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EVALUATING COMMUNITY PARTICIPATION IN
TOURISM PLANNING: THE CASE OF
ASHCROFT AND LYTTON, B.C.

by

Mike S. Tasosa

B.Soc. University of Malawi, 1987

THESIS SUBMITTED IN PARTIAL FULFILLMENT OF
THE REQUIREMENTS FOR THE DEGREE OF
MASTER OF ARTS
in the Department
of
Geography

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Simon Fraser University

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ABSTRACT

In 1988, the British Columbia Ministry of Tourism and Ministry Responsible for Culture established a program called the Community Tourism Action Program. This program involves the development of Community Tourism Action Plans (CTAPs) which are a reflection of the "planning with people" philosophy characteristic of tourism planning in British Columbia during the late 1980s and early 1990s. Thus, public participation is an essential component of the CTAP process.

This thesis focusses on the application of the CTAP process in Ashcroft and Lytton in British Columbia. Conceptually, the community tourism planning approach emphasizes public participation in the planning process. However, at an applied level, the steps of the planning process at which members of the public are involved, and whether those involved "sufficiently" represent community interests, merit further investigation. These issues are explored through three questions: To what extent does community tourism planning in Ashcroft and Lytton reflect the step-by-step processes advocated in theory? Does public participation in community tourism planning in Ashcroft and Lytton ensure that Tourism Action Plans are representative of the interests of all the residents of the two communities? Does public participation in community tourism planning in Ashcroft and Lytton encourage the development of tourism which is considered "appropriate" by local residents?

The research questions were investigated through a multi-method approach which involved the collection of data from diverse sources. An examination of CTAPs completed by Ashcroft and Lytton was used to compare planning processes advocated conceptually with those completed by the two communities. Data gathered from self-administered questionnaires and in-depth interviews conducted with key informants were used to investigate the representation of community interests in the CTAP processes. These data were also used to determine whether public participation in tourism planning in Ashcroft and Lytton encourages the development of appropriate tourism.

The findings of this study suggest that the CTAP processes completed by Ashcroft and Lytton do not adequately reflect those advocated conceptually. Limited public participation in the planning process further suggests that the CTAPs do not sufficiently represent the interests of all residents of the two communities. Even so, the tourism development that has occurred in Ashcroft and Lytton is considered appropriate for local residents.

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CHAPTER ONE

INTRODUCTION

In British Columbia, tourism is currently the second largest industry which in 1992 provided an estimated 60,000 jobs (Flawith,1992). Across the province, many communities, especially those experiencing a decline of jobs in the traditional resource sector (e.g. forestry and mining), are turning to tourism as one way of diversifying their economies. However, careful planning and management of tourism is necessary if communities are to maximize the benefits of tourism while reducing any problems that might arise from its development. Community participation is an essential component of this planning process. This study addresses this issue by examining community participation in tourism planning in two British Columbia communities that are seeking to develop their tourism resources.

From a geographical perspective, the study of tourism planning is particularly relevant for a number of reasons. First, the essence of tourism lies in regional variations which distinguish destinations from each other (Hough,1990; Hudman and Jackson,1990; Mitchell and Murphy,1990). Tourists visit places which are all somehow unique due to a combination of geographic relationships (whether physical or cultural) at those places. It is precisely this uniqueness and differentiation which gives people the desire to see other places thereby contributing to the growth of tourism. Thus, maintaining or developing the essential 'sense of place' is a critical component of tourism planning.

Second, tourism by definition involves travel (Pearce,1987; Boniface and Cooper,1987; Hudman and Jackson,1990; Mitchell and Murphy,1991) which potentially dovetails into geographers' long tradition of examining spatial interaction. While traditionally the geographer's focus has been on economic interaction, such as the exchange of resources or manufactured goods and the migration of populations, tourism may also be studied from this perspective. Thus, an examination of the spatial interaction which arises

from the movement of tourists can provide valuable insights into the planning and management of this growing economic activity.

Third, geographers have been studying tourism because of its relationship to the environment (Warszynska and Jackowski,1986). Questions concerning the capacity of places to absorb tourism as well as its seasonal character have often been raised by geographers (Duffield,1982; Getz,1982; Pearce,1989; Butler and Waldbrook,1991). Geographers have also been interested in tourism as an agent of change (Butler,1975; Relph,1976; Mathieson and Wall,1982; Murphy,1983, Hudman and Jackson,1990). It has generally been argued that the convergence of large numbers of tourists at particular destinations may precipitate the transformation of the 'unique' places that initially attracted them. In some places (e.g. in the Caribbean), such changes have created conflicts between local residents and tourists, eventually leading to declines in tourist activity (Kaiser and Helber,1978; Mathieson and Wall,1982).

Attempts to preserve the uniqueness of particular places while simultaneously satisfying the needs of tourists have led both geographers and non-geographers to propose various planning approaches in tourism. In particular, community-based tourism planning has received growing emphasis since its inception in the early 1980s. Advocating the community approach in tourism planning, Murphy (1983:181) asserts that:

...tourism would be better served if it was viewed as a 'community industry', a corporate enterprise that represented the interests of the whole community.

Subsequently, researchers from various disciplines (e.g. geography, recreation, and urban and regional planning), have emphasized the community approach in tourism planning (See for example Loukissas,1983; Gunn,1988; Keogh,1990). To establish the context of the present research, community tourism planning is first defined and the reasons why it has attracted attention during the past few years are examined.

1.1 Rationale for Community Tourism Planning

Community tourism planning has been defined as

...a process of involving all relevant and interested parties (local government officials, local citizens, architects, developers, business people, and planners) in such a way that decision-making is shared (Haywood,1988:106).

The problems associated with this definition are clearly evident - for example, what are the criteria for identifying "relevant" and "interested" parties? Despite these constraints, the importance of community tourism planning can be readily appreciated by reviewing arguments for both community and tourism planning. Hodge (1991) emphasizes community planning for a variety of reasons but one of these appears to be particularly relevant to the present study. According to Hodge (1991:391),

community planning conveys the idea that modern planning is an activity by the community involving all who live in it...Community planning thereby signifies the importance of the aspiration that the community should be doing the community planning.

This emphasis on community involvement in planning also reflects the shifting philosophy in planning theory from top-down to bottom-top approaches which has been particularly prominent during the past decade. Admittedly, such a shift involves more than a mere change in the level of decision-making. For instance, bottom-top approaches emphasize the representation of the interests of all residents of the communities they attempt to serve (Stohr and Fraser Taylor, 1981). Thus, the importance attached to the broadest possible participation of individuals and communities in mobilizing their capabilities and resources for their common benefit is clearly evident. Community involvement in decision-making is also emphasized by the recent philosophy of sustainable development (Ahmed, 1992).

In the case of tourism planning, its advocates contend that tourism is a system comprising interrelated components which must be thoroughly analyzed in order to understand the whole. Advocates of tourism planning argue further that while tourism might provide economic benefits, its development might also be accompanied by detrimental effects (Gunn, 1988; McIntosh and Goeldner, 1990; Mill, 1990; Inskoop,1991; Manning, nd). Consequently, careful planning and management of tourism is essential. Such planning must represent the interests of all sectors associated with tourism in order to maximize the benefits and prevent or at least reduce the problems that might arise from its development.

Following these arguments, two main elements appear fundamental to community tourism planning. First, tourism planning must represent the interests of all residents of a community. Second, careful planning and management of tourism is essential in order to mitigate any problems arising from its development and ensure that benefits are retained locally as far as possible. Thus, 'the community approach has emerged as a particularly critical form of tourism planning because the greatest consequences of tourism development are believed to be borne by communities (de Kadt,1979; Murphy,1983; Keogh,1990; Getz,1991).

1.2 Public Participation in Community Tourism Planning

The community approach emphasizes public participation in tourism planning because the industry "...uses the community as a resource, sells it as a product, and in the process affects the lives of everyone" (Murphy,1981:1). However, the emphasis on public participation in tourism also raises the question of who is the 'public' in a tourism planning context? While there has been a growing body of literature on public participation in community tourism planning, there has as yet been no consensus on what is meant by the term 'public' (Loukissas,1983; Haywood,1988; Keogh,1990). Nevertheless, in this thesis, the term public is used to refer to:

...a wide range of groups, from loosely structured aggregates of individuals who share sets of similar economic, occupational, and social interests or similar concerns about a common geographic area, to highly structured organizations with specific issue positions and influence strategies (Wilkinson,1974:237).

Further, while the terms "public" and "community" have different meanings in different contexts, they are used interchangeably throughout this thesis.

Community tourism planning has also emphasized public participation because it is assumed that public input generates locally 'socially appropriate' tourism (Cooke,1982; D'Amore,1983). According to Cooke (1982:26) this refers to tourism development "...that will respect the aspirations and priorities of residents." Consequently, community tourism planning has emphasized the need for local residents to exercise greater control of the planning process, establishing their own goals and developing appropriate plans (Getz, 1991).

In British Columbia, this emphasis on public participation in tourism planning has led to the establishment of a Provincial Government initiative called the Community Tourism Action Program (CTAP). This program, which involves the development of Community Tourism Action Plans (CTAPs), is a reflection of the "planning with people" philosophy characteristic of tourism planning in British Columbia during the late 1980s and early 1990s. By contrast, during the 1970s and mid 1980s tourism planning was dominated by the "planning of people" and the "planning for people" philosophies which involved attempts to apply Federal Government strategies at the provincial and community levels. Unfortunately, in many cases such strategies had limited success because they were incompatible with local interests. For instance, attempts to promote symphony for culturally-oriented markets in Vancouver, British Columbia, were not successful because of insufficient markets since other cities on the Pacific Coast, for example, Seattle in Washington and San Fransisco, California have similar cultural traits. As a consequence of

these failures, the more recent CTAPs are derived from intensive deliberations among community residents while planners merely act as facilitators and observers of the planning process. The CTAPs are designed to assist communities in identifying and implementing tourism-related projects (Province of British Columbia,1993).

While conceptually, public participation is often emphasized as an important aspect of the community tourism planning process, little research has been conducted on its application. In general, few studies have addressed how community residents are involved in the tourism planning process (See for example Murphy,1988; Keogh,1990). Moreover, these studies have emphasized the need for techniques for increasing public awareness and involvement in tourism issues. So far, the role of the public in various stages of the planning process and whether those involved "sufficiently" represent community interests have received relatively little attention in the tourism literature. This thesis seeks to address this research gap. As such, this thesis seeks to contribute to other studies (e.g. Gunn,1988; Haywood,1988; Province of British Columbia,1993) which have attempted to show the various stages of the tourism planning process at which residents of a community might be involved. These studies provide the conceptual point of departure for this thesis which in turn provides an empirical test of their validity.

1.3 Objective and Research Questions

This research is concerned with examining aspects of the community tourism planning process in British Columbia. More specifically, the study examines public participation in the tourism planning processes completed by the communities of Ashcroft and Lytton during the past four and two years respectively. The overall objective is:

To examine the CTAP processes completed by Ashcroft and Lytton in British Columbia and to determine the extent to which they incorporate public participation.

This study considers community participation in the tourism planning process at three different levels (Figure 1). In light of the overall objective, this thesis investigates three broadly related questions which are associated with community tourism planning in Ashcroft and Lytton in British Columbia. The specific questions examined are:

1. To what extent does community tourism planning in Ashcroft and Lytton reflect the step-by-step processes which are advocated in theory?
2. Does public participation in community tourism planning in Ashcroft and Lytton ensure that Tourism Action Plans are representative of the interests of all the residents of the two communities?
3. Does public participation in community tourism planning in Ashcroft and Lytton encourage the development of tourism which is considered "appropriate" by local residents?

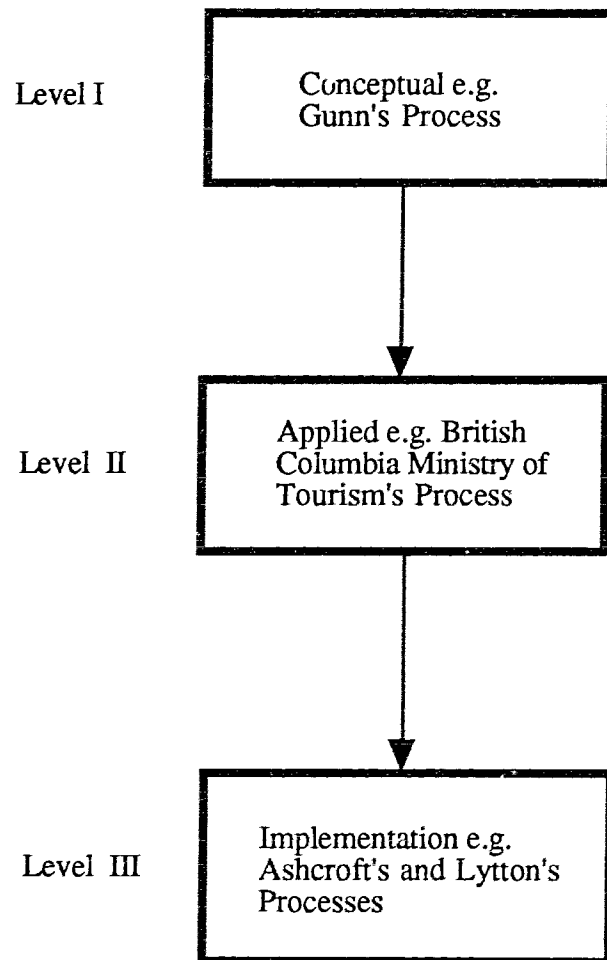
1.4 Research Design

In this section, the methods used to collect data for the present study are described. This includes a discussion of the case study approach, the choice of study communities, the selection of respondents, the techniques of data collection and questionnaire design.

1.4.1 The Case Study Approach

The case study approach has traditionally formed the basis of much geographical investigation. The present study uses this approach because "...it provides the opportunity to apply a multimethod approach to a unique event or setting" (Sommer and Sommer, 1991:195). This approach enables the collection of data from diverse sources and provides opportunities for comparing such data. Although the case study approach is sometimes

Figure 1 Community Tourism Planning Processes at Three Different Levels



used to investigate the 'typical' case, the CTAP processes examined in the present study are not necessarily representative of idealized community tourism planning processes. Rather, the particularities of their context and actors provide a basis for examining pragmatic aspects of the processes against conceptual planning models.

1.4.2 Study Communities

The communities which were selected for the present research are both located in the High Country region which is one of the nine tourism administration regions of the Province of British Columbia (Figure 2). These regions were established by Tourism British Columbia and their primary function is "...to promote the attractions within an area..."(Province of British Columbia,1979:355). In each of these regions, there are several communities which have completed tourism action plans during the past five years. At the time this research was designed, forty-one communities from all the nine tourism regions had already completed their Community Tourism Action Plans (Table 1). However, Ashcroft and Lytton were selected as study communities following the British Columbia Ministry of Tourism's recommendation. These communities were recommended because of the Gold Country Community Society's recent efforts to encourage tourism development in the High Country region. The Society was established in 1991 to stimulate economic and social development in the region.

1.4.3 Selection of Respondents

While this study examines community tourism planning in general, it particularly focuses on the extent to which public participation is incorporated into the planning process. As a result, public views towards the CTAP processes completed by Ashcroft and Lytton constitute an important part of the study. In spite of the importance of public participation in the planning process, it was clearly impracticable to interview all residents of the two communities. In addition, despite growing emphasis on public involvement in

Figure 2: British Columbia's Tourism Administration Regions

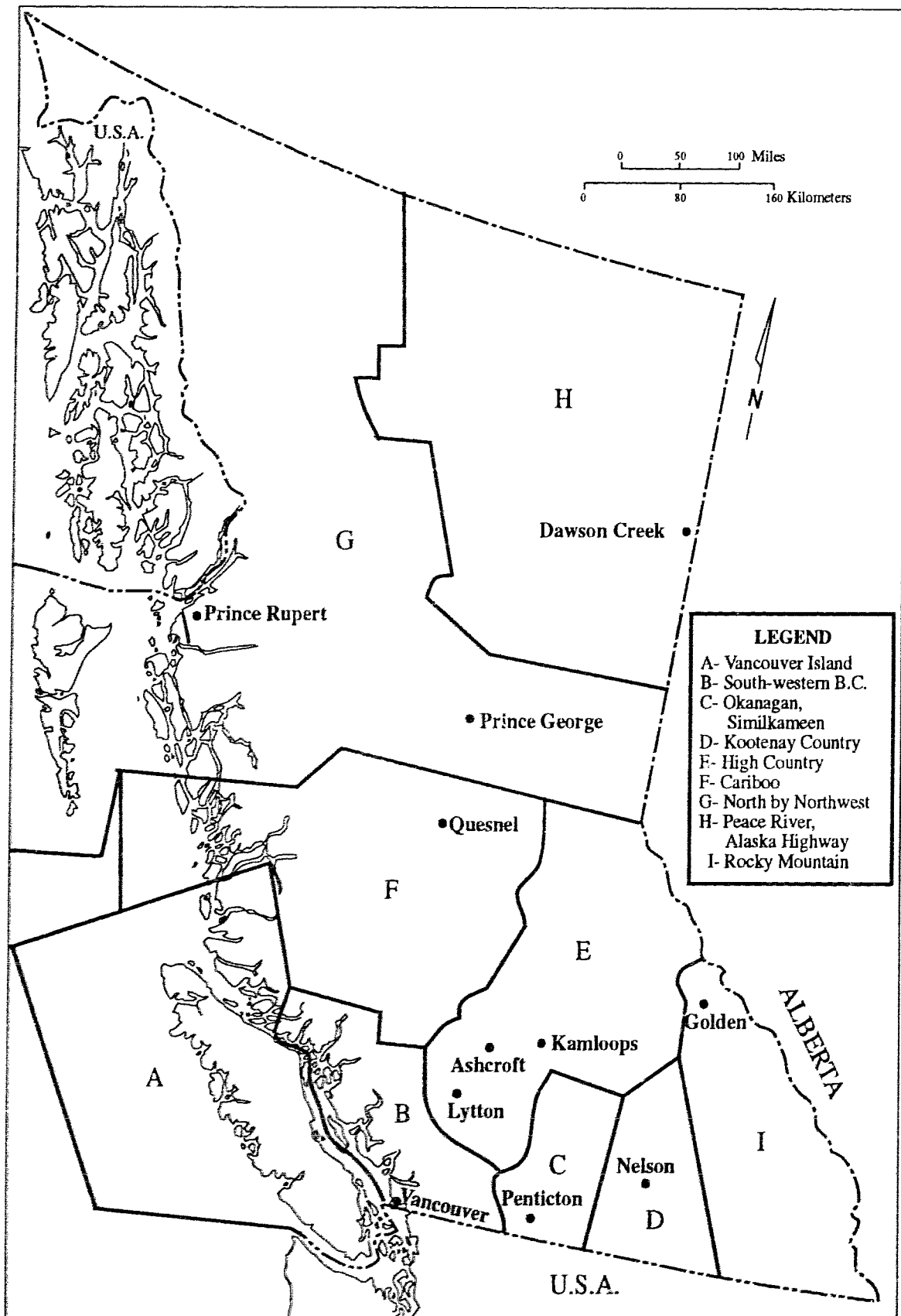


Table 1 British Columbia's Communities with Complete Community Tourism Action Plans by Region and Dates of Completion

REGION	COMMUNITY	DATE OF COMPLETION
A Vancouver Island	(a)Ucluelet	October 25th,1991
	(b)Tofino & Baertt	May 3rd - 4th,1990
	(c)Port Alberni	November 5th,1991
	(d)Sooke	November 7th,1991
	(e)Saltspring	February 10th,1992
	(f)Nanaimo	February 26th,1992
	(g)Mayne Island	February 26th,1992
B Southwest British Columbia	(a)Richmond	November 14th,1991
	(b)Squamish	January 17th,1990
	(c)Hope	April 26th,1989
C Okanagan / Similkameen	(a)Oliver	March 22nd,1988
	(b)Osoyocs	January 26th,1989
	(c)Armstrong	March 8th,1989
	(d)Vernon	January 12th,1989
D Kootenay Country	(a)Nakusp	May 2nd,1991
	(b)Nelson	March 7th,1989
	(c)Creston	September 15th,1989
	(d)Trail	March 7th,1990
E High Country	(a)Ashcroft	November 21st,1989
	(b)Logan Lake	March 16th,1989
	(c)Spences Bridge	May 23rd,1990
	(d)Lytton	March 27th,1991
	(e)Valemount	May 16th,1991

Table 1 continued.

