynn Coffin, Economic Renewal Agency, Halifax, Nova Scotia, Winter 1996.

¹⁶⁹ Personal interview with Diana Wallis, Office Manager and Promotions Co-ordinator, Pictou Waterfront Development Corporation, Pictou, Nova Scotia, Winter 1996, and Graham Holman 3.

¹⁷⁰ Pictou Recreation, Tourism and Culture, Hector Heritage Quay Total Yearly Attendance (Pictou: Pictou Recreation, Tourism and Culture, 2000).

spending more in the community and patronizing more of their businesses.¹⁷¹ One community member even went so far to say she believed the Waterfront Development saved the Town of Pictou economically.¹⁷²

To set economics aside briefly, all of the people I spoke to in Pictou were unanimous in their opinion that the Quay's effect on their quality of life was good.¹⁷³ I received many comments on how the improvement has encouraged more social interaction on the waterfront. Families use the area more for evening strolls, fishing, watching the increased marine traffic, and listening to impromptu musical entertainment.¹⁷⁴ Another development in the town seen as contributing to quality of life was the restoration of the old railway station. Government funding added to the town's efforts to restore the train station to be used for community events.¹⁷⁵

¹⁷¹ Interview with Ann McKara, Piper's Den, Pictou, Nova Scotia, Fall 1995.

¹⁷² Interview with Robin Ferguson, Fall 1995.

¹⁷³ Surveys were also sent to Pictou service groups and received no response.

¹⁷⁴ Interviews and questionnaires from Pictou County attendees, Alma/Green Hill Volunteer Fire Department, Alma, Nova Scotia, Winter 1999, and interview with Robin Ferguson, Fall 1995, and interview with Amanda McLellan, Clerk and owner's daughter, Mayflower Café and Chili Pepper Lounge, Pictou, Nova Scotia, Winter 1996.

¹⁷⁵ Interview with Lynn Coffin, Winter 1996, and interview with David Steele, February 1996.

A number of other events not part of the Hector Quay were mentioned as contributors to the quality of life in Pictou. One such event was the famous Lobster Carnival held annually in July. This longstanding event, first held in 1934, involves a parade, children's events, tables with goods for sale, and meals of lobster, of course. According to Knowlan of the Pictou BIDC, this event attracts approximately 30,000 people each year.¹⁷⁶ Another event mentioned was a sailing regatta held in the summer months. This event, held since the nineteenth century, is promoted through the Pictou Yacht Club, and attracts boaters from all over to compete in the races. The DeCoste Entertainment Centre hosts the Hector Festival in August and it commemorates the landing of the ship Hector, complete with a reenactment of the first Scottish settlers coming ashore.

The Hector National Exhibit Centre (established in 1973), located adjacent to McCulloch House on the west side of the town, is operated by the Pictou Genealogy Society and the Heritage Society. The centre offers exhibition space, information on local heritage, and is a repository for genealogical research information. On the site is the 1806 McCulloch House (opened as a museum in 1973), an attraction that was mentioned by only a couple of

¹⁷⁶ Pictou County Tourist Association, Pictou County Tourist Guide – 1996 edition (Pictou County: Pictou County Tourist Association, 1996) 20-24.

informants. The Olde Foundry Art Centre is another local attraction. The Art Centre consists of a refurbished historic property with several buildings on the site. These buildings house such attractions as a museum of shipbuilding history, an antique shop, an auction barn, an art gallery, craft and gift shops, and a restaurant. However, Pictou community members seldom mentioned these additional focal points, perhaps because they did not use them regularly and as such did not recall them when asked about attractions in the area.

The Hector Quay was the most prominently discussed tourism magnet in Pictou County. Not all comments about the Quay were positive; funding for the development arose as an important concern. However, the Development Corporation defended the Quay's economic viability, calling it a success story from the start.¹⁷⁷ The Corporation claimed the Quay was definitely self-sustaining. The profit made from the interpretive centre's entry fee, the gift shop sales, and the marina berth rentals were all being recycled back into the Quay to sustain operating expenses including the reconstruction of the ship Hector.¹⁷⁸ David Steele, Town Clerk of Pictou, agreed that the

¹⁷⁷ Graham Holman 3.

¹⁷⁸ Interview with Diana Wallis, Winter 1996.

development should be self-sustaining. The Waterfront Corporation had received government money for the construction of the Hector Quay, and since it was reasonably complete (save for the full reconstruction of the Ship Hector), he believed operating expenses would be the only possible problem. The town is financially responsible for the maintenance of the adjacent streets and sidewalks.¹⁷⁹

Other community members I spoke to were more vocal in their concerns about funding the Hector Quay. Barry MacMillan of the Pictou County Chamber of Commerce expressed concern that while government funded the building of the project, there was no funding provided to operate it. Lynn Coffin of the Economic Renewal Agency, Gary Knowlan of the Pictou County BIDC and Debra Clark of the Tourist Association echoed his views. They each expressed concerns about the future of both the Hector Quay and the Waterfront Corporation. Ongoing cutbacks in government funding were perceived as a threat to subsidies needed to meet operating expenses.¹⁸⁰

¹⁷⁹ Interview with David Steele, February 1996.

¹⁸⁰ Interview with Barry MacMillan, Executive Director, Pictou County Chamber of Commerce, New Glasgow, Nova Scotia, Winter 1996, and interview with Lynn Coffin, Winter 1996, and interview with Gary Knowlan, Winter 1996, and interview with Debra Clark, Winter 1996.

Funding questions seemed to be the only concerns expressed by both officials and community members in Pictou. One issue I actually listened intently for, and never heard a comment on, was the issue of authenticity of the Scottish development on the Pictou Waterfront. Gerald Gabriel in his thesis comments on Pictou notes that historians such as Ian McKay have been highly critical of developing a contrived Scottish identity as a marketing tool in Nova Scotia. I also noted this author's criticism in Chapter 3 of this thesis, and such being the case, was well aware that the issue of Scottish heritage in Pictou could be controversial. Gabriel cited a need to ensure authenticity, and pondered upon what message the reconstruction of the Hector evokes for Scottish descendants in the area. He asked the question "How well do these themes augment community and the collective understanding of the same?"¹⁸¹

Gabriel left this question unanswered, but I believe the opinion I heard in the town of Pictou during my research answered this question. The Hector "theme" augmented the community by both providing a much needed boost to the economy and an improved quality of life which resulted in a greater sense of pride. This sense of pride answers the second part of Gabriel's

¹⁸¹ Gerald Gabriel 14-16.

question about the “collective understanding” of the community. This sense of pride has led to renewed awareness and interest from locals about their Scottish heritage, as evidenced by local traffic at a Pictou venue that catered to Scottish interests, Pipers Den. Unfortunately, in spite of increased local traffic, Piper’s Den is no longer in business.¹⁸²

Unfortunately, as the saying goes, “pride does not pay the bills,” and in the late 1990s, concerns echoed in Pictou about government funding cutbacks that became apparent. In an interview in March 2001, I found that the Waterfront Development Corporation had run out of funding and was dismantled. The volunteer board of the Corporation (the Pictou Waterfront Development Commission), has remained in place to guide future activities of the Waterfront Development. Because the Town of Pictou owned the corporation, Pictou Recreation took over the daily operations of the Waterfront Development and has expanded to become Pictou Recreation, Tourism, and Culture.¹⁸³

¹⁸² Interview with Anne McKara, Fall 1995. This retail store catered to those interested in their Scottish heritage. The store displayed Scottish themed goods including tartans, kilt pins, and clan information.

¹⁸³ Interview with Vicky Rynsoever, Pictou Recreation, Tourism and Culture, Pictou, Nova Scotia, March 2001.

The Hector Heritage Quay's heavy reliance on government funding might have led to a much larger problem had not the Town of Pictou realized the economic benefits of the Quay and decided to take over its operation. The ongoing support of volunteers from the community has also been a "saving grace" for the Heritage Quay because the volunteer commission continues to plan the future of the Waterfront.

The ship Hector is not yet complete and will require two more years of construction to be completed. However, the vessel is currently seaworthy and a successful launching took place in September 2000 amidst a "celebration blitz fit for a millennium" that drew large crowds to Pictou's Waterfront.¹⁸⁴ Statistics show that approximately 22,000 people visited the Hector Heritage Quay in 2000. Attendance numbers have increased steadily since the development's first year when it drew only 5,397 visitors.¹⁸⁵ The success of the Hector Heritage Quay and the recent Hector launch is married to Pictou County's general success with the tourism industry. During the past several years, there has been steady growth in the industry in Pictou

¹⁸⁴ Interview with Vicky Rynsoever, March 2001, and Pictou Recreation, Tourism and Culture, Ship Hector Launch 2000 (Pictou: Pictou Recreation, Tourism and Culture, 2000) 1-2, and Northumberland Strait Marketing Group Association Inc., Embark (Charlottetown: Northumberland Strait Marketing Group Association Inc, circa 2000) 9.

