

**A COMMUNITY DEVELOPMENT APPROACH TO
HERITAGE TOURISM IN SMALL TOWNS:
A CASE STUDY OF MILLBROOK, ONTARIO**

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ABSTRACT

A Community Development Approach to Heritage Tourism in Small Towns: A Case Study of Millbrook, Ontario.

Maureen Wideman

The aim of this thesis is to examine the potential for small towns, especially Millbrook, Ontario, to conserve their heritage and develop their economies through the community development of heritage tourism. This thesis argues that by using a community development approach, there is the potential for some small towns to use their heritage resources as the basis for a tourism program. A framework to analyze a small town's supply of heritage resources was formulated and the concept of a town's readiness to develop heritage tourism was explored. The demand for small town resources was analyzed to ascertain if patterns emerge which could assist in the determination of the potential market for small town heritage tourism programs. Planning and development of heritage tourism programs can be difficult in small communities, but incorporating human resources through community development can enable a small town to organize itself to initiate a heritage tourism program. Heritage tourism can generate an interest in heritage conservation, it may increase awareness and appreciation for a community's local history, and by communicating that history to visitors, heritage tourism may increase the economic activity within the community.

Using Millbrook, Ontario as a case study, its supply of heritage resources and potential tourist demand were assessed. The concept of community readiness was examined and applied to this village to determine if it is able to accept the full responsibility for a heritage tourism program. This thesis concluded that although Millbrook has many factors necessary for a heritage tourism program and there is a demand for heritage, it is not ready to initiate a program. Recommendations are made as to how this community could overcome the barriers to implementing a heritage tourism program such as: making use of Needler Mill, capitalizing on the "arts" theme, developing closer ties to the 4th Line Theatre and linking recreational attractions with the arts and culture found in the village.

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In memory of my father-in-law, Lorne Martin Wideman, March 9, 1909-January 22, 1996.

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CHAPTER 1

Introduction

*In the absence of books and formal instruction,
architecture is the key to comprehending reality.*

Yi Fu Tuan

This thesis concerns heritage tourism, small towns and community development, and focusses on Millbrook, Ontario. By examining the role heritage plays in society, it can be argued that heritage preservation is essential to self-knowledge and contributes to a sense of place. Yet heritage is vulnerable. This thesis argues that by using the methods of community development, there is the potential for some small communities to use their heritage resources as a basis for a tourism program. Heritage tourism can generate an interest in heritage conservation, it may increase awareness and appreciation for a community's local history, and by communicating that history to visitors, it may increase the economic activity within a community.

HERITAGE

Heritage, the tangible and intangible materials inherited from the past, is an important contributor to the development of humankind as it maintains a continuity from past to present, and in so doing, affirms our identity. The value of place and the stability that comes from knowing our history are some of the rewards of heritage preservation. As stated by landscape architect Michael Hough, "The basic purpose of maintaining old parts of town is to link us with the past--to enhance one's knowledge of a place's cultural roots" (1990, p. 187). Architectural historian V.A. Konrad echoed these sentiments when he said historical artifacts document past human endeavours and commemorate past knowledge (1982, p. 394). Historical artifacts such as old houses and churches can remind people of their values and reinforce their cultural heritage. "For here is the glory of the past, the symbol of stability, the structures that our fathers and their fathers have erected, the visual

reminder of another time that gives every small town its sense of continuity" (Berton 1985, p. vii). The Canadian identity is evident in our cultures and habits, in art, music and literature, but is most evident in the architecture of cities and villages (Falkner, 1977, p. 1). Maintaining that identity and the continuity from past to present through heritage preservation are essential elements in a community's stability. Hough determined that the obliteration of homes and other familiar buildings in a community and the replacement of them with "projects", the concrete and glass blocks built to house a large numbers of people, has contributed greatly to the unrest in these areas. "The tendency for the new in urban development to destroy the old in interests of economics is one of the major reasons for placelessness in the changing urban landscape" (Hough 1990, p. 187). Preserving our heritage in a cultural landscape provides comfort and continuity, a knowledge of self and sense of place.

Heritage is being lost primarily through ignorance as Canadians do not understand the importance heritage plays in our collective psyche. Ann Falkner stated that Canadians have a negative view of themselves in that they do not appreciate their artistic achievements, their place in world affairs and their inherited resources of history (1977, p. 7). "The problem is basically a question of public education; there are many people, even in high office, who see no purpose in preserving history" (Denhez 1978, p. 99). Although Denhez wrote this statement in 1978, it is applicable almost 20 years later. As the political pendulum continues to swing to the right in the 1990s, heritage preservation is viewed as a social luxury. In March 1993, Heritage Canada's Main Street program concluded. After layoffs, a staff of 25 remained to spearhead heritage initiatives across the country (Weiler, 1994). The Main Street program provided communities with a coordinator for a three-year period to guide citizens through a revitalization process for their downtown cores. This program is still available, but competition for staff resources is fierce and communities must pay on a fee-for-service basis. In Ontario, funding for heritage initiatives was drastically cut during the government of the New Democratic Party (NDP) from 1990 to 1995. Under the present Progressive Conservative government, those remaining programs, such as the Designated Property Grants, were frozen in 1995 and eliminated in 1996, even though these funds had been disbursed from lottery revenues, not general revenues. Staff positions

in the Cultural Programs Branch (which includes heritage programs) were reduced by 20 per cent in 1996 and further staffing cuts are expected in 1997 (Evans, 1996).

When grants for heritage preservation are not available, there is little incentive for property owners to restore their buildings or to have them designated historical. Some building owners reap large property tax savings by demolishing an old building and replacing it with a parking lot or clear site. This is a prevalent trend in Toronto (Evans, 1994). The present Ontario Heritage Act is viewed by government civil servants and those in heritage agencies as weak legislation (Evans, 1994). While civil servants have been drafting new heritage legislation for years, the threat of a new heritage act is accelerating the demolition of older buildings as owners fear they will be forced to restore old buildings under a new heritage law.

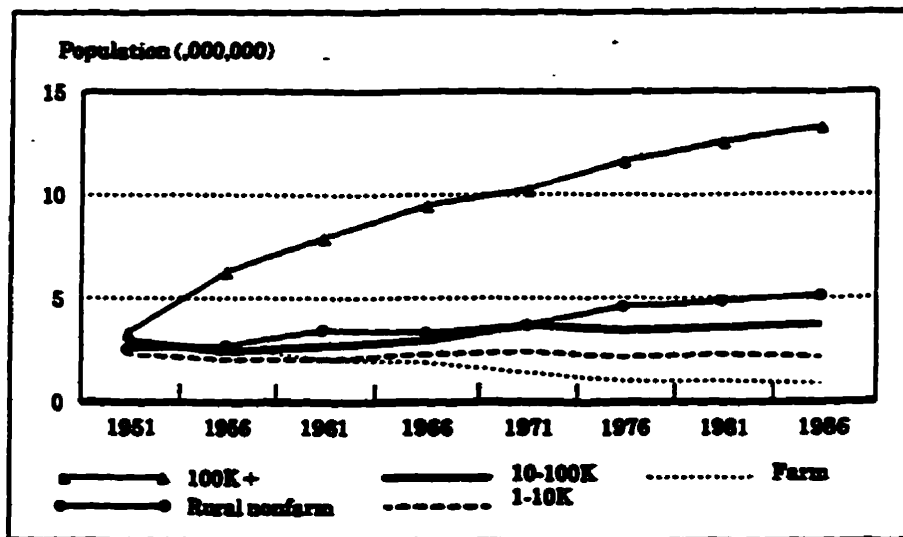
In March 1995, the Ontario NDP government passed a new planning act, Bill 163, which offered municipalities the means for more protection of heritage resources. The Act, which concerned development and land use reform, also expanded the definition of heritage to include not only architectural or built heritage as in the Ontario Heritage Act, but cultural, historical, archaeological and scientific resources as well as natural resources like wetlands and forests, or cultural landscapes. In 1996, the Progressive Conservative government in Ontario replaced Bill 163 with their own planning act, Bill 20. References to natural heritage were virtually eliminated, thereby erasing its significance in the planning context. As well, wording of Bill 20 was weakened when policy statements which had said under Bill 163 "must have regard for," were changed to read "be consistent with". What remains unchanged is the major thrust of the new planning act which makes the identification and conservation of heritage resources a municipal responsibility. Previously under the Ontario Heritage Act, municipalities could designate buildings or districts as historically significant. The new planning act requires municipalities to incorporate cultural heritage resource policies into their official plans by identifying significant resources before development. The provincial government has increased the responsibility of the municipalities by compelling them to decide which resources should be identified as important and which should not. Couple this responsibility with continuing cuts in transfer payments from the province to the municipalities along with threats that municipalities must be able to "pay

their own way” despite reduced funding or face amalgamation, and it becomes evident that heritage preservation falls low on the list of priorities.

SMALL TOWNS

Many small Ontario towns, with significant heritage resources, are struggling. People are generally resistant to moving to small towns and villages. Cities, towns and rural areas are showing a steady rise in populations whereas the populations of small towns and villages remain the same (See Figure 1.1).

Figure 1.1 Canadian Population by Urbanization Class, 1951-1986



Source: Statistics Canada, *Censuses of Population 1951-1986*
 Bollman and Biggs 1992, p. 11

Unemployment rates are higher in small towns and villages (Bollman and Biggs 1992, p. 20). They have the lowest average income for families, lower education levels, lower levels of literacy and numeracy skills (Bollman and Biggs 1992, p. 1, 35). These communities also have higher than the national average dependency rates, that is, more children under 15 years of age and older than 64, as those of working age move out of small towns in search of employment (Bollman and Biggs 1992, p. 15). Many of the

services of urban life such as police, hospital services, educational facilities, are either not available in rural areas or are a great distance away. Numerous small towns and villages lack depth in their local economies which can make them vulnerable to any change in national or world economic conditions.

One business failure, or the layoff of a score or more workers, ripples through a local economy. It is not unusual to find an economically depressed town in the midst of a booming national economy and vice versa, the reason being that a small variation in the production schedule of a plant or a change in import policies in a distant country can precipitate a major downturn in a local economy (Bollman and Biggs 1992, p. 63).

Many municipal governments are having difficulty providing the most basic services as costs increase and the provincial government continues to reduce transfer payments (Parsons 1993, p. B3). Making services more efficient, cutting out duplication, eliminating non-essential programs have had devastating effects on small towns. The push for rationalization of government and private-sector services has added to the decline. The removal of services such as the post office, passenger rail service or grocery store, can reduce the community's ability to socialize and interact leaving it with a growing feeling of isolation.

This feeling of isolation is aggravated by Canada's change in consumption patterns. Shopping is no longer restricted to what is available locally. Geographer Fredric Dahms, who has done extensive research on small towns, stated that the fate of these communities was sealed by the 1930s when roads and highways improved and vehicle registrations boomed. "Anyone with a car or truck could easily bypass the local service centre to shop in a larger town or city a few kilometres further away. Many former customers of crossroads communities exercised this option (Dahms 1991, p. 1). This movement, to leave the community to purchase goods and services, has contributed to the deterioration of downtown cores. The spread of suburban and regional shopping malls has siphoned off vitality from town centres and left downtowns with a smaller share of commerce (Kalman 1985, p. 31). The lack of economic activity in downtowns can cause a profusion of vacant buildings. Peeling paint, crumbling brickwork, dirty or boarded up windows contribute to the feeling of abandonment or dereliction. Herein lies a paradox. Because of the lack of

growth and a booming economy some of Canada's most significant built architecture can be found in small towns and villages. Entire streets lay virtually untouched for 100 years. Small towns remain intact, free from strip malls and subdivisions. Although a testament to a local economy that has experienced little growth, these are precious assets to Canada's heritage. Unfortunately, small towns and villages which have some of the most valuable heritage resources may be the least able to preserve them.

There is the potential for small towns to attract tourists. According to Dahms, if a place is considered desirable by its own citizens, it has the potential to attract others as well (Dahms 1990, p. 29). As the population of cities continues to increase, people have a growing desire to experience a simpler lifestyle. Small towns can contribute to this sense of nostalgia, this need to connect to what is simpler and comforting. In 1985, geographer Philip Coppack conducted a survey in which he asked visitors to three small towns in Ontario if they wished to live there. Sixty-seven per cent said "no", 25 per cent said "yes", the rest did not answer. He concluded that, "If the majority do not wish to live where they visit, yet continue to visit, then one assumes that their collective mental health is helped by these occasional sojourns into the countryside..." (Coppack 1988, p.44). Heritage tourism in small towns may be a way of fulfilling this need for the past, and in doing so, initiate the preservation of historic resources and contribute to the economic well being of a community.

TOURISM

Tourism involves travelling away from home for more than 24 hours for recreational or leisure activities. Many tourism programs have resulted in an increased understanding and pride in local history thereby contributing to a community's sense of identity. Heritage tourism can foster interest in heritage conservation which can be economically beneficial to a community.

Restoration of heritage buildings makes good economic sense. In general, renovating existing buildings is about half as expensive as new construction. Renovating also creates jobs. The renovation industry already employs more than 200,000 Canadians, and its growth is twice that of the new construction industry. Each \$1 million spent on renovations generates about 60 jobs. By comparison, about 48 jobs are generated by each \$1 million spent on all residential building combined. Renovating and

restoring old buildings also uses fewer materials, less energy and creates less waste than new construction, and as such, is more environmentally friendly (Industry Canada and Canadian Heritage 1995, p. 14).

Tourism can provide new uses for old buildings. Once merchants realize the heritage architecture of the downtown and its traditional role as the commercial and community centre can be a key competitive advantage, they develop an appreciation for heritage resources and generate a commitment to their conservation (Bowes 1989, p. 39). In this way, tourism and heritage conservation can be made to work together.

Examples of successful heritage tourism can be found in many small towns in Ontario such as St. Jacob's, Niagara-on-the-Lake, Kleinburg, Port Hope, Goderich, Cumberland and Athens. St. Jacob's has a population of 1,200 but attracts well over one million visitors per year. Capitalizing on its unique Mennonite history and small town atmosphere, St. Jacob's extensive marketing is an important component to its success. Information brochures and advertisements are placed in key locations throughout the northern United States and Ontario. Intensive advertising in Stratford Festival literature entices many Stratford tourists to pass through St. Jacob's. Provision for bus tours is made and school programs are encouraged. In 1995, St. Jacob's hosted 400 school tours for children learning about Ontario's Mennonite history. St. Jacob's also has a full time tourism coordinator to ensure the continued success of its program (Shantz, 1996).

Kleinburg, population 5,000, has the advantage of having the McMichael Gallery within its town limits which attracts hundreds of thousands of visitors per year. Shopkeepers notice an increase in patrons after 3 p.m. Although initially visitors travel to the small town to see the McMichael, they return to visit Kleinburg. This town's largest event, The Binder Twine Festival, attracts more than 300,000 people in one day. Kleinburg has volunteers who work to promote its tourism potential. Kleinburg is also a community within the City of Vaughan which spends \$40,000 to promote tourism for the entire area (Dawson, 1996).

Athens, a community of 1,000 residents, is attracting thousands of visitors each year with its collection of 12 murals painted on buildings throughout the town. Located approximately 90 kilometres south-west of Ottawa, Athens' tourism business has

increased dramatically and the village is now a desired destination for many bus tour companies. Its small town atmosphere is enhanced by the murals, most of which feature aspects of Athens' history. The murals have fostered an interest in the community's history and in the conservation of the visible aspects of its heritage including its old buildings. There has been an increase in business activity within the town including the opening of new restaurants and craft shops. Athens markets itself through the Ontario East Tourism Board and brochures sent to various locations throughout the province. It also has information available to visitors about each mural (Bell, 1996).

Although these are successful examples of heritage tourism, such programs must be developed with caution as they can be revolutionary rather than evolutionary as external forces take hold and a community loses control of the program and its resources (Butler 1993, p. 35). Allan Williams and Gareth Shaw discovered from their research in western Europe that tourist programs can be initiated within a short time frame and with little investment, but with dramatic results. Young people can be lured away from their traditional way of life into more "glamorous" tourist jobs (1988, p. 22). Land values can increase, which is a benefit to the landowner, but can be a disadvantage to those wanting to buy land to continue a traditional lifestyle. Tourism can be damaging to the environment. It can also lead to a reduction in the quality of life of local people.

COMMUNITY DEVELOPMENT

How does one determine what is right and wrong for a particular community? It is the community that must decide. Local citizens must determine if change is wanted, what direction the community should follow and then take charge of the program to ensure its goals are met. Community development is about empowerment. It is putting power into the hands of the residents in the belief that people are able to identify problems within their community and are, therefore, capable of determining a course of action to solve those problems. "Many researchers and practitioners view the central theme of power - the question of who controls, who sets priorities and who allocates resources - as the real locus of community development" (Douglas 1987, p. 20). Through this bottom-up approach, power is created by identifying issues, organizing committees, doing research, gaining

knowledge, acquiring confidence, making plans, setting goals, achieving small successes. Each step increases a community's power and gives it the strength and assurance to pursue what it needs and wants. "The breadth of the community development is only bounded by the community's interests, energies and resources" (Douglas 1987, p. 17). Conflict may arise but is a healthy characteristic of the process as all aspects of the program should be discussed and analyzed in order to achieve a compromise. Efforts should be made to determine if the community is ready to take on the responsibilities of a heritage tourism program. This thesis argues that readiness is an important factor in the process of building a tourism program. Are members of the community able to set aside their differences and work together to achieve a common goal? Problems can arise when a program does not have full community support. The lack of community backing can put the entire program in jeopardy. Visitors want to feel welcome and local residents are important to ensure this feeling of acceptance is pervasive throughout the community (Davidson 1987, p. 15).

The community development process begins with individuals or groups identifying a problem or issue within their community. This problem is discussed amongst themselves and other like-minded organizations. The implications of the problem may be annotated in briefs or other communications vehicles and presented to political organizations such as local councils or other levels of government, the media, and the public through town hall meetings, flyers or letters. As the issue becomes more well known, differences in perceptions may arise which can assist in the communication process by necessitating a clarification of issues and information (Douglas 1994, p. 120).

Leadership, whether an individual or a small group, continues to be a critical ingredient in the process. A champion of the process who engenders the spirit of entrepreneurship, innovation and self-reliance in a community is often the determining factor in ensuring commitment and perseverance. For this reason the confidence and pride engendered by active leadership is very important (Douglas 1994, p. 122).

Although community development is a bottom-up approach, considerable power still remains in the hands of local politicians. They can influence if and how a community development program will proceed, the directions it will take or whether to "downplay" the problem and simply focus on the day-to-day business of the community (Douglas 1994, p.

123). Communication can be the key to ensuring a consensus about the nature of the problem, its implications and the steps necessary to overcome barriers and resolve issues.

TOURISM PLANNING

The need for specialized planning in the tourism field has developed since World War II, when tourism became accessible to the general population and was not reserved for the privileged class. The mass movement of people threatened resources. Tourism had been viewed by entrepreneurs as a means of making money with little regard for the social or environmental impacts (Murphy 1985, p. 4). The economic significance of tourism became evident as revenues increased from taxes, employment and complementary industries, hence governments became more involved through the promotion of tourism enticing people to regions which had previously been inaccessible. Conflicts arose between maintaining the resource and the needs of the tourists. In the 1970s, the Canadian federal government took on the role of development and planning for tourism (Murphy 1985, p. 5). British Columbia developed its own tourism strategy by dividing the province into nine tourism regions and devised both immediate and long-term development strategies. For an example of a national or regional plan (see Appendix A). This type of plan is initiated by governments who decide goals and objectives, policies and strategies. There is little room for community input or feedback.

The importance of community involvement in tourism planning became evident in the 1980s when communities began voicing their concerns about becoming mere commodities for tourist consumption. Geographer Peter Murphy stated:

The host community is the destination in which individual, business and government goals become the tangible products and images of the industry. A destination community provides the community assets (landscape and heritage), public goods (parks, museums and institutions), and hospitality (government promotion and welcoming smiles) that are the backbone of the industry. To attract visitors with a viable products and to maintain a destination's amenities and support, tourism should be viewed as a resource industry, a resource industry in a corporate sense in that the industry gives back to the community while extracting a living from it, so that both the industry and the community base can benefit mutually from a long-term partnership (in Haywood 1988, p. 105).

Community participation in planning a tourism program is essential to ensure residents have a stake in the future development of their community. Decision-making becomes a shared process between the participants. According to the University of Guelph's Michael Haywood, if community planning is to be successful, it must incorporate the values and goals of the community (1988, p. 111). Citizens must safeguard their environment, their culture and their heritage. Thus Murphy noted,

Community tourism is built ... on the basis of stewardship. Managing a destination's resources for the mutual benefit of the industry and host community, ensuring that tourism adds to the quality of local life and that development can be sustained for future generations of residents and visitors (Murphy 1993, p. 4).

Planning decisions must be based on sound research using local information as well as data reflecting regional, national and international trends.

CONCLUSION

In its examination of Millbrook, Ontario (see Chapter 3) this thesis sets out a framework, including a heritage tourism inventory, for determining the supply of heritage tourism resources (see Chapter 4). Using the information found in tourism studies and statistics, as well as a local tourism survey, the demand for Millbrook's heritage tourism resources is determined and a potential market identified (see Chapter 5). Supply and demand interact to produce patterns and, although these patterns cannot predict future demand with certainty, they are vital in estimating the potential for a heritage tourism program. Although this thesis does not develop a heritage tourism program for Millbrook, it assesses whether Millbrook has the potential for heritage tourism, and makes a series of recommendations as to how a tourism program might be planned (see Chapter 6).

CHAPTER 2

Aim, Objectives, Definitions and Methods

No research, no right to speak!

Mao Tse-Tung

AIM

The aim of this thesis is to examine the potential for small towns, especially Millbrook, Ontario, to conserve their heritage and develop their economies through the community development of heritage tourism.

OBJECTIVES

1. Assess the heritage resources of Millbrook.
2. Assess tourist demand for heritage, especially in Millbrook.
3. Determine the potential for heritage tourism in Millbrook.
4. Examine the potential for a community development approach to developing heritage tourism in Millbrook.
5. Recommend how Millbrook might develop a heritage tourism program.
6. Develop appropriate conceptual approaches to undertake the above objectives.

DEFINITIONS

This thesis uses Falkner's definitions of "heritage" and "historic" (Falkner 1977, p. 11). Heritage, she says, refers to something inherited from our cultural past with no judgment made as to whether it is good or bad. Historic goes a step further in that it refers to something inherited from the past but also carries a definite connotation of value, importance or fame.

How objects or artifacts are interpreted is important to heritage and its conservation. Freeman Tilden, in Interpreting Our Heritage, stated that there is a difference between information and interpretation. "Interpretation is the revelation of a larger truth that lies behind any statement of fact" (Tilden 1957, p. 8). A preserved artifact or building has

little meaning without its ties to history. Knowing the purpose or the significance of the object gives it a deeper meaning to its audience. "Through interpretation understanding; through understanding, appreciation; through appreciation, protection" (Tilden 1957, p. 38).

This thesis looks at heritage beyond the old buildings to encompass the heritage found in the landscape. Cultural and natural history combine to create landscape variety and reflect our human heritage. This is called a cultural landscape. It can be defined as, "The use and physical appearance of the land as we see it now as a result of man's activities over time in modifying pristine landscapes for his own purposes. A cultural landscape is perceived as a collection of individual man-made features melded into a whole" (Weiler 1984, p. 7).

Dahms discussed the importance of amenity in a community. He stated it is one of four components of a successful community tourism plan and defined it as the "manifestation of the attraction of the physical site or in general the 'atmosphere' of the community" (Dahms 1991, p. 10). It is the emotional impression that is felt for the community. It is what Falkner describes as *ambiance* (Falkner 1977, p.152).

Tourism can be defined as "travelling away from home for periods of more than 24 hours, the principle purposes are recreation or business activities, but may also include visiting family, educational motives or health reasons" (Williams and Shaw 1988, p. 2). Excursionism involves visits of less than 24 hours (Williams and Shaw 1988, p. 2). In this thesis, excursionists are described as visitors. For many small communities attracting visitors may be more feasible than attracting tourists.

The World Tourism Organization defines heritage tourism as, "an immersion in the natural history, human heritage, the arts and philosophy, and the institutions of another region or country" (Cayen 1995, p. 8). Heritage tourism is an important component of tourism in Canada and can be a benefit to the community. According to Carter:

Heritage tourism also plays a significant role in catalyzing community partnerships, and strengthening the social fabric of host communities. It is also important in stimulating new economic activities (crafts, services and businesses related to historic sites operations and maintenance), diversifying local economies and generating income from sources outside local economies (Carter 1995, p.2).

Community can mean many different things. Stewart Perry defined community as:

...a more or less circumscribed geographic locality in which the residents tend to see their destinies as somehow bound together, and where their destinies are in fact linked together to the extent that the residents share a common view of life and share (or overlap in) membership in most of the institutions in which they participate (Perry 1987, p. 63).

Although this definition may be idealistic, the general principles of Perry's statement make it the most appropriate definition for this thesis. The geographic location labels residents as belonging to a place. By living in this place, residents are subjected to the same laws and bylaws which can affect their everyday lives. They will share many of the same views, although there will usually be differing opinions regarding politics or development which could lead to conflict. How a community deals with the conflict will determine how strong a community is and how much it values its citizens.

Community development is based on the belief that people are capable of finding solutions to their problems (Lamoureaux, Mayer and Panet-Raymond 1989, p. 21). It involves empowerment through organized groups of people working together to control decisions, projects, programs and policies that affect them as a community (Rubin and Rubin 1992, p.6).

Community development is characterized by goal-seeking and goal-directed groups of individuals with a common focus, who go through some form of problem or opportunity assessment (if not analysis,) array their conclusions against their articulation of common objectives and commit to a process of rational social choice and action (Douglas 1987, p. 19).

METHODS

The research for this thesis involved various methods. The review of academic literature included studies in heritage preservation, cultural landscapes, sense of place, small towns, tourism theories, cultural and heritage tourism, community development and planning. This literature provided the theoretical background to analyse a number of reports. Because of the practical emphasis in this thesis, it was also necessary to research tourism reports from other towns, regions, the province and the federal government. Many of the reports revealed a variety of tourism strategies, others provided tourism statistics.

Heritage district reports from Ontario communities were reviewed in an effort to obtain an inventory procedure that would be useful to this thesis--but no satisfactory procedure was found. The case study necessitated a literature survey of local histories as well as archival research.

The research for this thesis began with research into literature regarding heritage and its role in our society. Authors such as Falkner (1977), Denhez (1978), and Armstrong (1978) emphasized and re-emphasized the need to save heritage and set out examples as to how this could be achieved. These authors were concerned about saving particular buildings, acknowledging that no community could save all its old buildings, so efforts should be concentrated on saving historically significant ones. This also reflected the attitudes of 20 years ago and examples can be found in communities of an old stone house in a mall parking lot or surrounded by highrise buildings. Later writers challenged this notion and urged the protection an historic building to include its surroundings or its community. Authors such a Hough (1990), LeBlanc (1993), Moulin (1989), and Weiler (1984) describe heritage in terms of cultural landscapes where the whole reflects the message from the past.

Tourism reports for many Ontario towns virtually ignore heritage. Tourism is linked with recreation or economic development. The role of good heritage stock in a tourism program and its importance in the rural atmosphere in a community were overlooked in many reports, such as those for Bracebridge and Cookstown. Although the report for Cookstown made extensive use of surveys of tourists, local citizens and businesses, the town's heritage resources were not mentioned in the tourism facilities assessment, and questionnaires, or cited in the answers to the questions (The Cookstown Tourism Development Research Project, 1984). Another report, *An Inventorial Report of Recreation Resources in the Great Pine Ridge Region*, (which includes Millbrook) lists tourist facilities such as sleeping accommodation, restaurants and recreational activities such as fishing, hunting, boating, summer and winter sports, and events such as the Millbrook Fair. It also lists historic attractions in the area such as plaques and museums. However, small towns and villages were not considered potential tourism attractions in themselves implying enjoying heritage buildings and learning about a community's history and culture

were not considered recreational activities.

To determine the potential for a community to become a heritage tourism destination, a number of concepts were combined to provide a framework for analysis. As stated in Chapter 1, Dahms surveyed a number of communities in Ontario and found a series of commonalities in their economic development: Heritage, Amenity, Entrepreneurial Activity and Access. "Each is necessary in some measure to encourage economic development in communities that might otherwise experience declines in population and business activity" (Dahms 1991, p. 9). He determined that past researchers overlooked certain aspects present in a successful town. He stated that traditional geographic bias which stressed "economic forces, site, situation, systems and statistical relationships" to explain a community's success or failure did not give a clear picture as it did not consider the role the individual played in the community, how a good stock of heritage buildings can be a stimulus for economic development, or how rural sentiment can attract visitors to small towns (Dahms 1991, p. 8).

Urban history with its stress upon entrepreneurial activity and boosterism must be considered along with notions of central place theory and tourist cycles. The idea of amenity as a high order economic good is inextricably linked to the activities of those who risked labour and capital to create businesses or renovate buildings that would attract customers (Dahms 1991, p. 9).

Dahms' concepts were combined with the 4 A's of tourism, Attraction, Accommodation, Access and Advertising, which are often deemed necessary for tourism development. A method of conducting a "tourism town appraisal" suggested by Parkin, Middleton and Beswick (1989) was also incorporated. These authors provided a set of criteria which can be used to evaluate whether a town has the potential of attracting visitors and whether it has the facilities to meet the needs of the visitor. Their criteria involved factors not covered in Dahms' theories or the Four A's of tourism, such as visitor services. Because there is an overlap in these concepts and methods, they were synthesized for the analysis undertaken in this thesis.

Cultural tourism studies such as *Ontario's Cultural Tourism Product* (1993) and the *Canadian Arts Consumer Profile 1990-1991* (1992) were reviewed to determine the demographic and psychographic components of tourism demand. Trends in cultural

tourism were examined to help forecast demand. Tourism statistics regarding the international, national, provincial and regional sectors were obtained to determine if small towns can become heritage tourism destinations. It was imperative to ascertain who was travelling to these small communities, why, where they were from, how old they were, what educational levels they have, what their ethnic background was, their gender, as well as what they wanted to do when they visited small towns. This analysis revealed a variety of tourism patterns which were compared to the heritage resources found in Millbrook in an effort to determine if supply and demand could be matched.

Field Studies

Heritage Inventory

The focus of this thesis is on heritage tourism, therefore an analysis of heritage resources in the community had to be undertaken. But the analysis could not be completed without an inventory of heritage resources. There are various methods for completing heritage inventories. The Canadian Inventory of Historic Buildings, which emphasizes the architectural features of individual structures, was too detailed for the purposes of this study. Inventories, such as those for Peterborough, Barriefield and Whitevale, comprise photographs coupled with physical descriptions of the buildings. Other communities used extensive mapping of the buildings on a block-by-block grid. Inventories and heritage designation reports do not take into account the intangible aspects of a community's heritage and how they are linked to the tangible. One method much considered for this thesis was implemented in the *New Hamburg Heritage Conservation District Study and Plan*. It consisted of a map where all buildings are graded with either A, B, C, H, or N, with A being unique, B is of lesser quality, C even less valuable, H if designated historical and N if built after a particular date (Project Planning Ltd. 1992, p. 14). This inventory method could be done fairly quickly and could determine the number and percentages of quality heritage buildings in a community. Again, however, there was no link between the buildings and the history of the community and this method was eventually rejected.