REGION	COMMUNITY	DATE OF COMPLETION
F Cariboo / Chicoutin	(a)Quesnel	June 28th,1988
	(b)Lillooet	May 24th,1989
	(c)Goldbridge / Bralorne	September 26th,1991
	(a)Smithers	September 14th,1988
G North By Northwest	(b)Terrace	November 2nd,1989
	(c)Kitimat	October 27th,1989
	(d)Houston	Completed
	(e)Hazelton	May 10th,1990
	(f)Burns Lake	June 4th,1989
	(g)Prince Rupert	February 20th,1991
	H Peace River / Alaska Highway	(a)Chetwynd
(b)Tumbler Ridge		June 1st,1990
(c)Dawson Creek and Pouce Coupe		February 24th,1989
(a)Golden		April 10th,1991
I Rocky Mountains	(b)Elkford	November 30th,1988
	(c)Sparwood	November 28th,1988
	(d)Fernie	November 2nd,1988
	(e)Cranbrook	November 4th,1988

(Source: Province of British Columbia, Ministry of Tourism & Ministry Responsible for Culture. March,1992)

community tourism planning, the relevant literature (e.g. Murphy,1988) suggests that participants in the planning process are usually a few individuals rather than the majority of residents. Thus, it was not necessary to interview all residents of the two communities since most did not participate in the planning process.

As a result, the respondents for this study were drawn from four main groups of residents of Ashcroft and Lytton. In each community, these groups represented (i) municipal council officials; (ii) tourism planning / action committee members; (iii) special interest groups (tourism specific); and (iv) special interest groups indirectly associated with tourism. These four groups of residents were selected for a number of reasons. First, the municipal council officials were chosen because it was assumed that they would be most conversant with the way tourism could be incorporated into the goals and objectives of their communities. Further, municipal council officials play a key role in the implementation phase of the CTAP projects.

Second, tourism action committee members were selected because it was assumed that they would be most conversant with the CTAP processes completed by Ashcroft and Lytton. Third, in any community different individuals tend to have different perceptions about particular issues. Thus, since special interest groups supposedly represent some form of "unified" voice, it was assumed that their opinions would be considerably more influential than those of individual residents (Swanson,1971). Furthermore, by virtue of their interest in a particular issue, special interest groups are

...expected to have a greater homogeneity of opinion about the issue than the public as a whole or any particular socioeconomic group... (Wilkinson,1974:238).

Admittedly, it would be erroneous to assume that the views of special interest groups reflect the opinions of all residents of particular communities since such groups have often been criticized as not being representative of the public. Nevertheless, Wilkinson (1974) argues that especially in resource and environmental management issues,

interest groups represent a segment of the public which is vital in the planning and decision-making process because they participate. Special interest groups were also selected because it was assumed that they have the ability to exert greater influence than individual residents in the decision-making process. Through their membership, special interest groups acquire substantial numerical strength which makes "...the public, the planners, and the decision-makers aware of problems" (Wilkinson,1974:247).

1.4.4 Data Collection Techniques

A multimethod approach was used to collect data for the present study. As mentioned previously, a multimethod approach enables the collection of data from different sources and offers opportunities for the comparison of such data. Since each technique of data collection has its limitations, the use of a multimethod approach provides the opportunity to yield data from different sources. Sommer and Sommer (1991:9) observe further that

the multimethod approach provides flexibility in dealing with obstacles encountered in carrying out a project. Sometimes the most appropriate procedure cannot be used so the researcher must fall back on a combination of other techniques.

For the purposes of the present study, data collected from government and community documents such as CTAPs completed by Ashcroft and Lytton were used to investigate the question concerning the application of the CTAP process in the two communities. The second and third questions posed by this study were investigated using empirical data which were collected from the two communities of Ashcroft and Lytton during the summer of 1992. These data were initially collected through self-administered questionnaires which were distributed among representatives of the first four groups of residents included in the sample. This was followed by direct consultations and in-depth interviews with selected key informants in both Ashcroft and Lytton. These data were used

to examine the representation of community interests in the tourism planning processes completed by both Ashcroft and Lytton. The data were also used to determine the degree to which public participation in the planning process encourages the development of tourism which is considered appropriate by local residents.

1.4.5 Questionnaire Design

The collection of empirical data for the present study involved the use of two distinct but generally related questionnaires and an interview schedule. The questionnaires were mailed to representatives of the four groups included in the sample while the interview schedule was used for in-depth interviews with selected key informants. The questionnaires and interview schedule were designed with reference to previous studies on public participation in community tourism planning (See Cooke, 1982; Alberta Tourism, 1987; Murphy, 1988; Haywood, 1988; Keogh, 1990). As a result, they reflect elements of some of the issues discussed in these studies.

For instance, the two questionnaires and interview schedule contained questions which asked respondents to indicate what they considered as the benefits and costs of public participation in tourism planning. These questions were adapted from Haywood's (1988) study on "Responsible and responsive tourism planning in the community". Questions concerning the criteria used to select members of tourism committees in their communities were derived from the CTAP prepared by Alberta Tourism (1987).

Generally, the two questionnaires and interview schedule were designed to elicit similar information although the open-ended or close-ended format of the questions depended on the particular group to which the questions were administered. Thus, Questionnaire 1 (Appendix 1) which was largely composed of open-ended questions concerning the CTAP processes completed by Ashcroft and Lytton, as well as the extent to which public participation was incorporated into the processes was mailed to municipal council officials and tourism action committee members. This questionnaire was mailed to

these respondents because it was assumed that they were conversant with the CTAP processes which had been completed by their communities.

Although most of the questions in Questionnaire 1 were open-ended, the questionnaire contained some close-ended questions. For example, to determine the effectiveness of programs which had been used to educate residents of Ashcroft and Lytton on the benefits and costs of tourism development in their communities, respondents were given a set of programs and asked to indicate, on a scale of one to five whether they had been "very effective"(1) or "very ineffective"(5). In general, Questionnaire 1 addressed the steps involved in the CTAP processes completed by Ashcroft and Lytton. Other items in the questionnaire sought to determine the extent of public participation in the planning process. Techniques for increasing public awareness on tourism issues as well as the benefits and costs of public participation in tourism planning in the two communities were also examined. The last five items of the questionnaire addressed issues related to future tourism development in Ashcroft and Lytton.

Questionnaire 2 (Appendix 2) comprised close-ended questions and was designed for presidents or representatives of special interest groups which are either directly or indirectly involved in tourism development in Ashcroft and Lytton. The objective of this questionnaire was to determine the respondents' views concerning the application of CTAP processes in Ashcroft and Lytton. In addition, Questionnaire 2 sought to determine the respondents' views on the extent to which local interests had been incorporated into the planning processes.

All questions in Questionnaire 2 offered respondents a set of answers from which they were asked to choose one appropriate response. For example, to determine residents' views on how the CTAP process should be improved to make tourism development more "beneficial" for both residents and visitors, respondents were offered a set of options and asked to indicate their views on a Likert scale ranging from (1) "strongly agree" to (5) "strongly disagree". In this context, beneficial is used to refer to tourism development

which respects local aspirations and priorities while offering satisfaction to the visitor. Other questions in Questionnaire 2 addressed respondents' views on the benefits and constraints of public participation in tourism planning in Ashcroft and Lytton. The selection criteria for tourism action committee members and techniques for increasing public awareness on tourism issues were also examined.

The interview schedule (Appendix 3) which comprised primarily open-ended questions was used to conduct in-depth interviews with selected key informants. Although in-depth interviews are "...a special form of unstructured interview" (Sommer and Sommer, 1991:111), the interviews conducted with the key informants were structured in order to obtain data which were consistent among the respondents. Thus, rather than establishing a general plan of study and pursuing specific issues raised by the interviewees (unstructured interviews), the in-depth interviews followed a specific set of questions which were asked in a particular fashion (structured interviews). For instance, to determine the extent to which community interests are reflected in the CTAP processes completed by Ashcroft and Lytton, the following open-ended questions were asked:

How broadly participative is tourism planning in this community?; and

In this community, who is the "public" in a tourism planning context?

Although the in-depth interviews were structured, supplementary notes were made concerning the interviewees' responses and specific points of interest were clarified through probing questions such as "what do you mean?" or "how does that work?" etc.

1.4.6 The Field Research

While certain phenomena might be adequately studied through self-administered questionnaires, others may be clearly understood only through direct observation since "...field research offers the advantage of probing social life in its natural habitat"

(Babbie,1989:264). For the present study, field research provided an opportunity to collect first-hand information concerning tourism planning from individuals who had participated in the CTAP processes completed by Ashcroft and Lytton. The field research also offered an opportunity to collect background information on the two communities.

The field research commenced after a considerable proportion of the self-administered questionnaires which were distributed among respondents in May,1992 had been returned. A total of 86 questionnaires (i.e. 6 and 80 from Questionnaires 1 and 2 respectively) were distributed in both Ashcroft and Lytton. By mid-July, 32 questionnaires (i.e. 3 and 29 from Questionnaires 1 and 2 respectively) had been returned representing a response rate of 37.2 per cent. However, the returned questionnaires did not indicate whether the respondents were residents of either Ashcroft or Lytton, which made it difficult to compare comments made regarding the CTAP processes completed by the two communities. Based on the respondents' comments, an interview schedule was developed using questions primarily obtained from Questionnaire 1.

The field research involved in-depth interviews which were conducted with four key informants in Ashcroft and Lytton from July 16th to 17th,1992. Initially, arrangements had been made to interview six informants but two appointments were cancelled. The key informants were municipal council officials, an Information Center Manager, and a former chairperson of a Tourism Action Committee. The interviews were conducted at the respondents' workplaces during times which had been pre-arranged by the facilitator of the Gold Country Communities Society and the respondents. All the interviews were tape recorded and they took approximately one and one-half hours each. The interviews were then transcribed one week after the field research. All the interviewees had direct personal knowledge of tourism development issues in the two communities and they were extremely willing to provide the information requested. The interviews were also conducted during a period when the community of Ashcroft had organized a rodeo and cattle drive aimed at promoting tourism development in the area. These events also presented a good

opportunity to observe some of the activities aimed at increasing tourist volumes into the community.

1.5 Organization of the Thesis

This thesis consists of five chapters. In Chapter One, the context and focus of the study is established. This chapter also focuses on research design which involves a discussion of the case study approach and the choice of study communities. Also discussed is the selection of respondents, the data collection techniques and the format of questionnaires.

In Chapter Two, a discussion of the relevant literature is presented. This includes a review of recent changes in tourism planning approaches and a discussion of the importance of incorporating "sense of place" in tourism planning. The nature of public participation in planning and public involvement in sustainable tourism development are other relevant issues that are presented. The chapter concludes with a presentation of issues that are considered essential for tourism planning at the community level. A brief background of the study communities is presented in Chapter Three. This chapter also outlines the tourism resource base of Ashcroft and Lytton as well as the general tourism potential of the High Country region.

In Chapter Four, the tourism planning processes completed by Ashcroft and Lytton are described. This chapter concludes with a consideration of the degree to which public participation has been incorporated into these planning processes and whether such participation encourages the development of appropriate tourism. In the final chapter, the findings of this thesis are summarized and conclusions drawn from the research are presented. Finally, recommendations concerning CTAP processes in British Columbia are suggested.

CHAPTER TWO

LITERATURE REVIEW

In this chapter, a conceptual framework for the present study is provided. Some changes in tourism planning from predominantly market-driven to more resource-oriented approaches which emphasize environmental protection and the consideration of local values and community needs are highlighted first. Second, the significance of incorporating "sense of place" in tourism planning is discussed. It is argued that since tourism has the potential to create change, understanding the sense of place held by the residents of any tourist destination is critical to maintaining the quality of the tourist resource base. Third, arguments for, and the nature of public participation in planning, in general, and in community tourism planning in particular, are presented. Finally, some fundamental elements of community tourism planning are discussed.

2.1 The Evolution of Tourism Planning

The past two decades have witnessed considerable changes in tourism planning from predominantly market-driven to more resource-oriented approaches. Prior to the 1970s, perspectives towards tourism planning were largely in favour of development while social, economic and environmental costs received relatively little or no consideration at all (Dearden,1983; Murphy,1983; Andressen,1984; Gee et al.,1989; Coltman,1989). During that period, tourism was frequently viewed as a renewable resource, while tourists were not considered consumers of the resource; but rather mere visitors seeking new experiences (Murphy,1985; Coltman,1989).

The market-driven approach to tourism planning was intensely criticized during the 1970s (Jafari,1982; Jafari et al.,1990) and there was a considerable shift towards more resource-oriented approaches. These new approaches often pronounced the negative impacts of tourism while emphasizing the need for environmental protection and the

incorporation of local values and community needs in tourism planning. For instance, Cohen (1978:234) calls for a reorientation among planners

...from planning the environment for tourism to defending the environment from the tourist impact, even at the expense of a curtailment in the number of tourists or in certain types of tourist use to which an area is subjected.

Similarly, Kaiser and Helber (1978) urge tourism planners to recognize that there is a relationship between the physical environment and its inhabitants. Implicit in Kaiser and Helber's appeal is the recognition that places cannot be understood in isolation from the people who occupy them. This viewpoint corresponds to arguments made by humanistic geographers that there is a deep association between people and their places. As a result, the latter cannot be understood without considering the consciousness of the former (Eyles, 1985; Johnston et al., 1986; Seamon and Mugerauer, 1989). Thus, Kaiser and Helber (1978) advocate the use of tourism plans and programs which should enhance the physical environment for both residents and tourists.

Throughout the 1980s, the focus of tourism planning on host communities continued to attract researchers' attention. During this period, several comprehensive planning approaches were advocated in tourism. Various terms such as 'integrated', 'systems', 'regional', 'sustainable development' and 'community' were applied to these approaches (Taylor, 1981; Murphy, 1983, 1985; Getz, 1986; Gunn, 1988; Inskip, 1991). In particular, the community approach received growing emphasis throughout the 1980s since it was believed that the greatest consequences of tourism development are borne by communities. Thus, local control in tourism planning was emphasized in order to encourage development that was considered appropriate by residents of a community (Cooke, 1982; D'Amore, 1983; Getz, 1991).

2.2 The Significance of Incorporating "Sense of Place" in Tourism Planning

The emphasis on local control in tourism planning may further be justified by analyzing the relationships that local residents and tourists tend to have within places. To readily appreciate these relationships, it is important to consider the sense of place that either group attaches to tourist destinations. From a geographical perspective, sense of place has two rather distinct but related meanings (Johnston et al.,1986). First, the concept is used to refer to memorable or distinctive characteristics of places (for example sacred locations like Jerusalem). Second, sense of place refers to the consciousness that people attach to places which are of special significance to them, either as individuals or as groups (for example association with one's home).

However, in both contexts sense of place involves the notions of 'insiderness' and 'outsiderness' (Johnston et al.,1986:425). In the former case, people are considered inseparable from the places they occupy, while in the latter some people are believed not to belong to a particular place "...because of either personal or cultural separateness from the meanings incorporated in the place..."(Johnston et al.,1986:425). Consequently, understanding the sense of place attached to a particular tourist destination is vital for tourism planning since feelings about a place vary depending on whether one is visiting or resides in that place (Relph,1976; Eyles,1985; Seamon and Mugerauer,1989; Hough,1990).

Humanistic geographers further contend that sense of place is actually something that develops over a period of time (Eyles,1985; Johnston et al.,1986; Seamon and Mugerauer,1989). According to Eyles (1985:4),

sense of place is...not merely a phenomenon that exists in the minds of individuals but one that develops from and becomes part of everyday life and experience.

Thus, individuals identify themselves with places from which they originate; places where they know others and are known by others (Seamon and Mugerauer,1989). It is not surprising, then, that local residents and tourists tend to have different perceptions of tourist destinations as places. These perceptions may eventually create conflicts between the two groups as they interact with each other in the destination community.

But, how different are local residents' and tourists' perceptions of destination areas as places? For local residents, "places are centers of felt value where biological needs, such as those for food, water, rest, and procreation, are satisfied" (Tuan,1977:4). In this regard, residents of a tourist destination perceive their community as "...their home, the source of their livelihood and a place in which they often invested time and money to shape in a particular way" (Butler,1979:372). Thus, residents of any community tend to identify themselves with their place since it constitutes an important part of their lives. This identity is characterized by what Relph (1976:43) calls

...a deep association with and consciousness of the places where we were born and grew up, where we live now, or where we have had particularly moving experiences... .

Such association and consciousness is manifested in any community's residents' recognition of the uniqueness of their place - an element which may attract tourists, but may also lead to transformation by tourism, and possibly even the eventual demise of the place as a tourist destination (Hudman and Jackson,1990; Hough,1990).

While residents of any community are considered inseparable from their place (Relph,1976; Eyles,1985; Johnston et al.,1986; Seamon and Mugerauer,1989), relationships between tourists and destination areas are often considered superficial (Mathieson and Wall,1982). The superficiality of these relationships is further accentuated by the changes that have been occurring in time-space relationships during the past few decades. For instance, advances in transportation (such as the introduction of jet aircraft)

have annihilated distance such that tourists can easily and quickly travel between major tourist destinations. Combined with higher incomes and other changes in lifestyles, these improvements in transportation have enabled large numbers of people (primarily in developed, but also in developing countries) to travel.

However, as Relph (1976:85) observes "...for many people the purpose of travel is less to experience unique and different places than to collect those places (especially on film)." For many tourists, then, the essence of travelling is simply to show that they have been to some "unique" place which, perhaps has not been visited by other members of their families, friends or neighbors. As such, many tourists do not consider themselves strongly attached to the places they visit since their relationships with those places are usually, although not always (as is the case with second home owners), transitory in nature. According to Mathieson and Wall (1982:135)

a tourist's stay in one destination is usually short, ranging from a day or two if a vacation includes more than one destination, to three or four weeks, which is the normal length of a paid vacation.

Within the destination community, the characteristics and needs of tourists are also significantly different from those of the local residents. Mathieson and Wall (1982,135) argue that

On the one hand, the tourist is mobile, relaxed, free-spending, enjoying his leisure and absorbing the experience of being in a different place. In contrast, the host is relatively stationary and, if employed in the tourist industry, spends a large proportion of the time catering to the needs and desires of visitors.

It is precisely these differences which may gradually become a source of conflict between local residents and tourists as they interact with each other in the destination community. Conflicts may arise because while tourists often consider their encounter with local

residents fascinating and unique due to differences in nationality or culture, the latter may perceive it as one of the common superficial relationships (Mathieson and Wall,1982).

Perhaps, even more disturbing for local residents is the fact that the development of tourism in their community (especially without appropriate planning and management) might eventually alter the sense of place that they attach to their area. As previous studies have revealed, tourism is an agent of change (Butler,1975; Relph,1976; Farrell,1977; Mathieson and Wall,1982; Hudman and Jackson,1990; Hough,1990). Indeed, examples abound of places which were once rural landscapes but have gradually been transformed by tourism into what Relph (1976) calls "landscapes of tourism" and "other-directed" places. According to Relph (1976:93), these places

...suggest almost nothing of the people living and working in them, but declare themselves unequivocally to be 'Vacationland' or 'Consumerland' through the use of exotic decoration, gaudy colors, grotesque adornments, and the indiscriminate borrowing of styles and names from the most popular places of the world.

Although many tourist destinations differ significantly from Relph's "other-directed" places, attempts to satisfy tourist demands in a destination area may precipitate the process of transformation of place. While tourist demands vary, three major elements of tourist desires in destination areas have been identified.

First, they want to visit a unique place, representative of the area. Second, they want a few comforts of home - a clean bed, a good meal, and other amenities. Third, they want a variety of activities and leisure pursuits, from shopping, theaters, and museums to discos and sports activities (Hudman and Jackson,1990:21).

Although these desires have been identified with specific reference to cities as tourist destinations, they may be widely applied to other destination areas. Attempts to satisfy these tourist demands may, therefore, alter the sense of place attached to a particular destination by "...creating a new and different cultural, political, economic, and physical

landscape" (Hudman and Jackson,1990:3). For instance, Hough (1990) observed how the Cote d' Azur on the south coast of France had been transformed from the rural landscape of the 1930s into a tourist landscape by the late 1970s. Hough (1990:150) states:

Where I had once looked over a terraced rural landscape of fields and small villages to the sea, there now lay an endless vista of hillside vacation homes and apartment buildings...On the coast there rose the latest in vacation condominiums, vast terraced, pyramid blocks providing all the built-in recreational needs for the summer vacationer: marinas, tennis courts, swimming pools, boutiques, beauty parlors, and banks.

Thus, tourism's potential to transform places poses a major challenge for planners because while its development might generate economic benefits for a community, local residents' efforts to preserve their place might pose a threat to further tourism development. This challenge might be overcome by careful planning and management of tourism which incorporates the significance of a place to its inhabitants. Such planning must represent the interests of all the residents of a particular community since people and their places are inseparable. Community tourism planning attempts to achieve this goal by emphasizing public participation in the planning and decision-making process.

In summation, this literature review has emphasized the significance of incorporating sense of place in tourism planning based on the premise that feelings about a place vary depending on one's experiences at that place. It is argued that since sense of place develops with time, local residents and tourists tend to have different perceptions of tourist destinations as places.

2.3 Public Participation in Planning: General Perspectives

The literature on planning indicates that various arguments have been advanced to justify the involvement of the public in the planning process. While the specific reasons for emphasizing public participation in planning vary, there appears to be a general consensus on two major considerations: philosophical and pragmatic. Advocates of the philosophical

consideration argue that members of the public have the right to be consulted and to express their views on issues which have direct impacts on them (Wilkinson,1974; Sewell and Coppock,1977; Mc Connell,1981; Loukissas,1983). These philosophical considerations are based on the premise that it is only plausible that those who expect to be affected by a plan should participate in its formulation.

