



Canadian Academy of
Travel & Tourism
Académie canadienne
du voyage et du tourisme



Case Study Community Tourism

Gananoque and the Thousand Islands



Global Travel & Tourism Partnership International Conference
Community Tourism Case Study
Canadian Academy of Travel & Tourism
Gananoque Secondary School
Gananoque, Ontario, Canada

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Learning Outcome # 1: Tourism Ambassador

An Academy graduate is able to cultivate a professional attitude that meets industry expectations, integrating knowledge and skills, required of a tourism professional.

Learning Outcome # 2: Effective Communicator

The Academy graduate is able to communicate effectively in written, spoken and visual forms to meet the needs of tourism audiences.

Learning Outcome #3: Critical Thinker

The Academy graduate is able to analyze and reframe travel and tourism information, ideas and concepts using a variety of formats.

Learning Outcome # 4: Technologically Literate

The Academy graduate is able to use a variety of technological tools appropriate and necessary to the performance of tourism tasks.

Learning Outcome # 5: Team Player

The Academy graduate is able to interact with others in groups or teams in ways that contribute to effective working relationships and the achievement of goals.

Learning Outcome #6: Problem Solver and Decision-Maker

The Academy graduate is able to evaluate the steps and processes used in problem solving and decision-making.

Learning Outcome #7: Information Processor, Organizer and Time Manager

The Academy graduate is able to collect organize and analyze relevant information from a variety of sources while managing the use of resources to achieve goals.

Learning Outcome # 8: Independent Worker

The Academy graduate is able to take responsibility for his or her own actions and decisions and make informed work-related decisions, within the context of formal legislation, company policies and practices.

Learning Outcome #9: Adaptable Worker

The Academy graduate is able to represent her or his skills, knowledge and experience realistically for personal and employment purposes, and adapt these skills to the changing workplace environment.

Learning Outcome #10: Business Systems User

The Academy graduate is able to use technology, instruments, tools and information systems effectively in a safe and competent manner.

**PARTICIPANT ACTIVITY SHEET FOR CASE STUDY #5
1000 ISLANDS/GANANOQUE - COMMUNITY TOURISM
CASE STUDY**

Assignment: Students will research and prepare a case study on Community Tourism

Preparation:

Prior Knowledge and Skills:

Appendix A (Case Study #5):

- **How to Write a Case Study**

Appendix B (Case Study #5)

- **1000 Islands/Gananoque - Community Tourism Case Study**

Materials/Resources:

Resource Tools:

- See a list of resources in Appendix C (Works Cited) and Appendix D

Appendix C (Case Study #5):

- Presentation of Case Study #5 at Global Travel & Tourism Partnership (GTTP) Student Exchange Conference, Frankfurt, Germany, November 21-25, 2004

TEACHER NOTES FOR CASE STUDY #5
1000 ISLANDS/GANANOQUE - COMMUNITY TOURISM
CASE STUDY

INTRODUCTION:

The Thousand Islands are world famous for their natural, scenic beauty. The Town of Gananoque, the Canadian Gateway to the Thousand Islands, has been transformed from an industrial town in the 1800's and early 1900's, to a town which relies primarily on tourism as the engine which drives the local economy. The challenge has been to overcome the seasonal nature of the tourism industry; most tourists visit the area during a five-month period between May 1 and September 30. Between October and April, many businesses, which thrive in the tourist season, are closed due to a lack of customers, resulting in a dramatic increase in the number of people who are unemployed.

Gananoque and the Thousand Islands region provide an ideal setting to conduct a Case Study on Community Tourism. With tourism rebounding from several international crises, including September 11, SARS, and BSE (Mad Cow), it is timely to consider how to responsibly increase tourism between October 1 and April 30. This Case Study provides an excellent opportunity to examine how to best meet this challenge, thus enhancing the local economy and quality of life for residents of Gananoque and the Thousand Islands area. The ultimate goal is to successfully increase tourism in the "off season," while keeping the impact on the natural environment to a minimum.

