

Perceptions of the Relationships between Parks and Adjacent Communities:

The Case of Bon Echo Provincial Park and Cloyne, Ontario

by

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Author's Declaration

I hereby declare that I am the sole author of this thesis. This is a true copy of the thesis, including any required final revisions, as accepted by my examiners.

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Abstract

This study examines the relationship between parks and adjacent communities, through a case study of Bon Echo Provincial Park and the village of Cloyne. Two objectives are identified. First is to assess the nature of the relationship between Bon Echo and the community from the perspective of local community members, using the Grounded Theory methodology. The second objective is to provide recommendations, based on the findings of the case study, using the framework of the Healthy Communities approach. These objectives are met through primary and secondary data collection. The former consists of thirty-two personal, semi-structured interviews that were conducted with community members. The latter includes a variety of documents written about the park, the village and the general area.

The study finds that the park has been an important part of this area for many years. It demonstrates that three types of relationships exist between Cloyne and Bon Echo. The formal relationship is the ‘official’ relationship between the park and the community. The functional relationship describes how the community perceives and uses the park. The facilitative relationship highlights how the park facilitates (or creates) costs and benefits to the community, and how it influences sense-of-place. Finally, the study demonstrates that the community would like to see change in its relationship with the park. As such, six recommendations are provided that are in line with the Healthy Communities approach. These recommendations illustrate that the overall relationship could be improved by encouraging the park to localize their methods and practices. By localizing provincial parks and helping to develop stronger local tourism economies, both the park and the community will benefit.

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Chapter One: Introduction

Nature-based tourism is an increasingly relevant area of research (Hall and Boyd, 2005), and a growing part of the tourism industry worldwide (Eagles and McCool, 2002).

Nyaupane, *et al.*, (2004) writes, “Internationally, tourism has grown at an average rate of 4.3% per year during the last decade (WTO 2001), while the nature-based segment has grown between 10% and 30% per year during the same period (TIES 2003).”

In places with vast wilderness or a unique landscape, nature-based tourism can be an important part of the economy (Eagles and McCool, 2002; Jones and Scott, 2006; Scott, *et al.*, 2007). For example, a study prepared for the Canadian Parks Council (Outspan Group Inc., 2005) indicates that in 2000, spending attributed to Canada’s national, provincial and territorial parks contributed \$2,456 million to Canada’s Gross Domestic Product (GDP). These numbers have undoubtedly shifted since then, but nevertheless, the figure indicates that nature-based tourism contributes greatly to Canada’s economy.

Canadian parks provide an ideal venue for nature-based tourism, because of their inherent wilderness and natural landscape. Nature-based tourists are generally seeking a natural experience, an educational experience, or an experience away from everyday life (Reinius and Fredman, 2007; Mehmetoglu, 2007; Luo and Deng, 2007). Therefore, the very thing that nature-based tourists seek can be found in many of Canada’s more natural parks.

Ontario Parks is the park system for the Province of Ontario and it is operated under the management of the Ontario Ministry of Natural Resources (Ontario Parks, 2008). The first official “Provincial Park” was Algonquin Provincial Park (in 1893). To

date, there are 620 Provincial Parks and Conservation Reserves in Ontario (Ministry of Natural Resources, 2009). According to the Provincial Parks and Conservation Reserves Act, 2006, these parks are to provide a place to “permanently protect representative ecosystems, biodiversity and provincially significant elements of Ontario’s natural and cultural heritage” (E-laws, 2006, c.12, s.2 (1)). Additionally, the parks of Ontario also provide a place for outdoor recreation, education, and scientific research (E-laws, 2006). These aspects are in line with the goals of nature-based tourism, as mentioned above.

To provide this protection and these activities, each active park in Ontario is required to have an official management direction, which may be provided in the form of a management plan (Ministry of Natural Resources, 2009). The plan must be approved by the Minister of Natural Resources and is to cover a twenty-year period. Beginning in 2011 (five years after the Provincial Parks and Conservation Reserves Act comes into force), each plan that is older than ten years will be reviewed annually by the Ministry, to determine the need for amendment or further review (E-laws, 2006). Management plans provide the direction and strategy for management and operational issues over a twenty-year period, and thus have direct and broad implications for the park and surrounding area, and the inhabitants or visitors of each. For example, any increase in visitation to the park will likely cause or increase some visitation or traffic within the adjacent areas. Likewise, any major changes to a park’s management structure, tourism policies, or environmental strategies are likely to have some influence on the neighbouring areas, including nearby communities. This impact could also work the other way: any major changes made to the community could also have an effect on the park. As such, it is imperative for both parties to be considerate of the impacts being

caused to the other. That being said, there is little research available regarding the relationship between parks and local communities. It is important to understand this relationship to better reflect the needs of local communities within the management direction, or management plan, of a park.

For the purposes of this paper, the terms “local community” and “park community” are used to represent groups of people who are located in, or will be affected by, close proximity to the park. This includes local businesses, year-round residents, officials from the townships, and seasonal residents (cottagers)¹. Under the Provincial Parks and Conservation Reserves Act (E-laws, 2006), management plans for Ontario Parks are not currently required; however, ‘management direction’ is mandatory. This ‘direction’ may, or may not, include an official management plan, but is to cover the twenty-year period from the date of finalization (E-laws, 2006, c. 12, s. 10 (3)). A number of parks within the Ontario Parks system have a management plan as their ‘direction’ (Ministry of Natural Resources, 2009), and Bon Echo Provincial Park is one of these, with a plan last written in 1991 (Ministry of Natural Resources, 1991).

The goal of this research is to assess the relationship between nature-based tourism venues (in this case, Bon Echo Park) and adjacent communities. Elements of the Healthy Communities approach and framework are used to facilitate this assessment. The primary research question for this thesis is “What is the nature of the relationship

¹ Note that this use of the term differs from the way that the phrase “park community” is used by Parks Canada. This term refers to seven specific communities (otherwise known as townsites), which, with the exception of two, are managed by Parks Canada (Parks Canada, 2005)¹. As Parks Canada manages these townsites, they are not independent municipalities and may not necessarily deal with the same issues (such as internal power struggles, issues related to the development of tourism, etc.) that other communities do.

between a park and the adjacent community and how can this relationship be improved?”

This question will be answered by meeting two objectives:

1. To assess the nature of the relationship between Bon Echo and the community, from the perspective of local community members, using Grounded Theory.
2. To determine if there is a need for improvement in the relationship between parks and communities, and to provide recommendations, if needed, based on the findings of the case study and principles from the Healthy Communities approach.

The main goal will be achieved by carrying out a case study based on the relationship between Bon Echo Provincial Park, and the community of Cloyne and the surrounding area. Since Bon Echo’s management plan was last written in 1991, this is an ideal time to make recommendations for a new plan, should a review of the original plan occur.

Bon Echo Park is located in eastern Ontario, within the Canadian Shield. Lying north of Belleville, Ontario, It is widely considered a beautiful park, and has a number of features that make it unique. As a result, it is a popular destination, hosting over 200, 000 visitors per year (Friends of Bon Echo, 2009). This puts Bon Echo as one of the twenty most popular provincial parks in Ontario (Ontario Parks, 2008b). Just south of Bon Echo lies the community of Cloyne. Highway 41 runs through Cloyne, essentially creating the boundary between the two townships sharing jurisdiction of Cloyne. These townships are North Frontenac (to the east of the highway) and Addington Highlands (to the west of the highway). Cloyne is a small hamlet with no recorded population count. It is home to a few local businesses, a public school, a library, town hall, a couple of churches and a

pioneer museum, among other amenities that would be found in any small Ontario community. Also in the adjacent area of the park and Cloyne are Mazinaw Lake (part of which lies within Bon Echo), and Skootamatta Lake. Both of these lakes have a number of seasonal residents (cottagers), as well as year-round residents. Again, no record is kept regarding the number of seasonal or permanent residents on either lake. This area around Bon Echo Park is where the case study for this thesis took place. More detailed information about the research area can be found in Chapter Three, and a map of the research area is in Appendix A.

The remainder of this thesis is divided into four chapters. Chapter Two is the literature review, and discusses the three main bodies of literature relevant to this study as well as a description of the conceptual framework. Chapter Three is the methods section and describes the research area, the primary data collection process and the data itself, the secondary data collection, the data analysis process, as well as ethical considerations and the limitations of the study. Chapter Four is the findings from the case study, the nature of the relationship between the two as discovered in the primary data, recommendations to improve the relationship, also based on the primary data, and a brief discussion of the case study. Chapter Five, the final chapter, provides a summary of the work, a discussion of the implications, and outlines potential future research opportunities.

Chapter Two: Literature Review

This literature review consists of an examination of three areas of literature: nature-based tourism, tourism impacts, and sense of place. Following the review of these three areas is a description of the Healthy Communities movement and approach, which provides a conceptual framework for this thesis. The main strength of doing a literature review for this thesis is that it provides the relevant background information and sets a context for the research. According to Cresswell (2003, p.30), a literature review “provides a framework for establishing the importance of a study.” A literature review also provides the relevant information and ideas needed to understand and interpret the findings of a case study following the field research. As such, the case study takes place within the context of the existing literature.

One of the main outcomes of doing a literature review is the identification of potential gaps in the literature, which then can help lead to further research in the area, such as a case study. One of the potential weaknesses of doing a literature review prior to the case study is that the opinions and ideas expressed in the literature may influence or lead to a bias during the case study process. An important point to keep in mind is that no literature review can fully cover all that has been written on a subject. Instead, it must highlight some of the more relevant areas of research, which is the goal of the following review.

This literature review begins with a discussion of the research on nature-based tourism. This discussion seeks to outline the general areas of research on this topic, and, more specifically, to highlight what is known about the relationship between parks and communities. The next section looks more specifically at the impacts of tourism on

communities: what kinds of impacts are experienced within a community as a result of tourism, and which of these impacts are related, or could be related, to parks and nature-based tourism. The final area of literature in this review is on sense of place, and discusses the types of research on this topic.

2.1 Nature-based tourism literature

Nature-based tourism is a subject that many authors have written about. The term “ecotourism” is often associated, or used, within the literature. Luo and Deng (2007, p. 392) state that, “Nature-based tourism (NBT) and ecotourism have been extensively examined in the literature during the past two decades.” For the purposes of this discussion, national or provincial park visitation is also included with nature-based tourism. This inclusion is made because visitation to these parks is often nature-based on some level, given the educational and recreational opportunities available in natural parks and protected areas. As Reinius and Fredman (2007) point out, parks and protected areas have themselves become attractions and tourism products of the industry.

One of the discussions within this literature is about how nature-based tourism is a large sector of the tourism industry as a whole. As Scott, *et al.* observe “Nature-based tourism is an important element of the tourism industry in North America” (2007, p. 570). This importance is likely due to the vast difference in landscapes and biodiversity across the continent. As a result, nature-based tourism has become an important part of our tourism economy. For example, in 1996, \$11 billion was spent on nature related activities in Canada. This figure includes costs such as user fees, food, accommodation, equipment, and transportation (Gray, *et al.*, 2003. p. 139).

Beyond the simple aspect of the economics of nature-based tourism, there is an intrinsic quality in nature that makes it appealing to visitors. As stated by West, *et al.*, (2006, p. 255), “Protected areas have increasingly become the means by which many people see, understand, and use the parts of the world that are often called nature and the environment.” In 2003, an article was published about the *Survey on the Importance of Nature to Canadians* (SINC). This was part of a program administered by the federal and provincial/territorial governments between 1981 and 1996. Its purpose was to determine the value that Canadians place on nature-based tourism. The results of the survey indicate that nature and the environment is highly valued, both socially and as an economic asset (Gray, 2003, p. 144).

In every season, Canada’s ecosystems provide opportunities for people to experience nature through recreational activities. Nature survey results can be used to help Canadians recognize and understand the important role of conserving natural assets in maintain and enhancing the country’s tourism.

The findings of this survey are not only significant for nature-based tourism operators, but also for other affected sectors of society. This includes local communities, residents, other visitors, and other users of the natural resources of the area, such as cottagers or someone involved in resource extraction.

The environmental implications of tourism in natural environments are another major topic within nature-based tourism literature. Newsome *et al.* (2003, p. 79) discuss this at some length; however, the following statement summarizes the idea: “With increasing numbers of people visiting a spatially diminishing and continually degraded natural world, there is much scope for negative impact.” Luo and Deng (2007, p. 400) found that visitors to a national forest park in China were mostly motivated by a desire to

be close to nature. As such, the authors recommend that the park take measures to keep the area as natural as possible. They point out, however, that this is a big challenge, because tourism has been serving as a driving force for economic development. This has transformed the park from its beginnings in 1982, when it was ‘virtually natural and primitive’ (2007, p. 400). Jamal and Stronza (2009, p. 171) note that the environmental implications may be a result of a gap between planners and marketers:

Most destination tourist organizations tend to focus on marketing and promotion; they are not closely involved in resource conservation and planning for sustainable use – which is the function of administrators and organizations in charge of managing the protected area. The resulting marketing-planning gap has serious consequences for destination sustainability

A few studies within nature-based tourism examine the effect of environmental change on tourism destinations (for example, climate change). Jones and Scott (2006) looked at how climate change might influence the seasonality and visitation to Canada’s national parks. They conclude that visitation rates could increase as a result of climate change. Similarly, Scott, Jones and Konopek (2006) researched the implications of climate or environmental change through a case study in one specific park in the Rocky Mountain area. The outcome of this study indicates again that visitation rates could increase (although the authors point out that another part of their study suggests that visitation rates could drop later in the century). Akama (1996) did a study on how western environmental values are influencing nature-based tourism in Kenya. It shows that wildlife conservation and tourism development have led to land use conflicts. Akama points out that this land-use conflict is leading to an accelerated destruction of wildlife habitats. These studies are very specific in their focus, and center their research

on one specific issue or example. There is much research in the nature-based tourism literature with this kind of specific focus. As Mehmetoglu explains,

...most of this empirical work has been conducted at the micro level, in that it has mainly concentrated on the sociodemographics and psychographics of nature-based tourists in different contexts. Although such information is very useful, few attempts have been made to employ these data to discover more about macro-aspects of the phenomenon of nature-based tourism” (Mehmetoglu, 2007, p. 112).

The macro-aspects that Mehmetoglu is referring to are the larger scale trends or phenomena within tourism, such as why nature-based tourism has come to be such a prominent type of tourism. He points out that these macro-aspects (and the causes of them) need to be considered by managers for development (Mehmetoglu, 2007).

Though the aforementioned studies are not specifically related to the topic of this thesis, they do highlight and outline the major ‘types’ of research that are usually included in nature-based tourism literature. When it comes to the relationship between parks and communities, the discussion is somewhat limited; however, a few authors have written about this subject. In their book, *Tourism in National Parks and Protected Areas* (2002), Eagles and McCool refer to local communities, sometimes called gateway communities, a number of times and discuss at some length the various linkages between parks and communities. They point out that these linkages can be economic, social or political, and that it is important to understand this relationship.

Goodwin and Roe (2001) discuss the relationship in the context of ‘alternative livelihood projects’, where an existing or potential conflict exists over resources (between protected areas and the livelihoods of the local community). It is pointed out that opportunities exist for both the protected area and the local community to benefit from

the tourism industry. Place (1991) also looks at how local populations nearby national parks in Costa Rica have had to shift livelihoods as a result of the protected area.

Kaltenborn, *et al.* (2008) look at the relationship between parks and communities in Tanzania, in terms of community-based programmes. They determine if there has been any meaningful contact between the park and community, and if there is any support or benefit given to the community as a result of being in close proximity. Their results were less than positive, with the general conclusion being that the negative effects on the communities were likely to worsen as a result of poor linkages between park and community.

Though the literature on the relationship between parks and communities itself is limited, some have written about resident attitudes towards park communities. For example, Allendorf (2007) examined people's attitudes toward protected areas in three different areas of Nepal, and identified both positive and negative perceptions. Given the diversity of opinions recorded, it is suggested that conservation strategies recognize both sides of the argument and work to integrate diverse values. This should result in a more accurate reflection of the reality and complexity of the situation. Cihar and Stankova (2006), provide another example of resident attitudes. This study reports on a public opinion survey that took place in the Czech Republic. They considered the attitudes of residents towards nature conservation, the nearby park, and tourism in the area of the Podyji/Thaya River Basin. Again, the results were mixed with both positive and negative perceptions. A relatively strong relationship to the area by locals was noted, but at the same time, low job opportunities and income from tourism was a problem.

A final example is found in research by Anthony (2007), where the attitudes of neighbouring communities towards Kruger National Park in South Africa are examined. As with the other cases, the results were quite mixed. Some of the local population had more positive attitudes towards the park, such as those who had relatives employed by the park. Negative attitudes were resulting from problems that had been experienced with wildlife, maintenance and other management issues.

It should be noted that in many of the examples given above, the location of the study was in a country other than Canada. Many of these countries have faced significant struggles with social unrest and conflict, partially due to historical events (such as colonialism and war). These events may have also shaped the way that tourism and protected areas have developed in these places. Canada, on the other hand, has not faced many of these challenges, and, as such, has a different context for nature-based tourism development.

Only one study was found that specifically examined the relationship between parks and communities in Canada. The study, by Fortin and Gagnon (1999), examines the social consequences of national parks for neighbouring communities, with a case study based in the Saguenay region of Quebec. It included two national parks in that region and fifteen rural communities. The results of the study included identifying eight different kinds (categories) of community impacts. The categories of impacts that the authors identify are: resource management; local economy; tourism; living conditions; social mobilization (involvement and participation); social organization and dynamics; quality of life; and environmental education with respect to sustainable development (Fortin and Gagnon, 1999). While the authors discuss six of their categories in depth,

highlights of three of the categories most relevant to this case study are presented here. In the category of resource management, the authors point out that when the parks were created, different lands were zoned for various purposes, including some local land. This meant that the management of the land was removed from local control, and had some local development impacts on the community, as well as changing what kinds of activities became restricted (Fortin and Gagnon, 1999). Another category discussed in this article is impacts on the local economy. These impacts range from job creation (both direct and indirect creation of jobs), to government money being spent on bolstering the local tourism industry. While this economic stimulus sounds promising, in their in-depth case study, the authors found that the impact on the local economy had not been as was expected and the community felt they were not receiving their “equitable share of economic benefits” (Fortin and Gagnon, 1999, p. 208). A third category discussed in the article is the impacts on the local tourism sector. Prior to the creation of the parks in the study area, tourism infrastructure was limited; with the government funding to increase this, the communities were able to expand their visitor capacity. Additionally, the authors found that the presence of the parks had helped to create a context for tourism development, and that most members of the local communities felt there were many more business opportunities since establishment of the parks (Fortin and Gagnon, 1999). One of the authors’ main findings (and recommendations) is that the meeting of conservation objectives (by the park) should be done in the context of community development, with an integrated approach involving the community in the decision-making processes.

Clearly, there is more work to be done in this area. Further assessments of the relationship between parks and communities are needed to determine how to improve the relationships to better the long-term sustainability of both the park and the community. If community perceptions and needs are not understood, or not addressed by the park, then there will be negative attitudes (as demonstrated by the studies discussed above) within the communities. Additionally, if negative consequences of being located near the park are not mitigated, then these attitudes toward the park may be perpetuated.

Although the cases mentioned above do discuss the relationships between communities and parks (or protected areas), there is little else written on this topic, especially in relation to the amount that has been written on nature-based tourism overall, or the area of tourism impacts. Much of the literature that relates to local communities discusses the impacts of tourism (eco-tourism, park tourism et cetera) on the community. Therefore, it has been included in the next section.

2.2 Literature about tourism impacts on communities

Much has been written about tourism's impacts including those that influence local communities. These impacts vary in scope – they can be social, economic or political (Eagles and McCool, 2002).

A variety of social impacts has been observed in local communities undergoing tourism development. Social impacts are those that may affect the way people live their lives. Different social impacts may influence daily routines, social lives, values (Dogan, 1989), or they may influence culture (MacDonald and Joliffe, 2003). In some cases, impacts result in social conflicts (West, *et al*, 2006). For example, increased congestion may give rise to disgruntled residents or the influx of visitors with different values may

lead to a shift in culture or even the emergence of potential power struggles, or conflict, within the community. In one case, documented by Mordue (2001), residents of a rural England town, Goathland, have become unhappy with increased tourism to their town. The increase in tourism was brought about by the filming of a popular television show, *Heartbeat*, in that location. Overall tourist activity, particularly day trips, increased dramatically, leading to street congestion, noise, and disruption of privacy. As Mordue writes, "...for most of the residents interviewed [...] *Heartbeat* tourism, was threatening what might otherwise be an untainted rural way of life" (Mordue, 2001, p. 245).