From a pragmatic perspective, public participation in planning has been emphasized primarily because planners have often failed to correctly identify the costs and benefits of a decision (Rose,1974; Wilkinson,1974; Erickson and Davis, nd; Sewell and Coppock, 1977). Erickson and Davis (nd:194) argue that

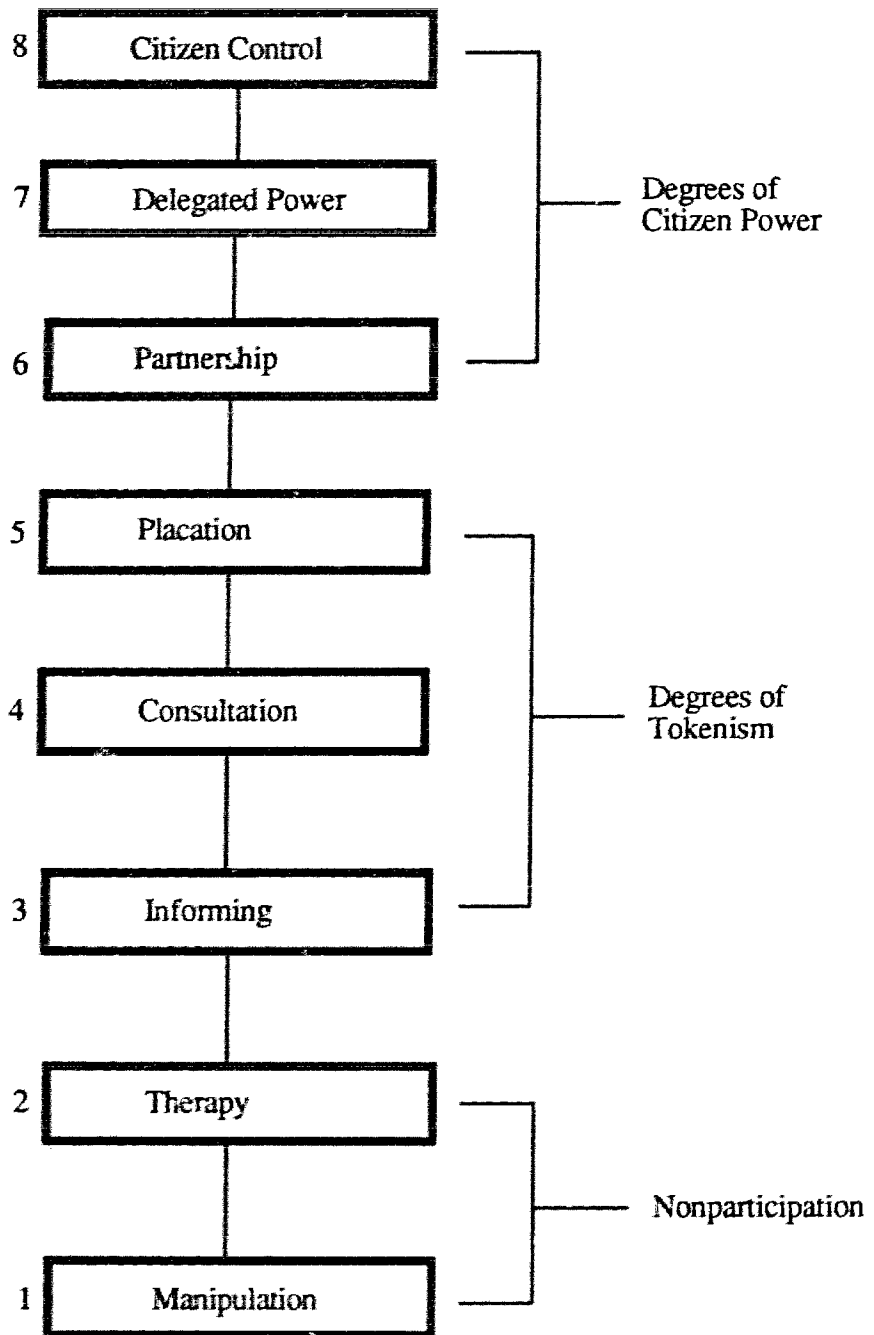
if people are involved in the decision-making process, they will have a better understanding of the meaning of a decision for them and thus are more likely to support the implementation of the decision.

Thus, public participation in planning has been emphasized in order to make management decisions which reflect the wishes and needs of the citizenry (Erickson and Davis, nd). However, the emphasis on public participation in planning raises the issue of the nature that such participation should take. To appreciate the nature of public participation in planning, Mitchell (1989) raises six fundamental questions. The first question concerns the degree of public participation which is considered desirable and feasible. While Mitchell acknowledges that the degree of participation varies depending on the situation in question, some general forms of public involvement in planning have been identified. Perhaps, the most popular among these is Arnstein's ladder of citizen participation (Figure 3). Arnstein (1969) suggests that in order of increasing public involvement in planning, the rungs of the ladder could include: non-participation (manipulation, therapy); tokenism (informing, consultation, placation); and citizen power (partnership, delegated power, citizen control).

In another study, Sewell (1971) argues that public participation in planning and policy making could range from a "Paternalistic" system on one extreme to a "Participatory" system on the other. In the paternalistic system, a technical or political elite

Figure 3

Ladder of Citizen Participation



(Source: Arnstein, 1969:217)

formulates plans and policies which are later approved by the public. By contrast, in the participatory system there is direct public involvement throughout the entire planning process. Sewell (1971) further notes that between these two extremes there are varying systems of participation ranging from public input at particular stages of the planning process and occasional consultation to actual participation. For community tourism planning, more specifically, Haywood (1988:108) suggests several stages at which local residents may participate (Table 2). As the table indicates, local residents may participate at various stages of the planning process ranging from initial consultations with authorities on tourism issues to evaluating tourism policy and achievements.

Table 2 PARTICIPATION LADDER IN TOURISM PLANNING

1. Information	Introduction of existing tourism policy to citizens by the authority.
2. Animation	Stimulation of perception among citizens.
3. Participation (Stage 1)	Opening of dialogue between citizens and authority.
4. Participation (Stage 2)	Initiation of tourism planning on a basis of partnership.
5. Participation (Stage 3)	Joint research - identification of strengths & weaknesses, opportunities & threats.
6. Participation (Stage 4)	Determination of tourism objectives and strategies.
7. Participation (Stage 5)	Joint decision-making regarding resource allocation, development & management.
8. Operationalization	Implementation of tourism strategy by administrators.
9. Participation (Stages 6 & 1)	Review of tourism policy and achievements.

(Source: Haywood, 1988:108)

The second question concerns the segments of the public which should be consulted. Mitchell (1989:118) notes that "ideally a good cross-section of the affected public should have the opportunity to participate." While defining the "affected" public is subjective, Mitchell observes that in reality certain individuals or groups participate in the planning process regardless of whether they have been formally invited or not. Mitchell (1989:118) further notes that "the question then is to determine whether these members of the public are representative of the interests which might be affected." Hodge (1991) offers a rather indirect response to this question. He states:

Regardless of who or how many they represent, those who do get involved bring the views of truly interested citizens and these are valid in and of themselves. The issue of representativeness is possibly more crucial when it comes to selecting a few citizens to sit on committees. For those making the appointments there will be questions of completeness of the representation; for those appointed, there is the matter of to whom they are accountable (Hodge,1991:366) .

The third question relates to the stage(s) of the planning process at which public input should be sought. With reference to resource planning, Mitchell (1989) quoting Smith (1982) states that public participation may occur at three levels namely normative, strategic and operational. The normative level involves making decisions to determine what ought to be done. At the strategic level, decisions are made to determine what can be done while the operational level involves making decisions to determine what will be done. According to Mitchell (1989), public participation usually occurs at the operational level.

The fourth question concerns the elements of a good public participation program. Mitchell (1989) notes that there are three essential components of a good public participation program. First, there must be an 'information out' phase during which information should be distributed to members of the public whose input is sought. Second, there must be an 'information in' phase during which responses should be received from the general public and interest groups. Third, there should be constant dialogue between affected members of the public and resource managers.

The fifth question deals with public participation techniques which are most effective in particular situations. Mitchell (1989) observes that there is a variety of public participation techniques and their effectiveness will vary depending on specific situations. For instance, Mitchell indicates that where arbitration is used as a participation technique there is a 'good' ability to make decisions while public meetings present a 'poor-fair' ability to make decisions.

With specific reference to community tourism planning, a variety of techniques through which members of the public can participate in the planning process have been proposed (Loukissas, 1983; Murphy, 1988; Keogh, 1990). In brief, techniques ranging from workshops involving members of the public and planners to small informal meetings between planners and special interest groups have been recommended. In a study of public participation in tourism planning at Cap-Pele in New Brunswick, Canada, Keogh (1990) suggests that the distribution of a brochure or newsletter could provide information to residents in a more readily comprehensible form. Furthermore, requests for public opinion on tourism issues through the mass media as well as public surveys might be used to ensure public participation in the planning process. Loukissas (1983) even proposes the use of gaming simulation techniques to involve members of the public in tourism issues.

The sixth question concerns striking a balance between the time required for public participation programs and the desire to reduce the temporal and financial costs involved in making decisions. With reference to resource planning, Mitchell (1989) notes that most conventional public participation programs require a lengthy time period. During this time, members of the public may exert more pressure to accelerate the resource allocation process. Thus, to expedite the planning process Mitchell suggests that resource managers may have to develop new public participation programs or sharply reduce public involvement.

2.4 Public Participation and Sustainable Tourism Development

During the past two decades there have been considerable changes in tourism planning from predominantly market-driven to more resource-oriented approaches. One of the latter approaches which has been emphasized concurrently with community-based tourism planning is that of sustainable development. According to Campbell (1992:25), "sustainability is a major issue in community tourism" since it advocates the preservation of not only the physical but also the cultural structure of a destination. Thus, the emphasis on adopting a sustainable development approach in tourism planning stems from growing concerns about the degradation of the cultural and natural environment which has resulted from various forms of development practices (Tourism Canada,1990; Inskip,1991).

Sustainable development has been defined as "...development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (World Commission on Environment and Development,1987:43). Applied in a tourism planning context sustainable development refers to tourism which is

...planned, developed, and managed in such a manner that its natural and cultural resources are not depleted or degraded, but maintained as viable resources on a permanent basis for continuous future use (Inskip,1991:29).

The Globe '90 Tourism Stream Action Strategy Committee in Vancouver, British Columbia, identified five goals of sustainable tourism. The first goal is "to develop greater awareness and understanding of the significant contributions that tourism can make to environment and the economy" (Tourism Canada,1990:2). While this goal emphasizes the importance of increasing public awareness on the benefits of tourism development, the public should also be adequately informed about the costs of such development. Indeed, many communities today, consider tourism a panacea for their socioeconomic problems. However, upon closer scrutiny it has increasingly been realized that:

tourism development may be slow, costly, and disruptive of past living patterns as well as providing new economic growth. Every community contemplating tourism development should recognize that there are social, economic, and environmental impacts (Gunn,1988:242).

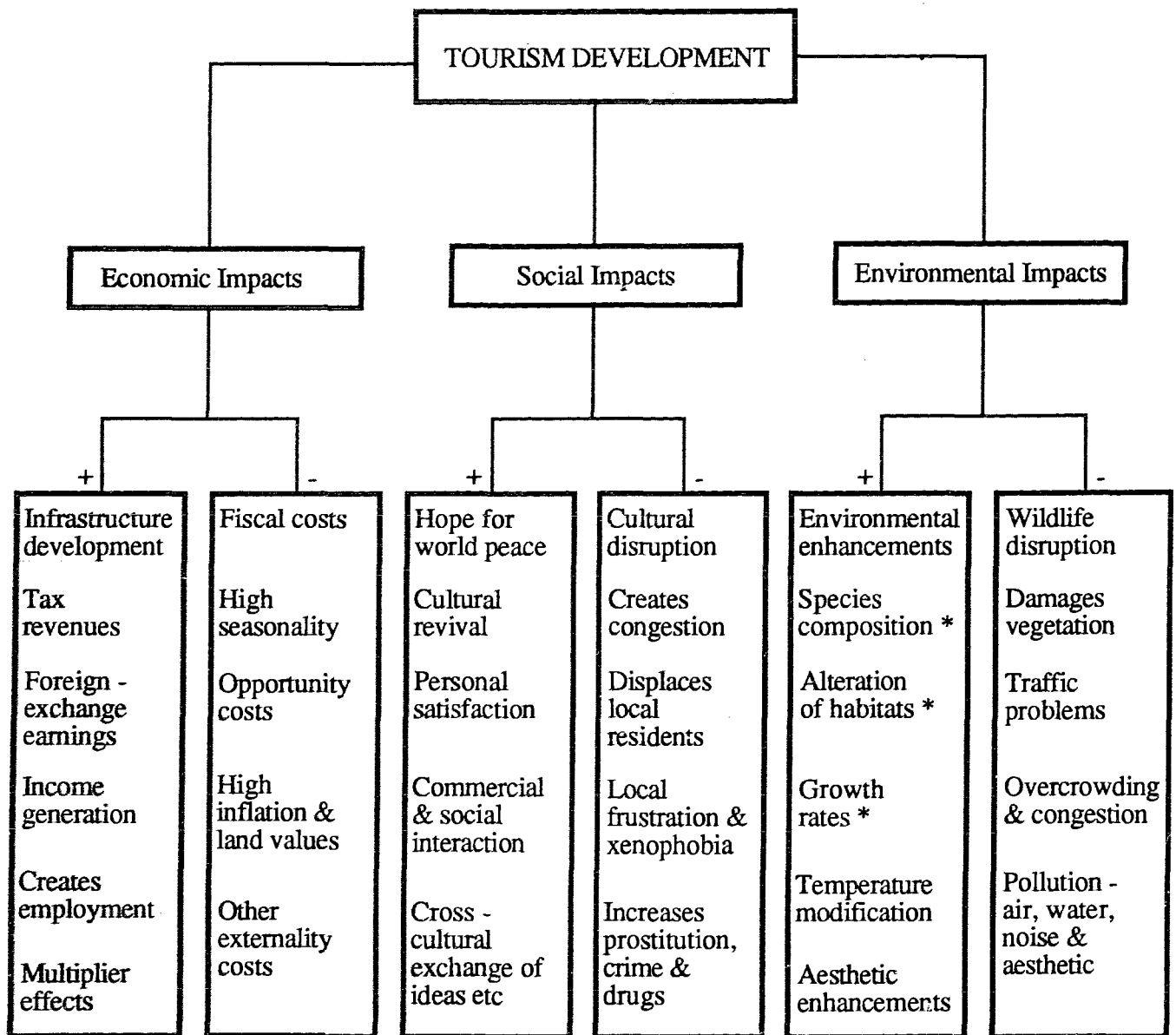
These impacts have been well documented in the literature on tourism (Cohen,1978; Mathieson and Wall,1982; Gee et al.,1989; Coltman,1989; Pearce,1989; Wall,1989; Mill,1990) and some are presented in Figure 4. Suffice it to note that while economic benefits might lure communities into developing tourism, there are severe problems which might arise from ill-conceived and inadequately planned tourism developments (Mill and Morrison,1985; Tourism Canada,1990; Hough,1990; Inskeep,1991). Thus, providing accurate, adequate and easily comprehensible information to the public is one of the key issues in the planning and management of tourism in the context of sustainable development.

The second goal of sustainable tourism is "to promote equity in development" (Tourism Canada,1990:2). According to Nelson (1990:56)

in the spirit of sustainable development, tourism should be undertaken with equity in mind, i.e. with the idea of a fair distribution of benefits and costs among tourism promoters and host people and areas.

Indeed, it is important for communities to determine how different individuals and groups will be affected by the costs and benefits of tourism development. Pearce (1989) identified four broad groups which might be affected by various benefits and costs of tourism development. Included in Pearce's classification are those groups directly involved in the development process (e.g. promoters, operators and their employees); other residents and enterprises (e.g. those indirectly affected by tourist activity); public authorities (e.g. local government officials); and tourists. Generally, the bulk of direct returns from tourism accrue to those directly involved in its development while the rest of the community bears a considerable proportion of the indirect costs (e.g. tourist-induced inflation). The public sector may benefit in terms of increased revenue (e.g. through various taxes) while many

Figure 4: Impacts of Tourism Development



Potential Impact:

+ Positive * Dual Impact
 - Negative (i.e. Positive & Negative)

(Adapted from: Mathieson and Wall, 1982; Gunn, 1988; Edgell, 1990; and Mill, 1990)

of the direct costs such as service costs are borne by tourists (Pearce, 1989:214-216).

The third goal of sustainable tourism is "to improve the quality of life of the host community" (Tourism Canada,1990:2). Although quality of life is usually associated with environmental factors (e.g. pollution), research aimed at developing an operational definition of the concept (e.g. Koelle,1974; Fradier,1976; Smith,1977) indicates that it is a complex issue. Thus, in this thesis quality of life is used to refer to

...the set of all relations between the individual, the society in which he lives and the natural environment... (UNCHS in Fradier,1976:12).

The fourth goal of sustainable tourism is "to provide a high quality of experience for the visitor" (Tourism Canada,1990:2). Industry, Science and Technology Canada (1990) note that modern tourism consumers are increasingly sophisticated and value-conscious. Thus, to ensure tourist satisfaction, emphasis must be on quality in both products and services offered by the tourism industry.

The fifth goal of sustainable tourism is "to maintain the quality of the environment..." (Tourism Canada,1990:2). Advocates of sustainable tourism development (e.g. Tourism Canada,1990; Inskip,1991) maintain that there is a close relationship between tourism and the environment. In addition, there is growing recognition that while the environment is the basis of tourism, it is also affected by the development of tourism. However, while various impacts of tourism have been observed, one should not generalize the effects of its development. As the relevant literature suggests, there are a number of factors which determine the overall type, direction and magnitude of the impact of tourism development in various communities (See Butler,1975; Cohen,1978; de Kadt,1979; Krippendorf,1982; Mathieson and Wall,1982).

For instance, Cohen (1978) identified four factors which determine the impact of tourism on the environment. First, the impact of tourism on the environment is influenced by the intensity of tourist site-use and development (for example the number of visitors,

frequency of use, and size of area used). Second, the resiliency of the ecosystem (e.g. the fragility of environments) determines the impact of tourism on the environment. Third, the motivations of tourist developers such as shortsighted and speculative perspectives towards development tend to have considerable influence on the impacts of tourism. Finally, the effects of tourism on the environment are influenced by the transformational character of tourism development (e.g. the impact of "contrived" or artificial attractions).

In another study, Butler (1975) identified a variety of factors which might be involved in the process of social change induced by tourism development. These factors are divided into two main sub-categories. First, there are visitor characteristics (e.g. the number of visitors, length of stay, and tourist activity). The second sub-category comprises destination area characteristics (e.g. the degree of local involvement in tourism, spatial characteristics of development, and strength of local culture). Mathieson and Wall (1982) also argue that socio-cultural impacts of tourism development are determined by tourist-host interrelationships. These interrelationships are characterized by four elements including the transitory and repetitive nature of tourism, temporal and spatial constraints, lack of spontaneity, and inequalities in host-tourist experiences of tourism development.

The aforementioned studies suggest that where appropriate planning and management of tourism is practised, its development may not necessarily create undesirable effects. Indeed, as Mathieson and Wall (1982:1) suggest:

...tourism might be a powerful and beneficial agent of both economic and social change. Indeed, tourism has stimulated employment and investment, modified landuse and economic structure, and made a positive contribution to the balance of payments in many countries throughout the world.

In some cases, tourism might even serve "...as an agent to prevent change if it is properly planned, marketed and managed" (Coltman,1989:260). For instance, to prevent or at least reduce negative impacts stemming from tourism development, planners could disperse or concentrate tourist activity within particular areas. Once in a destination area, tourists could

also be assisted "in finding the various attractions and directed away from congested or ecologically delicate areas" (Murphy,1983:189). Negative impacts could also be reduced through sufficient publicity of uncrowded sites with lower visitation levels but which offer experiences similar to popular areas. Alternatively, differential rates could be used to divert tourists from crowded areas to lesser visited sites (Rosenow and Pulsipher,1979).

Conversely, where tourism develops rapidly and without sufficient planning there is always the risk of a variety of negative impacts. In some areas, tourism development has reached and even exceeded its carrying capacity. Carrying capacity is an important concept of the sustainable development approach in tourism planning (Inskeep,1991) and has been defined as:

...the number of visitors that an area can accommodate before negative impacts occur, either to the physical environment, the psychological attitude of the tourists, or the social acceptance level of the hosts (Martin and Uysal,1990:329).

Thus, where the tourism carrying capacity has been exceeded, resident resentment of tourists has been observed (Mathieson and Wall,1982; D'Amore,1983; O'Reilly,1986). In British Columbia, previous studies on public attitudes towards tourism development have shown that while resident dissatisfaction with tourist activity is minimal, it is not unusual (D'Amore,1983). For instance, there have been several examples of public resentment towards tourists from the United States or Alberta who travel in self-contained recreational vehicles. Such tourists are believed to create congestion at small lakes used by local residents of adjacent communities. Some residents further perceive these tourists as not only being "self-sufficient" since they do not spend money in the communities, but that they also push them out of their own recreational areas (D'Amore,1983). While these local resident perceptions towards tourists might in some cases be neglected, the implications they might have on tourism development in communities are quite substantial.