SPECIFIC OUTCOMES OF THE CASE STUDY

By the end of the lessons, participants will be able to:

- define Community Tourism
- appreciate the area's historical significance
- conduct various forms of research
- identify challenges related to increasing tourism in a community
- suggest strategies for resolving Community Tourism problems

THE CASE CONTENT AND THE CURRICULUM

The material contained in this resource is designed for participants in the senior grades of Tourism programs in secondary schools. The classroom activities used can contribute to the development of the following skills in participants:

- processing and organizing information
- becoming effective communicators
- investigating, interpreting and analyzing research material
- making contact with key employees at a variety of Community Tourism sites
- working as a team player
- critical thinking, problem solving and decision making skills
- using technology
- representing the community as a tourism ambassador

CROSS-CURRICULAR LINKS

Preparing a Case Study on Community Tourism has cross-curricular links to the following areas of study:

- Geography
- History
- Biology
- Environmental Studies
- Business Education, including Marketing and Entrepreneurship
- Information Technology
- Physical Education
- Career Studies
- Photography

HOW TO USE THIS RESOURCE

Using a Case Study is particularly valuable for organizing tourism activities as it provides an opportunity for participants to explore many issues they may face in future careers. Working in small groups, participants discuss a set of questions, which focus on the general ideas presented in the Case Study. The questions should:

- allow for open discussion and respect for other people's point of view
- focus on a process for decision-making, problem solving and critical thinking
- provide an opportunity for participants to examine issues from a local, authentic perspective

The second phase takes the ideas generated by the small groups to the whole class. This phase allows the teacher to guide and monitor the direction and depth of the discussion. Using the techniques of paraphrasing, interpreting and presenting carefully considered challenges, the teacher can encourage participants to extend their thinking and analyses.

In the final phase of the process, participants will be given an opportunity to apply their knowledge. They will take an active role in determining the strategies to be implemented and will be able to choose the activities they feel will best demonstrate their knowledge and understanding of the key concepts.

FIELD STUDY PREPARATION

Field studies allow participants a chance to observe and investigate a real-life situation. The field study outlined in this case study has specific objectives to help focus the participants' learning experience and provide an opportunity to develop observational skills and higher level thinking processes.

Contact with staff and management of Community Tourism sites, noting the information which will be requested, should be completed before visiting the site. This will assist in organized and efficient gathering of the research information.

SUGGESTED TEACHING STRATEGIES

Indirect Instruction:	Problem Solving, Inquiry and Decision Making, Case Studies, Reflective Discussion
Interactive Instruction:	Brainstorming, Classroom Discussion, Cooperative Learning, Problem Solving and Interviewing
Independent Study:	Debriefing, Research Project, Technology enhanced
Experiential Learning:	Community Service Project, Cooperative Education/Work Placement, Connecting Canadians: student exchange, information exchange, research, product creation and discussion forum
Constructivist Learning:	Activating Prior Knowledge, Acquiring Knowledge, Understanding Knowledge, Using Knowledge (designing brochures, power-point presentation)
Reflective Learning:	Analyzing progress from idea to completion stage

PARTICIPANT ACTIVITIES FOR CASE STUDY #5

- working with another Canadian Academy of Travel and Tourism school, or a country in the Global Travel and Tourism Partnership, doing a similar project in their own community, plan an exchange through a simulation on the Internet or an actual travel exchange
- present the case study at a local, provincial, national or international student conference, at a Chamber of Commerce meeting, Board of Education meeting or at other appropriate venues

ASSESSMENT/EVALUATION (PERFORMANCE INDICATORS)

Decide on the skills that you want to evaluate. The following rubrics give a variety of competency skills for assessment:

- Case Study (Process) Rubric
- Research Report (Process) Rubric
- Six Key Qualities in Assessing Writing Rubric
- Business Letter Rubric
- Oral Presentation Rubric
- Interview Rubric
- Independent Study Rubric
- Problem Solving Rubric
- Collaboration Rubric
- Written Report Rubric
- Presentation/Public Speaking (Process) Rubric

What Is a Case Study? (Compliments of Dr. Nancy Needham)

A case study is a puzzle that has to be solved. The first thing to remember about writing a case study is that the case should have a problem for the readers to solve. The case should have enough information in it that readers can understand what the problem is and, after thinking about it and analyzing the information, the readers should be able to come up with a proposed solution. Writing an interesting case study is a bit like writing a detective story. You want to keep your readers very interested in the situation.