¹⁸⁵ Pictou Recreation, Tourism and Culture, Hector Heritage Quay Total Yearly Attendance.

County. Tourism receipts were up approximately 10% between 1995 and 1997.¹⁸⁶ The tourism industry in the county has reached out to collaborate with Prince Edward Island to promote the ferry linking the eastern end of the Island to Nova Scotia, offering packaged vacations.

The industrial base in the county has also been strengthened in recent years. Several industrial-scale companies such as Trenton Works, Michelin Tire, Kimberley-Clark Paper, and Sobey's have continued to grow in Pictou County. The area also saw economic growth from the Sable Gas Pipeline because many construction-related businesses benefited from the pipeline crossing through the county.¹⁸⁷ With its economic base improved, the Pictou Waterfront Development Commission can optimistically look at further tourism initiatives for the town. The Commission is considering several ideas such as a commemorative development on the waterfront where the Hamilton Biscuit Factory used to be. This factory was a major employer in Pictou before it burned down in the mid-1950s. Plans are also being considered for a wharf for the Hector replica to dock. Once completed, the

¹⁸⁶ Pictou County Tourist Association, The Flagship (New Glasgow: Pictou County Tourist Association, Winter 2000) 1, and Pictou Regional Development Commission, Pictou County Community Profile (New Glasgow: Pictou Regional Development Commission, circa 1999) 3.

¹⁸⁷ "Busy Times in Pictou County," Trade and Commerce, Fall 1999: D17-D18.

vessel will host tours as part of the Hector Quay Interpretive Centre tour.

Now that the launching has taken place, plans are underway for a new festival called “New Scotland Days.” This festival will be celebrated for the first time in September 2001 and will commemorate both the landing of the Hector and the recent launch of its replica.

The Hector Quay is considered by the Town of Pictou to be relatively self-sustaining now, and with the funding for the recent launch contributed by the federal Millennium Fund, ongoing town support of the Quay is evident; it is now considered to be a successful development by the community.¹⁸⁸ It remains a source of both employment and pride; this combination of benefits will support it as a lasting tourism development.

Research Findings for Magic Valley, Alma/Green Hill, Nova Scotia

Magic Valley is unlike any of the other case studies I analyzed for my thesis. This development is a theme park that relies not on the attractions of the community in which it is located but on the story or fantasy it can create for its visitors. Magic Valley began in 1971 between the rural communities of

¹⁸⁸ Interview with Vicky Rynsoever, March 2001.

Alma and Green Hill in Pictou County as a place for children's fantasies called "Story Book Village." This theme park offered "The Enchanted Forest" where children could reenact fairy tales amongst miniature replicas of stories like "Little Red Riding Hood" and "Goldilocks and the Three Bears." The park began as a hobby for its owner Bill MacNeil but quickly became a full time job.¹⁸⁹

When MacNeil was originally developing his "village," he traveled to several theme parks to gain ideas and expert advice. Fairyland in New Haven, Prince Edward Island, provided some inspiration, but it was the American theme park owners who were particularly helpful. The owners of Santa's Village and Storyland in New Hampshire were able to assist MacNeil in locating suppliers who could help him replicate the fairy tales at Story Book Village.¹⁹⁰

Located on Highway 4, then the main Trans-Canada route to Cape Breton and Newfoundland, Story Book Village grew in popularity so much that in

¹⁸⁹ Interview with Bill MacNeil, Proprietor, Magic Valley, Green Hill, Nova Scotia, June 1996.

¹⁹⁰ Interview with Bill MacNeil, June 1996.

the mid-1980s it outgrew its location and expanded onto an adjoining lot.¹⁹¹

With the addition of parking, rides, boats, waterslides, mini-golf, a gift shop and more, it became transformed into the family fun park known today as Magic Valley. At that time, MacNeil anticipated the arrival of many bus tours but did not receive the number he expected. He also found he received little support based on local attendance at the park.¹⁹²

His problems worsened when Upper Clements Theme Park opened in the Annapolis Valley of Nova Scotia in the late 1980s. This caused an annual drop in attendance of approximately 10,000 people and resulted in staff layoffs.¹⁹³ At this point the Pictou County Tourist Association received complimentary passes from the government-run Upper Clements Park and gave them away to area residents. The issue here is the problem of a small private operator being forced to compete with a large new rival that is built and subsidized by the operator's own provincial government.

¹⁹¹ Interview with Mrs. MacNeil, Manager, Magic Valley, Green Hill, Nova Scotia, August 1997.

¹⁹² Interview with Bill MacNeil, June 1996.

¹⁹³ Interview with Bill MacNeil, June 1996.

The actions of the Tourist Association fuelled the animosity that still exists between Bill MacNeil and the Pictou County Tourist Association. The unhappy relationship stemmed originally from events when MacNeil was the Executive Director of the Association in the early days of Magic Valley. MacNeil and the members of the Association had an argument over how to advertise the Pictou County area. The result was his being removed as executive director.¹⁹⁴

MacNeil also had problems in the past with the provincial tourism industry. He noted that he was instrumental in starting the Tourism Industry Association of Nova Scotia (TIANS). He was disappointed later, however, when he tried to strengthen his business through the development of tourist brochures that advertised his operation along with other local tourist attractions, but found the provincial government unwilling to fund this idea.

Magic Valley has had more problems recently with the effect of higher gasoline prices and the twining of the Trans Canada (Highway 104) in 1999. The highway now runs behind the theme park instead of past its front doors as it did before. There is a sign for Magic Valley and an access ramp off the

¹⁹⁴ Interview with Bill MacNeil, June 1996.

highway that encourages traffic to exit not far from the park. When I spoke to area residents in the late fall of 1998 they expressed some concern that this new highway would have a negative impact on Magic Valley. While in general, the people I spoke to appeared relatively indifferent about the park, they did mention that it had provided a number of summer jobs to their children over the years. They hoped it would be able to remain open and continue to provide employment for residents of the area.

The current executive director of the Pictou County Tourist Association also expressed concerns about the new highway. She pointed out the association had a great deal of work ahead to offset the implications of the highway bypass in Alma/Salt Springs.¹⁹⁵ With tourist traffic breaking records in Nova Scotia, the potential for Magic Valley to thrive is enormous.¹⁹⁶ However, with the provincial government's efforts to improve highways, much of this traffic bypasses the theme park. Nova Scotia's tourism industry expects to continue its pattern of growth and there is current optimism that a healthy provincial economy will boost pleasure travel.¹⁹⁷ If Magic Valley is to take

¹⁹⁵ Pictou County Tourist Association, The Flagship 1.

¹⁹⁶ Department of Tourism and Culture, Tourism Insights, February 2000: 1.

¹⁹⁷ Department of Tourism and Culture 7.

advantage of a strong tourist industry in the summer of 2001, Bill MacNeil must find a solution to combat his new problems with his location and his old problems with local and provincial tourism bureaucracy.

The twining of the highway is one of MacNeil's most difficult problems.

When I spoke to him in April 2001, he said the new highway passing behind his development has had a drastic effect on his attendance numbers.

Business is down 70% from the years before the highway improvement. He noted that other businesses located along Highway 4 have been affected in the same manner, with several businesses closing as a result.¹⁹⁸ A small

Department of Transportation sign for Magic Valley stands along the highway. MacNeil erected a larger sign, but it was taken down several times during the past summer. However, the impact of the sign on attendance was noticeable. As a result, MacNeil is attempting to have another, larger sign erected for the upcoming tourism season.¹⁹⁹

Another solution to redirecting traffic to the theme park would be to re-build the premises facing the highway (as noted by the manager of Magic

¹⁹⁸ Interview with Bill MacNeil, Proprietor, Magic Valley, Green Hill, Nova Scotia, April 2001.

¹⁹⁹ Interview with Bill MacNeil, April 2001.

Valley).²⁰⁰ A more drastic solution suggested was moving the entire development to the Truro area. The most likely course of action stated by MacNeil is to maintain his park as it is, rather than adding any new attractions. In the past ten years this operator has invested hundreds of thousands of dollars into Magic Valley without seeing a return on his investment;²⁰¹ as a result, the decision to maintain his development in Alma/Green Hill is understandable.

Another approach MacNeil has taken to strengthening his business is advertising. During the summer of 2000, he placed radio ads on the local radio station and got his operation highlighted in the 2000 edition of Embark, the new tourism magazine for the Northumberland region.²⁰² Magic Valley was also featured in the 2000 Edition of the Doers and Dreamers Guide, Nova Scotia's provincial travel guide.²⁰³ MacNeil's strategy of maintaining his operation as it is, and strengthening his marketing, is a good start to ensuring the theme park stays open. However, there is much more that can be done.

²⁰⁰ Interview with Mrs. MacNeil, August 1997.

²⁰¹ Interview with Bill MacNeil, June 1996, and interview with Bill MacNeil, April 2001.

²⁰² Northumberland Strait Marketing Group 22.

²⁰³ Pictou County Tourist Association, The Flagship 5.