In summation, the sustainable development approach represents one of the changing perspectives which have been occurring in tourism planning during the past few decades. While various principles have been proposed to encourage tourism planning from a sustainable development perspective (See for example, Nelson, 1990), emphasis should be on promoting public participation in the preservation of the unique characteristics which attract tourists to various communities. In effect, adopting a community-based approach with a strong sense of place and sustainable development component should be the primary purpose of contemporary tourism planning.

2.5 Fundamental Elements of Community Tourism Planning

In this section, some issues which are considered essential for tourism planning at the community level are examined. In examining these issues, this section draws upon community tourism planning processes proposed by Gunn (1988) and the British Columbia Ministry of Tourism (1993). Gunn's process, which is based on a review of various community tourism planning processes (e.g. Tourism Canada's Top Secret, 1984; and Alberta Tourism's CTAP, 1987), is used to provide a conceptual framework for this study. The British Columbia Ministry of Tourism process is used because it provides guidelines for identifying and implementing tourist-related projects in communities which are interested in developing tourism as a form of economic diversification.

While there are some differences in the planning processes proposed by Gunn and the British Columbia Ministry of Tourism, for example, over the importance of evaluating the process, there are many parallels. First, leadership organization is considered an essential element of the tourism planning process. Gunn (1988) suggests that a sufficiently motivated, competent and committed leadership must be established to direct a community's tourism development program. In many communities, the initiative to develop tourism may come from a few individuals such as the mayor, planners or certain community associations' leaders. New Glarus, Wisconsin; Frederick, Maryland; and

Chemainus, British Columbia represent a few of these communities (Blank,1989; Festival of Murals,1989; Barnes and Hayter,1992).

Although the leaders of a community tourism development program possess relevant planning and implementation skills, collective effort is usually necessary to ensure successful tourism development. Therefore, a new organization should be formed to "...guide what should be done to enhance tourism development and how to do it" (Gunn,1988:251). The British Columbia Ministry of Tourism (1993) suggests that a Tourism Committee composed of a diverse group representative of the tourism industry in a community should be established to develop and implement a Community Tourism Action Plan. The committee should include representatives from Chambers of Commerce, Regional Tourism Associations, Industry Operators, Municipal Councils, Economic Development Officers, Tribal Councils and other interested residents.

Second, the participation of a broad spectrum of a community's residents is considered vital for the success of the planning process. Gunn (1988) suggests various stages of the process at which a community's residents can participate. For instance, residents can help planners identify tourism opportunities by participating in short "familiarization tours" of their communities. These tours can also help reduce the problem of overrating attractions which are significant to local residents but are not appealing to visitors (Howell,1981). Gunn (1988) further suggests that local residents can visit and/or interact with successful tourism communities in order to learn from their experiences in developing tourism. However, to ensure success in their own communities, residents must be sufficiently motivated and committed to tourism development.

The third essential element of community tourism planning is the collection of reliable information. Gunn (1988) suggests that prior to developing tourism, any community should collect sufficient information related to eight important items. These are the market situation, attraction potential, transportation, infrastructure, tourist-oriented businesses, information, promotion and regulation policy. While Gunn acknowledges that

an inventory of these points may seem a formidable task, he emphasizes the importance of considering all of them. This viewpoint is echoed by the British Columbia Ministry of Tourism which encourages communities to collect reliable data concerning their tourism markets, assets and concerns. The assets and concerns are addressed in relation to a community's attractions, promotions, infrastructure, hospitality and services.

The fourth aspect which is considered essential to the success of the planning process is the establishment of an action program. Gunn (1988) suggests that the action program should clearly indicate the roles of public, private and non-profit sectors in developing tourism in a community. Gunn further notes that while the integration of these different sectors into the action program ensures success in the planning process, tourism development is the responsibility of the entire community. This view is also reflected in the British Columbia Ministry of Tourism's emphasis on the participation of local residents in a Community Tourism Action Workshop. At the workshop, participants identify tourism goals for their community as well as projects aimed at attaining these goals. Action steps addressing the implementation of the projects are also developed.

The basic difference between the planning processes proposed by Gunn (1988) and the British Columbia Ministry of Tourism (1993) concerns the importance of evaluating the process. Gunn suggests that projects aimed at promoting tourism development in a community should be constantly evaluated to ensure that they are compatible with the goals identified by the community. Where these goals are not being satisfied, more data should be collected to determine why this is the case and appropriate action taken to rectify the problem(s). While the importance of evaluating the planning process is not suggested by the British Columbia Ministry of Tourism, the two processes provide the basis for comparing what is advocated conceptually with what occurs in practice.

2.6 Summary

This literature review asserts that understanding the sense of place held by the residents of any community is essential in order to encourage the development of appropriate tourism. It is argued that the sense of place held by the residents of any community is a product of their relationship(s) with certain characteristics of that place which distinguish it from other places. In British Columbia, communities interested in developing tourism have been capitalizing on specific characteristics which are "unique" to their communities and which portray a distinct sense of place. This is evident in the diverse range of themes (from the "Bavarian City of the Rockies" in Kimberley to "Western Heritage" and "Jellyroll" in Ashcroft and Lytton respectively), which have been adopted as the bases for developing tourism in many communities throughout the province. While these unique characteristics may attract tourists to a place, they may also lead to the alteration of the sense of place held by its residents and possibly even its eventual demise as a tourist destination. Thus, incorporating a sense of place in tourism planning is vital in order to encourage the development of tourism which is considered appropriate by local residents.

CHAPTER THREE

THE MUNICIPALITIES OF ASHCROFT AND LYTTON

The purpose of this chapter is to provide a brief background of Ashcroft and Lytton in order to establish the context for considering tourism development. The chapter addresses issues such as the physical, demographic and economic characteristics of Ashcroft and Lytton, and elaborates on the historical development of the two communities. The chapter concludes with a discussion of physical and cultural characteristics which are considered 'unique' to Ashcroft and Lytton. The uniqueness of these characteristics is demonstrated in the development of tourism resources which create a distinct sense of place for each community. Recent attempts to overcome obstacles to the development of tourism in Ashcroft and Lytton as well as the surrounding region are also highlighted.

3.1 Physical Characteristics

The communities of Ashcroft and Lytton are both situated in the Central Interior of British Columbia (Figure 2). The municipality of Ashcroft covers a total area of 837 hectares and is situated about 338 kilometers north-east of Vancouver (Ashcroft and District Chamber of Commerce, 1990; B.C. Municipal Yearbook, 1991). Ashcroft is situated about 93 kilometers west of Kamloops, which is the largest city in the Thompson-Okanagan Development Region. The municipality of Lytton is situated about 264 kilometers north-east of Vancouver and about 165 kilometers west of Kamloops.

The greater part of the South Thompson River area including Ashcroft, Cache Creek and Lytton is characterized by a dry continental climate. The area has an annual mean daily temperature of 8.7 degrees Celsius and an annual mean total rainfall of 15.31 cm. In the summer months temperatures may reach 38 degrees Celsius, while the winter months experience temperatures below zero degrees Celsius (Province of British Columbia, 1988). The area is dominated by air currents from the Pacific Ocean moving towards the north and

east along the valleys. Much of the Fraser-Thompson canyon has a semi-arid landscape having cactus flowers, sagebrush, tumbleweed and scattered Ponderosa Pine as its dominant vegetation. With this type of vegetation, Ashcroft and Cache Creek (a community 11 kilometers north of Ashcroft) have been described as the "Arizona of Canada" creating a nostalgia for the old "Western" times (High Country Tourism Association,1991).

3.2 Demographic Characteristics

The population of Ashcroft increased rapidly during the 1960s and the 1970s reaching its peak of 2,156 residents in 1981. However, by 1986 Ashcroft's population had decreased by 11.2 percent and it continued to decline by an additional 10.4 per cent in 1991 (Table 3). The rapid population growth during the 1960s has been attributed to the housing demands for the Bethlehem mine which started operating in the Highland Valley in 1962. Although the mine shut down in June 1982, it re-opened in January,1983 and by 1985, it employed about 450 people most of whom resided in Ashcroft (Province of British Columbia,1989). However, the opening of the Coquihalla highway in 1986 reduced traffic volumes through the Fraser-Thompson canyon resulting in considerable loss of businesses and population particularly in Ashcroft and Cache Creek.

Table 3 Population Distribution in Ashcroft and Lytton :1961-1991

Year	Ashcroft	% Change	Lytton	% Change
1961	868	-	442	-
1966	1,154	32.9	414	-6.3
1971	1,916	66.0	494	19.3
1976	2,032	6.1	468	-5.3
1981	2,156	6.1	428	-8.5
1986	1,914	-11.2	368	-14.0
1991	1,714	-10.4	370	0.5

(Source: B. C. Municipal Statistics, 1961-1991; and Statistics Canada,1992)

In contrast, Lytton did not experience any significant growth in its population during the 1960s and 1970s. The village reached its peak of 494 people in 1971 but the population has continued to decline since (Table 3). The population growth between 1966 and 1971 has been attributed to the opening of the Lytton lumber mill (Stevenson Kellogg Ernst and Whinney, 1988). In 1991, Lytton's population showed a negligible 0.5 per cent increase from the 1986 census.

In both Ashcroft and Lytton, the population structure reveals the predominance of residents aged 15 years and over (Table 4). The 1986 population census indicated that these residents constituted approximately 74 and 75 per cent of the total population of Ashcroft and Lytton respectively. Generally, residents aged 15 years and over constituted the active labour force in Ashcroft and Lytton, but with limited job opportunities unemployment rates were relatively high when compared to the Provincial average (Table 5). As Table 5 indicates, unemployment rates were particularly higher for females which reflects their vulnerability on the job market (Table 6).

Table 4 Age and Sex Structure in Ashcroft and Lytton (1986)

Age	ASHCROFT			LYTTON		
	Sex Male	Sex Female	Total	Sex Male	Sex Female	Total
0-4 years	75	70	145	15	15	30
5-9 years	85	75	160	20	10	30
10-14 years	100	95	195	15	15	30
15-19 years	90	70	160	15	10	25
20-24 years	55	65	120	15	15	30
25-34 years	145	150	295	30	35	65
35-44 years	165	150	315	20	20	40
45-54 years	100	95	195	20	15	35
55-64 years	95	80	175	15	20	35
65-74 years	40	50	90	10	10	20
75 years +	<u>30</u>	<u>40</u>	<u>70</u>	<u>10</u>	<u>5</u>	<u>15</u>
Total	980	940	1,920	185	170	355

(Source: Statistics Canada, 1986 Population Census)

Table 5 Labour Force Activity in Ashcroft and Lytton :15 years + (1986)

Labour Force Activity	ASHCROFT		LYTTON	
	Sex		Sex	
	Male	Female	Male	Female
In the Labour Force	530	290	110	60
Employed	480	250	95	45
Unemployed	50	40	15	15
Unemployment Rate	9.4	13.8	13.6	25

(Source: Statistics Canada, 1986 Population Census)

3.3 Economic Characteristics

The economy of Ashcroft is dependent on mining in the Highland Valley, which provided jobs to at least one-third of the community's working population during the late 1980s (Stevenson Kellogg Ernst and Whinney, 1988). Cattle ranching and hay farming are also important especially north of Ashcroft although much of the hay is consumed by local farms. Further south, fruits and vegetables are grown in small quantities along the Thompson River's Valley and are mostly marketed through roadside stands.

Lytton's economy is dominated by forestry which focuses primarily on lumber manufacturing. However, agriculture (especially ginseng production) is also important in the Botannie Valley north of Lytton, making the area the largest ginseng producer in Western Canada (Province of British Columbia, nd). In addition, Lytton has ideal climatic conditions for the production of hay, fruits and vegetables. Lytton's economy is further supported by white-water rafting particularly on the Thompson River (Fieldwork, 1992).

Table 6 Demographic Characteristics by Occupation and Sex in Ashcroft and Lytton

(1986)

Occupation	ASHCROFT			LYTTON		
	Sex		Total	Sex		Total
	Male	Female		Male	Female	
All Occupations	505	275	780	110	75	185
Managerial, administrative & related occupations.	65	20	85	-	5	5
Teaching & related occupations.	20	35	55	10	15	25
Occupations in medicine & health.	5	45	50	-	5	5
Technological, social, religious, artistic & related occupations.	20	25	45	10	-	10
Clerical & related occupations.	10	75	85	5	10	15
Sales occupations.	15	25	40	10	-	10
Service occupations.	30	40	70	15	20	35
Primary occupations.	110	-	110	15	20	35
Processing occupations.	20	-	20	25	-	25
Machinery, product fabricating, assembling & repairing occupations.	95	-	95	-	-	-
Construction trades occupations.	75	-	75	5	-	5
Transportation equipment operating occupations.	30	-	30	15	-	15
Other	10	10	20	-	-	-

(Source: Statistics Canada, 1986 Population Census)

3.4 Historical Development

3.4.1 Municipality of Ashcroft

Ashcroft derives its name from the Cornwall brothers who operated a cattle ranch and popular roadhouse on the gold trail to the Cariboo during the second half of the 19th century. In 1862, Clement and Henry Cornwall built a manor where they offered accommodation to miners and packers travelling to the Cariboo. The manor was named Ashcroft after the Cornwall's ancestral home in England (Ferguson Regional Consulting, nd). Although the original manor burned in 1943, the roadhouse still operates as a commercial enterprise, and it is one of the major tourist attractions that the village of Ashcroft boasts.

While several ranches were established in the Ashcroft area during the 1860s and 1870s, the community owes its existence to the construction of the Canadian Pacific Railway which commenced in 1884. Prior to 1885, the village of Ashcroft depended on subsistence farming, grain and cattle for its livelihood, while Ashcroft Manor served as the social center for the area. In 1865 the Cornwall brothers had built a race track at their roadhouse where horse races were held in the spring and autumn. Fox hunting and dog breeding were also introduced.

From 1884 to 1885 railway construction occurred in the area making Ashcroft the northernmost station of the Canadian Pacific Railway in the interior of British Columbia. The construction of the railway brought dramatic changes to Ashcroft, which subsequently prospered as the "Gateway to the Cariboo". The community flourished with the arrival of trainloads of supplies and people from the coast and across the nation bound for the mines of the Cariboo and the Highland Valley. Some of the people stayed in Ashcroft and contributed to its growth.

During the late 1880s Ashcroft continued to grow as ranching expanded from Lytton to the Cariboo in order to provide supplies for the miners and their mules. Ashcroft emerged as an important transshipment point handling thousands of cattle annually while

supplies were transported north to the mines and ranches. Ashcroft's prosperity continued throughout the 1890s but started to decline after the construction of a new railway line from Squamish to northern British Columbia during the early teens of the present century. Since then, the village of Ashcroft has experienced periods of boom and decline primarily driven by agriculture and mining. The community of Ashcroft was incorporated into a municipality on June 27th, 1952 (B.C. Municipal Yearbook,1991).

3.4.2 Municipality of Lytton

Prior to the arrival of the first European settlers in the interior of British Columbia, the community of what is now Lytton was occupied by ancestors of the Salish Native tribe. For thousands of years, the abundance of salmon in the Fraser and Thompson Rivers (named after the European explorers Simon Fraser and David Thompson) provided a livelihood for the natives. Besides providing security against hunger, the salmon served as a valuable trade commodity which the Salish tribe's ancestors exchanged with other native tribes' materials and artwork (Lytton and District Chamber of Commerce, nd).

Among the first whites in the area were traders and explorers such as Simon Fraser who visited the "Cumchin" (i.e. the meeting place of the Fraser and Thompson rivers) in 1808 while searching for a route to the Pacific Ocean. In the 1850s, gold and other precious minerals were discovered in many tributaries of the Fraser and Thompson rivers bringing prospectors into the area. In spite of the natives' resistance of the white settlers' presence, the latter eventually dominated the land and its resources. Immediately there arose a need for transportation links to facilitate the movement of wealth and supplies to and from the area. Road construction through the area commenced in 1860 but immediately prior to this, the thriving community which was simply known as the "Forks" acquired a new name. Thus, in 1858 the community was named Lytton after the British Colonial Secretary Sir Edward Bulwer Lytton (Lytton and District Chamber of Commerce, nd).

The road reached Lytton in 1863 but shortly thereafter the community experienced a period of decline. The majority of the gold prospectors left the area to seek wealth elsewhere. However, just like Ashcroft, the second great boom for Lytton commenced with the construction of the Canadian Pacific Railway in the 1880s. Besides offering respite to the railway travellers, Lytton started providing services to the ranches and mines which had been established in the surrounding areas. The construction of the Canadian National Railway after 1910 created the third great boom for Lytton which reached its peak in 1914. In subsequent years, Lytton experienced a gradual decline which reached its worst stages during the 1930s and 1940s when most of the community's wealth and property was destroyed by fires. The late 1950s and early 1960s marked a period of rejuvenation for Lytton due to the construction of the Trans-Canada highway. Although the opening of the Coquihalla highway in 1986 reduced traffic volumes through Lytton by 35 - 40 per cent, the community has survived as a service center for local residents and travellers. The village of Lytton was incorporated into a municipality on May 3rd, 1945 (B.C. Municipal Yearbook, 1991).

3.4.3 The "Birth" of the Gold Country Communities Society

During the past two decades the region around Ashcroft and Lytton has experienced very little growth. For instance, the region's population declined from 11,494 people in 1976 to 11,365 people by 1986 (B.C. Municipal Statistics, 1971-1991; Statistics Canada, 1992). In general, this population decline has been attributed to economic restructuring primarily in mining and forestry corporations but also in agricultural activities within the region (Stevenson Kellogg Ernst & Whinney, 1988).

In addition, the area has been experiencing changes in its demographic structure which are similar to the current trend across North America. The region's population structure is oriented towards smaller families and increasing older people thereby severely affecting its replacement rates. The opening of the Coquihalla highway in 1986 increased

the vulnerability of this already declining region even further. With the exception of Clinton, businesses and communities along the Trans-Canada highway including Lytton, Ashcroft, Cache Creek and Savona were extensively affected by the new highway (Stevenson Kellogg Ernst & Whinney,1988).

Attempts to redress the situation in the area emphasized the importance of a regional approach rather than individual communities working in isolation. In 1990, the communities of Ashcroft, Cache Creek, Clinton and Lytton collectively received the Provincial Government's "Strong Communities in the '90s" grant (Fieldwork,1992). Subsequently, a cooperative program was established to stimulate economic and social revitalization within the communities. The program was very successful since it contributed significantly to the accomplishment of various projects in the area (for example construction of a new bridge in Ashcroft and designation of Highway 97C). Recognizing that the communities could achieve more if they pooled their resources together rather than work in isolation, Lillooet, Logan Lake, Savona and Spences Bridge eventually joined the program.

Today, the program operates under the name of the Gold Country Communities Society and is composed of eight communities. The Society has a full-time manager who coordinates any interest group's efforts to encourage economic and/or social revitalization in the member communities. The Society is also actively engaged in tourism activities and projects since tourism has been identified as the sector which has the greatest potential for development in the Gold Country (Fieldwork,1992). Considerable attention is attached to the promotion of specific events such as Cattle Drive '92 and the 1993 Canada Summer Games which are geared towards boosting tourist volumes in the region. The Society is funded by the British Columbia Ministry of Economic Development, Small Business and Trade, the Ministry of Municipal Affairs and the Heritage Trust of British Columbia. In addition, administrative assistance is provided by Heritage Canada. Funding has been guaranteed until March 31st, 1994 (Fieldwork,1992).

3.5 Tourism Development in Ashcroft and Lytton

Although the communities of Ashcroft and Lytton are not considered as major tourist destinations, they have the potential for considerable tourism development. The tourist attractions, activities and events offered by Ashcroft and Lytton are presented in Table 7.

Table 7 Tourist Attractions, Activities and Events in Ashcroft and Lytton (1992)

Type of Asset	ASHCROFT	LYTTON
Attractions	Ashcroft Manor (1862); Ashcroft Museum; Hat Creek Ranch; Highland Valley Copper Mine; Walking Tour of Historic Sites.	Confluence of Fraser and Thompson Rivers; Lytton Jellyroll; Scenic Stein Valley; Lions Heritage Park; Historic Walking Tour.
Outdoor Activities	Horse Back Riding; Fishing; Golf (Semlin Valley - Cache Creek).	Whitewater Rafting; Cross-country Skiing; Gold Panning; Hiking; Nature Viewing; Fishing; Snowmobiling; Big Game Hunting; Camping / Picnicking; Swimming.
Festivals & Events	Ashcroft & District Rodeo (CPRA); NL'AKAPAXM Eagle Motorplex; Ashcroft Daze; Sun Country Rodeo (BCRA); Bonspiels; Ice Carnival; Canada Day Celebrations; Ashcroft Cattle Drive '92.	Lytton Days; Canada Day; Jellyroll Festival.