Although much research was done, it became evident that an inventory method that

would meet the needs of this thesis was not available, therefore, an appropriate inventory method was developed. The inventory used in this study considers heritage resources and culture in an inventory matrix using a thematic approach. This method was based on the research of various authors. The cultural landscape inventory in Mark Fram's "*Customary Shores*" (1984), uses a thematic approach to record the history of a landscape by diagramming it on a grid. In, *Views from the Road: A Community Guide for Assessing Rural Landscapes* (1995), David H. Copps provided various other landscape inventories and the criteria he used in the analyses. Reference was also made to Parkin, Middleton and Beswick's *Managing the Town and City for Visitors and Local People* (1989). Although not an inventory, Parkin, Middleton and Beswick listed the variety of services and facilities tourists to small English communities would like to experience. By referring to these three texts as well as to other heritage inventories, a heritage tourism inventory that would link both tangible and intangible resources through themes was developed (see Appendix B). Because this thesis emphasizes a community development approach, it was intended that this inventory be structured so that it could be completed by local residents negating the necessity of contracting a heritage consultant to complete it. However, it does require a thorough knowledge of the community to link the tangible aspects with the intangible. The inventory is simple and straightforward, with the intention that when the inventory is completed a heritage theme or series of themes may emerge. A community should be able to determine the range of heritage resources present, the quality of those resources, and the dominant cultural themes which can be used in planning a heritage tourism program. By using the tourism data, it can then be determined if the heritage tourism program has the potential to attract tourists.

The inventory organizes resources under various themes such as natural heritage, native, farming, settlement, commerce and industry, government institutions, arts, culture and recreation, religion, military, and transportation. The inventory determines if they are present, the approximate age of the resources, the quality, location and whether or not they are accessible. But it also determines if these resources are linked with a significant person or event; if they are reflected in art, literature, music, folklore, dance or theatre, or in the ethnicity of the community, in its language or traditions. In this way, the community looks

beyond the physical resource to see how its heritage is a part of everyday life. It may also enable a community, which does not have the tangible resources to attract tourists, to initiate a tourism program based on intangible resources because of its rich history in music, song or storytelling.

The inventory is divided into themes and subthemes: Natural Heritage with the subthemes of geology, geomorphology, hydrology, vegetation, wildlife, other; Native Peoples; Farming; Settlement with the subthemes buildings, streetscapes, fixtures, gardens, parks; Commerce and Industry; Government Institutions with the subtheme of utilities; Arts, Culture and Recreation with the subtheme of celebrations and recreation; Religion; Military; and Transportation with the subthemes of land, water and railroad.

Personal Interviews

In an effort to gain up-to-date information about heritage in Ontario, interviews were conducted with experts in this field and included: Heritage Canada's Robert Bowes and John Weiler, LACAC Co-ordinator Mary Lou Evans, Ontario Heritage Society's Brian Rogers, and Heritage Canada's Main Street Co-ordinator Stephen Lauer. The case study interviews were conducted with Millbrook Reeve Mary Sutherland, former LACAC Chair Jacqueline Tinson, former Cavan and Millbrook Historical Society President Ken Greenberg, Artist Bill Slavin, Firefighters Association President David Auchterlonie, bed and breakfast owner Peter Baxter, and Trent University graduate student Art Beaver.

Conferences

The author attended a variety of conferences and workshops concerning heritage conservation and planning to obtain the most up-to-date information. These information sessions were conducted by ICOMOS, Heritage Canada, Community Heritage Ontario, University of Waterloo, and Trent University.

Personal Observation and Analysis

Observation by the author can also be considered a method. She travelled around Ontario visiting small towns and villages, observing heritage resources and talking with

tourism coordinators, whenever possible, to gain an insight into the impact of tourism in these communities.

Competition plays an important role in determining the type of tourism program. Small communities may decide that cooperation between adjacent towns and villages may be the key to tourism success rather than trying to compete with one another by offering similar programs. Analyzing the competition may offer opportunities for learning about successes and failures and assist in the development of a plan which offers a unique experience (MacGregor 1989, p.101). Three small towns, Port Perry, Port Hope and Lakefield, were studied to determine what kind of tourism program, if any, these communities had developed. These three small towns fall within a 45 kilometre radius from Millbrook and, to varying degrees, have restored downtown cores and a variety of heritage buildings. As well as researching the type of program, it was also important to note who ran each program and how it was funded.

THE CASE STUDY AREA -- MILLBROOK, ONTARIO

Millbrook was chosen as a case study area because of its declining downtown core. Although its main street is lined with historic buildings, an uncertain local economy leaves these buildings frequently empty and therefore, susceptible to decay. Bricks are falling into the streets and pigeons are living in the attics. The heritage buildings in this community are threatened. In an effort to preserve the heritage of this village, a tourism program built on its heritage resources is put forth as a possible solution.

This community's interest in its heritage was determined by examining a number of activities. During Heritage Week in 1995 and 1996, a Heritage Event was held which included an evening of storytelling about life in the community. Musicians from a local theatre group hosted a number of music nights to celebrate this community's local roots and featured Celtic music. The local chapter of LACAC designed a poster featuring drawings of local historic homes by artist Louis Taylor. MACAC produced a brochure for both residents and tourists featuring a walking tour of historic homes in the town. Participation in these events is a good indication of the importance of heritage to the residents in Millbrook.

The author also observed the actions of Millbrook's municipal politicians and their attitude towards their community's heritage. The bottom-up theory of community development does not place much emphasis on the role of politicians, but the author has come to the realization that much power lies in the hands of the politicians. Although they are to represent their constituents, politicians can dramatically change the direction and focus a community takes. Priorities can change with each municipal election and what gains have been made in the past can be swept aside with a newly elected council.

Survey

To determine if Millbrook was attracting visitors, a survey was conducted in Millbrook during August of 1995. During than 30 hours of sampling, 30 groups of visitors were interviewed at a variety of locations around the village including in front of the Millbrook Gallery, the Emporium Restaurant, the IGA and at the corner of Union and King Streets. (See Appendix B for a copy of the questionnaire). The survey asked questions about the tourists travelling and spending habits, what brought them to the village, the features most liked and disliked and whether they had been to Millbrook before.

Readiness

An additional factor that is important to the implementation of a heritage tourism program is what this thesis refers to as "readiness". Although readiness is alluded to in some tourism literature, the importance of this factor is not emphasized. In "St. Jacobs, Ontario: From Declining Village to Thriving Tourist Community," Dahms theorises that small towns require four factors to be a successful community, yet he added in the conclusion, "Economic and population growth don't just happen. Vision, organization and singular purpose are required to convert the legacy of the past into the promise of the future" (Dahms 1991, p. 11). A community may have the four factors he lists as necessary, but still may not be able to organize itself to develop a program. These obstructions to the implementation of a program are described by Woodley as barriers.

Barriers often include a lack of overall vision for the community and region; a lack of interest or awareness of tourism on the part of local residents; a lack of trained human resources to ensure local

economic benefit from tourism; cultural barriers between hosts and guests and between planners and residents; differing time requirements for local planning and the political commitments of government; and a lack of investment capital within the community (1993, p. 135).

In a booklet produced by the federal government, *Heritage Tourism: Discover the Opportunity*, a readiness checklist is provided for communities which have developed a heritage tourism strategy (Industry Canada and Canadian Heritage 1995, p. 32). The government intended this checklist would be implemented when a community has already overcome those intangible obstacles to planning and is about to open the door to tourists. Heritage Canada's Stephen Lauer noted that a major factor in considering a community's readiness for the Main Street Program was money--had the community made the sacrifices to raise funds to implement a program? (Lauer 1994).

This thesis offers some preliminary questions in the form of a Readiness Questionnaire (See Appendix C). This questionnaire was applied to Millbrook. Generally, if the first answer was applicable, then the community was ready to initiate a program. If, on average, the second answer applied, movement towards developing a program was underway. The third answer demonstrates more work needed.

In conclusion, this chapter has described the main purpose of this thesis, its objectives and the methods used. Because this thesis is an academic study with a practical application in the form of a case study, the methods vary and overlap many disciplines. Information is retrieved from many sources including literature, reports, personal interviews, conferences, a survey, personal experience and observation. This thesis is about solving a problem--about offering small communities the opportunity to take advantage of the heritage resources found in their own towns and using them to attract tourists. Because many small communities have few tools, they may have to rely on themselves, and on the resources found among local residents of their own communities, to achieve this goal. The return is greater appreciation and knowledge about their community, and an interpretive package that allows the community to communicate its heritage to visitors, a process which, with proper planning, can result in greater heritage protection and a boost to the local economy.

CHAPTER 3

The Case Study Area--Millbrook

"I really had a good feeling [about Millbrook]. It's a small town that's visually compact. It's got historical charm."

Ted Miller, location manager
Dufferin Gate Productions, 1996

This chapter examines the case study area, the Village of Millbrook. Geographic, demographic and economic information is provided, followed by a brief history of the community and an assessment of its interest in its own heritage. The history of the community furnishes a cultural background on which to establish a heritage tourism program, for in order to design such a program, a community must have an in-depth knowledge of itself. It must know why it is here. Once this aspect is understood, previously hidden assets can be revealed which may define new opportunities. "Heritage can be a useful catalyst to get a small town or rural area to pick itself up by its bootstraps" (Weiler, 1994).

GEOGRAPHIC, DEMOGRAPHIC AND ECONOMIC CHARACTERISTICS

Millbrook is a village 83 kilometres north east of Metropolitan Toronto and 17 kilometres south of the City of Peterborough near Highway #115 (see Figure 3.1). It is located within the Township of Cavan (see Figure 3.2), but it is an independent municipality with its own reeve, town services and post office. In 1994, it had a population of 1,250 with 517 households (Peterborough Social Planning Council [PSPC], 1994, A-32). Millbrook is approximately two square kilometres (See Figure 3.3). As of 1991, it had a population density of 626.5 per square kilometre (PSPC, 1994, A-3). This is an increase of 133.5 people per square kilometre since 1986. Millbrook's population has continued to rise since the 1940s, but it has yet to regain its 1870s peak of about 1,700 (Brown, 1990, p. 124).

The 1991 census demonstrated that most of the village's population fall within the

Figure 3.1

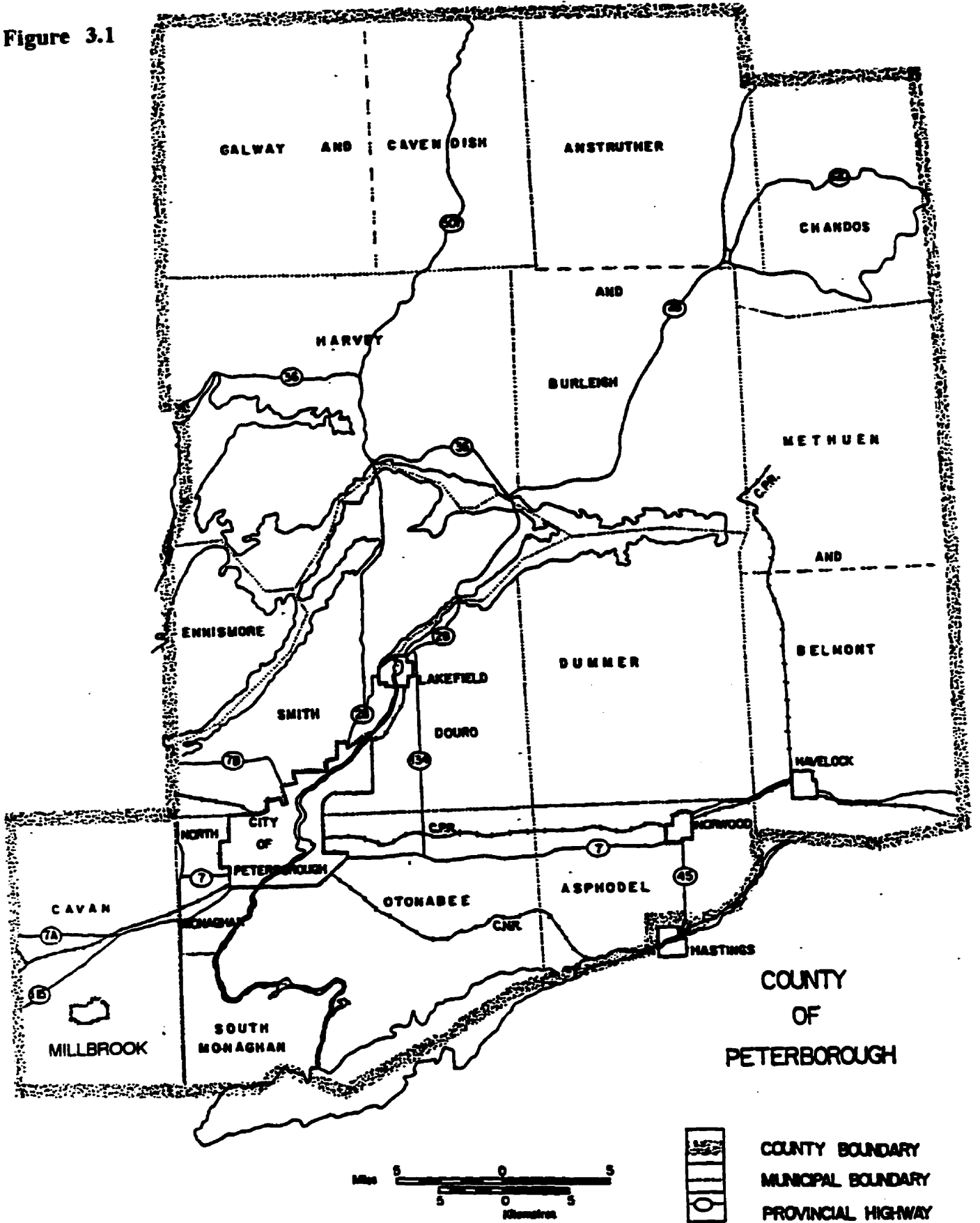
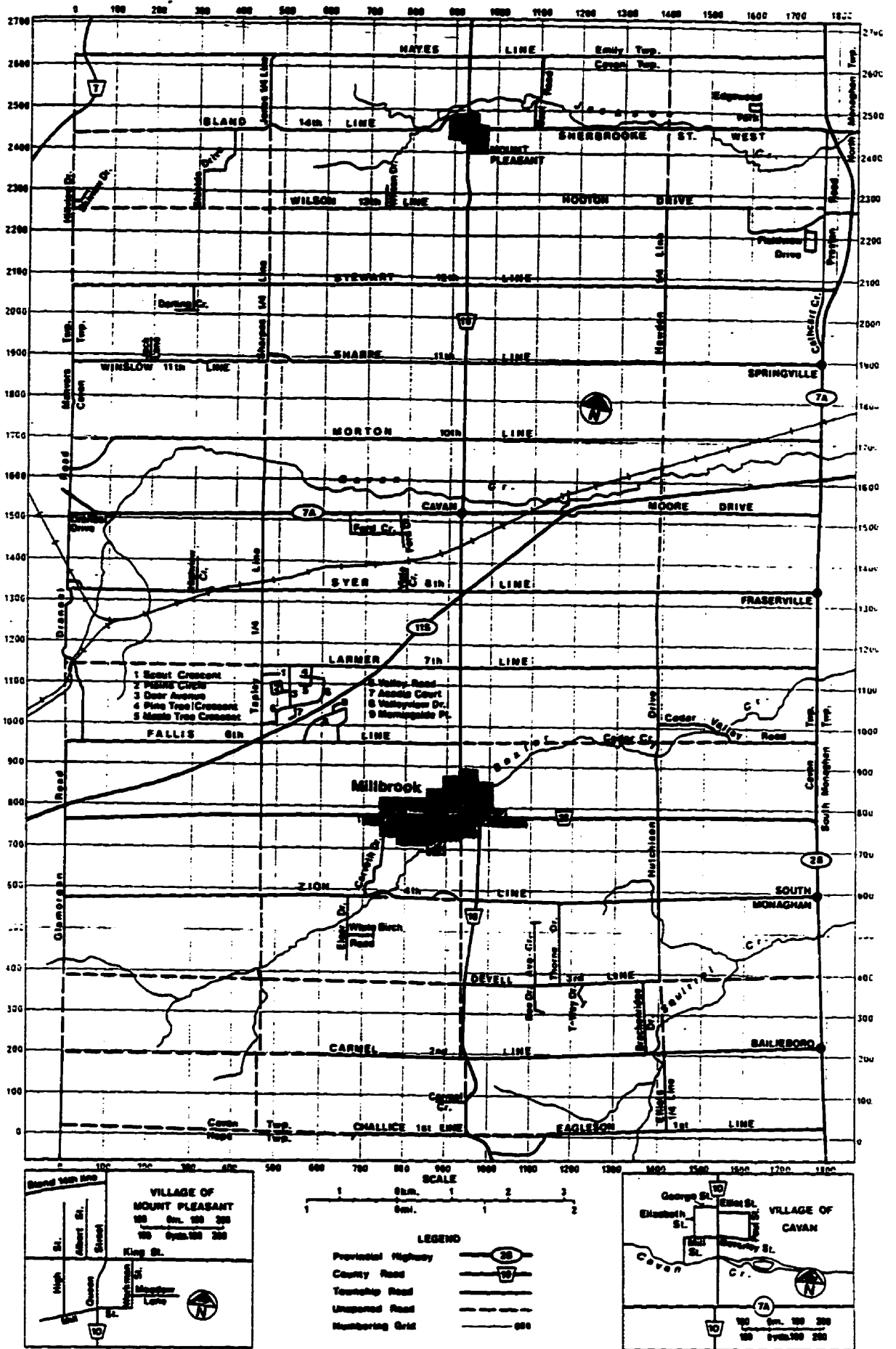


Figure 3.2



CAVAN TOWNSHIP

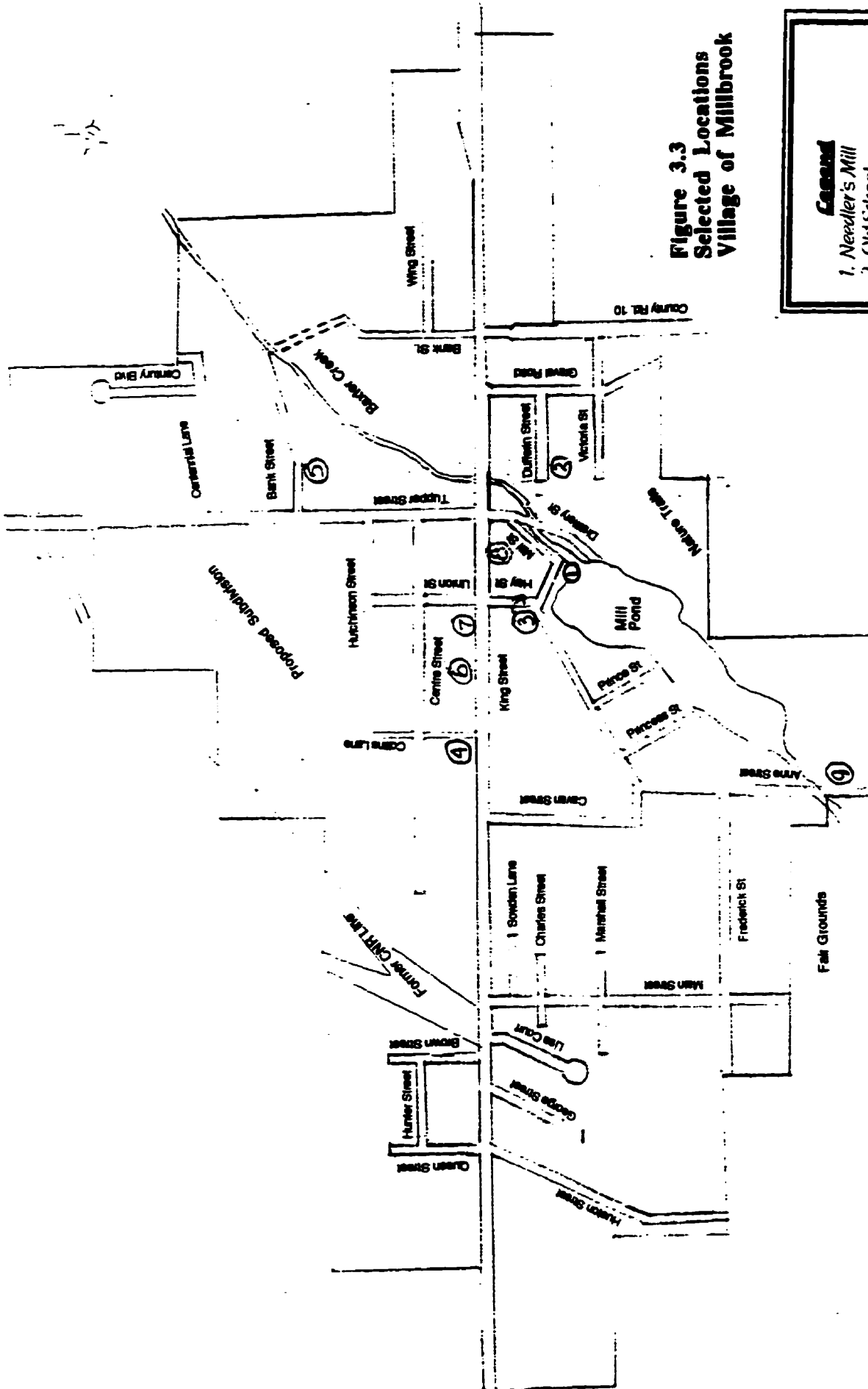


Figure 3.3
Selected Locations
Village of Millbrook

- Legend**
1. Needler's Mill
 2. Old School
 3. Jirehall Museum
 4. Jairweather
 5. Ontario Cottage
 6. Millbrook Bank
 7. Waverly Inn
 8. Millbrook Gallery
 9. Foretta Pompilio Gallery

Scale 0 150m

25 to 34 year, the 35 to 44 year, and the over 65 year old age groups (See Table 3.1). The population is divided almost equally between males and females (See Table 3.2).

Table 3.1 Millbrook's Population Distribution by Age in 1991

Age Group	Total	Percentage
Child 0-4	125	9.8
Child 5-9	120	9.4
Child 10-14	80	6.3
Teen 15-19	65	5.1
Adult 20-24	70	5.5
Adult 25-34	245	19.3
Adult 35-44	185	14.6
Adult 45-54	120	9.4
Adult 55-64	80	6.3
Senior 65 +	180	14.2
Total	1270	100

Source: PSPC 1994, p. A-26

Table 3.2 Millbrook's Population Distribution by Age and Sex in 1991

Age Group	Male	Female	Total
0-9 years	120	125	245
10-19 years	80	65	145
20-29 years	105	105	210
30-39 years	100	90	190
40-49 years	90	85	175
50-59 years	50	40	90
60-74 years	60	70	130
75 + years	35	50	85
Total	625	635	1255

Source: PSPC 1994, p. A-26

Millbrook is situated in a picturesque valley along the banks of Baxter Creek. It has many large historic homes with newer homes dotted between the older buildings, as well as a small subdivision within its boundaries. The village is surrounded by the farmland of Cavan Township. It does give the impression of being a town that has been forgotten by "progress" as there is virtually no industry, only one tiny strip plaza, a grocery store, liquor store, two gas stations, and other small service-oriented businesses. Millbrook has its own water supply, and public utilities commission, and has access to natural gas and cable television, but many of the other aspects of a modern town, such as overcrowded living conditions, fast food outlets, congested streets, high levels of air and water pollution, high crime rates, shopping malls and high rise buildings are absent.

Millbrook's sense of self is very much tied to its location. The valley sides provide an insulating function to its residents -- shutting out noise, containing growth and, and at times, accounting for different weather than surrounding communities. These sides offer a feeling of protection from "the outside world", but to many young people they are as high as the walls on the Millbrook Correctional Centre, isolating them from activities, job opportunities and friends in outlying communities. The creeks were the main factors in its settlement and account for its early success as a business centre. Millbrook's tangible heritage, such as its buildings, reflects the economic boom of the last century. Many descendents of original settlers still reside in the village maintaining that connection to history by their presence. It is more than just a village, it is a neighbourhood.

The neighbourhood consists of what it is: it has grown and evolved through good times and bad; it reflects a wide range of continuing opinions, and economics; it is what the residents know and are familiar with; it is every small and large thing on the street (Falkner 1977, p. 164).

HISTORY

European settlement began in 1816 when John Deyell arrived from Ireland's County Monaghan and built the first mill on the brook, Baxter Creek, giving the community its name. It was settled mainly by Irish immigrants who were attracted to the creeks passing through the valley. It was a location ideally suited for mills and Millbrook had many during its first century. Lumber, flour, grist, oatmeal, wool, flax--there were as many as nine

mills located in this tiny village. Today the structure of only one mill remains.

Millbrook became a village in 1833 and was to be the location for three fairs per year. It was stated in the *Cobourg Star* that the fairs would promote local agricultural interests and accelerate industrial growth in the area (Brown 1990, p. 109). Millbrook was to be the commercial focal point of Cavan Township and its population continued to grow at a steady pace. The first school was erected in 1830, and the first church about the same time. The town hall was built in 1844-5. It was the railroad that would greatly contribute to Millbrook's success. The first line came from Port Hope through Millbrook to Lindsay and later to Beaverton, to eventually become part of the Canadian National Railway Company in 1923. With the railroad, the population quadrupled from 250 in 1851 to 1,000 in 1857. A second line from Millbrook to Peterborough was completed in 1858. Millbrook became an important junction as there was no direct train route from Toronto to Peterborough and passengers had to change trains in Millbrook. Millbrook's importance as a railway town and its success as a business centre resulted in its unusually large number of fine homes. Rail service continued for about 100 years, until 1951 when the lines were abandoned. The Millbrook Station, an attractive building with gables and a bay window, was offered to the village council for \$1, but the offer was rejected and the station was eventually torn down. The tracks were removed in the 1950s, although the cuts through the village are still quite evident.

Millbrook and the surrounding Cavan Township remain largely Protestant communities. Presently there are three handsome churches in Millbrook and many more in the surrounding area--all Protestant. Millbrook and Cavan were settled mainly by northern Irish settlers, who brought their religious prejudices with them. The tension between the Protestants and the Catholics is legendary in the area, immortalized by the local theatre company in *The Cavan Blazers*. The Cavan Blazers, who also had the reputation of assisting those in less fortunate circumstances, were Protestants who drove most of the Catholics from the township. Although how this was done and who exactly was involved is still debated in the area, the legacy remains. Currently, only 10 per cent of Millbrook's population is Catholic, much lower than the provincial average of 35 per cent (PSPC, 1994, A-46). Millbrook's Catholic services are held in the Presbyterian Church.

The commercial area of Millbrook was virtually wiped out by fire in 1875. The fire began on the north side of King Street and continued east destroying both sides of Tupper Street, including almost 30 businesses, a private school and numerous residences. A new commercial district was built, primarily along King Street, some of which again would be destroyed by fires in 1909 and 1960.

Millbrook's growth was greatly hampered in the 1880s. Canada was opening up the west and offering attractive land grants to those who wanted to settle in Manitoba. Millbrook was a successful business centre and Squire W.H. Snowden recognized the business opportunities that could be found in the "postage-stamp" province. The Millbrook Colonization Syndicate was formed in 1880 and comprised local businessmen. Most of Ontario's prime farmland had been allocated by 1849 making it expensive to buy by 1880. At that time, land was the only acceptable measure of worth. Farming was done on a mass scale to maximize profits. Yet as farms were handed down to family members, plots of land were getting smaller, making it more difficult for farmers to make a living. After years of an economic depression, the promise of large plots of free farmland and the potential for a more successful life in the west attracted many settlers, and providing goods for those settlers required astute businessmen. As a result, hundreds of men, women and children moved from Millbrook and the surrounding Cavan Township to settle in Souris, Manitoba which became known as Millbrook West. To date, Millbrook has never reached population levels seen before this exodus (Sutherland 1990, p. 123). But Millbrook was not left a ghost town. Those who remained continued providing the services required by residents and local farmers. Indeed, according to local historian Quentin Brown, the exodus may have provided even greater opportunities in business and farming for those who chose to remain in the area (1997).

In 1929, there was a large celebration in the town to honour Millbrook's two miles of newly-paved road. This road met the four-mile stretch that took people to Highway #28 and it was claimed that it was now possible to travel practically anywhere in Ontario by paved road (Sutherland 1990, p. 133). Little did the people of Millbrook realize the effect the paved roads and the automobile would have on their community. What was cheered as an advancement would later be a major contribution to the demise of the village. Paved

roads took consumers from small communities like Millbrook to larger centres to purchase goods and services, contributing to slower economic growth and a decline in the downtown cores in the small towns. A decline in the downtown can take the heart out of community, threaten its sense of identity, and erode its heritage. Hough added that roads can contribute to a change in values:

Urban expressways and regional highways have had enormous physical and social impact on the places where people live and on the sense of identity and connection to those places. Old ideas and values about what is important about a place, which evolved from limitations of getting around, have fundamentally changed (Hough 1990, p. 101).

Millbrook's close proximity to Peterborough makes it difficult for local businesses to compete resulting in a high business turnover rate in the community.

As time moved on through the twentieth century, Millbrook, which had been described by the locals as a "retired farmer's village" was slowly on the path to becoming a residential dormitory. Businesses moved out of the village and with them the jobs. Many old buildings fell into disrepair and were demolished. The public school was closed in 1980 and students moved to a newer facility. In 1957, the Millbrook Correctional Centre, a maximum security facility for provincial offenders, was completed. It employs approximately 250 people, some of whom live within Cavan and Millbrook. At one point, prisoners close to release were sent out as supervised work crews to cut lawns for senior citizens and to perform other duties around the community. However this program was cancelled in the early 1990s due to government cutbacks. In 1996, the provincial government announced that the Millbrook Correctional Centre would be closed by 1997 and its prisoners moved to a "super jail." To date, the locations of the "super jails" have not been disclosed and local politicians are lobbying for one to be located in Millbrook. In 1982, a small subdivision was built in the north-east section of Millbrook featuring small semi-detached and detached homes. Because there is only one road leading into this subdivision, the design has often been criticized by residents because it has become a small community unto itself. The only people who travel into the subdivision are those who live there, and in a sense, it is quite isolated from other residents.