It looks feasible for MacNeil to partner with some other attractions in Pictou County, or with a new motel or two, or with a fast food operator to create vacation packages. These would encourage tourists to stay in the county instead of making it a “coffee stop” as he describes it, for travelers on their way to Cape Breton.²⁰⁴ Both the Pictou County BIDC and the Tourist Association expressed interest to me in working with Magic Valley. MacNeil has been approached several times by the Tourist Association seeking cooperation with him and he has turned them down.²⁰⁵ With his business facing some daunting challenges, he will have to “mend fences” in Pictou County, both with the residents and with tourism organizations in order to survive.

While Magic Valley is not as dependent on the local population as the other case studies presented in this thesis. MacNeil depends on the continued availability of a reliable labor force drawn from the community. The theme park would also certainly benefit from the increased support that might result from local attendance promotions. Other theme parks have encouraged attendance by offering free admissions for parents on selected

²⁰⁴ Interview with Bill MacNeil, June 1996.

²⁰⁵ Interview with Debra Clark, Winter 1996, and interview with Gary Knowlan, Winter 1996.

weekends. None of the people I spoke to in Pictou County mentioned Magic Valley when I asked them to suggest additional tourist attractions in the county. This fact, combined with the relative indifference to Magic Valley found when I interviewed the Alma Volunteer Fire Department, indicates that MacNeil's operation has a long way to go if it is to receive the kind of Pictou County support he would like it to have.

The final chapter will draw conclusions regarding my research findings as they relate to my hypothesis. It is hoped that these conclusions can be useful to small towns of the Maritimes as they move to diversify their traditional economy by taking on the daunting challenges of tourism initiatives.

Chapter 7

Conclusions

“Tourism is an industry which puts a community on show and the residents are part of this tourism package, whether they are involved or not.”²⁰⁶ This quotation from Peter Murphy accurately describes the nature of tourism. It supports my view that sustainability and community residents are intricately linked together. The goal of the present thesis is to consider tourism as a contributor to sustainable development. I have asserted that sustainable tourism development is only possible if tourism initiatives are based on planning done at the “grass-roots” level with consideration given to local involvement and compatibility as measures of success.

To discover if my hypothesis is valid, I examined the four case studies described in this analysis to learn what factors made each development either sustainable or unsustainable. The tourist attractions in each case-study location (with the exception of Magic Valley) relied on local resources or as

²⁰⁶ Peter Murphy, ed., Tourism in Canada: Selected Issues and Options (British Columbia: University of Victoria, 1983) 15.

they are now being termed, cultural resources.²⁰⁷ It is clear that none of the case studies examined here can serve as a model for the type of tourism a community should adopt. There is no one type of tourism that is guaranteed to be successful. Impacts from different types of tourism will vary, as each community is unique. Because I had the advantage of time in reviewing each case study several years after I conducted the bulk of my research, I was able to determine which developments continue to be successful and which are in danger of failure. Other localities considering tourism development should use the lessons learned in each community as a guide for their own efforts.

Tourism is not an easy option or a “cure-all” for the development of areas that have few other resources. It is a major activity with a wide range of economic, social, and environmental implications. Rather than try to identify a form of tourism that is better than all the rest, communities can learn from the experience of each of these case-study examples, taking guidance from both their successes and their failures.

²⁰⁷ ARA Consulting Group, Lord Cultural Resources, and Planning Management Inc., *Tourism Nova Scotia, Nova Scotia Cultural Tourism: Final Report* (Halifax: Tourism Nova Scotia, 1997).

Any successful tourism development must build on the intrinsic and unique resource strengths of the community. Clearly, Sackville, Pictou, and Parrsboro have each accomplished this. Sackville identified the marshes as a focus for development, while Pictou focused on its Scottish heritage. Parrsboro identified fossils as the factor that made their community unique. My fourth case study, Magic Valley, built on its distinct advantage, its location on a major highway. Another strength that must be common to any community or tourism development, if it is to succeed, is local support for the initiative. In this, the case studies had varying degrees of success.

The development of the marsh into a waterfowl park in Sackville is an example of a tourism development based on genuine community interest and support. This is not to say that residents did not have concerns about the development of the park and well they should have had. In asking questions and expressing concerns, the community of Sackville strengthened its initiative by establishing a clearer understanding of the development and thereby achieved strong support. While government funding played an essential role in the development of the project, the park would not exist at all if it were not for a group of interested and dedicated volunteers who pursued the funding. Once government funding established the park, it was,

and has been, volunteer and community support that has sustained the endeavor. The community of Sackville supported its Waterfowl Park from the beginning through lending expert advice, volunteer work, and practical support, by incorporating the park into their recreation and daily lives. The failure of the Waterfowl Celebration in the town is a demonstration of what happens when a development does not seek local community support.

Pictou's development of the Hector Heritage Quay was also based on community support through volunteer initiative. As in Sackville, the development of the Quay was not a case where everyone thought the project was a wonderful idea. Some people were more concerned about reinforcing other industries, but overall the community came to appreciate the idea of cleaning up a waterfront which many once considered a dangerous eyesore. The Quay initiative developed because of local interest and a government agency that suggested the town focus on its heritage to redevelop the waterfront. As was the case in Sackville, a group of interested community volunteers organized to pursue government assistance to develop the Quay. This group made an effort to involve the rest of the community in the development by seeking their opinions and by releasing information on its progress to ensure the community was informed. Again as in Sackville,

while government funding ensured the redevelopment of the Pictou waterfront, without community initiative to seek funding, the Quay would not exist.

The Quay has enjoyed increased support from the community and has continued to be a success because not only tourists but also locals have taken pleasure in the development. This community support has been a major factor in nullifying an issue I thought might be a problem in Pictou, historical authenticity. Authors like Dean MacCannell and Ian McKay have been highly critical of “staged authenticity” or falsification of culture and history. McKay argued that the historic authenticity of Scottish-themed tourism in Nova Scotia has been falsified and commodified.²⁰⁸ I believe this is not an issue in Pictou because the public has been made aware through the interpretative display and informational brochures that the original voyage of the Hector was a subject worth memorializing as the vanguard of Scottish migration to Nova Scotia. As for the vessel itself, the reconstruction of the “Ship Hector” is an adequate representation of its original construction in Holland. Therefore, the reconstruction of the Ship Hector is not a

²⁰⁸ Ian McKay, “Tartanism Triumphant: The Construction of Scottishness in Nova Scotia, 1933-1954,” *Acadiensis*, 21-2 (1992): 5-47, and Dean MacCannell, *Empty Meeting Grounds – The Tourist Papers* (New York: Routledge, 1992).

falsification but a fair representation of history. The Hector development has encouraged both tourists and Pictou residents to investigate their heritage further and has renewed local interest in culture and traditions.

In Parrsboro, community support was one of the reasons tourism had developed more slowly than it did in Pictou and Sackville. While Parrsboro also received government funding for some tourism initiatives, a large base of organized and co-operative community support did not accompany this funding. There was a lack of co-operation between groups working on tourism in Parrsboro and this was in part caused by the fact that many members of the community did not believe tourism was going to be a great help in reinforcing their economy. Not only did town organizers not spend time consulting the community about what direction they felt development should take, they did not take the time to properly inform local people of what their ideas were in order to rally support.

While individuals have been able to initiate some successful developments (Fundy Trail Ecotour and Glooscap Trail Development Partnership) that received support, group efforts based on community support would have propelled Parrsboro much further in tourism development. It has taken

almost six years for the community to begin to work co-operatively in developing tourism: for example, day packages that include visits to the Geological Museum, accommodations in Parrsboro, and further activities involving the neighbouring localities. However, the fact remains that tourism is still not widely supported by the community.²⁰⁹ Until this situation changes efforts to develop tourism in Parrsboro will not have a very strong chance of sustainability.

Local support has played a much different role in Magic Valley. This private business did not rely heavily on community support in order to become successful. The development focused on “drive-by” traffic for its customer base; however, when the economy dictated a slow down in consumer pleasure travel in the mid-1990s, Magic Valley would definitely have benefited from a strong base of local empathy. The owner of the theme park was disappointed by what he felt was a lack of community support. I found no evidence of a concentrated effort on his part to regain this missing local cooperation, save a recent advertisement for Magic Valley in a tourism publication focused on the Northumberland Strait Region.

²⁰⁹ Interview with Ken Adams, March 2001.

In general, theme developments like Magic Valley are more dependent on locational access to traffic than local community goodwill. The only support on which they do rely is that of a labor force. Employment is one area in which I did find evidence of community cooperation with the theme park. The devastating effect of the relocation of the Trans-Canada Highway away from Magic Valley might have been softened by a strong base of local support. While theme parks traditionally rely on location as a tool to attract visitors, I believe Magic Valley has proven that establishing a functioning relationship with the members of the community in which the theme park is located is essential.

The case studies have demonstrated that the sustainability of most tourism development is definitely dependent on community support, cooperation, organization, and leadership, or as it has recently been referred to, community capacity building. This is the attempt to enable and empower local community members to lead at the “grass-roots” level. The current consensus within government and the tourism industry is that community capacity building is necessary for successful community development.