This brings to the front another aspect of social tourism impacts: resident attitudes toward tourism. A number of studies have assessed resident attitudes in specific areas or tourism destinations. Some studies indicate very positive reactions to tourism, while others suggest more negative perceptions. For example, Mason and Cheyne (2000) looked at resident attitudes towards a proposed development in rural New Zealand. They found that some people saw the proposed tourism development as a negative force, and others felt that it would bring benefits to the community. For those who were against development, it was due to worry about drinking and driving, road safety and congestion and increased noise. Walpole and Goodwin (2001) examined the effects of tourism benefits on resident attitudes near Komodo National Park in Indonesia. The results of their study suggest that most people in their research area are happy with tourism in their community and would support further tourism. They also point out, however, that few people believe they had benefited directly from tourism, and that there are complaints about tourists' style of dress. In a study of community attitudes near a tiger reserve in India, Sekhar (2003, p. 344), for example, found that the distribution of benefits from

tourism was unequal, resulting in unequal opinions: “In general, the respondents (63%) were not happy with the unequal distribution of benefits from tourism. They also feel that their involvement is not adequate in the tourism development”. Finally, Stronza and Gordillo (2008) discussed how residents within communities near the Amazon view ecotourism projects and the changes that occurred in these communities as a result of the projects. In this case, their findings were mostly positive with respondents citing reasons such as learning opportunities and better social infrastructure (such as health care). There were also some costs noted as social impacts. These include loss of traditional activity (such as hunting and fishing), social conflict, and a loss of connectivity to community. In each of these examples resident attitudes towards tourism are mixed, as a result of benefits and costs due to various social impacts.

Political impacts are another type that may occur as a result of tourism introduction or development. Political impacts may include issues that relate to how decisions are made, issues relating to shared jurisdiction among multiple governments, or more internal struggles and conflict within a community. As Reed (1997, p. 572) states, “The introduction of tourism to communities introduces conflicts over the substance of economic development, the allocation of public funds among residents and tourists, and the processes by which decisions are made.” Similarly, Blackstock (2005) points out that the internal struggles of a community are compounded by the struggles between local and global stakeholders and their varying perspectives. Jamal and Stronza (2009, p. 170) also echo this idea:

They [tourism destinations, or specifically, protected areas] often comprise *multiple stakeholders* who may hold diverse views on development and varying degrees of influence over decision making – no individual stakeholder can fully control planning. Conflicting public/private sector

interests and activities can impact economic, ecological and sociocultural wellbeing. Communities located within and around the protected area are especially vulnerable.

This kind of conflict or struggle is possible in any community that includes or is introducing tourism. The areas surrounding a park are likely to experience at least some level of tourism due to the visitation within the park. As pointed out by the comments above, this tourism could possibly create or compound the competing values and struggles in the community.

An absence of adequate planning and management may also have impacts on a community. This idea, and its possible mitigation, is articulated by Reid *et al.* (2004, p. 624):

in an effort to counter the tensions resulting from the more negative impacts from uneven/unplanned development, many researchers are suggesting that tourism-dominated/interested communities should plan their evolution more systematically, thereby taking into account resident attitudes and perceptions about its growth at the onset.

Similarly, Simmons (1994), points out that the residents of destinations are at the centre of tourism products, and that both positive and negative impacts are most apparent at the community level of the destination.

On a related matter, the literature often refers to the need to engage citizens in the decision-making processes about their community. This is to help manage resident attitudes, and hopefully avoid negative feelings and hostility. Although it is vital to include residents in the decision-making processes, difficulties may arise mainly due to the heterogeneity of most communities (Reed, 1997). Jamal and Stronza (2009, p. 172) also point out the difficulties created by the differences within a community:

The tourism destination environment is complex and dynamic with linkages and interdependencies, multiple stakeholders often with diverse

and divergent views and values, and lack of control by any one group or individual. In rapidly developing tourism destinations, these characteristics, combined with the pace of change greatly increase complexity and uncertainty, creating a *turbulent environment*.

Despite the heterogeneity and the difficulties that it might present in community involvement, it is still important for residents to be involved in decision-making processes. Akama (1996, p. 573) suggests that “For local community participation to succeed, local people need sanctioned authority to enable them to implement programme responsibilities.” By giving residents (collectively) authority and responsibility to implement tourism programs, community participation may be more effective.

Another political consideration that Reed (1997) highlights, is the fact that not all theories or explanations will be applicable from one community to another because of the differences in context and setting for each place. In the same article, Reed points out that local development issues and responsibilities may be shared or there may be overlapping jurisdiction in and around a community. This shared jurisdiction may cause dilemmas for decision-making within a particular region, and so local circumstances must be taken into account. Additionally, the shared jurisdiction among stakeholders may create implications for how and where the community is able to get involved. As such, decisions for communities and resident involvement must often be made case by case, rather than with “one size fits all” theories. Jamal and Stronza (2009, p. 170) note that “conflict with respect to conservation, visitation and habitation (local residents) is expected to rise, and new forms of governance are emerging to address these changes.” Later, they suggest a collaboration to ‘govern’ the relationship among various stakeholders:

A stakeholder theory of collaboration in protected area destinations should, therefore, integrate the relationship between public/private sector organizations, the natural area destination (the biophysical world within the protected area) and those who inhabit it, as well as others who have a “stake” in it. (Jamal and Stronza, 2009, p. 174)

As can be seen from the discussion above, political impacts can vary tremendously, as can the way that they influence a community.

Economic implications must be included in any discussion of tourism impacts on local communities. For the purposes of this study, the term economic impact refers to the various economic benefits and costs associated with tourism development. For example, some communities look to tourism as a form of economic diversification, job creation, and a way to help develop the community.

The economic impact of tourism on communities should be discussed, because as Stone and Wall (2003) suggest, the creation of a park will inevitably alter the local economies of the area. Within the literature, it has been suggested that tourism may promote economic diversification. Many communities encourage tourism as a means to promote economic growth (Mair, 2006). As MacDonald and Joiliffe (2003, p. 308) point out: “Culture and tourism then become resources for socioeconomic development in rural and peripheral communities.” Goodwin and Roe (2001) note that national parks may provide opportunities for economic development within local communities. Similarly, Sekhar (2003) suggests that protected areas can generate economic benefits for local communities in many ways, through sustainable use of biological diversity. Sekhar goes on to state: “One such potential means of economic benefits is wildlife tourism...” (Sekhar, 2003, p. 340).

A more specific example of economic impacts can be found in a study done by Fortin and Gagnon (1999), where they looked at the impacts of national parks on communities in Quebec. The authors found some economic gain through investment by government into the community. Some of this investment was to improve park infrastructure, but there was also investment made to bolster the local tourism industry. As was noted earlier, however, the gain was not as beneficial as had been expected. An additional economic benefit they found was direct and indirect job creation. In their study of the relationship between ecotourism and community development in two case studies in Hainan, China, Stone and Wall (2003) found that the majority of their respondents felt that the nearby park has a positive influence on the local community. However, Stone and Wall (2003) also point out that at least one quarter of their respondents indicated with no effect, or a negative economic effect, in terms of lost jobs and land. Lepp (2006) also documents positive responses in his case study of resident's attitudes about tourism in Bigodi, Uganda. He notes community development, increased income, and improved agriculture markets as the economic benefits raised by his participants.

Higgins-Desbiolles (2006) summarizes that tourism is essential in many of today's economies. It is important to highlight, however, that this is not a recent concept. Twenty years ago, Murphy (1988, p. 96) discussed this idea with respect to communities in British Columbia, Canada:

There is undoubtedly a growing interest in tourism and its potential to help local communities [...] particularly where these areas have noted a decline in their traditional economies while tourism appears to have weathered the recession and holds the promise of continued growth.

In summary, tourism is often seen as a solution to economic difficulties that may be experienced in an area that is lacking in other revenue-creating industry. There is general agreement in the literature that tourism frequently generates positive change within a local economy. This is important for areas surrounding parks where other development options may not be available.

This review has revealed that much has been written about tourism impacts – social, political, or economic – on communities. However, it is also apparent that there has been relatively little written about the impacts of park tourism, specifically on nearby communities. As revealed in the next section, this topic is considered in literature dealing with sense of place.

2.3 Sense of place literature

The literature on sense of place (or place attachment, place meaning) is a growing body with increasing importance in a number of disciplines. Interestingly, it is an area of research that overlaps the other two bodies of literature in some way. Sense of place literature often refers to the need to understand the concept of place attachment in communities (to mitigate or manage tourism impacts), and it also refers to place attachment in terms of nature-based recreation and tourism.

However, while most researchers on the topic agree that it is an important subject, they also agree about the lack of a comprehensive definition. Kyle and Chick (2007, p. 210) state, “Scholars studying the relationship between people and the physical landscape have used a variety of terms to describe this phenomenon. Part of this heterogeneity is likely attributable to the various authors’ disciplinary origins...” Manzo and Perkins (2006, p. 347) echo similar thoughts:

Few would argue that place attachments are unimportant, but this leaves open the question of why they have not played a more important role in community planning and development processes. Much of the answer lies in the lack of interdisciplinary collaboration and in differences of perspective across disciplines.

Farnum, *et al.*, (2005, p. 6) seem to agree that there are significant differences between authors. They suggest that many authors understand sense of place based on one of four systems: biological propensities, environmental features, psychological developments and sociocultural processes. Farnum, *et al.* (2005) explain further that the authors who feel sense of place is based on biological propensities suggest that some people are predisposed to be more attached to a certain types of landscape than others, or that being of a certain cultural heritage will make one's attachment to specific landscapes inherent. In terms of the environmental features system, Farnum, *et al.* (2005) also point out that many studies indicate that people feel more connected to landscapes with limited human presence, and that natural landscapes are clearly most preferred. The psychological developments system refers to the idea that people may be more attached to a place because it offers a sense of safety or restoration and rejuvenation, or some other psychological benefit. Later, Farnum, *et al.* (2005) explain that sense of place or place attachments may rise from either individual factors, or from shared interaction within a group. In this sociocultural process, shared meanings are developed and sense of place is formed as a result of the commonalities among members of the group. For the purpose of this thesis, the terms 'sense of place' and 'place attachment' are used to mean elements of all four systems. This decision was made because it becomes apparent that one's place attachment may be developed with aspects of all four. For instance, attachment to a place may develop as a result of predisposition (biological propensities system), a preference

for minimal human presence (environmental features system), a sense of rejuvenation in nature (psychological developments system), and from shared meanings as a result of interaction.

Many of the researchers writing about place attachment indicate the areas where ‘sense of place’ concepts are becoming useful, and where further work is needed. For example, Brehm (2006, p. 143) states that “it is not yet clear how different dimensions of attachment may influence attitudes toward locally relevant environmental issues,” and suggest that more research is needed to examine how ‘environmental concern’ relates to community involvement. Farnum *et al.* (2005, p. 1) refer to the importance of ‘sense of place’ in terms of resource management:

Resource managers, planners and researchers are beginning to view sense of place as a critical concept, both in understanding how to provide optimal recreation experiences and in understanding the public’s reaction to and proper role in management decisions.

Each researcher has his or her own ideas about how the idea of place attachment should be conceptualized. For example, Brehm (2006, p. 145-6) states that both natural environment and social dimensions should be considered because both have potential to be foundations for community attachment. Hammitt *et al.* (2006, p. 22) have a similar idea in that place connectivity may develop into a bond with the environment and others through “place-people interactions”. The same authors later elaborate on what place bonding is:

The behavioural construct of place bonding is quite complex when characterizing the bonding phenomenon between humans and recreation places. Time and past experience, environmental cognition, affective response, functional compatibility and stability-security all can be involved to various degrees. (Hammitt, *et al.*, 2006, p. 36).

Davenport and Anderson (2005, p. 627) outline “four basic tenets related to the human-environment relationship”. These four tenets are:

1. Places manifest the physical characteristics of a setting, activities and experiences in a setting, social phenomena, and processes and individual interpretations.
2. People assign meanings to places and derive meaning in their lives from places.
3. Some place meanings translate into strong emotional bonds that influence attitudes and behaviours within the context of those places.
4. Place meanings are maintained, challenged and negotiated in natural resource management and planning.

Brehm (2006) writes that some of the earlier work on attachment is found in the discipline of human geography. The author notes that these early studies argue that “positive cognition, related to a specific setting allows people to acquire a sense of belonging to places that give meaning to their lives” (Brehm, 2006, p. 144). Manzo and Perkins refer to one of the classic authors on the subject, Yi-Fu Tuan:

He argues that what begins as undifferentiated “space” evolves into “place” as we come to know the places better and endow them with value. Thus places acquire deep meaning through the “steady accretion of sentiment” and experience (Tuan, 1974, p. 33, as cited in Manzo and Perkins, 2006, p. 337).

The fact that authors use varying definitions and conceptualizations of ‘sense of place’ or ‘place attachment’ does not deter from its importance, and many authors highlight how the concept is relevant to their work. A study done by Kyle and Chick (2007, p222) indicates the importance of including place attachment concepts. “These findings highlight the need for leisure researchers to give greater consideration to the social context in which leisure experiences are shared in their conceptualizations of place-related constructs.” Brehm (2006, p. 143) points out that it is a significant concept “given growth trends in rural communities influenced by amenity-based migration.”

Farnum, *et al.*, make reference to two other pieces of work (Cheng, *et al.*, 2003 and Kaltenborn, 1998) that relate to the importance of sense of place:

one reason sense of place has become so important in resource management, including recreation and tourism, is the contention that different user (or nonuser) groups will differ in their place meanings and levels of place attachment, and knowing about such differences will help managers do a better job of anticipating and avoiding conflicts” (Cheng, *et al.* 2003, and Kaltenborn, 1998, as cited in Farnum *et al.* 2005, p. 19).

Manzo and Perkins (2006, p. 336) point out that

Theory on place attachments and meaning...can help us to understand how particular preferences, perceptions, and emotional connections to place relate to community social cohesion, organized participation, and community development.

Sense of place literature, therefore, covers a breadth of disciplines, each offering different definitions and conceptualizations. The key element, however, seems to be that ‘sense of place’, or ‘place attachment’, or ‘place bonding’ – while all somewhat different in their specific meanings – refer to the idea of people becoming attached to certain places, and that these places bring meaning into the lives of people. A few studies have looked at how place attachment concepts have been used in regards to perceptions of resource management, natural resources, landscape change, and recreational venues. For example, Davenport and Anderson (2005) completed a study that looked at the Niobrara National Scenic River and the ‘meanings’ that local community members ascribe to the river. As a result of their findings, the authors develop four types of meaning, or themes, which reflect how the community members feel about the park. They suggest that “current place attachment scales may not do justice to the complexities of community members’ connections to natural areas” (Davenport and Anderson, 2005, p. 637).

Ryan, (2005) also explored the place attachment concept. In this study, the author looked at the relationship between place attachment concepts and environmental experience and environmental attributes. He conducted this study within three urban natural areas in Michigan and gathered responses from the park users using a photo questionnaire. The results of this study show that,

attachment to urban parks and natural areas is a complex construct that is affected by the physical characteristics of the landscape itself, the experiences that people have within these natural areas, and their knowledge of natural areas in general (Ryan, 2005, p. 37).

Furthermore, as the author points out, wild areas are more appreciated by users who take part in nature-based activities or restoration, than by nearby residents or those who have more passive contact with the area.

Place attachment is an important concept for this thesis because the research involves speaking with people who generally have a strong attachment to the local area: residents, long time cottagers, and local business people. The concept of place attachment is important when analyzing how these people ‘feel’ about the park and the surrounding area. As few studies have considered how a park or park management plans and policies impact community sense of place, this thesis may help to address that void.

2.4 Healthy Communities

The three literature bodies outlined above have provided valuable information about the kind of research and projects that have been done on subjects related to this thesis. In addition to the gaps noted earlier, however, they have also failed to provide adequate criteria that can be used to frame this study. These criteria are drawn from the Healthy Communities concept, which is described below.

The idea of Healthy Communities dates back to the 19th century and Sir Benjamin Ward Richardson's description of an ideally healthy city, which was called "Hygeia: A City of Health" (Hancock, 1993). In the Canadian context, the city of Toronto has been central to the Healthy Communities movement. For example, in 1915, an article was published in *MacLean's* magazine, declaring Toronto has the 'healthiest of large cities'. In the article, the health status of Toronto was compared with similar cities in Great Britain and the United States (Hancock, 1997). Since that time, the concept of Healthy Communities has grown, changed, and differing emphases and interpretations provided by various researchers.

Many of these changes appeared after a series of conferences held in Toronto. . For example, in 1984, Trevor Hancock, an employee of the Public Health Department for Toronto, organized a conference about healthy public policy. Later, during the Healthy Toronto 2000 workshop, Leonard Duhl, a professor from Berkeley, gave a speech about healthy cities and "a comprehensive, community-based approach to improving public healthy by working on the broad range of factors that influence the health and quality of life in cities" (Duhl, *et al.*, 1998, p. 283). Dr. Ilona Kickbusch, the regional officer for health promotion at the World Health Organization's Regional Office, was in attendance at that conference. Dr. Kickbusch saw a way to bring the concept into the cities in Europe. She later formed a Healthy-Cities network in Europe and organized a series of international conferences (Duhl, *et al.*, 1998 and Hancock, 1997). As a result of this movement, national networks promoting the healthy cities concept appeared around the world. For example, the European network started by Dr. Kickbusch still exists as the WHO European Healthy Cities Network (WHO, 2009). The state of California has a

program called California Healthy Cities and Communities (Center for Civic Partnerships, 2008). In Canada, there are three provincial networks: The Ontario Healthy Communities Coalition (OHCC), BC Healthy Communities (BCHC), and a similar network in Québec (Hancock, 1997). Evidence of a Canadian national network or coalition could not be found.

A number of ideas are central to a Healthy Communities approach. The first is that a system's approach needs to be taken with regards to the role of different sectors in developing a healthy community. While public health has played a role in the development of the movement, it is argued that no one sector should dominate, but instead, a focus given to the community as a whole (Duhl, *et al.*, 1998). That being said, Hancock (1993, p. 7) states that "the healthy city concept is firmly rooted in an understanding of the historical importance of local governments in establishing the conditions for health and a firm belief that they can-and must- again play a leading role in health promotion". Essentially, for a community to be 'healthy', the local municipality needs to commit to establishing the conditions under which a community can be considered healthy. Kenzer outlines two central ideas behind the movement:

...cities provide a good setting in which to develop action strategies to promote health and are centres for human action; and that the city has an unmatched potential for producing healthy human beings when attention is paid to the values of those living within the city (1999, p. 201)

The World Health Organization Regional Office for Europe provides a document, *Twenty Steps for Developing a Healthy Cities Project*, clearly outlining their Healthy Cities Project, and how a community can become involved in the project. In this document they

make a relevant point that the healthy city concept is not about the outcome of the project, but about the process (WHO, 1997). It further elaborates:

A healthy city is not necessarily one that has achieved a particular health status. It is conscious of health as an urban issue and is striving to improve it. Any city can be a healthy city if it is committed to health and has a structure and process to work for its improvement (WHO, 1997, p.7)

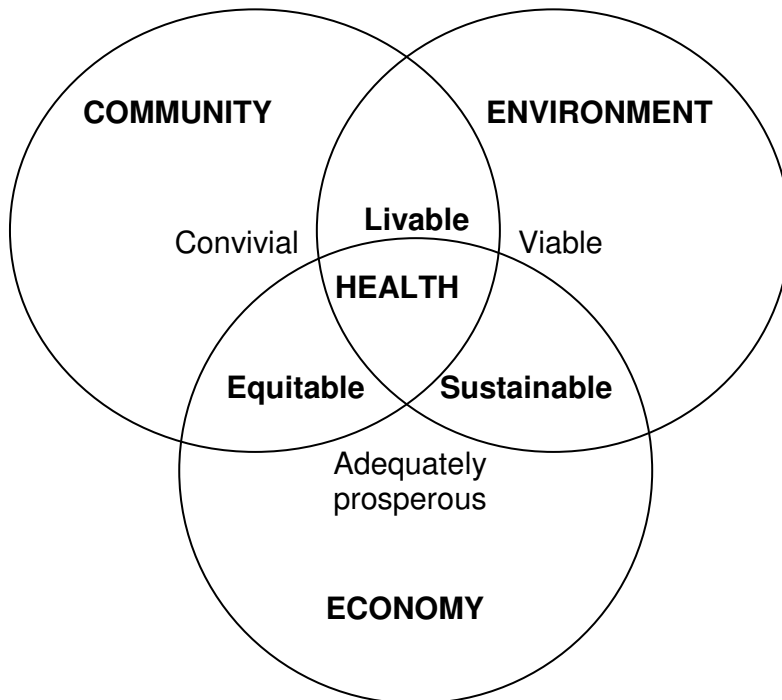
In addition, this report outlines eleven qualities of a healthy city. These eleven qualities are (WHO, 1997, p. 9):

1. A clean, safe physical environment of high quality (including housing quality)
2. An ecosystem that is stable now and sustainable in the long term
3. A strong, mutually supportive and non-exploitive community
4. A high degree of participation and control by the public over the decisions affecting their lives, health and wellbeing
5. The meeting of basic needs (for food, water, shelter, income, safety and work) for all the city's people
6. Access to a wide variety of experiences and resources, with the chance for a wide variety of contact, interactions and communication
7. A diverse, vital and innovative city economy
8. The encouragement of connectedness with the past, with the cultural and biological heritage of city dwellers and with other groups and individuals
9. A form that is compatible with and enhance the preceding characteristics
10. An optimum level of appropriate public health and sick care services accessible to all
11. High health status (high levels of positive health and low levels of disease).