In the 1980s, Millbrook had many antique shops and was a stop for patrons on bus

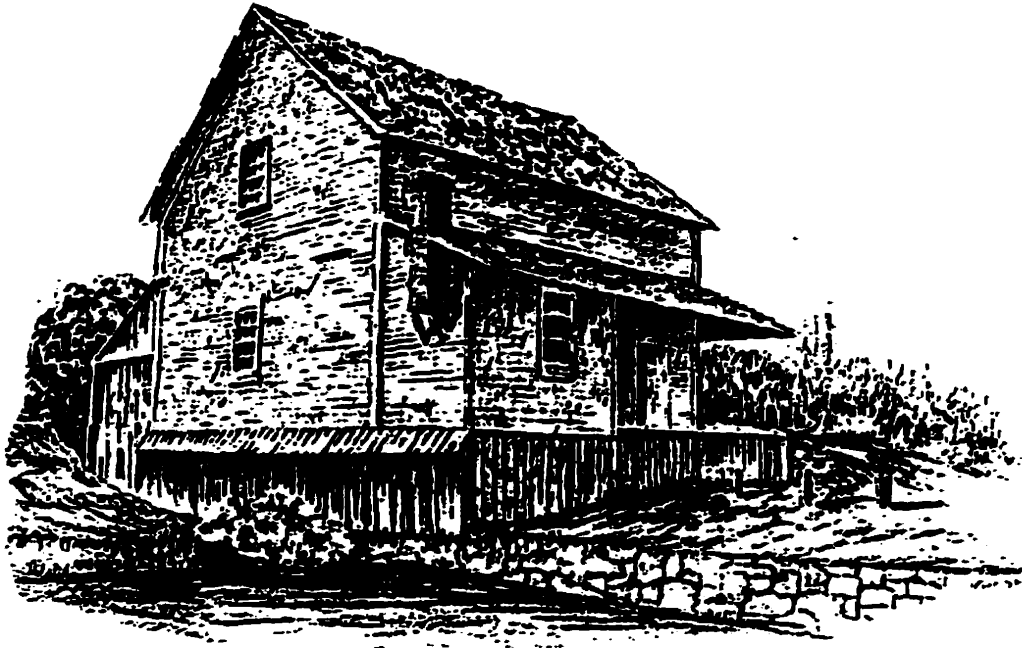
tours. Antiquing was a popular activity at that time and Millbrook was able to offer tourists a variety of shops to visit. However, with the recession, all the antique shops closed or moved. The bus tours stopped coming and the downtown fell into disrepair. Since 1994, businesses began to move into the downtown once again, not offering opportunities for tourists, but providing services to local residents. Tourist businesses won't open where there are no tourists and tourists won't visit if there are no businesses, therefore serving local residents appears to be the only business option in this community at present. The Chamber of Commerce and the Downtown Business Improvement Area, organizations which represent local businesses, have just begun rebuilding themselves after a five-year period of inactivity.

THE COMMUNITY'S INTEREST IN HERITAGE

The community does value its heritage. On two occasions when certain buildings were threatened, it was the local citizens who stepped in to save them. In the late 1970s, the Otonabee Region Conservation Authority (ORCA) planned to tear down the Needler Mill (see Figure 3.4) which had fallen into disrepair. A plebiscite was held in 1980 which showed the majority of residents wanted the mill saved. A mill committee was formed and a fund-raising campaign began. Over the years, the committee raised \$175,000 in government grants and private donations. The mill was restored, becoming a landmark for the community. Officially, ORCA still retains ownership of the mill, but management is a responsibility of Millbrook Council. Controversy arose when the mill committee was arbitrarily disbanded by council in 1992 and since that time, citizens have had little input into the management of the mill. Council called for volunteers to help paint the mill in the summer of 1995, and has done other minor repairs. The building remains virtually unused, although Millbrook Reeve Mary Sutherland said in an interview that council has plans for the building, but because nothing has been finalized, those plans won't be revealed (Wideman 1995, p. 1).

In 1982, the "Old School," (see Figure 3.5) as it is called in Millbrook, was closed by the Peterborough County Board of Education and remained empty for two years. The building, which dates back to the 1880s, was put up for sale. A number of offers were

Figure 3.4 Needler Mill, Millbrook, Ontario



made, including some by developers, but it was sold for \$40,000 to a group of concerned citizens in Millbrook who formed the Millbrook -Cavan Community Heritage Fund. This organization petitioned for grants from both Millbrook Council and Cavan Council as well as from the province and held numerous fundraising drives. They were able to meet the purchase price and took over the management of the building. The classrooms were rented out to various organizations over the years which helped offset the annual \$12,000 operating costs. In 1994, the building was turned over to Millbrook Council (Fernley, 1996).

There have been attempts to save some of Millbrook's fine built heritage. In 1979, a Local Architectural Conservation Advisory Committee (MACAC) was appointed and, since that time, 45 buildings (see Table 3.3) have been designated under the Ontario Heritage Act. These range from the typical to the atypical—from the average family home to the magnificent dwellings and commercial buildings. Millbrook has the highest number of homes designated per capita of any other community in the province. Most of these designations were made in the 1980s. During the 1990s, as government funding became

Figure 3.5 “The Old School,” Millbrook, Ontario



more difficult to obtain, fewer homeowners applied for designation (Tinson, 1995). In 1995, the local council cut MACAC’s budget by 50 per cent, and again by 50 per cent in

Table 3.3 Buildings Designated Historical in Millbrook, Ont.

7 Anne St.	3 Bank St. N.	1 Dufferin St.
8 Anne St.	8 Bank St. E.	8 Dufferin St.
13 Anne St.	16 Centre St.	6 Gravel Rd.
17 Anne St.	32 Centre St.	2 Hay St.
19 Anne St.	3 Charles St.	6 Main St.
21 Anne St.	6 Charles St.	6 Marshall St. E.
1 King St. E.	24 King St. E.	6 King St. W.
5 King St. E.	26-28 King St. E.	8 King St. W.
12 King St. E.	37 King St. E.	10 King St. W.
17 King St. E.	42 King St. E.	11 King St. W.
19 King St. E.	64 King St. E.	24 King St. W.
21 King St. E.	74 King St. E.	33 King St. W.
22 King St. E.	75 King St. E.	36 King St. W.
6 Prince St.	10 Prince St.	53 King St. W.
7 Prince St.	90 Prince St.	60 King St. W.

Source: Village of Millbrook, 1997

1996 leaving the committee with \$500 for the year. MACAC had been in the preliminary stages of having the downtown core of the village designated a Heritage District under the provincial Heritage Act, which had been given approval by a previous council. This would

have ensured that any further renovations in the downtown be done in keeping with the architecture and style of the existing buildings. This project has been postponed. The organization's minutes from October, 1995, stated: "It was agreed the Heritage District Plan would be put on hold until such time as there was a village council more sympathetic to the heritage needs of the area and was willing to give the project their support" (MACAC 1995, p. 1).

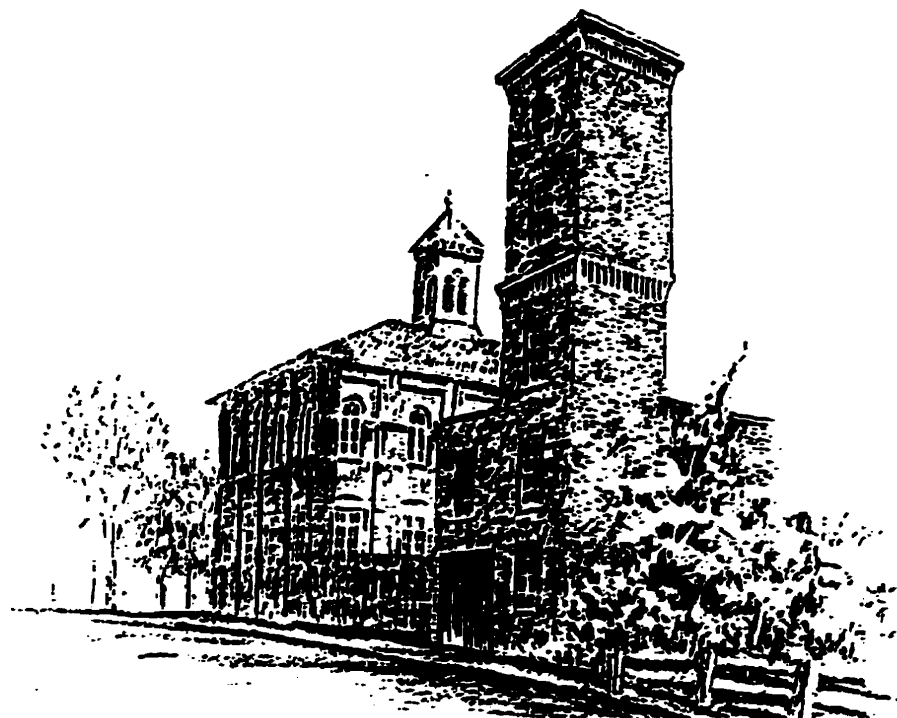
MACAC has also initiated a poster sales campaign featuring sketches of historic homes in the village. The poster was sponsored by local business people and is offered for sale for \$5. To date, more than 100 posters have been sold. The organization is now looking to outside sources to sell their posters. This committee wanted to rekindle interest in local heritage by researching, designing and printing a walking tour brochure which is available free of charge. The brochures were issued in the spring of 1996 and have been well received by residents, businesses and visitors with more than 1500 brochures being picked up during its first two months.

The Millbrook/Cavan Historical Society was established in 1981-82 and has a membership of 40 people. Its objective is to educate and promote local heritage. Members of the group wrote an extensive history of the community, *This Green & Pleasant Land: Chronicles of Cavan Township*, which was printed in 1990 and sells for \$25. Sales of the book have been brisk and to date 2,000 copies have been sold (Greenberg, 1995). Every two years, the Historical Society hosts a House and Garden Tour where visitors and residents pay \$10 and are given a tour through various homes and gardens. This has become a popular event. The tour in 1996 attracted close to 600 people.

The Historical Society had rented a classroom at the Old Millbrook School where a variety of photos, displays and artifacts were kept. Like a museum, this room is opened for public viewing during special community events. However, in December 1996, the Historical Society stored its artifacts and moved its meetings to another location due to a rent increase from the Village Council. Members are searching for another location for its museum.

A Fire Fighting Museum was established in March, 1993 when firefighters were awarded the use of a vacant fire house at 2 Hay Street (see Figure 3.6). It is a small brick

Figure 3.6 The Firehall Museum, Millbrook, Ontario



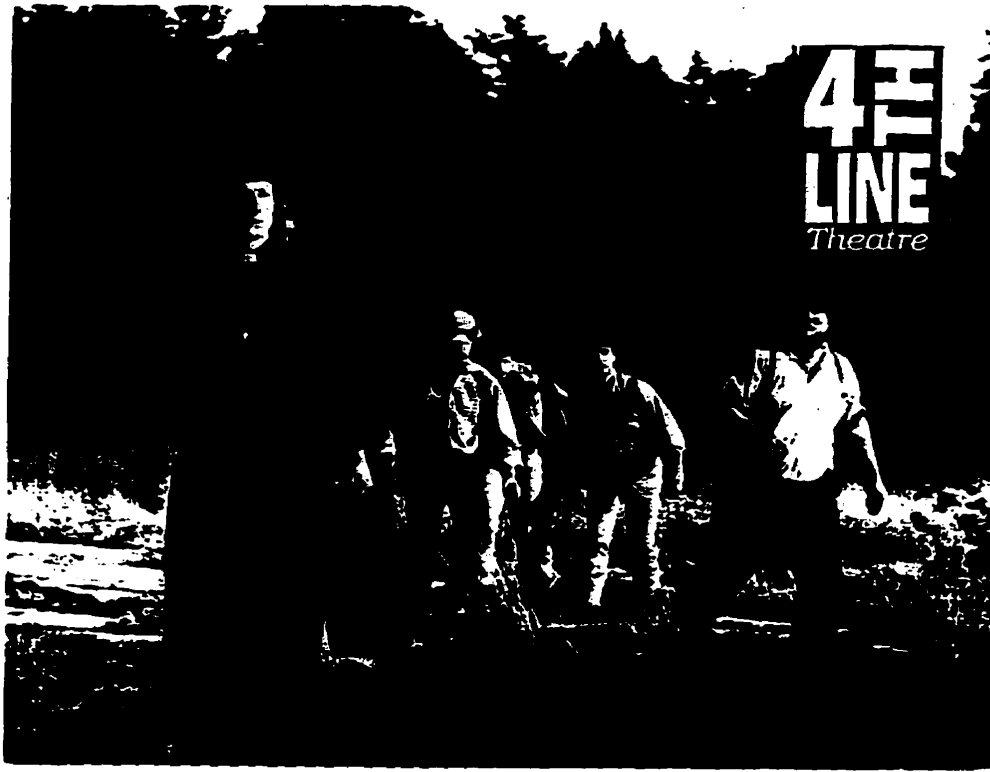
building with two stories and a hose tower. The firefighters are constantly fundraising to add more firefighting artifacts and repair the building. Response from the public has been positive (Auchterlonie, 1996).

In 1990, the Village of Millbrook received a \$200,000 grant from the provincial government to revitalize its downtown core. Following the lead of many other communities, Millbrook replaced its streetlights with reproduction Victorian street lamps, repaired the sidewalks and installed interlocking brick, buried overhead wires, and purchased new garbage containers.

In 1992, a not-for-profit theatre company was established in Cavan. Located just outside the boundaries of Millbrook, the 4th Line Theatre has been tremendously successful receiving national media attention for many of its works including the play *The Cavan Blazers*. (see Figure 3.7). The theatre's artist director, Robert Winslow, established his theatre on his farm which had been in his family since the 1840s.

Mr. Winslow's mandate has been "to preserve and promote our Canadian cultural heritage through the development and preservation of regionally-based, environmentally-staged, historical dramas" (Clairmont, B1). Besides *The Cavan Blazers*, other plays

Figure 3.7 Promotional Postcard from *The Cavan Blazers*



produced include *The Moodie Traill*, based on the lives of Susanna Moodie and Catherine Parr Traill, *The Great Farini*, which depicted the life of a Port Hope high wire daredevil, *The Winslows of Derryvore*, based on Mr. Winslow's family history, *Seton* which dramatized the life of Lindsay author Ernest Thompson Seton, and for an upcoming season, *The Bell of Batoche*. This play is based on the rivalry between Millbrook and a Metis community in Manitoba. A Metis church, which had been destroyed by fire during the Riel Rebellion in 1885, had its bell stolen by three members of the Durham Regiment who lived in Millbrook. The bell, which weighs between 35 and 40 pounds, had been in Millbrook since that time. It was used as the fire bell, hidden in basements and buried in the mud on the bottom of Baxter Creek, and eventually placed on display in the Millbrook Legion. The bell was stolen from its glass case in 1992 and its whereabouts is unknown. The bell is an important symbol to the Metis community as it "stands for the pride and hope of the Metis people" (Rock 1994, p. 8), and was the subject of a play/teleplay in 1994. It reflects Metis sentiment of how Canadians take from their people with little regard for the implications for their actions.

Today the nation-forming legacy of Louis Riel and Gabriel Dumont still resonates throughout the gently rolling geography on the "other side" of the Robin's-egg-blue Gabriel's Bridge spanning the South Saskatchewan River. And the local Metis? Astonishingly enough, 109 years later in "the true north strong and free", they remain largely landless, impoverished and without self-determination (Rock 1994, p. 8).

It is Mr. Winslow's intention to create a play about the legacy of the bell in a cooperative effort with the Metis community as a gesture of healing and renewal.

In 1994, Winslow was presented with the Tourism Ambassador Award by the Peterborough Kawartha Tourism and Convention Bureau. The theatre has become Cavan Township's largest employer and draws approximately 7,000 people per summer to the area. Although there are a large number of visitors coming to the theatre, located only one kilometre from Millbrook, few of the patrons actually make the detour to visit Millbrook. Presumably, this is because there is virtually nothing for a tourist to do while in the village. Services, such as a hardware and video store, are available for local residents, but there is little in the way of tourist shopping or attractions. The village has four restaurants which can offer various foods and dining experiences from hamburgers and french fries to a local pub. When the theatre first opened in 1992, efforts were made to cooperate with the businesses in Millbrook, but they were unsuccessful. In late 1996, communications lines were again opened between the village and the theatre to determine ways in which they might cooperate and coordinate their advertising and promotion.

Millbrook also has a 72 acre park within its boundaries. Owned by the ORCA, this land includes walking trails through a small forest, a mill pond on Baxter Creek, and an old mill whose history dates back to 1824. This is a popular area with residents, and was recently the centre of controversy. In the past, the park area was available only for passive use. In the winter of 1994-1995, attempts were made to extend the use of the area to include snowmobilers through a trail system which would link this area with others, making it possible to snowmobile across large distances throughout the province. Some residents wanted the area reserved for passive use only, others regard it as a means for bringing tourists to the village. This issue was widely debated in the community and had the potential of permanently dividing residents along two fronts. Much to the credit of the two groups, an independent mediator was brought in and a workable solution was reached.

Now, a snowmobile trail from the Ganaraska Forest does come into Millbrook, but not through the most sensitive areas of the park.

Recently, a series of special evenings was held to celebrate local heritage. On February 24, 1995, and February 23, 1996 a Heritage Event was organized by the local newspaper, *The Ripple*. It was an evening of storytelling, where a few local citizens were given the opportunity to tell the community about what life was like in the area many years ago. Both nights were highly successful with an attendance level of about 150 people-- more than 10 per cent of the population of Millbrook. On two other occasions in 1995, the 4th Line Theatre sponsored a series of evenings of traditional Irish and Celtic music. Again, these events were well attended by local residents.

In 1996, a new committee, Millbrook Conservation Association (MCA), was formed in response to a new housing development proposed for the town (see Figure 3.3). The housing development of approximately 80 homes, to be located on the north boundary, was approved 10 years previously, but had been put on hold by the developer. In 1995, Schickendanz put forth his proposal for the housing development and cries of protest could be heard throughout the community. Citizens did not want an increase in property taxes necessary to service this subdivision. Others were opposed for environmental reasons as the land on which the development is to be built contains a series of artesian wells and a small creek. The land is considered quite swampy and members of the committee stated that it would be unfit for housing. Others in the community see the housing development as a way of getting more people into the village and making the businesses on King Street more viable.

ROLE OF COUNCIL

Little has been initiated by local politicians over the years to preserve Millbrook's heritage. Buildings have been saved by residents and the management of those buildings has then been handed to Council. In 1995, some building owners made unapproved changes to historically-designated buildings. Council had the power to intervene to ensure the changes reflected the historic nature of the buildings, but it did not. Millbrook's Council does have the authority to do more to save its heritage. The Village of Millbrook

Official Plan stated in Section 2,

It [the official plan] provides direction for orderly and consistent development designed to protect and enhance the existing residential nature and historical character of the Village, while providing direction for the continued development and expansion of existing established commercial sector, and the development of the industrial activity within the municipality (1987, p. 2).

In Section 3 it added,

Local interest in the historical character of the Village has resulted in the restoration of Needler's Mill and the formation of a local Architectural Conservation Advisory Committee. It is anticipated that the identification of buildings of historic architectural interest will encourage local interest in the maintenance and upgrading of private properties (1987, p. 3).

The Official Plan gives councillors the power to determine the impact of a structure being constructed next to a historic building. Council has the expertise of informed MACAC members, but this committee is not involved in any approvals. Section 5.1.9 stated,

Numerous buildings within the municipality are of architectural design which is of historical significance to the Village. The redevelopment or renovation of such buildings, and similarly the development of new developments adjacent to such buildings may detrimentally affect the extended life and historical value of these buildings. As such, each proposal for redevelopment, renovation or new construction within the municipality shall be reviewed by Council with regard to the effect such development may have on buildings of historical architectural significance (1986, p. 12).

In 1995, an automotive garage was constructed on King Street. To the west is a farm implements dealer and to the east of the garage lies one of the most dramatic historic homes in the village. Although it was gratifying to have an entrepreneur expanding his business in the village, the impact of the garage on the historic house was not taken into consideration as dictated by the official plan. This would not necessarily have prevented the construction of the garage, but the impact analysis would have acknowledged the importance of heritage within the planning context of this village and demonstrated Council's commitment to heritage protection as stated in the official plan. Millbrook Council has the authority to intervene to save local heritage, but rarely does. This is cause for concern. The provincial planning act devolves to municipalities the power to protect heritage, but if a community has a council for which heritage is not a priority or does not

consider it in its planning, how is this heritage going to be protected?

Although certain groups have put forth an effort to save some aspects of Millbrook's heritage, more could be done. Perhaps their limited impact is due to the fact that all these groups are working independently of each other, a problem found in many small towns. These groups have a common goal of protecting their village's heritage, but they take different avenues and at different rates of speed. Many of these groups, such as the Historical Society and those who attended the Heritage Event, are composed of older citizens, usually more than 50 years old. While heritage does play an important role in the lives of certain people in the community, to others it does not. Many see the vacant buildings, as a result of the recession or poor business planning, and cannot envision a heritage tourism program as a solution to this problem.

Millbrook is not moving backwards. The population is increasing every year. It is an active community with sports and leisure activities for young and old alike. Many home owners take pride in restoring their older houses. The Garden Club is popular and many people are putting in large, rambling gardens similar to those found in the last century. The villagers are willing to share their beauty and heritage through the House and Garden Tour. Some services can be found in the town, but the majority of shopping has to be done elsewhere. There is a vast resource in this community, but it is under threat from a recession and a disinterested council.

In conclusion, Millbrook is a village somewhat isolated by its location from the fast-paced world. It appears to be a residential dormitory where most of its citizens work outside of the community. Indeed, if one lives in Millbrook, a car is a necessity. It has an interesting history, which is capitalized on by a local theatre company. It has a wealth of architectural heritage and when this heritage is threatened with demolition, local citizens become activists by banding together and saving what is important to the community. However, this interest does not appear to be felt by the local politicians. Their attitude towards heritage demonstrates that it is not on a list of priorities, despite the fact that it is specifically highlighted for protection in the Official Plan. The responsibility of preserving local heritage has unofficially become a responsibility of the resident, not the municipal government as outlined in the Ontario Planning Act.

CHAPTER 4

Determining the Supply of Heritage Tourism Resources

*If a place is viewed as desirable by its own citizens,
it clearly has the potential to attract others also.*

F. Dahms

This chapter examines, using a variety of concepts, the potential of small towns to supply heritage tourism opportunities. For the purposes of this thesis, "supply" comprises the natural and human-made features which provide, or could reasonably be expected to provide in the future, opportunities for heritage tourism (Wall 1989, p 9). Assessing the supply of heritage tourism resources enables a community to understand the range of resources available as well as their characteristics. It can reveal hidden assets or gaps in a potential program. It involves self-identification to determine the truth behind the story of a community.

Community cultural tourism needs to build entirely on local character, the genuine and unique qualities of an area, those particularities that are not necessarily exploited elsewhere, creativity and truthfulness in respect to the locality or community. There should be no pretension that the tourist is somewhere else (Moulin 1990, p. 25).

An analytical framework was created as well as an inventory and these were used to examine the case study area. The analytical framework to determine supply combines Dahms' four factors of a successful community with the 4 A's of Tourism. The factors used in this thesis to assess supply are: attraction, amenity, access, entrepreneurial effort, accommodation, marketing, as well as competition and visitor services. These factors are in no particular order. Each one is a component of a whole program, each one important for its contribution to the whole. They are inter-related and inter-dependent. Residents of a community must be fully prepared to work together to achieve a common goal. They must be willing to take on the long-term management and monitoring of the program to ensure it continually meets the needs of the community and tourists. The community must take the steps necessary to protect heritage resources. Accordingly, a further factor, "readiness" in

the development of a heritage tourism program has been identified and is discussed in Chapter 6.

COMPONENTS OF A SUCCESSFUL COMMUNITY

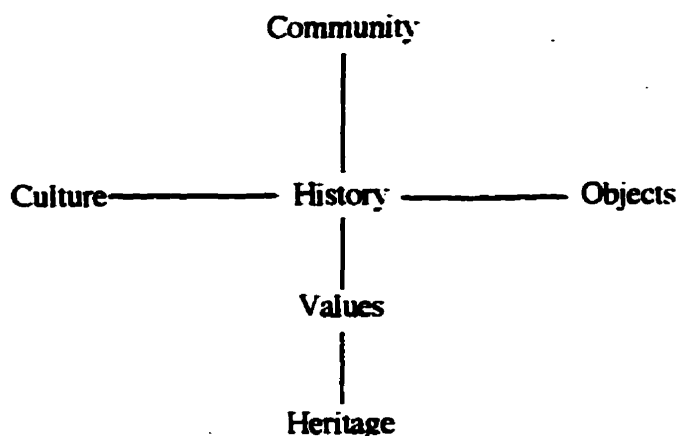
1. Attraction

Residents of small towns must uncover the elements, such as heritage, that will attract tourists to their community. Dahms discovered in his research that geographers overlooked the role a stock of heritage homes can play in a town. They can act as a stimulus for economic activity or as an enticement to urbanites and entrepreneurs to purchase a home in the community (Dahms 1991, p.6). But heritage is more than just the physical manifestations of the past.

Moreover, it includes the intangible elements like festivities, games and traditions. It takes into account the spirit, the myths and symbolism elaborated over the years by people. "Heritage is a living tool that must give us a picture of ourselves. It enables us to continue developing our territory and leading our lives in accordance with our forebears' genius" [Martín, 1978; 17], (Moulin 1990, p. 16).

Identifying heritage resources is normally conducted through an inventory. Although there are many techniques for completing a heritage inventory, the method created for this thesis establishes the link between the tangible and intangible aspects of a community's history. A criticism of inventory procedures arises when an object is placed on a list. This placement acknowledges that the object has a particular value. Leaving other objects off the list, infers that they do not have the same value. The heritage of a community does not lie solely in specific buildings or objects, but is also in its culture, its history, and is further enhanced by the community's built architecture and other physical objects. The values of a community are reflected in its heritage (Stovel 1994). The values give the intangible and tangible heritage resources their meaning, therefore, heritage must be seen in context to be fully understood and appreciated (See Figure 4.1).

Figure 4.1 The Development of Community Heritage



The inventory created for this thesis takes a more holistic approach to heritage than many others. Rather than being a listing of architectural or built historical resources, this inventory attempts to determine the connection between both the tangible aspects of a community's history and its intangible resources. In this way, a community should be able to assess whether any heritage themes can be identified. For example, a community may have a stock of old factories which have been abandoned and ignored by residents for a number of years. The inventory should be able to determine the quantity, quality and accessibility of these factory buildings, the tangible aspects. But there could be much more to enhance this heritage resource. What is the history of the factory? What role did the factory play in the community--was it the centre of employment, recreation, social activities, etc.? What stories or folklore are associated with the factory--are there any legends, prominent employees, disasters, or miracles involving the factory? What was produced and are there any industries or businesses in the community which provided products or services to the factory? Did factory owners build homes for their employees? If so, are they still standing? Are there artifacts within the community which could be put on display or, better yet, could a museum be created based on the factory history of the community? Are there former employees or their children who could become involved in an oral history event at the factory? By this example, one can see how a particular heritage resource which may have been ignored by the community for many years could be used as

the basis for a heritage tourism program by connecting the tangible and intangible aspects of the resource.

Millbrook's Inventory Results

This section will present the results found in each category. From the inventory of resources, it is possible to see connections between some of the categories and the potential development of heritage tourism themes. For the specific results, see the completed inventory (see Figure 4.2).

Natural Resources—Geologically, this area is characterised by bedrock of the Middle Ordovician Verulam formation and the Middle to Upper Ordovician Lindsay Formation. The Lindsay Formation, which is most predominant in the Millbrook area, consists of fine-grained shaly limestone with a thick layer of drift over the bedrock (Ministry of Northern Affairs and Mines 1985, p. 14). The Ordovician rocks are underlain by Canadian Shield rocks formed by erosion and ancient mountains (Ecclestone 1985, p. 13).

The valley where Millbrook is located is a result of glacial activity during the Pleistocene period of the last million years, particularly the Late Wisconsinan period which lasted approximately 23,000 to 10,000 years ago (Ministry of Northern Affairs and Mines 1985, p.10). During this time there were many periods of glacial and interglacial activity, each one lasting thousands of years. The effects of ice advancing and retreating left a distinct impression on the landscape of the area. The Peterborough and Kawartha areas are located in a drumlin field. The Millbrook area was part of a glacial lake known as Lake Peterborough which covered present day Peterborough to Rice Lake with fingers running along what is now Baxter Creek (Adams and Taylor, 1985; Borg, 1967).

Millbrook lies in the Otonabee River watershed. Because of its location in a relatively flat area left behind by Lake Peterborough, the land has difficulty draining and tends to be swampy. According to Taylor, the area would have been considerably more swampy before European settlement when drainage would have been impeded by large trees, etc. (1985, p. 68). The Millbrook area is drained by Baxter Creek which flows into the Otonabee River. Although the Peterborough area is one that is considered least

Figure 4.2

Heritage Tourism Inventory

Heritage Theme	Present one, few many	Date	Designated N, P, DM, Plaque	Quality U, G, A, P	Location	Accessible E, R, I	Asst with significant person or event (local, regional, national)	Cultural Reflection in art, literature, music, folklore, dance, theatre	Ethnicity Traditions Language	Description / Notes Anecdotes
A. NATURAL HERITAGE Geological Geomorphological Hydrological creeks rivers ponds lakes wetlands Vegetation rare very old species very large / unusual species managed forest unmanaged forest	see summary	1824		A	downtown	E	John Deyell	seen in art, postcards, photos		slated for development
Wildlife birds small mammal large mammal waterfowl fish	M M F F M	1880s		A	east of pond	E	Thomas Merrill	seen in art, postcards, photos		part of OHC As park
Other							Fishing Derby			deer at Fairgrounds trout stocked in ponds
B. NATIVE archaeology prehistory religion art culture festivals music, dance, theatre literature other	See summary			G	Mount Pleasant		Methodist prayer meetings			Native History Unknown
C. EUROPEAN dwellings barracks fields woollois	1	1880	Municipality	G	mid-town	I	Rev. Cannon Presently owned by well-known artist			originally church named for English and Church

J. TRANSPORTATION

Label	F	HOW	A	E in winter	Pond area				
Trails	F	HOW	A	E	Pond area				Snowmobile trails
roads	F	HOW	A	E	King St	Over Baxter Creek			
bridges	I	HOW	A	E	Mill pond	Dryell and Needler	seen in art, postcards, photos		Milling history
Water					West end	Benetton Fort Hope, Peterborough Lines			Railroad contributed to Millbrook's growth
waterways									
dunes									
crinoids									
quillways									
marlins									
Railroad									
stations									
cutchons									
bridges									
trails									
Other									

Legend

- M - many
- F - few
- N - designated nationally
- P - designated provincially
- DNA - Designated Municipally
- U - Unique
- (I - flood)
- A - Average
- P - Provincially
- B - Basally
- R - Readily
- I - Inaccessible

susceptible to flooding, Baxter Creek does have a tendency to overflow its banks due in part to the increased flow from spring runoff as a result of urban development (Taylor 1985, p. 69). Baxter Creek is dammed in Millbrook to create the Needler mill pond. There are a variety of small creeks which stem from Baxter Creek and meander through the village, and these were used for milling in the last century. Millbrook's high water table does afford benefits to its residents. Gardens are lush in Millbrook and when other communities have burnt lawns in August, the lawns in Millbrook remain green with little watering. There is one wetland (called a swamp by local residents) located at the north end of the village. This parcel of land is slated for development within the next year.