In Parrsboro, community capacity building is particularly important. The location of this small town away from urban centres and the need to rely on access roads in poor repair make it harder for tourists to visit. In these circumstances, local support is vital. One more point: while the case studies illustrate at length the need for support from within a community, this focus should not be interpreted as a mandate to ignore outside consultants. Seeking informed advice is most definitely a way to help ensure developments have direction and avoid pitfalls that only expertise can identify.

Community support in each of these case studies was based on how the residents believed the tourism development would influence their lives economically, socially, and environmentally (see “The Purpose of the Case Studies” in Chapter 4 for measures of sustainable tourism). Economic factors rose to the forefront of most discussions. In Pictou and Sackville, extensive government funding in support of tourism initiatives and infrastructure improvement alleviated much local concern about sustainability. However, these developments have each demonstrated that they could be maintained without a great deal of financial assistance from the local municipality. Sackville in particular has been successful because

the community has not put pressure on the Waterfowl Park to fulfil all its economic needs. Rather, Sackville diversified using the park as an initiator of development and pursued other economic-development avenues.

Renaissance Sackville demonstrates this, because tourism was only one of the nine working groups in the organization. Other groups included agriculture, manufacturing, retail and knowledge based development.

In Parrsboro, the government-funded Fundy Geological Museum continues to receive its share of community cooperation in part because it has not required money from the town, but instead has been successful in relying on visitors to cover any additional costs it has. Each community has also seen the benefit of additional economic impacts aside from tourism that help create employment. While Sackville and Parrsboro business owners noticed moderate tourist spending, Pictou has flourished with tourist spending in restaurants, fuel stations, and at local festivals and events. As noted, Parrsboro is at a distinct locational disadvantage because it is distant from a main travel route. However, the community has attempted to turn this into an advantage by offering the Fundy Shore Ecotour whose very existence is dependent on a less traveled and more scenic route.

Social factors arose as the next most-discussed effect of the tourism developments in each case study. In Pictou and Sackville, local support was definitely enhanced by the impact of the tourism developments on quality of life. Both towns saw extensive use of the developments by local residents and found an increased sense of pride in their communities. I believe this is because both places received cooperation from the beginning of the developments from local residents. When residents are involved in projects or are supportive of them, a sense of ownership and pride quickly follows. Parrsboro residents described a much less significant impact on their quality of life from tourism development. Even though residents were pleased to see visible improvements to their town, they felt the development of tourism in the community had little effect on their quality of life.

Environmental issues also played a role in community support in Parrsboro, Pictou, and Sackville. While Parrsboro residents in general did not express concern about the impact of tourists on their local trails, cliffs, and beaches, this tolerance did not translate into more support for tourism. In Pictou, residents noticed a huge difference in the environment because the waterfront was cleaned up and rebuilt. The increased pleasure boat traffic appeared not to have a significant impact on the harbor. In fact, most people

mentioned that fishing had become a favorite pastime on the Waterfront. This pleasure in the environmental effect of the Quay definitely reinforced its base of community support. Sackville is the most obvious example of environmental improvement because the Waterfowl Park was created from previously undeveloped marsh and fields. The Park has remained environmentally sustainable under the watchful eye of its advisory committee and the Canadian Wildlife Service. The ecosystem of the Waterfowl Park has been left to maintain its natural balance without human interference. Residents of Sackville have still been able to enjoy the wildlife of the park without disturbing this ecological balance.

Community support is definitely essential for any tourism development to survive. With many localities looking to tourism in response to economic hardships, it is important that the community or “grass-roots” support be emphasized. Any town or district considering tourism development must understand that this kind of initiative should involve community needs, ideas, involvement, feedback, and approval. The development of tourism is an ongoing and adjustable process that must involve community initiative from either individual entrepreneurs like Randy Corcoran of Dinotours in Parrsboro or groups like the Waterfront Development Corporation in Pictou.

This is the best way to stimulate interest and co-ordinate development efforts. The role of a facilitator is as vital to development as volunteer support is. My thesis demonstrates that while government funding may initiate tourism development, gaining a mere subsidy can be a hollow and unsustainable achievement. Sustainable tourism development is dependent on genuine community interest that motivates and directs leadership and a co-ordinated, co-operative development.

APPENDIX A

Interview Questions

1. Where did the idea for development originate?
2. Why was the change made? In reaction to what?
3. How did the idea progress into reality? How was the initiative undertaken?
4. Who, if any, were the facilitators of this process?
5. Can you describe the development strategy? The process the idea went through?
6. What were the effects of this development?
7. Were these effects anticipated? How were they dealt with?
8. What is your perception of the economic future of the development? Do you think this development is self-sustaining?
9. Do you have any other concerns about this development?
10. How has this development affected the quality of life in the community? (i.e. economic, pride/perception of identity, recreation, social interaction and environmental)
11. Are there any other tourist attractions that you feel are important?

APPENDIX B

Information Request - Magic Valley and Pictou

1. Why did the tourism development occur/how did it originate (i.e. in reaction to something, to fulfil a specific goal)?

Magic Valley, N.S.

Pictou, N.S.

2. Were you involved in the planning/development process? If yes, can you describe your role? This can be anything from attending community meetings to more permanent volunteer or paid involvement.

Magic Valley, N.S.

Pictou, N.S.

3. What have been the effects of tourism development on your community (i.e. quality of life, economy, environment)?

Magic Valley, N.S.

Pictou, N.S.

- 4. Were these effects anticipated? How has the community reacted?**

Magic Valley, N.S.

Pictou, N.S.

- 5. What are your perceptions/concerns about the present and future of the development?**

Magic Valley, N.S.

Pictou, N.S.

- 6. Do you think this development is self-sustaining (economically, environmentally, socially, other)?**

Magic Valley, N.S.

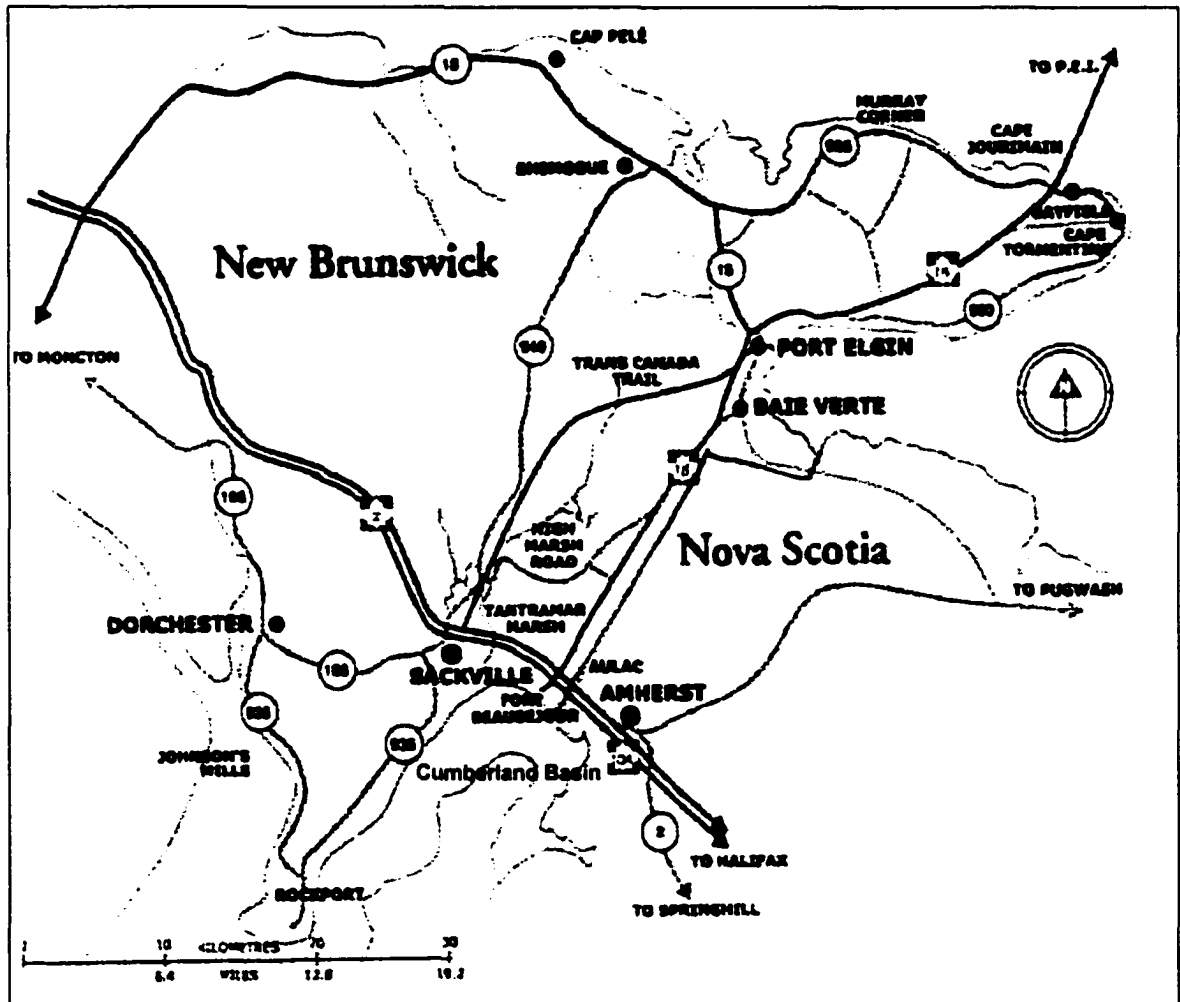
Pictou, N.S.