A good case is more than just a description. It is information arranged in such a way that the reader is put in the same position as the case writer was at the beginning when he or she was faced with a new situation and asked to figure out what was going on. A description, on the other hand, arranges all the information, comes to conclusions, tells the reader everything, and the reader really doesn't have to work very hard.

When you write a case, here are some hints on how to do it so that your readers will be challenged, will "experience" the same things you did when you started your investigation, and will have enough information to come to some answers.

There are three basic steps in case writing: research, analysis, and the actual writing. You start with research, but even when you reach the writing stage you may find you need to go back and research even more information.

The Research Phase:

1. **Library and Internet research.** Find out what has been written before, and read the important articles about your case site. When you do this, you may find there is an existing problem that needs solving, or you may find that you have to come up an interesting idea that might or might not work at your case site. For example, your case study might be on a national park where there have been so many visitors that the park's eco-system is in danger. Then the case problem would be to figure out how to solve this so the park is protected, but tourists can still come. Or, you might find that your selected site doesn't have many tourists, and one reason is that there are no facilities. Then the case problem might be how to attract the right kind of businesses to come and build a restaurant or even a hotel - all without ruining the park.

Or your case study might be on historic sites that would interest tourists -IF the tourists knew where the sites were or how to get to them. Or maybe your case study is about how to interest people in coming to your country so they can trace their family's historic roots (origins).

Once you have decided on the situation or issue you would like to cover in your case study (and you might have several issues, not just one), then you need to go to the site and talk to experts.

2. **Interview people who know the place or the situation.** Find knowledgeable people to interview - they may be at the site itself or they work in a government office or company that deals with the historic preservation. In addition to people who work in the site, talk to visitors.

When you are interviewing people, ask them questions that will help you understand their opinions, questions like the following:

"What is your impression of the site (maybe it's an old fort, or a burial site, or an excavation of historic interest)?"

"How do you feel about the situation?"

"What can you tell me about how the site (or the situation) developed?"

"What do you think should be different, if anything?"

You also need to ask questions that will give you facts that might not be available from an article, questions like:

"Would you tell me what happens here in a typical day?"

"What kind of statistics do you keep? May I have a copy?"

"How many businesses are involved here?"

When you ask a question that doesn't let someone answer with a "yes" or a "no" you usually get more information. What you are trying to do is get the person to tell you whatever it is that he or she knows and thinks - even though you don't always know just what that is going to be before you ask the question. Then you can add these facts to your case. Remember, your readers can't go to your site, so you have to "bring it to them."

The Analysis Phase:

1. **Put all the information in one place.** Now you have collected a lot of information from people, from articles and books. You can't include it all. So, you need to think about how to sort through it, take out the excess, and arrange it so that the situation at the case site will be understandable to your readers. Before you can do this, you have to put all the information together where you can see it and analyze what is going on.
2. **Assign sections of material to different people.** Each person or group should try to figure out what is really important, what is happening, and what a case reader would need to know in order to understand the situation. It may be useful, for example, to put all the information about visitors on one chart, or on a chart that shows visitors to two different sites throughout a year.
3. **Try to formulate the case problem in a few sentences.** When you do this, you may find that you need more information. Once you are satisfied with the way you have defined the problem you want your readers to think about, break the problem down into all its parts. Each one represents a piece of the puzzle that needs to be understood before the problem can be solved. Then spend some time discussing these with the others in your group.