(Source: Gold Country CTAP, 1991; High Country Tourism Association, 1991; Gold Country Communities Society, nd)

In Ashcroft, the main tourist attractions are strongly attached to the community's heritage. For instance, Ashcroft Manor (originally built in 1862) is one of the few roadhouses which are still notable in the Gold Country. Scattered between Lytton and the Cariboo, the roadhouses served as centers of commerce, social life and information during the Cariboo gold rush in the second half of the 19th century. Today, mere remnants exist on the original sites of most of these roadhouses while Ashcroft Manor and Hat Creek Ranch (located about 11 kilometers north of Cache Creek) are the only ones which are still eminent.

In addition to promoting its long historical background, Ashcroft capitalizes on a number of activities and events to attract special tourist markets. The NL'AKAPAXM Eagle Motorplex, a drag strip adjacent to the Trans-Canada highway (about 4 kilometers north of Ashcroft), is perhaps one of the most promising events in the area. Initiated by the Ashcroft Indian Band in 1987, the motorplex attracted 13,000 fans and more than 300 different racers in that year and has since continued to gain prestige annually (Stevenson Kellogg Ernst & Whinney, 1988; High Country Tourism Association, 1991). Through the development of the motorplex, the Ashcroft - Cache Creek area expects to receive consistent spin-off effects from the motorsport market during the summer season. For instance, local businesses are expected to benefit from offering non-tourism services such as vehicle equipment, repairs and services for racing vehicles (Stevenson Kellogg Ernst & Whinney, 1988).

The municipality of Ashcroft is currently constructing a new \$200,000 swimming pool which, besides catering to local needs, will also offer more relaxation facilities to tourists visiting the area to attend events such as the motorplex. The downtown area is also being revitalized to create a more pleasant atmosphere for tourists interested in shopping while attending festivals and events in the community. Besides the Eagle Motorplex, other significant events in Ashcroft include rodeos and cattle drives which reflect the community's "Western Heritage" theme.

In Lytton, the major tourist attractions are primarily associated with physical characteristics. For instance, the community promotes the confluence of the Fraser and Thompson rivers, the scenic Stein Valley and the "jellyroll" as its main tourist attractions. The jellyroll which has been in existence for at least 11,000 years is "...a rolled layer of silt encased in coarser sands and gravels...found in a gravel pit south of the town" (High Country Tourism Association, 1991:4). The jellyroll is considered unique because of its size which measures several meters in length while similar structures are usually measured in centimeters. The junction of the silt-laden Fraser and the jade-coloured Thompson rivers is also considered a unique historic site since it was where the European explorer, Simon Fraser first met ancestors of the native Salish tribe in 1808. In the summer season, about 15 tour buses visit the confluence of the Fraser and Thompson rivers each day (Field Survey,1992).

The municipality of Lytton also attracts specialty tourist markets through various activities and events. For example, white-water rafting which was first commercialized in 1973, currently attracts about 10,000 people into the community annually (Field Survey,1992). Several rafting companies operate in the area attracting tourists worldwide and restoring the community's pride as the "Rafting Capital of Canada". Outdoor recreation activities such as hiking and backpacking in the Stein and Botannie valleys also appeal to some specialty markets. However, these activities generally provide little opportunities that can benefit local businesses in the Lytton area (Stevenson Kellogg Ernst & Whinney,1988). Additional tourist activities in Lytton include gold panning, fishing, big game hunting and snowmobiling in the Botannie valley.

While the communities of Ashcroft and Lytton have the potential for considerable tourism development, a number of obstacles can still be identified (Appendix 4). For instance, the Gold Country CTAP (1991) identified the lack of specific focal points as a major obstacle to tourism development not only in Ashcroft and Lytton, but also in other communities which constitute the Gold Country. Indeed, as Don Ference & Associates

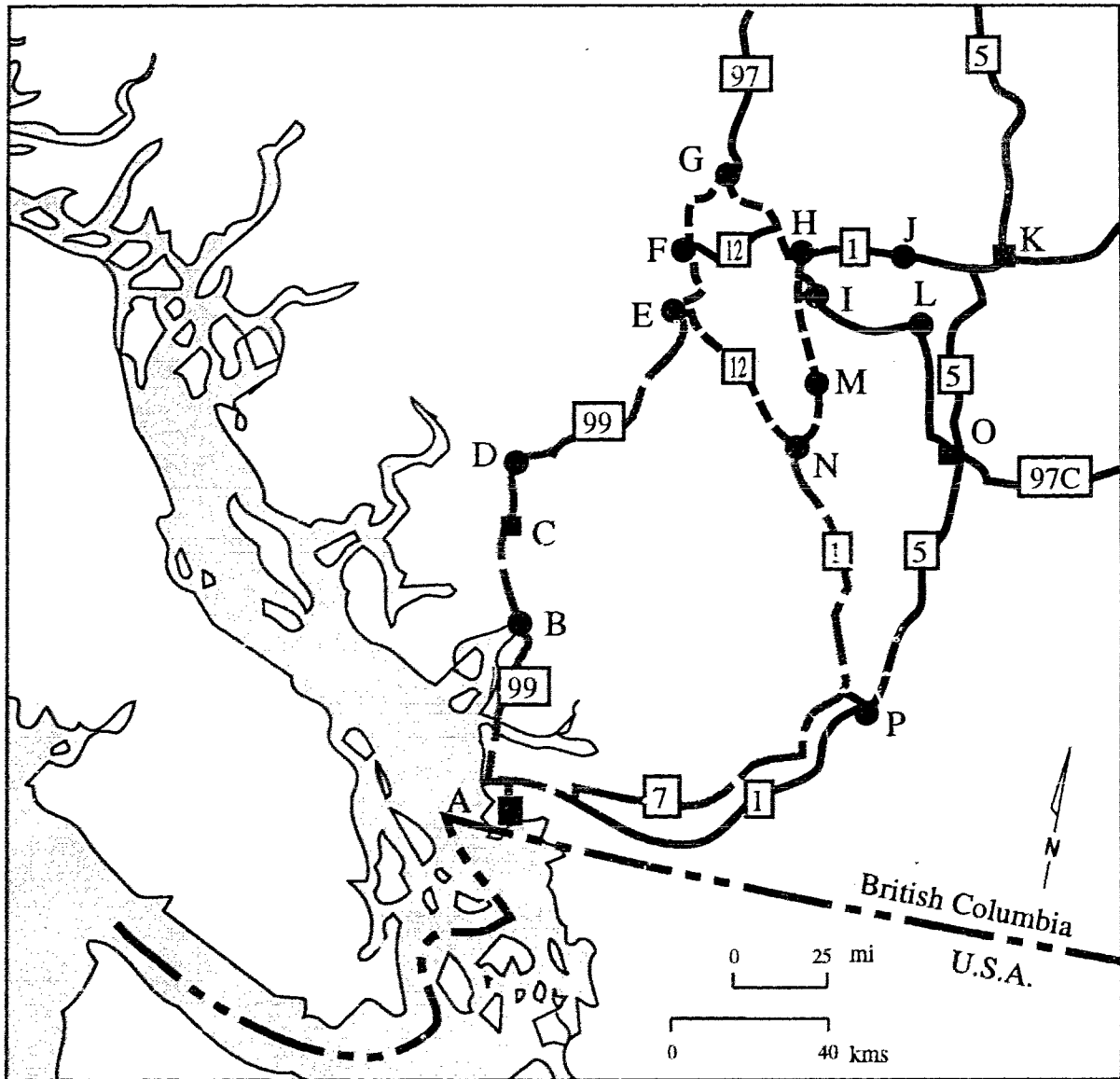
(1990:151) observe "a community lacking a downtown core or a unified theme is not very enticing to potential tourists and investors in tourism-related projects". Consequently, the various Gold Country communities are currently attempting to attract more tourists by developing and adopting different themes such as "Western Heritage" in Ashcroft, "Jellyroll" in Lytton and "50s Graffiti" in Cache Creek (Gold Country CTAP,1991).




Furthermore, tourist activity in the Gold Country is dominated by various forms of touring. While the major touring markets (e.g. British Columbia's residents and long-haul tourists from the U.S. and other Canadian Provinces) pass through the area on their northward trips to the Yukon, Alaska and the Rocky Mountains or southward to Vancouver and Vancouver Island, they rarely stop long enough to contribute significantly to the economy of the region (Stevenson Kellogg Ernst and Whinney,1988). The opening of the Coquihalla Highway in 1986 also had significant negative impacts on tourism-related businesses in the Gold Country, particularly in Ashcroft and Cache Creek. In Lytton, however, the impact of the Coquihalla Highway has been less severe since most of the rafting trips are arranged in advance (Stevenson Kellogg Ernst & Whinney,1988).

Thus, in an attempt to increase tourist volumes in their area, the Gold Country communities have been promoting circle tours through collaborative efforts (Price Waterhouse,1989). Covering 263 kilometers, the tours start from Lytton northbound along Highway 1 past Spences Bridge, to Ashcroft and Cache Creek. From Cache Creek, the tours go further north along Highway 97 to Clinton and finally southward along Highway 12 passing through Lillooet back to Lytton. In the summer season only, the tours also go via the Kelly Lake Road from Highway 97 to Pavilion and back to Lytton through Lillooet (Figure 5).

The Gold Country region also has the potential to increase tourist volumes since it has good transportation links with its major tourist markets. For instance, the area is accessible through Highway 1, Highway #97 to Alaska Highway, Highway 12 and Highway 99-Duffy Lake road. In fact, Highway 99 provides an alternative route for the

Figure 5 The Gold Country and Whistler-Fraser Canyon Circle Tours



- LEGEND**
-  Whistler-Fraser Canyon Circle Tour
 -  Gold Country Circle Tour
 -  Main Highways

- | | | |
|---------------|-----------------|--------------------|
| A • Vancouver | G • Clinton | L • Logan Lake |
| B • Squamish | H • Cache Creek | M • Spences Bridge |
| C • Whistler | I • Ashcroft | N • Lytton |
| D • Pemberton | J • Savona | O • Merritt |
| E • Lillooet | K • Kamloops | P • Hope |
| F • Pavilion | | |

circle tours since tourists can travel from the Fraser Canyon to Vancouver via Pemberton and Whistler. Since Whistler is a burgeoning world class resort, the Whistler-Fraser Canyon circle tour could increasingly become attractive to tourists (Price Waterhouse, 1989). The Gold Country, in general, and Ashcroft and Lytton in particular, also have various service-oriented businesses which can cater to tourists (Table 8). Therefore, while some major obstacles affecting infrastructure and services can be identified, the Gold Country region has the potential for considerable tourism growth especially through collaborative programs.

Table 8 Selected Service-Oriented Businesses in the Gold Country Region

<u>Category of Business</u>	<u>Number of Establishments</u>
Hotels / Motels	35
RV's / Camping	25
Resorts	17
Restaurants	50
Service Stations	28

(Source: Gold Country Communities Society, nd)

CHAPTER FOUR

THE CTAP PROCESS IN ASHCROFT AND LYTTON

The purpose of this chapter is to describe the community tourism planning processes completed by Ashcroft and Lytton. The chapter first examines the application of the community tourism planning process in the municipalities of Ashcroft and Lytton. Essentially, an attempt is made to determine the extent to which community tourism planning processes proposed in the literature are applied in practice. This is accomplished through three main stages.

First, at a conceptual level, a comparative analysis of the tourism planning processes proposed by Gunn (1988) and the British Columbia Ministry of Tourism (1993) is made. The planning process proposed by Gunn is used to provide a conceptual framework for the study and does not necessarily suggest that it is the only one or the "ideal" process. Gunn's process is used because he is the forerunner of tourism planning and a prominent academic who has published widely on tourism planning issues. Second, at an applied level, a comparison is made between the CTAP processes completed by Ashcroft and Lytton and the process proposed by the British Columbia Ministry of Tourism to determine how well the two communities adhered to the guidelines set by the Ministry. The third stage highlights the differences in Ashcroft's and Lytton's CTAP processes and offers a potential explanation for these differences.

The second part of this chapter investigates the representation of community interests in Ashcroft's and Lytton's tourism planning processes. This involves three stages. First, the stakeholder groups which participated in tourism action workshops hosted by Ashcroft and the Gold Country region as a whole are considered. Second, the perceptions of respondents to mailed questionnaires and key informants regarding public participation in tourism planning in Ashcroft and Lytton are examined. Finally, the factors affecting public participation in tourism planning in Ashcroft and Lytton are outlined.

The third part of this chapter deals with public participation in tourism planning in Ashcroft and Lytton as well as the development of appropriate tourism in the two communities. Essentially, an attempt is made to determine whether public participation in the tourism planning process encourages the development of tourism which is considered appropriate by residents of Ashcroft and Lytton. As mentioned previously, such tourism tends to respect the aspirations and priorities of a community's residents. One of these priorities is the preservation of the sense of place held by a community's residents.

4.1 Community Tourism Planning Processes in Ashcroft and Lytton

The steps involved in the planning processes proposed by Gunn, the British Columbia Ministry of Tourism and those employed by Ashcroft and Lytton are presented in Table 9. The table shows that with the exception of the evaluation stage, the planning processes proposed by Gunn and the Ministry of Tourism are essentially similar. The exclusion of the evaluation stage from the process suggested by the Ministry of Tourism can be attributed to the relatively recent introduction of CTAPs in British Columbia. Although the Ministry of Tourism attempted to evaluate the CTAP program, the results of the study were incomplete and have not been made available to the public (Majcher, 1993).

Table 9 also shows that the CTAP completed by Ashcroft addressed the steps proposed by the Ministry of Tourism more thoroughly than the CTAP completed by Lytton. In particular, while Ashcroft hosted a tourism action workshop in partnership with the Ministry of Tourism and identified tourism projects, Lytton neither hosted a similar workshop nor identified any tourism projects. However, it should be noted that although Lytton did not host its own workshop, representatives from the community participated in another workshop which was hosted by the Gold Country region in 1991 as part of its CTAP process. The tourism action workshop hosted by the Gold Country region involved representatives from eight communities (including Ashcroft and Lytton) which constitute the Gold Country Communities Society.

Table 9 Steps Involved in Tourism Planning Processes Advocated by Gunn and B.C. Ministry of Tourism Compared to those Completed by Ashcroft and Lytton

Proponent/ Community	Steps of the Planning Process				
	Step 1	Step 2	Step 3	Step 4	Step 5
Gunn	Establish Leadership *	Evaluate Assets and Liabilities *	Identify Opportunities	Establish an Action Program *	Conduct a Post-development Evaluation *
Ministry of Tourism	Form a Tourism Action Program Committee *	Collect Basic Tourism Data	Host a CTAP Workshop *	Undertake Project Identification and Implementation *	No Evaluation Step Identified
Ashcroft	Formed Tourism Action Committee Prior to CTAP **	Collected Basic Tourism Data	Hosted a CTAP Workshop **	Identified Projects **	No Evaluation Conducted
Lytton	No Tourism Action Committee Formed	Collected Basic Tourism Data	Participated in Gold Country Workshop **	No Projects Identified	No Evaluation Conducted

(Source: Gunn,1988; Ashcroft's CTAP,1989; Lytton's CTAP,1991; Gold Country CTAP,1991; Province of British Columbia, 1993)

* Indicates steps at which public participation is advocated conceptually.

** Indicates steps at which public participation occurred in practice.

The differences in the two communities' planning processes can be attributed to problems of leadership organization which are more evident in Lytton than in Ashcroft. Prior to the initiation of the CTAP process, Ashcroft had a tourism committee which had been established as part of the local Chamber of Commerce while Lytton did not have a similar committee. Indeed, to date the community of Lytton has not established a tourism committee although it has a Downtown Revitalization committee which is not dedicated to tourism but deals in a peripheral manner with tourism issues that are related to its jurisdiction. Since the tourism committee is responsible for developing and implementing a community's CTAP, its existence in Ashcroft but not in Lytton can be a potential explanation for the differences in the two communities' planning processes.

One observation concerning the establishment of tourism committees in Ashcroft and Lytton relates to the use of specific criteria to select members of the committees. The British Columbia Ministry of Tourism suggests that communities interested in developing tourism may have to consider a number of factors when selecting members to their tourism committees. These factors are presented in Table 10. However, comments made by key informants regarding leadership organization in Ashcroft and Lytton, indicate that no criteria were, or indeed should be, used to select tourism committee members. The key informants argue that due to the small sizes of their communities, they primarily depend on

Table 10 Selection Criteria for Tourism Action Committee Members

1. Knowledge of the community.
 2. Commitment to tourism.
 3. Ability to work in a group.
 4. Ability to invest sufficient time.
 5. Reliability.
-

(Source: Province of British Columbia, 1993:3)

volunteers to get things done. As a result, setting stipulations on who became members of the committee would "close the doors" and reduce public participation in the planning process.

4.2 The Representation of Community Interests in Tourism Planning Processes Completed by Ashcroft and Lytton

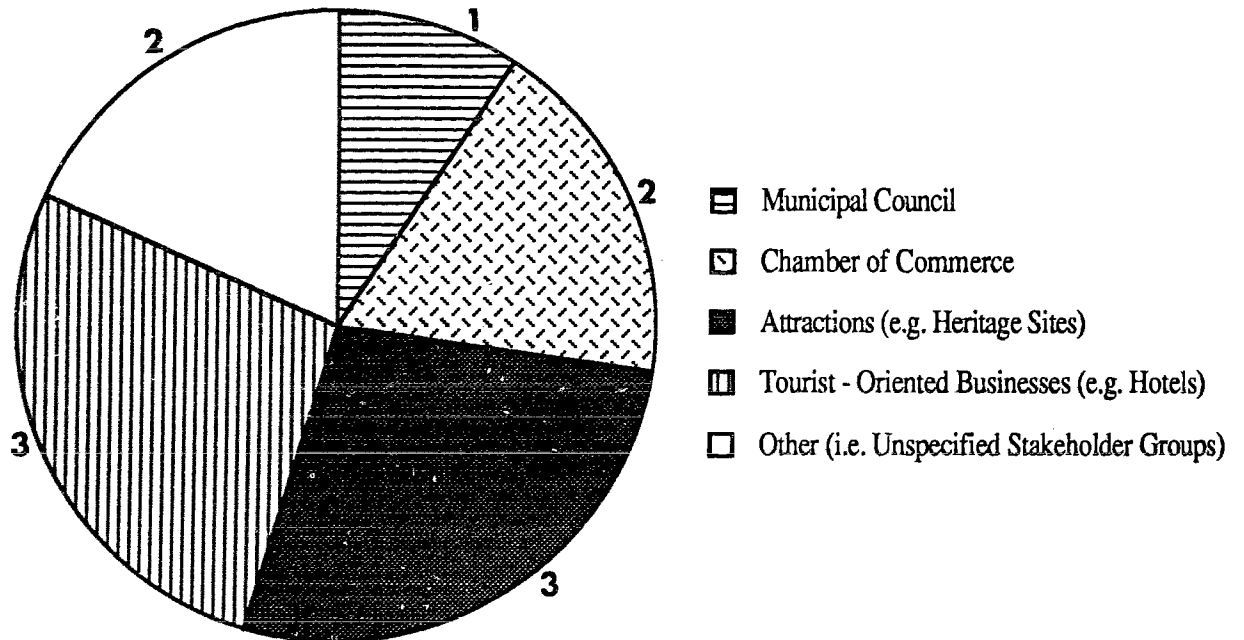
In section 4.1, it was noted that the community of Ashcroft hosted a tourism action workshop as part of its CTAP process which was completed in 1989. However, while a similar workshop was not hosted by Lytton, representatives from the community participated in another workshop which was hosted by the Gold Country region in 1991. Since Lytton did not host its own workshop, its representatives at the Gold Country workshop are used to determine the stakeholder groups that participated in the community's tourism planning process. In the case of Ashcroft, with the exception of three individuals, its representatives at the Gold Country workshop had also participated in the workshop which had been hosted by the community in 1989. These representatives are also used to determine the stakeholder groups that participated in Ashcroft's tourism planning process.