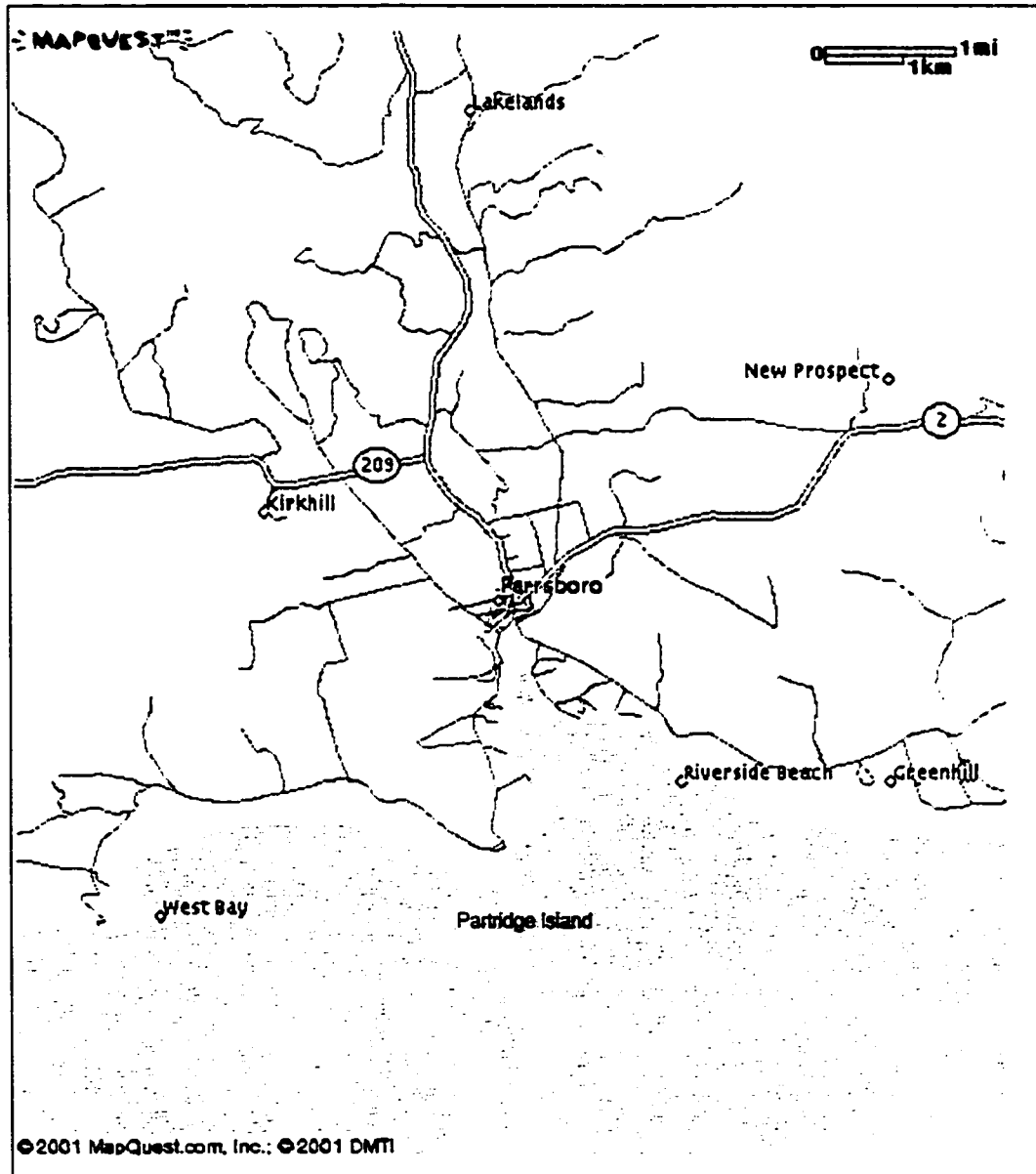
Comments:

Thank you for your assistance!!