For example, suppose:

- a. Your heritage site doesn't have many visitors, but many people say they would like to visit if it had services
- b. There is unemployment in the village around the site
- c. The town is big enough to be able to accommodate many more visitors, and
- d. The surrounding environment (animals, trees and plants) need to be protected from too many visitors

- e. The town is far away, but there are no places to eat or sleep around there
- f. The government owns the location, but the government does not want to own and operate either a restaurant or a hotel

Ask yourselves: "How much information do people who will read your case study need to have in order to be able to discuss items *a* through *f*?"

One answer to item *a* is that they need to know data about past numbers of visitors, and they need to know what evidence exists that more people want to visit but are discouraged from going there. Your evidence will come from the articles and statistics you have gathered, and from the interviews you have completed.

Once you have broken down the problem into pieces, you can analyze the information you now have and see if you can think about possible answers to each of the pieces. If you have enough information, then you can think about how to write the case study itself.

Writing the Case Study:

1. **Describe the problem or case question you want the reader to solve.** In a detective story, the crime happens right at the beginning and the detective has to put together the information to solve it for the rest of the story. In a case, you can start by raising a question. You can, for example, quote someone you interviewed. For example, suppose you interviewed a tourist official and she told you she thought more people should be interested in visiting, and she can't understand why they don't come. Then you could write something like this,

The historic town of XX is located in the mountains of country X. The town tourism supervisor, Mrs. Joan Smith, said that she thought "many more people should visit here, but they just don't come. I don't know why - maybe we don't have the right kinds of places for them to eat or sleep and it's too far to travel in one day from the nearest big city."

The case writers wondered what would have to happen in order to make the town more attractive to tourists.

Because you are the authors, you and your fellow students, can write questions like this and set the stage for the rest of your case story. What your introduction does is give clues to the reader about what they should be thinking about.

Once you have told the reader what one person associated with the tourist area thinks the problem is - how to make the place more attractive - you can give them the information they need to come to their own conclusions.

2. **Organize the sections of the case.** You will probably need to organize your information under topics like the following:
 - a. **Introduction** to the problem
 - b. **Background on the place** - where is it, how big, what climate, etc. - this part should be a

brief, overall description. Think about having 2 pages of written material, photos, or even a video, so that your readers can really get a feel for what the place, looks like.

Summarize the main features of the place. What makes it special?

- c. **Visitors to the place** - you want to make the reader do some work, so you can say that the number of visitors are shown on a table or chart you have compiled. You might want to include a chart that shows the number of visitors that come to another similar kind of place that does have facilities. This will let your readers make some comparisons. If possible, include information you received when you talked to visitors -what did they like, dislike? What did visitors think should happen to make the place more attractive?
- d. **Government Policy** - include information about what government policy is with respect to this place. What is allowed, what is not allowed? Can policy be changed, and by whom?
- e. **Business Opportunities in the Community** - you have already said there are not enough facilities for tourists. Well, now you need to provide information on what it might cost to provide a nice restaurant for tourists. Suppose in one of your interviews, you talked to a business person who said that it would cost \$25,000 to put a snack bar near a local tourist attraction. You need to give your reader that information, but that's not all. You also have to provide some information about what a typical snack bar menu would have, how much the food would cost to make and sell, and what price the owner would have to put on each item so that the price would not be too high for people to pay. And your reader has to figure out how many people would have to eat there in order for the snack bar to make money. This is where the statistics come in. Are there enough people who now visit that the snack bar could expect to make money? How about the number of visitors to a similar place - what if that same number of people came. How would the snack bar do then?
- f. **Potential employees.** You can't add facilities without adding people to staff them. Are there enough people in the local community to fill the new jobs that would be added? Do they have the right kind of education and training to fill those jobs, or would the snack bar owner, or the new hotel owner, have to train people, or bring people in from other locations? Could the local school system provide the necessary training?