Millbrook is a refuge for small animals and birds, as well as deer. The nature trails on Medd's Mountain provide an opportunity for people to enjoy a small forest with its native plants.

Although not within Millbrook's boundaries, the Ganaraska Forest is approximately 7 kilometres south of the village. It consists of 4,100 hectares of reforested land with a visitors centre including several large buildings such as a kitchen and dining hall, dormitories and gymnasium. The forest has a vast potential for recreational tourism through its trail system including cross country skiing, horse back riding, mountain biking, off-road motorcycling, snowmobiling, day and residential camping. The Ganaraska Forest is described as the best kept recreational secret in southern Ontario and efforts are underway to develop it into a viable tourism centre (Ganaraska Region Conservation Authority, 1995).

The natural aspects of Millbrook's heritage are not atypical of the area and could not, in themselves, be used as a basis for a heritage tourism program. However, these natural aspects contribute significantly to the amenity of the cultural landscape, and therefore, their importance in a heritage tourism program should be recognized and protected.

Native Heritage--Millbrook does have a Native history, but it has not been thoroughly researched. The land that would become Cavan Township and the Village of Millbrook was purchased by the British from the Mississaugas more than 200 years ago.

According to Lt. Governor Simcoe's map of 1792 all the territory east of Lake Simcoe and south of the Trent Severn waterway had by 1792 been bought by the British, surrendered by the Mississaugas in 1784, 1787, and 1788. This annexation had been confirmed in 1805; though final extinction of Indian title was not achieved until 1973 (Brown 1990, p. 6).

Although Natives continued to live in the area during the last century, the pressures of an agrarian lifestyle and permanent European settlements disrupted their traditional lifestyles and they left the area (Brown 1990, p.6).

A large archaeological site was found in the 1961 on a farm in Mount Pleasant, just 10 kilometres north of Millbrook. The site proved to be the remains of an Iroquois village, about 15 to 20 acres in size. It was the home for approximately 1,000 persons who lived there 500 to 600 years ago.

The Old School in Millbrook is said to have been built on an Indian campsite. According to Art Beaver, a graduate student at Trent University studying native communities south of Peterborough, Methodist accounts state evangelists travelled through the area holding prayer meetings with native and non-native groups. These meetings were called camp or tent meetings and were conducted in the early 1800s. As Beaver stated, if the area is not one of contemporary Indian activity, determining the native history is very difficult. Although the European settlement history is well researched, its prehistory is not. Unfortunately, the native history of this cultural landscape has been virtually ignored.

Farming-Although Millbrook is a village, agriculture has played an important role in its history. It was the commercial centre for the surrounding townships, a place where farmers could purchase equipment and supplies, visit the doctor, go to church, post a letter and meet with colleagues. Although not now as prevalent, the influence of farming in the community can still be felt. The village is surrounded by the rolling farmland of Cavan Township. Talk at the local baseball diamond is about haying and livestock. Farming is celebrated through the Millbrook Fair, Maplefest and, as of the summer of 1996, through a Farmers Market. But Millbrook is no longer the commercial centre for farmers as they must go to outside communities to purchase supplies and sell their crops. Farming is changing with technology. Dairy farming can mean producing milk for Canadian

consumption or shipping the embryos of superior cattle stock to farms half way around the world. Although farming is a traditional way of life in this area, farmers are diversifying their methods.

Settlement--As a centre of commerce, many of the older homes in Millbrook were built by businessmen, a physical testament to the successes of the last century. There are 45 buildings designated under the Ontario Heritage Act as well as many others of significant quality which are not designated. It has a few grand homes and many middle class homes. It also has a selection of coach houses, drive sheds and garages. However, they are located on private property and not accessible to the public.

One house to note is "Fairweather" (Figure 4.3) at 24 King Street W. (see Figure 4.3) It is a large, rambling Victorian Gothic home on a tiered landscaped lot. It was built in 1876 and has both square headed and segmentally arched windows trimmed with heavy

Figure 4.3 "Fairweather", King Street, Millbrook



labels as well as fretted gingerbread at the gabled ends. The original owner of the house, Mr. T.B. Collins, used to entertain people of prominence, including Sir John A. Macdonald. The house remained in the Collins family until 1956 when it was sold with

most of its original furnishings. If this house were located in the United States, there is a good chance it would be open to the public with a sign "John A. Macdonald slept here".

Another home of significance is the Ontario Cottage (see Figure 4.4) located at 3 Bank Street. It was built in 1837 on the banks of Baxter Creek. The original front door of the property actually faces the creek which would have been the first "road" to the property. The house is wrapped in a full-length verandah with an awning roof and scalloped trim adding to the romance of the cottage. According to the Walking Tour of Historic Millbrook, "the exotic architectural style was much favoured by British half-pay officers who came to Canada after the Napoleonic wars bringing with them memories of foreign building designs" (MACAC, 1996).

Figure 4.4 Ontario Cottage, Bank Street, Millbrook



Streetscapes - Millbrook's streetscapes are scenic although more could be done with landscaping. Attempts have been made by volunteers to plant trees in areas along the roads which were void of trees. There is one single-vehicle laneway, Collins Lane, which is maintained by private citizens. The large overhanging maples and unpaved road provide a taste of the streetscapes of 100 years ago. There are few benches in the village for those wanting to rest. Falkner maintains that benches are important if a community wants to

attract pedestrian traffic. "It has been said that you can measure how civilized a city is by the number of places to sit down" (Falkner 1977, p. 166). There is reproduction Victorian street lighting in the downtown core, but modern lighting throughout the rest of the village. There are no public gardens in Millbrook, however there has been discussion of a garden being planted at The Old School. Plantings along streetscapes add colour and variety.

Whether created by the professional florist or the home gardener, planters and window boxes and clusters of trailing vines on apartments and houses, hedges that shield sidewalk cafes, and trees shading garden restaurants--all add a special quality to a city or village (Falkner 1977, p. 167).

Plants add to the amenity of an area, healthy plants in a healthy community, providing food for the senses of sight and smell. There is a large park within Millbrook's boundaries, but it is owned by ORCA. It contains the mill pond and a small forest with a number of hiking trails. There is also a small park with a playground downtown behind the Legion.

Commerce, Industry-- As stated previously, Millbrook was a commercial centre for surrounding townships and consisted of many shops, banks, hotels, offices, and mills during its history. Many of the historic buildings had a variety of uses over the years. There are approximately two blocks of storefronts on King Street which are used as shops, some of which have been restored. The variety of storefronts add to the interesting nature of downtown Millbrook. For example, the arched windows of the flower shop contrast with the large classed fronts of the art gallery and real estate office. Some storefronts have been altered reducing the historic impact of the buildings such as Joe's Barbershop where the original angled entrance has been enclosed behind a wooden façade with an aluminium screen door. Historic storefronts constitute an excellent resource which can be used to attract visitors.

The narrowness of individual shops adds variety within the overall framework of the street wall. The storefront windows provide a new adventure for the pedestrian every 10 to 25 feet. The combination of these features creates the kind of street environment that seems to attract so many people (Cappe 1988, p. 18).

Signs on the storefronts are another important contributor to the streetscape. Some business owners are respectful of the heritage of the downtown and offer hand-painted

signs in keeping with their building. However, there are some buildings, such as the Cavan Township Hall, Becker's and the Toronto Dominion Bank, whose backlit signs with fluorescent tubes detract from the historic ambiance.

Signs take as many forms as there are products to sell. Modest, simple signs, in keeping with the proportions of the storefront and character of the street, are the most pleasant. Overstated and exaggerated signs often detract from the remainder of the storefront and building (Cappe 1988, p. 19).

Millbrook is the location of the Cavan Township Municipal Office, considered one of the most imposing buildings in the town. It is also the location of the local cenotaph. The town has a small fire hall, which has been designated, and is now a museum, a library located in one of the shops in town, and a post office built in 1939 which is described by MACAC as the last art deco-style post office built in Canada.

Some commercial buildings of note in Millbrook include the Millbrook Bank, the Waverly Inn and the Needler Mill. These buildings are not open to the public but may be of interest from an historical architectural viewpoint. The Millbrook Bank, at 14 King St. W., was built by businessman Alexander Ferguson to lease to the local banking company in 1880. It is characterised by a number of architectural features typical of the Italianate style such as its variety of window styles, the enclosed balcony and its roofline which features a pedimented projecting frontispiece. This building still retains many of its original features and is now a private home with apartments.

The Waverly Inn, located at 6 King St. W., was built in 1878 as a three-storey hotel, restaurant and boarding house by John Gillott, a cabinet maker and funeral director. This building is a testament to Millbrook's boom years of the last century. The imposing façade has been restored over the last few years and the building is now an apartment complex.

Although Millbrook was a milling centre, only one mill remains. The Needler Mill located on the Needler Pond on Mill Street is perhaps the prettiest spot in the village. The pond and its spillway are attractively framed by Medd's Mountain, the 72 acre park owned by ORCA. Three mills were built on this site, the first in 1824. The second was constructed in 1857, but was destroyed by fire. It was replaced by the present smaller mill

which was moved here from Cedar Valley. Presently, this mill is vacant and under the stewardship of the Village of Millbrook.

Schools -- There were a number of schools in Millbrook, both private and public. The first public school was a small one-room building built in the 1830s. Located on Sowden Lane, this building is now a private residence. The most impressive building in town is The Old School, built in 1889, located half way up the valley side, it is visible as one drives south into the town on County Road 10. Surrounded by trees, it makes a distinct impression with its large arched windows, its brick façade and many entrances. It held eight classrooms on two levels with two staircases. Schools play an important role in the history of communities as they were the centre of social activity. Class lists and photos, as have been found for this community, provide a record of students and teachers and often, teachers played a leadership role in the community. Generally, school reunions bring together decades of former students sharing memories of childhood and life in the town.

Arts, Culture and Recreation--The history of Millbrook and Cavan has been celebrated since 1992 through the historical dramas of the 4th Line Theatre. It attracts, on average 7,000 visitors each summer, 85 per cent of which reside within a half hour drive of the theatre. The residents of the area wrote a book (Brown, 1990) about their history, the profits being designated for the creation of a museum. There is also a Fire Fighting museum in town run by the Fire Fighters Association. There are two art galleries, and a number of local artists open their studios to the public at various times throughout the year. As mentioned earlier, there are a number of celebrations held during the year such as Canada Day, Maplefest, Millbrook Fair and the Santa Claus Parade. Residents participate in many recreational activities. As in most Canadian communities, the arena is the busiest spot in town during the winter months as it is the venue for hockey and figure skating as well as a number of hockey tournaments. Millbrook is also home to branches of the Masons, Odd Fellows, The Royal Canadian Legion and Lions Club which contribute to the betterment of the area through a variety of charity work.

Religion--There are three churches in Millbrook dating back to before the turn of the century--all Protestant. St. Thomas' Anglican opened in 1858, St. Andrew's United in 1882 and Grace Presbyterian in 1897. Perhaps the most imposing church in the village is St. Andrew's, which when it was built, was considered one the finest church buildings east of Toronto. The auditorium was able to seat 450 and the balconies were to hold an additional 350. In 1940, the balconies were removed and a large stained glass window was installed (MACAC, 1996). Church bell music still resounds from this building twice per day and can be heard all over the village.

Church manses have changed hands over the years and some are now private residences while others, such as St. Thomas', are in modern homes. A previous rectory for St. Thomas' was the Rev. Canon Allen House at 53 King St. W. This large home was built in the 1880s in the Georgian style with its hipped roof and inset end chimneys, but also echoes the Italianate influence with its bay windows and enclosed balcony above the front door (MACAC, 1996). This home is the private residence of prominent artist, George Raab, who opens his studio to the public at various times throughout the year.

Although there is no cemetery within the Millbrook boundaries, there are a number in surrounding Cavan Township. Cemeteries were thought to emit gases which could be pose a health risk to people, therefore, most cemeteries were placed outside of urban areas. Cemeteries provide a wealth of information to those researching genealogy. As well, they can be a record of a community's history, its traditions and events. Daily operation of a cemetery requires record-keeping which can be available to the public.

Generally, one record is used for every deceased person in the cemetery, and will contain information such as: the name and age of the deceased person, the name and address of the next of kin, the place of birth and death, the cause of death [rarely recorded now, but originally was quite common because of fear of infectious disease], and the location of the burial (Rodman, Caryi and Warren 1996, p.3).

Cemeteries can also be used as a teaching tool for subjects ranging from the environment to mathematics (Rodman, Caryi and Warren 1996, p.2).

Military--Millbrook's military history is kept through the branch of the local Royal Canadian Legion. Trophies, medals, photographs and other memorabilia of military

service are on display in the front foyer. The Legion is very active in the community and plays a prominent role in charitable and special events. Millbrook was the location of the first mounted band in Canada. The instruments for the Millbrook Light Cavalry Band were imported from France and were specially designed for musicians on horseback (Ryan 1990, p. 244). Perhaps one of the most memorable stories concerns the Bell of Batoche where three Millbrook soldiers of the Durham Regiment stole a silver bell during the Riel Rebellion and brought it back to the village, where it was on display at the Legion up until 1993, when it was stolen.

Transportation--Before Millbrook became incorporated as a municipality, it was part of Cavan Township. Governor Simcoe began opening up the land north of York (now Toronto) 200 years ago. Most townships were surveyed according to a grid pattern that measured nine miles across and 12 miles deep. They were divided equally by 14 concession lines running east and west as well as by a middle road and two quarter line roads running north and south. Cavan follows this plan and Millbrook is situated on the 5th Line (Peterborough Country Rd. #28) and Middle Road now Tupper Street (County Rd. #10). The survey was conducted by Samuel G. Wilmot in 1817. It became the responsibility of the landowner to clear the road allowance in front of his property. As well, he was required to perform statute labour to open the roads fronting crown and clergy reserves. However, the roads were very poor, mostly trails, and were impassable for half the year. The Middle Road was opened in 1831 and was used to transport goods and people south to Port Hope and Cobourg (Ramsden 1990, p.75).

One of the original modes of transportation to Millbrook was via Baxter Creek. Roads were only usable during the winter when they were frozen or during the summer when the sun had dried the mud. Throughout the rest of the year, goods and people were transported in small boats via Baxter Creek. Indeed, at least one house fronts the creek instead of the road.

As related earlier, the railroad played an important role in the history of this community, although little physical evidence still remains. The tracks were lifted in the 1950s and the station, torn down.

THEMES

By examining the results of the inventory, it is evident that some components are more prominent than others, such as built heritage rather than natural heritage, and can be linked with other historical aspects of the community. As a result, a series of themes emerged from Millbrook's heritage tourism inventory. A theme can occur when there are a series of unifying ideas, or aspects of the community which have a common link. Identifying the links contributes to their significance and enhances the theme. Themes can be developed through interpretive measures. Combining the themes can create an interesting experience for tourists.

A. Built heritage. This town consists of a good selection of pre-1900 homes and commercial buildings. There are 45 pre-1900 buildings designated under the Ontario Heritage Act as well as many others of significant quality that are not designated. The streetscapes are scenic with old trees lining the streets. The small downtown core has been refurbished with reproduction Victorian streetlights and interlocking brick boulevards. Because Millbrook is only two square kilometres in size, the buildings are close to each other and therefore accessible to those walking or driving through the community. The amenity communicated by the architecture makes it an excellent foundation on which to build a heritage tourism program. The built heritage enhances the overall theme of an historic village, however, the historic homes are all private residences and not open to the public.

B. The Needler Mill. The mill is an important metaphor for this community. It is situated on the edge of a 72 acre park on a scenic mill pond. It is representative of the prolific milling history of the community. Its significance is represented in the name of the town and it is also used in the official town logo. Residents are aware of the mill, but many visitors are not, as was revealed by the survey of Millbrook tourists. Because of its location, one block behind King Street on Mill Street, many visitors have no reason to venture in that direction. There is no signage and there are no interpretive displays at the mill. In fact, the mill remains empty and unused. Although it is wired for electricity, it has

no heating or plumbing facilities. As was mentioned earlier, the mill belongs to ORCA but is managed by Millbrook Council. In November 1995, Millbrook's Reeve Mary Sutherland stated that Council did have plans for the mill, but they were not finalized and could not be announced (Wideman 1995, p. 1). To date, the situation remains unchanged.

C. Farming. Although farming is not practiced within the village (except for one small hobby farm located in the centre of the village), Millbrook was the commercial centre for the surrounding farms in Cavan Township. Millbrook became the retirement community for many area farmers once they had handed their farms down to the next generation. The Millbrook Fair, which celebrated its 148th anniversary in June of 1996, was initiated to provide members of the agricultural community the opportunity to sell their wares. The fair continues to pay tribute to its agricultural roots with its horse pulls, 4-H competitions, equestrian events and tractor pulls. It attracts hundreds of visitors every year, depending on the weather, and is always held the second weekend in June. The town also hosts Maplefest, a two-day event in April to celebrate the maple syrup season. Sidewalk sales, contests, flea market and a bus trip to the Kennedy Sugar Bush located one mile from Millbrook, provide visitors an insight into Ontario's leading maple syrup area. In 1996, the products of Staples Sugar Bush, located on the 9th Line of Cavan came first in the light syrup division at the Royal Winter Fair. In June, 1996 a Farmers Market began in Millbrook on Mill Street in front of the Needler Mill. This is an excellent example of reintroducing the farm back into the town. It brings people together and gives local farmers the opportunity to sell some of their produce. Although not designed as a tourist attraction, but as an opportunity for local people to enjoy local products, the Farmers' Market has been used in conjunction with other activities, such as the Kawartha Autumn Studio Tour, to help entice visitors to the community. The 4th Line Theatre capitalizes on the farming theme. The productions are held in a barn yard with the rolling fields, bush lots, and ponds taking on the roles as backdrops and sets. In the summer of 1995, the company produced *The 4th Line Farm Show*, a play that traced local farming traditions and practices to present day. The farming theme reinforces the rural sentiment felt in Millbrook, an important aspect in a heritage tourism program for this village.

D. Railroad. What becomes evident through the inventory is that the railroad played an important role in the building of this community. It brought many settlers to the area, added to the commercial viability of the town and was the reason many of the large homes were built. Although the railroad was significant in Millbrook's history, the inventory also revealed that very little physical evidence remains. The station was torn down and the tracks lifted but, railroad cuts are still quite evident. There is a five-sided building, a former hotel whose wall was angled to run parallel to the tracks. The railroad has an almost ghostly presence in the community. The removal of the physical evidence of the village's railroad history demonstrates the lost potential for a contributing component to a heritage tourism program. When these historical artifacts are gone, there is very little to remind residents or visitors about the important role the railroad had in the development of this village.

E. Arts and Culture. Millbrook is the home of many talented artists. Twenty have come together to open the Millbrook Gallery on King Street. Others open their studios to the public. Until recently, Millbrook had two museums, but only the Firefighting Museum is accessible to the public. Just outside of town is the location of the 4th Line Theatre which celebrates the area's cultural history. Local musicians play irregularly throughout the community. Venues include local restaurants, concerts held at the Millbrook Pond during the summer, or at the Millbrook Coffee House, an evening of entertainment held at The Old School. A community's heritage is reflected through its artistic community. Musicians, such as Washboard Hank, write and perform songs about local events and people. Local artists such as Bill Slavin and George Raab produce works of art which feature local landscapes and structures. Carver Bruce Lepper has received international awards for his carvings of song birds. Photographer Wayne Eardley has captured the unique qualities of local characters. As stated in Chapter 1, heritage is not only found in old buildings but in the people of the community. The songs, the stories, the paintings, the buildings, the landscape all contribute to this community's heritage and all communicate that heritage in a different manner. By enabling a visitor to experience the many aspects of Millbrook's

heritage, they will gain the knowledge of what this community is and from where it has come.

F. Irish Settlement and the Religious Conflicts. Millbrook and Cavan were settled by the Irish in the early 19th century and this heritage is reflected in the names of the families, such as Kennedy, Swain and Larmer. Along with their agricultural traditions, these settlers brought with them their religious prejudices which have been rooted on local folklore for generations. These stories have been transferred to books and have been the subject of a play performed by the 4th Line Theatre Company.

2. Amenity

Considered the attraction of the physical site or the general atmosphere of the community, amenity is, according to Dahms, is an important requisite for a successful community (Dahms 1991, p. 10). Coppack has done extensive research on the role of amenity in small towns and stated that it is, "the attractiveness invested in a place or area by virtue of its perceived pleasant characteristics, particularly those of an intangible nature which primarily satisfy psychological needs rather than physical needs" (1988, p. 42). Coppack maintained that the pursuit of psychological motives, such as peace and quiet, is the primary motivation for tourists to visit small towns. Secondary attractions, such as the scenery and commercial activities like recreational shopping, enhance the rural sentiment (1988, p. 49). Falkner portrayed it as ambiance, the emotional response felt for the community (1977, p. 152). Amenity contributes to the overall experience of the tourist. Coppack described amenity in small towns as rural sentiment and takes his analysis further to include it as an economic commodity due to its high demand by tourists and its relatively short supply in urban centres.

It is this amenity commodity characterised by quaintness, recreation elements, scenic beauty, historical integrity or rural sentiment, to name a few, that is the primary attraction. The gifts, food, accommodation and fuel, associated with such sites are complementary lower-order goods and services existing in a symbiotic relationship with the high-order amenity commodity (Coppack 1988, p. 51).

An important component of amenity is the role of landscape in the tourist's experience.

Moulin stated that landscapes are viewed differently by the visitor and the resident. Residents see their surroundings as a result of everyday living. "The outsider, the external observer will appreciate a landscape, as a visual form to which he/she will apply aesthetic values. Landscape is for the outsider or the tourist a scene, a framed picture from which he/she can always walk away" (Moulin 1990, p. 20). Therefore, landscape should play an important role in small town tourism programs. The landscape is a visual historical text. It communicates the story of the community through land forms, woodlots, fields and buildings--every aspect of the landscape contributes to its sense of place. Residents may be blind to their surrounding landscape and have to be awakened to its beauty, importance and history.

Psychological Attributes

Millbrook has many of the psychological attributes of amenity, such as rural ambiance, wholesomeness, peace and quiet and historicity. It is a small village surrounded by farmland. It is situated in a valley which insulates it from noise such as occurs on Highway #115 which is located four kilometres away. Millbrook does not lie under any air traffic routes, therefore there is virtually no noise from airplanes. There are no factories or other industry which contribute to noise, air or water pollution. Its abundance of historic homes and quaint downtown core contribute to the feeling of historicity.

Scenic

Millbrook's streets are lined with grand, old shade trees such as maples and the village is crisscrossed with creeks. The sound of running water is quite evident as one walks around the town. Next to the Needler Mill is the mill pond and dam which is a popular spot for fishermen and waterfowl. As mentioned earlier, the east side of the pond runs into the 72-acre forested parkland owned by ORCA which has a series of short hiking trails. The area is inviting and has picnic tables and mown grass as well as those areas left natural. It is very scenic and adds a tremendous amount to the relaxed, low-key feeling of the village.

As was mentioned earlier in this chapter, the downtown core was revitalized in

1992 by installing interlocking brick, old fashioned streetlights, buried utility wires and new garbage cans. Slowly, during the past few years, building owners have made progress in renovating storefronts, for example the fake log cabin façade was removed from the King Street building which is now the art gallery. Fresh paint, some restoration work and new businesses to fill empty stores have all contributed to the increased feeling of a downtown core which is being rejuvenated. There are some buildings which could use some major repairs such as the former video store on King Street. There are so many pigeons living in the attic and rooftop of this building that the sidewalk in front of it is covered with bird droppings. Many businesses have kept the historic nature of the village in mind when implementing signage, however, there are some glaring exceptions which detract from the historic nature of the downtown core. This problem is not isolated to Millbrook.

Modern corporate signs often bear no relationship to the buildings from which they hang, indeed, they often do their best to obscure them. Older structures were usually designed to support simple and narrow fascia signboards across the front over the ground floor, as well as painted or neon signs on or in the windows. The oversized new signs overwhelm their buildings, and their standardized shapes and colours clash with the structures that hold them. Some chains go so far as to hide the upper façade of their buildings entirely behind metal siding that serves as the background for giant billboards. Any sense of harmony once found on Main Street is shattered by this competition to be conspicuous (Kalman 1980, p. 44).

The entrances to the town are not attractive or inviting. Large signs welcome drivers to historic Millbrook, but more could be done with landscaping along streets leading into the village. Some roads in the village were resurfaced in 1996, but sidewalks are in poor repair. It is virtually impossible to push a baby stroller around the town using the sidewalks, and many times, people are forced onto the road.

Although Millbrook has many fine historic buildings, there are some houses in the village built within the last 30 years which do not complement the historic nature of the village. Variations in height, setback, construction materials can give a disjointed feeling.

Commercial Attributes

Can the rural sentiment in Millbrook be felt behind the façade? Do the commercial activities in the town contribute to the feeling of rural sentiment? Slow to change in Millbrook since the 1980s, is recreational shopping. Any shopping provided in the town serves the needs of the residents such as a grocery store, liquor store, hardware store, video shop, convenience stores, farm equipment and used cars. During the 1970s and 1980s, Millbrook better served the tourist with antique shops and craft stores which invited the shopper to browse for hours. The recession of the late 1980s and 1990s virtually eliminated these types of stores in village. Businesses came and went quickly. Stores were often vacant and contributed to this feeling of decline. However, the artistic community in Millbrook banded together and opened an art gallery in 1995 which has been well received by residents and visitors. As a result, a second gallery located in an artist's home was opened, followed by a trendy restaurant featuring the works of young artists. These cultural attractions add to the unique quality of the village. Just as art evokes an emotional response, Millbrook's combination of heritage and landscape evokes an emotional response from those who visit.

Better quality restaurants with a variety of menus are now available in Millbrook. Family restaurants, a pub, and an artsy cappuccino bar are adding to the choices at mealtime. Homemade meals and home baked goods add to the rural sentiment of the town.

3. Access

“Accessibility is the ease or difficulty which potential participants experience in making use of a facility as a result of the characteristics of that facility” (Wall 1989, p. 12). Access can be considered under six categories: i) distance from source of tourist demand to the attraction, ii) the type of transportation required to reach the attraction, iii) times when the attraction is available for use, iv) charges for use of the attraction such as admission fees and v) availability of the resource (Wall 1989, p. 12) and vi) access for the disabled. A community must be accessible to attract visitors if it is going to be a successful tourist destination.

To achieve lasting economic success, a settlement must have access to a relatively affluent group of people within the urban field who will

come to patronize its attractions. Generally, any location on a reasonable highway within 200 kilometres of major centres of population will assure success if the other ingredients are also present (Dahms 1991, 11).

Millbrook is located 83 kilometres from Metropolitan Toronto along Highways #115 and #401. It is 18 kilometres south-west of Peterborough and 30 kilometres south-east of Lindsay--again all by highway. It is 30 kilometres from Port Hope, 37 kilometres from Cobourg and approximately 175 kilometres from Kingston. According to Dahms, Millbrook has the potential to attract tourists to its location. However, Millbrook cannot be seen when driving on any major highway. It is located four kilometres south of the Hwy. #115 and 10 kilometres west of Hwy. #28, therefore, people have to be aware of the village's location and make a specific effort to visit. It is not directly on travel routes hence it is rare for a tourist to accidentally "stumble" into Millbrook. Marketing the village, that is, educating the consumer about its location, should increase its accessibility.

Buses do not pass through Millbrook, however, they will stop at the intersection of Hwy. #115 and County Road 10, approximately six kilometres from the town. This service is primarily used to transport recently released prisoners from the Millbrook Correctional Centre out of the community. There is no passenger rail service, even to the Peterborough area. Millbrook is becoming more popular with cyclists as it is just off the highway routes and is very scenic. It is a quiet place for them to rest and get a drink before they proceed on the next leg of their journey. It is a 50 kilometre trip from Oshawa to Millbrook and this route is used frequently by members of the Oshawa Cycling Club.

The closest airport is the Peterborough Airport, a small facility used mainly by private pilots, but charter flights can be arranged. In 1995, a new means of arriving in Millbrook was approved. Snowmobile trails now link the town with the provincial trail system. This is a growing sport and should increase the number of tourists visiting Millbrook. Because Millbrook is not within walking distance of any other community, the most popular mode of transportation to town is the automobile. This limits its accessibility and raises questions about the number of tourists the town can accommodate due to the availability of parking. Parking is only available on the streets. A heritage tourism program may require other parking alternatives.

Millbrook's small town atmosphere and its historical architecture are always available, however, other attractions within Millbrook can be rather inaccessible. For example, the museum is only open during special events such as Maplefest and Canada Day. Few businesses are open on Sunday in Millbrook and those which are open are available for a shorter day. This can be problematic, particularly if the target markets are, for example, Toronto or Kingston. The peak tourist travel time would be weekends and if businesses are closed on Sunday, the access to Millbrook is reduced by half. Snowmobile trails, which link Millbrook to many other communities, obviously, are only available during the winter.

Fees for admission can dissuade participation. There is no admission fee to visit the town of Millbrook, however, it may cost a visitor gas money to travel there. Many special events charge some form of admission, but these fees are usually nominal. For example, Maplefest has a charge of \$2 per person at the Kennedy Sugar Bush. Heritage Night, an evening of storytelling featuring local residents, is free. Visiting the art gallery is free. The museums have free admission although they suggest a donation to assist in further upgrading. There is an admission charge to the Millbrook Fair and a parking charge, but Millbrook's largest yearly event attracts more than 1,500 people over a weekend. The charge for The House and Garden Tour is \$10 per person and it attracts more than 600 visitors. The Walking Tour brochure is available free of charge at various stores throughout the town.

Access for the disabled is an increasingly important consideration. Millbrook recently had its downtown core rejuvenated with new sidewalks, cut curbs for better access to the streets, and buried service wires. Being able to use a wheelchair in the downtown should not be difficult in summer weather, but some businesses are one step higher than the sidewalk, making accessibility a challenge. Handicapped persons wishing to take the Historical Walking Tour, which highlights heritage buildings throughout the village, would have difficulty as the sidewalks in the rest of the town are in poor condition. These disabled people would be forced to use the streets, at various points, for travel. Some senior residents use small three-wheeled scooters to venture around town. As these are battery powered, they have little difficulty manoeuvring.

To summarize, Millbrook does have problems of access. Although well within the 200 kilometre radius of potential urban tourist markets, the town is mainly accessible by automobile, therefore its market is largely limited to those in large urban centres who can afford to own and operate a car, or rent one. Its location off main highways requires visitors to make a specific side trip to the village. Although enjoying the rural atmosphere of this historic town is free, it may be inaccessible to those with lower incomes. Millbrook may be considered inaccessible to the physically handicapped as most of its sidewalks outside the downtown are cracked and heaved. There is little tourist shopping in Millbrook. The art galleries provide a feast for the eyes, but purchasing a work of local art can be expensive, and altogether out of reach for those with lower incomes.