4.2.1 Participants in Community Tourism Action Workshops

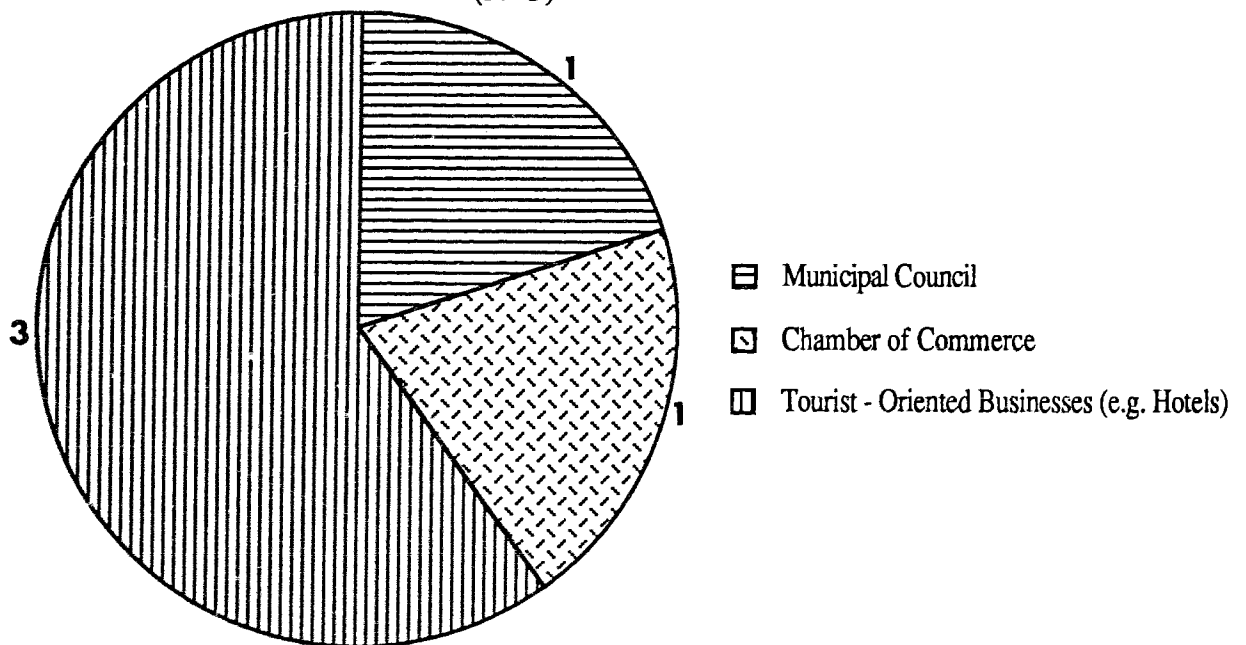
The stakeholder groups which participated in the workshops hosted by Ashcroft and the Gold Country region are presented in Figures 6 and 7. When compared to the various sectors which constitute the tourism industry (Table 11), as well as sectors which are not directly involved in tourism, Figures 6 and 7 indicate that participants at the two workshops did not sufficiently represent their communities' interests in the planning processes.

Generally, participants at the workshops were predominantly proprietors of tourist-oriented businesses (e.g. hotels / motels and gift shops) or tourist attractions (e.g. heritage sites and museums). At the workshop hosted by Ashcroft in 1989, there were 3 stakeholders from each of these two groups. Ashcroft Chamber of Commerce had 2

**Figure 6 Ashcroft's Community Tourism Action Workshop Participants
(N=11)***



**Figure 7 Gold Country Region's Community Tourism Action Workshop Participants
(N=5)****



(Source: Community Tourism Action Plan-Ashcroft, 1989; Community Tourism Action Plan-Gold Country, 1991)

* The number of participants reflects Ashcroft's representatives at the Gold Country Tourism Action workshop.

** The number of participants reflects representatives from Lytton only and not participants from all the eight communities which constitute the Gold Country region.

stakeholders while the Municipal Council had 1 stakeholder. Figure 6 also shows that two of the participants at the workshop hosted by Ashcroft did not specify their stakeholder groups. This group of participants might have been composed of some members of the public who are interested in general development issues in their community.

Table 11 **Sectors of the Tourism Industry**

1. Attractions
 2. Promotion
 3. Infrastructure
 4. Hospitality
 5. Services
-

(Source: Province of British Columbia,1993)

Figure 7 shows that 3 of the stakeholders from Lytton were either proprietors or representatives of tourist-oriented businesses while the Chamber of Commerce and the Municipal Council had 1 stakeholder each. In addition, Figures 6 and 7 indicate that stakeholder groups from some sectors of the tourism industry were not represented at all. In particular, the infrastructure sector (i.e. public utilities such as power, police and fire protection) had no representatives at the workshops hosted by both Ashcroft and the Gold Country region as a whole. Figures 6 and 7 further indicate that there was either little or no representation of members of non-tourist sectors at the two workshops. The limited representation of community interests at the workshops suggests that Ashcroft and the Gold Country region had problems with the mobilization of participation from a broad spectrum of their residents.

4.2.2 Respondents' Perception of Public Participation in Tourism Planning in Ashcroft and Lytton

The information presented in this section is drawn from comments made by respondents to the self-administered questionnaire which was mailed to presidents or representatives of special interest groups with either a direct or an indirect focus on tourism development in Ashcroft and Lytton. The respondents' perception of public participation in tourism planning in Ashcroft and Lytton is used to further examine the representation of community interests in the planning process. The perceived importance of public participation in tourism planning in both Ashcroft and Lytton is presented in Table 12.

Table 12 Perceived Importance of Public Participation in Tourism Planning in Ashcroft and Lytton

Statements	Rank				
	1 Strongly Agree	2 Agree	3 Disagree	4 Strongly Disagree	5 Undecided
1.The participation of all residents in some form of tourism planning is essential for further tourism development in this community.	21%	58%	14%	0	7%
2.Municipal officials and planners only should formulate and implement tourism plans which are best suited to the development needs of this community.	0	3%	45%	38%	14%
3.Planning for tourism in this community should involve only those residents who are interested in tourism and are committed to its success.	7%	31%	38%	14%	10%
4.Greater public participation in tourism planning in this community will only create more conflicting interests and delay the planning process.	4%	0	72%	4%	20%

(N=29)

(Source: Fieldwork, 1992)

As can be observed from the table, 79% of the total of 29 respondents stated that they strongly agreed (21%) or agreed (58%) that the participation of all residents in tourism planning is essential for further tourism development in their communities. This general viewpoint is further substantiated by the respondents' comments towards other issues concerning public participation in the tourism planning process. For instance, 83% of all respondents indicated that they strongly disagreed (38%) or disagreed (45%) with the idea that only municipal officials and planners should formulate and implement tourism plans which are best suited to the development needs of the two communities. In addition, 76% of the respondents indicated that they disagreed (72%) or strongly disagreed (4%) with the idea that greater public participation in tourism planning will only create more conflicting interests and delay the planning process.

The importance attached to public participation in tourism planning is also reflected in the respondents' attitudes towards benefits anticipated from public involvement in the process (Table 13). Table 13 indicates that the most frequently cited benefits relate to the increased understanding of tourism issues and the identification of options for consideration prior to developing tourism. For instance, 90% of the respondents indicated that public participation in tourism planning would likely (52%) or more likely (38%) increase their understanding of pertinent issues affecting tourism development in Ashcroft and Lytton. Similarly, 90% of the respondents indicated that public participation in tourism planning would likely (59%) or more likely (31%) assist in the identification of a variety of options to be considered prior to developing tourism.

Furthermore, 87% of the respondents indicated that public participation in tourism planning would likely (52%) or more likely (35%) make both planners and residents better equipped to anticipate future conditions in tourism development. Public commitment to the success of tourism development plans as well as the reduction of conflicts at later stages of tourism development were also considered potential benefits of public involvement in tourism planning. However, these were mentioned by relatively fewer respondents (i.e.

73% and 62% respectively). Nevertheless, Table 13 indicates that respondents considered the involvement of members of the public as an important element of the tourism planning process.

Table 13 Resident Attitudes Towards Benefits Anticipated from Public Participation in Tourism Planning

Benefits	Rank				
	1 More Likely	2 Likely	3 Unlikely	4 Very Unlikely	5 Don't Know
1. Increased understanding of the pertinent issues affecting tourism development in this community.	38%	52%	0	3%	7%
2. Identification of a variety of options for the planning team to consider prior to tourism development.	31%	59%	0	3%	7%
3. Both the planners and residents will be better equipped to anticipate future conditions in tourism development.	35%	52%	3%	3%	7%
4. Assurance of public commitment to the success of tourism development plans in the community.	31%	42%	17%	0	10%
5. Reduction of conflicts among planners, residents and visitors at later stages of tourism development in the community.	34%	28%	21%	0	17%
(N=29)					

(Source: Fieldwork, 1992)

4.2.3 Public Participation in the Tourism Planning Process

One of the questions in the self-administered questionnaires mailed to Ashcroft and Lytton in May, 1992 asked respondents to indicate the steps of the planning process at which members of the public should participate. In Questionnaire 1 which was mailed to

municipal council officials and tourism action committee members, a close-ended question was posed while in Questionnaire 2 which was mailed to presidents or representatives of special interest groups an open-ended question was used. Respondents to the close-ended question indicate that while public involvement is considered essential at all steps of the planning process, some steps are relatively more important than others (Table 14).

Table 14 Perceived Importance of Public Participation in the Tourism Planning Process

Steps of the Planning Process	1 Very Important	2 Important	Rank 3 Un- important	4 Very Un- important	5 Don't Know
1.Educating residents on pertinent tourism issues.	38%	48%	4%	0	10%
2.Development of a tourism policy.	34%	52%	7%	0	7%
3.Goal establishment.	35%	45%	10%	0	10%
4.Leadership organization.	24%	69%	0	0	7%
5.Assessment of tourism potential.	24%	58%	4%	4%	10%
6.Tourism impact assessment.	28%	59%	3%	0	10%
7.Strategy selection.	38%	41%	4%	0	17%
8.Implementation and evaluation of tourism plans.	31%	48%	4%	0	17%
9.Publicity and marketing.	59%	35%	0	3%	3%

(N=29)

(Source: Fieldwork, 1992)

For instance, the most important steps of the process relate to leadership organization as well as publicity and marketing. These steps were cited by 93% and 94% of all respondents respectively. Table 14 further indicates that the respondents considered

public participation as important when examining the impacts of tourism (87%), educating residents on tourism issues (86%) and developing a tourism policy (86%).

However, comments made by respondents to the open-ended question indicate that in practice, the involvement of members of the public in the planning processes completed by Ashcroft and Lytton is haphazard. For instance, this group of respondents indicates that residents of the two communities (especially Ashcroft) are involved in the establishment of goals and objectives as well as the assessment of tourism assets. The respondents further indicate that there is public involvement in the analysis and choice of tourism strategies (action steps) as well as their implementation. However, the respondents also indicate that members of the public do not participate at the other steps of the planning process (e.g. the development of a tourism policy and tourism impact assessment).

4.2.4 Key Informants' Perception of Public Participation in Tourism Planning in Ashcroft and Lytton

The importance of involving members of the public in the tourism planning process is further reinforced by key informants' comments regarding tourism planning in Ashcroft and Lytton. As noted in section 1.4.6, the key informants were individuals who had participated in the CTAP processes completed by Ashcroft and Lytton. The key informants clearly indicate that public participation in tourism planning is essential for a variety of reasons. First, the key informants argue that it is important for members of the public to have some input into the planning process because it makes them feel that they are a part of it since it incorporates some of their perspectives. The general viewpoint among key informants is that the public must know what is happening in their communities and they must feel comfortable with it as well as accept it. As one informant from Ashcroft states:

If they don't have any input, then they say that they don't own it, they don't know the plan and they won't be part of it. If you can be part of the planning, if you can have a little word in there and get your thoughts across in some way, then you are more inclined to be more involved in doing it.

Another informant argues:

In the long run, I think that people feel better if they know what's happening around them. They may not be interested but at least they are more aware of it. I would feel guilty if I didn't try and let the people know what's happening.

These comments generally correspond to the findings of previous research on public participation which emphasize the public's right to be consulted and to express their views regarding matters which have direct impacts on them (Wilkinson,1974; Sewell and Coppock,1977; Loukissas,1983; Getz,1991).

Second, the key informants argue that public participation in tourism planning is essential because it provides an opportunity for a broader spectrum of issues to be addressed. The key informants' comments indicate that public involvement in tourism planning anticipates the possibility of conflicts which might arise at a later stage if certain issues and/or concerns are not addressed. As one informant from Lytton states:

People will be concerned about their quality of lifestyle in this community and how much change its going to be to them. And I feel we have to be considerate of that and try to find perhaps, a compromise or at least listen to them.

The importance of public participation in the tourism planning process is also reflected in other comments made by key informants such as:

You get a broader spectrum. You get a lot of things out that might be a problem in the future like prejudices or change that thing over there or I don't want such and such happening here.

Another informant argues:

Those involved in the planning process do not want anyone to say that this is a terrible idea and I wish it hadn't been done.

Overall, the key informants' comments suggest that public participation in tourism planning is a form of reducing conflicts because if people are not involved in the planning

process, they might object to certain projects at a later stage. Nevertheless, while public participation in tourism planning is considered essential, the key informants' comments indicate that in Ashcroft and Lytton it is often a few individuals rather than the majority of residents who participate in tourism issues. The key informants note that usually specific individuals volunteer to pursue tourism development projects until the benefits of the projects begin to appear. Subsequently, other residents become interested in tourism issues and "jump onto the bandwagon". This assertion generally corresponds to the findings of previous research on public participation in community tourism planning. For instance, Murphy (1988:98) states that:

within tourist destination communities it is often relatively small groups of people who become involved with tourism development and achieve so much, and in some cases it may be one determined person.

In British Columbia, Chemainus is an obvious example of a community where the unwavering efforts of a local entrepreneur, Karl Schuiz and the mayor, Graham Bruce were vital in the early stages of tourism development. Murphy (1988) further notes that in most communities it is usually the business lobbies (e.g. Chambers of Commerce) which are likely to get involved in tourism activities. In both Ashcroft and Lytton, it was stakeholders from tourist-oriented businesses and attractions who were predominant at the tourism action workshops. Consequently, as noted by several key informants, one would be inclined to argue that in both Ashcroft and Lytton tourism planning represents the interests of a few individuals rather than those of all residents of the two communities.

In spite of this limited public participation in the tourism action workshops, key informants' comments indicate that the planning process is still open to all residents of the two communities. This also appears to correspond to the findings of previous research on public participation in community tourism planning. For instance, Murphy (1988) notes that while relatively few members of the public become directly involved in tourism

development issues, many appreciate being consulted and acknowledge the fact that they are free to participate should they desire to do so.

In Ashcroft, the annual stampede is one example of the willingness (among those involved in organizing tourism events) to accept greater public participation. For the past few years, the committee members involved in organizing the stampede (mostly five to six individuals) had made continuous complaints that members of the public were not participating in the organization of the event. The key informants note that there were problems getting enough volunteers, the organizers were overloaded with work and while new "blood" was necessary, it was not forthcoming. However, in 1992 more than 30 people attended the organizing committee's meeting. They were enthusiastic about the idea of the stampede asking the committee members how they could help because they felt it was such a great idea. The residents' enthusiasm can perhaps be attributed to the various accomplishments of the Gold Country Communities' Society.

4.2.5 Factors Affecting Public Participation in Tourism Planning in Ashcroft and Lytton

While public participation in tourism planning is considered essential, comments made by respondents to the mailed questionnaire and key informants indicate that there are a variety of obstacles to sufficient representation of community interests in the planning process. Table 15 presents the anticipated constraints of public participation in tourism planning in Ashcroft and Lytton. The most frequently cited constraints relate to apathy among local residents and their (residents') mistrust of planners involved in tourism development. For instance, 72% of the respondents indicate that apathy among local residents would likely (41%) or more likely (31%) affect public participation in tourism planning. Another 72% indicate that local residents may not trust planners involved in tourism development in the two communities.

Table 15 Resident Attitudes Towards Factors Affecting Public Participation in Tourism Planning

Constraints	Rank				
	1 More Likely	2 Likely	3 Unlikely	4 Very Unlikely	5 Don't Know
1. There is apathy among local residents regarding tourism development.	31%	41%	10%	4%	14%
2. Local residents may be unable to determine their needs regarding tourism development in the community.	17%	45%	21%	0	17%
3. Planners may be impatient to educate residents on the benefits and impacts of tourism development in the community.	24%	38%	17%	4%	17%
4. Local residents may not trust planners involved in tourism development.	34%	38%	7%	0	21%
5. Excessive costs both in terms of time and money which the community cannot afford.	41%	24%	7%	0	28%
6. Group politics may deter participation.	17%	35%	17%	0	31%
(N=29)					

(Source: Fieldwork, 1992)

Key informants' comments regarding public participation in tourism planning further indicate that getting everybody enthused enough about tourism issues is a major problem in their communities. According to one informant, "there is always the problem of what may be called the Ya Buts - people who say Ya, but it won't work." In addition, there are those who say,

Yes, that's a great idea. I hope they do it; or gee these people are going to cause all these tourists to come here to clog up the streets and I won't be able to park in front of the bakery when I want to do some shopping.

The key informants argue that since these residents are for the most part not really interested in tourism development, they are not involved in the planning process. The key informants also note that there is always a certain proportion of the residents who are in opposition of change just for the sake of opposing it. The informants argue that such opposition should be recognized as an important aspect of tourism planning at the community level.

Another obstacle to sufficient public participation in tourism planning in Ashcroft and Lytton relates to both temporal and economic costs. Sixty-five per cent of all respondents indicate that excessive costs both in terms of time and money would likely (24%) or more likely (41%) affect public participation in tourism planning. Other obstacles relate to local residents' inability to determine their needs regarding tourism development and planners' impatience to educate residents on the benefits and costs of developing tourism. Each of these factors was cited by 62% of all respondents while 52% indicated that group politics may deter public participation in the tourism planning process.

Closely related to group politics is the key informants' observation that public participation in tourism planning is also affected by small town politics. One informant argues that while some residents try to squeeze themselves into the planning committee, they get rebuffed by those who consider themselves "elites" or the "ruling class". As a result, some residents do not want to participate in the planning process at all. The key informants further argue that the small sizes of their communities affect public participation in the tourism planning process. Commenting on the extent of public participation in the planning process, one informant from Ashcroft states:

It's available to them and it's advertised and they are encouraged to participate as much as possible. But, they don't; generally, they don't...But, maybe I am expecting a bit too much because after all the population is really small and you don't get a big turn out even in B.C.

Another problem associated with the communities' small sizes stems from their dependence on volunteers to promote tourism development. The key informants note that in communities of Ashcroft's and Lytton's size, usually there has to be someone to constantly remind the Chamber of Commerce or the Economic Development Committee about issues pertinent to tourism development. However, as one informant states:

The problem is often that whoever is interested in such issues gets fed up or meets stumbling blocks along the way because there is no committee on the Council and so on which is interested in tourism development in the community. Therefore, nothing happens.

In Lytton, for instance, one informant attributes the limited public participation in the planning process to the community's lack of a tourism planning committee.

4.3 Public Participation and the Development of Appropriate Tourism in Ashcroft and Lytton

Previous research on the development of socially appropriate tourism in British Columbia (e.g. Cooke, 1982; D'Amore, 1983) has emphasized the importance of broadly-based resident participation in the planning process. It has been argued that local control in the planning process is essential for the development of appropriate tourism. However, as noted in Section 4.2.4, in Ashcroft and Lytton there was limited public participation in the tourism planning process which may well suggest that community interests were not sufficiently represented. In spite of the limited public participation, comments made by key informants in Ashcroft and Lytton indicate that in their opinion, the tourism development that has occurred in both communities is appropriate for local residents.

According to the key informants, one of the priorities of the residents of Ashcroft and Lytton is the preservation of a sense of place. The desire to preserve a sense of place is reflected in the key informants' comments regarding the tourism development that should be promoted in Ashcroft and Lytton. For instance, key informants' responses to questions

regarding the focus and extent of tourism development which should be emphasized in both communities indicate that they would recommend gradual and small-scale rather than rapid and large-scale tourism. As one informant from Ashcroft states:

Realistically in thinking of people who live here...my feeling is that the people in this community wouldn't want it to grow into a large size. I don't think they would want this to be any more than 5,000 in population. A lot of people live here because they like the small town...Our goal is to improve on the existing facilities and grow from there gradually rather than explode.

Another informant states:

I would like to see the town grow to between 3,000 and 5,000 people...But, I don't think the people in the area would really want to see it like Whistler. That wouldn't fit in with the lifestyle. You see, there is a quality experience for people and tour buses but not large-scale development, No.

Clearly, maintaining the communities' small sizes appears to be a major concern among the key informants. There appears to be a general consensus that residents of the two communities live there because they like the small sizes. As a result, tourism development in Ashcroft and Lytton is not targeted at any major changes because residents would not like to see their communities turn into big resorts.

However, maintaining the small sizes of the two communities is only one means of preserving the sense of place that residents of Ashcroft and Lytton attach to their communities. Another, and perhaps more important, means of achieving a stronger sense of place is "...historic preservation, a process whose self-stated goal is maintaining a traditional sense of place" (Datel and Dingemans,1984:135). The need for historic preservation in Ashcroft and Lytton is reflected in some of the key informants' comments regarding the importance of the communities' heritage in developing tourism. As one informant from Ashcroft states:

Tourists should come and find out the history of the interior of B.C. - the Carib history and Chinese history and have an adventure experience. There was a huge Chinatown in Ashcroft. They owned a lot of property around, a lot of ranches. Some of the biggest ranches were owned by the Chinese...It was a very wealthy Chinese area at that time...I would like to see that portion of history played out because to me it's unique - something that you are not going to find anywhere else in B.C.

The importance of preserving the communities' heritage is also emphasized by the CTAPs completed by Ashcroft and Lytton as well as some promotional tools (e.g. Chamber of Commerce brochures). Although Datel and Dingemans (1984) note that these documents may only portray meagre expressions of the sense of place held by residents of a community, the emphasis on the importance of historic structures (e.g. Ashcroft Manor and Hat Creek Ranch) is clearly evident.