You don't have to do all the calculations for the reader, but you need to do them yourself so that you know the reader will have enough information in the case to do them. For example, before you can decide whether a snack bar might be a good idea, you have to estimate whether you could get more visitors - and how many more. Can you match the number that go to the other similar place that has facilities? Or is your location so much farther to travel that you don't think that many more people would come. And just how many people have to use the snack bar in order for the owner to get back his/her \$25,000 investment and also make some profit to pay him/herself a salary? This kind of analysis is really looking at the question of what kind of business opportunities there are in the community. Would a souvenir shop be a good idea?

Did you do this kind of analysis before writing? If not, then you will have to stop and think some more. Maybe you will need to find more information before you can continue writing.

- g. **Environmental Implications of Changes in the Area to Animal and Plant Life.** Since you already know that more visitors will cause a change, an important factor to consider is what will the impact be on plants and animals. Some places protect the plants by only letting visitors walk on special paths and visitors cannot pick any flowers or plants. Others say visitors can't feed the animals, or rules say visitors must hire a guide if they are going into certain areas. Whatever the situation, you need to consider this question very carefully.
- h. **Other sections of the case.** Depending on the case you are researching and writing, the sections of the case need to be organized so that each type of information is in its own section and understandable to the reader. You might not use all the sections described above, but certainly your case study will need to consider the business and economic implications of tourists for your area, and equally important, the implications for plant and animal life. Tourism has economic implications and environmental implications. Good planning must take both into account.
- i. **Conclusion.** Your case will need a conclusion. Rather than supplying the solution, leave the reader with some more questions. For example, you might have learned that there is a government policy that says "No private enterprise is allowed to change any part of the historic site." So you might conclude with a paragraph like this:

The mayor and tourism minister discussed with the case writers whether or not it would be a good idea to prepare a plan for putting in a snack bar without changing the way the building looks. The plan could be used to show the government that a policy change to allow private enterprise would be a good idea. "Is there enough value in adding jobs in the village?" asked one of the case writers. Another said, "I think there is enough evidence that expansion would be the right thing to do." Still another case writer disagreed. What is your conclusion?

By ending your case on a question like this, you let your readers discuss the situation themselves. If you have written a good case, they will have enough information to understand the situation and have a lively class discussion.

The whole purpose of writing cases and sharing them with others is to share experience without all of us actually having to be in the same place. There is a trade-off between developing a place to make it more accessible to tourists so local jobs can be created and on the other hand protecting the environment from too many visitors. And this is a question that faces more than one country. But how the trade-off is resolved can vary from country to country. One country's solution might be useful for another country to know.

Making Sure Your Case Can Be Used in Another Country

Since different countries have different languages and cultures, you need to prepare a **Note for the Instructor** which gives additional background material that the teacher might need to know in order to help guide the student discussions.

It is often interesting to record any changes that actually occurred after or while the case was being researched and written. Once students have learned about a situation, they find it is very

interesting to learn more. But this information should be separate from the Case Study so that it doesn't influence the class discussions.

If your case uses special terms, words, or refers to cultural customs that people in another country might not recognize, information about them should be put in the Case (at the end in an Appendix) or in the Note for the Instructor.

Case Study #5



Gananoque and the Thousand Islands

A Case Study researched, written and compiled by
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- Gananoque Boat Line Staff
- The Gananoque Inn (Ms. Julia Jones)
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Background Information on Canada and the Province of Ontario:

Canada has reached a population of 31,629,700 as of 2003 with both English and French as official languages. It is comprised of ten provinces and three territories, which cover a land area of 9,093,507 square kilometers. In order to fly across Canada, it would take about 15 hours to travel from East to West and 13 hours to travel from North to South.

Canada lies on the northern border of the United States, which is the longest undefended border in the world. The country stretches from the Atlantic Ocean in the east to the Pacific Ocean in the west. Canada also reaches the Arctic Ocean in the north where Canada's territorial claim extends to the North Pole.