4. Entrepreneurial Activity

Dahms considered entrepreneurial activity the most important of the four factors he suggested were necessary for a successful community. "Heritage and amenity alone will not save a settlement from decline. People must be willing to spend their time and money to create an economic miracle" (Dahms 1991, p. 10). In the case cited by Dahms of St. Jacob's, Ontario, it was one man, Milo Shantz, who took a risk by opening a restaurant in a restored mill. He then began to renovate buildings in the village and to generate economic activity. He provided loans to others who wanted to initiate a business in the village. Once he got the momentum going, others quickly followed, but the community was determined to keep the growth and ensuing changes according to their traditions and culture. The results were an appealing, restored community taking advantage of its Mennonite heritage to create a successful tourism destination. Dahms determined that geographers often overlooked the role of the individual in the success of a community. As planner James MacGregor stated, "It [cultural tourism] typically begins with two or three people identifying some special cultural attributes or resources within a community which they believe could be more fully developed" (MacGregor 1989, p. 98). Using community development to initiate small town tourism requires the involvement of individuals. This bottom-up approach relies on the interest and dedication of residents to decide on the type of program undertaken and to assume the responsibility of managing it according to the

wishes of the community. As well,

Community support is often present because the industry brings economic benefits and a sense of pride to the host community, but this euphoria [Doxey 1975] is being tempered by a desire and demand for greater community involvement. Such input is viable because in the long term both the industry and the community require a sustainable and attractive physical and social environment (Murphy 1993, p. 3).

Small town tourism programs rely heavily on individuals for their success. They initiate the program, take the business risks and monitor the program using input from local residents.

Entrepreneurial activity in Millbrook is low and usually on a small scale.

There are some exceptions. In 1995, the owner of the local IGA supermarket invested more than \$1 million to enlarge and renovate her business. A garage owner developed a vacant lot on King Street for a new service centre. Smaller shops and businesses have also been initiated in Millbrook over the last three years. As mentioned earlier, local artists created a cooperative art gallery in 1995 which was followed by a trendy cappuccino bar and a second art gallery. However, an entrepreneur equal to Shantz of St. Jacobs has yet to invest in Millbrook. Furthermore, although the desire for a tourism program is evident among many business people, they continue to work independently of one another.

5. Accommodation

Overnight accommodation in Millbrook is limited. There is one bed and breakfast within its boundaries and several more in the surrounding Township of Cavan. The closest hotels and motels are located in Peterborough, 18 kilometres away. The lack of accommodation is a problem when the purpose of a heritage tourism program is to get people to visit a community and stay for as long as possible. Having virtually no overnight accommodation drastically reduces the types of programs that can be offered to visitors and therefore, may require a concentration on a market of day visitors.

6. Marketing

According to tourism coordinators Shantz and Dawson (1996), marketing is the most important component of a heritage tourism program. Marketing requires more than

just advertising, as suggested in the 4 As of Tourism. A marketing program must be based on solid research. A community must know what a visitor needs and wants (Romanowski 1989, p. 82). There must be specific objectives to ensure goals of the residents are met. Research should also include monitoring and evaluation of the program on a regular basis to revise the marketing strategy as required. The three main components of marketing are: "advertising (tourism trade magazines, brochures, flat sheets, video presentation), sales (trade shows, meetings with tour wholesalers, travel agents) and public relations (working with the community and securing their support through a newsletter, or through local media)" (MacGregor 1990, p. 104). Marketing provides communities with the opportunity to educate prospective visitors about the attractions to be experienced in their towns.

In its 1996 budget, the municipal government did not designate any funds towards self-promotion. Funds allocated to specific projects, for example, the recreation committee or for Canada Day are used to promote those special events. The Village of Millbrook donated \$200 in support of the 4th Line Theatre, the closest attraction of mass tourism appeal. The town relies on the marketing strategy of Peterborough County through the Peterborough Kawartha Tourism and Convention Bureau where the Millbrook Chamber of Commerce is a member. This enables the village to be listed in the Peterborough and Kawartha Tourism Guide. The managers of specific attractions such as the Millbrook Gallery, the Fair, the House and Garden Tour do direct marketing to their specific clients. Many communities such as St. Jacob's, Port Hope and Athens, rely on their Chambers of Commerce for tourism promotion. In November of 1996, the Millbrook and District Chamber of Commerce held its first meeting in five years. It was decided to re-activate the organization and begin soliciting for membership. One goal of the Chamber is to develop a marketing strategy to attract more people to the village. It is apparent that if citizens of Millbrook desire their town to become a tourist destination, a marketing strategy must be developed.

7. Visitor Services

Although a community may have most of the above factors required to become a

successful tourist destination, there are some other aspects which must be considered. A visitor must feel comfortable in the tourist area, to feel that his or her needs are met to ensure a successful experience. These components may include: the availability of washrooms, food and drink, shopping, parking, evening entertainment and good signs to direct visitors to various facilities. Is there a visitor's orientation booth or building where people can get information about the town and about other towns which have programs linked to those in this community? Are residents friendly and helpful? As Parkin, Middleton and Beswick state, communities undertaking a heritage tourism program spend much energy restoring buildings and other façades (the hardware) but can ignore the spaces between the buildings.

The quality of the hardware itself, within the walls and pay boundaries of commercial developments, retail schemes, visitor attractions and so on, is increasingly high. But the quality of the interconnecting environment--to create the total visitor experience--is frequently poor. Standards of customer care are inconsistent and mediocre; streets and landscaped areas are poorly maintained; signage is not visitor orientated; interpretation is haphazard or non-existent. The result for visitors is a fragmented experience with high standards within facilities heightening the contrast outside them (Parkin, Middleton and Beswick 1989, p. 113).

Streets should be well lit and there should be a quality and range of shopping experiences. The benefits will include a tourism clientele who will stay longer, spend more money, and make recommendations to their friends (Parkin, Middleton and Beswick 1989, p. 113). It can also add to the community's sense of self.

In Millbrook, more would have to be done to make a visitor more comfortable in the community. Washrooms are available at the restaurants in town, which is also where people can buy meals and refreshments. There are two convenience stores as well as a drug store in town which sell packaged beverages such as pop or juice. As was mentioned earlier, there is a small amount of shopping for tourists in Millbrook, although there is a potential for more. There are still a few empty stores (the specific number of empty stores changes on what seems a monthly basis) in the village as well as several buildings for sale that have the potential of becoming shops. There is a limited amount of free public parking on the street in Millbrook. There is little in the way of evening entertainment. On occasion, a group will host a night of music or perhaps a dance. At times, the restaurants in town

will invite a local band to play for customers. Regular evening entertainment is not available. Signage in Millbrook is adequate for those who live there, but inadequate for the visitor. Although it is a village, visitors still are still unaware of the location of various facilities. When conducting the tourist survey, the author became a tourism ambassador for the community. People asked her the location of buildings and businesses such as old churches, various stores, etc. They often complained about the signage around town and how they wished for something that would give them more information.

Although the residents in the town are usually friendly and helpful, there is little in the form of interpretation available. The Walking Tour Brochure provides a brief history of the community and small descriptions of specific buildings, but much more could be done. A tourist booth or orientation facility in one of the empty buildings, or perhaps in the Needler Mill, could be opened where a person could give information about the town to visitors. This may have to be run on a volunteer basis.

8. Competition and Cooperation

Assessing the competition is crucial before implementing a heritage tourism program. It provides the community with an opportunity to learn about the resources in surrounding towns. Knowledge can be gained by analyzing the successes or failures other communities have experienced with heritage tourism. It can assist in the development of a heritage tourism program to ensure this community's program is unique. It can also lead to cooperation between communities. By working together, a series of towns can develop a high quality tourism program, an important point, as tourists become more demanding. "Tourism best aids the economic development of a region through use of as many local materials, products and people as possible" (Boo 1990, p. 18).

Millbrook faces stiff competition from other small communities. Port Hope, located 30 kilometres south just off Highway #401, is a charming historic community with a restored downtown core. The town has a population of about 10,000 and has a multi-faceted tourism program. As a member of Northumberland County, Port Hope is promoted through the county. Municipally, the tourism program is organized by the local Chamber of Commerce. Although the Chamber receives funds from local businesses, it

also receives a grant of \$33,000 from Port Hope Council (McQueen 1996). This enables the Chamber to hire full-time staff and have a consolidated effort to design and promote local tourism programs. Tourism in Port Hope is based on a number of factors. Its largest attraction is its 15 antique shops which draw visitors from Hamilton to Kingston on a year-round basis. The Ganaraska River is its second largest draw providing excellent fishing conditions on a year-round basis. Also stimulating tourism is the trend towards healing arts and herbal remedies. Port Hope now has five businesses specializing in this field. Genealogy brings many visitors to Port Hope as people retrace their family history through its Archives and by touring its cemeteries. Port Hope also has a Fire Fighters Museum, which is run by volunteers, and is free to the public. Its newly restored Capital Theatre provides a venue for a variety of theatrical and musical entertainment. Port Hope is capitalizing on a heritage theme to become a successful tourist destination. Its restored heritage homes and downtown are further enhanced by the proliferation of antique shops, the museum, and the quest for genealogical information. Its location on Lake Ontario is a significant scenic attribute and it can be accessed directly south of the Hwy. #401.

Port Perry is 45 kilometres west of Millbrook and is another small community catering to the rural recreation and shopping needs of tourists. Shops with crafts, country collectibles and restaurants participate in this theme of country town. Located on Lake Scugog, this community has a variety of recreational and heritage tourism attractions. The tourism program is run jointly by the Chamber of Commerce and the Downtown Business Improvement Area. Although the Chamber does not receive a grant from its municipal government, it runs various activities, such as the Santa Claus Parade, to raise funds. The Chamber office is open for four hours per day, seven days a week to promote local businesses and tourism objectives. It produces a variety of literature about the community, such as brochures and booklets, which are sent to other Chamber offices throughout the province. Special events are advertised in newspapers and other media. The DBIA purchases flower baskets and other plantings to enhance the downtown core and its theme of a country village (Callan 1996).

Lakefield is another small town located 10 kilometres north of the City of Peterborough and has a population of 2,500. Lakefield's positioning on the Trent Canal is

a stimulus to its tourism trade. A boat tour program was initiated in 1996 taking visitors on various routes through Stoney Lake and to Young's Point. Although a specific tourism program has not been organized by Lakefield, it has a thriving Chamber of Commerce which is involved in the promotion of local businesses and special events. The Chamber is funded by membership dues as well as by commissions received through selling licences for the Ontario Ministry of Transportation. These funds enable the Chamber to have full time staff. Lakefield's largest single tourism draw is the Margaret Laurence Festival which attracts visitors from across the province. Lakefield College School is also a tourist attraction as it was the high school attended for a short time by Prince Andrew. The public fascination with the royal family brings people to Lakefield to see the school he attended for six months. Lakefield's proximity to a number of tourist attractions such as the Petroglyphs Provincial Park, Whetung Art Gallery and Buckhorn Art Festival, make it a convenient stop for visitors (Tavener 1996).

If Millbrook were to develop a heritage tourism program, it would have to be designed to ensure it did not directly compete with these other small communities. Cooperation between these towns could be the key to a regional tourism program from which they could all benefit. Each community has its own unique story to tell. "A tourism product so well grounded in a community's heritage and environment is [much more] likely to be self-sustaining long after the fashion for a more ephemeral tourist activity has passed" (Binks 1989, p. 193).

Each of these towns has its own competitive advantage over Millbrook. For example, Port Hope and Port Perry have been developing a tourism program. Lakefield has done this, but on an unofficial basis. Each has established tourism districts, that is, restored downtown cores designed to entice the visitor, thriving businesses and Chambers of Commerce which work towards developing a strong business centre. These communities have access to funding whether through their local government or through their own initiatives and these funds are used to pursue potential visitors through various marketing materials and activities such as advertisements, brochures and trade shows. Besides recreational shopping, a leading activity for tourists, each community also has a recreational component which Millbrook lacks. These three towns are located on major

waterways--Port Hope on Lake Ontario and the Ganaraska River, Port Perry on Lake Scugog and Lakefield on the Trent Canal. These recreational features are a valuable assets in that they ensure a variety in tourists, for example, those interested in antiques as well as those interested in fishing or boating. Although some people do fish in Millbrook's mill pond or at the trout ponds located just outside the village, these are small facilities and would not be able to sustain any form of mass tourism. Port Hope, the most authentically restored of the three communities, has strict controls and guidelines regarding restoration of historic buildings, sign bylaws, and local development ensuring the protection of its heritage resources.

Millbrook is in a position to take advantage of its situation and learn from its competition. It can develop a tourism program that is unique compared with the others. While not being located on any major highways can be a disadvantage, it might also be an advantage if the tourism program caters to those looking for isolated small towns away from the bustle and noise of large urban communities and their vehicles. Although at a disadvantage from a recreational standpoint, Millbrook's location as the closest community to the north end of the Ganaraska Forest may provide an opportunity for it to serve those visiting the Forest, especially if it is linked to the Forest with hiking, cross country ski as well as the snowmobile trails. The development of a heritage tourism program enables a community to examine all possible options to enhance the local histories and provide a vehicle for communicating those stories to its residents and its visitors.

In conclusion, this chapter provided and used an analytical framework to determine a community's supply of resources. Drawing on existing concepts, a set of criteria to assess a community was developed. A heritage tourism inventory was created that includes the natural and historical aspects of heritage and its intangible aspects. This analytical framework was applied to the case study area and a number of themes emerged which could be enhanced for the development of a heritage tourism program. It was determined that Millbrook has many components necessary for a heritage tourism program such as its stock of old buildings and its relative proximity to potentially large urban markets. Factors such as entrepreneurial activity, marketing, and tourist services would have to be improved

if a tourism program were to be undertaken. - A close examination of its competition will be necessary to ensure a tourism program has unique characteristics.

CHAPTER 5

THE DEMAND FOR HERITAGE RESOURCES

"I'm out spending my children's inheritance."

Bumper sticker

It is important to this study to determine the demand for heritage resources in small towns. Is there any interest on the part of tourists in visiting small towns and experiencing their heritage resources? Accordingly, this chapter analyses the patterns and trends in tourism. Concentrating on statistics, international, national, provincial, regional and Millbrook, tourism data are analyzed to determine if there is a potential to attract tourists to small communities.

Demand can be described as the actual level of participation in certain activities (Smith 1989, p. 61). Although this would appear easy to measure, demand is always changing. Factors such as the age of the participants, their education level, income level, gender, ethnicity, tastes and attitudes can affect demand. Economic factors such as the cost of participating in the activity, a recession, or the value of the Canadian dollar affect demand. For these reasons, it is essential to review continuously tourism statistics to determine the changing trends and re-evaluate tourism programs to ensure they are meeting the expectations of visitors and the community.

Although it is important to study the statistics, it is just as important to recognize that the statistics may not be exact or current. Wall states that one must keep in mind the time lag between data acquisition and publication. In some cases, the results may be out of date by the time they are published. "Furthermore, the utility of the data is often restricted by the scale at which it has been collected" (Wall 1981, p. 241). However, studying statistics can reveal interesting trends as well as changes in attitudes and behaviours that have been taking place in the tourism industry in the last 10 years. The following factors which affect demand will be discussed: the socio-economic aspects, that is age, income, ethnicity and gender of the participants; the motivations, why they participate, leisure time, mobility; and values, the attitude of the participant.

Researchers want to understand why patterns of human behaviour

occur, while practitioners need to forecast future trends and to respond to recreationists' needs by providing the right mix and quality of recreation services. For both purposes, relationships between explanatory variables and recreation behaviour cannot be assumed but must be measured explicitly (Jackson 1989, p. 95).

While Jackson was speaking specifically about recreation programming his point can be extrapolated to small town tourism programs. Is there a market for their resources? If so, where is it, who does it involve, what are they looking for, how much do they want to spend, and can a small town provide a program to meet their needs? These are important questions to answer before initiating a heritage tourism program.

TOURISM - THE WORLD'S LARGEST INDUSTRY

Tourism is big business; in fact, it is the world's largest industry. In 1994, the World Travel and Tourism Council estimated that tourism accounted for 10.1 per cent of the world's gross domestic product and employed one in every nine workers. This is an industry that has expanded enormously over the last 30 years. In 1960, international tourism arrivals were just under 100 million people. In 1994, they reached more than 500 million (Ministry of Culture, Tourism and Recreation [MCTR] 1994, p.11).

By 2005, [international] tourism is expected to more than double its current gross output to \$7.9 trillion; generate 90 per cent more jobs; almost triple its capital investment to \$1.7 trillion; and attract more than twice the current level of consumer spending, for a total of \$4.6 trillion (MCTR 1994, p. 11).

While the number of tourists coming to Canada is increasing, Canada's share of the international market is decreasing. Canada's position in international tourism has fallen from sixth place in 1986 to tenth in 1991 (MCTR 1994, p. 12). Although the number of tourists visiting Canada increased over this period, Canada's share of the international market dropped from 2.78 per cent to 2.25 per cent and it was the only country in the top 10 which experienced a decline (MCTR 1994, p. 13).

Ontario takes the lion's share of the Canadian international tourism market with 36 per cent. Quebec is second with 18 per cent and British Columbia is third with 16 per cent (MCTR 1994, p. 13).

Tourism is a major industry within the Ontario economy. Tourism activities span all parts of the province, and in many centres tourism

is one of the most important industries. It is also an industry made up primarily of entrepreneurs. While there are a number of major companies, tourism is predominantly an industry of small businesses run by people who have staked their livelihoods on the success of their operations (MCTR 1994, p. 14).

While the number of tourists visiting Canada is increasing and international tourism receipts in Ontario almost doubled from \$1.5 to \$2.9 billion from 1986 to 1991 (MCTR 1994, p. 13), Canada's declining share of the international market can be attributed partly to marketing. While other countries were recognizing the important role of tourism in their economies and were aggressively marketing their product, Canada and Ontario targeted tourism for cutbacks.

There has been a dramatic decrease in the financial resources allocated by government to marketing. As a result, public sector cost-sharing to publish promotional material has been phased out, international travel offices have been closed, and consumer advertising programs in Europe and Asia have been cancelled as has the specialty marketing campaign in the United States (MCTR 1994, p. 32).

In Ontario, the government had drastically cut the tourism marketing budget from \$17.9 million in 1990/91 to \$8.1 million for 1993/94. By comparison, Quebec allocated \$22 million for the same program that year (MCTR 1994, p. 32).

In 1994, the Canadian government realized that the tourism potential for Canada was not being met due to a lack of marketing. In October 1994, Prime Minister Jean Chrétien announced the creation of the Canadian Tourism Commission, a public/private sector partnership to market Canada. It also granted the organization \$50 million with the proviso that the program funds would eventually have to be matched by the industry. This type of organization had been successful in other countries such as Britain, Australia and France (Stokes 1996, p. 24). With this focus on getting tourists to come to Canada, it is up to the individual tourist destinations to attract the tourists to their community. The focus of the program is to lure tourists to Canada, leaving individual tourist destinations to attract the tourists to their facilities.

TOURISM TO CANADA

Of the international tourists to Canada, Americans represent the largest number of

visitors, accounting for 91 per cent in 1991. However, 64 per cent of their travel was same day excursions, reducing their impact (McDougall 1992, p. 1). "Canada received 27 per cent of all Americans travelling abroad but accounted for only 9.1 per cent of Americans' total foreign travel expenditures in 1993. This difference may be explained by the travellers' shorter stays--averaging four nights in Canada" (Chartrand and Beaulieu-Caron 1995, p. 1). Overseas visitors to Canada make up the remaining nine per cent of the international travel market, but stay longer and spend more money on average than Americans. In 1990, they accounted for 41 per cent of the travel dollars spent (McDougall 1992, p. 3). Of the overseas visitors in 1991 (See Table 5.1), 18 per cent were from the United Kingdom, 15 per cent were from Japan, and 10 per cent were from France and Germany.

1991	Volume 000s	Share %
United Kingdom	579	18
Japan	478	15
France	325	10
Germany	312	10
Hong Kong	127	4
Australia	109	3
Italy	100	3
Netherlands	95	3
Switzerland	85	3
Total Overseas	3,237	100

From Travel-log, Winter 1992, p. 4

The reasons overseas tourists come to Canada are varied. In 1981, visiting friends and families was the major reason given by 46 per cent. In 1992, visiting friends and relatives was still the prime motivation for international tourism, but the figure had dropped by nine per cent to 37 per cent (See Table 5.2). Statistics Canada attributes this drop to the reduction of family ties outside of Canada. Looking at the United Kingdom, for example:

Strong family connections have traditionally been the reason many U.K. residents have selected Canada as their destination. But as less of Canada's population has ties with the U.K. and the population of U.K. changes due to immigration, this market is shrinking in importance. In recent years the British are increasingly travelling here for pleasure or holiday purposes (McDougall 1992, p. 6).

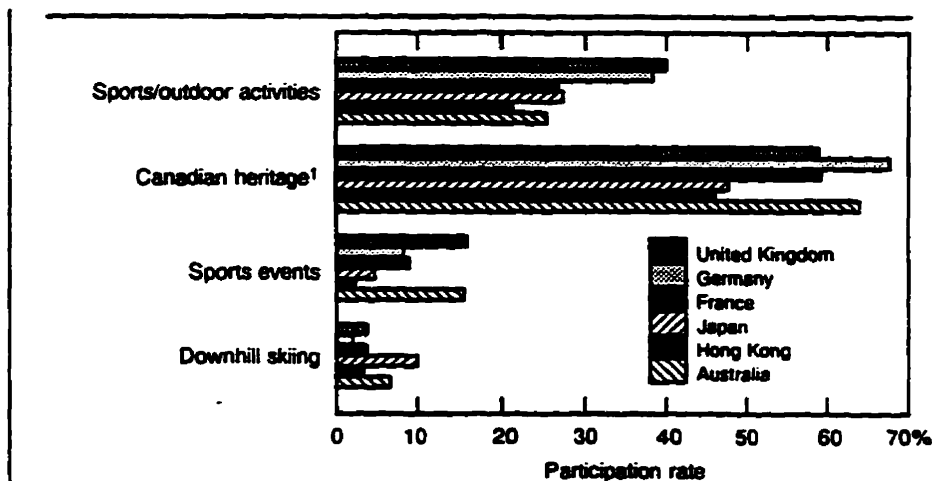
Table 5.2 Overseas Visitors By Purpose of Trip

Purpose	Total %
Visiting Friends/Relatives	37
Other Pleasure	32
Business, Convention	15
Other	3
Selected Two Purposes	14

From Travel-log, Winter 1992, p. 6

Another trend to emerge in the overseas market is that visitors are taking shorter vacations. In the early 1970s, overseas tourists stayed an average of 17 nights per trip compared to 12 nights by 1989. This reduction has been influenced by the Japanese tourist. On average, Japanese visitors stay 6.6 nights. Although the average Japanese worker is entitled to 15 days vacation, usually only eight are taken (McDougall 1992, p. 8). "The Japanese represent the most lucrative overseas market in Canada. In 1993, they spent over \$434 million, an average of \$1,107 per traveller" (Beyrouti 1994, p. 1). Ontario remains the most popular destination for international travellers, receiving 66 per cent of U.S. visitors and 53 per cent of those from overseas (MCTR 1994, p. 13).

Table 5.3 Participation Rate in Selected Activities While Travelling in Canada from Major Overseas Countries 1992



¹ National, Provincial, Regional Parks and Historic Sites.

Note: Travellers can participate in more than one activity on a trip. Therefore, the sum of activities exceeds the total trips.

Source: International Travel Survey.

From Travel-Log, Summer 1994, p. 9

Visiting some aspect of Canadian heritage, be it parks or historic sites, is the leading activity among international tourists, particularly the Germans and Australians (Table 5.3). Shopping is the preferred activity for nine out of ten British tourists.

THE AMERICAN TOURIST

In 1993, American residents increased their trips to Canada to 12 million due to the favourable exchange rate of the American dollar. An American dollar was worth \$1.29 Canadian (Chartrand and Beaulieu-Caron 1995, p. 2). One trip in five was for one night, 25 per cent stayed two nights, 16 per cent stayed three nights and trips of four to six nights in length accounted for 21 per cent (Chartrand and Beaulieu-Caron 1995, p. 3). Americans primarily come to Canada for pleasure trips, and expenditures in this area increased 45 per cent since 1985 (Beyrouti 1996, p. 2).

The modest increases in trips by Americans to Canada in 1993 and 1994 reflect sound economic prospects in the U.S. and the lower value of the Canadian dollar compared to its American counterpart. In addition, during this period, Canada could have been perceived as all the more competitive a destination, with the American dollar having weakened compared to European currencies (Beyrouti 1996, p. 2).

The preferred activity of most Americans is to shop, with three out of five trips involving shopping (Chartrand and Beaulieu-Caron 1995, p. 5). Most Americans come to Canada by car, particularly for the shorter trips, however, the number of automobile trips is decreasing in favour of travel by air (Chartrand and Beaulieu-Caron 1995, p. 4). Americans prefer to travel in Canada during the summer months when 46 per cent of the total arrive. Twelve per cent of the trips were in the winter, however these were also the shortest trips made by Americans (Chartrand and Beaulieu-Caron 1995, p. 4).

Table 5.4 notes the change in travel motivation of American travellers from escapism to enrichment. "Understanding culture" was the most important factor when planning a trip, "gaining a new perspective on life" and "visiting locations of natural beauty" were also influential. Americans are interested in experiencing Canadian traditions.

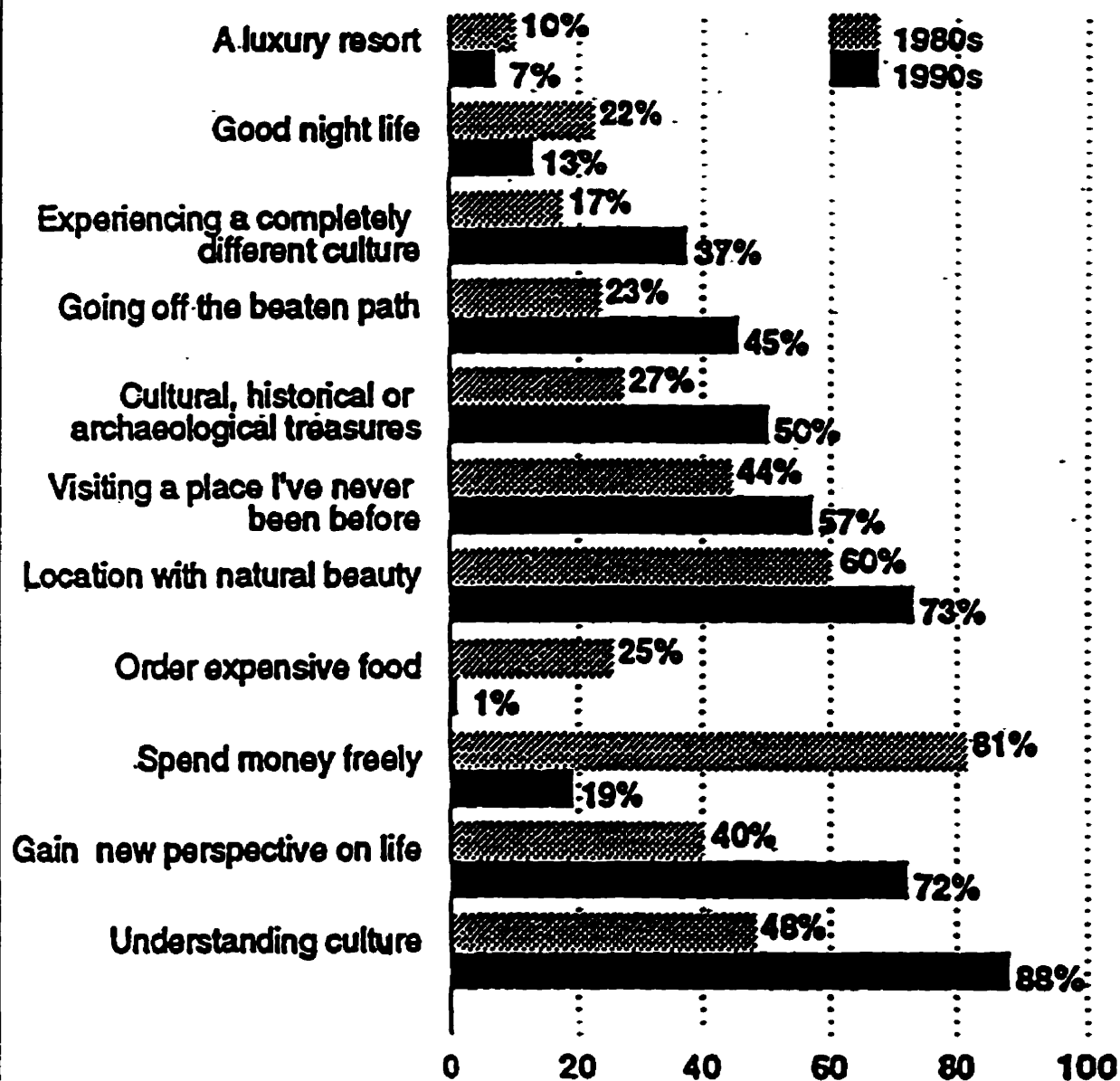
They come because of our cultural distinctiveness, as expressed in our people with their ethnic diversity regional and local traditions, and British and French heritage. As well, Canada's scenery and buildings, its landscapes and Main Streets were seen as part of this distinctiveness.

Table 5.4 Change in American Travel Motivations

CHANGING TRENDS

In the '80s, American travellers spent their money freely. Not so in the '90s. Comparisons show a shift from escapism to enrichment.

What is very important when planning trips?



Source: Lou Harris Poll for Travel & Leisure Magazine, 1993
 Ontario's Cultural Tourism Product, p. 49

And the top two touring activities were identified as "strolling and walking about" and "visiting small towns and villages" (Bowes 1989, p. 35).

International tourists, particularly Americans, represent a potential market for small towns. As the number of overseas tourists visiting Canada for pleasure trips increases, small towns can market themselves as a reflection of Canadian culture and heritage in a rural setting—an alternative to big city tourism programs.

ONTARIO

Ontarians account for 75 per cent of the tourism expenditures in Ontario, although this percentage has been declining as more Ontarians are travelling outside the province (MCTR 1994, p. 27). The recession drastically slowed consumer spending in Ontario (Ontario Ministry of Tourism and Recreation [MTR] 1990, p. 8). The higher value of the Canadian dollar caused an increase in the early 1990s in the number of Canadians travelling to the U.S. (MTR 1990, p. 14).

Ontario's second largest tourist market, after Canadians, is Americans from the border states—New York, Pennsylvania, Ohio, Michigan and Minnesota—who account for 62 per cent of all U.S. visitors. Again, there has been a decline in the number of these American visitors since 1987 (MCTR 1994, p. 29). The decline has been attributed to the downturn in the American economy in the late 1980s which saw a population shift from the northern United States to more prosperous southern and coastal states. As well, Americans began to market their tourism possibilities more aggressively within their own country (MTR 1990, p. 14).