APPENDIX C

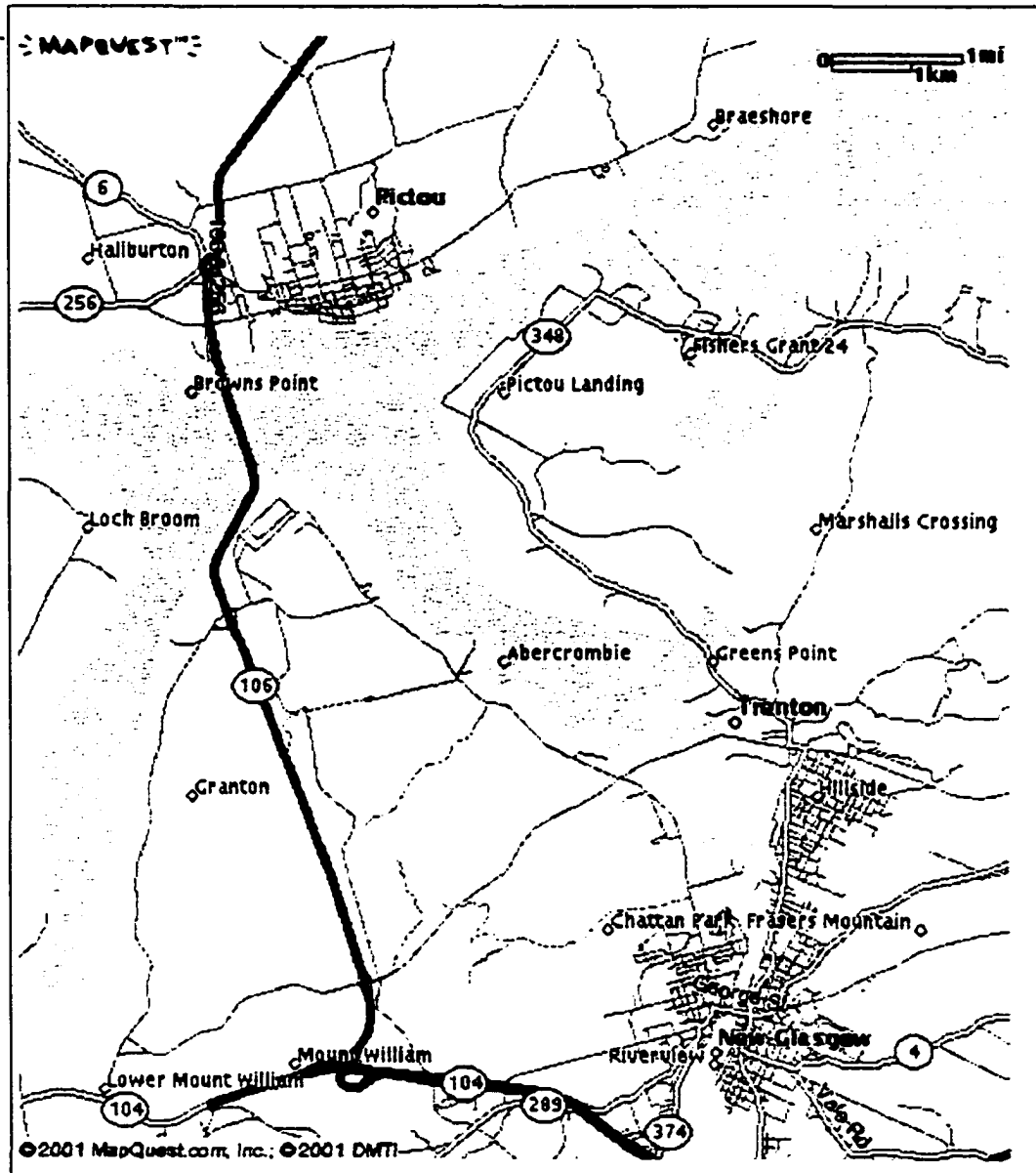
Map 2: Sackville, New Brunswick



Map 3: Parrsboro, Nova Scotia

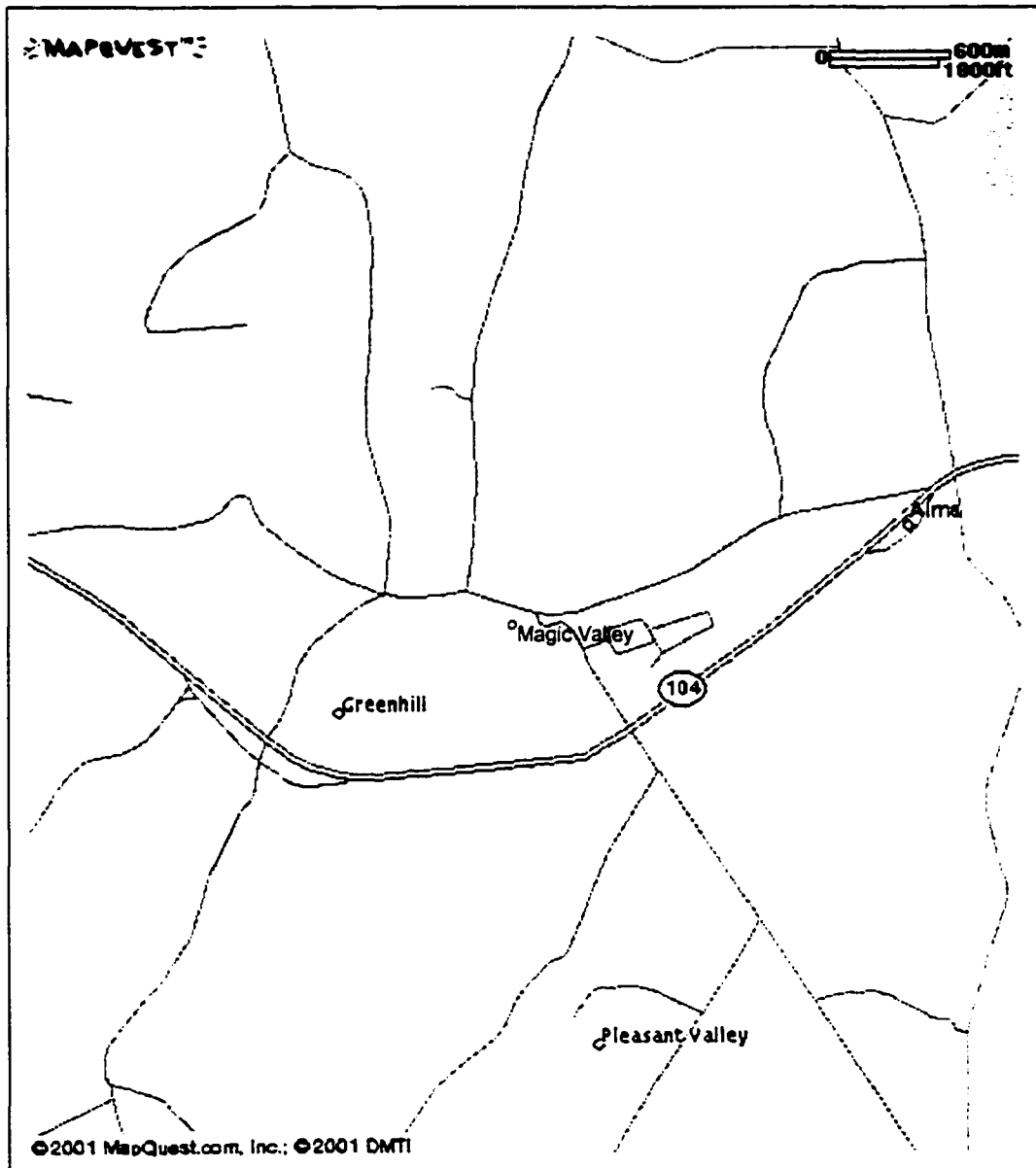
Map provided by www.mapquest.com.

Map 4: Pictou, Nova Scotia



Map provided by www.mapquest.com.

Map 5: Alma/Green Hill, Nova Scotia



Map provided by www.mapquest.com.

LIST OF INFORMANTS

Ken Adams, Fundy Geological Museum, Parrsboro, Nova Scotia. Museum Curator since 1993. November 1995 and March 2001.

Barbara Black, The Crofter, Sackville, New Brunswick. Proprietor of The Crofter, a downtown Sackville store. November 1995.

Conrad Byers, Time Frame Photo, Parrsboro, Nova Scotia. Proprietor of Time Frame Photo, and involved in tourism in Parrsboro. September 1996.

Barb Campbell, Renaissance Sackville, and Community Development and Public Relations, Sackville, New Brunswick. Co-ordinator of Renaissance Sackville, and Director of Community Development and Public Relations for Sackville. November 1995.

Rebecca Cant, Department of Community Development and Tourism, Sackville, New Brunswick. Official with the Town of Sackville's Department of Community Development and Tourism. March 2001.

Debra Clark, Pictou County Tourist Association, New Glasgow, Nova Scotia. Executive Director of the Pictou County Tourist Association. Winter 1996.

Clerk, Fort Beausejour National Historic Site, Aulac, New Brunswick. Staff member of Fort used to verify historical data. April 17, 2001.

Clerk, Reen's Fashions, Sackville, New Brunswick. Clerk at Reen's Fashions, a retail store I downtown Sackville. November 1995.

Office Clerk, Town of Parrsboro, Parrsboro, Nova Scotia. Staff member who provided statistical information. April 17, 2001.

Lynn Coffin, Economic Renewal Agency, Halifax, Nova Scotia. Involved with the funding of the Hector Heritage Quay, and other development initiatives in Pictou. Winter 1996.

Ron Corbett, Tantramar Planning Association, Sackville, New Brunswick.
Staff member of Tantramar Planning Association. November 1995.

Randy Corcoran, Dinotours Coastal Adventures, Parrsboro, Nova Scotia.
Proprietor of Dinotours, Member of Glooscap Trail Development Partnership, and active in community tourism initiatives. December 1995.

Robin Ferguson, Down Home Country Crafts and Gifts, Pictou, Nova Scotia. Store clerk at this downtown business, and resident of Pictou. Fall 1995.

Mona Estabrooks, Tantramar Tourism Association, Sackville, New Brunswick. Director of the Tantramar Tourism Association. November 1995.

Richard Field, Glooscap Trail Development Partnership, Parrsboro, Nova Scotia. Research Secretary of the Glooscap Trail Development Partnership. December 1995.

Pat Finney, Atlantic Waterfowl Celebration, Sackville, New Brunswick. Co-ordinator of the Atlantic Waterfowl Celebration since 1990. November 1995.

Michael Fuller, Ship's Company Theatre, Parrsboro, Nova Scotia. Artistic Director of Ship's Company Theatre. December 1995.

Diane Fullerton, Sackville Chamber of Commerce, Sackville, New Brunswick. Staff member of Sackville Chamber of Commerce. November 1995.

Laurie Goodine, Mount Allison University, Sackville, New Brunswick. Director of Conferences and Summer Programs at Mount Allison University. December 1995.

David Hawkins, Hawk Communications, Sackville, New Brunswick. Proprietor of Hawk Communications, and involved in tourism and marketing in Sackville. November 1995.

Joan Jones, Sweet Briar Boutique, Parrsboro, Nova Scotia. Town Councilor in 1995, and Proprietor of the Sweet Briar Boutique. November 1995.

Kinsmen/Kinettes meeting attendees, Sackville Kinsmen/Kinettes Club, Sackville, New Brunswick. Joint meeting attendees answered questions about tourism in Sackville. December 1995.

Gary Knowlan, Pictou County Business Improvement District Commission and Art Cetera, Pictou, Nova Scotia. Member of the Pictou County District Commission, and Proprietor of Art Cetera, a downtown business. Winter 1996.

Lion's Club Meeting Attendees, Sackville Lions Club, Sackville, New Brunswick. Lion's Club meeting attendees answered questions as residents about tourism in Sackville. November 1995.

Lioness meeting attendees, Parrsboro Lioness Club Meeting, Parrsboro, Nova Scotia. Residents of Parrsboro answered questions about tourism in Parrsboro. April 1996.

Rose MacAloney, Fundy Geological Museum, Parrsboro, Nova Scotia. Administrator of the Fundy Geological Museum. April 2001.

Barry MacMillan, Pictou County Chamber of Commerce, New Glasgow, Nova Scotia. Executive Director of the Pictou County Chamber of Commerce. Winter 1996.

Bill MacNeil, Magic Valley, Alma/Green Hill, Nova Scotia. Owner and operator of Magic Valley since 1971. June 1996 and April 2001.

Mrs. MacNeil, Magic Valley, Manager, Alma/Green Hill, Nova Scotia. Owner, and Manager of Magic Valley. August 1997.

Paula McClusky, Sackville Recreation Department, Sackville, New Brunswick. Director of the Recreation Department. November 1995.

Terri McCulloch, Glooscap Trail Development Partnership, Parrsboro, Nova Scotia. Chairwoman of the Glooscap Trail Development Partnership, and staff member of Ottawa House Museum. December 1995.

Ann McKara, Piper's Den, Pictou, Nova Scotia. Clerk of a retail store (now closed) that carried Scottish themed goods. Fall 1995.