Ontario covers 10.8% of Canada, 917,741 square kilometers, with forests covering 2/3 of its landmass. Canada's capital, Ottawa, rests in Eastern Ontario. Kingston, located approximately 20 minutes from Gananoque, was Canada's former capital until 1857 when it was changed to Ottawa due to fear of attack from the United States. Four of the five Great Lakes are located in Ontario (Superior, Huron, Erie, Ontario) along with its 250,000 other lakes, it contains 138,654 square kilometers of fresh water. Ontario is the second largest province in Canada and has a population of 12,238,300 inhabitants, most of which reside in Southern Ontario. It is also Canada's leading manufacturing province accounting for 53.5% of the total national manufacturing shipments in 2002.

Due to last year's unfortunate SARS outbreak, the September 11 terrorist attack and the unexpected Mad Cow Disease, Ontario has had difficulties trying to increase the amount of tourists since its decrease of 13.2% in 2003.



What is Community Tourism?

Community tourism provides opportunities for mutually beneficial projects created and operated by local, traditional or indigenous people. Community tourism leads to economic and social sustainability of rural, urban and endangered communities by invigorating local economies. Community tourism projects may facilitate workforce development; restore and protect cultural and natural assets; increase the standard of living for local residents; foster cultural pride; preserve a 'sense of place'; enhance greater cross-cultural understanding and an appreciation of diversity and encourage a higher percentage of tourism services staying in the local market (less financial leakages).

Business Enterprise for Sustainable Tourism - BEST

Introduction to the Problem- Many Gananoque businesses rely greatly on the tourism industry, however, the town needs to focus on encouraging a variety of different attractions that would entertain tourists for an extended period of time. The majority of our tourists visit during the summer months (May through October). Many businesses experience financial difficulties in the off-season, due to lack of customers. How can we promote/encourage year-round economic development in this low-income community while keeping Gananoque's natural and cultural assets alive and without damaging the land and islands?

Background Information on Gananoque and the Thousand Islands:

The Thousand Islands, located on the St. Lawrence River between Brockville and Kingston, were formed about 12,000 years ago when glaciers retreated, scraping sediments and exposing rounded knobs of an ancient mountain chain. The mountains were overspread by floodwaters draining into the Atlantic Ocean along the St. Lawrence Valley, leaving only the hilltops viewable. This created what



is today known as the Thousand Islands, although there are actually 1,864 islands. To be considered an island the section of land must meet two criteria: it must remain above water 365 days a year and must support at least two living trees. Each island has its own individuality with features such as stately granite cliffs, soft sand bays, tall dark pines, and vibrant maple trees. It's a sightseer's paradise. Many islands are privately owned but ample public access can be found at island parks and villages throughout the region.

This gorgeous garden of woods and waters that is the Thousand Islands is truly one of the most beautiful places on the planet. Some visitors will tell you its friendly atmosphere, fresh outdoors and laid-back pace makes it a place that inspires the spirit and renews the soul.

Manitouana

The Garden of the Great Spirit Indian Folk Legend

Long ago, Manitou, the Great Spirit, sat alone in his shining sky-lodge. He was sad and puzzled. The people fought continuously. He decided to help them.

Parting the sky curtain, Manitou came down to earth. On his back was a large, mysterious bundle wrapped in his blanket. On the bank of the mighty St. Lawrence, he laid down his bundle. He called all the people together. He gave them a beautiful garden to be their home forever and told them they must not fight, or they would risk losing the gift.

For a time all went well. However, the old quarrels were not dead, by and by the beautiful garden rang with the cries of war. Manitou came again and said, "You have not kept peace so I will have to take the garden away".

Wrapping the garden in his blanket, he started back to the sky. Just as he was about to part the sky-curtain, his blanket broke. Down tumbled the garden into the St. Lawrence. As it struck it broke into hundreds upon hundreds of pieces, big and little and these pieces became the 1000 Islands.