THE DEMOGRAPHIC SITUATION

Canada's shrinking proportion of youth in the population is reversing a previous trend to travel within Canada. In 1990, 55 per cent of youths, those 15 to 24, travelled within the boundaries of their home province, with 25 per cent taking a trip to the United States. Younger baby boomers, those aged 25 to 34, demonstrated the largest travel participation rate with 73 per cent. People in this age group are more likely to travel outside of Canada than ever before. Older baby boomers, those 35 to 44, represent the fastest

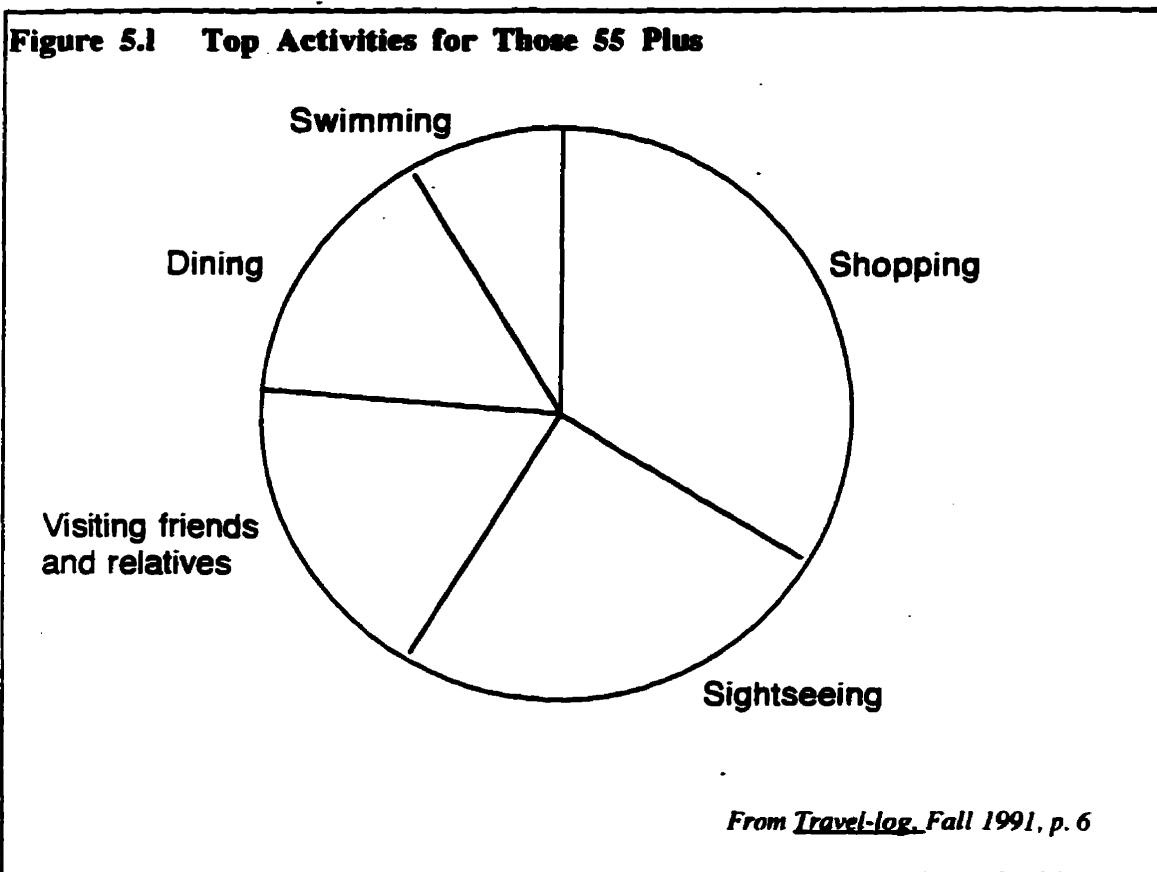
growing segment of the population as well as the one with the highest overall travel rate in 1990. They also show the highest level of travel within Canada at 66 per cent. The middle age group, those 45 to 54, had a travel participation rate of 74 per cent in 1990 putting them second behind the older baby boomers. Even during the economic downturn between 1988 and 1990, their overall travel rate increased (Beaulieu-Caron 1992, pp. 5-7). "This age group had the highest incidence of travel to the United States and to all other countries in 1990. Their influence on travel patterns will increase as the demographic swelling of baby-boomers grows older in the coming decade" (Beaulieu-Caron 1992, p. 7). In 1990, the empty-nesters, those aged 55 to 64 had one of the lowest overall travel rates, however their inter-provincial travel was highest at 27 per cent. Seniors, those 65 and older, had the lowest travel participation rate of all age groups in 1990 (Beaulieu-Caron 1992, p.8).

Sixty-seven per cent of all Canadian travellers are married. Singles make up 24 per cent and those divorced, widowed or separated make up 9 per cent. Levels of education are increasing among travellers as baby-boomers age. More educated Canadians show a greater likelihood to travel. As far as occupation is concerned, those in the managerial and professional ranks had far above average levels of travel participation. Those with a higher income are more likely to travel than those in lower income brackets. In general, seven out of ten Canadians aged 15 and more make at least one non-business, overnight trip per year (Beaulieu-Caron, 1992, p.8-9).

As 75 per cent of the travellers throughout Ontario are Ontario residents it is important to determine who they are. Perhaps the most important socio-economic trend is that the population is getting older. In 1990, almost 26 per cent of the population of Ontario was over 50. This will increase to 30 per cent by the year 2000 (MCTR 1994, p. 18). By the year 2031, 36 per cent of the population will be 55 or older (Chadwick 1991, p. 9). This could be a major market for small towns.

Today's older adults lead a healthier, more active lifestyle. They owe less money to financial institutions than any other age group, and are retiring at a younger age than ever before (McDougall and Davis 1991, p.1). This is an age group with fewer responsibilities such as child rearing, mortgage payments, occupations; most are healthy and many want to travel. They prefer to travel by car and most of their trips are just two to six days in length.

They prefer summer travel, particularly July and June. Their primary motive for taking a trip is pleasure which ranked two and a half times greater than visiting friends and families (McDougall and Davis 1991, p. 5). These older Canadians like to travel within Canada. Day trips are popular, rising 90 per cent in the decade of 1980 to 1990 (McDougall and Davis 1991, p. 7). Older Canadians spend more on average on an overnight trip--\$136 compared to \$106 for other age groups. Their favourite activity is shopping, particularly when travelling internationally. (See Figure 5.1).



ETHNICITY

Although ethnicity is an important factor in a socio-demographic profile, little research has been conducted on the ethnicity of travellers. Statistics Canada has never asked a question about ethnicity in its Canadian Travel Survey, which is completed every two years, or in any special travel surveys it has conducted (Sivyer 1996). But, Canada is not alone in this literature gap. Steven F. Philip makes the same observation that race is not

used as a determinant in United States tourism studies. He found that blacks demonstrate significantly different travel choices than other Americans, but that the lack of research in this area is a testament to the invisibility of blacks in American society due to prejudice and discrimination (Philip 1994, p. 479). However, there has been one study conducted in 1990 by the Ontario Ministry of Tourism and Recreation (MTR) on the *Study of Ethnicity and Travel Behaviour of Metro Toronto Residents*. The MTR report identified the difficulties in studying ethnicity:

The "ethnic origin" definition, which was the key qualifying question of an ethnic group, is somewhat subjective because it depends on the place of birth of a person's ancestors. Remembering that only Canada's aboriginal populations do not have ancestors born outside of Canada, almost the entire Metropolitan Toronto population could identify another country as their ancestors' birthplace (MTR 1990, p. 7).

Therefore, MTR stated that ethnicity is comprised of four aspects: ethnic origin, mother tongue, language comprehension and place of birth. The study was based on the travel patterns of four groups: Italian, Greek, Portuguese and Chinese. These groups represent the largest ethnic components in Toronto and they are also culturally distinctive from mainstream Canadian culture.

The report stated that there were differences in travel patterns between Canadians and ethnic groups as well as between the ethnic groups. Eight in ten Torontonians took one overnight trip to any destination per year whereas six in ten Italians, five in ten Portuguese, and four in ten Greeks or Chinese took an overnight trip (MTR 1990, p.17). As well, the four ethnic groups travel significantly less in Ontario than the general population. Fifty-four per cent of the general population took an overnight trip in Ontario whereas only 33 per cent of the Italians, 23 per cent of the Portuguese, 17 percent of the Chinese and 8 per cent of the Greeks took an overnight trip in Ontario. As for taking trips outside Canada, all four ethnic groups, particularly the Greeks and Chinese, travel outside the country.

It is worth noting that trips taken by members of ethnic groups to non-North American destinations are not necessarily trips to their home country. Nonetheless, high proportions of each ethnic population do travel to their home country. This is especially characteristic of the Portuguese who took 19 per cent of their overnight trips in January to Portugal and 12 per cent to South America (MTR 1990, p. 25).

The report stated that as ethnic communities become more established, they tend to develop

patterns similar to mainstream Canadian culture. For example, the Italian community is more likely to use a summer cottage than the Greek, Portuguese and Chinese populations who have a higher proportion of new immigrants within their communities. The four ethnic groups tend to have trips with a longer length of stay than other Canadians, that is four days or more. The most popular activities remain consistent with the general population in that rest and relaxation, eating in restaurants and shopping are the three most popular.

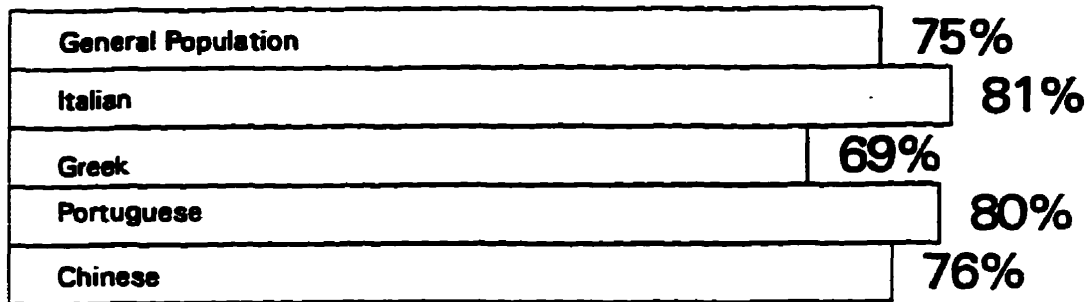
There are many barriers to travel for these ethnic communities such as lower average household incomes, language and information barriers, lack of time and the lure of competitive destinations. While almost half of the general population has a household income of over \$50,000, only one in four members of Toronto's Italian community, one in eight Greeks, one in five Portuguese, and one in three Chinese fall within the over \$50,000 income group. (MTR 1990, p. 15). Lower incomes mean less opportunity for travel, particularly when accommodation is required. Those not able to carry on a conversation in English travel significantly less than do English speakers (MTR 1990, p. 21). Approximately one-third of the Chinese population wanted more information, such as maps, in their own language. There is a perception within the ethnic communities, particularly the Chinese, that there are "too few places or attractions in Ontario that [respondents] find interesting" (MTR 1990, p. 35). The Chinese have the highest travel rates to the United States. The weather as well as the unavailability of train or bus service can act as deterrents. Although visiting small towns has an appeal to the general population, this is not necessarily the case among ethnic groups. Visiting historical sites is important to the Portuguese traveller, but is least important to the Greek traveller (see Figure 5.2).

Although there is not a set pattern for travel among ethnic communities, barriers to travel appear to be consistent. Lower than average family incomes, language barriers, lack of information as well as poor means of transportation result in fewer members of ethnic groups visiting small towns. However, MTR concluded that these barriers are temporary, in that once an ethnic community becomes more entrenched in Canadian society, these barriers slip away.

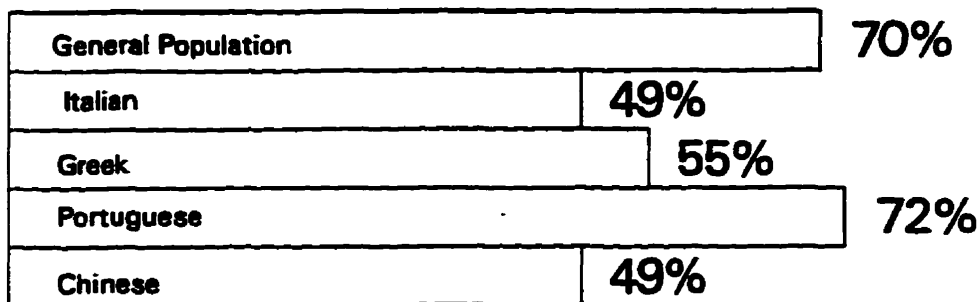
Figure 5.2

Important Factors for Ontario Travel

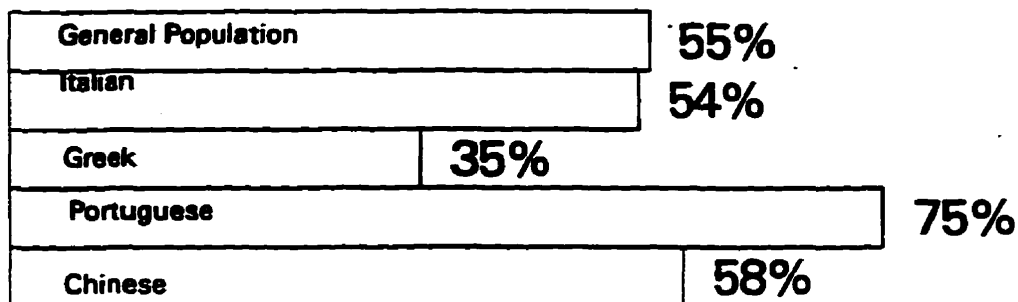
For Outdoor Activities



Visit Small Towns



Visit Historical Sites



Source: *Study of Ethnicity and Travel Behaviour of Metro Toronto Residents (MTR, 1990).*

This assumption is based on the fact that eventually ethnic communities will merge with mainstream society and become more accepting of mainstream values. This movement towards acceptance of the general population's values is evident within the Italian community, which is the most established immigrant group surveyed. The same trend can be expected of the newer immigrant groups as they become more established (MTR 1990, p. 41).

Small communities can help erase some of the barriers to travel by encouraging ethnic groups to visit their towns. Providing information in their language and organizing bus tours can foster a cross-cultural experience where both parties can benefit.

Cultural Tourism-A Change in Values

The emerging trends from these data demonstrate that Canadians are more educated, growing older but have active lifestyles, are willing to travel more than ever before, particularly out of country, and enjoy shopping and sightseeing.

A new style of tourism reflects higher incomes, more leisure; shorter, more frequent trips, changing social values; and early retirement. What this adds up to is a more discriminating tourist that places higher demand on communities. The tourist is searching for an experience, not a place to stay (Davidson 1987, p. 15).

As tourists become more sophisticated there is an increasing demand for cultural tourism of which heritage tourism is a part. Cultural tourism can be defined as, "Visits by persons from outside the host community motivated wholly or in part by interest in the historical, artistic, scientific, or lifestyle/heritage offerings of a community, region, group or institution" (LORD Cultural Resources Planning & Management Inc. 1993, p. 11). Cultural tourism can be reflected in the tangible through museums, arts and crafts, galleries, historic architecture, or experienced in the intangible by learning about customs, beliefs, music or languages.

There is a direct link between an individual's interest in cultural tourism and educational levels.

Numerous studies in Canada, the United States and the United Kingdom have confirmed that education is the most important determinant in a person's likelihood to take part in cultural activities and also a very important indicator of their likelihood to travel. Income is also important but is of lesser significance for cultural attendance. That is, high education/low income persons are more likely to attend or participate in culture than high income/

low education persons (LORD 1993, p. 48).

Another important factor in the increasing popularity of cultural tourism is the influence of women. In Canada 79 per cent of women between the ages of 25 and 44 are working, therefore controlling more disposable income than in the past (LORD 1993, p. 50). Women represent upwards to 65 per cent of those attending art galleries, museums, performing arts, and festivals. Findings show that more women would like to attend such events, but are restricted due to impediments such as child care (Decima Research 1992, p. 472).

Just as with travel patterns, attendance at cultural events peaks after children have left home. Fewer responsibilities at home give people more opportunities to visit other communities and attend cultural events.

The big baby boom generation accounts for about one-third of the Canadian and U.S. populations. The leading edge of this generation has already turned 45 and their children are beginning to leave home. Over the next 20 or more years the cultural tourism sector will have access to the biggest, best educated market and wealthiest. Thus the shift toward cultural tourism...is the beginning of the trend (LORD 1993, p.52).

The report goes on to say that children learn by example, therefore the children of baby boomers should be an even greater cultural tourism market.

Although income is not the leading determinant in cultural tourism, it is an important factor. In 1990, 41 per cent of all households had incomes of \$50,000 or more. "This compares to 46 per cent among households visiting museums, zoos and natural displays, 49 per cent for households which attended cultural events, 44 per cent historic sites and 56 per cent festivals and events" (LORD 1993, p. 40). This tendency towards a higher income reflects the low participation rates of ethnic groups in Toronto which consistently have lower than average household incomes.

Barriers to attending cultural attractions include access and cost. The larger the community, the higher the participation levels mainly due to availability. For example, in cities of more than 1 million people, nine per cent report attending a performance at least once a month, while in communities of 10,000 or less, the figure is three per cent (Decima Research 1992, p. 17). The problems of access to performances can be identified in

Millbrook where the 4th Line Theatre runs an excellent theatre program, but only during the summer months. The report emphasizes that small communities that do have performances record high attendance (Decima Research 1992, p. 22). Cost is another barrier to attending cultural activities as 73 per cent of Canadians stated the prices of tickets were too high, even for those with household incomes over \$60,000 (Decima Research 1992, p. 25).

Again there is a trend towards shopping, even in cultural tourism. Data indicate that 26 per cent of travelling Canadians go shopping during their trip. Fifty-three to 58 per cent of those attending cultural events and attractions go shopping (LORD 1993, p. 41). Table 5.5 illustrates that while visiting friends and relatives again ranks first, shopping is a second favourite activity, attending a performance and visiting a museum/art gallery are also popular, ranking higher than attending a sports event.

	At least once a week %	At least once a month %	Five to ten times a year %	One to Four times a year %	Less than once a year/never %	No opinion %	Total proportion reporting activ. at least once a year* %
Visit Friends/relatives in home	47	33	10	5	1	4	99
Shop/window shop (Non grocery)	37	33	12	10	3	5	97
Play a sport/exercise class	29	12	9	10	30	10	67
Eat at restaurant	22	37	19	14	3	4	96
Attend classes/lectures	20	12	11	20	26	12	72
Go to library	9	16	13	12	32	11	56
Drink at a bar	11	16	11	17	33	12	62
Go to a movie	3	14	16	27	29	10	67
Attend a performance in auditorium/hall	1	5	12	40	29	13	67
Watch a show/performance at club/bar	2	7	9	24	44	13	48
Attend professional sports event	2	4	10	26	45	12	48
Visit museum/gallery	1	2	8	34	44	12	51
Play bingo	4	2	2	6	72	13	16

*This column has been recalculated to exclude the no opinion responses

Source: Decima Research 1992, p. 43

Obviously, combining a cultural event with shopping opportunities could attract even more tourists. Cultural tourists also spend more money than regular tourists, stay longer in the community and are more likely to be pleasure travellers. In a speech to the tourism industry, Prime Minister Jean Chrétien said,

Cultural tourism in Canada is big business—very big business. We have some of the largest and finest literary, film and theatrical festivals in the world, and we Canadians share them with people from other countries—especially the U.S.A. In 1991, three million Americans visited Toronto specifically for cultural events, and spent 600 million dollars on hotels, restaurants and shopping (Chrétien 1994).

In a 1992 Ontario government study, “getting away from stress” and “doing things as a family,” were cited as the most important motivators for overnight or same-day trips within Ontario (MTR 1992, p. 39), precisely the opportunities which make small towns so appealing. As was seen in Figure 5.3, 70 per cent of the general population visited a small town for an overnight or one-day trip, and although a significant potential market for communities like Millbrook, it ranked third behind “visiting friends and relatives” at 82 per cent and “outdoor activities” at 75 per cent (MTR 1992, p. 39). Canadians like to get out of the house with only one in five stating they are home every night of the week. Thirty-five per cent are out one weeknight, 29 per cent are out two and 15 per cent go out three or more weeknights. Fully 84 per cent go out at least once over the weekend (Decima Research 1992, p. 13), providing small towns and villages with a significant potential target market.

Heritage plays an important role in cultural tourism. The federal government stated in its Heritage Tourism Strategy in 1995, that

...heritage tourism already represents an important form of tourism activity in Canada. Approximately 35 per cent of all Canadian and international travellers who visited Canada in the recent past included activities that can be defined as heritage tourism as part of their trip (Heritage Tourism Secretariat 1995, p. 4).

According to the Strategy, heritage institutions in Canada represented \$167 million in revenues and 54.7 million visits to 1,998 institutions during 1990/91. As well, 13.1 million spectators represented \$142 million in ticket sales at 35,454 live performances (Industry Canada and Canadian Heritage 1995, p. 8). “More and more travellers are

searching for travel opportunities which offer educational and enriching activities. Rather than spending money on luxuries, the focus today is on enrichment and value" (Industry Canada and Canadian Heritage 1995, p. 9).

As stated earlier, this interest in culture and heritage is going to continue to increase as people become more educated and the children of baby boomers continue the pursuits of their parents.

THE CASE STUDY AREA

Regional Tourism

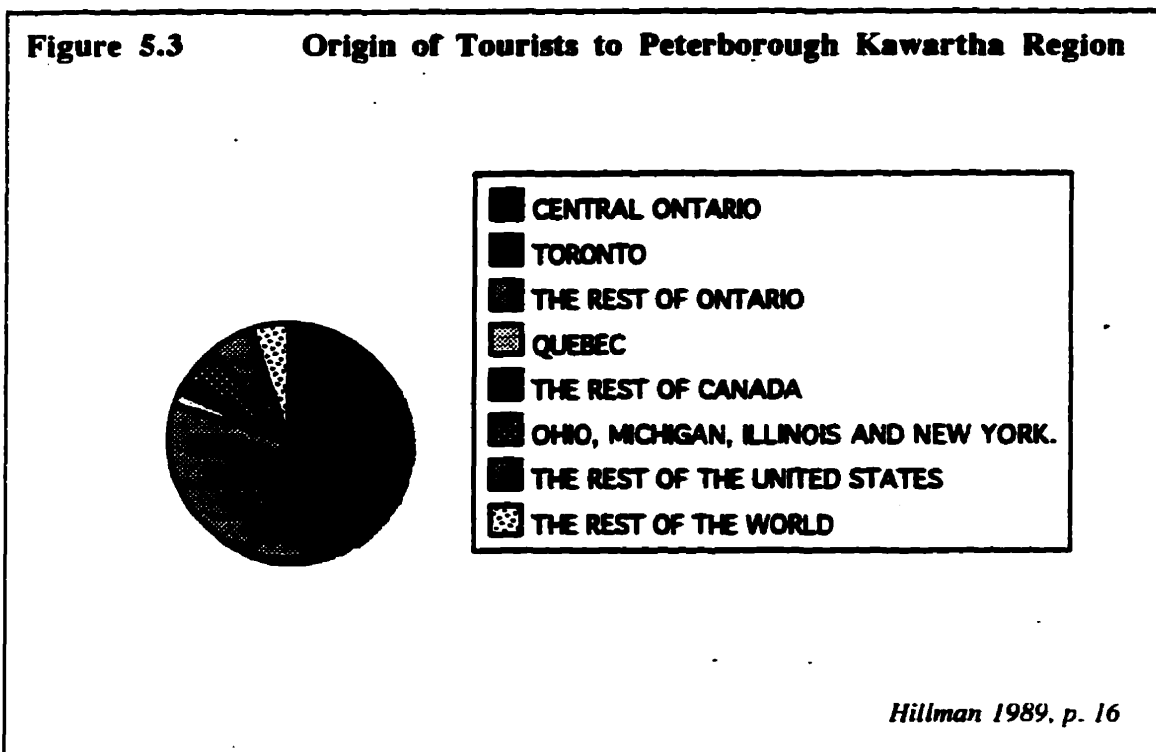
Tourism is an important industry to Peterborough County, in which Millbrook is located. In 1989, 212,200 visiting families (Hillman 1989, p. 17) to the area spent \$139,862,000 (Hillman 1989, p. 47). Approximately 12 per cent of the total labour force, or 5,487 direct employment jobs and 1,646 indirect jobs in the County are a result of tourism (Economic Development/Planning Committee [ED/PC] 1991, p. 81). The area is characterized by a medium-sized city with a population of approximately 68,000 surrounded by small villages and hamlets, countryside as well as numerous rivers, lakes and natural areas. "The economic value of outdoor recreation in Peterborough County is substantial, being the major attraction for tourists and seasonal residents, as well as a significant attraction for new industry and new permanent residents" (ED/PC 1991, p.86).

The Trent Severn Waterway, described as the single greatest tourism resource in the area, attracts more than a million land-based visitors annually and more than 250,000 boats (ED/PC 1991, p.85). Not only does it link Peterborough County with other areas on the waterway, but one can travel by boat from Peterborough to the mouth of the Mississippi River in the United States or to the Intercoastal Waterway of the United States Eastern Seaboard.

Tourism businesses in Peterborough County are mainly small and family-based. There are few large corporate investors in the area. There is a wide range of festivities and attractions such as art festivals, theatre and music performances, winter and summer sporting events, galleries and shops, a Festival of Lights, historic attractions, museums and parks. Most of these activities and attractions exist independent of each other, and as such,

tend to compete with one another for the same tourist. There is not one large attraction which could be called the cornerstone of a tourism program (EC/PC 1991, p. 87).

In 1989, it was determined that 80 per cent of the tourists to the Peterborough area were from Ontario (see Figure 5.3). Eleven per cent were from the United States and almost half of those were from the northern border states of Ohio, Michigan, Illinois and New York. Five per cent came from the rest of the world, 2 per cent from Quebec and 2 per cent from the rest of Canada. Sixty-nine per cent had been to this area previously: The balance were making their first trip to the Peterborough Kawartha area (Hillman 1989, p.17).



Forty six per cent of the tourists were between 20 and 40 years old. Thirty-one per cent were between 40 and 60 years old, 19 per cent were over 60 and five per cent were under 20 years of age (Hillman 1989, p. 19). Forty per cent of the tourists fell into the \$20,000 to \$40,000 income group, 22 per cent were in the \$40,000 to \$60,000 income group, 14 per cent had incomes under \$20,000, 11 per cent had incomes from \$60,000 to \$80,000 and 8 per cent made more than \$80,000 (Hillman 1989, p. 19).

Most of the tourists, 89 per cent, arrived by car, six per cent by boat, five per cent by bus and two per cent by other means (Hillman 1989, p. 23). Twenty-one per cent stayed in private homes, 19 per cent in private cottages, 16 per cent at campgrounds and trailer parks, 14 per cent at resorts and lodges, eight per cent at motels or hotels, two per cent at bed and breakfasts and two per cent in boats or houseboats (Hillman 1989, p. 23). Thirty-four per cent were staying in the area for one week, 20 per cent for only one day, 19 per cent were staying two weeks, 16 per cent for 2 or three days, four per cent for three weeks, two per cent for one month, two per cent for two months, and two per cent were staying longer than two months.

Most of the tourists, 87 per cent, visited the area strictly for vacation pleasure, though 29 per cent were visiting friends and relatives. Shopping was the most popular activity with 73 per cent. Seventy per cent of the tourists visited local attractions and 63 per cent went to restaurants (Hillman 1989, p. 23).

A profile of short stay (three days or less) visitors was determined by a series of surveys done at specific locations throughout the area such as the Buckhorn Wildlife Art Festival and the Petroglyphs Provincial Park. Many such visitors were in the area specifically to visit the particular attraction however, some had stopped at the attraction as they were passing through the area on their way to another destination. Of the short stay visitors, 31 per cent were from Central Ontario, 21 per cent from Toronto and 34 per cent from the rest of the province (Hillman 1989, p. 33).

Thirty-six per cent of tourists to the area were short stay visitors. While 19 per cent of the respondents were over 60 years of age, this increases to 23 per cent in the short stay category (Hillman 1989, p. 33). The Hillman report concluded that the primary market for Peterborough and the Kawarthas area lies within an hour and a half drive radius for tourists seeking a short term stay.

It can be concluded that if an attraction is of significant quality, it has the potential of attracting Ontarians. Day trips to the area are popular, particularly among seniors. The most popular activity for a tourist is shopping, slightly more popular than visiting attractions and going to restaurants. Many people want to shop when they are visiting, and providing an interesting shopping area along with a quality attraction could be the

combination for a successful and popular tourist attraction.

One problem in using the Hillman report to inform this thesis occurs because Hillman does not differentiate attractions. Heritage and cultural attractions are lumped together with all attractions. Also she did not survey the racial, ethnic, gender, class or education level of the participants, which, as was shown earlier, is an important factor in determining the participation level of tourists in cultural events. Her income levels are on an individual basis rather than the household basis used in the MTR study.

Tourism in Millbrook

During the month of August, 1995, the author conducted a survey in Millbrook to determine if any tourists were coming to Millbrook and if so, their characteristics, what they liked about Millbrook, what they planned to do in town, and if they spent any money there (see Appendix D). Thirty groups of tourists were surveyed at various locations, over a period of 30 hours. Some of the significant patterns discovered reflect both national and regional patterns already mentioned.

The results showed that 87 per cent of the tourists were from Ontario and the rest were international visitors. Of those from Ontario, 87 per cent were from the area from Toronto to Cobourg. A majority of those interviewed were in the 50 to 64 age group and most travelled as couples.

Seventy per cent of the respondents used a car to get to Millbrook. Thirteen per cent came by bicycle, stating that Millbrook was exactly 50 kilometres from Oshawa and the route between them was a scenic bicycle tour. One group complained that the nearest bus to Millbrook stopped at the Hwy. #115 and County Road 10 making it difficult to get into the village. Fifty-three per cent stated that Millbrook was not the main destination of their trip that day, but they made it a stop while touring other towns in the Kawarthas. Seventy-three per cent were only going to be in town for less than one day, ranging from 15 minutes to five hours. Of the 27 per cent staying overnight, most were staying with friends and relatives. Forty per cent learned about Millbrook from friends and relatives, 27 per cent by word of mouth, 10 per cent through advertising such as real estate advertisements, 1 per cent by brochures and 13 per cent said by other means.

Clearly 87 per cent of the tourists had spent money in the village, 57 per cent at the IGA supermarket, liquor store or convenience stores. Twenty-seven per cent spent money in restaurants, the rest spent their money throughout the village. The aspects they liked most about Millbrook were its small town atmosphere, scenery and historic architecture. When asked if there was anything they didn't like about it, 63 per cent said there was nothing they didn't like. Others mentioned the lack of tourist shopping, the small town atmosphere and the lack of recreational facilities like a swimming pool.

Most of the people who visited the village came with a specific purpose such as going to the grocery store, liquor store or the convenience stores. Thirty per cent strolled along King Street, 27 per cent went to the restaurants, 13 per cent visited the art gallery and 13 per cent came to see the historic homes. When asked if they had any suggestions on how Millbrook could better meet their tourist needs, the answers were varied. Most felt more information about the village was needed such as better signage, a map to tell people where things are and something to explain the significance of the village's history and buildings. They wanted to see more shopping, a bus that came into village, and more information about what one could do in town. Some were distressed to see the empty stores. It is interesting to note that only 23 per cent of the tourists surveyed were visiting Millbrook for the first time.