Amanda McLellan, Mayflower Café and Chili Pepper Lounge, Pictou, Nova Scotia. Staff member of downtown restaurant, and owner's daughter. Winter 1996.

Gary Morris, Parrsboro and District Board of Trade, Parrsboro, Nova Scotia. Director of the Tourism Committee, a sub-committee of the Board of Trade. November 1995.

Duane Pauley, Hometown Jewelry and Gifts, and A Touch of Class Hairstyling, Sackville, New Brunswick. Proprietor of both Hometown Jewelry and Gifts, and A Touch of Class Hairstyling in downtown Sackville. November 1995.

Ellen Pickle, Tidewater Books, Sackville, New Brunswick. Proprietor of Tidewater Books since approximately 1994. November 1995.

Pictou County meeting attendees, Alma/Green Hill Volunteer Fire Department, Alma, Nova Scotia. Meeting attendees answered questionnaire about Pictou and Magic Valley (see Appendix B). Winter 1999.

Vicky Rynsoever, Pictou Recreation, Tourism and Culture, Pictou, Nova Scotia. Staff member of Pictou Recreation, Tourism And Culture, and involved in the Hector heritage Quay. March 2001.

Doug Simpson, Simpson Gilbert Chambers, Sackville, New Brunswick. Proprietor of Simpson Gilbert Chambers. November 1995.

Alan Smith, Waterfowl Park Advisory Committee, Sackville, New Brunswick. Chairman of the Waterfowl Park Advisory Committee and staff member of Canadian Wildlife Service. November 1995.

David Steele, Town of Pictou, Pictou Nova Scotia. Town Clerk for the Town of Pictou. Winter 1996.

Barb Thompson, Renaissance Sackville, Sackville, New Brunswick. Development Assistant for Renaissance Sackville. November 1995.

**Volunteer Firemen, Parrsboro and Area Volunteer Fire Department,
Parrsboro, Nova Scotia. Residents of Parrsboro answered questions
about tourism in Parrsboro. March 1996.**

**Diana Wallis, Pictou Waterfront Development Corporation, Pictou, Nova
Scotia. Office Manager, and Promotions Co-ordinator for the
Waterfront Development Corporation. Winter 1996.**

**Peter Whedon, Marshlands Inn, Sackville, New Brunswick. Proprietor of
the Marshlands Inn from approximately 1994 to the late 1990s.
December 1995.**

WORKS CITED

Primary Sources:

ARA Consulting Group, Lord Cultural Resources and Planning Management Inc., Tourism Nova Scotia. Nova Scotia Cultural Tourism: Final Report. Halifax: Tourism Nova Scotia, 1997.

Atlantic Development Council Canada. The Atlantic Region of Canada Economic Development Strategy for the Eighties. Canada: Atlantic Development Council, 1978.

Canadian Government Office of Tourism. Tourism in Canada: Past, Present, Future. Canada: Canadian Government Office of Tourism, 1983.

Canadian Wildlife Service. The Sackville Waterfowl Park – A Case-study in Community Co-operation. Sackville: Canadian Wildlife Service, 1992.

Central Nova Tourist Association. Glooscap and Sunrise Trails Visitor's Guide- "The Land for All Seasons" 1994-1995. Newcastle, New Brunswick: Ad-Formation Inc., 1994.

Department of Tourism and Culture. Tourism Insights. Halifax: Department of Tourism and Culture, February 2000.

DPA Consultants. Pictou County Tourism Plan. New Glasgow: Municipality of Pictou County, 1988.

Government of Canada Regional Economic Expansion, and Nova Scotia Department of Tourism. Tourism Development Canada/Nova Scotia Subsidiary Agreement. Canada: Government of Canada and Government of Nova Scotia, 1977.

Government of Nova Scotia. Development Policy and Strategy for the Province of Nova Scotia with Programs and Expenditures for 1970-71. Nova Scotia: Government of Nova Scotia, 1969.

Government of Nova Scotia. Nova Scotia Round Table on Environment and Economy. Halifax: 1992.

Government of Nova Scotia. Nova Scotia Doers and Dreamers Guide. Halifax: Nova Scotia Department of Economic Development and Tourism, 1998.

Government of Nova Scotia. Budget Address. Parliamentary Session. 28 March 2001.

Holman, Graham. Report and Overview – Pictou Waterfront Development Project 1989 – 1995. Typewritten manuscript, 1995.

Northumberland Strait Marketing Group Association Inc. Embark. Charlottetown: Northumberland Strait Marketing Group Association Inc., 2000.

Pictou County Tourist Association. Pictou County Tourist Guide – 1996 Edition. Pictou County: Pictou County Tourist Association, 1996.

Pictou County Tourist Association. The Flagship. New Glasgow: Pictou County Tourist Association, Winter 2000.

Pictou Recreation, Tourism and Culture. Hector Heritage Quay Total Yearly Attendance. Pictou: Pictou Recreation, Tourism and Culture, 2000.

Pictou Recreation, Tourism and Culture. Ship Hector Launch 2000. Pictou: Pictou Recreation, Tourism and Culture, 2000.

Pictou Regional Development Commission. Pictou County Community Profile. New Glasgow: Pictou Regional Development Commission, circa 1999.

Renaissance Sackville Strategic Planning Committee. An Economic Development Framework for Sackville. Sackville: Renaissance Sackville, 1994.

Sackville, New Brunswick: Where You Belong. Sackville: c. 1995.

Saint John Daily News. 1866 (clipping from the Public Archives of Nova Scotia).

Statistics Canada. Census Divisions and Census Subdivisions: Population and Dwelling Counts, 1991. Ottawa: Statistics Canada, 1992.

Stuckless, Annette. Royal Commission on Employment and Unemployment, Newfoundland and Labrador. The Tourism Industry in Newfoundland and Labrador. Newfoundland: Royal Commission on Employment and Unemployment, Newfoundland and Labrador, 1986.

This is Sackville, New Brunswick - Where You Belong. Sackville: 2000.

Tourism Industry Association of Canada. Code of Ethics and Guidelines for Sustainable Tourism. Ottawa: National Round Table on the Environment and the Economy, 1992.

World Commission on Environment and Development. Our Common Future. Oxford: Oxford University Press, 1987.

Secondary Sources:

“Busy Times in Pictou County.” Trade and Commerce Fall 1999: D17-D18.

“Cumberland County: Increased Growth in Retail and Industry.” Trade and Commerce Fall 1999: D20.

“Morning Show.” Writ. Morrissey Dunn. AM 60 CKCL and THE MIX 100.9 FM. Truro, Nova Scotia. March 2001.

“The Five Ages of Nova Scotian Tourism.” New Maritimes July/August 1987: 8-9.

Adler, J. “Tourism and Pastoral: a Decade of Debate.” The Garden Transformed- Prince Edward Island 1945- 1980. Charlottetown: Ragweed Press, 1982.

Ashworth, G. J. "Planning for Sustainable Tourism, a Review Article." Town Planning Review July 1992: 325.

Barss, Peter. Older Ways: Traditional Nova Scotia Craftsmen. Toronto: Van Nostrand Reinhold, 1980.

Basic Design Associates Limited. Design Guidelines. Sussex: Basic Design Associates, 1995.

Bourquet, M. and M. Winter, eds. Who From Their Labours Rest?: Conflict and Practice In Rural Tourism. Brookfield: Gower, 1987.

Byers, Mary and Margaret McBurney Atlantic Hearth: Early Homes and Families of Nova Scotia. Toronto: University of Toronto Press, 1994.

Cameron, James M. Pictou County's History. Pictou, Nova Scotia: Pictou County Historical Society, 1972.

Caplan, Ronald, ed. Down North: The Book of Cape Breton's Magazine. Toronto: Doubleday Canada, 1980.

Champion, Helen Jean. Over On the Island. Toronto: The Ryerson Press: 1939.

Clark, Allan. "An Historical Perspective on Tourism Planning and Development in Nova Scotia." diss. Technical University of Nova Scotia, 1988.

Cohen, E. "Alternative Tourism- A Critique." Tourism Recreation Research 12-2 (1987): 17.

deKadt, E. "Making the Alternative Sustainable: Lessons from Development for Tourism." Institute of Development Studies Discussion Paper 272. Institute of Development Studies, 1990.

Dennis, Clara. Cape Breton Over. Toronto: Ryerson Press, 1942.

---. Down in Nova Scotia: My Own, My Native Land. Toronto: Ryerson Press, 1934.

---. More About Nova Scotia: My Own My Native Land. Toronto: Ryerson Press, 1937.

Eisselt, Marianne and H. A. Eisselt. New Brunswick: A Colour Guidebook. Halifax: Formac Publishing Company Limited, 1994.

Field, Richard H. Spirit of Nova Scotia: Traditional Decorative Folkart, 1780-1930. Toronto: Dundurn Press, 1985.

Fullerton, Laurie. Vacations in the Maritimes. United States of America: Yankee Publishing Incorporated, 1993.