Conveniently located in the heart of the Thousand Islands is the town of Gananoque. The founding and growth of Gananoque has been traditionally attributed to Joel Stone, who was said to have founded Gananoque in the spring of 1789. The name Gananoque, although it has a French ending, is obviously Native North American in origin, likely either Six Nations-KA NO NO KE -meaning "land sloping into water", or Mississauga -KAH NOH NOH KWEN - meaning "the place where water runs over rocks". Gananoque quickly grew into a manufacturing town with local factories making bolts, spoons, nails, steamboat fittings, rakes, shovels and carriages. By 1870 there were 49 mills and factories in town. This sent Gananoque well on its way to becoming known as "the Birmingham of Canada". As John Nalon, President of the Gananoque Historical Society, describes, "the Gananoque River was lined with factories on both banks from its mouth to the upper falls and these establishments depended on water as a prime source of energy. That decade, embracing the middle of that century, was one of the most significant in the history of the town. Some well known companies had their beginnings through the years in Gananoque and several still operate in the town today."

The Thousand Islands Railway

The Thousand Islands Railway was opened in 1883, and was to be a great asset to Gananoque's Industries which needed an outlet to the main line of the Grand Trunk Railway which is now known as the Canadian National. (The Grand Trunk was Canada's very first Railroad built in the early 19th century). The single tracked Thousand Islands Railway was one of North America's shortest railways, running only 10.2 kilometers long. It began at Gananoque's waterfront, passing northward along the west bank of the Gananoque River, first crossing the stream just south of King Street. This railway was not only used for freight but also brought many visitors to the town, in the earliest years of the town's fledgling tourism industry.

"If the fast trains are put on to run direct to Gananoque, and run to compete with the New York Central, Gananoque will be the gateway to the Thousand Islands on this side of the river, as Clayton is now on the other side. . . This scheme, if successfully carried out, would be the greatest boom Gananoque ever had. The town would be advertised throughout the States, and become known everywhere."

-George Burrows to Town Council, February 1, 1896

Up to the 1890's, most tourists to Gananoque had merely transferred between the steamers and railway heading to and from the resorts on the American side of the river. Gananoque had difficulty attracting tourists as it lacked riverfront hostelry similar to those across the river in the United States and Thousand Islands Park. This changed when the Gananoque Inn, which had previously been the Gananoque Carriage Company, opened in the summer of 1896. To encourage tourists to use Gananoque's railway and to come and stay at the Gananoque Inn, the owner of the Inn, G.H. Burrows, suggested that the Grand Trunk should sell tickets for travel through to Montreal (approximately 160 miles east of Gananoque) with coupons good for a circle tour of the Islands on Captain Visger's Island Wanderer. This would encourage tourists to remain for a day or more to the benefit of the Inn and the town.

Statistics show that the amount of freight and passengers traveling to Gananoque by train were growing rapidly from only approximately 3,000 passengers and 9,000 tons of freight between 1884 and 1889 to 43,000 passengers and 37,000 tons of freight between 1910 and 1919. Between 1920 and 1929, the number of passengers dropped dramatically. This was fuelled by the rising use of the automobile. Between 1930 and 1939, both the number of passengers and tons of freight hit a low, decreasing to 20,000 tons of freight and a mere 5,000 passengers. Over the next 10 years, the number of passengers and the tons of freight showed a steady comeback only to drop again during the 1950's. The numbers of passengers and freight never did increase, so in 1962 rail service to the Gananoque Junction for passengers was terminated.

In October 1994, the remaining tracks and crossing signals of the 111-year-old railway were removed. The Canadian National Railway generously donated train number 500 to the Town of Gananoque as a museum exhibit. Today, this small remnant of the

greatly significant Thousand Islands Railway may be found near the Town Park for both tourists and residents of the area to attain knowledge of its historical significance.