By far, the largest tourist attraction in the area is the 4th Line Theatre. Every summer since 1992, it has attracted approximately 7,000 people. Eighty-five per cent of the patrons are from the Lakefield to Cobourg corridor.

Millbrook has one bed and breakfast. Its owner Peter Baxter, said he could not find a pattern to his customers, but noted that at least half of his business is a result of people coming to Millbrook to visit friends and relatives. He also said that being on the travel route from Toronto to Ottawa and Montreal provided customers who are looking for a rest stop along the way. The majority of his customers stay just one night. Very few of his customers are visitors to the 4th Line Theatre. He did add, he wished there was more recreational shopping, such as antique shops, in Millbrook for his customers' enjoyment.

In conclusion, this chapter has shown that tourism is a booming world industry. People are travelling more now than ever before. The primary reason international

travellers are coming to Canada is for a pleasure vacation. Americans are the largest group of international tourists to Canada and they enjoy touring small towns and villages. But in Ontario, it is Ontarians who are the greatest tourism market. Eighty-seven per cent of the tourists to Millbrook were from the Toronto to Cobourg corridor. Eighty per cent of the tourists to the Peterborough Kawartha Region were from southern Ontario. As Hillman states, the main existing market for tourism in this region is within an hour and a half drive and within this hinterland is a market of more than 4 million people. However, Toronto has a large racially and ethnically diverse population which is not as predisposed to visiting small towns as the general population. This population also has lower than average household incomes leaving less disposable income for travelling. The statistics also reflect the effects of an aging population. As baby boomers get older, they are travelling more than ever before. Even during a recession, their travel numbers increased. Older adults are taking more trips, but are not staying as long. They are well educated, have more disposable income, spend more money and like to shop. They are also responsible for the increase in demand for cultural and heritage tourism experiences. They want high quality attractions and are willing to drive to the Peterborough area to enjoy these attractions even if it is just for one day. According to Hillman, the 51 per cent of those coming to Peterborough County are 40 years of age or younger. This is hardly surprising as outdoor recreation is Peterborough's major attraction. However, the majority of tourists to Millbrook were over 50 years of age, as are most who enjoy cultural tourism attractions. The growing demand for cultural tourism is a trend reflecting the higher education levels and the influence of women in the marketplace. Although a higher than average disposable income enables people to travel more, education levels appear to be more of a determining factor when considering cultural and heritage tourism. There is potential for Millbrook to take advantage of these patterns and trends and create a heritage tourism program.

CHAPTER 6

The Potential for Heritage Tourism in Millbrook

"The most important criterion of the past may indeed be that it should 'speak' to the proverbial man in the street. If so, then the past is not an absolute quantity but a relative set of values."

P.J. Fowler

The purpose of studying the supply of tourism opportunities and the demand for them is to determine if any patterns or trends emerge which can assist the researcher in making decisions, recommendations or projections. "Supply and demand are interdependent, and it is through consumption that they are brought together to produce distinctive configurations of people, facilities, activities and, ultimately, impacts" (Lundgren 1989, p. 135). Chapter 4 examined heritage resources available and the factors necessary for a successful community-based tourism program. Chapter 5 discussed the demand for tourism in Canada, Ontario, the Peterborough area and Millbrook. This chapter analyzes the implications of these data to establish if there is a potential for small towns to become tourism destinations. This information is then applied to the case study area and recommendations concerning a heritage tourism program are offered.

THE MARKET FOR SMALL TOWNS

Globally, people are travelling more than ever before, and as a result, more people are making Canada their destination of choice. This tendency should increase as the Canadian government and its partners in the tourism industry continue to market Canada and its possibilities. As Table 5.4 demonstrated, most of those visiting Canada participate in some aspect of Canadian heritage more than any other activity, be it national parks or historical sites. One can assume those visiting this country are interested in learning about its natural and cultural history. It reflects the studies which determine that tourists' values are changing and that rather than "escapism," tourists wish to have a total experience of a place. Many want to learn, to participate and to gain an awareness of a country or community and to take home a knowledge of their travel destination that goes beyond

sitting on the beach. Of the international tourists, Americans have the greatest market potential for small towns. They make up the highest percentage of international visitors, they are more likely to arrive by car and they enjoy touring small towns and villages. The automobile is often an essential means of transportation as many small towns are not on bus or train routes. Touring provides an opportunity for regional tourism, particularly if small towns were to organize themselves to offer a tourism package that can be enjoyed in one day or over several days. The favourable exchange rate of the American dollar makes Canada an economical travel destination. The most popular province for international tourists is Ontario which has a number of competitive advantages for attracting tourists including:

- Safe and clean cities relative to American cities
- Multicultural diversity
- Tolerance for those of all cultures
- Niagara Falls
- Major cultural products such as theatre, festivals, large museums, science centres
- Major sports clubs and facilities like Skydome
- Major cities like Ottawa and Toronto which have domestic and international appeal
- Wilderness and outdoor opportunities (LORD 1993, p. 32-35).

The disadvantages include high taxation levels and higher costs of items such as accommodation, food, alcohol and gasoline as compared to the United States (LORD 1993, p. 36). Ontario is a tourism destination that offers a variety of experiences and small town programs could be a part of that diversity. Rural amenity is in high demand by tourists and in short supply in urban centres. Coppack's research found that people were willing to travel to small communities to immerse themselves in the nostalgia of small town life as it was important to their mental health. The challenge is to attract the tourists who visit the larger attractions to the smaller communities.

As was stated in Chapter 5, those most likely to visit small towns in Ontario are Ontarians themselves, particularly those over 45 years of age. As baby boomers get older, they are travelling more than ever before. Even during a recession, those 45 to 54 showed an increase in travel. Adults aged 55 and over are taking more trips, but are not staying as long. Statistics show they are well educated, have more disposable income and spend more money (MacDougall and Davis 1991, p. 7). Healthier, with more active lifestyles and fewer responsibilities such as mortgage payments, children, or occupations, older adults

have the freedom to travel. They prefer to travel by car, particularly in the summer. Their primary motivation is pleasure; they enjoy travelling within Canada and like to take day trips. Older Canadians love to shop and it is the number one activity for those in the 55 and over group. Adults over 45 are another potential market for small towns. To summarize, the potential tourist market for small towns includes those who:

- have higher than average education
- have higher than average income
- are more likely to be women
- are 45 years of age or older
- want to shop
- take shorter trips
- prefer to use a car
- want a quality experience.

Canadians want to get out of the house, with 84 per cent going out once per weekend. Seventy per cent of Ontarians visited a small town in during a one year period for a one-day or overnight trip. The continued growth in cultural tourism could be a great opportunity for small towns including Millbrook. Those participating in cultural tourism are more likely to have higher education levels and are more apt to be women. Women would enjoy cultural tourism attractions in even greater numbers, but are restricted due to child care duties. Again, this holds a potential for small towns. Visiting a small town can be a rewarding one-day event. Communities with open spaces, fresh air, benches to sit on, and parks can be appealing to women with children. The community can interpret its history by making it an educational and enjoyable experience for the family. When almost 80 per cent of women in child-bearing years are in the workforce, time with their families becomes a precious commodity. On the other hand, recreational and sports facilities are more favoured by men. Ontario's cultural tourism strategy recommends that non-cultural tourism attractions that want to attract increasing numbers of adults and families to their facilities should link them with performing arts, art galleries, museums and historic sites (LORD 1993, p. 41).

Attracting the cultural tourist could be advantageous to small towns. These tourists have a tendency to stay longer, spend more and like to stay in hotels and motels. Small towns may want to design a tourism package which could be experienced over a couple of

days. Shopping is an important factor and as stated by Coppack, small town shopping should enhance the rural atmosphere of the community to give the tourist a more consistent experience. Shopping can also lead to the gentrification of small communities so that small towns look the same and sell the same type of products. Herein lies the challenge for small towns, to provide a distinctive shopping experience that the tourist expects and wants, and also enliven the community's history.

THE MARKETS FOR MILLBROOK

It has been determined earlier that those most interested in visiting small towns were Ontarians who are over 45 with higher than average education and income levels. This was reflected in the author's Visitors Survey that was conducted in Millbrook where a majority of those interviewed were over 50 and were passing through Millbrook on their way to another destination. However, these findings contrast with those of the Hillman report which demonstrated that the majority of tourists to the Peterborough area were under 40 with incomes between \$20,000 and \$40,000. Tourism in the Peterborough area relies heavily on its resources of lakes, rivers and the Trent Canal. Recreational activities such as boating and fishing are its primary attractions. Yet, Hillman also pointed out that tourists will visit the area for short term or one-day visits to enjoy special events such as the Buckhorn Wildlife Art Festival. Millbrook is not located in an area which already attracts large numbers of cultural tourists. For example, St. Jacob's capitalizes on its proximity to Stratford which attracts large numbers of cultural tourists. The challenge for Millbrook is to design a tourism program for the market it wants to attract. Is its primary market the Toronto cultural tourist who already has a wide variety of small towns as possible destination choices? Or a program could dwell on attracting that smaller number of Peterborough tourists who are over 40, but are at least in the area. As well, Millbrook could develop a tourism program for the majority of tourists to the area, those under 40 who are more interested in recreation.

PLANNING FOR TOURISM

Tourism is being planned on many levels. The federal government has its national

strategy, the provinces developed their plans, cities and regions have their own goals and objectives. Various sectors of the tourism industry are vying for market share. This overlapping of tourism strategies can create fragmentation and may preclude cooperation between the various parties (Haywood 1988, p. 107). Few communities become involved in comprehensive tourism planning, such as Lakefield and Kleinburg, leaving it to individual or grouped attractions to market themselves. According to Haywood, most community planning is non-existent or ad hoc. Tourism plans are not included in official plans (1988, p. 107), therefore the growth of the industry and its impact on the community are not studied, monitored or controlled.

There are three levels of citizen participation -- non-participation, tokenism and citizen power (Haywood 1988, p. 108). Community development involves empowering communities to enable them to determine their future direction by devising methods to achieve their own goals. Community development does not necessarily mean economic development. Improvement in economic conditions can be a result of community development but it is not necessarily an integral part of the process. The goal is determined by the citizens. It must be noted that a town does not have to be a tourism destination or have a booming economy to be successful. Some communities remain residential dormitories providing people with a place to sleep and eat while they work elsewhere. There is nothing wrong with slow growth or even stagnation if the local quality of life is acceptable to residents (Dahms 1991, p. 4). Balancing community development with economic development can be difficult, therefore communities must determine exactly their goals and the process that must be taken to achieve them. The enticement of financial gain may result in the loss of quality of life or the devaluation of heritage resources. Planning becomes crucial for an effective heritage tourism program and is an integral part of community development.

Tourism planning expert Edward Inskip said planning is organizing the future to achieve objectives (1991, p. 25). It is a continuous process but must be able to change depending on the circumstances and still be able to achieve the basic objectives (Inskip 1991, p. 26).

Goals are abstract and continuous concepts intended to provide general direction rather than specific guidelines. To be effective,

goals must be feasible and have general support. In tourism, this means a community's proposals must be realistic and attractive to tourists in a competitive market place. To develop a satisfactory product and acceptable image requires the cooperation of many sectors, including the public, so the wider support for its goals the more successful will be the industry (Murphy 1985, p. 156).

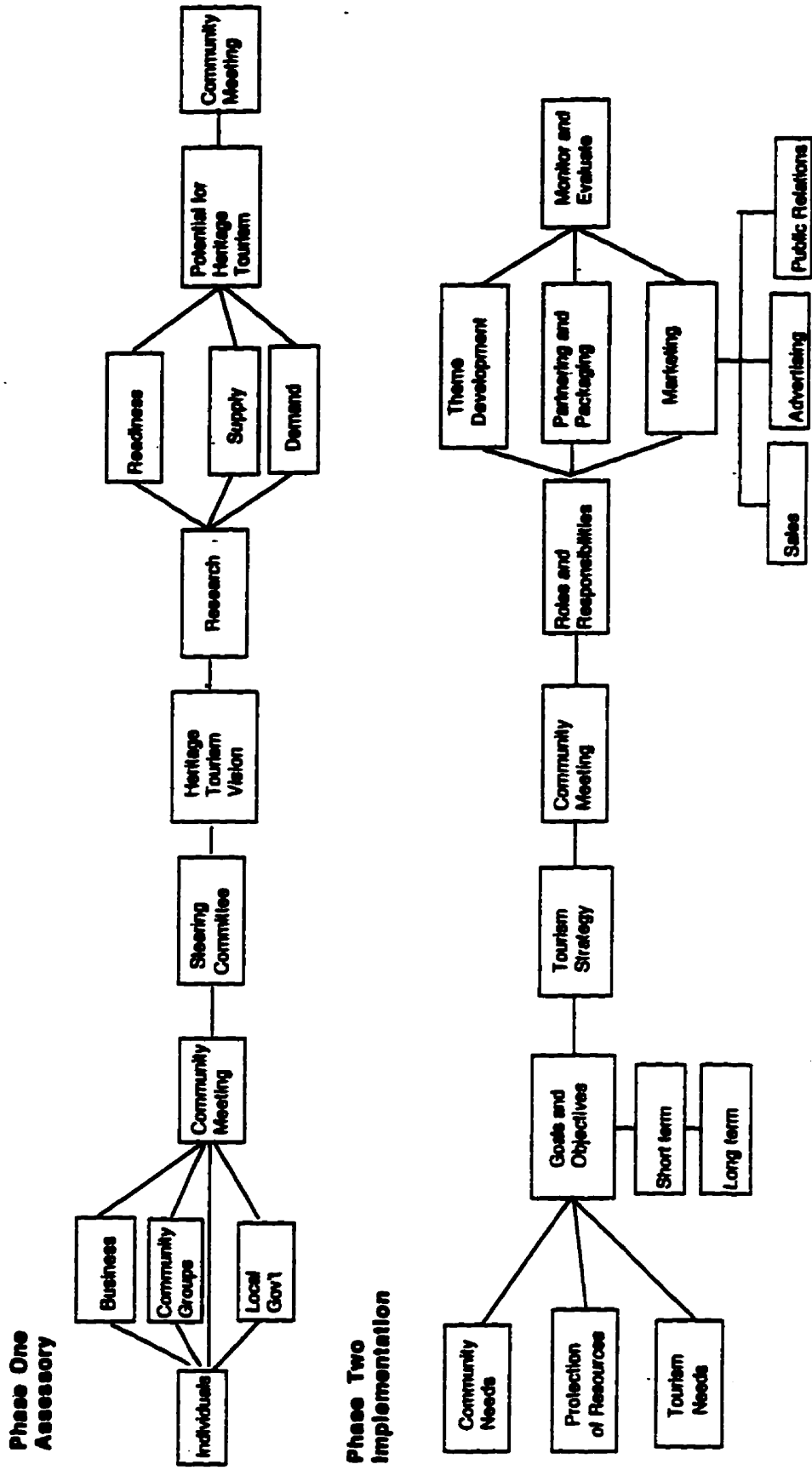
In community development, the community's needs are paramount. This is a somewhat different approach than conventional tourism planning, which in the past, placed the needs of the tourist at the top of the list. Every community is different with requirements and values which, while appearing to be similar to those of surrounding communities, contribute to the distinct flavour and culture that is evident to those who live there (Lamoureaux 1989, p. 88). Because developing a tourism plan may have an impact on the everyday lives of the residents, it is important they have input into the future development of their community. Involving the community in the decision-making brings various aspects of the community together eliminating the tendency for groups to work in isolation. It can foster new and greater understanding between groups and individuals, reconcile differences and generate the enthusiasm needed to continue building the program.

Based on the research of tourism planners Murphy and Inskeep, on the many tourism plans produced by the World Tourism Organization as well as articles written by MacGregor (1989) and Moulin (1989), this thesis provides a plan for small towns wishing to develop a heritage tourism program using community development (see Figure 6.1). As is the case in most small communities, the model begins with a small group of individuals who have recognized the local potential and have come together to discuss opportunities and ideas. These individuals approach other sectors of the community such as businesses, community groups and local government to determine if their ideas for a heritage tourism program would enhance the mandate of these groups and whether they would be willing to participate in the development of a program. The program is dependent on the skills and resources from many sectors of the community.

A community meeting is held to obtain residents' input into the program. A steering committee is formed.

While there is a desire to chose individuals who are, by industry standards, informed and reasonable, the community constituencies

Figure 6.1 A Heritage Tourism Plan



should be allowed to name their own representatives. To do otherwise is to run the risk that the public participants will be seen as a token body, and the participation as a hollow exercise (Haywood 1988, p. 109).

The community meeting is an opportunity to air concerns, to ensure the values of the community are known and understood and to determine a tourism vision which encompasses the needs of the community.

If residents are going to endure the negative impacts that tourism brings, they should be given every opportunity to benefit from the positive impacts, which are generally economic. Community control should facilitate a more equitable distribution of the economic benefits of tourism (Woodley 1993, p. 138).

It has to be understood that using the community development method may take extra time as consultations with residents may necessitate more than one approach such as meetings, newsletters, and newspaper articles.

Community involvement requires that more time be allocated to the planning process and may result in considerable debate over the implications of various types of development futures or scenarios that are available to the community, often including discussion about the relative tradeoffs of costs and benefits (Inskeep 1991, p. 27).

Researching supply and demand enables the community to identify its potential in the market as well as its shortcomings. "Research will help you avoid mistakes and provide valuable clues as to organizing strategies. It is an essential component of community work" (Lamoureaux 1989, p. 61). Participants must be fully informed about the advantages and disadvantages of the industry. From the research, the steering committee can determine trends and develop forecasts. Once the research is complete goals and objectives can be set stressing the needs of the community, the protection of the resources and the needs of the tourist. A community-led research process enables the residents to decide the extent of the tourism program preferred. It allows the community to shelter areas of the town from tourists and keep them reserved for use by local citizens. In contrast, Inskeep noted,

A completely market-led approach to tourism development that provides whatever attractions, facilities, and services the tourist market may demand could result in environmental degradation and loss of sociocultural integrity of the tourism area, even though it brings short-term economic benefits (Inskeep 1991, p. 30).

This approach may lead to the decline of a tourism program, perhaps even its failure. Tourism must be sustainable, meaning the resources must be sustained so they are available for continuing and permanent use in the future (Inskeep 1991, p. 28).

An honest appraisal of the community and its ability to communicate must be undertaken to determine readiness. A few enthusiastic individuals may not be enough to get various sectors such as residents, business, politicians, and community groups working together towards a common vision. Developing a tourism program may have to be put on hold for a year or more as the community familiarizes itself with the notion of tourism and its implications. Time may be required for community groups to develop the skills necessary for negotiating, managing and developing tourism plans with other community sectors.

If a community has determined that it is ready and has the potential for a tourism program, a community meeting should be held to inform the residents and to ensure their needs are addressed. A strategy can then be developed as to how these goals and objectives are going to be met. Themes must be developed which tell the story of the community. A decision can be made to determine if someone should be hired to lead the program or if it should be run by committee. In any case, roles and responsibilities should be established using the expertise found within the community. A community development approach to tourism planning in small towns is reliant on the local residents. In many cases, financial resources are scarce and the community must depend on the human resources available within the community to manage the tourism program. Rather than asking for a donation of funds to implement the program, the community development approach requires residents to put forth their time and skills. Planning should include small, easily attainable goals that will give the committee valuable experience once they are reached. These small successes can provide the confidence and momentum to enable the committee to undertake larger, more comprehensive projects.

Partnering and packaging opportunities should be identified to enhance the community tourism potential. Outreach programs can be established to build partnerships with business, labour, government, community groups, arts organizations, and individuals. It has to be demonstrated how each participant would gain from the

partnership. "A partnership is an alliance where both parties gain. There must be total trust and openness between partners to join forces for a common aim" (Heritage Canada 1995, p. 21). Building partnerships may mean looking beyond the boundaries of the town and reaching out to other communities. For example, combining the heritage resources found in Millbrook with those in other communities may also be necessary to develop a comprehensive tourism program. A marketing plan must be developed and implemented. It should be a multi-phased plan using the factors of advertising, public relations and sales to promote consistently the town, and slowly to build momentum to reach certain goals. Small towns often face challenges such as remote locations, limited finances and educating the public about their communities (Church and Heroux 1994, p. 15). Knowing the target market determined by research and addressing their interests through marketing can enhance the tourism appeal of a community.

Perhaps the most important part of the strategy is its monitoring and evaluation to ensure the plan is meeting its objectives and to provide an opportunity to adjust the plan if problems arise.

If problems are detected, remedial measures must be taken to bring the development back on track. Sometimes, resulting from changing circumstances such as new market trends, adjustments should be made to the plan, but always making certain that any policy or plan modifications do not abrogate the agreed upon basic objectives of tourism development (Inskeep 1991, p. 55).

In the first year of the tourism program, the community may want to have frequent meetings to ensure the program is meeting the needs of residents. Once the program is established, community meetings could be held on a yearly basis.

Planning advocates change, but planning involving the community means controlling the change to ensure it follows the direction set by the community. It is a proactive rather than reactive. Successful planning of a heritage tourism program using a community development approach enables a community to set its own goals and to determine the extent to which the community is going to be involved. By ensuring the program is sustainable, heritage resources will be protected for the education and use of future generations.

RECOMMENDATIONS FOR HERITAGE TOURISM IN MILLBROOK

A heritage tourism program should be based on the true story of the community and its attractions should reflect the story. Tourists want to be educated as part of their tourism experience and therefore, efforts should be made to interpret the community's landscape, its architecture, its customs and beliefs, to communicate the entire story.

By focusing on a destination community's heritage and culture in the development of its tourism product the industry will not only present a truer picture of a destination, it will become an ally of many public interest groups. Furthermore, by emphasizing the individual character of a destination, tourism can become a vital force against the world-wide homogenization of culture (Murphy, 1985, p. 151).

In Chapter 4, Millbrook's supply of tourism resources was analyzed, and although it was found to have many of the components for a successful tourism destination, some factors were lacking, such as rural shopping, a marketing program, overnight accommodations and entrepreneurial activity. Its key assets were its location which is accessible to a potential market of more than 4 million people, and its amenity. Millbrook is scenic with many of the psychological attributes tourists pursue in small towns. It has a wealth of historic buildings in close proximity to each other. The mill pond and surrounding park land are valuable assets and contribute greatly to the rural sentiment. The village has attracted many artists and craftspeople, a wealth of human resources which could be used more to the village's advantage.

The heritage tourism inventory completed in Millbrook revealed a number of themes which could be the foci of a heritage tourism program, such as the Needler Mill, architectural heritage including the Needler Mill, and arts and culture. A heritage tourism program should reflect or enhance these themes to communicate the history of the village.

Architectural Heritage

The basis on which a heritage tourism program is built includes the historic architecture and surrounding scenery. Although they in themselves are not enough to sustain a tourism program, they provide an excellent foundation. Like the background of a painting or the setting of a novel, Millbrook's scenic attributes provide the key to its history

and should be recognized as a leading component of a heritage tourism program.

Millbrook's fine stock of heritage architecture is reflective of an interesting settlement history. Some suggestions for tourism initiatives include:

- Guided tours featuring local actors could be provided or a feature home of the week or weekend could be opened to the public. Funds raised could go towards restoration projects and other enhancements for the village.
- The village could host Heritage Dinner Tours where guests pay for a multi-coursed meal and each course is given at a different home.
- Some homes could be used as shops, such as along Tupper Street, which would increase the number of businesses a tourist could visit while in the village as well as encourage more economic opportunities.
- Workshops on restoration techniques could be given which used the local buildings as subjects. Gardening workshops held in local yards could be educational to both the resident and visitor.

Needler Mill

The central attraction of this community could be the Needler Mill. In the past, Millbrook had at least seven mills, yet today only one remains and it is an empty shell sitting on the edge of a mill pond. More should be done to make the mill the focal point of the community. For example:

- The mill would be an excellent location for a visitor's information centre/community museum where tourists could be introduced to the community's history, be given brochures and other information about the village, its businesses and other attractions. As is done in other small communities, the information centre may have to be run on a volunteer basis. Other examples of old mills attracting tourists include Lang Pioneer Village and Tyrone, Ontario. Although the mill at Lang is used primarily for educational purposes, the mill in Tyrone is still functioning as a lumber and cider mill. Every fall, the Tyrone Mill is the location of an apple festival and is visited by hundreds of people.
- If the village does not have the financial resources to renovate the mill, it could be

turned over to an organization or group who would undertake the project. Leaving the mill empty and unused robs the community of a valuable heritage resource and contributes to its further decline.

Arts and Culture

Millbrook's small town atmosphere has attracted many artists resulting in the creation of two small, but excellent art galleries featuring many local works. Other local artists also open their studios for special events such as the Kawartha Autumn Studio Tour. As well, Millbrook hosts a large craft show and sale one weekend per year at the local arena which attracts many visitors. This wealth of human resources could become the focus of a tourism program similar to the one in Port Hope which specializes in antique shops. In the case of Millbrook, it could specialize in the arts. Art galleries featuring different media, the 4th Line Theatre, craft shops, rare and old books, native art, locally produced furniture, are just some suggestions for businesses. Often local artisans look to their environment for inspiration and it is reflected in their work, for example, the painting of local landscapes, pottery featuring motifs influenced by local plants, or carvings made from local woods and other materials. In this way, the cultural landscape is reinterpreted for the viewer. Other suggestions include:

- The arts community could involve visitors and residents in an arts program and further enhance the arts and crafts tourism theme by offering workshops, classes and demonstrations.
- Local restaurants could feature new and established authors and musicians.

The 4th Line Theatre is a group dedicated to performing plays based on local history. The very nature of the this theatre group makes it a perfect vehicle for communicating this area's fascinating history, yet visitors do not make the connection between the historical nature of the shows and the heritage of the small town just one kilometre away. The 4th Line Theatre is doing its job of attracting tourists to the area, but Millbrook is not communicating its assets to the ticket holders due to ineffective marketing. Recommendations for the 4th Line Theatre include:

- The theatre group could hold a production within the village or have special productions throughout the year, rather than just during the summer.

- Restaurants could offer special dinner and theatre packages to entice theatre-goers into the village before the show.
- The 4th Line Theatre could offer matinees rather than just evening shows which might encourage patrons to visit the village in the afternoon.
- The success of the 4th Line Theatre could be tied to other productions in Port Hope at the newly restored Capital Theatre and in Peterborough with its new Showplace facility. Seasons tickets could be provided not only for one theatre group but at a show at the three venues.
- Appealing to the price factor can be a method of attracting visitors. For example, four first class tickets to the Toronto production of *Beauty and the Beast* were \$380 in 1996. A season's family pass at the 4th Line Theatre in 1996, which included two adult and two children for three different productions, was \$100.
- Local residents might want to establish their own amateur theatre group to provide a production during the winter months. Small stages are available at the Cavan Township Hall and at the Millbrook Public School.

Museums can be used as a vehicle to educate the resident and the visitor. Millbrook has one small museum run by the Fire Fighters Association. A second museum is being planned by the Cavan and Millbrook Historical Society which would have a variety of information and artifacts which are not only interesting to local residents but could be of interest to visitors as well. However, these museums are not opened regularly. Museums give the community the opportunity to communicate its culture and history based on its own experience and perception. They have the potential to attract even more visitors if their exhibits are prepared in an interesting manner.

Museums are wonderful, frustrating, stimulating, irritating, hideous things, patronizing, serendipitous, dull as ditchwater and curiously exciting, tunnel-visioned yet potentially visionary. The real magic is that any one of them can be all those simultaneously (Boniface 1993, p. 118).

Freeman Tilden writes in *Interpreting Our Heritage* that interpreters should try to give the whole picture rather than inundating the visitor with obscure facts. People should be taken on a journey that enlightens and provokes, where they get an impression of the whole.

The interpreter who creates a whole, pares away all the obfuscating minor detail and drives straight toward perfection of his story will find that his

hearers are walking along towards him--are companions on the march.
At some certain point, it becomes their story as much as his (Tilden 1957, p. 31).

Table 5.5 reports that visiting a museum or art gallery was a popular activity with 48 per cent of Canadians visiting one at least once per year. If Millbrook were to incorporate its museums and art galleries into a cultural tourism program, efforts would have to be made to ensure that a visitor returns more than once per year. For example:

- Audiences can take a journey into a community's past through museums. If the museums' artifacts are arranged in interesting exhibits or if the people are involved in a participatory experience, museums can generate an enthusiasm about the community and encourage visitors to return. For example, in Salem, Massachusetts, whose history includes the execution of citizens as witches in the late 17th century, visitors are involved in a "witch hunt" where they are asked to be witnesses and participate in a reenactment of a witch hearing. This demonstration provides the visitor with an experience far more memorable and exciting than walking by static displays.

- Although attendance at museums increased 9 per cent in 1995 (The Council for Business and the Arts in Canada [CBAC] 1996, p. 1), museums are finding it difficult to survive due to continued funding cuts from all levels of government. The development of Millbrook's museums must be accomplished with little government funding with much-needed revenues generated from memberships, gift shops and admissions or donations. Ken Doherty, Manager of Cultural Services for the City of Peterborough, attributed the growing attendance figures for the Peterborough Centennial Museum and Archives to the role the museum plays in the community (1997). The museum is involved in many community events, staff have developed special programs such as its children's summer camp, offered its facilities to organizations for meetings, lectures and conferences as well as to researchers and for school programs. As well as its permanent gallery, the museum features a variety of temporary exhibits throughout the year. These activities are aimed at increasing and diversifying the museum's audience and making it a pivotal part of the community.

Religious Conflicts

The settlement of the area was greatly influenced by the conflict between the Irish Catholics and the Protestants so this history could be developed into an interesting theme for a heritage tourism program. The Cavan Blazers are legendary and the play so-named received national attention when it was produced in 1992. The Belle of Batoche story has religious overtones, indeed, the Metis describe the three Millbrook soldiers as Orangemen. The theft of the bell is described in *New Breed Magazine* as follows:

As the Battle of Batoche drew to a close the church of the Metis fell into the hands of the Canadian militia. There and then, three young soldiers from Millbrook, Ontario, loitered about waiting for an opportunity to jump into the fray. That opportunity never presented itself. Instead, these three English speaking Orangemen settled on an alternate method of striking a blow against the French-speaking Metis and the Roman Catholic Church. They stole the cherished "Bell of Batoche" and transported it back to Millbrook (Rock 1994, p. 8).

The fire that destroyed the Metis church and stealing its bell were not only military acts but religious ones as well. In Millbrook, the bell was a trophy of war, but to the Metis it is a symbol of racial and religious intolerance. Winslow's attempt to write a play about the bell with the help of the Metis community is a gesture at healing the century old wounds.

These fascinating aspects of Millbrook's history could be developed into an interesting heritage tourism program. Coupled with other themes outlined in the inventory as well as establishing connections with tourism attractions in other communities, a program could be designed and marketed as part of a heritage tourism package that could appeal to those tourists interested in spending a day or more in a secluded little village rich in ambiance.