4.4 Sustainable Tourism Issues

Key informants' comments indicate that another priority of the residents of Ashcroft and Lytton is the issue of sustainability in the development of tourism in their communities. From a tourism perspective, sustainability relates to the maintenance of both the physical and cultural resources of a community. As noted in Section 2.4, the Globe '90 Tourism Stream Conference held in Vancouver, British Columbia in March 1990, identified five goals of sustainable tourism. With the exception of equity in development, these goals are reflected either explicitly or implicitly in key informants' comments concerning tourism development in Ashcroft and Lytton. The community tourism action plans completed by Ashcroft and Lytton also address some of these goals to a considerable degree.

4.4.1 Increasing Public Awareness on Tourism Issues

Comments made by key informants in Ashcroft and Lytton indicate that local residents are generally aware of their communities' potential for tourism development. However, the key informants also note that public awareness regarding tourism issues is

affected by apathy and conservatism since some residents do not want any changes in their communities.

Some informants also argue that residents do not understand that it is their responsibility to attract tourists to their communities. According to the informants, local residents still think that the development or promotion of tourism in their communities is the responsibility of an Economic Development Officer or someone downtown. As a result, the key informants argue that there is a need to continue educating residents regarding the benefits and costs of developing tourism in their communities. This is also reflected in the importance that CTAPs completed by Ashcroft and Lytton attach to the training of staff involved in the hospitality sector.

Key informants' comments also indicate that both Ashcroft and Lytton have made various attempts to educate local residents on the importance of developing tourism in their communities. For instance, Ashcroft organized a Heritage Day in schools to help promote tourism. According to the informants, Heritage Day was a history day in Ashcroft and it involved various groups of people (e.g. cowboys and residents of Chinese descent) who know the history of the community. The idea was to make residents of Ashcroft reflect on their community's background. Other attempts to educate residents of Ashcroft on the importance of developing tourism have involved organizing workshops on the history of British Columbia. Nevertheless, while the key informants state that there is some awareness on tourism issues among members of the public, they also acknowledge that it is hard to convince people making more money in mining or forestry to shift to tourism which has relatively low-paying jobs.

In Lytton, open meetings organized by the Chamber of Commerce through tea parties or dinners have been used to educate residents on the benefits and costs of developing tourism. The staff members of the local Business Information Center also meet with residents throughout the community to discuss tourism issues. Familiarization tours which involve residents interacting with tourists have also been used. Nevertheless, key

informants' comments further indicate that neither Ashcroft nor Lytton has established any specific programs to increase public awareness towards tourism issues.

Although there have been no definite awareness programs in either Ashcroft or Lytton, respondents to the mailed questionnaire indicate that there are several techniques which can be used to increase public awareness on tourism development issues (Table 16). Table 16 shows that 97% of the respondents recognized that tourism workshops could be very important (35%) or important (62%) in increasing public awareness on tourism issues. This also appears to correspond to the findings of previous research on tourism planning at the community level. For instance, in British Columbia, Murphy (1988) observed that community workshops are an important element of the planning process since they bring together those involved in tourism and interested members of the public.

Table 16 Resident Attitudes Towards Techniques for Increasing Public Awareness on Tourism Development Issues

Techniques	Rank				
	1 Very Important	2 Important	3 Un- important	4 Very Un- important	5 Don't Know
1. Distribution of tourism brochures.	28%	48%	7%	3%	14%
2. Tourism workshops.	35%	62%	3%	0	0
3. Small informal meetings.	20%	48%	4%	4%	24%
4. Mass media.	10%	38%	14%	10%	28%
5. Displays of tourism development plans	17%	62%	7%	4%	10%
6. Public surveys on tourism issues.	24%	41%	21%	0	14%

(N=29)

(Source: Fieldwork, 1992)

Table 16 further indicates that 79% of the respondents recognized that displays of tourism development plans could be very important (17%) or important (62%) in promoting public awareness regarding tourism issues. Another potential technique is the distribution of tourism brochures which was cited by 28% of the respondents as being very important and 48% as important in increasing public awareness on tourism issues. This also appears to correspond to Keogh's (1990) findings on public participation in tourism planning at Cap-Pele in New Brunswick, Canada, where brochures were considered an important technique for distributing information among residents. Other important techniques mentioned by at least 65% of all respondents are small informal meetings and public surveys on tourism issues.

However, the use of the mass media was considered to be the least important technique with only 10% of the respondents indicating that it was very important and 38% that it was important. The lack of local radio stations in both Ashcroft and Lytton as well as a local newspaper in Lytton might have influenced the respondents' perceptions towards the mass media as a potential technique for increasing public awareness on tourism issues in their communities.

4.4.2 Improving the Quality of Life in Ashcroft and Lytton

Key informants' comments also indicate that improving the quality of life is an important issue regarding tourism development in Ashcroft and Lytton. As noted in Section 2.4, although quality of life is usually associated with the natural environment, it broadly refers to the relations that people establish among themselves as well as with the environment. The importance of maintaining the quality of life in Ashcroft and Lytton is reflected in some key informants' comments concerning the sacrifices that planners and local residents should be willing to make to encourage the development of tourism which is beneficial for both residents and visitors. As one informant from Ashcroft states:

They are going to have to expect some discomfort...in that there are strange people around in a town that we know everybody, where you can leave the doors unlocked. They have to expect change and fear what comes with that change.

Although some key informants acknowledge that there could be some discomforts (e.g. distrust and congestion) due to large volumes of tourists during peak seasons, other informants argue that residents should not make any sacrifices since they live in the communities because of the lifestyle. As one informant from Lytton states:

I am not sure that the residents should have to sacrifice...Many of them have come here or they have never lived anywhere else but they obviously like the lifestyle here or they wouldn't be here and somehow we have to respect that. I just feel that our people's opinion should be respected and we should try and not have people making sacrifices.

This viewpoint is reinforced by some key informants who argue that while residents of Ashcroft and Lytton may have to adapt to some changes which are inevitable in order to create an economic base for 'healthy' communities, such changes should be made carefully. Overall, the key informants' comments emphasize the fact that residents of Ashcroft and Lytton live there because they like the lifestyle in the communities.

4.4.3 Providing High Quality Experiences for Visitors

The key informants also emphasized the importance of offering tourists experiences which they cannot find anywhere else in British Columbia. For instance, Ashcroft's emphasis on a "Western Heritage" theme is one example of the community's efforts to offer a "genuine" western experience to tourists. Similarly, Lytton's emphasis on adopting a 1930s building style with possibilities of some William's era structures being constructed on main street represents the community's efforts to offer tourists experiences which they cannot get anywhere else in the province.

4.4.4 Environmental Management Issues

Closely associated with improving the quality of life in Ashcroft and Lytton is the issue of environmental management. For instance, one informant from Lytton argues that there is a need for more environmental management in the Stein Valley which is patronized by hikers from all over the world. Key informants' comments regarding the focus of tourism development that should occur in the two communities also emphasize the need to maintain the natural element since there are always some tourists who do not like too much commercialism.

4.5 Summary

This chapter has provided insights into tourism planning processes completed by Ashcroft and Lytton. A comparative analysis of the two communities' CTAPs and the planning processes proposed by Gunn (1988) as well as the British Columbia Ministry of Tourism (1993) indicates that there are differences between what is advocated conceptually and what occurs in practice. These differences are attributed to problems of implementing the CTAP process at the community level for example, the lack of strong leadership and commitment to tourism development which are essentially common among small communities (University of Missouri, 1986).

The stakeholder groups that participated in tourism action workshops and key informants' comments concerning public participation in tourism planning also suggest that genuine representation of community interests is at best, either minimal or non-existent. In both Ashcroft and Lytton, participants in tourism planning are generally a few residents who volunteer to pursue tourism projects because they are either interested in or they are somehow attached to tourism development. As a result, one would be inclined to argue that in Ashcroft and Lytton CTAPs do not sufficiently represent the interests of all residents. Nevertheless, comments made by key informants in Ashcroft and Lytton also indicate that

the tourism development that has occurred in both communities is appropriate for local residents.

CHAPTER 5

SUMMARY AND CONCLUSIONS

The purpose of this chapter is to summarize the major observations of this thesis and to discuss conclusions drawn from these observations. The chapter is divided into four sections. First, a summary of findings related to the three research questions is presented. Second, some issues related to tourism development in Ashcroft and Lytton are discussed. Third, the limitations of the study are outlined. Finally, recommendations concerning CTAP processes in British Columbia are made.

5.1 Research Findings

The objective of this thesis was to examine the CTAP processes completed by Ashcroft and Lytton in British Columbia and to determine the extent to which they incorporate public participation. In light of this overall objective, this study focused upon three research questions. These questions were investigated through a multimethod approach which involved data gathered from CTAPs completed by Ashcroft and Lytton, mailed questionnaire respondents, as well as interviews with selected key informants.

Research Question 1

The first research question dealt with the application of the community tourism planning process in the municipalities of Ashcroft and Lytton. This question was investigated through three main stages. First, at a conceptual level a comparison of the planning processes proposed by Gunn (1988) and the British Columbia Ministry of Tourism (1993) was made. This comparison revealed that except for conducting a postdevelopment evaluation, the two planning processes are essentially similar. The relatively recent introduction of CTAPs in British Columbia provides a potential explanation for the exclusion of the evaluation stage from the process proposed by the

Ministry of Tourism. Although the Ministry of Tourism attempted to evaluate the application of the CTAP process, the results of the study were incomplete and have not been publicized.

Second, at an applied level, a comparison of the CTAP processes employed by Ashcroft and Lytton and the process proposed by the British Columbia Ministry of Tourism was made to determine how well the two communities followed the guidelines set by the Ministry. This comparison revealed that the CTAP process completed by Ashcroft followed the Ministry of Tourism's guidelines more thoroughly than the process completed by Lytton.

The third stage attempted to offer a potential explanation for the differences observed in the two communities' CTAP processes. The differences are generally attributed to problems of leadership organization which are more evident in Lytton than in Ashcroft. As noted in Section 4.1, a tourism committee had been established in Ashcroft prior to the initiation of the CTAP process while Lytton did not have a similar committee. Since the tourism committee is responsible for developing and implementing a community's CTAP, its existence in Ashcroft but not in Lytton encouraged the former to follow the guidelines set by the Ministry of Tourism more closely than the latter.

In spite of these differences, the CTAP processes completed by both Ashcroft and Lytton indicate that what occurred in practice does not adequately reflect the community tourism planning processes which are advocated in theory. This discrepancy is also attributed to problems of implementing the CTAP process at the community level. Examples of these problems are the lack of strong leadership, motivation and commitment to tourism, residents' apathy towards tourism development and small town politics. These problems are not unique to Ashcroft and Lytton, but are prominent among many small communities.

Research Question 2

The second research question investigated the representation of community interests in the CTAP processes completed by Ashcroft and Lytton. This question was investigated by first considering the stakeholder groups that participated in tourism action workshops hosted by Ashcroft and the Gold Country region. An examination of the stakeholder groups revealed that participants in the two workshops did not sufficiently represent the various sectors which constitute the tourism industry, let alone other non-tourist sectors. While stakeholders from the attractions and services sectors were predominant at the workshops, other tourist sectors (especially infrastructure) and non-tourist sectors (e.g. various special interest groups) were not represented at all.

Second, the perceptions of mailed questionnaire respondents and selected key informants indicated that participants in tourism planning in Ashcroft and Lytton are generally a few individuals who are also either interested in or are somehow attached to tourism. Since public participation in tourism planning in Ashcroft and Lytton is generally limited, one would be inclined to argue that the CTAPs do not sufficiently represent the interests of all residents of the two communities. This is perhaps not surprising considering the problems associated with the mobilization of a broad spectrum of participants (e.g. the lack of volunteers and conflicting schedules with personal interests) which are evident among many small communities. However, despite the limited public participation, the CTAP processes completed by Ashcroft and Lytton were open to all residents of the two communities. This generally corresponds to the findings of previous research on public participation in tourism planning (e.g. Murphy, 1988).

Research Question 3

The third research question investigated whether public participation in tourism planning in Ashcroft and Lytton encourages the development of tourism which is considered appropriate by local residents. This question was investigated using key

informants' responses to an open-ended question which asked them to indicate the effectiveness of public participation in encouraging appropriate tourism development in Ashcroft and Lytton. While previous research on tourism planning (e.g. Cooke,1982; D'Amore,1983) suggests that local control in the planning process is essential for the development of appropriate tourism, key informants' comments indicated that in Ashcroft and Lytton there was limited public participation. Nevertheless, the key informants stated that the tourism development that has occurred in the two communities is appropriate for local residents.

An example of the appropriateness of the tourism development that has occurred in Ashcroft and Lytton is the preservation of the sense of place held by residents of the two communities. While an investigation of the sense of place held by individual residents was beyond the scope of this thesis, key informants' comments indicated that there is a general consensus to maintain the small sizes of the two communities. This was reflected in the key informants' emphasis on the need to promote gradual and small-scale rather than rapid and large-scale tourism development in both Ashcroft and Lytton. Emphasis on the importance of the communities' heritage in developing tourism also indicated a desire to maintain the traditional sense of place held by local residents. This desire is also evident in the "Western Heritage" theme adopted by Ashcroft.

5.2 Essential Tourism Issues in Ashcroft and Lytton

In addition to the preservation of a sense of place and sustainability issues, key informants in Ashcroft and Lytton emphasized two issues which are essential for tourism development in their communities. First, the key informants emphasized the importance of adopting a regional rather than a community perspective in developing tourism. The key informants stated that prior to 1990, each of the eight communities which constitute the Gold Country region had been trying to promote itself in isolation rather than collaborating with other communities in the region.

However, after the communities of Ashcroft, Cache Creek, Clinton and Lytton had collectively received the Provincial Government's "Strong Communities in the '90s" grant in 1990, they realized that they could accomplish a lot more by working together rather than acting alone. The key informants further observed that following the "Strong Communities in the '90s" program, the "Gold Country Communities Society" was established to coordinate the various communities' efforts towards social and economic development. The key informants noted that due to the Society's various accomplishments, more members of the public are becoming enthusiastic about tourism issues in the Gold Country.

Second, the key informants emphasized the importance of considering the development of tourism in their communities as the responsibility of all residents. Commenting on who should direct tourism development in Ashcroft and Lytton, the key informants indicated that while they would prefer the services of a full-time individual, it is the responsibility of all residents to promote tourism. In particular, the key informants argued that the involvement of native groups in the planning process is an important aspect. For instance, in Lytton one informant stated that native groups should be involved in the tourism planning process since they own a lot of land which could be used for guest ranches or resorts. Similarly, in Ashcroft key informants argued that the participation of native groups in the planning process is necessary since they own a lot of land and property in the community. For instance, the NL'AKAPAXM Eagle Motorplex is owned by the Ashcroft Indian band.

Comments made by key informants in Ashcroft further indicated that the Ashcroft band is already incorporating tourism-oriented plans into its development efforts. One informant observed that an agreement has already been reached between the Municipal Council and the Ashcroft band authorizing the latter to provide fire services at the motorplex grounds. Another informant argued that tourism development in Ashcroft should incorporate the interests of residents of Chinese descent in order to promote their heritage since they once owned a lot of property in the community.

5.3 Limitations of the Study

The initial intention of this thesis was to conduct a comparative analysis of tourism planning processes employed by Ashcroft and Lytton. As mentioned in Chapter 1, self-administered questionnaires designed to elicit information for this study were distributed among four different groups of residents in May, 1992. However, completed questionnaires did not indicate whether the respondents were residents of either Ashcroft or Lytton. As a result, the objective of the study was modified to a general examination of CTAP processes completed by Ashcroft and Lytton as well as determining the extent to which they (CTAP processes) incorporated public participation.

Furthermore, this study has been constrained by the paucity of data concerning CTAP processes in British Columbia, in general, and in Ashcroft and Lytton, in particular. For instance, only 32 of the 86 questionnaires which were distributed among residents of both Ashcroft and Lytton were returned representing a total response rate of 37.2 per cent. This low response rate made it difficult to draw significant conclusions concerning the CTAP processes completed by the two communities. While the inadequacy of data for reliable conclusions is a typical difficulty of case study research (Grosf and Sardy, 1985), the fact that Lytton did not address other steps of the planning process made it even more difficult to make comparisons between what is advocated conceptually and what occurs in practice.

5.4 Recommendations

While further research is obviously required to substantiate the findings of the present study, some recommendations concerning CTAP processes in British Columbia can still be made. First, communities interested in developing tourism should, from the outset, be encouraged to establish some mechanism which should not only evaluate the outcome of tourism development as Gunn (1988) suggests, but also ensure that the planning process is adhered to as much as possible. As previously mentioned, the

implementation of the CTAP process at the community level can be hampered by a variety of problems (e.g. the lack of strong leadership). The establishment of some mechanism to oversee the CTAP process could perhaps ensure that what occurs in practice reflects what is advocated conceptually.

Second, the representation of community interests should be emphasized as an indispensable element of the CTAP process. This study shows that it is rather paradoxical that while respondents and key informants express a high level of support for public participation in the planning process, few residents of Ashcroft and Lytton actually participated in the process. Further, while the Ministry of Tourism CTAP guidelines indicate that "participation by key individuals in the community is vital" (Province of British Columbia,1993:21), the benefits of public participation in the planning process are not clearly expressed. Perhaps, the Ministry of Tourism CTAP guidelines should address the benefits of sufficient representation of community interests in the planning process to help reduce what might be called the "what's in it for me?" attitude. As previous research (Rothman,1978; Pizam,1978; Murphy,1983; Prentice,1993) suggests, different decision-making groups tend to have different attitudes towards tourism development in a community. Thus, while those who anticipate personal benefits from tourism (e.g. proprietors of tourist-oriented businesses) tend to support it, other residents are generally skeptical of its development. Consequently, by providing adequate information on the benefits of public participation in the planning process, more residents could probably become involved in tourism issues in their communities.

One of the benefits which should be emphasized is the preservation of the sense of place that local residents attach to their communities. As previously mentioned, local residents and tourists tend to have different perceptions of tourist destinations as places. These differences may gradually create conflict between the two groups as they interact with each other in the destination community. Thus, careful planning and management of tourism which incorporates the importance of a place to its residents is essential in order to

encourage appropriate tourism development. With specific reference to the CTAP process, there should be clear guidelines on how local residents can and should participate in the planning process. Again, some mechanism (e.g. a task force comprising individuals who are familiar with the CTAP process), established to oversee the CTAP process could help encourage genuine representation of community interests.

Third, perhaps a regional rather than a community perspective should be adopted in the application of the CTAP process. As previously mentioned, communities which constitute the Gold Country Communities Society acknowledge that by working co-operatively they have accomplished a lot more than acting in isolation. While specific conditions within the communities (e.g. the lack of motivation and commitment to tourism) might have contributed to their failure to accomplish certain tourism-oriented projects, the application of the CTAP process in a regional context is still worth exploring.

Finally, this study presents a preliminary investigation of CTAP processes completed by Ashcroft and Lytton which are only two of the many communities that are involved in tourism development in British Columbia. The study has addressed the specific nature of community participation in the planning process, an issue which has previously received relatively limited attention. While the findings of this study might have been influenced by the particular circumstances under which the CTAP processes were employed, it is evident that a more precisely defined community-based approach with a strong sense of place and sustainability component is vital in tourism planning. In this regard, further research should be conducted to evaluate the effectiveness of the CTAP program in assisting communities interested in developing tourism. Such research could be conducted prior to encouraging other communities in the Province to pursue tourism development as one form of economic diversification.

APPENDIX 1

Dear Sir / Madam,

Re: **RESEARCH PROJECT ON COMMUNITY TOURISM PLANNING
IN BRITISH COLUMBIA**

The enclosed questionnaire is part of a research project on Community Tourism Planning in British Columbia which is currently in progress. The overall objective of the project is to evaluate the CTAP processes completed by Ashcroft and Lytton communities and to determine the extent to which they incorporate public participation.

Your response to the questionnaire will be treated as **STRICTLY CONFIDENTIAL**. Please return the completed questionnaire by July 10th, 1992.

Should you need additional information, please contact: Dr. Roger Hayter or Mr. Mike Tasosa, Department of Geography, Simon Fraser University, Burnaby, B.C. V5A 1S6. Phone: 291-3327 / 291-4458 or 291-3321.

Questionnaire 1 Designed for Municipal Council Officials and Tourism Action Committee Members in Ashcroft and Lytton

GENERAL INSTRUCTIONS: This questionnaire concerns your views about tourism planning in this community and how you think the planning process may be improved to make tourism development more beneficial for local residents and visitors alike.

1. What are the community's goals and objectives for developing tourism?

2. Does the community have a planning committee / team which deals with tourism development issues?

Yes ()
No () Go to Q7

3. How many members does the planning committee have?

4. What is the criteria for selecting / appointing members to the planning committee?

5. Does the planning committee have a specific term of tenure?

No ()
Yes () Please state the period-----

6. What is the mandate of the committee?

7. Which of the elements shown below form part of the tourism planning process in this community? Please check the appropriate spaces.