Gabriel, Gerald. "Towards a Community Approach to Tourism Development in Atlantic Canada." MA diss. Saint Mary's University, 1996.

Gillis, Robert. "Scheduled Motorcoach Service in Nova Scotia 1922-1990." MA diss. Saint Mary's University, 1992.

Gunn, Clare. Tourism Planning. New York: Crane, Russak and Company, 1979.

Holdsworth, D., ed. Revitalizing Mainstreet. Toronto: University of Toronto Press, 1985.

Jafari, J. and G. Wall. "Sustainable Tourism." Annals of Tourism Research 21-3 (1994): 668.

Jenkins, H. P. Nova Scotia at Work. Toronto: The Ryerson Press, 1938.

Kalman, Harold. A History of Canadian Architecture. 1. Toronto: Oxford University Press, 1994. 111 and 157.

Kimber, Stephen. "When The Casino Came To Town." Chatelaine June 1997: 41.

Lothian, W.F. A Brief History of Canada's National Parks. Ottawa: Environment Canada, Parks, 1987.

MacCannell, Dean. Empty Meeting Grounds – The Tourist Papers. New York: Routledge, 1992.

Magic Valley. Magic Valley Family Fun Park. c. 1995.

Map- Historic Pictou, Nova Scotia: “Birthplace of New Scotland.” Pictou: c.1994.

Map. Sackville: 1992.

Maxwell, Lilian. ‘Round New Brunswick Roads. Toronto: The Ryerson Press, 1951.

May, V. “Tourism, Environment and Development: values, sustainability and stewardship.” Tourism Management 12-2 (1991): 112-118.

McKay, Ian. “History and the Tourist Gaze: the Politics of Commemoration in Nova Scotia, 1935-1964.” Acadiensis 22 (1993): 102-138.

McKay, Ian. Quest of the Folk: Antimodernism and Cultural Selection in Twentieth-Century Nova Scotia. Montreal: McGill–Queen’s University Press, 1994.

McKay, Ian. “Tartanism Triumphant: The Construction of Scottishness in Nova Scotia, 1933-1954.” Acadiensis 21-2 (1992): 5-47.

Miller, Carmen. “The 1940’s: War and Rehabilitation.” The Atlantic Provinces in Confederation. Ed. E. R. Forbes and D. A. Muise. Toronto: University of Toronto Press and Acadiensis Press, 1933.

Morrison, James. “American Tourism in Nova Scotia, 1871-1940.” The Nova Scotia Historical Review 2-2 (1982): 40.

Murphy, Peter , ed. Tourism in Canada: Selected Issues and Options. British Columbia: University of Victoria, 1983

Murphy, Peter. Tourism: A Community Approach. London: Methuen and Company Limited, 1985.

Nelson, J. G., R. Butler, and G. Wall. Tourism and Sustainable Development. Waterloo: University of Waterloo, 1993.

Place-Names of Nova Scotia. Halifax: Public Archives of Nova Scotia, 1967.

Reid, John G. "Charles Frederick Allison." Dictionary of Canadian Biography. 8. Toronto: University of Toronto Press, 1985. 15-16.

Reid, John. Mount Allison University: A History, to 1963. 1. Toronto: University of Toronto Press, 1984.

Relph, Edward. The Modern Urban Landscape. Baltimore: The Johns Hopkins University Press, 1989.

Saunders, S. A. The Economic History of the Maritime Provinces. Fredericton: Acadiensis Press, 1984.

Saunders, S. A. The Economic Welfare of the Maritime Provinces. Wolfville: Acadia University, 1932.

Southam News. "Tourism Gassed Up." Halifax Daily News 29 March 2001: 21.

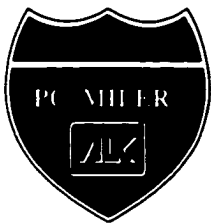
Stanley, Della. "The 1960's: The Illusions and Realities of Progress." The Atlantic Provinces in Confederation. Ed. E. R. Forbes and D. A. Muise. Toronto: University of Toronto Press and Acadiensis Press, 1993.

The Canadian Encyclopedia: Year 2000 Edition. Toronto: McClelland & Stewart Inc., 1999.

Thompson, Anne. The History of the Innkeeper's Guild of Nova Scotia. Halifax: 1984.

Visitor's Guide- Pictou County, Nova Scotia. New Glasgow: Pictou County Tourist Association, 1995.

Zurick, D. N. "Adventure Travel and Sustainable Tourism in the Peripheral Economy of Nepal." Annals of the Association of American Geographers 82-4 (1992): 608.



TECHNOLOGY THAT DRIVES TRANSPORTATION™

June 11, 2001

Shaunna Mowatt-Densmore
99 Lyman Street, Apt. 2
Truro, Nova Scotia
B2N 4S3

Re: PC*MILER® 12 Usage

Dear Ms. Mowatt-Densmore:

This letter is to confirm that you do have permission to use PC*MILER 12 software as a part of your thesis to complete your Master of Arts at Saint Mary's University. I understand you will be using one or more of our maps to illustrate the Maritime Provinces of Canada.

Should you need further clarification please contact me directly at 800-377-6453 ext. 266.

Sincerely,

Jennifer Lee
Manager, Communications

Subject: [Fwd: TI feedback: Tantramar Map]

Date: Mon, 11 Jun 2001 13:31:52 -0300

From: s_n_l.densmore@ns.sympatico.ca (shaunnaandlyle densmore)

To: Anne Maclean <anne.maclean@STMARYS.CA>

Ms. MacLean-

This is the first letter of permission I have received as of yet. It is for the map of Sackville, Map # 2 on page 141. I will forward you further letters of permission as they arrive. I hope this is satisfactory to fulfill Senate regulations.

Sincerely,

Shaunna Mowatt-Densmore

MA ACS

Saint Mary's Student # 9434689

Subject: Re: TI feedback: Tantramar Map

Date: Sat, 9 Jun 2001 15:51:21 -0300

From: Christopher Mackay <chris@tantramar.com>

To: <s_n_l.densmore@ns.sympatico.ca>

Please feel free to use our map in your thesis. Good luck!

>Tantramar Interactive Feedback Form submission:

>-----

>Name: Shaunna Mowatt-Densmore

>E-Mail: s_n_l.densmore@ns.sympatico.ca

>Subject: Tantramar Map

>Referring page: <http://www.TantramarInteractive.com>

>Date: 6/8/2001 10:30 PM

>

>Message:

>I recently used the map of the Tantramar

>Region I found on your web site (tantramar.com)

>as a reference in an appendix for my Master of

>Arts Thesis. Sackville, New Brunswick was

>one of four case study communities I focused

>on in my thesis on sustainable tourism. I've

>been informed that I need a letter of

>permission from you to use the map, that

>documenting it would not be enough. Would

>you be able to provide me with such a letter?

>I would very much appreciate any assistance

>you could offer as my thesis cannot be

>processed without this letter. If you

>have any questions, please feel free to

>contact me at this email or call me at work:

>

>902-893-6060

>

>Thank you for your time!

>Shaunna Mowatt-Densmore

--

Regards,

Christopher Mackay, Director of Technical Services

Subject: [Fwd: Map usage in an academic document? (KMM414981C0KM)]

Date: Mon, 18 Jun 2001 17:50:03 -0300

From: s_n_l.densmore@ns.sympatico.ca (shaunnaandlyle densmore)

To: Anne Maclean <anne.maclean@STMARYS.CA>

Anne-

Here's the letter I was telling you about today! I'll send the maps along as soon as they're all properly labelled.

Thanks!

Shaunna

Subject: Re: Map usage in an academic document? (KMM414981C0KM)

Date: Wed, 13 Jun 2001 13:56:34 -0600

From: webmeister <webmeister@mapquest.com>

To: shaunnaandlyle densmore <s_n_l.densmore@ns.sympatico.ca>

Hi Shaunna,

Thank you for your inquiry concerning using MapQuest for your thesis. As a general rule, you may use MapQuest maps in your thesis free of charge if you intend to use fewer than 20 maps and do not intend to distribute these maps to a large audience.

If your plans for MapQuest maps meet this criteria, please use this email as authorization to use MapQuest maps. We do require that:

1) The MapQuest logo must be maintained in the upper-left hand corner of the map and the copyright statement be legible in the lower-left hand corner of the map.

2) Under the map the phrase "Map provided by www.mapquest.com" be printed in text no smaller than 8 pt.

If this letter of permission is not satisfactory, please feel free to contact Kenneth Woelhoff at 1-800-840-3178.

Please feel free to contact me if you have further questions or concerns.

Thank you for using MapQuest.com!

Christy
MapQuest Support
Denver, CO
USA

Original message follows:

Dear Sir/Madam:

My name is Shaunna Mowatt-Densmore. I recently completed my Master of Arts thesis for Saint Mary's University in Halifax, Nova Scotia, Canada. I used and documented three maps from your web site (Parrsboro, NS, Pictou, NS and Alma/Green Hill, NS) as part of my thesis on sustainable tourism development. The maps was used in the appendix of