Similarly, Hancock (1997) outlines six key ideas for the healthy cities approach: inter-sectoral partnerships; local government involvement; community involvement; healthy and sustainable communities; sustainable, safe, livable, green, whole communities; and from economic to human development. Clearly, the characteristics from both the WHO and Hancock cover a variety of topics. They vary from environmentally sustainable principles, to strong public participation, to a strong economy, as well as optimum public health. This indicates once again the importance of taking a system's approach to developing a healthy community, rather than one sector or issue having precedence.

Finally, in 2005, a report was prepared by the Healthy Communities Subcommittee for the Capital Regional District (CRD) Roundtable on the Environment (RTE) in Victoria, British Columbia. This report is entitled *A Background Report on a Healthy Communities Approach and Framework for the CRD Roundtable on the Environment: An Initial Discussion Paper* (Healthy Communities Subcommittee, 2005). The purpose of this report was to provide background information and recommendations to the CRD on the subject of Healthy Communities. Dr. Trevor Hancock made a presentation to the group about the Healthy Communities Framework, elements of which are included in the report (Healthy Communities Subcommittee, 2005, p. 4). For example, Dr. Hancock presented the following model in his presentation to the subcommittee:

Figure 2.1 Framework for a Healthy Community



(Healthy Communities Subcommittee, 2005, p. 5)

In this report, the subcommittee also concludes that the following characteristics are indicative of a 'healthy community'.

- Physical environments are planned to support healthy activity and social interaction at neighbourhood and community levels
- There is protection and conservation of natural areas and the responsible use of resources to ensure sustainable ecosystems
- There is a diverse, vibrant and sustainable economy
- There is adequate access to basic supports (food, water, shelter, income), health services, a sense of community safety, and work and leisure opportunities
- Strong connections and partnerships exist between community organizations with collaborative approaches to address community issues
- Citizens are engaged in decision-making and volunteer activity
- Strong cultural and heritage resources support a strong sense of community identity
- Access and inclusion of all citizens to community services and opportunities occurs
- Opportunities for learning, skill development and participation in a healthy lifestyle. (Healthy Communities Subcommittee, 2005, p. 4-5).

Clearly, there are a variety of ways of interpreting the Healthy Communities movement and approach. Much of the underlying concept, however, is fundamentally similar. For example, all interpretations emphasize the need for an inter-sectoral approach or a systems approach to viewing and implementing a healthy community project. The descriptions above also include citizen participation and involvement, access and opportunity, the meeting of basic needs, a strong economy, sustainable environmental policies, and a supportive and engaged community.

The purpose of this thesis is to examine the nature of the relationship between a park and adjacent community, from the perspective of the local community. As such, it is somewhat beyond the scope of this paper to include the application of the entire Healthy Communities approach to the case study. Therefore, focus will be primarily on the elements of the Healthy Communities approach most directly applicable to the subject

matter of this thesis – the relationship between the park and the community. The framework used for this study comes from the diagram presented by Dr. Trevor Hancock to the Healthy Communities Subcommittee in 2005, as detailed in their report (Healthy Communities Subcommittee, 2005), the eleven qualities provided by the World Health Organization (1997), and the concepts described by Hancock (1997). These ideas will be used in conjunction with the understanding of the Healthy Communities concepts and approaches that has been built from the overview provided above.

The framework, as provided in the report (Healthy Communities Subcommittee, 2005, p. 5), outlines three main determinants of health in a community. These are community, environment, and economy. A convivial community, a viable environment, and an adequately prosperous economy are created by the relationships between the three. For example, the relationship between the community and the economy needs to be equitable; the relationship between the community and the environment needs to be livable; and the relationship between the environment and the economy needs to be sustainable. For the purposes of this thesis, the emphasis is on the conviviality of the community and the adequateness of the economy in the community, as a way to assess the relationship between the park and the community.

2.5 Chapter Summary

The purpose of this literature review has been to provide a brief overview of the three main literature bodies that are related to this thesis, to provide some background information and academic context, and to outline the Healthy Communities approach which serves as the conceptual framework for this project. The literature areas covered are nature-based tourism, tourism impacts for communities, and sense of place literature.

The section on nature-based tourism identifies the kinds of tourism that generally occur in natural or wilderness areas, how this sector of tourism fits within the broader tourism industry, and the importance of nature-based tourism within North America. This literature also explores the environmental implications caused by tourism in natural areas, as well as the reverse – the implications of environmental change or values on tourism destinations. Much of the literature in this area is site-specific and done on a “micro” scale. The relationship between parks and communities is looked at in terms of economic opportunity or impact, or in terms of resident attitudes towards nature-based tourism or towards protected areas. Only one study was found where the authors examined the relationship between parks and communities in Canada (Fortin and Gagnon, 1999). Through this section of the literature review, it was discovered that little research has been done (or made available) on the specific relationship between parks and communities, and how to improve that relationship.

The literature on tourism impacts on communities includes information on the various impacts that may be experienced. These impacts can be social, political or economic. Social impacts include those changes that affect the way people live their lives, daily routines, social interaction or conflict, values and culture. Political impacts relate to issues about shared jurisdiction, conflict about how decisions are made, and the compounding effect of tourism on internal struggles and conflict within a community. The economic implications that are discussed in the literature include communities viewing tourism as a method of economic diversification, and the potential economic opportunities created in and around protected areas. Again, it became apparent that minimal work has been done on the impacts of park tourism on adjacent communities.

The sense of place literature does overlap the other two areas somewhat because the literature looks at the need to understand the concept of place attachment in communities (to mitigate or manage tourism impacts), and it also refers to place attachment in terms of nature-based recreation and tourism. Other topics of research in the literature include the lack of a comprehensive definition within the literature, indications of where the concepts are becoming useful, what ideas are included in the concepts, and more specifically to this thesis, why the concept is relevant to research about leisure experiences and resource management. It became clear that although studies link place attachment theories to nature-based tourism and to community impacts, few studies examine how sense of place within a community may be indirectly impacted by a park or park management plans and policies.

Very few studies (only one was found) have been conducted on the relationships between parks and communities within Canada. It is important to study these relationships for two reasons. First, as mentioned above, Canada's parks play a significant role in the overall tourism industry of the country. To gain some insight as to how the parks function within their areas (or communities) would mean a better understanding of how to improve the relationships, and potentially improve the tourism industry. Secondly, because of large and varied geography, our communities are often few and far between. There is much emphasis on natural resources in Canada, and quite often, these communities rely on some form of resource extraction. The creation or existence of a park or protected area within the region could significantly impact the livelihoods of the people living in those communities. To better understand how the relationship works between the park and the community could mean new and innovative

ways for the park and the community to co-exist and mutually support one another for long-term sustainability. Although related literatures and studies abound, none was found that sought to shed light on the nature of the relationship specifically between parks and communities, with the goal of understanding these relationships to help improve them for both park and community. As such, this thesis looks at the relationship between Bon Echo Park and the adjacent community of Cloyne, with the goal of making recommendations to improve this relationship. The Healthy Communities approach, as described earlier, is used as a framework for this assessment of the relationship and the development of recommendations.

Chapter Three: Methods

This chapter presents the methods used to meet the study objectives. It contains six main sections. The first provides a discussion of the methodology and the perspectives of the author which influence the direction of the study. This is followed by a thorough description of the research site, and then a discussion of the primary and secondary data collection processes. Ethical considerations that were taken into account during the primary data collection are then outlined. Finally, the major limitation of this study is identified, followed by a chapter conclusion.

3.1 Methodology

This study is primarily qualitative in nature, and as such the perspectives of the author (the epistemology, ontology, and paradigm) that are used for this project are clearly outlined here to provide a frame of reference for the reader. As well, a description of the methodology used and a rationale for this choice are provided below.

Daly (2007) describes epistemologies as lying on a continuum between subjective and objective. In the case of this study, the author's epistemology is on the objective side of the continuum with an acknowledgement that the research is influenced somewhat by the author's initial perspectives and ideas. Additionally, as a result of being the primary data collector and in direct contact and conversation with the participants, some subjectivity is likely to occur. The ontology used here is that there is no single, external reality, or any one truth. This being the case, reality is created as a result of interactions, relationships, and perspectives of the participants. As such, the results and findings presented here are the author's interpretation of the data, as provided by the participants.

Another author, with a different perspective, may produce different findings and recommendations, though it is hoped that by staying as close to the data as possible, any room for misinterpretation is diminished. The epistemology and ontology described above fits with the interpretivist position that is taken for this project. Being positioned within the interpretivist paradigm means that there is a need to acknowledge the role that the author's assumptions, beliefs and choices play in the research process, as well as in the interpretations of the findings. At the same time, the choices, beliefs and assumptions of all other participants also influences the outcome of the project, so it becomes very much a co-construction. Daly (2007, p. 32) writes about the interpretive paradigm: "...all facts are constructed facts that are as variable as the frames of reference that social scientists bring to their inquiry. In this regard, "facts" are fully socially constructed". Acknowledging and understanding the author's position within these assumptions (the epistemology, ontology and interpretivist paradigm) allows the reader some insight into the decisions that were made, as well as providing a frame for the type of research that was undertaken.

In this study, the Grounded Theory methodology is used. It is ideal for this kind of project because, according to Charmaz (2006), Grounded Theory allows the researcher to take the data and construct a theory about what emerges from the data. Grounded Theory works well with the perspectives and assumptions defined above, because the findings can be presented as the theory that has been built from the data, with an understanding that it is only one perspective, a co-construction of the participant's perspectives. Other views, understandings and theories, may very well emerge from other people. Additionally, Grounded Theory works well with the primary data set

because the information provided by participants can be used in an attempt to create an understanding of the relationships between parks and adjacent communities.

3.2 Description of Bon Echo Park and the Adjacent Community

The area of Cloyne was specifically selected because of its immediate proximity to Bon Echo, whereas the other communities within the townships are farther removed. Had the larger community been included (for example, Northbrook, south of Cloyne, or Denbeigh, north of the park), the results may have been slightly different from what is presented here, as each of these hamlets likely experience some impacts from the park; however, since Cloyne is the closest locality, its impacts are likely greater. Additionally, it would have been beyond the scope of time and resources of this to include the larger community. As such, the focus of this study is solely on Cloyne and the two lakes closest to the park. A description of the history of the park and the community is provided here to set the stage for analysis of the relationship between these two areas. This discussion also provides a context for the primary data collected from the interview participants. Although a brief history of the park and community was described in the first chapter, further details about the park's history are offered here. Additionally, a more thorough description of the community as it is today is provided in the following paragraphs.

The park chosen for this research is Bon Echo, which is a pocket of stunning beauty in eastern Ontario. Bon Echo is 6,643 ha in size, and has an IUCN II 'National Park' classification (Ontario Parks, 2008a). This classification means that the main function of the park is to protect the ecosystem and provide recreation (IUCN, 1994, in Eagles, *et al.*, 2002). A few features within Bon Echo make the park unique. One of these is Mazinaw Rock, otherwise known as Bon Echo Rock, or The Rock (Wainwright,

1986). Another feature is the ancient cedars that grow out of Mazinaw Rock, some of which are a thousand years old (Smith, 2004; Kingsmill, 1997). Finally, the collection of pictographs on Mazinaw Rock, which were drawn hundreds of years ago, makes Bon Echo not only a place of spectacular natural beauty, but also one of historical and cultural significance.

Prior to being a park, the land was home to Bon Echo Resort and owned by Flora MacDonald Denison. She was a devoted fan of Walt Whitman's poetry, and in 1919 she had a memorial of him engraved into the face of Mazinaw Rock, dedicating the monument to his 'democratic ideals' (Wainright, 1986). Later, Flora MacDonald Denison's son, Merrill Denison, took over the management. Despite this change, Bon Echo remained a favourite destination. "Under both mother and son, and at least until the Depression, Bon Echo saw the Canadian Pacific Railway deliver a steady trickle of green artists and recreationists to nearby Kaladar Station for transshipment to Bon Echo" (Lacombe, 1998, p. 152). Denison eventually donated the land to the province in 1958 (MNR, 1991). The park was officially opened in 1965 (MNR, 1991).

Mazinaw has been the subject of many artists' works including paintings by the Group of Seven and poetry by Walt Whitman. As written on the website for Friends of Bon Echo (2009a),

Bon Echo Rock has inspired generations of seekers, artists, climbers, and visitors. The cliff face changes chameleon-like as light touches it from phases of the sun and moon and filters through snow or rain. The presence of such majesty infuses a spirit of awe to all who visit.

The rock face, for which Bon Echo is so well known, is one and a half kilometres long and rises over one hundred meters out of Mazinaw Lake, one of Ontario's deepest lakes (Ontario Parks, 2008a). Mazinaw Rock is one of the main attractions within Bon

Echo, and draws many visitors to the park each year. When asked about the park, this rock was one of the first things mentioned by many interview participants. As Kingsmill (1997, p. 47) states,

Mazinaw Lake was spawned 12,000 years ago from the meltwaters of the retreating Wisconsin glacier. But it is the ancient, mile-long rock that is the cornerstone of eastern Ontario's largest park.

Today, there is an annual art festival in the park, carrying on the tradition of artists in Bon Echo Park. The park still contains a number of unique features, and hosts hundreds of thousands of campers and day visitors each year (Friends of Bon Echo, 2009).

In the 1850s, the area around the park was being settled, and early settlement activities included farming and logging activity (MNR, 1991). As a result of this settlement, a number of hamlets and villages lie within proximity of the park. Just south of Bon Echo Park, on Highway 41, lies the hamlet of Cloyne. The highway divides the community into two separate townships, Addington Highlands and North Frontenac. Several people who were interviewed mentioned that their families had been in the area for 150 years, making them part of the group of early settlers. Today, the population of Cloyne remains small. As was noted earlier, there is no population record for Cloyne. To many of the people who live there, the opportunities for industry and development seem limited. Consequently, this community has come to rely heavily on tourism (as stated by several participants throughout the study), with many of the tourists being visitors and campers to Bon Echo Park and other private campgrounds in the area. Many of the essential services are found in nearby Northbrook, a slightly larger community, further south on Highway 41. This case study does not include Northbrook, but rather, focuses on the immediate area south of the park. This area includes Cloyne, Mazinaw

Lake, and Skootamatta Lake, down to the area on Road 506. More specific details on the physical boundaries of this case study are provided on the map in Appendix A.

Demographic information on Cloyne is not available since it is part of two townships. Therefore, only 2006 census information for these two municipalities is presented here (Statistics Canada, 2009a). Although the research area encompasses only a fraction of each township, these data are still useful for describing the general demographic situation in and around Cloyne.

In 2006, the Township of Addington Highlands had a population of 2512, and a land area of 1288.47 square kilometres. The population density is 1.9 people per square kilometre (Statistics Canada, 2009a). The information is not significantly different in the neighbouring Township of North Frontenac. The population there is 1904; the land area is 1135.75 square kilometres and the population density is 1.7 people per square kilometre (Statistics Canada, 2009a). In both townships, the largest age group is 60-64, with the median age being 50.1 years in Addington Highlands, and 54.9 in North Frontenac (Statistics Canada, 2009a).

The median household income (for 2005) in Addington Highlands was \$33,391, whereas in North Frontenac it was \$37,035 (Statistics Canada, 2009a). To put this into the context of the province, the median household income for all of Ontario in 2005 was \$64,500 (Statistics Canada, 2009b). Of the 2115 people in Addington Highlands over 15 years of age, 960 are listed as part of the labour force (45%). 1160 (55%) were counted as “not in the labour force”, which includes students and retirees among others (Statistics Canada, 2009a). For the same category in North Frontenac, 845 of the 1725 (49%) are listed as part of the labour force, and 880 are not in the labour force (51%). For those that

are part of the labour force, the job category with the most number of people occupied in it is called “Trades, transport and equipment operators and related occupations,” with 26 percent of the labour force in both townships. This is followed closely by “sales and service occupations”, which has 25 percent of the labour force in Addington Highlands and 26 percent in North Frontenac. A summary of this information is provided in a table in Appendix E. Also in this table is the demographic information for these categories from all of Ontario.

The differences in these categories between the research area and the rest of Ontario are quite staggering, with the exception of one category: the percent of people working in the Sales and service occupations. For instance, there is a difference of approximately 20 percent in the population that is part of the labour force, with the research area having a lower percentage than the rest of Ontario. As well, the median age in the research area is 11 to 15 years higher indicating a higher percentage of retirees in these communities. For further comparison, please see the table in Appendix E.

The information outlined in this section provides some background on the park and the community. These details include how the park has developed throughout history to its present state, and some demographic information on the townships that share jurisdiction of Cloyne. This information, combined with the earlier descriptions of the park and the community, meet objective one of the thesis. This background information provides the context for meeting objective two, which is to assess the nature of the relationship between the park and the community that were just described.

3.3 Data

Two types of data were collected to meet the objectives of this study. The primary data were collected from interviews conducted with members of the local community. The secondary information was assembled from a variety of sources, such as the management plan for Bon Echo. Each of these types of data is described below.

The primary data includes thirty-two personal, semi-structured interviews, which were conducted to assess the community's relationship with Bon Echo Park. According to Palys (2003), face to face interviews elicit a higher response rate than other methods. They can enhance the quality of the data collected because the interviewer can ask follow up questions. This method was used to gather data from specific individuals who have been living, working, or visiting a cottage in the area for a long period of time. People with long histories in the area were not specifically sought out, but rather it is a characteristic of the area that many of the people who live, work, or cottage near Cloyne have been there for long periods of time. There are very few newcomers to the area, and several of these were also included in the participant group. The participant group included township officials, residents of Cloyne, local business people, cottagers on Skootamatta Lake and Mazinaw Lake, with some individuals occupying more than one category. As was mentioned earlier, records of the populations of Cloyne, Skootamatta Lake, and Mazinaw Lake are not kept, and, therefore, could not be used to identify a minimum number of participants. Instead, snowball sampling was used to identify as many people as possible, until duplicate names and information were repeatedly received. Palys (2003, p. 145) explains the snowball sampling method: "In the sampling realm, snowball sampling involves starting with one or two people and then using their

connections, and their connections' connections, to generate a large sample." For this thesis, each person who participated in an interview was asked to recommend other people who they believed would be willing or able to offer added insight. The initial participants were selected in three main ways. First, a basic internet search provided some information about which members of the community would be helpful to talk to as well as lists of local businesses. From this information, a list was developed with information about who should be contacted. This later included more names provided by participants. The second selection process involved walking into the main businesses in Cloyne, introducing the research, providing a letter of further information, and, if the contact was interested, they were later telephoned to set up an interview at their convenience. The third way that participants were selected was by contacting cottagers. Personal contacts on the lake were asked to provide some names of other cottagers or community members that would be interested in participating. The goal was to have a wide variety of perspectives that, when put together, provide a picture of the overall context for the local community's views about Bon Echo Park. As much information from as many people as possible was collected, until redundancies were encountered in the names of the recommendations and in the information provided. A variety of open-ended questions and topics was prepared, yet room was given for the participant to elaborate on certain elements that they believed were relevant.

There are many benefits of conducting key informant interviews. For example, information is gathered from a variety of perspectives. This builds an understanding of how the relationship between the park and the local community actually works, and how the people perceive that relationship. As mentioned earlier, the interviews can also elicit

higher response rates, and improve the quality of the data because the researcher is present to ensure that the information needed is what is gathered (Palys, 2003). One weakness of conducting these interviews is that the information may be biased in some way (Cresswell, 2003). It should be noted that these are opinions of the community members, and not necessarily 'facts'. Additionally, as discussed earlier, with interpretive research, the author's own perspective and emphases may bias the results. The biggest limitation of the interviews is that they can be very time-consuming. Palys (2003, p. 159) writes, "The biggest disadvantages of face-to-face interviews are their cost and the time required to complete a large-scale interview study." The time and cost involved in completing the interviews for this thesis provided confirmation of Palys' statement. The time component especially proved to be problematic in two ways. While all of the participants were quite willing and helpful, some of them were busy with other things, and this created an awareness that the research was taking up their valuable time. Secondly, because the interviews can be so time consuming, it became a quite an undertaking to gather the large amounts of data required to fully understand the relationships between Bon Echo and the local community. Many multi-day trips were taken to the research site, over a period of three months, conducting interviews and gathering names and contacts for future interviews.

Township officials were asked several questions to provide information about their perspectives of the park and the relationship between the park and the surrounding area. They were asked how the park affects the management of the townships, as well as the day-to-day living within the township, and what should be changed within the management plan to better reflect the needs of the township. The officials who

participated in the research were recommended by a number of other respondents; however, they had also been previously identified through the initial research as individuals who would be ideal to speak with for this thesis.

Local business people were primarily identified by the researcher directly; however, most of the other respondents who participated were very quick to suggest various local businesses that should also be included. As Cloyne is a small area with relatively few local businesses, it was a minor task to approach each business individually either by telephone, or by walking into their establishment to introduce and explain the research. Overall, eleven business people participated in the research. While this does not encompass all of the business in the Cloyne area, it does include quite a number of them, especially the ones in the “core” of Cloyne, located directly on or very near Highway 41.

The residents of Cloyne and the area were also identified through the snowball referral method. Eleven people were asked the questions for residents (though some of the people were cottagers and residents, and thus were asked both sets of questions). Both residents and local business people were asked the same kinds of questions: how the park affects their day-to-day lives, how they perceive the relationship between the park and the community, and if they have noticed any changes in that relationship over time. They were also asked what they would like to see changed in the park’s management, if anything, to better reflect their community’s needs.

Individuals from community organizations were also contacted (but who have been categorized as “involved in the community” to preserve anonymity). These organizations – and thus the people who are associated with them – were selected because of referrals that were given through snowball sampling. Once the organizations

had been recommended, it was a simple matter of contacting the staff there, and asking if they would be interested in participating in this research. These people were able to provide relevant information because they have a unique perspective about the relationship between the park and surrounding area, as well as a thorough understanding of the context. Again, the questions were very similar to those asked of other groups.

Seven participants were categorized as seasonal residents (cottagers), though nine people answered the questions for cottagers (the added two people were also residents and so that was their primary category). The participants in this section were from either Mazinaw Lake, or Skootamatta Lake. Mazinaw Lake was chosen for inclusion because the lake is shared with the park, and a number of participants were recommended (through snowball sampling) who owned property on Mazinaw. Skootamatta Lake was chosen because it also has a lot of cottagers, and is one of the closest lakes to the park. Similar to the questions asked of residents/local businesses, cottagers were asked about their perceptions of the park, how the park affects their ‘cottage lives’, and how they see the park’s relationship with the local community. Cottagers were also asked what kind of influence the park has on the management of the lake, and finally, what they would like to see changed, if anything, to better meet their needs and the needs of the local community. The questions asked of participants and a summary of the kinds of responses received can be found in the summary tables in Appendix D.

Each interview was recorded on an audio tape with written consent from the participants. Once the interviews had been conducted with all of the respondents, they were transcribed into word documents by the interviewer. At that point, each interview was read through several times, and notes were taken to ensure a firm understanding of

what each participant said, how it was said, and what was meant. Then, the interviews were read through again, one by one, this time while conducting initial coding by hand.

Charmaz (2006, p. 45) indicates that in Grounded Theory “coding generates the bones of your analysis.” As such, phrase-by-phrase coding was used instead of line-by-line coding. This was to ensure that the ideas from the participants were being reflected as accurately as possible. Line-by-line coding would have broken up the ideas that the respondents were communicating. Each distinct idea or statement was given a code, or a short statement that summarized the idea. With phrase-by-phrase coding, each code was written down with a ‘locator’ so that the original statement and context could be found if needed. For example, the fourth code from Transcript 5 would read ‘T5:4’. Once a list of codes from all of the transcripts had been generated, codes that echoed similar ideas were put into groups, and thus, the main issues raised in the interviews began to emerge. Charmaz (2006, p. 61) says “Axial coding aims to link categories with sub-categories, and asks how they are related.” Later she states, “Axial coding provides a frame for researchers to apply” (Charmaz, 2006, p. 61). If a number of respondents in this case study made similar comments, these comments were put together into a category.

Following this, these small categories were grouped, according to similarities, into what became three ‘types of relationship’: Formal, functional and facilitative. For example, the two categories ‘Community involvement in developing management plan’ and ‘The park’s relationship with the township’ were both grouped into the formal relationship. By using the initial and axial coding processes, the raw data from the interviews were turned into workable categories and themes (types of relationship). These relationships were then used to describe and assess the nature of the relationship between

the park and the community. This technique is useful for processing large amounts of qualitative data and helping to summarize the information.

Secondary data, which were used to inform the case study (apart from the literature review), include the Bon Echo Park Management Plan, as well as various sources that help to compile a brief history and profile of the community.

The Bon Echo Provincial Park Management Plan (MNR, 1991) is one of the secondary data sources used to provide background and contextual information for this study. This management plan was written in 1991, with some minor amendments made in 2001 (Bon Echo Provincial Park, 2001). The original plan includes basic introductory information about the park. It briefly describes the history of the park's establishment, and it outlines the key features of the park as Mazinaw Rock, the Pictographs, the diverse landscape, and the variety of recreational opportunities offered. The plan also discusses the classification of the park, as a Natural Environment Park, recognizing its ecological, cultural, recreational and educational importance (MNR, 1991). The goal of the park and its objectives are also described. These objectives are protection (of natural and cultural landscape), recreation (ranging from day-use to camping to back-country camping), heritage appreciation (of outdoor natural and cultural heritage), and tourism (to help visitors experience different regions of the province) (MNR, 1991). The plan also discusses where the physical boundaries lie, as well as zoned areas within the park. The zones that are listed in the plan are a nature reserve zone, several historical zones, a natural environment zone, an access zone, and a development zone. A variety of maps are provided to indicate where these boundaries and areas existed at the time, though it

should be noted that some of these boundaries and zones have changed (Bon Echo Provincial Park, 2001).

The section on ‘resource management policies’ discusses the park’s management policies with regards to minerals and aggregates, wildlife, fish, vegetation, and cultural resources (which include pictographs, the historic Denison buildings, a historic road, a tapping farm and a logging dam). The operating policies section includes everything from visitor services (information, interpretation, programs, Friends of Bon Echo) to research, to recreation management, to marketing, and to tourism services. Another section in the plan is ‘Development Policies,’ which discusses boat launch, day use areas, beaches, campsites and trails (MNR, 1991). The Implementation part of the plan discusses the order in which they will bring in the new projects (such as facility improvements or research) that need completion. These projects are listed in three phases, in order of priority (MNR, 1991).

The final section of the plan is titled “Summary of Public Consultation. This section outlines the consultative process used in developing the plan. This plan is discussed more fully in the next chapter. The management plan was amended in 2001. This amendment provides “interim management guidelines” until there is a full review of the original management plan “Bon Echo Provincial Park, 2001, p. 1). The amendment includes revision of issues relating to boundary and zones, permitted activities, commercial development and resource management (Bon Echo Provincial Park, 2001).

Two other sources were encountered during the field work. First is a report by Dr. Robert McLeman and Genevieve Gilbert, from the University of Ottawa, entitled

“Adapting to Climate Change in Addington Highlands: A Report to the Community”. In this report, the authors look at the potential effect that climate change will have on the economy of Addington Highlands. Additionally, recommendations were made to different groups of policy makers for actions that could be taken to help the community adapt to the potential changes (McLeman and Gilbert, 2008). While this report is focused on the implications of climate change for the community, it does include a very thorough description of Cloyne and the area, which was helpful in reinforcing the information that had already been found. Many of the recommendations in the report are consistent with the findings of this study, with some minor differences in the emphasis.

The second source, also recommended by interview participants, is a book called *The Oxen and the Axe*. This book is produced by the Cloyne and District Historical Society and includes stories, poems, and other writings by and about the people who helped to settle the area.

The Oxen and the Axe tells part of the story of some of the people who were driven by the great storms of circumstance to attempt to win a living from the rugged hill country of Eastern Ontario [...] The tales told here, are, for the most part, drawn from the northern townships of the counties of Addington and Frontenac (Brumell, 1974, in Axeford, *et al.*, 2008, p. 1).

While this book was not used to provide academic information for the study, it does give an artistic and evocative account of the life in the area during the earlier years of the community. As such, it was used to provide a contextual profile of the community’s history, and to develop an understanding for the struggles faced by settlers. These two sources, as well as the rich description received from the interview participants, provided

sufficient information to document the relationship between Bon Echo Provincial Park, and Cloyne.

3.4 Research Ethics

According to Cresswell (2003, p. 62), “researchers need to anticipate the ethical issues that may arise during their studies.” As such, measures were taken to ensure that the processes used to collect data, and all interactions with participants, was in line with the guidelines provided by the University of Waterloo’s Office of Research Ethics (ORE). Because the research involved human participants, an application (form 101) was completed to receive clearance from the ORE prior to undertaking field work².

In addition to receiving clearance from the ORE, the guidelines laid out by Creswell (2003, pp. 64-65) were also followed: participation was strictly voluntary, and any participant was able to withdraw at any time. It was ensured that participants understood the purpose of the study, as well as how it would be carried out. All participants had the opportunity to ask questions about the study at any point during their participation, and each was given the option of receiving an executive summary. Each participant understood that their names would not be used in the thesis, and that only anonymous quotations would be used. All participants were required to read an information letter about the research and then sign a consent form. This ensured that they had read and understood the information provided. On the consent form, participants could choose “yes or no” to having the interview recorded, to having anonymous

² The University of Waterloo requires all research involving human participants conducted by its students, staff and faculty, on or off-campus to undergo prior ethics review and clearance through the Office of Research Ethics (ORE). The ethics review and clearance process is intended to ensure that projects comply with the Office’s Guidelines for Research with Human Participants (Guidelines), the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans, and guidelines of various professional organizations, and that the safety, rights and welfare of participants are adequately protected (ORE, 2008)

quotations used, and that their participation was of their own free will. The ORE provides a template for these letters, and this template was closely followed. This information letter and consent form is in Appendix B and C.

3.5 Limitation

This paper does not include an assessment of the perceptions of park visitors. This information would have been helpful for determining the parks' relationship with all the various communities and stakeholders, rather than just the local community. It would have also helped to build an understanding of the role that the community played in the visitor's experience. Including this information was part of the original proposal for this thesis. The intent was to collect surveys from park visitors, in addition to conducting interviews with the local community. The goal was to determine the relationship between 'stakeholder groups' and the park, rather than just the local community and the park.

This aspect of the research, however, could not be undertaken. A researcher must complete a Research Application Form from the Ministry of Natural Resources (MNR, 2008) to gain permission to complete research inside a provincial park. The application for this thesis was completed and received by the ministry. There was some correspondence with the MNR, all of which indicated that the application would be approved, and, in fact, they were quite interested in the research. Once the application reached the final stage of needing approval from the park's superintendent, no further correspondence was received. Many attempts were made to get in touch with both the MNR staff from the original correspondence, as well as the superintendent himself. The one-sided communication continued throughout the summer. As the remaining time for

field research diminished it became apparent that it would make more sense to focus on other aspects of the research.

3.6 Chapter Summary

This chapter has described the methods, perspectives, and research approach used in this study. It began with a discussion of the methodology directing this paper, followed by a description of the research area. Then the primary data collection methods were provided, detailing the sampling, interview process as well as the data analysis process that was used. This was followed by a description of secondary data, including the Bon Echo Park Management Plan, and two other minor sources that were used as background information about the community. Ethical considerations, as laid out by the Office of Research Ethics at the University of Waterloo, were then outlined, followed by a description of the study's main limitation. The findings of this research are described in the next chapter.

Chapter Four: Findings from the Case Study

This chapter presents the findings of the case study of the relationship between Bon Echo and the surrounding community of Cloyne. The first objective of the thesis is to assess the nature of the relationship between Bon Echo and the community, from the perspective of local community members. In section 4.1, this relationship is described as taking three forms, with each divided into several categories. The second objective of this thesis is to provide recommendations to improve the relationship between parks and communities based on the findings of the case study and the Healthy Communities framework. These recommendations are provided in section 4.2, and organized by the same forms used to describe the relationship between the park and the community. Also included in this section is a diagram explaining the interaction of the categories, types of relationship, and the recommendations. Finally, a chapter summary is provided.

4.1 The Nature of the Relationship

The first objective of this thesis is to assess the nature of the relationship between the park and the community, based on the perspectives of the local community members, using Grounded Theory methodology, as described in Chapter Three. The information to meet this objective was collected through thirty-two personal interviews conducted with members of the community. Additionally, the management plan was examined for evidence of this relationship.

The results of the analysis of the primary data from this research reveal that the relationship between the park and the community takes three forms. These forms were identified through the categories that emerged from the data during axial coding. The

first is a “formal relationship”, which describes the official relationship between the park and the community. The second is the “functional relationship,” which illustrates how the park actually functions (or does not function) within the broader community. The third is a “facilitative relationship” and includes perceptions about how the park facilitates or gives rise to benefits and costs within the community, as well as how it influences sense of place and place attachment. Each of these relationships was identified from comments offered by interview participants. The description of each type of relationship contains a number of categories, which were developed from the interviews, according to the process identified in Chapter Three. The differences between the types of relationship are subtle but will be more closely examined and described in the following paragraphs.

Formal Relationship

The first type of relationship between Bon Echo Park and the local community is formal. This conclusion is drawn from information extracted from the management plan as well as community perceptions about the influence that the park has on management of the township, community involvement, and related matters. This type of relationship refers to the interaction between the park and the community at the official level, for example, between park management and the municipalities, or perceptions of ‘official’ aspects of the park (e.g. management or the management plan). It also refers to perspectives about how the park influences ‘official’ township activities, such as waste management or public docks. As shown in Table 4.1, and described below, four categories of data describe this relationship.

Table 4.1: Categories that Describe the Formal Relationship

Relationship	Category	Percentage of respondents *
Formal Relationship	Resident's knowledge of park management	31
	Community involvement in developing management plan	66
	Residents' perceptions of park management	81
	The park's relationship with the township	6

**percentage of respondents refers to the percentage of respondents who spoke about the topics referred to in the categories. This number does not indicate the kind of response received (e.g. positive, negative, etc.)*

The formal relationship between Bon Echo Park and the adjacent community of Cloyne is nominal. As demonstrated below, neither township senses much influence by the park on their township's management or direction. The formal interaction between the community and the park only happens when topics affecting both parties arise, such as landfill use. The 'formal' document of the park is its management plan, which does consider the local community, but again, quite nominally. This is discussed in the next paragraphs, followed by a discussion of the participants' perceptions of the formal relationship.

The management plan for Bon Echo is considered in the formal aspect of the relationship. A section called "Summary of Public Consultation" is the only part of the plan that discusses the surrounding area. This consultation included public notices in the newspapers of nearby cities, as well as background reports being distributed to libraries, township offices, and cottage associations. The report provided background information about the management plan, as well as seeking input for future management of the park. After the feedback was received and considered,

a preliminary management plan was distributed for review in the summer of 1990. Reflecting changes from the review of the earlier proposals, as noted above, it received general support for the policies, facility improvements and resource management plans it presented (MNR, 1991, p. 19).

Noted earlier was the fact that none of the participants in the interviews had taken part in the consultations for the management plan, nor had many of them ever seen the plan. As was mentioned in Chapter Three, an amendment to the management plan was made in 2001. In the amendment, there is no mention of the local community. Also, although the park's management plan does not include much regarding the relationship or communication with nearby communities, the township's official plans do not include much in this regard either. The official plans of both townships only mention Bon Echo once, and that is to acknowledge its presence (or boundaries) within the area (Township of Addington Highlands, 2006 and Township of North Frontenac, 2008).

Participants neither participated in the management plan consultations, nor have they been active in park management issues. This is demonstrated in the following two categories.

The first category of responses is called 'Resident's knowledge of park management'. This category includes information from respondents in all of the participant groups. The responses are similar, regardless of being a resident, cottager, official, or business owner. It became apparent during the interviews that several of the respondents have very limited, if any, knowledge about the park's management plan or structure (for example, participants 32, 10, 6, and 4). As one cottager said, "*...I don't even know the structure of the park. I don't know if they have a board, or if it's run by the Friends, or in association with the government, or the park's ministry. I honestly don't know*" (Participant 6). Another person said that she had not read the management plan because "*I don't know where to look for it*" (Participant 4). When asked what he would like to see changed, one respondent answered "*Well I don't really know how it's*

managed, so I can't really put any input into that question" (Participant 10). Finally an official from one of the townships said, *"I have no knowledge of the park's management policies or strategic plan"* (Participant 32). This lack of knowledge about the management plan indicates a weak link between the park's management policies and the community.

Considering the lack of knowledge about park management issues and the management plan, the comments in the next category – 'Community involvement in developing management plan' – are not surprising. Information collected within this category indicates that the park is not seeking community involvement in their decision-making, nor is the community actively getting involved (with the exception of Friends of Bon Echo members). These comments come from people within each group, cottagers and year-round residents alike. Most of the respondents had never been consulted in the development of the park's management plan. When asked about this, most of the responses were *"no"*, *"nope"*, or *"never"* (For a few examples, Participants 30, 28, 26, 12, 13, 14, 24, 10, 4, 7). Of the very few who were consulted, it was not officially, but rather in casual conversation with someone from the park (Participants 17 and 23). This is interesting, since in the management plan it states that there were consultations with the public (MNR, 1991, p. 19). It is quite possible that when these consultations took place, none of the people that participated in this research were involved with them. However, given Cloyne's direct proximity to the park and the fact that many of the participants in this research are active in the community, it is surprising that none of them had been involved.

The other part of this category refers to the people of the community not looking into the management plan or direction themselves. The only person who mentioned having looked at the management plan was Participant 18: “*Would I say I read? No, I wouldn’t give it that credibility, but I have looked at it, I have glanced through it...A vague familiarity might be the best thing I could say*”. Most of the other participants who were asked about the management plan had not looked at it, read it, knew anything about it, and a few people mentioned not knowing where it could be found. The plan is not available online or electronically by request from the park. Finally, one person made specific note that it would be good for a community member to sit on the board of directors at the park (Participant 14). Another person mentioned that the park should make an effort to listen to how the community may want to get involved: “*If I were the park management, I would want to listen to how the community might want to be more involved. Not in the management of it, but in assisting in providing goods and services*” (Participant 26).

Despite the lack of community involvement and knowledge of management, much of the community does think highly of how the park is managed. They also point out, however, that there is a need for better communication with the park. Eighty-one percent of interviewees make comments referring to the topics discussed in this category. Although the opinions are varied, no particular group stands out as having a distinct opinion from any other. Rather, the varying opinions occur within each group of participants. This category is called ‘Resident’s perception of park management’. Participant 26 feels that “*the staff of the park do a fabulous job, I always feel welcomed*”, while Participant 22 simply says “*I think they do a really great job up there*”. In terms of

management's communication with the community several participants feel that the park is open to hearing from the community or that the park is keeping the community well informed. For instance, Participant 31 mentions *"Being on the owners association, I'm saying that they're very receptive to any ideas that we have, and we've had meetings with them and we can discuss any problems that may refer to the park and they've very good."*

Additionally, Participant 27 thinks that the superintendent is very open and willing to hear from community members and listen to ideas. Similarly Participant 18 points out,

I believe the administrators of this park [...] have become more attuned to the political necessity of interacting with the communities [...] and so I think they're more open to engaging the community than perhaps they might have been 25 or 30 years ago.

Beyond this, some respondents feel that more open or better communication is needed.

Participant 15 observes that the staff at the park used to come and introduce themselves to local businesses, but they do not do that anymore. A town official (Participant 32) remarks that *"Unfortunately there is little to no interfacing between Park and Township officials, other than those areas mentioned above, and even then the discussions are usually limited to resolving rather small issues."* Finally, Participant 12 says *"I've also tried to make management see that they have to have some more communication with the community. And they don't. The park does not. The park management does not."*

Although it is clear that many participants think highly of how the park is run, it is clear that the townships and the park are quite separate, as evidenced by the communication issues discussed above. This separation is also evident in the fourth category: 'The park's relationship with the township'. As the title indicates, this category deals with the relationship between the park and the townships (as a municipality, rather than as a 'community'). More specifically, it includes comments about the level of

influence that the park has on the community's direction, or vice versa. Most of the comments made by respondents indicate that the community and park have little influence on each other's plans, but rather demonstrate a general 'keeping the other in mind'. For example, Participant 29, a township official states, "*Well sometimes we use the number of visitors to try and influence decisions concerning, for example, cell phone service, which is not available, and things of that sort.*" This comment was the most direct type influence that this respondent mentioned; there was nothing to indicate that the park had any further influence on township direction other than the consideration of visitor numbers.

Other, more general, responses were offered by government officials from the townships of Addington Highlands and North Frontenac. Officials from both townships felt that there was a very minimal (if any) impact on their townships. For example, Participant 32 states "*Quite frankly, the presence of Bon Echo Park... is barely noticed or felt by township officials or politicians other than when matters of mutual importance ...are at issue.*" When this same person was asked what the nature of the park's influence on the township was, the response was "*none*" (Participant 32). The other official felt similarly: "*well I don't think they really have much sort of influence*" (Participant 29).

These four types of responses, combined with information provided in the management plan, all demonstrate the official role, capacity, and relationship between the park and the community. Clearly, the formal relationship between the park and the community is not well established, developed, mandated, or outlined in documents. This is evident in the comments in the categories above and in the discussion of the official

plans for the park and both townships. Neither the park nor the community seems to put much effort into developing more of a relationship, though it could be beneficial to both.

The nature of a formal relationship is inferred in the characteristics used to describe a healthy community. As described in Chapter Two, the World Health Organization outlines eleven qualities of a healthy city. Of these eleven, there are three qualities which could apply to a healthy formal relationship: 3. a strong, mutually supportive and non-exploitive community; 4. a high degree of participation and control by the public over the decisions affecting their lives, health and well-being; 6. access to a wide variety of experiences and resources, with the chance for a wide variety of contact, interactions and communication (WHO, 1997, p. 9). Additionally, the framework provided by the Healthy Communities Subcommittee (2005) demonstrates that a community must be convivial in order to achieve 'health'. Furthermore, Hancock (1997) points out that inter-sectoral partnerships, local government involvement, and community involvement, are all important to a healthy community. Therefore, the formal relationship inferred in the healthy community characteristics, are somewhat different from those found in this case study. The participants have not indicated that the relationship is lacking conviviality (or that it is particularly convivial), but they have pointed to some other issues, as were described in the categories above. These issues are regarding inter-sectoral partnerships, the involvement of both local government and community members, a need for access to better communication and interaction with the park. Recommendations to address these issues can be found in section 4.2 of this chapter.

The formal relationship, however, is just one aspect of the overall relationship between the park and the community. The functional and facilitative aspects of the relationship are discussed below.

Functional Relationship

Functional is the second type of relationship between Bon Echo Park and the local community. This relationship refers to use of the activities and facilities provided by the park, as well as resident perceptions of the relationship, and perceptions of communication between the two. Four categories of data describe residents’ perception of this relationship (Table 4.2).

Table 4.2: Categories that Describe the Functional Relationship

Relationship	Category	Percentage of respondents *
Functional Relationship	Community uses of the park	94
	Community perceptions of the park	97
	Community perceptions of the relationship	97
	Perceptions of the communication between park and community	44

**percentage of respondents refers to the percentage of the respondents who spoke about the topics referred to in the categories. This number does not indicate the kind of response received (e.g. positive, negative, etc.)*

The first category concerns how local residents and cottagers use (or do not use) the park. These uses range from business-only, to taking visitors there, to using the park for very specific purposes, and using the park as a landmark. This category includes information from 94 percent of interviewees. No distinction among groups can be made, as each group had participants that use the park in various ways, or do not use the park.

Some people within the community use the park on a regular basis. For example, when asked about his usage, Participant 17 says, “*Hundreds of times [...] well by water of course. Bon Echo [rock] is the big drawing point. For everybody including myself. I’ve*

looked at Bon Echo Rock for many years, and never got tired of it.” Participant 14 mentions having a season’s pass, and using the park quite frequently for walking, cross country skiing, and taking visitors over. A few others also say they use the park regularly (Participants 26, 31, 25, 20, 18, 11, 6, and 4). Many of the participants who use the park regularly mention using it for specific purposes: cross country skiing, hiking, the art show, swimming lessons, and others. For example, Participant 18 likes to use the park for cycling, or walking through. Participant 22 mentions *“I have a sail boat, and I keep it up in Mazinaw usually. And we go up, and we go through the narrows, and you know...”* Participant 26 uses Mazinaw Lake too: *“I have a seadoo, and I put it in, and love to go by that rock.”* Many other participants mentioned going for the art show (Participants 12, 11, 9, 3, 2, 1), and also mentioned that the park provides a place for swimming lessons (Participants 2, 13, 20, for example). In these cases, the park provides a place for these activities to take place.

The park is also used by the community as a place to take visitors and guests. As one respondent commented: *“I think that in the past, I have had family members visit, and taken them on the boat tour, and make sure that they get into the gift shop and have a walk around and that kind of thing,”* (Participant 13). One year-round resident suggests that this is because people are proud of the park and the rock, and want to show it to all their visitors (Participant 4). Or, as another participant noted, the park just provides an activity, or something to do with visitors: *“...we take people over to see the rock, because it is really, it is pretty spectacular [...] something to do”* (Participant 1).

People have used the park in different ways in the past. One person recalls swimming there before it was even a park (Participant 19). Another person spoke of

camping there, before purchasing a cottage on Skootamatta: “*Well the park, we used to camp there, that would be where we would go for probably a week or two weeks out of the summer, before we cottaged I mean we always went to Bon Echo because it was a nice place to camp*” (Participant 2). Others spoke more generally of their past uses. For example, Participant 6, a cottager explains “*I think that I use the park, and my visitors use the park, and you know we used it different at different stages in our lives, which I think is something that happens to cottagers.*” Other people do not necessarily use the park for personal uses but do go there for business reasons. As Participant 30 says, “*For business I always do. But personally? Not very often.*” Another local business person answers, “*Well we go probably every couple of weeks to fill the flyers. So maybe twice a month, say, in the summer months*” (Participant 28). She later stated that she’d never gone for personal uses.

In addition to the people who use the park in various ways, there are others who rarely, if ever, visit the park. For example, Participant 8 mentions that he has not used the park in years, and that “*the park is just not my thing.*” Participant 10 states that he visits the park “*Probably about a day a year*” for various things, while Participant 3 suggests that she’s “*probably gone to the park a total of 10 times in 50 years.*” Participant 11 points out that “born and bred here don’t go near it.” Participant 14 also makes an interesting point about why she thinks locals are not using the park:

The other thing is growing up in this area, and your mom and dad grew up, and your grandpa and your great grandpa, people here have always had access to...it’s the Land of Lakes. And they’ve always been able to go swimming somewhere. So why should anybody pay to go swimming [...] because that’s what they’re ancestors used to do. It was carefree, and they picked blueberries, and they went swimming in the summer [...] and they never had to pay.

Bon Echo also acts as a landmark, or point of reference, for some respondents. For example, Participant 1 notes, “*when we talk to people, we reference where we are by saying that we’re on the other side of the highway from Bon Echo Park. And there are a large number of people who know where the park is, who have heard of the park.*” When listening to the weather for Ontario, Participant 6 listens for Bon Echo Park to be announced, because then she knows what the day will be like. Participant 17 states that “*I think that the area is recognized by the park...*” and Participant 7 feels that the park “*provides awareness of the area.*”

Whether people are using the park as a landmark, as a place to take visitors, for a specific purpose, or not at all, each participant has a varying perception of Bon Echo Park. As such, the second category is called ‘community perceptions of the park’. This includes comments from participants who feel quite positively towards the park, those who have mixed feelings, to those who have resentful attitudes about the park. One trend noticed during the interview process (though it is only a trend and not enough data have been collected to be of any major significance) is that the residents who are relative newcomers (those whose families have not lived here for generation upon generation) tend to have more positive perceptions of the park. The long-term residents – those who grew up there and those with ancestors that grew up there – tend to be more resentful of the park, and lean towards a negative perception. The middle ground between these two groups is populated by local business owners, who recognize both the benefits and costs, and the cottagers, who, as a group are more indifferent to the presence of the park, but leaning towards a positive perception. All in all, 97 percent of interview participants speak in one way or another about their perceptions of the park.

As mentioned, several community members have very positive perceptions of the park. For instance Participant 31 says *“I’m just completely happy with the park”*. Participant 23 thinks *“it’s pretty awesome”*. Other comments include: *“excellent”* (Participant 26), *“I like Bon Echo Park”* (Participant 22), and *“Oh, I’m very glad that I live near Bon Echo Park, in every way”* (Participant 14). The people mentioned here are some of those who use the park on a fairly regular basis for specific purposes. They enjoy the opportunities that the park offers, which then influences their perceptions. This is just a sample of the positive perceptions that the respondents have about Bon Echo Park.

Clearly, there is much about Bon Echo Park that community members have grown to appreciate. In addition to what has been expressed here, some people were quick to mention that they had also heard good things from other people. Participant 13 states, *“we hear lots of positive comments from campers who are visiting the area, and they think it’s a lovely place.”* Finally, Participant 28, another local business person, says, *“we get calls from people all the time about ‘oh we stayed at Bon Echo, it’s great, we love it, we come every year.’”*

While it is obvious that some of the community thinks quite highly of Bon Echo Park, there are other members who are not so enamoured. Some people have very mixed feelings, or are quite resentful of the park. For one respondent, his feelings about the park were influenced by his mixed feelings towards the Friends of Bon Echo, a non-profit organization, designed to be fundraisers for the park. *“There are elements of Friends of Bon Echo that I think are positive. There are elements of Friends of Bon Echo that I don’t feel are 100% positive.”* While he feels that some of the Park’s initiatives are positive,

there are others that he felt are straying from the objectives and are affecting local businesses. When asked the question “what’s your overall perception of the park?” one cottager’s response was *“I find that a tough question to answer... I think it’s both positive and negative”* (Participant 25). Upon further elaboration, it became clear that his perception is that the land protection is positive, but on the negative side, he feels the park is over-managed.

Finally, some people feel that the park is in their community, taking up their land, not paying taxes to the townships, and yet, community members have to pay to get into the park. As Participant 9 suggests, *“they’re in a community and they pay absolutely no taxes. They’re the largest singular tract of land that does not contribute anything whatsoever to either North Frontenac or Addington Highlands.”* Participant 27 points out that some of the residents *“look at this as an area, this is an amazing piece of property, that is not part of the tax base anymore, so that affects, I’m sure, some people’s feelings.”* He also says *“Some people don’t like the fact that you have to pay for a day pass, eleven dollars, to come in and enjoy the park.”* These issues have led to a sense of resentment among some community members. As participant 24 observed, *“Most of the people are a little bit resentful of the park. A lot of the people are.”* These statements, among many others made by the participants, indicate that the overall community reaction to the park is mixed. While some view it in a very positive light, there are others who are not sure if the park is a good thing or not, and some who feel that the park is taking away valuable resources from their community.

Beyond participants’ perceptions of the park itself, respondents were asked about their perceptions of the relationship between the park and the community. Therefore, the

third category in this type of relationship is called ‘community perceptions of the relationship’. Like the previous one, this category also includes a wide variety of perceptions, ranging from people who feel that the relationship is not working well, to those who feel that it is working well, and those who feel that there is no relationship to speak of. Again, all but one of the participants spoke about their perceptions on this issue. There is a wide variety of perceptions among all the groups. The only distinction that can be made between the groups is that it is mostly cottagers who feel there is no relationship to speak of (though there are a couple of residents that also mention this also).

Those who feel that the relationship is not working well point to a lack of adequate recognition of the community by the park. For example, Participant 8 has an overall negative perception of the park, and also feels that the relationship is getting worse. He feels that the park should be doing more with and for local businesses. Some of these perceptions are due to a sense of disconnect between the Ministry of Natural Resources and the community. *“Yeah, and so on one hand MNR, or Parks Ontario, I don’t know which group runs that end of the park, isn’t looking at the local community at all. They’re totally ignoring it”* (Participant 11). Participant 21 feels that *“there has been no outreach at all from the park.”* Several people also mention that they feel the relationship is getting worse or disintegrating over time. One local business person (Participant 15) said that Bon Echo used to be quite community-oriented, and implied that this is no longer the case: *“if we were to talk about the park 20 years ago, it was a real...or maybe even 30 years ago... at one time it was a real community park, everybody*

go business from the park, the marinas, the stores, everything. They've sort of made themselves a little bit self contained".

On a related topic, some participants feel that there is no real relationship between the park and the community. Several believe that the park does not really serve a purpose for them, nor does it really affect them in any significant way. Consequently, they do not see a relationship with the park. *"We don't really have a lot of 'day to day' relationship with the park. My sense would be that if it's not broken then why fix it?"* (Participant 1). Others have similar thoughts (Participants 2, 3 and 25). Some cottagers, for example, do not feel that the park meets any of their needs Participants 25, 3, 18, and 2). When asked about the relationship between the park and cottagers, Participant 3 said simply, *"I don't think there is one"*.

Quite a few participants mention that the park is separate from the community. They described it as being unto itself, not involved in the community, gated, insular, or otherwise, a separate entity (Participants 18, 9, 19, 11, 26, 21, and 12 to name a few). Participant 26 also notes the separation this way: *"I feel like there is a wall between the park and what goes on in the business community."* Adding to this perceived separation, is the impression of the park being un-welcoming and disregarding community interests. For example, Participant 13 explains *"I suspect that there may be some people who still feel that the park is an alien place up there, where you have to pay a lot of money to get in, and you know, may or may not like it when you get there. In some people's minds."* Later, this same participant (13) says, *"Personally, I don't see any real concern on their part for what happens in the community."* Another respondent, a local business person,

feels that *“Bon Echo pretty much does what it wants to do, and if the community fits in, great, if not, they’re not interested”* (Participant 9).

Many interviewees believe that this relationship should change. But, as one person suggested, this requires *‘strategic thinking’* (Participant 32). Another suggested that it would be good if there were more of a relationship (Participant 19). It was also suggested that *“the community does support the park, but the community would like the park to support it as well”* (Participant 13). Finally, someone pointed out that some older residents have a long memory, referring to when the park was private land, and people were not necessarily always welcome within its boundaries (Participant 27). These comments paint a clear picture that some members of the local community perceive a negative relationship with the park. Others, however, are more favourable in their comments. Some participants suggest that the relationship between the park and the community is working well. For example, Participant 22 states, *“I think they’re quite in-tune with the community.”* Another person mentions that they think the relationship has *“improved more and more”* (Participant 23). He continues,

I think that as the park goes along, I think the local people within the area finally get to see what the park is all about. When something new comes in there, you take to welcome the local community to go there and take a look, and I think they now see the benefit of the park and what the benefit does to them” (Participant 23).

Finally, Participant 5 simply states, *“I mean it’s just been a real feel good relationship between the park and the residents and the... you know...”*

A number of cottagers described a positive relationship between the park and the cottage community. For example, one person states *“I would say that if people thought about it, for the most part, it’s quite positive”* (Participant 6). Another cottager responds

“very good” when asked about the relationship between Bon Echo and the cottagers (Participant 31). One of the respondents mentions that the property association on their lake has a good and fairly communicative relationship with the park (Participant 18). This respondent also points out that this relationship has improved over time as a result of more interaction (Participant 18). Also on a positive note, some community members think that the park and local businesses are doing a good job of supporting one another. This is demonstrated by businesses referring clients to the park, or by the park referring visitors to the community, or by providing advertising. For example, Participant 28 feels that their business needs are met by the park because of co-operation:

They're supportive in that they contact us if we want to advertise in their flyers or their newspapers or in their toll programs. We have flyers in their main office, and they're supportive in letting us know that 'oh we're out and can you come up and refill?', and so they're in contact with us.

Participant 27 feels that the park was generally interested in keeping local businesses involved, and kept the businesses' best interests in mind when making decisions. Other participants who feel this way are Participants 5, 10, and 22. All of these statements point to a relationship that is viewed both positively and negatively by different members of the community. Communication is an issue that likely affects participant's perceptions of this relationship. It is also a key element of the functional relationship between the park and the community. As such, the next category is called 'perceptions of the communication between park and community'. The comments in this category primarily indicate that there is a lack of knowledge about the park's facilities and activities. Forty-four percent of respondents from all groups speak of issues relating to this category. As such, there are no trends to distinguish the groups.

A number of participants mention a lack of knowledge in regards to the park's operations and offerings (Participants 25, 12, 9, 2, and 27). They refer to either their own lack of knowledge, or commenting on others' lack of knowledge. For example, one cottager mentions that it would be nice to go hiking there, but says "*I don't know whether that's open to the public or whether you have to be a camper to go and enjoy those trails*" (Participant 2). Another cottager mentions "*Well I don't really know that much about what goes on over there.*" Other participants express a concern that other people in the community may not know much about what the park offers. As stated by Participant 12, "*I wonder if local people, especially around this immediate area recognize the services that are at the park.*" Participant 9 comments that

I don't know if anybody else in the community takes part in any of the programs the park offers, probably because nobody knows what programs the park offers....you know, maybe there's a whole bunch of cottagers out there who would pay the day rate to come in and learn about frogs.

Finally, Participant 27 feels that "*if local people came in to just drive through the park, they'd probably come here for free, they'd probably come back for a day or longer*". His suggestion is that if the park were to provide free evening access to locals, then it would bring awareness to the community about what the park has to offer. People may dismiss the park as an opportunity for involvement, or as a recreational place, without adequate knowledge of how the park is run, or what the park offers.

The community does offer a number of services and facilities that park visitors may choose to utilize. For example, there is a local grocery, convenience store, pioneer museum, golf courses, and several private campgrounds. Beyond these offerings, however, there is not much in the way of entertainment available in the immediate area.

The four categories discussed in this section demonstrate residents' perceptions of the functional relationship between the park and the community. It is obvious that the park's functional relationship with the community could be improved, based on the participant's comments. Furthermore, while many people do use the park, no one mentions participation in their educational programs, nature walks, or other similar activities. This, and comments made by interviewees, indicates a lack of information and communication coming from the park.

The Healthy Communities material offers several characteristics which would apply to a 'functional relationship'. For example, of the World Health Organization's (1997) eleven qualities, five are applicable to a functional relationship within a healthy community. These are: 1. a clean, safe physical environment of high quality; 2. an ecosystem that is stable now and sustainable in the long term; 3. a mutually supportive and non-exploitive community; 6. Access to a wide variety of experiences and resources, with the chance for a wide variety of contact, interactions and communication; and 8. the encouragement of connectedness with the past, with the cultural and biological heritage of citydwellers [community-dwellers], and with other groups and individuals (WHO, 1997, ,p. 9). As well, two of Hancock's (1997) characteristics apply to a functional relationship: inter-sectoral partnerships and community involvement. From the Healthy Communities Subcommittee (2005) framework, the convivial aspect of achieving health in a community also applies to a functional relationship. At first glance, it does seem that many of these characteristics of a healthy community visible in the research area, however there are also key aspects missing. For example, there is access to a wide variety of experiences, but there is a need for better interaction and communication

between the park and the community. The ecosystem may seem stable to many now, but steps will need to be taken to ensure that it remains sustainable in the future. Finally, improvement is needed to achieve both of Hancock’s (1997) principles of inter-sectoral partnerships and community involvement. Recommendations to help with these improvements are provided in section 4.2.

There is one final type of relationship to be explored. This is the facilitative relationship, outlined in the next section.

Facilitative Relationship

Facilitative is the third and final type of relationship between Bon Echo Park and the local community. This type of relationship reflects how the park promotes, or ‘facilitates’ the creation of benefits, costs and sense of place within the community. There are three categories describing this relationship, and each category is detailed in the following sections. The categories are also summarized in Table 4.3, below.

Table 4.3: Categories that describe the Facilitative Relationship

Relationship	Category	Percentage of respondents *
Facilitative Relationship	Facilitating benefits for the community	72
	Creating costs for the community	56
	Park’s role in facilitating community identity and sense of place	91

**percentage of respondents refers to the percentage of the respondents who spoke about the topics referred to in the categories. This number does not indicate the kind of response received (e.g. positive, negative, etc.)*

The facilitative relationship between Bon Echo Park and the adjacent community is complicated because the park provides a much needed source of tourism and revenue for community members, but on the other hand, it also creates problems and costs for the community. Ideally, the facilitative relationship would be entirely beneficial for both

parties, but this is not the case. Rather, the community almost seems to be caught between needing and valuing the park, but not wanting it there either. Additionally, the park plays an interesting facilitative role in the perceptions of place attachment and community identity. These elements of the facilitative relationship between Bon Echo and the community are discussed below.

The first category is called ‘facilitating benefits for the community.’ Seventy-two percent of people mention these benefits (this figure does not mean that these people had entirely positive opinions, but merely mention the benefits). These benefits may include economic stimulus through tourism or employment, the sense of having an overall positive effect, or providing environmental protection. Participants from all of the groups of interviewees mention benefits, and no distinction between the groups is apparent.

Several respondents feel that the park has an ‘overall’ positive effect on the community. For example, Participant 13 feels that “*It makes the community a lot more vibrant.*” Similarly, Participant 17 says, “*I think the park certainly has an effect on the community, a positive effect*”. A couple of people suggest that the community would not be as it is today if not for the park. For instance, Participant 7 mentions that “*in a small community like this, it’s pretty much the cornerstone here. Without it, I don’t think the community would thrive.*” On the same note, Participant 5 suggests that “*...without it, I think it would be another town on a provincial highway that people drive through. But this gives them a reason to stop and stay and spend money in the community.*”

Economic stimulus is another benefit for the community that is perceived by the respondents. For example, the park is a source of local employment: “*I think they hire a lot of students from the local area to work at the park, and adults too, to be employed by*

the park, that are there, are local” (Participant 5). The park also plays a substantial role in the tourism sector in the community. The park is described by several respondents as the main source of tourism in the area (Participants 26, 17, 1, 29, 5, 23,). Many residents and local business people mention what a big impact the park has on the economy of the area and state how important the campers are in sustaining local businesses. *“We wouldn’t survive without it. We depend heavily on the tourists that come there annually”* (Participant 5). Participants 28, 7, and 20 also mention how important the park is to their business.

Additionally, some respondents feel that the park helps to preserve the environment. For example, Participant 2, a Skootamatta cottager, points out that *“having the park, protects that land from being made into something maybe more commercial”*. Participant 25 thinks that *“its land that is set aside, which means that they can’t develop on the lake, which, as a cottager, very positive”*. On a more specific note, Participant 6 mentions that the park provides deer with a bit of a safe haven during hunting season. Finally, Participant 31 gives a thorough description of his perception:

...it has stopped commercializing of all that land, this side, on the west facing the rock, if it were not for the park taking over, all the history and the different things that are there would be gone. You’d have marinas, you’d have hotels, motels, facing the rock, which occurred back in history as you probably know. So I think with the park being there, they’ve probably got good control. [...] With the number of people that come through that park, if it were just people coming to private enterprise, we know that private enterprise sometimes don’t follow the rules 100%. It would add to pollution and ruin the environment I think. But with these guys here I’m happy (Participant 31).

The second category in the facilitative relationship is called ‘creating costs for the community’. This category refers mostly to three areas: the perception that the park is taking away from local business, the potential implications of how the park deals with

tourism, and the perceived impacts of visitors. All of these subjects create a burden on the local community. Fifty-six percent of participants – again from all types of respondents – note these drawbacks of the park. Most of the people who speak about taking business away are from the local business community, though there are other residents, and a township official, who mention this issue. On the subject of the perceived impact of visitors, comments come from all groups equally.

Several participants (local business people and some other community members) feel that the park has become more commercialized over time and is becoming a competitor to some local businesses. This category also includes comments about how the park has tendered out business to other areas that likely could have been filled locally. *“Well they’re... you know... privatizing, bring canoe rentals things like that into the park, they just hurt the business. Not us...the park doesn’t affect us at all, but the other smaller businesses around, it’s taking away”* (Participant 24). *“The occasional introduction of a small store at the park simply takes away much-needed business at the hamlets”* (Participant 32). Participant 13 also makes an interesting point:

And personally, I don’t see any reason, other than I suppose efficiency, why they can’t buy locally. We’re all being encouraged, environmentally to buy locally. Where’s that aspect in the park’s management plan? And that would make a huge difference to the people and to the economy around here (Participant 13).

Many local businesses feel that this ‘sourcing out’ and commercialization diminishes the success of their own business. For example, one business person says, *“They’re getting too commercialized [...] cutting into small businesses”* (Participant 8). Another business person worries that it could get worse: *“...it could have devastating effects if it tried to grow more into a commercial element than what it already is”* (Participant 7). The issue

of the online reservation system is also raised by a few people. One person comments, “*One of the things that I have found...and the community have found, that once that internet booking system came in, our overall influx of people into the community has changed, I would say about 50%*” (Participant 9). Another business person - a relative newcomer to the area - echoes these thoughts:

I hear that in the past, Bon Echo would sort of put a sign out that said ‘park full’ so that meant that everybody who had planned to go to the park and couldn’t get in, would then go to the different campgrounds, and trailer parks, and wherever, that were private. And so there was a runoff that was just natural. But now people have to reserve, so they know how many people are coming, there is no opportunity for other people to pick up campers and trailer people at the last minute. And I think that’s changed the face of the entrepreneur’s business (Participant 26).

While most participants do acknowledge how important park tourism is to their community, at the same time there are some concerns about the park’s role in tourism. For example, one participant notes that the park offers limited services in May and October, and feels that it should offer the same experience to those campers as to the campers that come in July and August (Participant 7). Another person mentions that the revenue that the park provides is not as high as he would have thought, given the number of visitors that come (Participant 24). Clearly, there is a scale of opinion when it comes to the role of the park in tourism – on one hand it is a source of revenue, and on the other hand, there is some resentment about how the park approaches tourism and how that, in turn, affects tourism in the community.

The final issue in this category deals with the perceived impacts of visitors, in terms of increased visitor traffic and potential environmental implications. For one cottager, increased visitor traffic means more congestion in town: “*now they go into town, and sometimes you have to line up to get your groceries or whatever because*

there's a lot more people in the area" (Participant 2), and for another cottager, *"I suspect it's just maybe the traffic and the wear and tear of humanity on the park itself"*

(Participant 6). Another says, *"we do get a significant increase in boat traffic, and I'm talking motor boat traffic...in previous summers, on a Saturday it starts early in the morning and doesn't finish until dusk at night and the people are buzzing up and down water skiing and so on. So it has an impact on the audio levels certainly..."* (Participant 18). Whether it is increased road traffic, longer lineups at the grocery stores, or more congestion on the lakes, these are some of the negative effects of the population 'bloom' that the some of the cottagers and residents perceive during the park's open season.

Environmental impacts are another perceived impact recognized by some community members. For example, Participant 18 says

So it concerns me when you see that kind of treatment of the environment taking place, when it doesn't have to and probably shouldn't. How does that affect the rest of us? I suppose any degradation of the environment, particularly in proximity, like it is to us, has a negative impact (Participant 18).

The other environmental concerns range from specific to broad. Participant 6 mentions one specific concern *"...right now we're concerned about invasive species on the lake [...] Campers camp, and they tend to frequent different campsites. And now, obviously to be putting their canoes or kayaks in different waterways, and it may happen within a short period of time."* Meanwhile, a broader concern is expressed by Participant 25: *"I think it's over managed [...] I think they do things, that in my mind, they shouldn't be doing. They should just be leaving it alone."*

The third category in the facilitative relationship is called 'Park's role in facilitating community identity and sense of place'. Ninety-one percent of respondents

speaking about their sense of place, or the community's identity. For the most part (with the exception of one cottager), the residents, local business owners and town officials speak of the overall community's identity and the role that tourism plays. In terms of individual sense of place, cottagers tend to be the least impacted by the park, with their place attachment being influenced by other factors. Otherwise, the responses are indistinguishable based on group – some in every participant group feel that their sense of place is influenced by the park, while others think it has no bearing.

First, it is important to include some comments that highlight how the general community identity is perceived by some respondents. This includes comments about how the community is searching for an identity, some attitudes within the community, and the general perception amongst community members. For example, one township official notes that his community does not yet have an established sense of identity: “*We have been searching for some sort of identity*” (Participant 32). When asked about what contributed to the identity of the community, an official from the other township replies “*Well basically it's all the different tourism; water lakes and tourism, basically that's all we really have to offer at this point*” (Participant 29). One resident speaks about how the community defines itself and who is or is not part of the community:

I've been doing community work, so you certainly feel like you're part of, well you're never actually part of the community unless you're born here. That's sort of an unwritten rule. You're not a local, you can have lived here for 40-50 years but you're not a local, you weren't born here. That seems to be the criteria. You have to be born here, and then you're accepted as a local (Participant 11).

This same respondent makes another statement that explains some of the community identity. He speaks of the pull that the community has on its young people: “*I find that a lot of students, this is a womb... it's hard to get them to leave, and when they do leave,*

they end up coming back. They might go for awhile, but they end up coming back”

(Participant 11).

Tourism plays a role in the community’s identity because it is a main source of income for a number of people in the area. It is a driver of the economy, and an important part of how the community defines itself. For example, a town official points out *“that’s one of our main objectives, to increase tourism to the area and be a destination”*

(Participant 29). A resident notes that *“our whole community lives on tourism. There are no industries”* (Participant 17). Finally, Participant 32 points out that Bon Echo and its tourism is a big identifier for the area:

Most outsiders and new visitors have never heard of any of our [...] lakes or any of our [...] hamlets, but many of them instantly recognize the names of Bon Echo and/or the legendary Mazinaw Rock and their general locations somewhere north of Hwy 7 on Hwy 41.

As was established earlier, the park makes a significant contribution to the tourism economy of the area. In addition to playing a role in a tourism sector that strongly contributes to community identity, some respondents perceive the park itself playing a role in forming the community identity. For example, one participant states *“Well it certainly has contributed to the public identity over time”* (Participant 18). Another says *“It’s always been my impression that the park is the cornerstone of this community”* (Participant 7). One person feels that the park has such a significant impact on the community identity that the *“community becomes cloaked when the park is closed”* (Participant 20).

For some respondents, the park’s influence goes beyond influencing community identity; it also plays a role in their individual place attachment too. For some, the park’s role is very direct because they use the park and appreciate what it has to offer

(Participants 27, 14, 11, 10, 6, 4). Others, however, feel that it is more what the park represents than the park itself that contributes to their place attachment. As Participant 13 explains,

I would say the existence of the park, the fact that it is there, because it is such a beautiful place, and because it is such a historic place it contributes, I would say to my sense of place here [...] I would say yes, it does contribute because it is another expression of the beauty of this area.

At the same time, some respondents feel that the park has no influence on life in the community, no influence on cottagers, nor does the park play any role in their place attachment. For example, it was mentioned that the park is barely noticed at times. “*I don’t think it really affects the normal person who lives in this area*” (Participant 26). Participants 3, 1, 25, 31, 20, 4, 9, and 27 all indicated that the park does not really affect personal or daily lives.

In addition to these sentiments, several respondents report that the park has no influence whatsoever on their own sense of place attachment. For example, Participant 3 is clear that the park does not affect her place meaning: “*I don’t know... because I don’t really care that the park’s there.*” When asked about the park’s role in her place attachment, Participant 19 says “*Not at all. In fact, the other way. When I was a child, we used to go there when it was owned by the original owner, Merrill Denison, he would allow us to swim there... I’ve hardly been swimming there at all since the park was around.*” Finally, as Participant 12 describes:

The grandeur of Mazinaw Rock, there’s no question, it’s magical... but that’s not because it’s the provincial park, it’s because of the topography, the geography, the geology of the area... so as far as I’m concerned, I grew up here, on a seasonal basis, but my first memories were here, up on the lake, and I’m here because I’m here, not because of the park.

The three categories described above explain the facilitative aspects of the relationship between Bon Echo Park and the local community. The facilitative relationship between the park and the community is perhaps the most pronounced of the three types of relationship. This is because it clearly indicates benefits and costs being created by the park, as well as influencing community identity and place attachments. For the same reason it may be one of the easier types of relationships to improve, by shifting the balance so that the benefits to the community heavily outweigh the costs.

Again, the Healthy Communities approach offers some insight into what a facilitative relationship between a park and a healthy community might look like. There are seven of eleven qualities applicable to a facilitative relationship that the World Health Organization uses to describe a healthy community. These are: 1. a clean and safe environment of high quality; 2. an ecosystem that is stable now and in the long term; 3. a strong, mutually supportive and non-exploitive community; 4. a high degree of participation and control by the public over decisions affecting their lives, health and well-being; 6. access to a wide variety of experiences and resources, with the chance for a wide variety of contact, interactions and communication; 7. a diverse, vital, and innovative city [community] economy; and 8. the encouragement of connectedness with the past, with the cultural and biological heritage of city dwellers [community dwellers] and with other groups and individuals (WHO, 1997, p. 9). Again, a number of Hancock's (1997) principles also apply to a facilitative relationship in a healthy community. These are inter-sectoral partnerships; local government involvement; community involvement; sustainable, safe, livable, green, whole communities. Furthermore, the entire framework presented by Hancock to the Healthy Communities Subcommittee (2005) can be applied

to a facilitative relationship between a park and a community. The community (including the park) should be convivial, the economy should be adequately prosperous, and the environment should be viable. Clearly, when looking at the issues from a Healthy Communities perspective, the current status of the facilitative relationship between Cloyne and Bon Echo is fairly different from what could be achieved by working towards a healthy community. Recommendations to improve the facilitative relationship are provided below.

As has been discussed in the paragraphs above, the relationship between the park and the surrounding community takes three forms: formal, functional and facilitative. These relationships between Bon Echo Park and the surrounding community were explored to meet objective one, as described above. Objective two is to provide recommendations to improve this relationship, and this is done in the next section.

4.2 Recommendations to Improve the Relationship

The second objective of this thesis is to provide recommendations to help improve the three types of relationship that currently exist between Bon Echo Park and the local community. One of the intentions of this thesis is to provide these recommendations to the park, with the hope that they be considered during the next review of the management plan. These recommendations are described more fully below.

Formal

Throughout the interviews, much uncertainty and doubt is raised about the park's (or the ministry's) concern and interest in the local community. Several people mention this lack of concern directly, and for others, it is evident in their comments about the park being

gated or insular. Two main recommendations deal with this perception and enhance the formal aspects of the relationship. The first recommendation is to contribute to the local community, and the second is to be proactive about providing information to the local community.

First, a number of people mentioned that the park should contribute more to the townships. It is widely felt that the amount provided in lieu of taxes simply does not cover the services that the park uses (such as police and ambulance services and waste disposal). Property taxes are not paid by the park to the municipality, and it is a significant tract of land that would otherwise have taxable private property. Therefore, it is suggested that the province help the area by providing funding for infrastructure developments, or by increasing the grant-in-lieu. The Healthy Communities material suggests that an inter-sectoral approach is needed to develop a healthy community (Hancock, 1997). Additionally, the World Health Organization indicates that a healthy community is strong, mutually supportive and non-exploitative. Finally, the Healthy Communities Subcommittee (2005) framework, as presented by Trevor Hancock indicates that a healthy community is a convivial one, and this is partially achieved through equitability. Enhancing the grant-in-lieu of taxes to the townships would develop the inter-sectoral approach by encouraging the township and the park to cooperate on this issue. It would also help the region work towards being more mutually supportive, and especially non-exploitative. Finally it would help bring a more equitable balance, thus increasing conviviality between the park and the local community.

Secondly, it is apparent that much of the community did not have a clear understanding of how the park's management worked. Opening up communication

between the park and the community would help to address this issue. In their study of social impacts on a community, Fortin and Gagnon (1999) conclude that the park should work towards its own goals within the context of community development, ensuring that the community is involved with the decision-making process, and thus having an integrated approach. There are several opportunities for Bon Echo Park to be present and provide information to the community. For example, the park staff could make a brief presentation or seminar at one of the Annual General Meetings that happen in the area, whether it is for the Skootamatta District Ratepayers Association, the Friends of Bon Echo, or the Mazinaw Property Owners Association. Additionally, they could attend one of the townships' meetings. The park staff could use these occasions to provide information about the park, current and upcoming events, and take suggestions for future events. The park should also be proactive in seeking out opinions on issues that would affect the local community. For example, holding public consultations or forums to determine how to deal with and prevent invasive species would engage the local community and demonstrate that the park is interested in working with the area as a system.

Another way these consultations would be beneficial is to deal with the overarching MNR rules that are laid out across the province, but do not necessarily make sense for Bon Echo and Cloyne. These consultations with the community could be used to create a dialogue about how to adapt the rules, or develop ones that fit the local area. Finally, if the management plan for the park is reviewed or rewritten, the park staff should ensure that the community is aware of the related public consultations and that these meetings are well attended. If sufficient feedback from community members is not

received through the consultations, attempts should be made to gather focused feedback. This could easily be accomplished by setting up interviews with key members of the community. This recommendation is also in line with the characteristics of achieving a healthy community. Being proactive about providing information to the community would again help the area to have a more inter-sectoral approach to dealing with issues, as well as increasing both local government and community involvement (Hancock, 1997). It would also help to develop a convivial relationship between the park and the community, as suggested by the framework presented by Hancock (Healthy Communities Subcommittee, 2005). Open lines of communication in this way would also address two of the World Health Organization's (1997) qualities of a healthy community. It would help give community members a higher degree of participation and control over decisions, as well as giving them access to a wide variety of experiences and a variety of interactions and communications.

Thus, these two main recommendations will help to improve the formal aspects of the relationship. If implemented, these initiatives would not only address the lack of knowledge, but would help to improve the perception of the park throughout the community, as well as open the doors for further community integration. Additionally, valuable information from local people could be gathered and used to benefit the park's management and programming.

Functional

There are two main recommendations to help strengthen the functional relationship between the park the community. The first is to increase the interaction between the park

and the community, and the second is to work at engaging the local community. There are several ways in which these recommendations could be met.

It is clear that there is no homogeneity with regards to how the local community views the park and the management strategies. Everyone has a different opinion ranging from very negative perceptions of the park to thinking it is a wonderful asset for the community. Some people feel that it is both negative and positive. Addressing this issue should be straight forward, but will take time. As was noted earlier in Chapter Two, Reid *et al.* (2004) suggest that to mitigate negative impacts, resident attitudes and perceptions need to be accounted for. There is an opportunity to encourage more of the community members to think positively about the park. To counteract being perceived as the government-run, gated institution, the park should work on interacting with the community more. During the interviews it was noted that the park staff used to come and introduce themselves to the local businesses. Doing this again would likely be a welcome step in opening the doors to further communication. Perhaps the staff could continue beyond the business community and speak with local residents in public venues, such as the local restaurant. It would not require any additional resources and would be a very minimal time commitment. Furthermore, it would go a long way to create or affirm a positive perception within the community. As well, several respondents mention the issue of where the superintendent and upper management live. They feel quite strongly that the superintendent cannot get a sense of how the park functions within the community when the management does not live locally. Ensuring that the superintendent or some of the upper management of the park is a local person or lives locally would demonstrate that the park does have an interest in functioning as part of the community. Also mentioned

in the findings is that local people are not aware of the park's daily operations and the services offered there. Further communication would help to address this. Again, this could be done by having the staff go into the community, introduce themselves, and initiate conversations with the local people about the park.

Increasing the interaction between the park and the community would address several healthy community objectives. In terms of the qualities listed by the World Health Organization (1997, p. 9), the increased interaction would demonstrate a willingness to work towards a strong and mutually supportive community, and it would provide a chance for a wide variety of contact, interactions and communication. Additionally, the interaction would help make progress towards inter-sectoral partnerships as well as increasing community involvement (Hancock, 1997). As well, the face to face interaction would also help develop the convivial aspects of the community (Healthy Communities Subcommittee, 2005).

For the second recommendation in this section, several participants mentioned that more events would bring local people into the park more often. Bringing people into the park would help them gain a broader understanding of what the park is about and what it offers. As well, added events would help increase visitation to the park (thus increasing revenue), and potentially bring more outside visitors to the area, which may help contribute to the local economy. An idea that is raised repeatedly in the interview – and is part of the recommendation here – is having a different scale of admission for local people. People who are living or have a cottage in close proximity to the park may have an interest in participating in some of the park's activities, but may be hindered from doing so on a regular basis because of the associated costs. While reducing the costs for

local people may initially reduce the revenue collected by the park, this initiative may attract extra visitors from the local area that would more than make up for the lost revenue. Additionally, it would enhance the functional relationship between the park and the community by allowing local people the opportunity to see first-hand what the park offers.

This recommendation, to further engage the local community, is in line with the Healthy Communities approach in much the same way that the previous recommendation is. By engaging the local community and enhancing local visitation through focused events, this could encourage development of several qualities listed by the World Health Organization (1997), Hancock (1997), and the Healthy Communities Subcommittee (2005). For example, by encouraging this aspect of the relationship, the park would provide a clean, safe, physical environment of high quality; it would also help to develop a mutually supportive community; it would provide [more affordable] access to a wide variety of experiences and resources with the chance for a wide variety of contact, interactions and communication; and, depending on the kinds of events held (e.g. the current annual art festival or a new bluegrass festival, as suggested by several participants), it could encourage connectedness with the past, with the cultural and biological heritage of the area (WHO, 1997, p. 9). Additionally, it would provide another avenue for developing inter-sectoral partnerships as well as providing further opportunity for community involvement (Hancock, 1997). Finally, by engaging local community members, the park could help increase conviviality between the park and the local community.

Again, two recommendations are made for the park, to help enhance the functional aspects of the relationship between Bon Echo and the local community. By being more active in the community, the park could improve the communication, and thus the functional relationship, by engaging the community in improving services. This would then provide their visitors with an even more enjoyable experience in the area. If adopted, these two recommendations will increase interaction with local community members, and lead to the engagement of local community members with the park. Making these efforts to improve the functional relationship would be beneficial for both the park and the community.

Facilitative

The final two recommendations fall under the ‘facilitative’ relationship. These recommendations are to help ensure that the park will facilitate benefits, rather than costs, for the local community. The two recommendations here are to make use of local assets, and to work with the community.

One key issue raised is the concern that the park will open stores inside their boundaries, taking away much-needed business from the local community. This would have a devastating effect on the local economy. As such, it is strongly recommended that the park does not create stores within their boundaries. Instead, the park should make use of local assets, which would strengthen the local economy and the relationship between the park and community. Many members of the local area wish that the park would look to the community first for goods, services, and staff rather than sourcing or tendering elsewhere. As this issue is of such importance to the local community, making use of local assets should be made a statement of policy within the management plan. The

statement should clearly outline that, wherever possible, all efforts will be taken to purchase local goods and services, and to hire local people to staff the park. The efforts should be detailed, and most importantly, enacted. This initiative would mean a great deal to the area's businesses and would certainly help improve the relationship between the park and the community.

The recommendation to make use of local assets can be seen within the Healthy Communities approach as helping to develop a mutually supportive and non-exploitive community. It would help to give access to a wide variety of experiences and resources with a chance for a wide variety of contact, interactions and communication. Also, it would help to encourage a diverse, vital and innovative economy (WHO, 1997, p. 9). The implementation of this recommendation would, again, help develop inter-sectoral partnerships among community members, it would encourage community involvement, and it would help to develop a "safe, livable, green, whole community", as defined by Hancock (1997, p. 19). Finally, this recommendation would encourage a convivial community (specifically in terms of conviviality between the park and local community members), and help develop an adequately prosperous economy (through increase local employment or more indirectly, through the use of local businesses) (Healthy Communities Subcommittee, 2005).

Another important issue raised is that of developing the area. Since enhancing tourism is a key goal, and because the park plays such a large role in the tourism sector in the community, the park and the community need to work together to achieve mutually beneficial results. The park will need to honour its mandate of maintaining ecological integrity, while still providing educational and recreational opportunities for its visitors.

At the same time, the community wants to develop the area to improve the economy, while still not over-developing, and keeping its cultural and natural heritage in tact. As such, there will need to be some careful and strategic planning between the park and the townships. As suggested in the literature review (Chapter Two), resident attitudes and their place attachments need to be respected during the planning and development process (Reid, *et al.*, 2004; Reed, 1997; Akama, 1996). Jamal and Stronza (2009) recommend a collaboration of stakeholders for planning decisions. This will help to avoid unplanned development and uneven benefits. While increasing tourism may benefit the local community and the park, it may also have detrimental effects if not done carefully with active participation of both parties.

This final recommendation, to work with the community to carefully develop the tourism industry, can also be viewed through the Healthy Communities lens. By working with the community on development issues, the park can help to ensure that “the ecosystem is stable now and sustainable in the long term”; there is a “high degree of participation and control by the public over decisions affecting their lives, health, and well-being”; the community as a whole can ensure a “diverse, vital, and innovative” economy; and that the area’s tourism sector can be developed in a way that encourages “connectedness with the past, with the cultural and biological heritage” (WHO, 1997, p. 9). Again, inter-sectoral partnerships would be developed by the park and community working together, as well as involvement by both community members and local government (Hancock, 1997). Finally, implementing this recommendation would make progress on all three areas of the Healthy Communities Subcommittee Framework (2005). Working together would help to promote conviviality between the park and the

community; it would help to develop an adequately prosperous and equitable economy; and, finally, with the park's involvement, a viable environment could be ensured.

The final two recommendations are to help the park ensure that they are not creating costs for the community, but rather facilitating benefits. These two recommendations are to make a policy mandating the use of local assets, and to work with the local community on all joint issues, but particularly in carefully developing tourism ventures. The implementation of these two recommendations would be very helpful – especially economically - to the local community. By supporting the local community in these ways the park would help facilitate more positive attitudes towards the park among community members, as well as increasing conviviality within the community.

These six recommendations are based on the results of assessing the nature of the relationship between Bon Echo and the local community. They are made with the intention of helping to improve the three kinds of the relationship that are discussed in this thesis. All recommendations are in line with the qualities of the Healthy Communities approach as described in detail in Chapter Two. To summarize, the six core recommendations are:

1. to enhance contribution to the townships, through infrastructure assistance or through an increase in the grant-in-lieu of taxes;
2. to become proactive about providing information to the community through local events;
3. to initiate further communication by increasing interaction with community members;

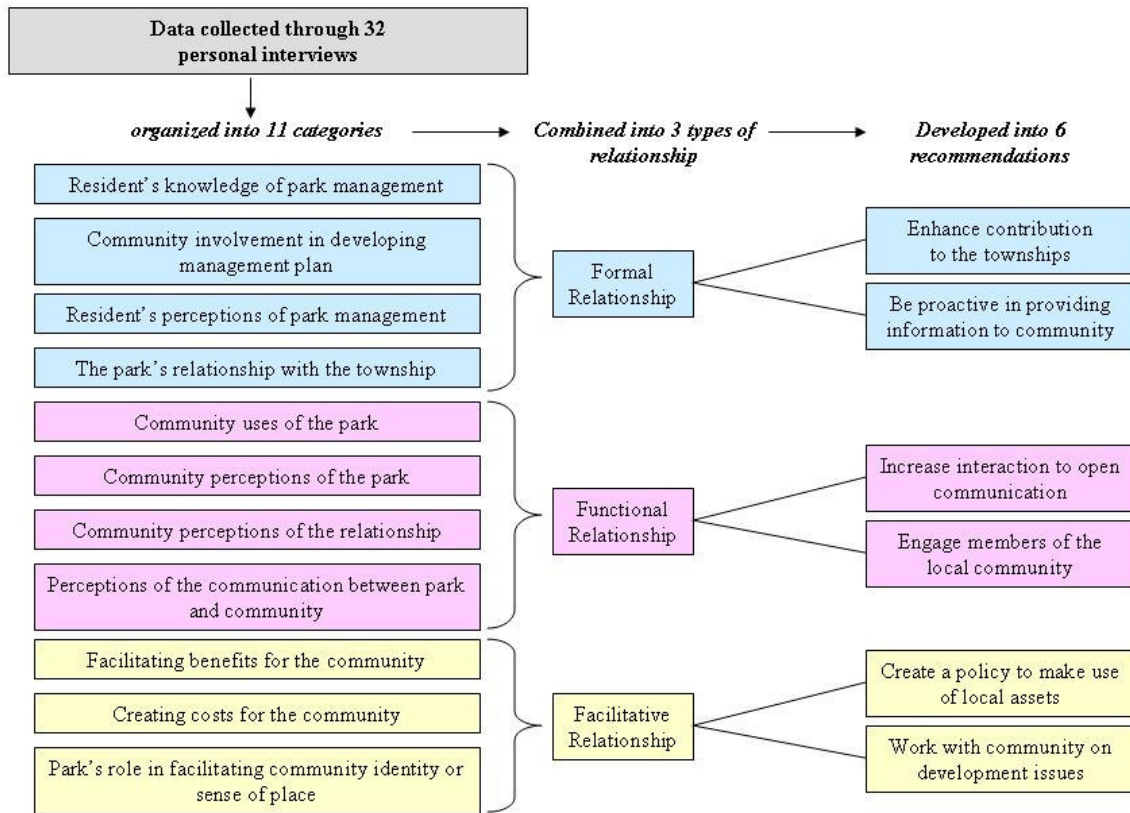
4. to engage community members by providing events that they can attend or help plan;
5. to make it a management policy to use local assets first; and,
6. to work with the community to carefully develop tourism in the area for mutually beneficial results.

Each of these recommendations is discussed in the preceding paragraphs. It is important to note that all six recommendations lead to one central idea: the overall relationship could be vastly improved by localizing the park. Management, staff, and other decision-makers at Bon Echo should be encouraged to think and act locally in all matters. While the current management plan does not mention the local community in any substantial way, it would be beneficial to the park, the local community, and the area as a whole to include a section on the park-community relationship. This section could include the recommendations discussed above, but most importantly it should explicitly state that consideration should be given to how the local community will be impacted by decisions and actions made by and in the park. This section should also include that local feedback should be gathered, and every effort be made to connect with the community in the interest of fostering a mutually beneficial and convivial relationship.

Below, figure 4.4 illustrates the relationship between the data, categories, the three types of relationship and the recommendations. This diagram provides the framework that helps understand the association between the categories, the types of relationship and the recommendations. The literature, as discussed in Chapter Two, was used to help develop topics and questions for discussion in the interviews that provide the data. The data were organized into the categories which were then were grouped by the

kind of relationship that they indicated. Each kind of relationship was then explored, in depth, which resulted in the development of six recommendations.

Figure 4.4: Diagram illustrating the interaction of categories, relationships, and recommendations



4.3 Chapter Summary

This chapter includes all of the information needed to meet both objectives of the case study. The first section provided detail on the data collected from the interviews, and then used this information to describe the nature of the relationship between the park and the community. The second section provided the recommendations that were developed from the relationships, to meet the second objective. Conclusions drawn from this study are presented in the next chapter.

Chapter Five: Conclusions

This chapter is the final segment of this thesis. Section 5.1 provides a summary of the research findings. Section 5.2 includes an overview of the academic and practical implications of the thesis. Finally, Section 5.3 outlines some future research opportunities.

5.1 Summary

The primary purpose of this thesis was to develop a better understanding of the relationship between a park and an adjacent community, to better reflect the needs of the community within the management direction or plan, for the park. The goal of the research described in the previous chapters is to assess the relationship between a nature-based tourism venue and a nearby community. The research question for the thesis is “What is the nature of the relationship between a park and the adjacent community, and how can this relationship be improved?” This question is answered by meeting the following objectives:

1. To assess the nature of the relationship between Bon Echo and the community, from the perspective of local community members using the Grounded Theory methodology.
2. To provide recommendations to improve the relationship between parks and communities, in keeping with the Healthy Communities framework.

These objectives were met by examining the relationships between Bon Echo and the adjacent village of Cloyne. Since Bon Echo’s management plan was last written in 1991, this is an ideal time to make recommendations for a new plan, should a review of the original plan occur.

First, an assessment of available literature on the park and its adjacent communities revealed that Bon Echo Park is situated in the Canadian Shield, in eastern Ontario, approximately one hour north of Belleville. Prior to being a park, the land was privately owned by the Denison family. The original resort on the land was the Bon Echo Resort, which was popular among artists and writers who came to the area for inspiration. Eventually the Denison family donated the land to the province, which was then turned into the provincial park which remains today. The adjacent community of Cloyne was settled in the mid 1800s. Cloyne is still a small community that relies heavily on tourism for many of the resident's livelihoods. Much of this tourism is by way of private campgrounds in the area, the many cottagers that come to the area each year, and of course, Bon Echo Provincial Park.

The nature of the relationship between Bon Echo Park and the surrounding community can be described in three forms: the formal aspects of the relationship, the functional aspects of the relationship, and the facilitative aspects of the relationship (Objective 1). In each case, several conclusions may be drawn about the nature of the relationship.

Four conclusions were drawn about the formal relationship between the park and the community. The first is that there is a perception that the community is lacking knowledge about the park's management and operations. At the same time, there seems to be little effort made (by either the park or the community) to get the community involved in the park's management. Despite this lack of knowledge and involvement, much of the community does think highly of how the park is run and managed, though some communication issues are raised when it comes to park management. A perception

also exists that there is a weak relationship between the park and the township. Finally, although the park management plan provides a consultative process to engage local residents, none of the participants in this research had taken part in these consultations.

Several conclusions are also drawn about the nature of the functional relationship. Use of the park is mixed among those who were interviewed. While some respondents use the park regularly for a variety of reasons, others do not use it at all, or only for business reasons. Perceptions of the park and perceptions of the relationship vary widely. Some key issues requiring consideration include resentment in the community towards the park, the impression that the park is a separate entity, and a significant lack of communication between the park and community leading to a lack of knowledge in the park (as discussed in the first section).

The third kind of relationship describes the facilitative aspects of the relationship between the park and community. The findings of this study reveal that many local residents perceive that benefits result from the park's proximity. These include economic stimulus through employment, campers supporting local business, and tourism development. Other residents point to the costs, including negative environmental implications, and the perception that the park is taking away from local businesses. Results also suggest that the park influences community identity through its significant contribution to the area's tourism sector, and because the park often provides a frame of reference for the area. In terms of individual place attachment, some participants did state that the park directly influenced their sense of place, however many stated that the influence was more indirect. What the park represents is far more important to them than the park itself.

When looked at through the lens of the Healthy Communities framework, it was concluded that these relationships could be improved. As such, six recommendations were identified, two for each of the relationships described above (objective 2). To improve the formal aspects of the relationship it is recommended that the contribution made to the townships be enhanced and that the park be proactive about providing information to the community. To strengthen the functional relationship it is recommended that the park have increased interaction with the community, and work at engaging the local community. The last two recommendations are to help ensure that benefits are being facilitated for the local community, rather than costs. These recommendations are to make it a policy to use local assets wherever possible, and to work with the community to develop tourism to prevent negative attitudes and ensure mutually beneficial results.

As demonstrated, the objectives of this thesis have been met and described in detail: The nature of the relationship has been assessed, and recommendations have been made. The implications of this research are discussed in the following section.

5.2 Implications

This thesis has a number of academic and applied implications. It has made an academic contribution to the literature by helping to fill a gap discussed in the literature review.

This gap is that very few studies have been conducted on the relationship between parks and communities in Canada with the aim of improving these relationships.

The review of nature-based tourism literature covers a number of topics, which were also raised in the case study. For instance, the role of nature-based tourism in tourism industry and economy (Reinius and Fredman, 2007; West, *et al*, 2003; Luo and

Deng, 2007; Goodwin and Roe, 2001), was also highlighted by the comments of participants related to local employment, the spin-off tourism created by nature-based tourism, and the money that is spent at local businesses by the park's campers. Concerns are raised about the environmental implications of tourism for the community (Akama, 1996; Newsome, *et al*, 2003; Luo and Deng, 2007; Jamal and Stronza, 2009), and several participants in this study are concerned about issues such as invasive species, general wear and tear of visitors, and evidence of campers treating the environment poorly.

The literature includes a discussion about resident attitudes and the importance of involving the local community in decision-making (Reid, *et al*. 2004; Reed, 1997; Akama, 1996). In the case study, the recommendations call for community involvement and participation, based on what was raised during the interviews. Many respondents noted a need for more communication between the community and the park, and suggested ways to have the local community more involved. Another linkage between the literature and the case study can once again be found by relating the impacts identified by Fortin and Gagnon (1999) to the impacts that were also identified in this case study. In their study, the authors indicate that impacts were noticed in the areas of resource management (and the removal of local control), the local economy, and tourism. They also identified five other categories of impacts; however, these are the three types of impacts also identified in the case study.

In the area of resource management, it was raised by several participants that the park inhabited *their* land, which they do not have access to, control over, and it is taking up valuable space, which otherwise could be used in one way or another to contribute to the economy. Impacts on the local economy were discussed in depth in Chapter Four,

but include some job creation (both direct and indirect) and a reliance on park visitors to spend money in the community. The third category identified by Fortin and Gagnon (1999), which overlaps with the impacts found in this case study, is the impacts on the area's tourism. It was noted by several participants that without the park, the area would not be what it is, and it would suffer terribly, because the community is so reliant on the tourism industry. Finally, the study presented in this thesis looks specifically at the relationship between the park and the community, an area which is currently lacking in academic research.

The review of the literature about tourism impacts on communities looks primarily at the social, political and economic impacts that may be experienced. Many of the impacts identified in the literature were also identified in the case study. The social impacts may include congestion, social conflicts over benefits and costs, and resident attitudes about the impact on their community (Dogan, 1989; MacDonald and Joliffe, 2003; West, *et al*, 2006, Mordue, 2001). In the case study, concerns were raised about the level of congestion in the community, especially in terms of traffic and line ups at local stores. As well, resident attitudes within the community were noted to be quite mixed between both positive and negative perceptions of impacts. Political impacts may be issues relating to shared jurisdiction (between governments), conflicts about decision-making, and the compounding effect of tourism on internal community struggles (Reed, 1997; Blackstock, 2005; Jamal and Stronza, 2009). In the case study, some of these issues were also alluded to, in that there is a need for better communication between the townships and the park, and that the community would like to have some more involvement in decision-making processes. Finally, the economic impacts are the benefits

or costs associated with the development of tourism. While nature-based tourism venues are likely to modify the local economy in some way (Stone and Wall, 2003), many places look to tourism development as a way of economic diversification, job creation or community development (Mair 2006; Goodwin and Roe, 2001; Sekhar, 2003; Higgins-Desbiolles, 2006). This is once again affirmed in the case study. It became clear during the interviews that the area's economy is heavily reliant on tourism, whether through direct and indirect job creation, through money being spent in the community, and through the development of other private campgrounds and lodges. The community continues to look to tourism as a way to further community development, and hopes that they will be able to increase their tourism economy in the future.

Again, it is noted that there is relatively little written about the impacts of park tourism on the adjacent communities, particularly with the aim of reducing negative impacts and enhancing positive effects.

The review of the literature on sense of place notes that this body of literature does overlap the other two through studies that have looked at sense of place concepts in relation to tourism, resource management, and in small communities. This literature commonly discusses the lack of a comprehensive definition for place attachments (Kyle and Chick, 2007; Manzo and Perkins, 2006; Farnum, *et al*, 2005). It also highlights the importance of sense of place concepts in a variety of areas, such as leisure research, growth trends in rural communities, and resource management, and suggests further research in this area (Brehm, 2006; Farnum, *et al*, 2005). In the article by Farnum, *et al*. (2005), the authors refer to four systems by which many authors understand the concepts related to sense of place. The case study for Bon Echo and the adjacent community

makes use of the sense of place and place attachment concepts. These concepts are included to help understand the role that the park plays in creating (or destructing) community identity and individual's place attachments. It was found that the park and tourism do play a role in community identity. In terms of individual place attachments, the results were quite mixed. It was found, not surprisingly, that those who used the park regularly found it played a much stronger role in their 'sense of place' in the area. For others, their sense of place in the area was based on other factors such as family, friends, and the overall Canadian Shield landscape. Much of the information collected on place attachments is found under the "facilitative" theme. The contribution made by this thesis to the body of literature is another case where sense of place has been used to illustrate the importance of the concept in academic research on tourism and small communities.

In addition to the linkages between the case study and the literature made above, this thesis makes two other academic contributions. First, it presents an example of how these three areas of literature can be related, thus opening up opportunities for further research in this area. Finally, with the exception of work by Eagles and McCool (2002), no other studies were found that identified the different types of relationship between a park and adjacent community. The use of the terms, formal, functional, and facilitative provides a conceptual contribution to the literature on parks and communities

A number practical implications stem from this research. First, through the case study, a forum has been provided – albeit somewhat limited in scope and potential audience – for the local community's thoughts and perceptions to be voiced and heard. Second, the recommendations that have been provided will contribute valuable information to Bon Echo's next management plan. Whether or not these

recommendations are considered, or even reviewed, remains to be seen. An executive summary of this paper will be provided to the Ontario Ministry of Natural Resources, and to Bon Echo Park itself. It is hoped that the ministry and the park will share the findings of this study with other provincial parks who may be considering creating or modifying an existing management plan. It should be noted that the findings and the recommendations made here, may not be relevant for other park – community relationships. Cloyne is only one park community, and a rather small one at that. The circumstances may be very different for a larger community, or one situated near a more populated area. As was noted by Reed (1997), not all theories or explanations will be applicable from one community to another because of different contexts and settings. However, although there are different contexts for different communities, there will be elements of this case study that do apply to other communities. As the linkages between the literature and the case study suggest, some of these issues occur in many different kinds of places where nature-based tourism venues are adjacent to communities.

Finally, it is important for a small community to have a healthy relationship with an adjacent park because it presents several opportunities. Developing this relationship would help the community to thrive, where otherwise, residents feel that it is stagnating. It would also provide the community with an opportunity to work with the park to help develop their own nature-based tourism sector. This is a wish that has been strongly expressed by a number of community members, and they could develop it in a way that would be in line with the park's values and mandate. By co-operating with the community, the park could have an improved local support system for their visitors, and the possibility of enhanced visitation numbers. This in turn would help the community

reap the benefits of having a more developed tourism industry. Eventually, this tourism growth would benefit the province, as the Government of Ontario has stated a specific goal to increase tourism within the province and become a leading tourism destination (Sorbara, *et al.*, 2009). This relationship, and the subsequent tourism development, is also important for more general reasons. The Federation of Canadian Municipalities has released a report (FCM, 2009), highlighting the needs of rural communities. This report points out that rural communities are essential to Canada's fabric, and specifically indicates that diversification of the economic base of these communities will help to ensure viability. The report also states,

There will always be a tourist demand for the great outdoors and spectacular scenery, including everything from whale watching, hiking, hunting and fishing to crosscountry skiing and snowmobile expeditions. Again, infrastructure must be maintained and services provided (FCM, 2009, p. 8).

Clearly, there are significant benefits and opportunities to developing a strong relationship, based on the Healthy Communities approach, between Bon Echo Park and the community of Cloyne. These benefits would go a long way to help the economy of the area, while providing an enhanced tourism opportunity to the region.

5.3 Future Research Opportunities

This research has demonstrated that this type of study can be valuable both academically and practically. As such, a few potential research opportunities arise from this thesis. The first opportunity is a follow-up project. When the Ministry of Natural Resources does review or rewrite the management plan for Bon Echo, it would be interesting to gather more information from the local community. Additionally, this follow-up research could include working *with* the community to put together a report about how the local

people would like to be included and involved in the management plan process. The second opportunity is similar, but would include a study of the visitors' perceptions as well as the local communities, as was the original intention of this thesis. The focus could then be the 'stakeholder' perceptions of park management, and making recommendations to better meet the needs of all stakeholders. A third opportunity would be an expansion of this thesis, to include several other communities adjacent to provincial parks. This would allow the researcher to determine if the findings and results are generally applicable. A final opportunity, and the one that will be pursued in further graduate work by this researcher, is a closer examination of the park's role in place meanings and attachments. It will be interesting to explore how these attachments are formed, if these attachments lead to a sense of stewardship toward a park, and if this plays a role in the preservation of parks overall.

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Appendices

Appendix A: Map of the Case Study Area: Cloyne, Bon Echo and Surroundings



Map retrieved (and modified) March 10, 2009 from the County of Lennox Addington [online] from: <http://www.lennoxandaddington.com/Visitors/AddingtonHighlands/Maps/tabid/92/Default.aspx>.

Appendix B: Information Letter used for Interview Participants

Dear Participant:

This letter is an invitation to consider participating in a study I am conducting as part of my Master's degree in the Department of Tourism, Policy and Planning at the University of Waterloo under the supervision of Dr. Clare Mitchell. I would like to provide you with more information about this project and what your involvement would entail if you decide to take part.

Over the years, much has been studied about the implications of parks for a variety of users, however, little research is available regarding the relationship between parks and the stakeholder communities and the ways in which these stakeholders are affected by park management. It is important to understand this relationship in order to better reflect the needs of the stakeholder communities within the management direction or management plan of a park. The purpose of this case study will be to determine whether or not the Bon Echo Management Plan appropriately reflects the needs of the park's stakeholder communities and to make recommendations to Ontario Parks for a future review of the management plan.

Participation in this study is voluntary. It will involve an interview of approximately one hour in length to take place in a mutually agreed upon location. You may decline to answer any of the interview questions if you so wish. Further, you may decide to withdraw from this study at any time without any negative consequences by advising the researcher. With your permission, the interview will be audio recorded to facilitate collection of information, and later transcribed for analysis. Shortly after the interview has been completed, I will send you a copy of the transcript to give you an opportunity to confirm the accuracy of our conversation and to add or clarify any points that you wish. All information you provide is considered completely confidential, however, with your permission anonymous quotations may be used. Data collected during this study will be retained for five years, during that time, only researchers associated with this project will have access. There are no known or anticipated risks to you as a participant in this study.

If you have any questions regarding this study, or would like additional information to assist you in reaching a decision about participation, please contact me at cmcallis@fes.uwaterloo.ca. You can also contact my supervisor, Professor Clare Mitchell at 519-888-4567 ext. 33285 or email cjamitch@fes.uwaterloo.ca.

I would like to assure you that this study has been reviewed and received ethics clearance through the Office of Research Ethics at the University of Waterloo, however, the final decision about participation is yours. If you have any comments or concerns resulting from your participation in this study, please contact Dr. Susan Sykes of this office at 519-888-4567 Ext. 36005.

I hope that the results of my study will be of benefit to both the park and the surrounding communities, as well as to the broader research community.

I very much look forward to speaking with you and thank you in advance for your assistance in this project.

Yours Sincerely,

Christina Arthurs

Appendix C: Consent Form used for Interview Participants

CONSENT FORM

I have read the information presented in the information letter about a study being conducted by Christina Arthurs of the Department of Tourism, Policy and Planning at the University of Waterloo. I have had the opportunity to ask any questions related to this study, to receive satisfactory answers to my questions, and any additional details I wanted.

I am aware that I have the option of allowing my interview to be audio recorded to ensure an accurate recording of my responses.

I am also aware that excerpts from the interview may be included in the thesis and/or publications to come from this research, with the understanding that the quotations will be anonymous.

I was informed that I may withdraw my consent at any time without penalty by advising the researcher.

This project has been reviewed by, and received ethics clearance through, the Office of Research Ethics at the University of Waterloo. I was informed that if I have any comments or concerns resulting from my participation in this study, I may contact the Director, Office of Research Ethics at 519-888-4567 ext. 36005.

With full knowledge of all foregoing, I agree, of my own free will, to participate in this study.

YES NO

I agree to have my interview audio recorded.

YES NO

I agree to the use of anonymous quotations in any thesis or publication that comes of this research.

YES NO

Participant Name: _____ (Please print)

Participant Signature: _____

Witness Name: _____ (Please print)

Witness Signature: _____

Date: _____

Appendix D: Summary Tables of Interview Questions and Participants

Participant Descriptions

Participant	Description	Participant	Description
#1	Cottager on Lake Skootamatta 40 year association	#17	Resident; used to be a cottager; 69 year association
#2	Cottager on Lake Skootamatta 25 years as a cottager, visited prior	#18	Cottager (Mazinaw); involved with lake association; 50 year association
#3	Cottager on Lake Skootamatta 50 year association	#19	Resident Over 50 year association
#4	Resident on Lake Skootamatta; used to be a cottager, over 60 years	#20	Resident; involved in community; association described as “many years”
#5	Local Businessperson and Resident Grew up in the area (38 years)	#21	Non-resident, but has been involved in the community for a long time
#6	Cottager on Lake Skootamatta; 20 years; involved in lake association	#22	Local Businessperson and Resident; 15 year association
#7	Local Businessperson and Resident; used to spend summers here as a kid	#23	Resident; involved with community Very long association
#8	Local Businessperson and Resident; lived here over 52 years	#24	Local Businessperson and resident; family in area over 150 years
#9	Local Businessperson and Resident; Used to be a cottager; whole life	#25	Cottager (Mazinaw) Over 50 year association
#10	Local Businessperson and Resident; 20 year association	#26	Local Businessperson and Resident 7 year association
#11	Resident; involved in community Almost 40 year association	#27	Involved in Community and Resident; Long term association
#12	Resident and Cottager (Mazinaw); entire life as cottager, resident 20 years	#28	Local Businessperson and Resident; associated with the area 4 years
#13	Resident and Cottager (Mazinaw); over 26 year association	#29	Involved in Community and Resident; 34 year association. Also from the municipality.
#14	Resident on Skootamatta; used to be a cottager; 24 year association	#30	Local Businessperson and Resident Lifetime association
#15	Local Businessperson; resident; entire life; family here over 100 yrs	#31	Cottager on Mazinaw; 35 year association
#16	Resident; involved in community Long term association	#32	Involved in community; resident; length of association not discussed. From the municipality
Total Number of Interviews: 32 (Primary Role) Local Business Person: 11 Resident: 9		Cottagers: 7 (Skootamatta and Mazinaw) Other: 5 (some of these people were residents as well – and listed as “involved in community)	

Note1: The term “involved in community” may refer to Friends of Bon Echo, the tourism association, municipal official, or any other number of community organizations and/or roles within the community. This terminology was used to maintain anonymity of participants.

Note 2: because of significant overlap between “roles”, some participants were asked more than one set of questions. For example, if a resident was significantly involved in the park, or a cottager who was also a resident, they would have been asked the questions for both groups.

Questions for Residents and Local Business Owners (23 people asked)

As a resident, have you ever been consulted in the development of a provincial park’s management plan? If yes, when was that and what was the extent of your involvement?	Of the 22 people that were asked this question, none had been officially consulted. 2 of the respondents had been “indirectly” involved. One person in this group of respondents was not asked this question.
As a resident [and/or local business owner], what is your overall perception of Bon Echo? a. If it is positive, how so? b. If it is negative, what causes that?	18 respondents had positive perceptions of Bon Echo Park. Only 1 person mentioned negative. 3 participants had mixed feelings. One person in this group missed this question.
How do you perceive the relationship between Bon Echo and the community? a. If it is positive, in what way? b. If it is negative, in what way? Could this be changed?	10 respondents suggested that the relationship was positive, growing, or improving; 6 participants said that the relationship was negative or declining. 5 people did not perceive a relationship at all, and 2 people had mixed perceptions.
Has this relationship between Bon Echo and the community changed at all over time? a. If yes; how so? b. If no; does it need to change, or should it stay the same?	12 participants felt that the relationship had changed (6 felt it was more positive, 6 said more negative). 7 people felt the relationship hadn’t changed (3 of these mentioned a need for change). 3 people weren’t able to say whether or not it had changed. 1 person did not answer this question.
Do you feel that the park affects day-to-day life in the community? a. why or why not? b. What do you like about the effects the park has on your community? c. What do you dislike?	13 people felt that the park did affect day-to-day life (of these, 11 felt it was a positive effect, and 2 felt it was negative). 6 people felt that the park “sometimes” affected day-to-day life (seasonally). 3 people felt it did not have an effect, and 1 person did not answer the question.
Do you feel that your needs –as a nearby resident or local business owner - are appropriately addressed/reflected/or managed by the park? a. do you feel that the park could do better at addressing the needs of the nearby residents?	Pt. 1: 5 people felt their needs were addressed; 1 person said only sometimes. 8 people felt their needs were not addressed, 2 people did not know, 6 people felt they had no needs, and 1 person did not answer the question. Pt. 2: 13 people felt the park could do better at addressing the needs, 3 people felt it was fine as is, 3 people didn’t know, and 4 people did not answer
Have you used or visited the park for any reason? a. How often? b. For what purposes? c. Does this change how you feel about the park?	19 people do use the park (11 for personal uses; 6 for business; 2 for both). These visits range from once a year to frequent visits. 1 person does not use the park at all; 3 people used the park in the past, but not now. 5 people felt their attitudes about the park are influenced by their visits (or non-visits), 6 people think they would feel the same way regardless; and 6 people did not answer this part of the question.
Does the presence of the park contribute to your attachment to, and ‘sense of place’ of this area? a. in what way? b. What else contributes to your attachment and sense of place?	Everyone interviewed did have a sense of attachment to the area. 12 people felt the park contributed to their place attachment, 7 did not, a 4 people suggested that it was more what the park represents that contributes to their attachment.
What – if anything – would you change about the park’s management policies and strategies to better address and reflect the needs of your community? a. how could this be addressed in a management plan?	16 respondents suggested changes; 7 people did not know what to suggest, or they felt they were not familiar enough with the park to make suggestions. For more details on the suggestions, please see the Findings section.

Questions for Cottagers (9 people asked)

<p>As a cottager on a lake so close to Bon Echo, what is your overall perception of Bon Echo Park?</p> <ol style="list-style-type: none"> is it positive? How so? Is it negative? What causes that? 	<p>7 respondents had positive perceptions of Bon Echo Park. 2 people said they felt their perceptions were both positive and negative.</p>
<p>What is the relationship between Bon Echo and the cottagers on these lakes?</p> <ol style="list-style-type: none"> is it positive? In what way? Is it negative? In what way? How could this be changed? 	<p>3 respondents felt that the relationship between Bon Echo and the nearby cottagers was positive, 2 people felt there was no significant relationship, 2 people felt it was not necessarily positive or negative but personalized, and 2 people felt it was a mixed relationship.</p>
<p>Has this relationship changed at all over time?</p> <ol style="list-style-type: none"> if yes, how so? If no, does it need to change, or should it stay the same? 	<p>3 people felt the relationship had improved, 1 person felt the relationship had become more negative, 2 people felt there had not been a change in the relationship, 1 person thought maybe it had changed a bit (but did not specify how), and 2 people did not directly answer the question</p>
<p>Do you feel that the park affects your day-to-day cottage life?</p> <ol style="list-style-type: none"> Why or why not? are any of these effects positive? Are any of the effects negative? 	<p>5 people felt that the park did not affect their day-to-day cottage lives at all. 4 people said that it did, mostly in terms of boat traffic and more people in the community.</p>
<p>Do you feel that your needs –as a cottager on a nearby lake - are appropriately addressed/reflected/or managed by the park?</p> <ol style="list-style-type: none"> do you feel that the park could do better at addressing the needs of the neighbouring cottages? 	<p>Pt. 1: 1 participant felt that their needs were met by the park; 3 people felt their needs were not met by the park; 5 respondents felt that they did not have any needs, or that the park was irrelevant in meeting their needs. Pt. 2: 5 people felt the park could do better at addressing their needs and 4 people felt the park either could not improve, or were doing fine as is.</p>
<p>Have you used or visited the park for any reason?</p> <ol style="list-style-type: none"> How often? For what purposes? Does this change how you feel about the park? Did the presence of the park influence your choice to buy a cottage here? 	<p>All 9 cottagers have visited the park. 5 felt that their visits did influence their perceptions, and 2 felt they would have the same perception regardless. 2 people missed this part of the question. For 8 of the respondents, the park did not influence why they have a cottage there. 1 person felt the part “sort-of” influenced their choice.</p>
<p>Does the presence of the park contribute to your attachment to, and ‘sense of place’ of this area?</p> <ol style="list-style-type: none"> in what way? What else contributes to your attachment and sense of place? 	<p>1 respondent felt the park did contribute to their sense of attachment. 4 felt that the park had nothing to do with their attachment. The remaining 4 felt that what the park represented (land set aside, the topography, etc) is what the park contributed to their attachments.</p>
<p>What – if anything – would you change about the park’s management policies and strategies to better address and reflect the needs of your community?</p> <ol style="list-style-type: none"> how could this be addressed in a management plan? 	<p>6 cottagers felt that the park could make some changes to better address their needs. 2 people did not feel that any change was necessary, 1 person did not know whether or not change could be made. None of the respondents provided an answer to the last questions (most did not know how it could be done).</p>

*Questions for Superintendent of Bon Echo, Long Term Staff Members of Bon Echo, Members of Friends, and other people with significant involvement with the park (3 people were asked these questions) **see notation***

Other than the current management plan for Bon Echo, are there any other guiding policies or strategies for management of the park that relate to the surrounding area and stakeholder groups? a. if yes, please tell me about them	No other guiding policies or strategies that any of the participants were aware of.
In your opinion, who, or what groups, or what communities would you consider to be 'key stakeholders' of the park?	All participants suggested stakeholder groups for the park.
Within your official capacity as _____, how do you perceive the relationship between the park and the surrounding communities and stakeholder groups?	The responses ranged from perceiving the relationship as good, to mixed.
Do the nearby communities or stakeholder groups have any influence on management direction? a. if yes, how so? b. If no, why not? c. Do you think that the stakeholder groups should, or should not have any influence on park management direction? i. if yes, what kind of role should that be?	The stakeholder groups (communities) sometimes have input. This is an area that could be opened up more, however, sometimes the park has to make decisions.
If it was up to you, what would you change – if anything – about the kind of relationship (e.g. social, economic, administrative, or perhaps something less obvious), between the park and the surrounding communities and stakeholder groups? a. how could this change be reflected within a management plan?	All respondents suggested that some change in terms of communication and involvement would be good.

***Note:** As none of the park's representatives were available for interviews, these questions were only asked of people who have had some significant level of involvement with the park or with Friends of Bon Echo. As such, the answers are not as comprehensive as I would have liked. Also, due to the small and close-knit nature of the community, the answers provided in the table are intentionally vague to help preserve participant anonymity.*

Questions for Municipal Officials (2 people asked)

<p>Within your official capacity as _____, what is your perspective of Bon Echo Park?</p> <p>a. is it positive? How so?</p> <p>b. Is it negative? What causes that?</p>	<p>One participant had a positive perception and the other felt quite neutrally towards the park.</p>
<p>How do you perceive the relationship to be between Bon Echo and the Township?</p> <p>a. should this relationship be changed in any way?</p>	<p>One participant felt that the relationship was generally good, and the other felt that it was a bit non-existent. Both expressed an interest in opening up further communications.</p>
<p>How does the park's presence in the area influence the decisions made by the township?</p> <p>a. what is the nature of the park's influence on the township?</p> <p>b. Is this influence related to the park's management policies and strategies?</p> <p>c. Should this influence be changed in any way?</p>	<p>One official felt that the municipality factored the park's visitors into their decision making while the other felt that the park had no influence on the municipality.</p> <p>In terms of changing the influence, one person felt it was fine the way it was, and the suggested that opening up communications may help.</p>
<p>Does the park's presence or management policies impact day-to-day living within the township?</p> <p>a. if yes, how so?</p> <p>b. If no, why not?</p>	<p>The only day-to-day impacts mentioned were garbage, and employment.</p>
<p>Does Bon Echo influence community development and tourism development in your community?</p> <p>a. if yes, how so?</p> <p>b. If no, do you think that the park could, or should, be taken into account when planning for community development? Why or why not?</p>	<p>Both answered this question with a "yes", with an emphasis on the tourism aspect.</p>
<p>Do you feel that your community's needs – as a municipal official – are appropriately addressed/reflected/or managed by the park?</p> <p>a. do you feel that the park could better address the needs of nearby communities?</p>	<p>One person felt that the township did not have any particular needs for the park to meet, and the other felt that the park could do better at meeting the needs.</p>
<p>Do you think that Bon Echo contributes to the 'identity' of, or 'sense of place' within your community?</p> <p>a. if yes, how so?</p> <p>b. What else contributes to the identity of the community?</p>	<p>Both felt that Bon Echo does contribute to the identity of the community, mainly because it was a recognizable landmark in the area.</p> <p>Otherwise, both mentioned tourism-related activities that contributed to the identity of the community.</p>
<p>What – if anything – should be changed within Bon Echo's management policies and strategies to better reflect the needs of the township?</p> <p>a. how could this change be reflected in the management plan?</p>	<p>One person was unable to answer this question without further knowledge or the park's management policies and plans; the other person felt that an increase in the park's income shared with the community would be extremely helpful.</p>

Appendix E: Summary Table of Demographic Data

Demographic Category	Addington Highlands	North Frontenac	All of Ontario
Population	2512	1904	12,160,282
Land Area (km ²)	1288.47	1135.75	907,573.82
Population Density (people per km ²)	1.9	1.7	13.4
Median Age (in years)	50.1	54.9	39.0
Median Household Income, 2005 (in dollars)	33,391	37,035	64,500
Percent of population over age 15 in labour force (%)	45	49	67
Percent of population over age 15 not in labour force (%)*	55	51	33
Percent of population working in Trades, transport and equipment operators (%)**	26	26	14
Percent of population working in Sales and service occupations (%)***	25	26	24

Source: Statistics Canada (2009a) and (2009b)

*this figure includes students and retirees

**this is the largest employment sector in the research area

***this is the second largest employment sector in the research area