- (a) Setting community goals and objectives for tourism development ()
- (b) Establishment of leadership to guide tourism development ()
- (c) Inventory of community assets for tourism development ()
- (d) Market analysis ()
- (e) Impact assessment ()
- (f) Analysis and choice of strategies ()
- (g) Implementation of strategies ()
- (h) Evaluation of tourism development plans ()
- (i) Other (Please specify) -----

8. How effective has each of the stages shown below been towards achieving the "desired" level of tourism development in this community? For each of the stages indicate whether you think it has been "Very Effective" (VE), "Effective" (E), "Ineffective" (I), "Very Ineffective" (VI), or you are "Undecided" (UD). For each stage please circle ONE appropriate number only.

	(VE)	(E)	(UD)	(I)	(VI)
(a) Setting community goals and objectives for tourism development.	1	2	3	4	5
(b) Establishment of leadership to guide tourism development.	1	2	3	4	5
(c) Inventory of community assets for tourism development.	1	2	3	4	5
(d) Market analysis.	1	2	3	4	5
(e) Impact assessment.	1	2	3	4	5
(f) Analysis and choice of strategies.	1	2	3	4	5
(g) Implementation of strategies.	1	2	3	4	5
(h) Evaluation of tourism development plans.	1	2	3	4	5

9. What proposals (if any) have been made to improve the planning process?

10. Does the planning process involve public participation?

- Yes ()
No () **Go to Q14**

11. Which segments of the "public" are involved in the planning process?

12. At what stage(s) of the planning process described below are the "publics" involved? Please check the appropriate spaces.

- (a) Setting community goals and objectives for tourism development. ()
(b) Establishment of leadership to guide tourism development. ()
(c) Inventory of community assets for tourism development. ()
(d) Market analysis. ()
(e) Impact assessment. ()
(f) Analysis and choice of strategies. ()
(g) Implementation of strategies. ()
(h) Evaluation of tourism development plans ()

(i) Other (Please specify)-----

13. What role(s) do the "publics" play in the decision-making process?

14. Which of the awareness programs shown below have been used to educate the "public" on the benefits and costs of tourism before and after its development in this community?

	Before	After
(a) Distribution of brochures addressing pertinent issues in a fairly concise and understandable manner.	()	()
(b) Workshops involving tourism planners, community residents and special interest groups and / or associations.	()	()
(c) Small informal meetings between tourism planners and special interest groups with some focus on tourism development.	()	()
(d) Requests for public opinion on tourism development issues through the mass media (TV, Radio and Newspapers.)	()	()
(e) Display of tourism development plans at Municipal offices and other focal points in the community (e.g. malls.)	()	()
(f) Surveys of public opinion on critical issues to tourism development in the community.	()	()

15. How effective have the programs indicated below been in educating the public on the benefits and costs of tourism development in the community? For each program indicate whether you think it has been "Very Effective" (VE), "Effective" (E), "Ineffective" (I), "Very Ineffective" (VI), or you are "Undecided" (UD). For each program please circle **ONE** appropriate number only.

	(VI)	(E)	(UD)	(I)	(VE)
(a) Distribution of brochures addressing pertinent issues in a fairly concise and understandable manner.	1	2	3	4	5
(b) Workshops involving tourism planners, community residents and special interest groups and / or associations.	1	2	3	4	5
(c) Small informal meetings between tourism planners and special interest groups with some focus on tourism development.	1	2	3	4	5
(d) Requests for public opinion on tourism development issues through the mass media (TV, Radio and Newspapers)	1	2	3	4	5
(e) Display of tourism development plans at Municipal offices and other focal points in the community (e.g. malls)	1	2	3	4	5
(f) Surveys of public opinion on critical issues to tourism development in the community.	1	2	3	4	5

16. Has there been a formal attempt to evaluate the public awareness programs?

- Yes ()
 No () Go to Q18

17. What proposals have been made to increase the effectiveness of the programs?

18. What are the benefits of incorporating public participation in the tourism planning process for this community?

19. What are the constraints of incorporating public participation in the tourism planning process for this community?

20. To what extent does current public involvement influence decision-making in the tourism planning process?

21. Do you think that community residents are satisfied with their level of participation in the tourism planning process?

Yes () Why?-----

Go to Q 26

No () Why Not?-----

Go to Q 22

22. Have there been any proposals to increase public participation in the tourism planning process?

No () **Go to Q 25**

Yes () Please describe proposals -----

23. What positive effects do you think such increased public participation will have on the tourism planning process?

24. Do you think there might be any negative effects arising from such increased public participation?

No () **Go to Q 25**

Yes () What are the effects?-----

25. Does the planning committee have any plans for further tourism development in this community?

No ()

Yes () What are they?-----

26. Do you think the majority of community residents are in favour of more tourism development?

Yes ()
No ()

27. Do you think further tourism development in this community poses any major costs for the community?

No () **Please go to Q29**

Yes () What are the costs?-----

28. To what extent would such costs affect community resources which might be used for other development projects?

29. Is there any supplementary information you might have on the tourism planning process and / or public participation in tourism development in this community?

THANK YOU FOR YOUR PARTICIPATION IN THIS QUESTIONNAIRE

APPENDIX 2

Questionnaire 2 Designed for Presidents or Representatives of special interest groups with either a direct or an indirect focus on tourism development in Ashcroft and Lytton

GENERAL INSTRUCTIONS: This questionnaire concerns your views about tourism planning in this community and how you think the planning process may be improved to make tourism development more beneficial for local residents and visitors alike.

NOTE: For each of the following statements, please indicate whether you "Strongly Agree" (SA), "Agree" (A), "Disagree" (D), "Strongly Disagree" (SD), or you are "Undecided" (UD). PLEASE INDICATE ONE ONLY.

	(SA)	(A)	(UD)	(D)	(SD)
1. Tourism development should be promoted in this community.	1	2	3	4	5
2. Community residents are generally unaware of the benefits and costs of tourism development in this community.	1	2	3	4	5
3. Increasing public awareness on the benefits and costs of tourism is the key to successful tourism development in this community.	1	2	3	4	5
4. Techniques for providing information on tourism development in this community should be much more understandable for residents.	1	2	3	4	5
5. The participation of all residents in some form of tourism planning is essential for further tourism development in this community.	1	2	3	4	5
6. Municipal officials and planners <u>only</u> should formulate and implement tourism plans which are best suited to the development needs of this community.	1	2	3	4	5

NOTE: For each of the following statements, please indicate whether you "Strongly Agree" (SA), "Agree" (A), "Disagree" (D), "Strongly Disagree" (SD), or you are "Undecided" (UD). Please indicate ONE only.

	(SA)	(A)	(UD)	(D)	(SD)
7.Plannir.g for tourism in this community should involve only those residents who are interested in tourism development and are committed to its success.	1	2	3	4	5
8.Some individuals and special interest groups are likely to be more influential in the tourism planning process than the rest of the community residents.	1	2	3	4	5
9.Individuals and special interest groups involved in tourism planning do not sufficiently represent the needs of residents of this community.	1	2	3	4	5
10.Tourism development plans do not sufficiently address residents' concerns on tourism development in this community.	1	2	3	4	5
11.Greater public participation in tourism planning in this community will only create more conflicting interests and delay the planning process.	1	2	3	4	5
12.Tourism development has done more harm than good to this community.	1	2	3	4	5
13.Municipal funds should be directed towards other forms of community development rather than tourism.	1	2	3	4	5

NOTE: For the following statements please rate according to the degree of importance what you think should be done to improve planning for tourism development in this community. Please circle the appropriate number to indicate whether you think each of the issues outlined below is "Very Important" (VI), "Important" (I), "Unimportant" (UI), "Very Unimportant" (VU), or you "Don't Know" (DK).

1. In this community public awareness on tourism development issues may be increased through the following ways: (For each case please circle **ONE** appropriate number only)

	(VI)	(I)	(DK)	(UI)	(VU)
(a) Distribution of brochures addressing pertinent issues in a fairly concise and understandable manner.	1	2	3	4	5
(b) Workshops involving tourism planners, community residents and special interest groups and / or associations	1	2	3	4	5
(c) Small informal meetings between tourism planners and special interest groups with some focus on tourism development.	1	2	3	4	5
(d) Requests for public opinion on tourism development issues through the mass media (TV, Radio & Newspapers)	1	2	3	4	5
(e) Display of tourism development plans at Municipal offices and other focal points in the community (e.g. malls)	1	2	3	4	5
(f) Surveys of public opinion on critical issues to tourism development in the community.	1	2	3	4	5

2. Public participation in tourism planning in this community should be emphasized at the following stages. (For each stage please circle ONE appropriate number only)

	(VI)	(I)	(DK)	(UI)	(VU)
(a) Educating residents on the benefits and costs of tourism development in this community.	1	2	3	4	5
(b) Assisting the Municipal Council to develop a tourism policy.	1	2	3	4	5
(c) Establishment of goals and objectives for tourism development in this community	1	2	3	4	5
(d) Selection of members of the tourism planning committee for the community.	1	2	3	4	5
(e) Assessing the community's assets for tourism development.	1	2	3	4	5
(f) Assessing potential impacts of tourism development in the community.	1	2	3	4	5
(g) Selecting appropriate strategies for tourism development in the community	1	2	3	4	5
(h) Implementation and evaluation of tourism development plans.	1	2	3	4	5
(i) Selling the community to visitors (i.e. publicity and marketing)	1	2	3	4	5

3. Criteria for selecting members of the community tourism planning committee should include the following. (For each criterion please circle ONE appropriate number only)

	(VI)	(I)	(DK)	(UI)	(VU)
(a) Knowledge of the community.	1	2	3	4	5
(b) Commitment to tourism's success in the community.	1	2	3	4	5
(c) Awareness of potential benefits and impacts of tourism development in the community.	1	2	3	4	5
(d) Some expertise (e.g. in planning, marketing, architecture or landscape design etc).	1	2	3	4	5
(e) Membership in special interest groups with some focus on tourism development	1	2	3	4	5
(f) Membership in special interest groups without direct focus on tourism development.	1	2	3	4	5
(g) Willingness to sacrifice personal interests for the good of the entire community.	1	2	3	4	5
(h) Some form of acquaintance with other members of the planning team prior to assuming appointment.	1	2	3	4	5

4. To make tourism development in this community more beneficial community residents should be prepared to sacrifice the following. (For each case please circle **ONE** appropriate number only)

	(VI)	(I)	(DK)	(UI)	(VU)
(a) Scarce financial resources.	1	2	3	4	5
(b) Certain rights held by community residents. (e.g. land rights or free entrance to parks)	1	2	3	4	5
(c) Certain regulations restricting development to particular areas of the community.	1	2	3	4	5
(d) Pristine environments which may be modified by tourism development.	1	2	3	4	5
(e) Personal interests which may conflict with unanimous community interests.	1	2	3	4	5

NOTE: For the following questions please circle the appropriate number to indicate whether you think the benefits and constraints outlined below are "Most Likely" (ML), "Likely" (L), "Unlikely" (UL), "Very Unlikely" (VU) or if you "Don't Know" (DK) whether they might occur as a consequence of public participation in tourism planning.

5. Public participation in tourism planning in this community may yield the following benefits. (For each case please circle **ONE** appropriate number only)

	(ML)	(L)	(DK)	(UL)	(VU)
(a) Increased understanding of the pertinent issues affecting tourism development in this community.	1	2	3	4	5
(b) Identification of a variety of options for the planning team to consider prior to tourism development.	1	2	3	4	5
(c) Both the planners and residents will be better equipped to anticipate future conditions in tourism development.	1	2	3	4	5
(d) Assurance of public commitment to the success of tourism development plans in the community.	1	2	3	4	5
(e) Reduction of conflicts among planners, residents and visitors at later stages of tourism development in the community.	1	2	3	4	5

6. Public participation in tourism planning in this community may not succeed due to the following constraints. (For each case please circle **ONE** appropriate number only)

	(ML)	(L)	(DK)	(UL)	(VU)
(a) There is apathy among local residents regarding tourism development.	1	2	3	4	5
(b) Local residents may be unable to determine their needs regarding tourism development in the community.	1	2	3	4	5
(c) Planners may be impatient to educate residents on the benefits and impacts of tourism development in the community.	1	2	3	4	5
(d) Local residents may not trust planners involved in tourism development.	1	2	3	4	5
(e) Excessive costs both in terms of time and money which the community cannot afford.	1	2	3	4	5
(f) Group politics may deter participation	1	2	3	4	5

PLEASE INDICATE YOUR OCCUPATION IN THE SPACES PROVIDED BELOW.

Property owner / manager () Skilled labour () Sales ()
 Clerical () Retired () Houseperson ()
 Unemployed () Professional () High School Student ()
 University/ College Student ()

Other (Please Specify) _____

SPECIAL INTEREST GROUP'S / ASSOCIATION'S NAME _____

NOTE: I WOULD APPRECIATE ANY SUPPLEMENTARY INFORMATION YOU MIGHT HAVE ON TOURISM PLANNING AND / OR PUBLIC PARTICIPATION IN TOURISM DEVELOPMENT IN THIS COMMUNITY.

THANK YOU FOR YOUR PARTICIPATION IN THIS QUESTIONNAIRE

APPENDIX 3

Interview Schedule Designed for in-depth interviews with key informants

1. How much tourism development has occurred in this community? (Please elaborate)

2. What has been the course of such development? i.e. What has been the focus of tourism development in this community?

(PROMPT: Has emphasis been on small-scale tourism targeted at special market segments and promoting specific attractions; or large-scale all-season mass tourism)

3. Has tourism development in this community been based on a clearly defined planning process / approach?

- Yes ()
- No ()

4. What does the tourism planning process in this community involve? i.e. What is the nature of the planning process?

(PROMPT: Planning process might include - goal formulation; leadership organization; Inventory of community assets; market analysis; etc)

5. Who currently directs tourism development in this community? i.e. Is it the community at-large; a few influential individuals; or the Tourism Action Committee controlled by the Municipal Council?

6. Is whoever directs tourism development acceptable to the community?

Yes () Why?-----

No () Why not?-----

7. In your opinion, are community residents aware of the potential that this area has for tourism development?

Yes () Go to Q8

No () Why not?-----

8. Who is currently responsible for educating community residents on tourism development issues? i.e. Is it Municipal officials; special interest groups with specific focus on tourism development; individuals operating tourist-related businesses e.g. hotel / motel owners etc?

9. What awareness programs have been used to educate the "public" on the benefits and costs of tourism development in this community?

(PROMPT: Programs might include - distribution of brochures; workshops open to all community residents; public surveys; mass media; etc)

10. In your opinion, what has / have been the most effective program(s) for increasing public awareness in tourism development issues in this community?

11. How broadly participative is tourism planning in this community? i.e. Does tourism planning in this community reflect the interests of a few individuals or the residents at-large?

12. In this community, who is the "public" in a tourism planning context?

13. Is public participation essential at all stages of the tourism planning process?

Yes () **Go to Q15**

No () Why not?-----

14. At which stages of the planning process would public involvement be most effective? Why?

15. Why is public participation important in planning for tourism in this community? i.e. What are its advantages?

(PROMPT: Advantages might include - Increased understanding, among residents, of the pertinent issues affecting tourism development in this community; Identification of a variety of options for the planning team to consider prior to tourism development; etc)

16. Does public participation in the tourism planning process pose any constraints towards tourism development in this community?

(PROMPT: Constraints might include - Apathy among local residents regarding tourism development; Planners may be impatient to educate residents on the benefits and costs of tourism development in the community; Local residents may not trust planners involved in tourism development; etc)

No () Why not?-----

Yes () Please state constraints-----

17. Does this community have any specific criteria for selecting / appointing members to the Tourism Action / Planning Committee?

(PROMPT: Criteria might include - Knowledge of the community; Commitment to tourism's success in the community; Some expertise e.g. in planning, marketing, architecture etc; Ability to work in a group; Ability to invest sufficient time in the committee; Reliability etc)

No () **Go to Q20**

Yes () Please state criteria-----

18. Do you think the criteria used allows for broad-based public participation in the Tourism Action / Planning Committee?

Yes () Why?-----

Go to Q21

No () Why not?-----

19. Are there any plans to change the criteria?

No () Go to Q21
Yes () Please state plans-----

20. Does this community have any plans to develop some criteria for selecting / appointing members to the Tourism Action / Planning Committee?

No ()
Yes () Please state plans-----

21. Who decides to integrate members from various sectors (e.g. public, private, or nonprofit organizations) of the community into the Tourism Action / Planning Committee? i.e. Is it the Municipal Council or are these members elected at an open meeting for all residents?

22. What role(s) do members from various sectors of the community play in the Tourism Action / Planning Committee?

23. Overall, do you think this community has benefited from developing tourism?

Yes ()
Please elaborate
No ()

24. In general, has this community encountered any constraints in its efforts to develop tourism?

No () Go to Q27
Yes () Please state constraints-----

25. Have there been any proposals to solve these problems?

No ()

Yes () Please describe proposals-----

26. How effective have these proposals been in reducing or eliminating the constraints?
(Please elaborate)

27. Do you think the tourism development that has occurred in this community is "desirable" or "appropriate" for local residents? (i.e. preserves, protects and improves the quality of major attractions; or preserves community identity, lifestyles, needs, and priorities; or provides a sense of place)

Yes () Why?-----

No () Why not?-----

28. How effective has public participation been in encouraging the "desired" or "appropriate" level of tourism development in this community? (Please elaborate)

29. Is tourism among this community's development priorities? i.e. Is this community willing to accept more tourism development?

Yes ()

Please elaborate

No ()

30. In your opinion, how much tourism development should occur in this community?
(Please elaborate)

31. What should be the course of such development? i.e. What should be the focus of tourism development in this community?

32. Who should direct tourism development in this community? i.e. all community residents; the Tourism Action Committee; a few individuals and special interest groups with a direct focus on tourism development?

33. What should both tourism planners and community residents anticipate and be willing to sacrifice to make tourism development in this area beneficial for both residents and visitors?

GENERAL INFORMATION

(a) Physical characteristics of the area; historical background; economic growth etc)

(b) What is the community's potential for tourism development (e.g. attractions, infrastructure, general resources - human, technological, cultural, financial, leadership potential etc)

(c) Community Image / Theme - i.e. what is the community trying to promote and market e.g. types of products.

(d) Origins of tourists (i.e. which market segments are emphasized - e.g. high-end spending or low-end spending; singles or family; Cocooning or adventure; etc)

(e) What are other major tourism issues in the community?

APPENDIX 4

Tourism Assets and Concerns in Ashcroft and Lytton

Tourism Sectors	ASHCROFT		LYTTON	
	Assets	Concerns	Assets	Concerns
Attractions	Festivals and Events; Outdoors; Heritage of Ashcroft; Guest Ranch; Mine Tours; and Farmers' Market.	Lack of focus; Beautification; Need to take advantage of agricultural base; Need to improve river access and access to geological features; Pollution; Lack of funding to keep museum open all week during summer; Nothing for young people to do.	Rafting; Stein and Botannie Valleys (hiking, scenery, wildlife); Gold panning reserve; Historical; Kayaking; Jellyroll; Park; Fraser - Thompson river junction.	Jellyroll; Need more heritage.
Services	Variety of accommodation facilities; Retail Services; Restaurants; Gas stations and repairs; Government services; Taxi; Churches.	Lack of a workforce for tourism sector; No evening activities for all ages; Need for train service information; Barnes Lake campground needs clean up; No fruit stands near town or at Manor; No access for swimming in the river; Public washrooms.	Variety of accommodation facilities; Auto service.	Driveback for kayakers; Bank machine; Liquor store; Evening activities; Need gift shops.

Appendix 4
continued

Promotion	Events promotion Race track promotion; Word of mouth; Private sector advertising (tea house, guest ranch); Government initiatives (Hat Creek Ranch); Welcome signs; Tourist booth; High Country membership; Chamber pamphlet; Editorials.	No integrated marketing plan (brochures, postcards and area promotional signs); Lack of coordination and promotion of events; Area sign needs upgrading and location identified for Info Center; Need to work better with High Country.	Editorials; Info Center enquiries Lytton Days; July 10th Reunion; August Jellyroll Fest (planned).	Advert in High Country.
Infra-structure	Good access to highway and back-country roads; Recreational facilities; Emergency services; Access to river; Transportation; Full sewer; Library.	Egress to Manor and town is difficult; Poor signage; Highland Valley road should be a highway; Bridge too narrow; Access to the back-country.	Emergency Services; Bank; Post Office; Skihist Provincial Park; Recreational facilities.	Dead town center Seminar/meeting facilities with food; Appearance (sidewalks, people places, flowers).
Hospitality	Generally friendly and helpful town with friendly merchants.	Need to educate the community regarding the economic value of tourism (merchants not supportive of tourists); Hospitality training needed for industry sector and students.	Ball tournaments Superhost	Staff training; Extend pool hours.

(Source: Community Tourism Action Plan - Ashcroft, 1989;
Community Tourism Action Plan - Lytton, 1991)

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