Recreation

Other recommendations include linking local recreational attractions with the arts and culture found in Millbrook to appeal to the entire family. This would attempt to attract those younger, more active tourists who are already travelling to the Peterborough area.

- An entrepreneur or tourism steering committee could design a series of bicycle tours which originate in Millbrook and take in the local townships. Bike rentals as

well as maps and touring information could be provided. The routes might pass by a bed and breakfast where cyclists could stop for refreshments. One cycling tour could feature artists' studios.

- The Ganaraska Forest is a huge recreational facility only minutes from Millbrook. A member of the Ganaraska Region Conservation Authority should be invited to sit on any Millbrook tourism steering committee to share information and to take advantage of their tourism plans, and a member of Millbrook's committee should be attending tourism meetings with the Authority. As the Authority develops its own tourism strategy, linkages should be made with surrounding communities, like Millbrook, that have the facilities that the Ganaraska lacks, such as accommodation and food service. Bed and breakfasts and restaurants could organize packages that would include a day of bird watching or horse back riding in the Ganaraska, dinner at a local restaurant, a show at 4th Line, followed by a night's sleep in a historic home.

- Other recreational facilities within a short distance to Millbrook include the Devil's Elbow Ski Resort, The Snowboard Ranch, the Trent Canal, Kawartha Downs harness racing, snowmobile trails, as well as a variety of horse ranches, summer camps, golf courses and hockey arenas. Special marketing packages could be developed to link recreational facilities to the village. For example, Millbrook already provides snowmobilers with an opportunity to get gasoline and a hot meal, and to do a little sight seeing and shopping in a picturesque valley before continuing on their journey.

The Ethnic Market

Little is being done to attract ethnic minorities from Toronto to the outside communities. However, heritage may have to be rethought or reinterpreted to ensure it is accessible to those who come from different cultural backgrounds.

- Millbrook could provide package tours for special groups and promotional material could be printed in many different languages.

- A bus could be arranged to pick up the visitors in Toronto and bring them to

Millbrook where they could enjoy the small town atmosphere, do some fishing at the Mill Pond, walk the trails, enjoy the art galleries, visit the theatre, the Farmers Market and do other shopping. Special events could be held featuring local music and other entertainment.

Readiness

Millbrook has many factors necessary for a successful heritage tourism program, but is it ready to begin one? Although it has a large volunteer community, has pride in itself, location and amenity, and celebrates itself through various events throughout the year, the community appears to lack a quality to make it a tourism destination. This thesis describes this quality as readiness. LORD Cultural Resources Planning and Management Inc. provided a cultural tourism product development spectrum divided into three phases: willing, ready and able. It states, "If your organization has established cultural tourism as a goal, then you are ready to start working with others in the cultural and tourism sectors in your community or region" (LORD 1993b, p. 24). If simply making the decision actuates readiness, then many communities would be involved in tourism. This does not appear to be the case. Many communities have made the decision to initiate a tourism program, have provided funds to consulting firms to design a program, but still have not been able to implement the program. They have not been ready. For example, Port Hope has contracted consultants for more than 20 years to design tourism programs, yet is still grappling with their development. As stated in Chapter 4, there are barriers to the creation of a program and identifying and removing the barriers are essential to its development and implementation.

Using the criteria outlined in Appendix C, this thesis has determined that Millbrook is not ready to initiate a heritage tourism program. Ten of the responses were in the second boxes, three were in the third and only two were in the first boxes. The results of completing this questionnaire demonstrate that although some attempts are being made to initiate some sort of tourism program, there are still impediments which must be overcome. There are businesses and individuals who desire a program in the village, but they have not come together as a cohesive unit. There is no single vision about what a tourism program

for Millbrook should be, no goals or objectives, no discussion about repercussions. There needs to be constant communication between stakeholders.

A tourism program based on a resource must ensure this resource is protected.

For tourism to be a truly beneficial economic strategy for any community, it must also be dedicated to improving the quality of life of the people who live and work there, and to be protecting the environment. Protection of the environment and achieving successful tourism development cannot be separated. Tourism must be environmentally sustainable—in both the natural and cultural environments—to be economically sustainable (McIntyre 1993, p. 5).

Recommendations to get the community ready include:

• **A tourism program in Millbrook, whose small town atmosphere and heritage resources strongly contribute to the amenity factor, would have to take measures to ensure these resources are protected from degradation to maintain the community's sense of place as well as to provide continued success of the program. Although the community has pride in itself, more could be done such as restoring buildings and landscaping entrances to the village. Millbrook council would have to become a partner in the tourism program to pass bylaws to safeguard the resources. The local LACAC should be involved to ensure appropriate protection of heritage resources.**

• **This community appears to have a fundamental lack of communication. Businesses, politicians, community groups, and residents are pursuing singular agendas and are not working together to achieve a common set of objectives. If the community decides it wishes to pursue a tourism program, the community needs a few individuals to bridge the gaps between these groups and align them in the same direction. In this way, a heritage tourism program could be devised that would encourage the preservation of heritage resources and bring the economic benefits of tourism to the community.**

• **A heritage tourism program requires a commitment from the community as well as the understanding that the development process may not happen quickly, in fact, it will usually take years. Slow, methodical decision making which fully analyses the implications of the program has a greater potential of meeting the needs of the**

community. A heritage tourism program in Millbrook must begin with the realisation that it is a community effort requiring input from all aspects of the community. Those who desire a heritage tourism program must come forward to take on a leadership role and begin the communication process with the various stakeholders. A heritage tourism program should not be led by local politicians. Their participation is essential, but because municipal elections are every three years and different councils have different priorities, the steering committee should be made up of representatives from local government, residents, business, seniors, recreational and charitable organizations as well as the arts and culture groups.

•Tourism attempts to bring people to a destination area for a variety of activities (Murphy 1983, p. 8). Presently, there is very little for a tourist to do in Millbrook. Tourists have to be carefully nurtured to ensure their visit is a pleasant one. In this way, they will return or tell their friends and family about the town. Millbrook may want to consider running special events every weekend during the summer to entice the Toronto visitor.

•While the responsibility of the steering committee is to establish goals and objectives, bringing these representatives together should also build partnerships with various sectors of the community. Outreach programs can be developed to establish partnerships with other communities. Combining the heritage resources found in Millbrook with those in other communities may be necessary to develop a program that is unique and sufficient to attract tourists.

•A subcommittee could be organized whose function is to seek out entrepreneurs willing to bring their businesses to the village. Entrepreneurs can attract other entrepreneurs and if tourists are to have an economic impact on the community, there must be opportunities for them to spend money (Wall 1989, p. 11). In this way, the village may succeed in attracting the types of businesses which enhance the heritage tourism theme such as a shop that sells goods from Ireland, arts and crafts businesses, a repair shop for bicycles and snowmobiles, or businesses which carry goods for the restoration and decoration of heritage interiors and exteriors.

•Fundraising efforts may have to be initiated to provide the money required for

effective marketing tools. Brochures, advertisements, web sites, tour shows, video productions, and direct mail campaigns are just some of the avenues which can be pursued to market this community, but unfortunately, they all cost money. Fundraising can range from raffles to galas, and in the case of Port Perry, the Chamber of Commerce has its own business to raise funds.

In conclusion, it has been established that small towns do have the potential to become successful tourism attractions. The main proposed market is adults aged 45 or older, with higher than average educations and incomes, and are more likely to be women. This market is looking for a quality attraction, one that provides an opportunity to learn about the community. This cultural tourist also likes to shop. Small towns that offer a tourism experience that immerses the visitor in its culture and traditions and that offer diverse shopping have the potential to be successful, if the other factors such as access are available. Yet, because of the nature of small towns, they may lack the resources to undertake the planning of a heritage tourism program. The tourism development plan provided in this thesis uses a community development approach to ensure the program protects the needs of the community and its heritage. It fosters the development of partnerships within the community and with its neighbours. This thesis has determined that Millbrook is not ready to implement a heritage tourism strategy. Millbrook needs to have a few key individuals come together to initiate the momentum for a heritage tourism program. A detailed plan should assist local businesses in targeting a market, provide the impetus for protecting and restoring heritage resources as well as benefiting the entire town through increased economic activity.

CHAPTER 7

Conclusion

*"To strengthen our sense of self,
the past needs to be rescued and made accessible."*

Yi Fu Tuan

This chapter reviews the processes used to complete this thesis by summarizing its aims and objectives, the methods used, as well as the heritage tourism potential of small towns determined by analyzing supply and demand. This analytical framework was applied to the Village of Millbrook and conclusions made regarding its heritage tourism potential and its level of readiness. As well, weaknesses in the methodology and opportunities for further research will be suggested.

Often taken for granted, heritage plays an important role in our society. Old buildings line streets as a silent testament to the community's history and development, yet like teenagers, many scorn the message these elder artifacts impart. Canadians should be more concerned about their loss of heritage as it provides past knowledge about ourselves and our community and contributes to our sense of place. It furnishes security and comfort by maintaining that link to history. As Denhez stated,

...a simple truth. Environment is where we live. If we live in a city, then our city is our environment; we have no streams and forests, but we have streets and roofs and gables and steeples. If bears, moose and beavers have a right to have their environment respected, why don't people (Denhez 1978, p. 18).

Heritage is threatened by a population ignorant of the benefits of heritage as well as by weak heritage legislation, government cutbacks, and a right-wing political agenda focused on down-loading its government responsibilities. Under the new Ontario Planning Act 1996, municipalities have the task of identifying heritage resources and incorporating cultural resource policies into their official plans, but instead of providing funding to complete this work, the provincial government has cut transfer payments, further increasing the burdens on communities. Heritage resources in small towns are particularly at risk due, in part, to the challenges such as higher dependency rates, lower than average incomes, and

economic instability facing these communities. A community with a history of poor economic development could easily be the one with the most valuable heritage resources.

The aim of this thesis was to reconcile the threats to heritage in small communities by offering the solution that could bolster their local economies through heritage tourism and thereby, encourage the preservation of both the intangible and tangible aspects of their past. This was achieved by fulfilling a number of objectives. It was determined that a successful tourism destination is comprised of many factors and that combining these factors into an analytical framework provides a tool small towns may use in determining their tourism potential. The framework also included a heritage tourism inventory which attempted to connect the tangible aspects of a community's heritage with the intangible to illustrate how a community's history is evident not only in its buildings, but also in its customs, folklore and culture. The analytical framework assisted in the identification of potential gaps in a program should heritage tourism be undertaken. The research conducted by Dahms, Coppack and Bowes demonstrated that small towns and rural villages offer visitors a taste of the past they cannot find in the city. This sense of nostalgia, this idealized vision of the past, is a strong sentiment and can bring tourists back to a community repeatedly.

Even those [small settlements] with no obvious scenic or recreational amenities usually contain an old mill, blacksmith shop, historic church or gracious old houses. Such buildings, if properly restored and promoted are often suitable for restaurants, boutiques, antique shops, arts and crafts studios or galleries. Although not providing major employment in themselves, they may attract other functions and eventually become the nucleus of a tourist trade which may then stimulate additional economic activity (Dahms 1980, p. 29).

Once the supply was understood, a second objective was to determine the demand for small town tourism and it was concluded, based on the research of various studies, that there is a market for small town tourism. The growth in the popularity of cultural tourism, which includes heritage tourism, can be of benefit to small towns especially if they design a program that will provide an educational experience for the visitor, be it for one day or two weeks. Cultural tourism emphasizes the true story of the community and it does not have to mean a great investment of capital. For example, a town near Limerick, Ireland markets a seven-day Celtic experience where tourists are offered guided walks, local meals and

accommodation, bicycle tours, music and pub nights, as well as lessons in cutting turf and building walls. Heritage tourism is quickly becoming a major aspect of the tourism industry, as Statistics Canada stated more than one-third of all pursuits by tourists involve some aspect of heritage-related activities such as historic attractions, the natural environment, cultural festivals and events (Industry Canada and Canadian Heritage. 1995 p. 8). Although not as popular as visiting friends and relatives or outdoor activities, fully 70 per cent of the general population visited a small town at least once during a one year period (MTR 1992, p. 40).

Small towns do have the potential to attract tourists. It was determined the most likely potential market in Ontario comprises Ontarians over 45 years of age with higher than average education and incomes. These tourists prefer shorter trips, by car, are looking for a quality experience and also want the opportunity to shop. However, this thesis also revealed research gaps in that the ethnic origins of travellers was an aspect of the socio-demographic profile that was often ignored. The one study of Toronto ethnic groups revealed they are not as prone to travelling due, in part, to their lower than average household incomes. The report did not ask about educational levels. The study also suggested ethnic groups might travel more if there was information available in their own languages. By its nature, small town tourism might not involve many ethnic groups because of remote locations and the requirement of an automobile.

It was necessary to develop a set of criteria to determine the readiness of a community to initiate a heritage tourism program. Readiness requires that a community have a certain level of maturity enabling citizens to recognize a goal and to do everything in their power to achieve it. This requires leadership, negotiation, compromise, willingness to communicate and determination.

A tourism program must be developed carefully to avoid the degradation of a community's resources and the erosion of its sense of place. Tourism must be sustainable to be successful, therefore there must be a balanced relationship between visitors and hosts with an understanding that the heritage resources are treasured assets of the community not to be exploited or abused for short-term economic gains. The development of heritage tourism in small towns may mean that it must exclude masses of people in order to be

sustainable (Boniface 1993, p. 159).

Incorporating community development in the tourism planning structure puts power into the hands of the community with the understanding that residents are able to identify problems and can organize to solve them. Planning is managing change and as residents are the ones to be most affected by a tourism program, their input into the future of their community is essential. In Chapter 6, a heritage tourism plan based on community development was recommended for small towns. It begins with individuals who reach out to the community at various stages to incorporate their directives into the planning process to achieve a program that best suits the residents and the visitors. Although not tested as a part of the study, the recommendation is firmly rooted in the research of tourism planners and community development theory.

THE CASE STUDY AREA -- MILLBROOK, ONTARIO

The analytical framework for determining the supply of heritage resources was applied to Millbrook, Ontario and it was concluded that Millbrook has many of the factors necessary to become a heritage tourism attraction such as heritage, amenity, and access. The community lacked entrepreneurial effort, accommodation, and a marketing plan. It could improve its visitors services. Millbrook's competition was also analyzed providing the opportunity for a program to be based on themes differing from those in other towns. Millbrook can distinguish itself from the competition by focusing on its unique qualities, such as its proliferation of artists and its history of religious conflicts. As well, it can cooperate with its competition by offering theatre ticket packages, small town house and garden tours, festivals and other special events.

Millbrook's excellent stock of heritage buildings, which range from semi-detached homes and Ontario Cottages to grand homes built in Queen Anne style, as well as its small downtown core of interesting storefronts, are a good foundation on which a heritage tourism program can be built. The compact nature of the heritage as well as its setting in a secluded valley provide amenity or the rural ambiance that those travelling to small towns wish to experience. Millbrook is accessible to large urban markets like Toronto and Kingston which fall within the 200 kilometre radius outlined by Dahms. However,

accessibility is limited by the fact that a car is necessary to get to the village. Although those visitors most likely to travel to small towns are over 45 years old, the Hillman study demonstrates that most of the tourists coming to the Peterborough area are under 40 years old. In order to attract these younger, more active tourists, a tourism plan should consider linking the village with recreational activities such as the snowmobiling, cycling and hiking in the Ganaraska Forest.

Although the downtown had its sidewalks refurbished, the sidewalks in the rest of town are in poor shape making them difficult to manage for those in wheelchairs. The village also is inaccessible to a quantity of people wishing to stay overnight in town as there is only one bed and breakfast located within Millbrook's boundaries. Entrepreneurs should be encouraged to develop their businesses in Millbrook. Businesses are constantly moving in and out of this town reinforcing the instability of its local economy and threatening the heritage of its buildings. Millbrook lacks some services such as parking and recreational shopping. This thesis has concluded that shopping is an important component of the tourism experience as it is one of the most popular activities in which tourists, particularly among cultural tourists, engage.

The analytical framework for determining supply also included an inventory, which when applied to Millbrook, assisted in the identification of a number of potential themes. The Needler Mill, an important building in the community, could become the focus of a heritage tourism program. This empty building could house a museum, library, visitor information centre, shops, tea room, or offices. Using this building would not only enrich the visitors' experience, but the residents as well, as a historic landmark is restored and returned to the people. Millbrook has a tremendous opportunity in the growing interest in cultural tourism and its wealth of artists in a variety of media. Its competitive advantage can be found in its arts community. Although two art galleries are now open, there is the potential for more, by making "the arts" the heritage tourism draw for the village. This could be enhanced with a closer working tie with the 4th Line Theatre, the area's major tourism draw. Further development of the village's two museums would also contribute to the "arts" theme. Millbrook has an interesting settlement history based on its role as a commercial centre for the surrounding farming townships. Perhaps one of the most

interesting aspects of this community's history is its religious intolerance. The battles, the scandals, the confrontations between Irish Catholics and Protestants are legendary and provide an opportunity to educate others about the damage intolerance can cause in a community.

This thesis has argued that readiness is another important factor in the development of a heritage tourism program. Although local residents have a history of coming together when some aspect of their community is threatened, a heritage tourism program requires full community support. It demands the recognition of value and therefore the protection of heritage resources, as in bylaws and other regulations. It requires a council that is sympathetic to a community's heritage and its past. But community development is not reliant on politicians. It is a bottom-up approach based on residents banding together to achieve a goal. It requires a vision of the future and communication between various sectors of the community, a process lacking in Millbrook. This thesis concluded that Millbrook is not quite ready to begin a heritage tourism program.

This thesis emphasized a holistic approach to heritage tourism, one that encompasses the entire community. If a tourism program is to communicate a story, then all spaces must be involved in the telling. Millbrook should be considered not just a collection of heritage buildings, but a cultural landscape where every aspect within its boundaries contributes to the whole. Some European villages are designating themselves as outdoor museums, a step which realizes the important contribution of the small places as well as the grand in the growth and development of their community.

The community landscape or townscape can become the context of heritage preservation. We have moved from a primary concern with individual structure preservation and presentation to historic district maintenance which encompasses valued structures as well as little-valued surroundings, which non-the-less add to the general setting. The next logical step entails the preservation and presentation of a totally integrated human habitat enhanced by a wide variety of connections with the past, from buildings to flower arrangements to fences. Wrought iron railings and lamp standards, benches and boulevards are not frills or extras but play an important role in presenting the past in the present. They help create an ambience which is possible only through the mixture of old and new, large and small, natural and man-made, imposing and insignificant (Konrad 1982, p. 409).

Declaring the community a cultural landscape would not discourage growth and

development but would enable the community to assess the development and its impact on the whole. A heritage tourism program within a cultural landscape would recognize the value of all aspects of a community's heritage and its contribution to the village, region, province and country.

METHODOLOGY WEAKNESSES

Perhaps the greatest weakness of this thesis is that it does not provide a definitive answer to the question of what exactly could be done to guarantee that Millbrook or other small communities would become successful tourism destinations. Although studying supply and demand reveals patterns which can be linked to suggest the potential for heritage tourism. Patterns and trends are constantly changing. It is for this reason, the planning of a heritage tourism program must remain flexible and dynamic in order to adapt to these changes.

Another weakness is the visitors' survey conducted in Millbrook which ideally, could have been conducted over a longer period of time. This would have produced a clearer picture about the tourism situation in the village. However, the purpose of the survey was to provide a general idea as to the numbers and types of visitors coming to Millbrook. As well, the survey did not question respondents about their educational or ethnic backgrounds. The important factors became more apparent after the survey had been completed.

The author acknowledges the bias she brings to the research, as a result of being a resident of Millbrook since 1990. As her concern and knowledge regarding heritage increased and became apparent to those in the community, she was encouraged to participate in various organizations and projects. She worked for 4th Line Theatre, is the Chairperson of MACAC, is a member of the Millbrook and Cavan Historical Society, prepared the Walking Tour Brochure, assisted in the development and implementation of Heritage Night, as well as wrote a two articles in the local newspapers regarding the fate of the Needler Mill. She has also been appointed to sit on the board of directors of Community Heritage Ontario. Although it has been difficult to remain unbiased, it is hoped this close association with the community has provided unique insights.

FURTHER RESEARCH

It would have been beneficial to this study to have had the opportunity to study small communities in other provinces and countries. As Weiler stated, "If you really want to learn about heritage tourism, get the hell out of Canada" (1994). Being small is no barrier to becoming a successful heritage tourism attraction in the United States and Europe. Preserving heritage is not considered a subversive activity in other countries in the world. Why then is it so difficult to save even one building in Canada? Preserving heritage is seen as an important endeavour of governments in countries such as Britain and the United States, yet in Canada, heritage has become a responsibility of the municipality, a level of government that is under siege by the province. It would be interesting to do a comparative study and make recommendations about how this country could better respect its heritage, and therefore, better preserve it, especially in small towns.

Another area that could be studied further is the concept of readiness. Although identified in this thesis as a component necessary to develop a heritage tourism program, more research could be conducted into the psychological aspects of why some communities will never be ready and others are. What has to happen to make a community ready--is it simply a matter of realisation or is it the result of people reaching a level of frustration where they abandon previous arguments and are willing to compromise to see a project through? To get a clearer perception of a community's readiness, the questionnaire provided in this thesis could be quantified. The first answer could be worth three points, the second answer worth two points and the third answer worth one point, for a possible total score 45 points. The questions could be revised to minimize the potential for various interpretations.

The Native history of the Millbrook and Cavan area remains virtually unstudied. It would provide an interesting project to research the history of the archaeological site found in Mount Pleasant, as well as other aspects of local Native history, to determine the lifestyle patterns of this area's first peoples.

Further research should be done to investigate the meaning of heritage to new immigrants, people with different cultural backgrounds, and varying economic classes. Are they interested in Canadian heritage or are invisible barriers keeping them from

participating? Do tourism attractions meet their needs or are they packaged in a manner that is not easily understood by people of varying ethnic backgrounds? Are heritage tourism attractions too expensive, inaccessible because of distance or only opened during times that are inconvenient for their lifestyles? At present, only a small proportion of ethnic minorities appear to be participating in heritage tourism activities and more research should be done to ensure this growing segment of the population does not continue to be excluded.

Other suggestions include: a study of historic mills and how they are used throughout the province; "arts" tourism; cultural landscapes and ecomusees and how they could be applied to small-town Ontario.

CONCLUSION

As Tuan stated, "The past really existed. All that we are we owe to the past" (1977, p. 197). For many small towns, the past is evident in the tangible aspects of their communities. But rather than being viewed as valuable assets, these reminders are often seen as evidence of a community that has had little economic success. It is hoped this thesis will encourage small towns to view their heritage in a different light, to recognize the potential to attract visitors. By understanding the contribution heritage has made to the community and communicating that story to visitors, there is a greater chance that heritage will be saved. It will be enriching the lives of both visitors and residents and perhaps can contribute to the economic wellbeing of a town. This thesis developed tools that small towns can use to achieve this goal through an analytical framework for evaluating tourism potential including an inventory procedure for determining the extent of their heritage resources. Recommendations for a tourism development plan were made based on community development which recognizes the importance of individuals and community input into the planning process. Many tourists want to visit small towns to become immersed in a life and culture that differs from that of the city. But, realizing that potential and taking the steps necessary to achieve that goal can be difficult. A community must be ready to work towards that end. Small towns are rich with resources--those resources found in their citizens. Bringing the community together to reach a common goal has proved successful all over the world. Community development is about empowerment by

enabling communities to determine what solution they wish to seek to solve their problems. Heritage tourism fosters a greater appreciation of a community's past, it can reaffirm a community's identity, it makes the history of a community more accessible to its residents and visitors, and it can lead to greater conservation of heritage resources.

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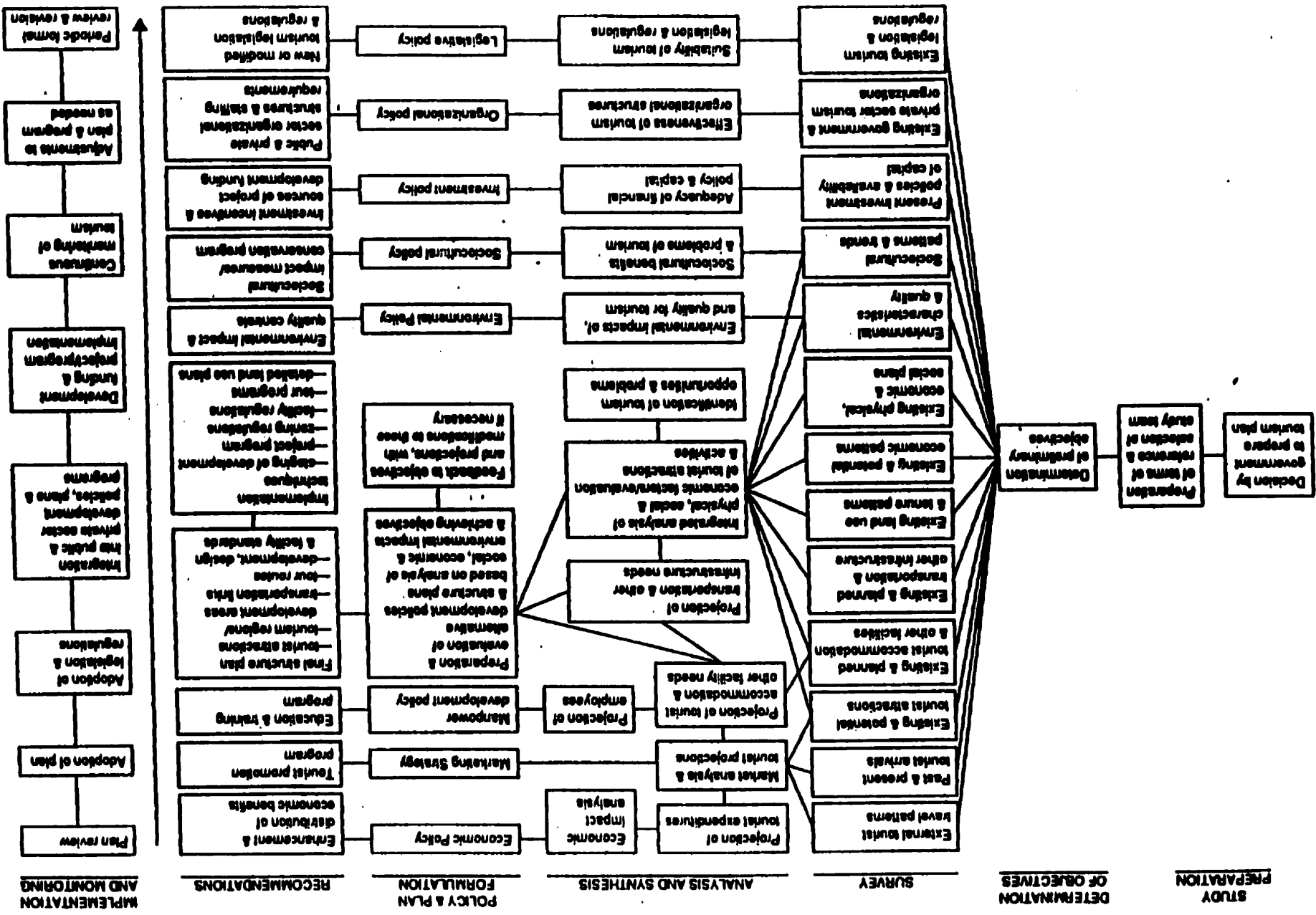
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Appendix A National and Regional Tourism Plan



Appendix C

Readiness Questionnaire

1. Is there a solid vision is required as to what the tourism program will be, what factors are involved in its implementation, and what are the repercussions of such a program on the community.
 already present being developed not being considered
2. Is there a group of individuals willing to take on the leadership of the program, to initiate it, ensure goals meet community objectives, and work towards achieving those goals?
 group already formed group being considered no one willing to come forth
3. Do community groups communicate with each other to discuss problems and collectively ascertain solutions? Are they willing to compromise to ensure goals are met?
 groups communicate regularly groups reluctant to share ideas
 groups unwilling to share ideas
4. Does the local council support the idea of a heritage tourism program?
 Yes willing to discuss it unwilling to support it
•Is council willing to invest dollars into a heritage tourism program?
 Yes willing to search for possible funds No
•If there is no money available, will council assist program planners in other ways such as lending them town facilities to hold community meetings, and equipment such as photocopiers? Will councillors lobby higher levels of government on behalf of the program? Are councillors willing to participate in the development of a program, assist in fundraising, speak at meetings, etc.?
 Yes May offer some assistance Unwilling to help
•Is the municipality willing to implement by-laws to protect heritage resources through heritage designations, heritage district plans, tree preservation orders, infill lot controls, sign laws, etc.?
 Yes In some areas No
5. Is there a local LACAC?
 Yes Being organized No
•Does the LACAC have the support of council?

Yes Sometimes No

•As an advisory group to council, does the council ask for input on planning and development matters from the LACAC to ensure heritage is protected?

Yes Sometimes Never

6. Do residents support local businesses?

Yes Somewhat Businesses continually moving out of town

7. What is the level of volunteer activity in the community? In small towns and villages, a heritage tourism program may have to be run strictly on a volunteer basis.

Many volunteers Some volunteers Difficult to find volunteers

8. Does the town celebrate itself through community events and festivals with a high participation level from local citizens?

Frequently Sometimes Never

9. Does the community have pride in itself? Is it littered, have graffiti on walls, or is subject to vandalism?

High level of pride moderate level of pride low level of pride

10. Is the community willing to work with surrounding towns and villages to implement a program based on regional resources?

Cooperates with other communities willing to cooperate Never cooperates

Appendix D

Millbrook Visitors Survey
Prepared by Maureen Wideman

Date _____ Time _____ Interviewer _____

Introduction:

Hello, my name is Maureen Wideman. I am conducting a survey as part of a study to improve tourism in Millbrook and thereby protect its heritage. All data will be aggregated and your anonymity is guaranteed. You are free not to answer any questions, but your response would be appreciated.

Part A, Background

Sex M F

1. Where are you from? *Ontario, Canada, international*
2. If from Ontario, whereabouts? _____
3. What age group do you fall into? *19-34, 35-49, 50-64, 65 and over*
4. How many people are in your party? 1 2 3 4 other _____

Part B, Travel

5. What mode of transportation did you use to get here? *bicycle, car, bus, other*
6. Is Millbrook the main destination of your trip? Yes No
7. What other places will you be visiting on your trip? _____
8. How long will your visit to Millbrook be? _____ hours, _____ days
9. If you are in Millbrook for more than one day, where are you staying?
friends or relatives, bed and breakfast, hotel, other _____
11. Have you been to Millbrook before? Yes No Number of times _____
12. How did you find out about Millbrook?
advertisements, brochures, word of mouth, other _____

Part C, Millbrook Activities and Attitudes

13. What is it about Millbrook you like? *scenery, small town atmosphere,*
shopping, historic architecture, other _____

small town atmosphere, other _____

15. Where did you visit in Millbrook? *main street, art gallery, restaurants,*
historic homes, other _____

15. Have you spent any money in Millbrook today, if so where?

art gallery, gift shops, restaurants, other _____

17. Do you have any suggestions on how Millbrook could better meet your tourist
needs? _____

Comments: