

Creative Destruction and Rural Tourism Planning: The Case of Creemore, 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 assesses the relationship between planning and creative destruction in the village of Creemore, Ontario. The study has four objectives. The first is to describe the evolution of tourism in Creemore by tracking change in three variables: investment, visitor numbers and resident attitudes. Second, is to describe past and present tourism planning in the village. Third, is to assess Creemore's position in the model of creative destruction, based on information presented in objectives one and two. The final objective is to provide recommendations for Creemore's future based on information gained from the other objectives.

To investigate the first objective, entrepreneurial investment was provided by secondary sources, including the Creemore Business Improvement Association (BIA). Visitor numbers were obtained from content analyses of copies of the local newspaper and from information provided by the Creemore Springs Brewery. Resident attitudes were gleaned from a survey completed by 126 residents of Creemore. To meet the second objective, a content analysis was completed on historic issues of the local newspaper and six key informant interviews were conducted. Based on the information provided from the first two objectives, it is concluded that Creemore is in the second stage of Mitchell's (1998) model of creative destruction, Advanced Commodification. This conclusion is drawn since visitor numbers and investment levels are still low and resident attitudes are generally positive towards tourism. It is also concluded that tourism planning plays a large role in creative destruction, as it can speed up, or slow down, the process, depending on the types of planning that are implemented. Based on the findings of this study, it is recommended that a tourism plan be developed to help mitigate possible future negative impacts of tourism, and to ensure the village does not evolve any further along the path of creative destruction.

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## 1. INTRODUCTION

### 1.1 Background

For more than thirty years, many rural areas in the world's developed nations have faced economic decline. This has been brought about by myriad factors including global and local economic and political processes, as well as environmental resource issues (Jenkins, Hall & Troughton, 1998). Decline in the agriculture, mining, forestry and manufacturing sectors for example, dramatically altered many rural economies of North America (Allen, Hafer, Long & Perdue, 1993) and have compromised the quality of life for many rural residents (Wilson, Fesenmaier, Fesenmaier, & Van Es, 2001). On an international scale, globalization, international trade associations and agreements, and the over-exploitation of natural resources in the world's developed nations have also contributed to the dramatic changes taking place within rural areas (Jenkins, Hall & Troughton, 1998).

These changes have given rise to a transformation of rural space from "productivist" to what Halfacree (1999) calls a "post-productivist rural regime." In England, for example, where the transformation occurred after 1970, the productivist era was characterized by a sense of security of land rights, finance for agriculture, and the idea of the countryside as being predominantly a place for intense food production (Halfacree, 1999). This attitude changed in the 1970s; as environmental awareness rose, rural areas were now seen not only as productive spaces for capital-intensive agriculture, but spaces for the preservation of local landscapes and cultures (Halfacree, 1999; Marsden, 1999; Panelli, 2001). This new image of the countryside, as an "idyllic" rural landscape (Mitchell, 1998), has been successfully marketed to urban residents and has given rise to tourism activity in many locales. Thus, rural areas that were once spaces of

production have become spaces of consumption, resulting in the creation of multi-functional landscapes of post-production.

The growing popularity of rural destinations, particularly in Canada and the United States, is well documented (Timothy, 2005). Indeed, Hall and Jenkins (1998) state that there is evidence to support the idea that visiting rural areas in North America has become more popular, with more than 70 percent of all U.S residents recreating in rural areas and 62 percent of all American adults traveling to a small town or village in the U.S between 1998 and 2000 (Timothy, 2005). Unfortunately, however, rural tourism is often developed in an ad hoc fashion (Murphy 1985; Mitchell, 1998). Governments in North America tend to promote rural tourism as a salvation for declining rural economies. However, as Hall and Jenkins (1998, p.24) point out, “unrealistic expectations of tourism’s potential are... combined with ignorance and willful neglect by decision makers of the potentially adverse economic, environmental and social consequences of tourist development.”

These consequences have been conceptualized in several models, including the model of “creative destruction.” The model is based on the idea that entrepreneurs invest in the creation and sale of heritage experiences or products in a rural community, which then produce a destination for heritage tourism and shopping, also known as a heritage or tourist-shopping village (Mitchell, 1998). As the tourists consume the products provided by the entrepreneurs in the rural heritage shopping village, the entrepreneurs earn a profit and are able to reinvest in the continuing creation and sale of rural heritage in the community. This process brings increasing numbers of visitors and a subsequent decline in the attitudes of residents occurs as they fear their idyllic community is being destroyed (Mitchell, 1998).

As described in Chapter 2, the process of creative destruction occurs in five stages: early commodification, advanced commodification, early destruction, advanced destruction, and post-destruction (Mitchell, 1998). These stages have been illustrated in a number of Ontario locations including the villages of St. Jacobs (Mitchell, 1998), Elora (Mitchell & Coghill, 2000), and Niagara-on-the-Lake (Mitchell, Atkinson & Clark, 2001). However, in each of these studies the role of tourism planning has not been considered. Indeed, tourism planning appropriate to the community may be able to mitigate negative impacts and may be able to slow or halt the destructive tendencies. Additional research is required to integrate the process of creative destruction with rural tourism planning. This will ensure that rural communities develop high quality tourism that does not compromise the quality of life for local residents.

### 1.2 Purpose and Research Objectives

The purpose of this study is to assess the relationship between planning and creative destruction in the village of Creemore, Ontario. Creemore was chosen as a case study site because it meets Mitchell's (1998) three requirements for heritage shopping village development: accessibility to a large, affluent population, an 'amenity environment', and the presence of an entrepreneur or a group of entrepreneurs. Creemore displays all three of these characteristics.

Creemore is located about a one hour drive from the Greater Toronto Area, which has a population of over five million, and the city of Barrie with a population of over 175,000 (Statistics Canada, 2008). Thus, Creemore is located in close proximity to both a large, and affluent, population. Creemore has a rich 'amenity environment'. The village is nestled within the rolling hills of the Niagara Escarpment, and contains an abundance of preserved turn-of-the-century buildings, which contributes to its quaint appeal. Moreover, it has been awarded the title

of “one of the prettiest towns in Canada” by Harrowsmith Magazine (Harrowsmith Country Life, 2007). Creemore also has a strong entrepreneurial spirit. An example of this is the Creemore Springs Brewery, founded by entrepreneur John Wiggins and partners in 1987 (Prager, 1990). These characteristics combine to create an ideal setting in which to test the model of creative destruction.

The study has four objectives. The first objective is to describe the evolution of tourism in Creemore by tracking change in three variables: investment, visitor numbers and resident attitudes. Second, to describe past and present tourism planning in Creemore. Third, to assess Creemore’s position in the model of creative destruction based on information presented in objectives one and two. Finally, to provide recommendations for Creemore’s future based on the information gained from the other objectives.

### 1.3 Structure of Thesis

This study consists of five chapters. Chapter One introduces the background of the study, the research problem, purpose and study objectives. The second chapter provides a review of relevant literature. Chapter Three outlines the research methods undertaken by the researcher, including the introduction of the case study site of Creemore, Ontario. The fourth chapter provides the results of the data collection and discussion of the findings that emerge. In the last chapter, the study is summarized, recommendations provided, and suggestions for future research outlined.

## 2. LITERATURE REVIEW

In this chapter, pertinent literature will be reviewed. First, rural tourism, the commodification of rural areas and the impacts of rural tourism are introduced. Then, models that describe tourism impacts are discussed, including the framework of the study, Mitchell's (1998) model of creative destruction. Next, literature dealing with tourism planning and rural tourism planning is analyzed. Lastly, there is a section linking creative destruction with rural tourism planning.

### 2.1 Rural Tourism

Rural areas have a special appeal to visitors because of their mystique, natural beauty, geographic and historical characteristics and well-preserved cultures (Wilson, et al, 2001). So it comes as no surprise that North American rural economic strategies have centered on tourism development over the past few decades. Rural tourism can be defined broadly as tourism that takes place in rural areas (Bramwell & Lane, 1994) and in the countryside (OECD, 1994). Although definitions of rural vary widely, in Canada rural can be defined in a number of ways, including as a component of rural and small town Canada:

**Rural and small town (RST) residents:** individuals living in towns or municipalities outside the commuting zone of larger urban centres (population of 10,000 or more). These individuals may be disaggregated into 4 sub-groups based on the size of the commuting flow and the degree of influence of a larger urban centre (Public Health Agency of Canada, 2003).

The 2006 census data show that Canada's population in RST areas has grown by 1.0 percent since 2001. Furthermore, in 2006 approximately 20 percent of Canadians, or six million people, were living in rural and small town areas (Statistics Canada, 2007). According to the Organization for Economic Co-Operation and Development (OECD, 1994) rural tourism must be: located in rural areas; built upon the rural area's special features (heritage, nature,

agriculture, etc); rural in scale; traditional in character and connected with the local people; and sustainable. It is further suggested that, unlike other forms of tourism, rural tourism should be located in settlements with fewer than 10,000 people; include much open space; include the natural environment in some way; and be located in settlements that are generally sparsely populated (OECD, 1994).

Other definitions of rural tourism usually concentrate on the description of the type of tourism taking place, for example, agri-tourism; farm tourism; ecotourism; and heritage tourism (Reid, Taylor & Mair, 2000). One interesting form of rural tourism, which is quite popular in England, is beer and brewery tourism (Niester, 2008). However, heritage tourism has become popular in many rural settings across the globe. Heritage can be defined as, “the psychology, customs, or ideals of society... passed down... in a tangible or intangible form” (Edson, 2004, p.2). The consumption of heritage by tourists, or heritage tourism, can include the consumption or experiencing of products of the past, or reproductions of the past including heritage sites, monuments, buildings, folklore and tangible items, such as crafts (Edson, 2004). Generally, there are two views on heritage tourism. One view is that when tourists experience or consume heritage, that heritage becomes commodified or inauthentic (Timothy & Boyd, 2006). Yet others believe that tourism protects, revitalizes, and enhances the importance placed on heritage in a community because the visitors’ interest in these products and experiences creates pride and a desire to protect heritage (Medina, 2003).

Wilson et al. (2001) present many reasons for the growing popularity of tourism as a development strategy. It is a less costly industry to establish than manufacturing, it can successfully be developed by local residents and local government, it builds nicely with small businesses, and it mixes well with existing rural life, such as farming. Allen et al. (1993) also

suggest that tourism has been chosen to diversify and revitalize rural economies because it provides a viable alternative to resource-based activities. Marcouiller (1997) further states that tourism is a popular rural development strategy because of perceptions that it is a clean industry and one that creates jobs. He also recognizes that tourist developments have low capital requirements which suit many rural communities. For all these reasons, rural tourism is a popular economic activity in rural areas across the globe. The next section looks at the commodification of rural areas.

## 2.2 Commodification of Rural Areas

Commodification may be defined as the act of reducing something (knowledge, an idea, artifacts, culture, heritage) to a format which makes it possible to establish an exchange value (Jacob, 2003), or as the transformation of something which has a non-commercial value into something which does have exchange or commercial value (Marxists Internet Archive, 2008). Mitchell (1998) states that commodification of the ‘countryside ideal’ can be understood through two factors. First, the post-1970s nostalgia of romantic areas free from the ills of urban living has created a group of consumers who want to either visit the countryside or move there to experience its ‘rural idyll.’ Second, in many rural areas across North America, entrepreneurs have recognized this consumer-driven need to experience the countryside. Consequently, they have invested in rural areas thus facilitating the visible and tangible consumption of heritage and culture in these locales (Mitchell, 1998).

The terms used in the literature to describe these locales are “tourist shopping villages” or “heritage shopping villages” (Mitchell, 1998). Getz (1993) defines tourist shopping villages as “small towns and villages that base their tourist appeal on retailing, often in a pleasant setting marked by historical or natural amenities” (p.15). According to Mitchell’s (1998) research,

North American idealism regarding the countryside, the mobility and affluence of the population, and entrepreneurs investing in the re-creation and restoration of heritage buildings and streetscapes has helped to create heritage-shopping villages in rural areas. Mitchell (1998) developed the model of creative destruction to explain the process of commodification in rural villages. Unfortunately rural tourism tends to be developed with little or no planning (Murphy, 1985; Mitchell, 1998). As a result, rural tourism development may impact a destination in both positive and negative ways. The literature on tourism impacts is broad, but for the purpose of this study only a brief overview of potential rural tourism impacts is provided below.

### 2.3 Impacts of Rural Tourism

Allen, Long, Perdue and Kieselbach (1988) note negative impacts of tourism on rural areas which include, noise pollution, congestion, crime, and disruption of family structure, resentment by local residents and a loss of a sense of community. The last point directly relates to the idea of the loss of the 'rural idyll.' Wilson et al. (2001) discuss that the introduction of rural tourism can create negative consequences because it can pit neighboring communities, wanting to attract tourists, against each other. They also mention that tourism employment can be low-paying, seasonal or part-time and thus it may not provide quality employment for rural residents (Wilson, et al., 2001).

Pizam, from a 1978 article on Cape Cod, lists impacts including, overcrowding, reduction of accessibility for residents, land price inflation, economic dependence on a single industry, prostitution, gambling, and loss of cultural identity. Reid, Mair, George and Taylor (2001) found that Ontario residents felt that traffic congestion, noise, lack of privacy, feelings of loss of balance, and threats to rural tranquility were the most negative of the impacts. It is important to note however, that these impacts are not necessarily shared by everyone, but as Marcouiller



(1997, p.34) notes, “the impacts and beauty of tourism development are in the eye of the beholder”.

Some residents may feel that the positive aspects of rural tourism development outweigh the negatives. The same study by Reid et al. (2001) discovered that residents believe tourism brings employment, economic growth, business development, community pride, cultural interaction and service. Wilson et al. (2001) adds that tourism development can help businesses both directly and indirectly through affects such as multipliers. Allen et al. (1988) state that increased revenues, enhanced community infrastructure and tax benefits may be attractive incentives for rural communities. Rural areas may be more likely than cities to develop smaller-scale enterprises, which can be positive, as smaller-scale enterprises may put less stress on cultural and natural resources (Long & Wall, 1995). Also, Butler, Hall and Jenkins (1998) state that tourism has the potential to encourage the overall development of a rural community and may contribute to the conservation of environmental, historic and cultural resources. These examples suggest that tourism has a variety of both positive and negative impacts. Next, models which explain development and express impacts of tourism are presented.

#### 2.4 Tourism Development Models

Although there are many different types of tourism development models, only two of particular interest are outlined. In 1976, while studying Niagara-on-the-Lake, Doxey proposed a life-cycle model on host-guest interactions within a tourism destination known as an “irridex.” Doxey identified the effect of tourism development on social relations within a destination through the existence of a tolerance threshold that has four stages: euphoria, where initial development and visitors are welcome; apathy, where visitors are taken for granted and tourism planning begins; annoyance, where residents have misgivings about the industry and tourism;

and antagonism, where residents feel visitors are the source of all problems, and perceive a difference to their lifestyle caused by tourism which they will no longer tolerate (Doxey, 1976, as cited in Murphy, 1985).

Doxey stated that the irridex had two sets of causal factors: dimensional changes, such as too much crowding and too many visitors; and structural changes, such as political changes, and outside investments (Doxey, 1976 as cited in Murphy, 1985). He believed the dimensional changes were easier to overcome through planning. Doxey's model has been criticized over the years, in particular that the irridex is unidirectional. Specifically, once progression occurs it cannot be reversed; and because the irridex is sequential, where residents' attitudes to tourism will change over time within the particular circumstances (Murphy, 1985). Despite criticisms, Doxey's irridex focused on tourism's impacts socially in the host community, a group that many previous destination models failed to notice.

Butler's (1980) *Tourist Area Life Cycle* (TALC) may be the most well-known destination development model. Butler (1980) used research from Doxey and other previous destination models to present a hypothesis that tourism development within a destination occurs in six stages over time. The model's six stages mimic an economic product cycle:

- Exploration – no or very few explorers visit the destination
- Involvement – the community provides a limited number of resources for tourism
- Development – rapid growth of tourism occurs and the community becomes a well-known tourist destination. Local control and involvement decline
- Consolidation – visitor numbers continue to rise but at a slower rate, mass marketing occurs to try to extend the visitor season
- Stagnation – the peak numbers of tourists are reached and new problems start to occur due to the pressure of tourism on the destination
- Sixth Stage – Butler's sixth stage has a variety of options including decline and rejuvenation, the outcome is determined by the response of the destination to stagnation

Critical in this model are the elements of time and the number of tourists. Page and Hall (2003) note that the cycle may not be applicable to every destination and should only be used as

a guideline. Although heavily criticized (Murphy, 1985), the TALC also sparked ideas for many destination development models to follow and, more importantly, encouraged the discussion of destination planning and development. While it is different from Doxey's and Butler's models, Mitchell's (1998) model of creative destruction uses elements of both. The destruction of the community's rural idyll, reflected in resident attitudes, is reminiscent of Doxey's irridex where over time and with increasing numbers of visitors, residents grow annoyed with tourism. Similar to Butler's TALC, Mitchell's (1998) model also portrays destination evolution over time, but is dependent on the three variables of investment, consumption and resident attitudes. Mitchell's (1998) model was chosen for this study over other models because it is a conceptual framework developed specifically to explain the evolution of rural heritage villages (Mitchell & Coghill, 2001), unlike Butler's TALC which deals mostly with resort towns. Furthermore, Mitchell's model has already been tested successfully in several locations (e.g. Mitchell & Coghill, 2001), which are similar to this study's site of Creemore. The next section outlines the model of creative destruction.

#### *2.4.1 Creative Destruction: The Model*

The model of creative destruction is credited to Mitchell (1998) and illustrated in three case studies of rural Ontario heritage towns, St. Jacobs (1998), Elora (Mitchell & Coghill, 2000), and Niagara-on-the-Lake (Mitchell, Atkinson & Clark, 2001). However, it was Schumpeter (1942) and later Harvey (1987), who coined and explained the term in relation to the theory of accumulation. According to Mitchell (1998), heritage shopping villages share three characteristics: ease of accessibility to a large and fairly affluent population; an "amenity environment," which may include pleasant landscapes, local culture or an attractive built environment; and finally, an entrepreneur or a group of entrepreneurs who are willing to invest

time and money in the location. The presence of an entrepreneur or a group may be the most important element in the creative destruction process (Mitchell, 1998). An entrepreneur is “someone who assumes the financial risk of the initiation, operation and management of a business” (Entrepreneur.com, 2008). Entrepreneurs usually share common characteristics which may include: high self-control and self confidence, a sense of urgency, realism, emotional stability, and the ability to take and handle risks (BusinessTown.com, 2003).

The model is based on the idea that entrepreneurs invest in the creation and sale of heritage in the rural community; this investment then produces a destination for heritage tourism and shopping. As tourists consume the products provided, entrepreneurs earn a profit and are able to reinvest in the continuing creation and sale of rural heritage in the community. This process continues bringing increasing numbers of visitors, negative impacts, commodification, and decline of resident attitudes towards tourism until the attractive “rural idyll” (an image of a happy and healthy rural life) is destroyed (Mitchell, 1998). In Mitchell’s (1998) model, creative destruction takes place through five stages: Early Commodification, Advanced Commodification, Early Destruction, Advanced Destruction, and Post-Destruction.

During Early Commodification, the commodification of heritage is limited to the restoration of a few local buildings and their possible conversion to facilities where handcrafted and specialty goods are sold by local or non-local entrepreneurs (Mitchell, 2000). These projects, and the financial benefits gained, are viewed in a positive light by local residents, as they are believed to enhance the local economy. At this stage there is no destruction of the idyllic rural landscape in the eyes of local residents (Mitchell, 1998).

The stage of Advanced Commodification begins when investment levels grow and the entrepreneurs and businesses start carrying merchandise specifically to meet visitor demands

(Mitchell, 1998). Local investors start to market the community to attract tourists, thus increasing consumption levels. Those involved in tourism benefit greatly; however, at this stage residents not involved in tourism begin to notice the negative impacts and may comment on them (Mitchell, 1998). During Early Destruction, the third stage, much revenue from tourism is re-invested into businesses that provide for the needs of the growing numbers of tourists. These, and other new businesses may start to stray from the themes and products of the local rural area. A growing number of residents notice negative impacts and may comment on overcrowding, congestion, crime or traffic (Mitchell, 1998).

Stage four, Advanced Destruction, which is the largest period of investment and growth, occurs only if residents do not resist the changes (e.g. major developments, such as hotels) occurring in their community (Mitchell, 1998). This stage also sees a drastic increase in consumption levels and visitors numbers (Mitchell, 1998). Local residents may decide to leave the town because of a decreased sense of community, a declining quality of life, and overall destruction of what they perceive to be an idyllic setting (Mitchell, 1998).

The final stage, Post-Destruction, is difficult to predict; however, Mitchell (1998) provides two possible outcomes. First, visitors may feel that the community has become inauthentic, but if the community can attract a new type of tourist, through other developments, consumption levels will continue to grow. However, in this scenario, the rural idyll will be lost. On the other hand, if the community cannot attract a different type of tourist, or is unwilling to do so, then tourists may cease to visit, and may find a new community to visit where the rural idyll is still present (Mitchell, 1998). In this case, the host community may see a partial return of the idyllic landscape. The destruction process then may move to another rural community where the process of creative destruction will likely be repeated.

In the original three studies, (1998; Mitchell & Coghill, 2000; Mitchell, Atkinson & Clark, 2001), Mitchell found that each of the communities were situated in a different stage of the creative destruction process. For instance, in the original study of St. Jacobs, (Mitchell, 1998) it was found that the village, at that time, was on the brink of Advanced Destruction. Niagara-on-the-Lake (Mitchell, Atkinson, & Clark, 2001) also was found to be in this same stage. Alternatively, Elora, Ontario (Mitchell & Coghill, 2000) was discovered to be within a prolonged stage of Advanced Commodification. The study also found differences amongst the three communities. In the original study, (Mitchell, 1998) entrepreneurs were listed as the main stakeholder in the evolutionary process. However, in later studies (Mitchell & Coghill, 2000; Mitchell, Atkinson & Clark, 2001) other important stakeholder groups and factors were recognized. These factors are described below in greater detail.

Government has a large influence on tourism development, especially in Canada where each level of government (federal, provincial and municipal) has a specific task related to tourism development and management (Reid, 1998). Sometimes, governments do not provide guidance or controls on growth, which can lead to ad hoc developments being put in place by local entrepreneurs. This situation was found to be occurring in St. Jacobs (Mitchell, 1998), where the township did not try to control the spread of tourist businesses until 1992. The lack of town council involvement was also seen in Niagara-on-the-Lake (Mitchell, Atkinson & Clark, 2001), where local residents wanted more strict development controls. In this case, local government was pro-development and thus increased the speed of destruction in the town. In both cases, it was concluded that if town council and local government had taken an earlier interest and employed strict development controls, then the cycle in St. Jacobs and Niagara-on-

the-Lake (NOTL) may have been halted or slowed (Mitchell, Atkinson & Clark, 2001).

Therefore, local government can play a crucial role in the process of creative destruction.

Preservationists are another influential stakeholder. These can include both local residents and organizations that aim to preserve the natural, cultural and historic characteristics of their community. They may hinder the commodification of the community through actions taken against development proposals (Mitchell, 2000). In Elora, for example, several hundred people petitioned against an attraction, which may have helped keep Elora in a state of advanced commodification (Mitchell & Coghill, 2000).

Preservationists can also enhance the creation of a heritage tourism area. This may occur at different times in the model, or depending on the location of development, as seen in the case study of Niagara-on-the-Lake (NOTL) (Mitchell et al 2001). Here, the actions of preservationists helped to preserve certain buildings (e.g. Fort George) during the period of Early Commodification. These then became attractions for tourists thereby assisting in the process of commodification and creative destruction (Mitchell, Atkinson & Clark, 2001).

Resident and visitor interaction is another important factor that may influence the development process. For instance, in the case of NOTL, residents and visitors frequently came face to face, fighting for the same space through traffic congestion and parking problems. These occurrences provoked anger amongst residents and assisted in destruction of the rural idyll (Mitchell, Atkinson & Clark, 2001). However, in Elora, the tourist district is separated from the resident business district, thus contributing to lower levels of resident-visitor interaction (Mitchell & Coghill, 2000). Therefore, the level of visitor and resident interaction, and the amount of space shared, seem to be essential factors contributing to the speed and intensity at which a community undergoes creative destruction. Along with Mitchell's three studies on the

process of creative destruction (1998; Mitchell & Coghill, 2000; Mitchell, Atkinson & Clark, 2001), there have been other international cases. These are examined in the next section.

#### *2.4.2 Creative Destruction Applied*

A variety of studies has applied the original model of creative destruction to a number of communities undergoing commodification. The first, by Hetzler (2000) was written as a thesis. It provides a useful discussion of sustainable tourism development and the process of creative destruction. The study combined two purposes: applying the creative destruction model to the case of Fort Langley and examining tourism development strategies used. Fort Langley was found to be in transition between the stages of Early and Advanced Commodification. Due to the dual focus of the Hetzler (2000) study, its examination of the town's tourism development strategy is discussed further in Section 2.7. However, it is important to note that Hetzler (2000) showed that the creative destruction model can be applied to other provinces outside of Ontario.

Later researchers have applied the model to locations outside Canada, including Australia and China. Tonts and Greive (2002), for example, conducted research on Bridgetown, Western Australia, a community similar to many heritage centres in rural Canada. Their research found that Bridgetown began the process of commodification in the late 1960s and progressed along the path of creative destruction. Overdevelopment within the area, and resulting political tension, led the researchers to identify Bridgetown as being in the stage of Early Destruction. Tonts and Greive (2002) questioned whether creative destruction is inevitable, whether the community is destined to progress to the next stage, or if something can be done to prevent the destruction of the countryside ideal. Thus, it appears that the processes occurring in rural Australia are quite similar to those occurring in rural North America, suggesting that the model is applicable in locations outside Canada.



The creative destruction model has also been applied to several communities in Asia (Fan et al, 2008; Huang et al., 2007). Huang et al tested the model to Zhu Jia Jiao, a typical Chinese water town, while Fan et al. (2008) conducted a similar study in the town of Luzhi. In the former study it was discovered that the town had reached the Advanced Commodification stage described by Mitchell's model (1998), while the latter (Luzhi) seems to be within the concluding stages of Advanced Commodification and is moving towards the next stage of Early Destruction. Although similarities exist between the Canadian and Asian heritage communities, the role of government was found to be of greater importance in China, a country operating under a very different political regime. Despite this difference, these studies confirm that the model does apply in a variety of global contexts, although the inclusion of government as a key stakeholder is recognized as a valuable extension.

In summary, the original three Ontario studies, and the studies of British Columbia, Australia, and finally China each show that the model of creative destruction is a useful and relevant tool to examine the commodification of heritage and the creation of a consumptive space within a rural area. Each case study completed assists in explaining the transformation of rural landscapes. However, Mitchell and deWaal (under review) have recognized that many changes have occurred in rural space since the original model was developed. In light of this they have proposed several modifications to the process of creative destruction which are presented below.

#### *2.4.3 Creative Destruction Revisited*

This yet unpublished paper discusses the original model and case study of St. Jacobs, Ontario in light of recent literature on rural space. The authors examine what has occurred in St. Jacobs since 1996, by monitoring the three variables that drive creative destruction. It is

reported that St. Jacobs may be in the original model's final stage of creative destruction, Post-Destruction, thus demonstrating the validity of the model's latter stages. However, Mitchell and deWaal (under review) have proposed several modifications to the original model, including the addition of a new stage, "Pre-Commodification". This period is one when the community is seen as part of the productivist landscape. They believe that it is from Pre-Commodification that the process of commodification materializes.

They also expand on the stakeholders involved in the process to include preservationists, entrepreneurs, guests and hosts, and old-time residents versus new residents, who all shape how creative destruction in the community progresses. Mitchell and deWaal (under review) discuss possible outcomes depending on which of the stakeholder groups have the most say and sway in the community. Another significant change is their recognition that the creation of a "heritage-scape" is an interim state of landscape change; one that displaces the productivist landscape of the industrial period, and precedes the creation of the "neo-productivist" leisure-scape of post-industrialism (Mitchell and deWaal, under review). They conclude that whether or not this state is achieved, will be dictated by the power struggle that inevitably arises amongst the various stakeholder groups engaged in the transformation of rural space. Thus, this research both expands and strengthens the model of creative destruction, based on new information collected on St. Jacobs and from the field of rural geography.

Although Mitchell and deWaal (under review) identify several shortcomings of the original model, others have offered few critical comments. Tonts and Greive (2002), for example, stated that the model is deterministic, but also that it is a useful way to conceptualize the overdevelopment affecting parts of rural Australia. Most articles that reference Mitchell's (1998) work do so in a neutral manner, stating the facts but not an opinion on the model. Thus, it

appears that further application of the model is warranted. This study will not only provide this application but will link the model to the role of tourism planning. A discussion of literature related to this topic is presented below.

## 2.5 Tourism Planning and Development

The field of tourism planning and development has grown considerably over the past few decades. There are several definitions of tourism planning, which vary according to the author. Gunn (2002) subscribes to a broad definition of planning and states that the purpose of tourism planning is to create a plan of action for a foreseeable future and to implement those actions. Murphy (1985) believes that planning is used to anticipate and regulate change in a system and to create orderly development to increase the benefits of tourism.

First seen as unnecessary, planning slowly began to appear in tourism development. Tosun and Jenkins (1998) present a brief timeline of the history of tourism planning. First, there was a time of unplanned tourism, where tourism planning was unpopular. The era of pre-supply-oriented planning came next and was the time of physical planning, building amenities and infrastructure for tourism. Then an entirely supply-oriented planning process followed, which had a main goal of meeting increased demand, and tourism facilities were developed haphazardly and many negative impacts occurred. Later, came a market demand-oriented era of planning, where marketing and promotions were used to lure increasing numbers of visitors to a destination. Most recently is the contemporary planning phase, which started after the acknowledgement of severe negative impacts that tourism had brought to destinations that were poorly planned. Planners are now taking the environmental, social, cultural, economic, and physical context of a destination into consideration to plan holistically.

### *2.5.1 Paradigms of Tourism Planning and Development*

Many researchers believe that tourism should be planned to achieve goals as decided by the community (Murphy, 1985; Hall & Jenkins, 1998; Mason, 2003). Hall and Jenkins (1998) outline several commonly used goals when planning tourism: sustaining local employment, incomes and growth; contributing to the costs of providing infrastructure for visitors and residents; achieving a better quality of life for residents; encouraging the development of other economic sectors; and contributing to local conservation of environment and culture. How the goals are achieved is determined by the planning paradigm, method, approach or model chosen, and also by the policy and planning tools used. A number of tourism planning paradigms are outlined below.

One of the oldest forms of tourism planning is “boosterism,” which is based on the assumption that all tourism development is good and beneficial, despite possible negative impacts. In this approach, resources may be continually exploited for economic gains (Hall, 2000). Originating from the fields of regional planning and geography is the land-use or spatial approach to tourism planning. This paradigm advocates the need for physical planning to control tourism through methods such as carrying capacities and environmental threshold audits (Hall, 2000). Spatial tourism planners try to minimize negative impacts of tourism on the physical environment, but in doing so, may neglect social impacts.

Several new paradigms were created during the 1980s and the 1990s. Flexible or continuous planning was created to be an on-going process able to cope with a rapidly changing world (Tosun & Jenkins, 1998). Continuous planning supporters advocate using up-to-date research and feedback, and plans are changed frequently according to the newest information

available. Adaptation and the ability to respond to change is the main focus (Tosun & Jenkins, 1998).

Collaborative and integrated approaches attempt to include as many stakeholders as possible in the planning process. This can be defined as “a process of joint decision making among key stakeholders of a problem domain about the future of that domain” (Jamal & Getz, 1995, p. 187). To have successful tourism development, collaborative planners feel that tourism planning needs to be completed with the help and input from all stakeholders involved, or those who will be affected. Marcouiller (1997) also argues for an integrated approach to tourism planning and development. Collaborative planning takes place through a three-stage model (Jamal & Getz, 1995). The first stage is to set the problem, identify key stakeholders and the main issues; the second is to set the direction by identifying and sharing a common purpose, strategy or solution. Finally is the implementation of the plan, vision or strategy. Collaboration theory ensures that stakeholders are involved in the planning process at an early stage, and that potential conflicts between groups are resolved early.

Community-based tourism planning is also considered an integrative tourism planning paradigm. From the beginning of the process, the community makes decisions, cooperates, and participates in the overall planning and management of tourism. The “community” consists of stakeholders to maximize local benefit while minimizing disruption and negative impacts (Murphy, 1985). However, Hall and Jenkins (1998), Mason (2003), and Reed (1997) state that it is difficult to have collaboration and community-based tourism planning with equal input from all stakeholder groups. An important issue with collaboration theory is the difficulty in identifying all legitimate stakeholders and overcoming existing power imbalances that exist in the location (Reed, 1997). Some stakeholder groups have greater access to resources, positions

of power, and an advantage in decision-making. One way to help solve this issue is through the use of advocacy planning, which involves assisting stakeholder groups, who may be less powerful, achieve their goals, and ensuring that their voice is heard (Hall & Jenkins, 1998).

Another popular paradigm is regional planning. Gunn's (2002) regional development hierarchy states that regional development of tourism is based on an increase in visitors and visitor spending, depending on heightened demand to visit the region, and on the increasing level of supply of attractions and visitor amenities. Heightened demand depends on expanding markets, whereas expanding supply is dependent on resource development. Gunn's (2002) approach is very industry-driven. However, Gunn (2002) does provide a guide to create a regional tourism plan that includes steps such as, setting objectives, research, conclusions, recommendations, physical development, and policy. Gunn (2002) stresses that regional tourism planning should be an ongoing process and plans should be revised and changed regularly.

Slightly different to Gunn's (2002) approach, Canadian planner Michael Hough (2000) believes that tourism planning in a destination should also follow the principles of regional planning. He believes that tourism will only be successful if it is truly rooted and in cooperation with the over-arching goals of the regional planning strategy. Hough's (2000) six key principles to restoring identity to regional landscapes are logical and are important to take into consideration when planning tourism:

- Knowing the place - seeing how people use different places to fulfill their needs the social and natural processes of the region are unique to that region and should not be altered but rather enhanced.
- Maintaining a sense of history - to protect natural and cultural history, to reuse and integrate old into the new but also not turning everything into a museum or an attraction.
- Environmental learning and direct experience - calls for people to learn about and understand the environment around them through education.
- Doing as little as possible - one can use minimal resources and energy to maximize benefits by making small changes over time, rather than large-scale investments.

- Starting where it is easiest - means that small steps that are easily achievable can bring large changes: focus on things that work and are achievable at any point in time.
- Sustainability - to ensure the longevity of the environment, resources, economic development and society

Hough's (2000) last principle of sustainability is the final tourism development paradigm to be examined. The Brundtland Commission and the report "Our Common Future" made sustainable development known worldwide. The Brundtland Commission definition, as seen in Hall (2000), defines sustainable development as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" (p.4). The five key principles of sustainability include, holistic planning and strategy-making; preserving essential ecological practices; protecting human heritage and biodiversity; developing so that productivity can be sustained over the long term; and achieving balance of equality and opportunity between nations (Hall, 2000). However, sustainable development and its principles have been criticized. Many argue that there is no universal definition of sustainable development, and believe that it is a theory which may never be achieved (Sharpley & Telfer, 2002). Rural areas are unique places with unique characteristics (Jenkins, Hall, & Troughton, 1998); the next section outlines rural tourism planning.

## 2.6 Rural Tourism Planning

Although a large amount of literature has emerged on tourism planning (Gunn, 2002; Hall, 2000; Mason 2003), rural tourism planning and development has received much less attention. Indeed, it is difficult to find concepts or frameworks specifically on the planning of rural tourism (Hall & Jenkins, 1998). The lack of tourism planning in rural areas may be a reflection of many things, such as outdated or inadequate information (Jenkins, Hall and Troughton, 1998). As well, financial constraints and a lack of training in the planning process

(Timothy, 2005) may contribute to this situation. Nonetheless, tourism planning in rural areas is extremely important and necessary for sustainable futures.

During the past few decades, rural tourism planning has been mainly ad hoc, patchwork, economic-driven, or only undertaken by a few individuals engaged in tourism, rather than the entire community (Murphy, 1985; Mitchell, 1998; Mitchell & Hall, 2005). This has led to many of the negative impacts that were previously mentioned. Hall and Jenkins (1998) believe that many issues need to be addressed through rural tourism planning. These include: seasonality in visitors, income and employment; development of infrastructure required to support tourism; positive and negative impacts of tourism; conservation of culture, heritage and environmental resources; and the development of a sustainable industry. Moreover, Hall and Jenkins (1998) argue that rural tourism must be integrated into wider concerns of the region and into the pattern of normal, everyday rural life.

The larger questions that need to be addressed are how can rural tourism be planned and developed so that negative impacts are lessened or avoided? How does one successfully plan rural tourism? Based on a study of six rural communities in Illinois, Wilson et al. (2001) found that ten factors are most important for successful rural tourism development: a complete tourism package; good leadership; support and participation of local government; sufficient funds; strategic planning; cooperation between stakeholders; information and technological assistance; a good visitors bureau; and widespread community support for tourism.

Although Wilson et al. (2001) provide a starting point, the study raises many questions. Is this list practical? What is meant by “successful?” Also, what happens if a community has some but not all of the factors? Gunn (1986) also created a list to identify the factors required for successful rural tourism, which included: establishing local leadership; integrating tourism



planning into regional planning; holding local meetings with tourism specialists; using outside mediators to resolve conflicts; developing networks; working through channels of government; and being proactive and not reactive to policy changes. While similar to Wilson et al's. (2001) list, Gunn (1986) takes a more policy-oriented approach towards successful rural tourism development.

Marcoullier (1997) agreed with Gunn (1986) on the need for integrated tourism planning for successful rural tourism development. However, he presents a more critical view towards policy and governmental involvement. Marcoullier (1997) acknowledges that state agencies are in a good position to assist with regional tourism planning but may not help with planning and instead market the area with the intention of attracting more visitors. This is an example of non-integrated planning approaches, which are based on marketing and site facility planning. Non-integrated planning approaches are characterized by physical planning for visitors as the main element, much business development and economic growth. On the other hand, integrative planning approaches incorporate destination, site, and community tourism planning into larger regional planning goals and are concerned with the impacts of tourism development.

Under integrated planning, there are several steps towards successful rural tourism: planning for tourism through regional, community, destination and site scales and making sure these plans all work towards the same goals; creating a tourism inventory to mitigate impacts; including local citizens in planning and development of tourism, and more. Marcoullier (1997) stressed the need to improve how planners integrate rural tourism development into broader regional development goals and that "rural planners need to question the compatibility of tourism within broader regional development goals" (p.352). He also notes that tourism development

using integrative planning may help minimize the negatives and maximize the positives of tourism impacts in rural communities.

Although all three of the studies presented thus far provide ways to create more successful tourism through planning, they neglect practical steps as to how rural tourism planning should be completed within a community. Reid, Mair, George and Taylor (2001) present “*Community Guide to Planning Rural Tourism*,” a guidebook put together after examining the problems of rural tourism development encountered by several rural communities. Reid et al. (2001) found that stakeholders in rural communities have difficulties working and planning together. Without a guide to help resolve the issues, the problems in these communities do not get resolved and proper tourism planning is not achieved.

The guide is a step-by-step approach devised to help communities design a strategic tourism plan. Reid et al. (2001) acknowledge that each rural community is unique, and it was written to be relevant to as many communities as possible. The guide is based on a model. The process starts with a short questionnaire used to determine where best the community should start in the guidebook depending on their past experiences with tourism. Reid et al. (2001) stress that the purpose of the workbook is not to enhance the success of tourism, but rather progress tourism planning. Thus, it is a way for practical rural tourism planning to be completed in the community.

The “*Tourism Marketing for Rural Communities in Canada and the United States: Planning the Promotional Mix Guide*” by Heroux and Church (1994) is different from the guide by Reid et al. (2001), as they were not concerned with rural tourism product development, but with product development and product marketing. This guide is practical and useful, but for a different purpose. The guidebook features a useful list of marketing ideas for rural tourist

destinations, such as promoting the destination to visitors within your own ‘backyard;’ offering tour packages including food, lodging and activities; bundling a number of small attractions together to create a regional experience; and enlisting local university or college students to help with research by encouraging them to complete projects on the area (Heroux & Church, 1994). Although ‘sustainable community development’ is mentioned, the concept of sustainability is not really addressed. Also, the guide tends to focus on a boosterism type of tourism planning, where planning is mostly used to market the destination to attract more tourists.

Most of the studies addressed in this section share a commonality: they all tend to be pro-tourism development. Indeed, there does not seem to be any question “if” tourism should be developed, but rather a question of “how.” If communities do not develop a successful tourism plan, then it is likely that many of the negative externalities associated with these developments will arise. In some cases, this may include destruction of the idyllic rural landscape that residents previously enjoyed. It is imperative, therefore, that rural tourism planners not only focus on how tourism can be developed, but how negative impacts can be minimized. The next section examines rural tourism planning in relation to creative destruction.

## 2.7 Rural Tourism Planning in Relation to Creative Destruction

There is very little research where rural tourism planning and creative destruction are studied in relation to each other. As mentioned previously, the thesis by Hetzler (2000) does include both in relation to sustainable development. Hetzler (2000) examined the policies in the community plan of Fort Langley to see if they were in line with sustainable development principles. Hetzler (2000) found that the plans for tourism development were sustainable and should protect the community from further destruction. Several recommendations were also provided for the community’s strategy. However, the role of rural tourism planning in the

process of creative destruction was not examined, and sustainable development is only one tourism planning paradigm.

Thus, additional studies are needed that combine the two. Specifically, there is a need to discover if there is a relationship between rural tourism planning and creative destruction. Also, there is a need to determine what role rural tourism planning plays in the creative destruction process (i.e. can it halt or slow the process once started). This study begins to fill this gap in the literature to enhance the understanding between rural tourism planning and destruction of the rural idyll.

### 3. METHODOLOGY

The purpose of this study is to assess the relationship between planning and creative destruction in the village of Creemore, Ontario. The study has four objectives. The first objective is to describe the evolution of tourism in Creemore by tracking change in three variables: investment, visitor numbers and resident attitudes. The second objective is to describe past and present tourism planning in Creemore. The third is to assess Creemore's position in the model of creative destruction based on information presented in the first two objectives. The final objective is to provide recommendations for the future based on the information gained from the other objectives. To set the stage for the research, this chapter provides information on the case study, the types of data and analysis techniques used, and limitations that underlie the research.

#### 3.1 Case Study: Creemore, Ontario

A case study approach was chosen as the research design because Mitchell's studies (1998; 2000; 2001), upon which this research is based, use this method to investigate the process of creative destruction. Creemore was chosen as the case study site for three main reasons. First, the village conforms to the definition of rural that was outlined in the literature review. It has a population of approximately 1,285 residents according to Dahms (2001), which is well below the 10,000 resident maximum stated in the rural and small town definition (Public Health Agency of Canada, 2003).

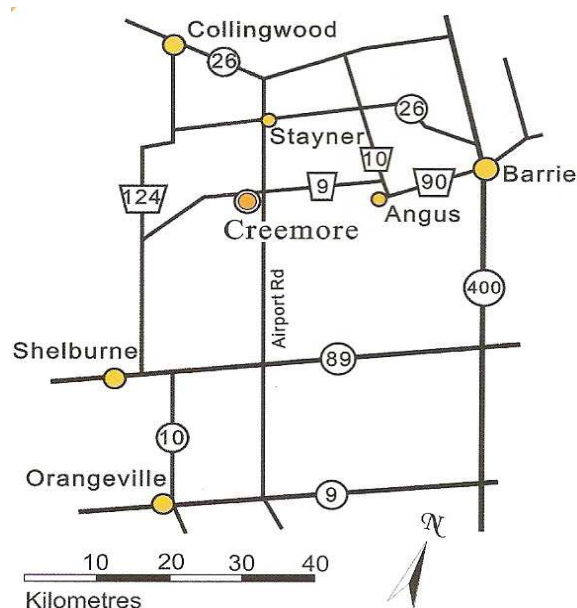
Second, the community was featured in the publication *Beautiful Ontario Towns* by Dahms (2001). This publication describes ten historic Ontario villages, including St. Jacobs and Elora, which were previously studied in research on creative destruction (Mitchell, 1998; Mitchell and Coghill, 2000). The inclusion of Creemore in this publication suggested that it would be an appropriate site in which to demonstrate the creative destruction process. Finally,

according to Dahms (2001), this historic village contains many of its original buildings in a setting that is conducive to tourism. Thus, it is likely that Creemore is already on the path of creative destruction. This study attempts to determine if, and why, this is the case.

### *3.1.1 Creemore – Location and History*

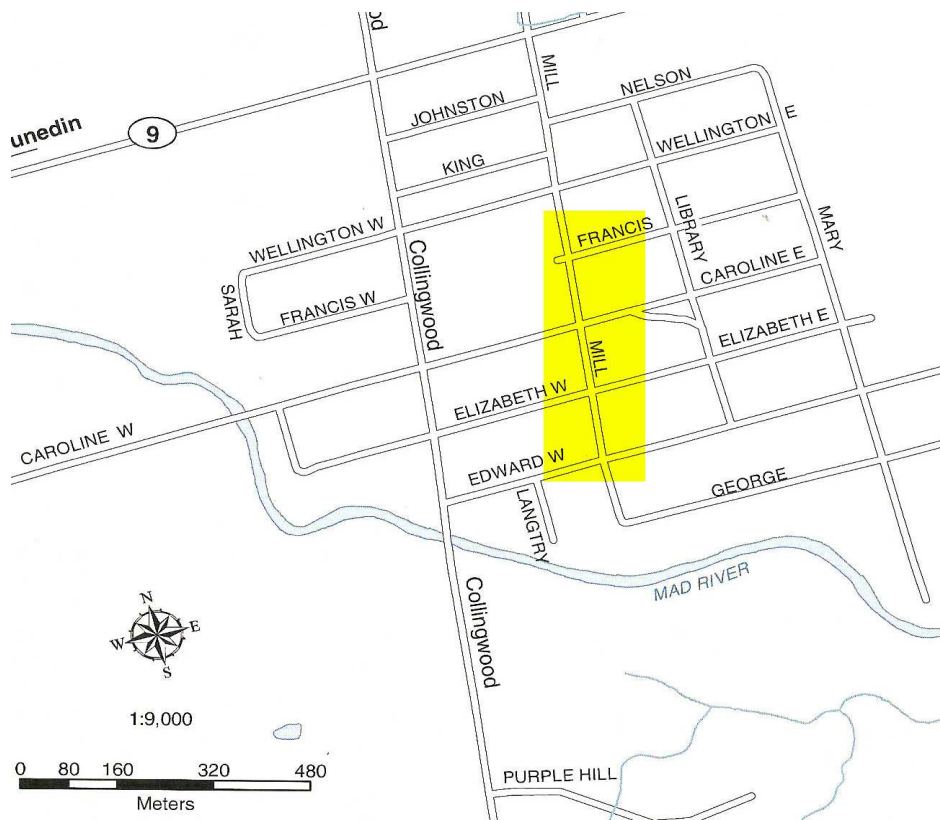
Creemore is located within the Township of Clearview, in the County of Simcoe, Ontario, in proximity to Airport Road, a major highway linking this region to the Greater Toronto Area. Many people pass the signs for Creemore as they drive north on this road towards the tourist destinations of Collingwood and Wasaga Beach. Nestled in a valley within the Niagara Escarpment, Creemore is surrounded by hilly terrain known as the Purple Hills (Purple Hills Arts and Heritage Society, 1998). Forests, rivers, the escarpment, farmland and historical buildings create an appealing landscape for those wishing to move to, or visit the area. Below is a map showing the situation of Creemore (Figure 3.1). Also featured below is a map of the village of Creemore with the downtown business area on Mill Street highlighted (Figure 3.2).

Figure 3.1 *Location of Creemore*



(Creemore Business Improvement Association brochure map, 2006)

Figure 3.2 *Village of Creemore Layout*



(Township of Clearview map of Creemore, 2004)

A brief history extracted from the Purple Hills Arts and Heritage Society (1998) publication *A Green and Pleasant Place*, is provided. Before the 1600s the area around Creemore was inhabited mostly by Native Canadian hunters. In the early 1600s, the arrival of French fur traders and later Jesuits led to decimation of this First Nations population. In the late 1830s, John McDonald, a successful industrialist, was granted several lots in this area. Shortly after, Creemore was established and by the 1850s it boasted a sawmill, blacksmith, general store, post office, and many mills. In 1858, Judge James Gowan named the town “Creemore” after a place in Ireland. The word is said to mean “big heart” in Gaelic.

By the 1870s the village had a population of about 300. The Simcoe County Directory claimed that Creemore was “a village pleasantly situated in the midst of beautiful and prolific

country... and is a favorite resort for health and pleasure seekers” (cited in Dahms, 2001, p.14).

The 1880s saw further growth with the village’s incorporation. At this time it had three hotels, a village pharmacy, train station (closed in the 1950s), a butcher shop, many mills, the Creemore Star newspaper, and a jailhouse (constructed in 1892 and closed in 1940). Creemore thrived in the 1920s with 95 percent of the community’s needs being met by business and services within the village. More recently, in 1987, the Creemore Springs Brewery was established by local entrepreneur John Wiggins and several partners. It is this investment that has given Creemore its recognizable name (Purple Hills Arts and Heritage Society, 1998).

### *3.1.2 Creemore Today*

Today Creemore is part of a regional tourism economy (Purple Hills Arts and Heritage Society, 1998). Attractions include the Brewery, historic Mill Street lined with original turn-of-the-century buildings, unique shops and cafes, and historic homes and churches. Creemore is also adjacent to the Niagara Escarpment, a geological UNESCO wonder. The Bruce and Ganaraska Trails both run through the area, and many scenic drives and spectacular views dot the landscape. It is said to be a birdwatchers’ paradise (Purple Hills Arts and Heritage Society, 1998). The area is home to a strong arts community and many events are held during the year to highlight these talented individuals. These attractions, and more, draw weekenders and visitors to the area (Figure 3.3 presents a description of Creemore through a personal account).



Figure 3.3 *A Day in Creemore*



*A Day in Creemore*

Excited, I drive up Airport Road, past Mansfield, through the Dufferin County forests I can't wait for my first glimpse of Creemore. I pass the tiny village of Avening and suddenly I spot the signs. From directions given to me by my grandfather I know that this is one of two entrances to the village off Airport Road. At this first entrance, signs point to a road on the left lined with trees and fields. There is also a second entrance just north on Airport Road at the stoplights at Cashtown Corners.

Deciding to try the first entrance I am pleased with the view, and as I come round the first bend a group of horses are taking shade underneath a tree. A few more bends and I am quickly onto George Street in the east part of the village, which is mostly residential area. Surprising to me is the number of new and large homes. Following George Street until it ends (and bends to the right) I come to main street, named Mill Street. Pretty brick buildings and unique shops with witty names and inviting displays line the street. Following the P signs I end up parking just off of the main street behind a building that looks like a train station.

From previous reading I can tell that this building is the Station on the Green, a replica of the Creemore train station, home to public washrooms and parking. Sun shining, I take my camera and a note pad to have a look around. Right beside the station and next to the bank is a lovely park. As I walk down Mill Street something strikes me as different: Creemore is eerie quiet. Wondering what is missing I realize that it is a lack of cars, and especially, a lack of trucks. The silence requires an adjustment.

Walking around, I smell freshly baked bread and pastries, meat cooking, and perhaps the slightest smell of manure carried in on a light breeze. Friendly faces stop and chat with their family, friends and neighbors. I sit down on a bench and catch a couple with a young child carrying groceries and singing. There are many children riding bikes and walking, which gives a sense that Creemore is probably a safe village. I am surprised by the number of cafes and restaurants. But I think what is most surprising is the lack of franchises, particularly restaurant

chains. There are no Timmies or MacDonald's here. I walk north on Mill Street to encounter stately turn-of-the-century homes with large trees on the lawns.

Back in my car, ready to explore the rest of the village, I realize that a car is not needed. Creemore is walk-able. Surprising is the number of houses and businesses for sale. Finding this quaint, quiet, pretty place, I can see the appeal that Creemore would have to visitors and weekenders. Creemore is taking me back into a time where transport trucks were a rarity. With no highway running through the downtown, Creemore has been allowed to stay in this state. Before I leave, I spot a young couple get out of a SUV with Toronto dealership license plate brackets. The woman starts taking pictures of the Station and says to her companion "oh look at it here, isn't it just perfect!" Smiling I head home.

### 3.2 Data Sources

Myriad data sources were assembled to fulfill the study objectives. Primary data sources included key informants, local residents, brewery employees, and researcher observations and photographs. Secondary data sources included archives, Business Improvement Association (BIA) survey results, local newspapers, and a variety of other documents provided by the municipality. Each of these is described below in conjunction with the study's objectives.

The first objective, to describe the evolution of tourism in Creemore, tracked tourism development by using the three variables that drive the creative destruction process: visitor numbers, entrepreneurial investment and resident attitudes. Information on visitor numbers came in the form of secondary information and archives, such as Brewery tour records, and articles in the Creemore newspaper. Primary data on visitor numbers to triangulate the numbers from secondary sources was obtained verbally from Brewery representatives, who provided confirmation of festival attendance totals.

Secondary research data and archives were the main source of information consulted to track entrepreneurial investment and business composition. These included business directories, BIA brochures, and newspaper articles, as well as results from a Creemore BIA-produced business survey. Primary data were also collected from a resident survey (described below), on residents' impressions of the business community. These data were included to confirm

information found in secondary sources. To determine residents' past attitudes towards tourism, a content analysis of the Creemore newspaper from 1981 to 1999 was conducted. Present attitudes towards tourism were garnered from a questionnaire survey that duplicated many of the questions that have previously been used in studies of creative destruction.

To meet the second objective, to describe past and present tourism planning in Creemore, primary and secondary data were collected. Primary data included structured interviews with key informants. Also, two statements on the resident survey were used to assess resident attitudes towards tourism planning in the village, and to ensure that resident opinion on previous tourism planning was not overlooked. Secondary data collected included articles from the Creemore newspaper and Township planning documents. Data collected in conjunction with objectives one and two were then used to meet the third and fourth objectives of the study: to assess Creemore's position in the model of creative destruction based on information presented in the first two objectives; and to provide recommendations for future tourism planning based on the information gained from the other objectives.

These data sources were consulted for a variety of reasons. Structured interviews were used to gather information from a small number of stakeholders because they provide in-depth information in the words of the respondent. In addition, this type of data allows the researcher to see the non-verbal reactions of participants. Furthermore, because interviews are interactive, the researcher is able to probe more deeply into topics that arise during the conversation, something that is not possible with a written survey (Creswell, 1998). In contrast, questionnaire surveys were used to gather information on resident attitudes towards tourism. This data source allows for a larger sample size than is possible with personal interviews. This method also facilitates statistical analysis and provides results that are more easily generalizable than information

gathered from personal interviews (Neuman, 2003). Finally, archival data were used to triangulate findings from the primary sources of key informant interviews and surveys. Many of these documents are publicly accessible and provided by reputable sources (e.g. the local newspaper).

Along with the data sources mentioned above, personal observations were made throughout the research process. The researcher was present during peak and low visitor times, during festivals and events, during many months, on various days of the week, and at varying times of the day. This was done to observe how the village functions, and how the village may or may not change during high and low visitor periods. The next section looks at the data collection process in more detail.

### 3.3 Data Collection

Due to the variety of data used in this study, data collection is presented in two main sections: primary data and secondary data. Primary data collected include surveys, interviews, observations and photographs, and is presented below.

#### *3.3.1 Primary Data Collection: Questionnaire Survey*

A questionnaire survey was developed to gauge the attitudes of Creemore residents towards tourism. A pilot study was first conducted with the researcher's family and friends in late August. Eight family, friends and co-workers returned the survey with comments on the wording of statements, its length, and overall clarity. Changes then were made to the survey, including the elimination of several confusing statements. A second pilot study was then completed by five of the researcher's friends and family who had not participated in the first pilot study. This group responded favorably, describing the survey as "clear" and "concise." Following this, the survey was finalized and ethics clearance achieved.

The final survey contained 19 statements to be answered by residents using a five-point scale (strongly agree, agree, neutral, disagree, strongly disagree), and six demographic questions (Appendix A). One thousand surveys were distributed to residents as a supplement in the Creemore Echo Newspaper on Friday September 28<sup>th</sup> 2007 (a method that received approval and support from the local BIA). Respondents were asked to bring completed surveys to a locked box at the Creemore Echo office. However, after several weeks only fifty surveys were returned.

In reaction to this low response rate, a second round of distribution took place. In this case, however, 300 surveys were distributed by hand to Creemore's approximate 500 permanent households (Purple Hills Arts and Heritage Society, 1998) in November, 2007. The cover letter that was attached specifically requested that residents who had already completed the survey refrain from participating a second time (Appendix B). Surveys were distributed randomly to village residents. Stickers of different colours were placed on the return envelopes to allow tracking of attitudes by geographic location. Seventy-six surveys were returned, yielding a response rate of 25 percent. The next section discusses the interviews that were conducted.

### *3.3.1 Primary Data Collection: Structured Interviews*

Interviews were conducted with key informants who were actively involved in tourism development, or the general development of the village. Those considered for interviews included business owners, heads of the BIA, counselors, and members of the Creemore Area Residents Association (CARA). The participants were selected using a snowball technique. After completing the first interview, the researcher asked the respondent who else they thought should be interviewed on the subject. The researcher then took the most common responses and tried to interview those suggested first. Although 14 individuals were identified, only six were willing to be interviewed. Three individual interviews were conducted. This format allowed the

researcher to probe each participant and take an active role in the interview. In addition, one group interview was completed with three members of the Creemore Area Resident Association (CARA). This format was selected because the researcher and the president of CARA felt that it would be beneficial to have more than one member of the association present to facilitate deep discussions, and to draw out differing opinions from the same organization. Given that members were familiar and comfortable with each other, this format allowed participants to engage each other with probing questions and comments. During these discussions, the researcher played an observational and facilitation role

Each participant was asked a set of 10 questions, which had been previously tested in a pilot study. Several questions were tailored to the specific informant and their role within the community. Each interview lasted between thirty and forty-five minutes. Directly after the interviews were completed, the researcher assembled formal transcripts. Although many interview informants signed an ethics document allowing the researcher to include both their name and affiliation, a few wished for anonymous quotations only. Therefore, for the purpose of consistency, the researcher used pseudonyms to protect the identity of the participants and only referred to those key informant's affiliations that agreed to identification.

### *3.3.1 Primary Data Collection: Observations and Photographs*

Between August, 2007 and December, 2007 much time was spent in Creemore either unobtrusively observing or actively participating in events (e.g. the Copper Kettle Festival, the Fall Colour Studio Tour, the Santa Claus Parade and Christmas Gala). Photographs and observational notes were taken at all three events regarding any visual impacts from visitors (i.e. traffic congestion, parking issues, litter), and any resident comment the researcher may have heard in passing in regards to visitors was written down. Aside from formal events, time was

also spent in the village on a variety of different days and times, to observe how the village functions, and how the village may or may not change during high and low visitor periods. The next section outlines the collection of secondary data.

### *3.3.2 Secondary Data Collection*

Much secondary data were collected, including articles from the local newspaper, business directories, BIA brochures and survey data, ads, magazine articles, books, community information on websites, and planning documents. Approximately 940 issues of the Creemore weekly newspaper (from 1981 until June 1999) were examined on microfilm at the local library. Information on tourism development and planning, new or closing businesses, events, visitor numbers, and resident attitudes towards tourism were extracted from this source.

To track investments and business composition, the researcher used copies of Dun and Bradstreet Reference Directories, newer business directories from the County of Simcoe, and BIA brochures. Books on the history of Creemore were collected from a local book store. The rest of the secondary material was located by asking key informants and by searching for documents online. Township planning documents were found by approaching the Township office in Stayner. Finally, secondary data provided by the Creemore BIA from business and visitor surveys completed in late Fall 2007 were collected by contacting the head of the BIA, a key informant, for summary reports of the results. The next section describes how these data were analyzed.

### 3.4 Data Analysis

Data were analyzed in order of objective. Qualitative and quantitative content analyses were performed with issues of the local newspaper from 1981 to 1999. The researcher used different coloured highlighters to categorize the researcher's notes regarding the local

newspaper. Quotations, articles, editorials, and other pieces of information gathered by the researcher were then placed in the categories of: Businesses, Events, Resident Attitudes, Visitor Numbers and Tourism Planning. Those pieces of information which may have fit into more than one category were put into each of those categories until further attention could be given.

#### *3.4.1 Objective One: Evolution of Tourism*

To address the first objective data regarding entrepreneurial investment, visitor numbers and resident attitudes were analyzed. The researcher first looked through the notes taken on these issues for any signs of entrepreneurialism in Creemore. This was done by looking for the word “entrepreneurialism” or any articles that may have discussed an entrepreneurial spirit existing in the town. Also, a quantitative content analysis was conducted with the researcher counting all the businesses that opened and closed in Creemore during the time period of 1981 and 1986. Beside articles that discussed an opening of a previously unmentioned business the letter N was written for “new.” Beside any articles that discussed the closing of previously unmentioned businesses the letter C was written for “closed.” The researcher then created an excel spreadsheet and entered the numbers of new and closed businesses in each year. This count was performed to determine a timeline of when the most businesses opened and closed in Creemore. This information was then converted into figure format.

To examine the changing business composition, a quantitative content analysis of secondary records, including a Dun and Bradstreet Reference book, was compared with newer brochures from the Creemore Business Improvement Association (BIA). Thankfully in both the Dun and Bradstreet Reference book and the Creemore BIA Brochures, the businesses and services in Creemore were already broken down into categories, such as “gift shop” or “grocery”



so it was much easier to count the number of visitor-oriented businesses as opposed to those more resident-oriented that opened over the years.

Past visitor numbers were found by examining the local newspaper and looking at attendance records of Creemore events and festivals from 1981 to 1999. To determine if visitor numbers increased, each time an article mentioned attendance of an event, the researcher would write a number sign beside the article. Articles were then organized chronologically to determine if there had been an increase. Present visitor numbers were obtained through personal communications with the Creemore Springs Brewery, which provided visitor data for both the Copper Kettle Festival and Brewery Tours. To help separate residents taking the tour, as opposed to visitors to Creemore, the researcher counted only those people who stated the reason behind (or recommendation to) their visit to the Brewery was as “visiting town” and “tourist info.” The researcher concluded that these people were most likely visitors as opposed to others who wrote down “fan” or “scheduled tour.”

Past resident attitudes were gathered through analyzing copies of the local newspaper from 1981 to 1999. Editorials were the main source and were first examined to see if they held any resident opinions on tourism, or any changes in the town that could be associated with increasing tourism activity (such as beautification). These opinions were later sorted into three categories: positive, neutral, or negative.

Present resident attitudes were measured through the questionnaire survey. In total 126 surveys were returned. Questions on the survey were then coded and input into an SPSS database. One-way frequencies were run on all of the questions to see the distributions and to examine whether any categories should be collapsed. From there it was recognized that very few questions had responses in the “strongly agree” and “strongly disagree” categories. Therefore, in

some cases, “strongly agree” was collapsed into “agree” and “strongly disagree” into “disagree.” Some demographic data were also collapsed specifically in the age and occupational categories due to very low response rates. After collapsing was completed, one-way frequencies were again run.

The 76 surveys which came back from the second-wave distribution featured stickers to show which street respondents came from. More than one-third of these surveys (38.4 percent) came from Francis, Library, Caroline, and Elizabeth streets; each intersecting with the tourism district on Mill Street. The second highest number of surveys (24.7 percent) came from Johnston, Nelson, King and Wellington, which are streets that intersect with the northern part of Mill Street. Mill Street itself was the home of only 8.2 percent of respondents, which was a little surprising given that it is the street that visitors normally occupy when in Creemore. Fifteen percent of the surveys were returned from Edward and George Streets, which may explain in part the higher response rate from newer residents (the new subdivisions in Creemore are on those two streets). Finally, the areas of Jardine, Mary, Country Rd 9, Fairground, Collingwood, Langtry and Sarah streets represented 13.7 percent of returned surveys.

Demographic data were then compared to Statistics Canada census data to ensure the questionnaire respondents are an accurate portrayal of the village. Finally, chi square analysis was undertaken to determine if there was a significant difference of opinion on tourism based on the demographic variables: age, gender, occupation, level of education last completed, number of months residing in Creemore, number of years living in Creemore, and the street the survey came from. Given that no statistically significant differences appeared, results of this analysis are not presented.

### *3.4.2 Objective Two: Evolution of Tourism Planning*

To describe past tourism planning initiatives, a content analysis of local newspapers was undertaken. Specific attention was devoted to articles summarizing Council and BIA meetings, new by-laws, studies being completed, and committees. Information was categorized as “tourism planning” and highlighted. The researcher then broke down the information into categories, such as “beautification,” “heritage-theme,” and “other.” A timeline of planning was created. Next, the researcher selected a number of quotations from each category, for each time period that best displayed what was happening or achieved in that year.

For the latter period (post 2001), the researcher used two sources of information: the Township of Clearview Official Plan (2001) and key informant interviews. The “find” feature in Adobe was used to count how many times the words “tourism,” “tourist,” and “visitor” were mentioned in this document, as opposed to the number of times certain words such as “agriculture” and “industrial” were mentioned. This was done to assess the relative weight given to tourism, compared to other economic interests. After the quantitative analysis was completed the researcher examined all the sections in the document that referred to tourism, tourists or visitors to see if any specific developmental measures or planning guidelines were in place. In particular, the researcher tried to notice if the Official Plan stated how the Township planned to develop tourism.

Finally, the interviews that were conducted with key informants were analyzed separately for each respondent’s view of tourism planning in Creemore. They were then analyzed comparatively to highlight differences and agreement amongst respondents to identify the general state of tourism planning in the village. Lastly, pseudonyms were given to each

informant and a number of quotations were chosen to display the essence of each key informant's point of view.

### 3.5 Limitations

The study has several limitations. First, the model of creative destruction, although a very useful rural tourism model, simplifies the process of evolution that rural villages may go through. In one sense, this is a positive feature because it facilitates the tracking of changes. However, due to its simplicity, the model does not take into account outside forces that may significantly add, or complicate, heritage shopping village development. For example, the model does not adequately address external forces, such as the strength of the dollar, terrorist attacks, weather, gas prices, etc. Furthermore, the model does not take into account the role played by local residents in creative destruction. Residents' own tastes in shopping may hasten, or slow, the destructive process.

Another limitation of the study is that the model requires the collection of temporal information. Although an attempt was made to collect historical data, it is not possible to judge the reliability of these information sources. Also, given limited data on visitor numbers and investments, data were collected from multiple sources over many time periods. Although useful for triangulation, mixed data sources make duplication of this study difficult.

Any time a case study site selection is made, limitations arise. Although Creemore is an appropriate choice for this research, other destinations, including Picton and Thornbury, were considered. Creemore is a fairly new tourism destination; as such, there was a limited amount of data available regarding visitor numbers and tourism development. It is probable that more information might have been available if a more established destination, such as Picton had been chosen. Also, because it was known that Creemore is a new destination, the researcher may have

been aware in advance that the destination was most likely within one of the first few stages of the model of Creative Destruction. Given its small size, and relatively recent development, it is also likely that this community has undertaken less tourism planning than other centres undergoing commodification. Thus, the relationship between creative destruction and tourism planning might have been better understood if the researcher had chosen a case study location that had more tourism planning in place. Some may view this as a limitation of the study; however, in choosing Creemore, the researcher felt that much valuable data were still available. Furthermore, many destinations across Ontario are in a situation similar to Creemore. It was felt that a study of this community would provide these centres with useful information on the commodification process.

Another potential limitation of the study was the format chosen for gathering information from key informants. Although one-on-one interviews provided some useful information, the success of the group interview suggests that all interviews should have been conducted in a group setting. Also, given time constraints, weather, travel issues, availability, and unwillingness, only six of a possible 14 interviews took place. Consequently, the amount of detailed information on tourism planning and development that was collected is limited. Despite these limitations, much reliable and valuable data were collected to meet the study objectives. The next section examines the results of the data analysis.

## 4. RESULTS AND DISCUSSION

This chapter presents the results of data analysis presented in order of objective. Data collected to fulfill the first two objectives are used to provide a description of the evolution of tourism and tourism planning in Creemore over the course of the past thirty years. The third objective, to assess Creemore's position in the model of creative destruction, is met by combining the results found for objectives one and two. Based on this analysis a number of recommendations are provided.

### 4.1 Objective One: The Evolution of Tourism

The first objective of the study is to describe the evolution of tourism in Creemore. This is accomplished by examining changes over time in the three variables that drive the model of creative destruction: investment, visitor numbers and resident attitudes. Results of the analysis of these data are presented below.

#### *4.1.1 Entrepreneurial Investment and Business Composition*

The process of creative destruction is initiated by entrepreneurial investment in the commodification of heritage. According to the historic newspaper analysis, the first tourism attraction investment came in 1982, when a resident wrote to the paper asking that the local jail be re-opened as a visitor attraction. This plea was repeated again in 1983, along with a request for council to sell him "North America's Smallest Jail," so that he could open it to the public. The council agreed, and the jail was subsequently re-opened to visitors shortly after (Donnelly, 1983).

Although the re-opening of the jail was significant, the opening of the Creemore Springs Brewery in 1987 was the largest entrepreneurial investment made in Creemore during this time. The Brewery, which opened in a building that formerly housed the May Hardware Store (circa

1894), was started by John Wiggins with help from partners Don Mingay, Russel Thornton, and Kurtis Zeng (Purple Hills Arts and Heritage Society, 1998). As stated eloquently in the Creemore Star Newspaper in 1990 “what strikes one about the Creemore Springs Brewery...is the entrepreneurial spirit behind the company” (Prager, 1990, p.1). In fact, the Brewery won the Award of Merit for business and entrepreneurial excellence from the Ontario Chamber of Commerce in 1995 (LeBlanc, 1995).

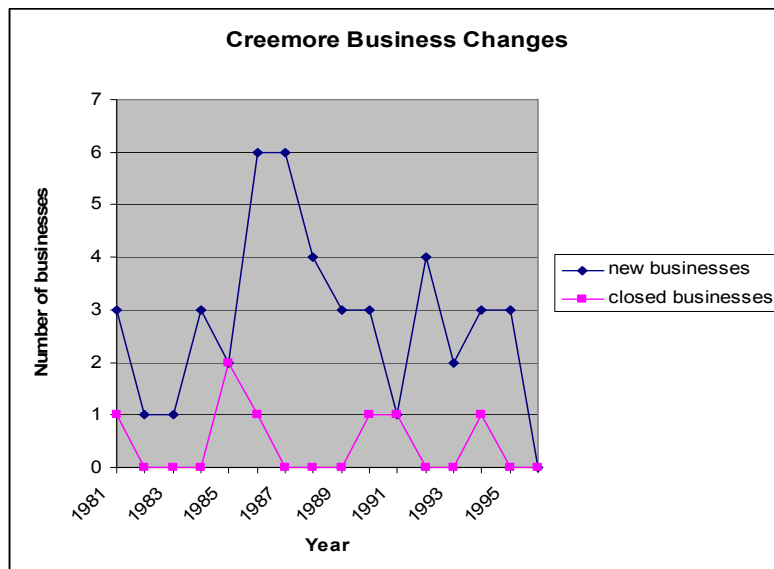
According to the Purple Hills Arts and Heritage Society (1998, p. 139) “the Brewery has made a huge contribution to the Village of Creemore... has brought not only carloads of tourists, but busloads”. In fact, before the Brewery opened, Creemore was facing a downtown decline. Many newspaper articles drew attention to the economic situation in Creemore during this period. One individual commented, for example, “... one only has to walk down the main street with the many empty stores to see that the local business sector is in trouble” (Revitalized Business, 1986, p.1).

After the Brewery opened in 1987, entrepreneurial spirit and the business sector in Creemore’s downtown both started to grow. As stated by the Purple Hills Arts and Heritage Society (1998, p.139) “business has prospered, new businesses have opened. Creemore Springs and the Village of Creemore support one another to each other’s benefit.” Moreover, after the Brewery was created, not only did more businesses open in Creemore, but the business composition changed, as recently noted by Creemore Echo editor Craig Simpson (2007, p.2):

...the brewery became a business success that created jobs for local residents, and then grew into an attraction for tourists and visitors. As the ‘mom and pop’ stores in the village lost out to shopping malls and box stores, many were replaced by shops appealing to those people who came to see the brewery. And so today’s version of downtown Creemore was created and continues to evolve...

Aside from these two large investments, there are many examples of smaller investments in mom and pop style stores. For example, the article “Entrepreneur Chooses Creemore to Expand” (Andrus, 1993b, p.3) discusses an enterprising woman who opened a tapestry store. Many articles in the newspaper over the years present similar stories about entrepreneurs. Table 4.1 shows the number of business openings and closures over a fifteen year period in Creemore (from 1981 to 1996), based on the content analysis of the newspaper.

Table 4.1 *Creemore Business Changes*



This table shows that the largest number of business openings occurred between 1986 and 1988, which coincides with the opening of the Brewery (in 1987). It also illustrates that, over this time period, more business opened in any given year than closed.

A content analysis of records from a Dun and Bradstreet Reference book (1977) and brochures designed by the Creemore Business Improvement Association (BIA) provides insight into the evolving business composition of Creemore. In the 1977 Dun and Bradstreet Reference guide, Creemore was listed as having 27 businesses. The majority of these businesses catered to local residents, including grocery, hardware and variety stores, funeral homes, banks and



automotive-related businesses. There was only one restaurant, and only one store was listed as gift, novelty and souvenir. In contrast, the 2001 Creemore Business Improvement Association brochure (Creemore BIA, 2001) listed more than 65 businesses and services. Seven of these were antiques/interiors/décor stores, twelve art and crafts/gift/specialty shops, four bed and breakfasts, two clothing stores, and ten restaurants. Thus, during this period of time there was a large increase in the number of businesses, but more importantly, an increase in the number of visitor-related businesses, such as bed and breakfasts and antique shops. The 2006 BIA brochure lists 57 businesses and services in Creemore (Creemore BIA, 2006), with an increase reported in the number of visitor-related businesses, including bed and breakfasts. Although the overall number of businesses is slightly less, this situation may have arisen due to changes in BIA membership, rather than a downturn in the local economy. The actual reason for this, however, is impossible to discern.

In 2007, the Creemore BIA conducted a survey of local Creemore member businesses (2007a). Thirty-seven surveys were distributed in the downtown and 23 were returned (a 62% response rate). The information collected in this survey sheds additional light on the recent composition of businesses in the village. Of those who participated, 11 (48%) stated that at least 70 percent of their business was derived from weekenders and visitors. In contrast, only seven businesses (30%) stated that 70 percent (or more) of their business was from local residents. Thus, of the businesses that responded (18 of 23), it appears that somewhat more cater to weekenders and visitors than local residents. (Creemore BIA, 2007a) This conclusion is also supported in the survey conducted of local residents. Here it was found that nearly one-half (47%) of respondents believe that products and services in local businesses have changed over

the years to meet visitor demands. Also, two of the key informants interviewed mentioned a local saying that “there is no place in town to buy socks, or underwear” (Appendix E, 3.1.16 – 3.1.17).

The analysis of both secondary and primary data demonstrates, therefore, that during the past thirty years, entrepreneurs have invested in tourist-oriented businesses in the village of Creemore. Although the Brewery is by far the largest investment, many other smaller stores have been opened by independent investors. These actions have contributed to an evolution in business composition to one that focuses largely on the attraction of visitors.

Festivals and events can also be considered a form of investment. For example, the Purple Hills Arts and Heritage Society has sponsored a Studio and Art Tour for more than 25 years. The content analysis of the local newspaper revealed that between 1981 and 1992, the only other major advertised events were the Settler’s Themed Village Sidewalk Sale, and the Santa Claus Parade. However, in 1993, the village boasted a Studio Tour, Sidewalk Sale, Santa Claus Parade, and a new Oktoberfest Festival. According to the 2001 Creemore Business Improvement Association (BIA) brochure, Creemore had five major events: the Annual Village-wide Garage Sale, Canada Day event celebrations, the new Copper Kettle Festival put on by the Brewery, the Purple Hills Fall Colour Studio Tour and the Santa Claus Parade (Creemore BIA, 2001). By 2006, the new brochure only mentioned four events (the Village-Wide Garage Sale was not noted); however, the Santa Claus Parade was transformed into a larger event, called Christmas in the Valley (Creemore BIA, 2006). One may conclude, therefore, that much like the business community, festivals and events have also experienced growth. The ability of these initiatives to attract visitors is examined below.

#### *4.1.2 Visitor Numbers*

Visitor numbers to Creemore are not available directly. In lieu of this, trends in visitor numbers were identified from attendance records of Creemore events and festivals, as recorded in the local newspaper, and by individuals directly involved in these activities. It is imperative to note that these numbers do not distinguish between local residents attending the festivals and visitors. However, they are useful in providing a general indication of the popularity of these events.

In 1981, the Purple Hills Art Tour was viewed by over 250 people (Good response, 1981, p.1). During the next year, the Creemore Sidewalk Sale attracted about 850 attendees (Throngs abound, 1982, p.1). By 1984, the Purple Hills Arts Festival attracted between 1500 and 2000 people (Estimate 2,000 attend, 1984, p.1). Oktoberfest also has grown over the years. The 1993 event had about 1,000 attendees (Riding to, 1993, p.1), whereas in 1996, the event sold out of day passes, with a turnout of more than 1500 “oompah lovers from all over Ontario” (Fletcher, 1996, p.13).

More recently, festival and event attendance in Creemore has grown significantly. At the 2006 Copper Kettle Festival, for example, approximately 4,500 to 5,000 people were present (Lily White, personal communication, February 27, 2008), a significantly higher number than attended festivals and events during the 1980s and 1990s. Even more impressive were the numbers of attendees (7,500 to 8,000) at the 2007 Copper Kettle Festival (Lily White, personal communication, February 27, 2008), many of whom may have been lured to the site to celebrate the 20<sup>th</sup> anniversary of the Brewery. Brewery Tour numbers (excluding the Copper Kettle Tours) for 2007 (5904), also demonstrate the attraction of these activities. (Creemore Springs Brewery, 2007)

It is important to reiterate that these recorded numbers may not accurately reflect the number of visitors who come to Creemore. One can also not assume that all visitors to the village of Creemore partake in a Brewery tour. Also, since some visitors who take the tour may not sign the guest log the numbers of reported visitors may be underestimated. Lastly, some individuals who take a tour at the Brewery may have only come to Creemore for that particular activity and may not have visited other events or shops in the village (Creemore Springs Brewery, 2007).

To better understand visitor composition, the number of tour attendees who stated the reason for visiting the Brewery, as “visiting town” or who indicated hearing about the Brewery from “tourist info,” was ascertained. It was assumed that these people were probably visitors as opposed to others who indicated “fan” or “scheduled tour,” as the reason for attending (Creemore Springs Brewery, 2007). Overall, it was found that approximately 4326 people who received a brewery tour in 2007 were “visiting town” or learned about the Brewery from “tourist information.” Therefore, 73 percent of 2007 attendees are assumed to be visitors. The Brewery Tour numbers do not include the tours taken on the Copper Kettle Festival, but even so, the busiest tour months at the Brewery are July, August, September and October.

Brewery visitors came from distant areas including England, Holland, China, and Argentina. Others arrived from nearby Collingwood and Barrie, but the majority of visitors came from the Greater Toronto Area (Creemore Springs Brewery, 2007). Overall, both the Brewery tour number log and the BIA visitor survey (2007b) reveal that visitors to Creemore come from a variety of places. Indeed out of the 164 surveys completed by visitors, the BIA found that visitors came from 58 different places (Creemore BIA, 2007b). Thus, it appears that over the past thirty years, entrepreneurial investment in Creemore has been successful in luring

visitors from a variety of places. The attitudes of local residents towards tourism and visitors are established in the next section.

#### *4.1.3 Resident Attitudes*

Past resident attitudes towards tourism and visitors were found through analyzing historic issues of the local newspaper. The first comment about tourism appeared in the Creemore Star in 1989. The letter “Weekenders: Invasion or Contribution?” outlined the impact of weekenders in Creemore (Weekenders, 1989, p. 4)

... the economic impact is extremely significant to the point of being essential to the continued growth of the area. In addition to contributing to up to a third of the businesses in the area, construction, cleaning, maintenance, etc, provides full or part-time employment to hundreds of local residents...

Although recognizing the economic benefits of tourists, some members of the business community were less than enthralled with the direction the village was heading. As described in greater detail in the next section, BIA plans to beautify the village and restore it as a heritage space, met with much resistance in 1990. This was revealed by the attitude of an anonymous local business owner who stated, “what right do Mr. Paul Vorstermans and John Wiggins have to tell the businessmen of Creemore that they should make the façades of their buildings look like turn of the century buildings? Some of us don’t want our buildings to look like they did 100 years ago” (Bring in the new, 1990, p.5). This comment seemed to spark a minor battle between those in favor of restoring the heritage of the village, and those against this historic façade. Paul Vorstermans responded to this with a letter to the editor (1990):

... the BIA Board has actively encouraged the business to maintain, restore, or replicate the turn of the century architecture... it is done because numerous studies have shown that people today have a strong appreciation for the heritage look as witnessed by the success of Niagara-on-the-Lake ... the projection of an image for the village to attract new customers only works if everyone cooperates...obligation to follow their fellow businessmen to the village as a whole that transcends their personal views...(p.4).

This statement was met with anger by those businesses that did not want to replicate heritage façades. The beautification of the village for the sake of attracting visitors prompted discussion again in 1993 when the council approved an interlocking brick sidewalk project. An anonymous resident expressed his opinion to this initiative “I can’t believe the village of Creemore is going to spend \$180,000 on brick sidewalks when the water is in dire need of help” (The Listening Machine, 1993, p.12). Andy Barrie, radio host of CFRB Toronto’s talk show discussed Creemore in one of his shows. He made remarks about how the economic recession had impacted Creemore. He commented that Creemore enjoyed a brief boom of tourism in the late 1980s because of the brewery and because the town attracted “lots of Yuppies from the city with more money than they knew what to do with” (Barrie Dumps on Creemore, 1994, p.12). He further concluded that Creemore was now in a sad state from the aftermath of those yuppie visitors. These comments were met with resident outrage. Steve Hall was one resident who responded (1994):

... what we now must do is play the role of entertainer for visitors... though we may not be collectively thrilled with the idea, we are aware that our area depends to a great extent on the infusion of dollars from tourists such as himself...little incentive to any of us to open up quaint little novelty shops to sell locally crafted wares that are already undersold by urban-mass-produced facsimiles of the same products...if we are to be damned, let’s be damned for what we are – a small town caught in the economic no-man’s land between genuine small town life and the pre-packaged façade that we are being forced to sell (p.12).

Barrie responded stating that his comments were not meant negatively, but were sympathetic to Creemore and other towns facing similar situations. The awareness of Creemore residents to what was happening in their town seemed to be evident again in 1998 when a concerned resident voiced opposition to the proposal for a 150 seat theatre to be built in Creemore (Campbell, 1998):

... Creemore is a quaint little village and I think we should be careful not to build a white elephant we can ill afford. The tiny village of Eden Mills is presently fighting for its right to remain quaint. Let me quote from Janie Kulyk Keefer's article in last week's Globe, *"it seems that the more thriving, lovely, and authentic a community is, the quicker are the minions of progress to try to destroy it and to bully its residents into believing that such destruction is in their best interests..."* ... we can keep it in mind (p.4).

Resident opposition prevailed and the theatre was never built. In general, the content analysis of newspaper articles demonstrated that resident attitudes towards tourism and visitors in the past have been largely neutral. However, attitudes towards the economic situation of agricultural decline, a stagnating village, and the need to rely on tourism for economic contribution are largely negative. This suggests that tourism was not viewed as the solution for revitalization by everyone. Furthermore, the beautification and re-creation of the turn-of-the-century heritage village was met with some resistance and anger.

Present resident attitudes were measured by a questionnaire survey completed by 126 residents (approximately 10% of the total population of Creemore). The demographic composition of Creemore resident respondents is presented first, followed by a comparison with the demographic structure of the Township (Table 4.2). This is undertaken to see if the survey sample is representative of the population at large. Following this comparison, resident attitudes towards tourism are presented.

The majority of individuals who responded to the survey were female (64.7%). An overwhelming majority (76%) were 51 years or older, with fewer than ten percent under 40 years of age. Occupations were varied, but a relatively large percentage of respondents are retired (46.1 %), with others reporting occupations in business (10.4 %), and office or administrative work (7.8%). The level of education last completed also was quite varied: 4.2 percent had only completed elementary school, 26.1 percent had completed high school, 30.3 percent had

completed college, 25.2 percent completed university, and 14.3 completed graduate school. On the whole, this indicates an educated set of respondents.

The vast majority of survey participants (92.3 %) live in Creemore all year, with 7.7 percent living there for six months or less. Thus, most of the respondents are full-time residents. The question that asked how long the respondents have lived in Creemore produced some interesting results. More than one-third of the sample indicated moving to Creemore within the last nine years. Approximately fourteen percent indicated a local residence for between 10 and 19 years, with more than a third (35.3%) residing there for between 20 to 50 years. One tenth of the sample stated that they had lived in Creemore all of their lives. Thus, the community is comprised not only of old-time residents, but has also attracted newcomers in recent years.

The demographic data collected in this survey were compared to Statistics Canada census data to determine if respondents to this survey form an accurate picture of the residents of Creemore. Unfortunately, one cannot find census data solely for Creemore, as the village is incorporated into the Township of Clearview, along with Stayner and the Townships of Nottawasaga and Sunnidale (Clearview Township, 2008). Therefore, the comparison that is presented is based on Township data. Table 4.2 presents the results of this comparison.



Table 4.2 *Township of Clearview Census Data Compared to Survey Demographic Data*

	Township of Clearview Census Data (%)	Survey Respondent Data (%)
Age	48 are 35 to 64 Median age is 41.2	76 are 51 years or older 14.9 are between 41 to 50
Gender	50.6 females 49.3 males	64.7 females 35.3 males
Education	35 to 64 years old: 16 no diplomas/degrees 30 completed high school 41 completed college 13 have university degrees	4.2 completed elementary 26.1 completed high school 30.3 completed college 25.2 completed university 14.3 completed grad school
Occupation	23 sales and services 22 trade/transport/equipment operations 12 business, finance and administration	46.1 retired 10.4 business owners 7.8 office or administration

Census data from Statistics Canada shows that the Township of Clearview has a population of 14,088 residents (Statistics Canada, 2008). Of this population, the median age of the population is 41 years, somewhat supporting the age information found in the survey. Of those 35 to 64 years of age, the population that responded most to the survey, only 13 percent have university degrees or certificates. Thus, a much higher percentage of respondents had completed university (25.2 percent), than have the general population. As far as occupations are concerned, the majority of the workforce population in Clearview (23%) is in sales and service occupations (Statistics Canada, 2008).

The Statistics Canada census data supports somewhat the data collected in the resident survey. The data on age of respondents seems to be an accurate portrayal of the overall age structure of the township. Some discrepancies, however, were found. For instance, more females responded to the questionnaire than males. Also, the educational and occupational information is somewhat different from the picture provided by the census data. However, given

that the Census covers a much larger geographical area, it is impossible to assess accurately if the survey population represents the demographic characteristics of Creemore residents.

Residents were asked a number of questions to gauge their attitudes towards tourists and tourism development within Creemore. The statement “visitors are beneficial to local businesses” was one of the most consistently agreed with statement, with 64.3 percent of respondents strongly agreeing and 33.3 percent agreeing (with 0.8% offering a neutral response and only 1.6% disagreeing). Similarly, 60.3 percent of respondents strongly agreed and 35.7 agreed that visitors contribute positively to the overall economy of the community. The majority of respondents (66%) felt that more stores, services, restaurants, and accommodations are needed for visitors, with considerably fewer offering either a neutral response (14.8%) or disagreeing (18.9%). Respondents overall stated that they enjoyed seeing and interacting with visitors (with 78% agreeing with this statement, and only 3.3% disagreeing) and an overwhelming 84.8 percent of respondents feel proud when visitors come and enjoy the community (44% agreed, 40.8% strongly agreed, and 4.8% disagreed).

More than three-quarters of respondents (77.4%) agreed that they have noticed changes in the community over the past few years. Approximately 68 percent agreed that more effort should be used to attract tourists and market the community as a destination, with 17.5 percent disagreeing. However, 81 percent of respondents disagreed that there are too many visitors, and 81.7 percent agreed that an increase in the number of visitors would not worry them. Thus, even though the strong majority of respondents felt that there are not too many visitors, fewer felt that more marketing should be undertaken to attract additional tourists.

In regards to tourism impacts, 63.4 percent of respondents indicated a willingness to put up with the negative impacts that visitors bring, whereas 18.7 disagreed and are not as willing

(17.9% offered a neutral response). However, of the 76 respondents who answered the statement “I am aware of the negative and positive impacts visitors may bring to this community” nearly one-half (49.2%) agreed that they were aware. There was a mixed reaction to the statement “in-town parking and traffic are problems during high-visitor periods.” Approaching one-half (47.2%) agreed with this statement, compared to one-third (36%) who disagreed. This mixed finding was not surprising considering that when the researcher attended both the Copper Kettle Festival and the Purple Hills Studio Tour; parking seemed to be an issue. This is clearly seen in the following photographs that were taken at the Copper Kettle Festival in 2007.

Figure 4.1 *Photograph of Parking at Copper Kettle Festival*



Source: Vanderwerf, 2007

Figure 4.2 *Photograph Parking Copper Kettle Festival 2007*



Source: Vanderwerf, 2007

Although parking does appear to be an issue during the festivals, these are short-term events. Thus, locals must deal with parking congestion only a few times a year, when they too are enjoying the festival. Therefore, parking may only be an issue to some residents, as reflected in the mixed comments noted above.

No similar conflicting views were found when residents were asked if “visitors destroy the sense of community in this village.” A large majority (88%) disagreed with this statement, with nearly a third (32.8%) strongly disagreeing and only 5.6 percent agreeing. Finally, more than three-quarters (75.8%) of respondents disagreed with the statement “if too many visitors started coming I would consider moving to another community.” Furthermore, 44.7 percent of respondents would not consider opening a visitor-related business if visitor volumes increased.

To determine if resident attitudes differed, chi squares analysis was undertaken for each of the demographic variables. No significant differences were found. However, while not

statistically significant, resident attitudes did vary amongst survey respondents, based on their length of residence in Creemore. These differences are described below.

Length of residence has virtually no impacts on residents' attitudes towards the positive contribution of visitors in Creemore (Table 4.3). However, a slightly higher percentage of old-timers believe that visitors do not contribute positively to the village, when compared to other cohorts. In contrast, attitudes towards congestion do vary somewhat more amongst the different groups. As expected, attitudes towards congestion are slightly more negative amongst old-time residents, than those who have lived in the community for shorter periods.

Table 4.3 *Visitors Contribute Positively versus Length of Residence*

		Length of Residence in Creemore (% of cohort)				Total
		All their life (n = 13)	20 – 50 years (n = 42)	10 – 19 years (n = 17)	< 1 to 9 years (n = 47)	n = 119
Visitors contribute positively	Disagree	8	2	0	0	2
	Neutral/not applicable	0	0	6	2	2
	Agree	92	98	94	98	96

Table 4.4 *Parking and Traffic Problems versus Length of Residence*

		Length of Residence in Creemore (% of cohort)				Total
		All their life (n = 13)	20 - 50 years (n = 41)	10 – 19 years (n = 17)	<1 to 9 years (n = 47)	n = 118
In-town parking and traffic are problems during high-visitor periods	Disagree	8	34	23	45	35
	Neutral/not applicable	25	17	23	15	18
	Agree	66	49	39	40	47

Table 4.5 *Changes in the Community versus Length of Residence*

		Length of Residence in Creemore (% of cohort)				Total
		All their life (n = 13)	20 – 50 years (n = 42)	10 – 19 years (n = 17)	<1 to 9 years (n = 45)	n = 117
I have noticed changes in the community over the past few yrs	Disagree	8	5	12	11	8
	Neutral/not applicable	8	2	12	24	13
	Agree	85	93	76	64	79

It was also found that a smaller percentage of recent newcomers agreed with the statement “I have noticed changes in the community over the past few years” (Table 4.5). This is not surprising, given that individuals who moved to the community during the past ten years would not have been exposed to the same degree of change as older residents. Thus, while these differences were not statistically significant, attitudes do differ a bit based on length of residence.

In summary, survey results reveal that despite increasing numbers of tourists to Creemore (as seen in section 4.1.2), resident attitudes remain largely positive. This finding will be combined with those presented in the next section (tourism planning) to eventually determine Creemore’s position in the model of creative destruction. Results of data collected to meet the second objective are now presented.

#### 4.2 Objective Two: The Evolution of Tourism Planning

The second objective of the study is to describe the history of tourism planning in Creemore. This information is needed to help determine Creemore’s stage of creative destruction (Objective 3). Secondary sources of information were collected from the local newspaper to describe visitor planning over the past approximate 25 years. In addition, more recent data were collected from official township plans, key informants and from local residents who responded to the questionnaire survey. Results are presented below in two stages: pre and post 2001.

#### *4.2.1 Early Tourism Planning (1981 – 2001)*

As early as 1981, the Creemore Business Association, led at this time by John Wiggins, and the Creemore Council, held meetings to discuss the role of tourism in the future of the village. During these early meetings, John Wiggins suggested that there was a need to retain local spending, but also to attract shoppers from farther away (i.e. tourists). He expressed the opinion that improvements to the village were needed. As reported in the newspaper, “the main village street was lacking in interest and in danger of degeneration... he suggested a theme plan and program of action... a revitalized business area refurbished in keeping with its turn-of-the-century architecture...” (Creemore Needs, 1981, p.1).

In 1984, John Westbrooke, then editor of the newspaper, wrote a letter in response to a question regarding hiring an outside consultant to assist with planning. He stated “other municipalities are hiring fancy professionals to do a “study”... why do we need someone we don’t know to tell us what we already know... we are a small town... but we are not likely to grow in leaps and bounds, we are not about to become a thriving metropolis or major tourist centre...” (Westbrooke, 1984, p.2). Statements such as this suggest that some opposition existed in the community towards planning and research.

Despite these complaints, a movement towards tourism development was initiated. This movement actively began in 1987 when a large directional sign was placed on Airport Road. This was followed by the printing and distribution of 10,000 business directory brochures for the benefit of visitors. In that same year the Creemore Business Association devised a plan to revitalize the downtown area “to draw more visitors to the village” and to “capitalizes on the vast potential of tourist traffic to the Creemore area” (MacMurchy, 1987, p.1). A call was made for

downtown business owners to improve their storefronts with turn-of-the-century façades and signage.

Beautification increased in the next few months when the Creemore Business Improvement Association (BIA) was created and a Business Improvement Area designated on Mill Street (BIA names, 1988). The decision to refurbish the downtown with a turn-of-the-century theme was made official and, as mentioned previously, met with some opposition by those who disapproved of this type of “image creation.” Council did not always approve the budget requested by the BIA for beautification activity. Such was the case in 1988 when the Creemore Council turned down several requests for assistance with costs (Bullock, 1988).

However, in 1989, the Creemore Council and the BIA jointly funded Georgian College Tourism Management students to study Creemore’s potential as a tourist destination (Yourkin, 1989). A five-year action plan created by the students was presented to Council in May of 1990 and some of the recommendations were implemented. For example, in 1991, the BIA established a Beautification Committee to further improve the aesthetic appeal of the village to visitors (Creemore’s downtown core, 1991). This continued in 1992, when the BIA requested that Council enforce the maintenance and remedial action by-law so that business owners had to look after buildings that were looking “run-down” (Council notes, 1992). In 1993, Council made a controversial decision to put interlocking brick sidewalks in the downtown area at an estimated cost of \$180,000; a cost which displeased many residents (Andrus, 1993a).

The BIA announced in 1995 that many of the recommendations presented in the plan had been implemented, and the village was once again without a tourism strategy. There was much debate in 1999 over what to develop on the empty Railway lands behind Mill Street. After discussion it was unanimously agreed that a replica of the original Creemore Railway Station



should be built to house large meetings, public and visitor washrooms, and downtown parking. The Station was supposed to be “valuable not only during tourist times, when an information centre and public washrooms are vitally needed, but also a community meeting place” (Fletcher, 1999, p.3). The Station was built shortly after.

#### *4.2.2 Present Tourism Planning (2001 – 2007)*

The 255 page Township of Clearview Official Plan (2001) uses the word “tourism” 14 times, uses the word “tourist” 13 times, and the word “visitor” only four times. Comparatively, the word “agriculture” is used 94 times in the plan and the word “industrial” is used 221 times. Thus, it can be seen by this quantitative content analysis that the Official Plan is not focused on tourism planning. In context, the words “tourism” “tourist” and “visitor” are primarily used in sections regarding cultural heritage, economic growth, community identity, bed and breakfasts, and recreational matters. For instance, in Section 2.2.7 “Community Identity,” two of the ten Township development principles are related to tourism:

4. Maintaining/establishing centralized downtown cores within the Township’s three primary settlement areas (Creemore/New Lowell/Stayner), oriented towards the needs of permanent and recreational residents and tourists... (p.8)

10. Establishing a tourism strategy which preserves and enhances the Township’s natural and historical features and attractions, and ensures a built-form which complements those features and attractions (p.9).

Principle four grants the needs of tourists and recreational residents with the same importance as permanent residents, and principle ten uses wording that implies a tourism strategy is still being established. There is no mention of what the strategy is, where the strategy is outlined, or even where one can find a copy. Both are quite vague. A small seven-line paragraph in Section 2.2.10 is called “Tourism.” This section states that tourism opportunities will grow and “the protection and enhancement of the Township’s natural and historical

attractions will be key to a successful tourism strategy, as will optimizing the opportunities associated with the Township's public and private recreational facilities and resources..."

(Township of Clearview, 2001, p.10). Again there is no mention of a plan or policies set in place to ensure the protection and enhancement of these attractions, and again there is talk of a strategy with no evidence of an actual document, or set of guidelines. Future goals are outlined in the Section Goals and Objectives under 3.10 "Industrial/Commercial" but only one of the five goals, and three of twelve objectives, relate to tourism. These include:

8. To support the development of tourist/recreational attractions and facilities including hotel and conference facilities, farmer's markets, theatres and other destination attractions.

9. To broaden the appeal of major commercial areas, particularly the central business districts in Stayner and Creemore, to tourists and permanent and recreational residents.

12. To encourage tourism-related commercial development (p.24).

Although this section is less vague than previous ones, there is still a lack of specifics: how, when, where, who. Finally, in Land-Use Policy Commercial Section #4 it is outlined that "Creemore will also continue to provide a commercial function for the surrounding area and will increasingly provide a tourism commercial function" (Township of Clearview, 2001, p.92). However, again there is vagueness in the statement with no discussion of how Creemore will increasingly provide this tourist function. However, one can see from the previous data presented in this chapter that Creemore has indeed grown as a tourism destination. However, it seems to have done so without any official strategy. The next section discusses the opinions of key informants on tourism planning in Creemore today.

To gather opinions on current tourism planning, interviews were conducted with key informants. Pseudonyms are used to for confidentiality reasons with interview participants' affiliations still present. Participants responded to the question "what are some of the plans or

strategies already set in place here in Creemore?” Many of them stated that the majority of tourism planning undertaken is event planning. For example, Sam, of the Creemore newspaper and president of the BIA, responded that there is

No overall ‘grand strategy’ ... perhaps there is an opportunity to do that...But we don’t get everyone in a room and plan tourism for the year or anything. It’s more a series of events or festivals that unfold. It’s not ad hoc but I also couldn’t reach into a drawer and hand you a plan ... there is planning for each event, each festival

When asked to name those involved in tourism planning, respondents replied that the BIA was the main body and some added the Purple Hills Arts and Heritage Society, local service providers, and the Brewery. Creemore Area Resident Association (CARA) president Alex also stated that “Clearview Township should take more of a role, tourism does reduce unemployment.” When asked if current tourism planning strategies and plans were adequate, there were varied views, and even those responding positively had a few “buts” to add. Sam said that he thought they were adequate but wanted to see more cooperation. Dave, local shop owner and former BIA president, felt that there is not enough promotion of the town, that the structure is there, but it needs to be expanded.

The members of CARA interviewed felt that not enough planning was being done, Creemore is politically underrepresented, there is a lack of vision, and that only general developmental planning has started, not yet tourism planning. Tiffany elaborated, “we need to gather people together, we also need professional help, from the Government, from the Province, the Township, we need to work with them, get everyone on the same page, give them our budget and say what can we do with this.”

Resident respondents also had mixed views when asked to respond to the statement “so far I think tourism has been carefully and sufficiently planned” (46.7% of residents disagreed and 30.3% agreed). However, almost 69 percent of resident respondents agreed with the

statement “there should be more visitor planning undertaken in this community” as compared to the 12 percent who disagreed and 19.2 percent who were neutral. Finally, only 27 percent of respondents felt that their opinions regarding visitors and tourism had been solicited and valued, compared to 36 percent who feel that adequate consultation has not taken place (an additional 37% offered a neutral response).

Therefore, even though both the key informants and the surveyed residents were mixed on whether tourism has already been sufficiently planned, a majority of survey respondents want more visitor planning to be undertaken. Several business owners share this opinion. Gina, a local shop owner, for example, replied “we still have lots to do, in the future, we need a really good functioning website, and we need to do some research...” Sam, the BIA president, believes that there needs to be more sharing of responsibility, and more people involved which would “lead to better planning and implementation and better events.” However, none of the respondents suggested in their response to this particular question, any type of short or long term actual tourism strategy or plan. When asked to name Creemore’s strengths and weaknesses as a tourist destination, a variety of comments were voiced. These are outlined in the following table.

Table 4.6 *Strengths and Weaknesses of Creemore as a Tourist Destination*

Strengths	Weaknesses
Positive history, good events, “fertile soil for tourism”	More resources (especially human resources)
Great people involved in tourism, the downtown can be closed for festivals and events, retained the early architecture, quiet and unique, park at the end of Mill Street	Park at the end of Mill Street is hardly ever used, lack of businesses, does not have a significant full-time population
The Brewery, beautiful landscape, wildlife, bed and breakfasts, festivals city folk like, arts and artists, genuine	Nothing is consistently open in town, lack of vision politically, need to make the road coming from Airport Road more welcoming, need more businesses in town
The Brewery on the main street gets male shoppers into town, architecture, size of the village because it is walk-able, nestled away from the highway, not a lot of traffic in town, quaint	Off the main highway, need more signage from different viewpoints (such as Barrie), lack of publicity, need someone doing PR and marketing

One person in particular, CARA President Alex, discussed further:

I want a plan, a strategic plan, saying ‘this is how we’re going to grow’. We’re getting a Tim Hortons; it’s all a matter of time. How do we foster entrepreneurialism? We need a strong BIA, a tourism plan, we need a visioning session, we NEED a PLAN! Focus on employment, a strategic session with BIA. We need to keep this sense of place, this is who we are.”

Shop owners Dave and Gina were asked how things may have changed in Creemore in recent years. Dave responded:

About 30 years ago the town started to really change. John Wiggins who started the Brewery organized people and saw the potential, he was the one who started the ball rolling, land was cheap back then and Creemore was a dead town with many stores boarded up, but after the Brewery started and word got out, people started buying cottages and seasonal homes. The Brewery really originally brought the tourism...

Gina listed changes including “the main street is more upscale, there has been a renaissance in buildings and renovations to go back to their original storefronts... the sign by-law, which meant

that we could only use overhead signs... it brings people back to the turn-of-the-century feel... more buildings are actually occupied...”

The informants were asked what the essential goals of tourism development should be. Both local shop owners interviewed, Dave and Gina, said that it should increase business and make village businesses more profitable. Gina added that a goal should be to improve the off-seasons “we can’t handle more tourism in the summer, I mean I don’t think we have enough parking for more summer tourism. But in the spring, fall and winter, we need more tourists.” Sam reiterated some of these points, “number one is to continue to promote visits, next we need more stores, more businesses... shopping is a universal interest.” Tiffany stated “...keeping the town genuine. Shops just can’t service the tourists on weekends; they have to also service townspeople during the week.” Alex added “the town just can’t sell out to tourism...”

The key informants were also asked what challenges they felt Creemore would face as a tourist destination. Many agreed that Creemore is hard to find. Sam, the BIA president, responded “the number one challenge is making Creemore a more interesting destination, once visitors are here; give them something to do.” Shop owner, Gina, stated that Creemore was not near a body of water such as Collingwood and Thornbury, and that Creemore is close to attractions but still just out of range. She suggested developing stronger ties with Blue Mountain and other ski resorts so that “if a guest goes to the front desk and asks what there is to do in the area, the concierge immediately hands them a Creemore brochure...”

The CARA members engaged in a thorough discussion on the topic. Alex felt that the challenge is to maintain a balance but still promote tourism for the survival of the business community. From this point, he spearheaded an in-depth discussion by asking the question “where do we want to be in 10 years?” He started to list attractions and activities that could be

opened in the future and whether or not they fit well with Creemore. Part of this discussion between him and Tiffany is outlined below:

Alex - if someone wanted to open a theme park, Pioneer Days like, in town, what would you think?

Tiffany – I'd shoot them \*jokingly laughs\*

Alex – What about cyclists, more trails...

Tiffany – I like cyclists, hikers, motorcyclists, snowmobilers, hunters. I like the burst of people. It's also a sense of pride. These people come to our community.

Alex – What would we loathe seeing in 10 years?

Tiffany – I would loathe it if tourists came into town and complained because there isn't enough to do and not enough stores open. Because you already hear those complaints.

Alex – People need things to do, what about a mini-putt?

Tiffany – We need a pool

Alex – That's not really tourism. What if someone wanted to create Creemore paintball?

Tiffany – Fun, but then we'd just turn into Wasaga Beach?

Alex – But how do we do it? Discourage that type of stuff?

The last official interview question was open; the researcher asked each informant if they had anything else to discuss or add. This question produced some of the most interesting answers. Local business owner Dave, spoke of an original log house, which is in storage, and suggested it be placed in the park to become an information centre, museum and bandshell. Sam discussed the fact that “five years ago ‘tourism’ wasn’t used, it is now” and how every business in town will benefit from more tourism.

Shop owner, Gina, stated that no one is taking full advantage of the attractions in the area, such as the Brewery and Blue Mountain. Also mentioned were external factors important to tourism in Creemore, such as gas prices and the dollar. CARA member Tiffany felt that “no one is working towards the same goals... biggest hurdle is getting people to work together.” Alex completed the CARA interview by stating “I mean I can kind of see where we’re going, unless we can take a more active role, take measures, if there are any to stop it, we will be St. Jacobs with the genuine parts gone. But what can you do, what can we do to stop this?” This section confirms what is implied in the Township’s Official Plan: although there is a great deal

of event planning, Creemore does not currently have an overall planning strategy for tourism. The implications of this, and other findings presented earlier, are now combined to assess Creemore's position in the model of creative destruction.

#### 4.3 Objective Three: Stage of Creative Destruction

The third objective of the study is to assess Creemore's position in the model of creative destruction. This is found by combining information gathered from the first two objectives. This analysis suggests that Creemore is within the stage of Advanced Commodification. This conclusion is supported in the following sections.

##### *4.3.1 Early Commodification (1981 – 1987)*

According to Mitchell (1998), Early Commodification begins with the restoration of a few local buildings from their original uses to those where specialty goods are sold by local or non-local entrepreneurs. In Creemore, the analysis of tourism planning data revealed that the idea of tourism development emerged in 1981. In that year, the Creemore Business Association expressed a desire to attract shoppers from farther away, but to attract these tourists, the main business area would need to be refurbished. It was then decided that the main street of Creemore should become themed as a heritage-shopping street, by re-creating turn-of-the-century façades and signage (a suggestion that originally came from John Wiggins, then president of the BIA). Thus, the seeds of commodification, and therefore creative destruction, were planted early on.

These plans began to take shape in 1982. In that year, physical tourism development was initiated with the restoration of buildings (including the Jail) on Mill and surrounding streets. This period of commodification is also marked by low visitor numbers (Mitchell, 1998). This situation was verified in Creemore by the low attendance numbers reported by local festivals and events. According to Mitchell (1998) these low numbers should cause residents to view tourism



development in a positive light, resulting in maintenance of the rural idyll. This was demonstrated in the content analysis of newspaper articles, where no negative attitudes towards tourism, tourists or tourism development were recorded until 1989.

#### *4.3.2 Advanced Commodification (1987 – present)*

Advanced Commodification begins when investment levels grow, entrepreneurs start carrying visitor-specific merchandise, local investors start to market the community (i.e. brochures) and both consumption levels and visitor numbers increase (Mitchell, 1998). The shift from Early Commodification to Advanced Commodification most likely occurred in Creemore in 1987 when the former May Hardware Store built in 1894, was converted into the Creemore Springs Brewery, producing locally-crafted beer. It was stated by both Craig Simpson in the Creemore Echo Newspaper (2007) and the Purple Hills Arts and Heritage Society (1998) that from that point onwards, more shops appealing to brewery visitors were opened. This recognition was reaffirmed by the content analysis of the Creemore newspaper, where many articles were found discussing the opening of specialty shops by entrepreneurs.

Advanced Commodification was enhanced in 1989 as a result of the implementation of the tourism plan created by Georgian College. This five-year action plan resulted in the creation of a Beautification Committee, which guided the re-creation of the heritage theme on Mill Street. Although these actions were viewed negatively by some business owners (the Listening Machine, 1993), many of the initiatives proposed by the student team were implemented.

The BIA initiatives were accompanied by a change in business composition within the village. For instance, in 1977 Creemore was listed as having 27 businesses, with the majority of the businesses serving local residents (Dun and Bradstreet, 1977). In contrast, according to the 2001 Creemore Business Improvement Association brochure (Creemore BIA, 2001) more than

65 businesses and services are listed, most of which are art and craft/gift or specialty shops and restaurants. Thus, during this period of time, there was a large increase in the number of businesses, but more importantly, an increase in the number of visitor-related businesses, such as bed and breakfasts and antique shops. The number of festivals and events taking place in Creemore also increased during this time, as did festival attendance. For instance, in 1982, only 850 people attended the Sidewalk sale, yet over 1500 people attended the 1996 Oktoberfest.

Resident attitudes towards tourism development also appeared after 1989, with some of these attitudes revealing negative opinions about the changes that were occurring in the village. This is illustrated by an angry resident who offered the following opinion in response to Andy Barrie's radio show comments "... what we now must do is play the role of entertainer for visitors...we may not be collectively thrilled with the idea, we are aware that our area depends to a great extent on the infusion of dollars from tourists such as himself..." (Hall, 1994, p.12).

In keeping with the characteristics of advanced commodification, advertising of the community as a heritage centre was initiated during this period. In the 2001 BIA Brochure (Creemore BIA, 2001), for example, it stated "step back a century at this charming village nestled in the valley of the Mad & Noisy Rivers." In the 2006 brochures, visitors are asked to "follow your heart to Creemore" (Creemore BIA, 2006). Currently, the official Creemore webpage (Creemore.com) states that Creemore is a "secret country hideaway, just a stone's throw from the city" (Creemore Echo, 2008). These slogans show that Creemore, like many other communities undergoing creative destruction (Mitchell, 1998; Mitchell & Coghill, 2000; Mitchell, Atkinson & Clark, 2001), are being advertised as a "packaged experience" meant to drive consumption levels higher as "consumers seek out the image so skillfully crafted by advertisers." (Mitchell, 1998, p.277)

Newer information gathered on Creemore, including the resident surveys conducted for this study, and secondary information, show that although there has been an increase in visitor numbers, as shown in Section 4.1.2, investments (Section 4.1.1), resident attitudes (Section 4.1.3) have not changed dramatically. Indeed, the residents of Creemore are, for the most part, quite positive towards tourism. This leads one to conclude that the village is still within the stage of Advanced Commodification and has not yet progressed to the stage of Early Destruction.

#### *4.3.3 The Nature and Role of Tourism Planning*

The majority of tourism planning undertaken in the village of Creemore before 2001 was conducted in a non-integrated and “boosterism” fashion. This is demonstrated in the focus placed on physical planning for visitors by the BIA (e.g. beautification of the downtown and the theming of Mill Street) and in the absence of an awareness of the broader community implications of tourism development. These initiatives were instrumental in generating interest in the community, but also in generating arguments between those in favour of the physical improvements being imposed (e.g. sidewalks) and those against.

Since 2001, the community appears to be adopting a more integrative approach, where tourism planning is being considered in the context of larger regional planning goals (Marcouiller, 1997). This is evident in the creation of the Official Plan, which identifies the goal of “establishing a tourism strategy which preserves and enhances the Township’s natural and historical features and attractions, and ensures a built-form which complements those features and attractions (2001, p.9)” However, despite this acknowledgment, no such strategy has been developed thus far.

Regardless of type, it appears that planning has played a dual role in the village of Creemore. On one hand, BIA-directed planning has contributed much to the transition of the

community from Early to Advanced Commodification (e.g. through restoration of heritage and beautification activities). At the same time, however, the strict development controls related to heritage preservation, which are outlined in the Official Plan, have, most likely, prevented Creemore from progressing to the next stage of the model. For instance, Section 2.2.5 of the Official Township Plan outlines the importance of cultural heritage to the township where planning control is used to “identify and protect heritage resources, including individual buildings, structures, monuments, and community character” (2001, p.7). Indeed, the word “heritage” is used in the Official Township Plan about 290 times, much higher than “tourist” at 13 times, “agriculture” at 94 times, and the word “industrial” at 221 times. Thus, planning is a double-edged sword; one that can both speed up, and slow-down, the process of creative destruction.

#### 4.4 Objective Four: Recommendations

Based on the findings provided from the first three objectives, it is concluded that the village of Creemore requires a strategic plan to guide its future development. If development continues in an un-integrated and boosterism fashion, then negative impacts may arise (Hall & Jenkins, 1998; Murphy, 1985; Mitchell, 1998; Mitchell & Hall, 2005), causing the community to shift to the next state of creative destruction. Section 2.5.1 discusses many different paradigms of tourism planning. It is recommended that Creemore’s tourism strategy adopt the following elements, which have been extracted from these paradigms.

The plan should be flexible and continuous, so it is able to cope with the rapidly changing world (Tosun & Jenkins, 1998). This necessitates that stakeholders obtain up-to date information on both the village and the state of tourism in Ontario and be willing to change plans

according to the newest information. One way to do this is to hold quarterly tourism planning meetings, or even hold a meeting once every six months.

The plan should also be developed with help and input from all stakeholders involved, or those that will be affected by decisions (Jamal & Getz, 1995). This is important because only 27 percent of resident respondents believe that their opinions regarding visitors and tourism had been asked and valued. Residents are the ones who must deal with the visitors and their subsequent impacts. It is of great importance, therefore, that they are included as much as possible in the planning and development of tourism in the village. A yearly tourism development informational and planning session where residents could meet with members of the public sector, the BIA and local businesses should be held. This will provide an opportunity for residents to provide input, to receive information and to alert these bodies to any negative impacts that may be occurring within the community.

The plan should adopt Michael Hough's (2000) principles of tourism planning (Section 2.5.1 page 23). For instance, maintaining a sense of history, starting where it is easiest, and doing as little as possible, are appropriate for rural areas, such as Creemore, with limited resources. Finally, the plan must be consistent with Township, Municipal, and Regional tourism plans to ensure integration.

Tourism planning is vital for guiding the development of tourism within a community. If communities do not develop a successful tourism plan, then it is likely that many of the negative consequences associated with these developments will arise. This may include destruction of the idyllic rural landscape that residents previously enjoyed. It is imperative that rural tourism destinations, such as Creemore, not only focus on how tourism can be developed, but how negative impacts can be minimized. Creemore can create a tourism plan using a combination of

ideas drawn from the paradigms listed above. Such a plan is necessary to prevent Creemore from moving from a state of Advanced Commodification to Early Destruction, (assuming it is not the community's wish to do so). The next chapter concludes the study and introduces areas for future research.

## 5. CONCLUSION, IMPLICATIONS AND FUTURE RESEARCH

The purpose of this study was to assess the relationship between planning and creative destruction in the village of Creemore, Ontario. This goal was met in four stages. First, the evolution of tourism in Creemore was described using the variables of investment levels, visitor numbers and resident attitudes (objective one). Next, a description was provided of the evolution of tourism planning in Creemore over the past few decades (objective two). These data were then used to determine Creemore's stage in the model of Creative Destruction (objective three). Finally, a number of recommendations were offered to guide Creemore's evolution in the future.

The data obtained in this study showed that in the early 1990s, increasing visitor-related businesses, promotion and beautification efforts, combined with rising visitor numbers and negative attitudes towards tourism, caused Creemore to shift from a stage of Early Commodification to Advanced Commodification. Recent data support that the village is still within this stage of the model and has not yet progressed to the stage of Early Destruction. This conclusion is drawn because investment levels and visitor numbers have not drastically increased and, more importantly, because resident attitudes are still largely positive towards tourism. To ensure no further movement through the model's stages, it is recommended that Creemore create an official tourism plan to guide future development.

This study achieved its purpose and objectives. Furthermore, by studying both the evolution of tourism, and tourism planning in Creemore, a clearer description was provided of the processes occurring in the village than would have been achieved had the study focused only on the creative destruction variables. This inclusion has demonstrated that tourism planning can be a critical element in the evolution of rural heritage villages and must be included in any studies examining the creative destruction process. To date, tourism planning in Creemore has

been ad-hoc and un-integrated, and has focused on heritage restoration, beautification, and attracting visitors. A strategic integrated plan is necessary to guide future development and to help mitigate future negative impacts of tourism. This plan, if adopted, may prevent the community from moving into a state of Early Destruction.

### 5.1 Academic and Applied Implications

To date, very little research combines the topics of creative destruction and rural tourism planning, or tourism planning of any type, despite the popularity of tourism as a means of economic revitalization. Therefore, this study begins to fill this gap in the literature. The model of creative destruction is designed to describe the evolution occurring in rural areas across Canada, the United States and other rural areas across the globe. Studies such as this provide information specifically designed for rural areas considering developing tourism for economic benefit. This model allows researchers to describe the processes occurring in these rural destinations over time. This model also shows the dynamics between the social and economic impacts of tourism, where other models have tended to only focus on one. Studies that use the model of creative destruction, therefore, are useful for providing an understanding of the impacts that can result from commodification of rural heritage areas. Once these impacts are known, it then becomes easier to mitigate them in the future.

However, this particular creative destruction study goes one step further than others have in the past. By researching both the evolution of tourism, and the evolution of tourism planning, it has been shown that there is a close relationship between the two; specifically, that un-integrated tourism planning, can both speed up, and slow, down the process of creative destruction. It is recommended that integrated planning, involving all stakeholders, be adopted to prevent a community from evolving into the model's latter stages.



This study should prove useful to the community of Creemore. Not only has it systematically documented changes that have taken place, but it has provided a number of recommendations that may assist the community in the future. Furthermore, once stakeholders become aware that Creemore is in the stage of Advanced Commodification, they can plan, if they wish, to try and keep their town from progressing any further. This may save them from the fate of destinations, such as St. Jacobs. Here, excessive developments have converted the village from a heritage to leisure-scape (Mitchell and deWaal, under review); one where the idyllic rural landscape has all but disappeared.

This study also gives the people of Creemore insight to the choices being made, even the choice not to create a tourism plan, impact the present and future of the village, and sometimes these impacts are quite negative. Even if they choose not to act on the recommendations of this study, they have been provided with a means of tracking and perhaps creating a similar study in the future to ensure that they have not progressed to the next stage of the model.

Although this study may only directly be applied to the case of Creemore, other similar rural communities may benefit from it as well. The realization of creative destruction and how ad hoc development can lead to the destruction of the rural idyll may spark some communities to conduct studies of their own. Also, it may help developers and the public sector realize that including residents in discussion of tourism development is important, not only for the success of tourism, but for the health and happiness of the community. Finally, this study shows communities the types of data that are required to assess a settlement's position in the model (historic newspapers, brochures, resident surveys, tour and festival numbers, and key informant interviews). It is hoped that this knowledge will encourage other rural heritage destinations to

undertake similar studies, thus providing a pool of information that may benefit other places that are considering re-imaging their community as a heritage destination.

## 5.2 Future Research

Future research needs to include the replication of this study in Creemore to assess whether the community has progressed into the latter stages of the model. This study was meant to start filling the gap in the literature regarding the combination of rural tourism planning and creative destruction. In the future, many more studies need to be completed to help fill this gap. Specifically there is a need to discover if rural tourism planning can help a community avoid the latter stages of creative destruction, or if it can halt the process completely once started. Furthermore, studies need to be completed on the types of rural tourism planning that are most and least effective in preventing a community's evolution in the model. In future, a guidebook might be created that uses the model of creative destruction and tourism planning to help communities identify their position in the model, and what steps they can take to help mitigate negative impacts and avoid the model's latter stages.

Creative destruction emerged from the literature on rural geography. However, in future, ideas presented in the field of rural tourism planning should be integrated to help enhance the model and, therefore, enhance the study of rural tourism destinations. Many communities may realize that they are facing negative impacts from tourism, but have few other economic options for survival. Currently, it seems as though communities such as Creemore have two choices: economic downfall, or destruction of the rural idyll and transformation into a leisure-scape. Other solutions for these communities need to be researched to give them alternative options and methods to achieve the balance that many rural communities are seeking. Landscapes evolve,

yet it is still necessary to examine that evolution to ensure that tourism development is beneficial, and not detrimental, to the destination and its residents.

## APPENDICES

### Appendix A: Resident Questionnaire Survey

**Please respond to the statements below by circling the letter that fits best with your attitude towards the statement.**

	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral, Not Applicable</b>	<b>Agree</b>	<b>Strongly Agree</b>
Visitors are beneficial to local businesses	A	B	C	D	E
Visitors contribute positively to the overall economy of this community	A	B	C	D	E
More stores, services, restaurants, and accommodations are needed for visitors	A	B	C	D	E
I enjoy seeing and interacting with visitors when they are in the community	A	B	C	D	E
When visitors come and enjoy the community it makes me proud to live here	A	B	C	D	E
In-town parking and traffic are problems during high-visitor periods	A	B	C	D	E
Visitors destroy the sense of community in this village	A	B	C	D	E
I have noticed changes in the community over the past few years	A	B	C	D	E
More effort should be used to attract tourists and market the community as a destination	A	B	C	D	E
I am willing to put up with the negative impacts visitors may bring	A	B	C	D	E
There are too many visitors	A	B	C	D	E
There should be more visitor planning undertaken in this community	A	B	C	D	E
I am aware of the positive impacts visitors may bring to this community	A	B	C	D	E
I am aware of the negative impacts visitors may bring to this community	A	B	C	D	E
An increase in the numbers of visitors would not worry me	A	B	C	D	E

	Strongly Disagree	Disagree	Neutral, Not Applicable	Agree	Strongly Agree
If too many visitors started coming I would consider moving to another community	A	B	C	D	E
If more visitors were guaranteed I would consider opening a visitor-related business or service	A	B	C	D	E
So far I think tourism has been carefully and sufficiently planned in the community	A	B	C	D	E
I feel as if my opinions regarding visitors and tourism have been asked and valued	A	B	C	D	E

**Please fill out the following general demographic information.**

**Age:**

- ☐ 20 years or under  
☐ 21 to 30 years  
☐ 31 to 40 years  
☐ 41 to 50 years  
☐ 51 years or older

**Gender:** ☐ Male ☐ Female

**Occupation:** \_\_\_\_\_

**Level of Education Last Completed:** ☐ Elementary ☐ High School  
☐ College ☐ University ☐ Graduate Studies (MA, PhD)

**Number of Months You Reside in Creemore in an Average Year:**

- ☐ 12 months (All Year)  
☐ 6 months  
☐ 2 - 5 months  
☐ Less than 2 months  
☐ Only a few weeks

**Approximately How Long Have You Lived in Creemore:**

- ☐ All my life  
☐ The past 20 - 50 years  
☐ The past 10 – 19 years  
☐ The past 3 – 9 years  
☐ Less than 2 years

Appendix B: *Resident Questionnaire Second Cover Letter*

University of Waterloo

November 2007

Dear Participant,

As you may already be aware, I am conducting a study at the University of Waterloo on the impact of tourism on the village of Creemore. Some of you may already have responded to this questionnaire. If so, thank you for your interest in my study. If you have not yet had an opportunity to participate in this project, I have included a questionnaire for you to complete, which will take five to ten minutes of your time.

The data collected in this survey will contribute to a better understanding of the attitudes of residents of Creemore towards tourism. This information is being gathered to identify an appropriate direction for future tourism planning. Participation in this questionnaire is voluntary and anonymous; you may decline to answer any of the questions if you so wish. Any data pertaining to you, as an individual participant, will be kept confidential. Once all the data are collected and analyzed, the survey results will be shared with the research community through seminars, conference presentations, and journal articles. I am also happy to provide you with a summary of the results if you include your email address on the bottom of the survey, or email me at the address provided below. I expect to have the study completed by the summer of August 2008.

As with all University of Waterloo projects involving human participants, this project was reviewed by, and received ethics clearance through, the Office of Research Ethics at the University of Waterloo. Should you have any comments or concerns resulting from your participation in this study, please contact Dr. Susan Sykes in the Office of Research Ethics at 519-888-4567, Ext., 36005.

Included with this letter is a copy of the survey and a pre-paid envelope addressed to the University of Waterloo (no stamps are required). Thank you again for your participation.

Julie L Vanderwerf

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