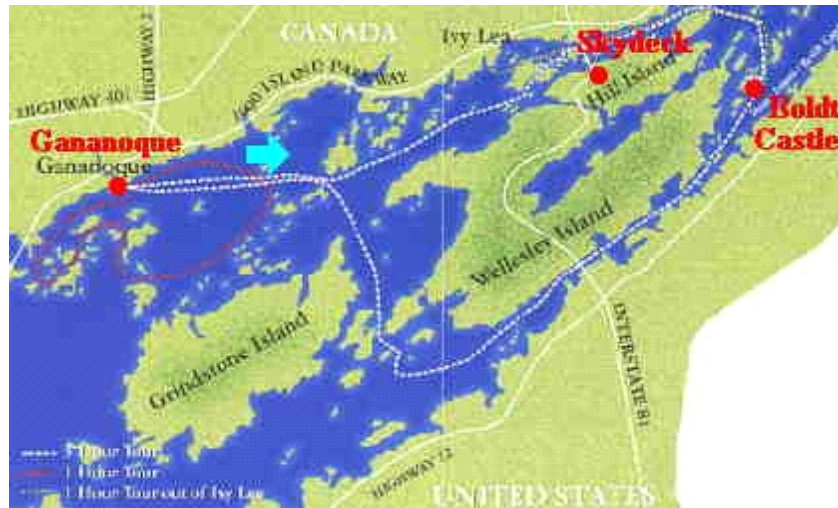
St. Lawrence National Park

In 1904, St. Lawrence National Park was opened, becoming the first Canadian National Park east of the Rocky Mountains, with its rich, natural and cultural history. Primarily a water-based park, it covers about nine square kilometers of land, making it the smallest in the Canadian system. Its 21 granite islands and numerous tiny islets are a unique river landscape strewn along 80 kilometers of the St. Lawrence River between Kingston and Brockville. Known as the Frontenac Axis, it joins the Canadian Shield of Northern Ontario with the Adirondack Mountains to the South. At the centre of this narrow strip, the islands' relatively mild climate and watery environment nurtures a variety of diverse plant and wildlife species. A spectacular view of the park is attainable from the Thousand Islands Parkway, which runs the full length of the park.

Animal life differs from mainland to island because only animals that do not hibernate in winter can cross the ice to reach the islands - squirrels, mice and some shrews are in this group. Larger animals such as fox, deer, porcupine and even coyote make their home on the largest park islands, each island having its own particular mix of species depending on its size, vegetation and human use. Even from island to island there is a diversity of plant growth. Along the northern border, species common to the boreal forest, white spruce, black spruce, white birch, jack pine and balsam fir make up much of the forest while to the south the deciduous sugar maple, American beech, basswood, white elm and red maple overshadow the coniferous species. Many species are considered rare, threatened or endangered.

Ninety percent of all life in the river is born, raised and/or fed in the shallow water and first 10 - 15 meters of shoreline. This highly valuable ecosystem is also the area found most charming by the human population who are apt to damage what attracts them most. Wildflowers such as May apples, Dutchman's breeches, hepatica, spring beauty, trout lily, white trillium, Indian cucumber and starflower are all representative of the Canadian Shield island habitats.

The first inhabitants of the area were natives who hunted and fished among the islands. Archeologists have discovered arrowheads, pot shards and raspberry and blueberry seeds dating as far back as 1000 B.C.E. Pictographs, painted on a shoreline cliff, are still visible in spite of the toll taken on them by acid rain and vandals. After the aboriginals, came the French explorers, fur traders, missionaries, United Empire Loyalists and, during the War of 1812, British and American ships following the St. Lawrence River. The park is the site of the preserved hull of a British gunboat from this period, raised at Mallorytown Landing in 1967. Many shipwrecks remain on the river bottom.



St. Lawrence Seaway

The St. Lawrence Seaway is one of the world's most comprehensive inland navigation systems. Initial construction work began in 1954 and involved cooperation from the Canadian and American governments. After an investment of over 470 million dollars (US) was made by Canadian and American governments, the St. Lawrence Seaway opened on April 25, 1959.

The seaway creates more than a third of the continent's gross national product and produces two-thirds of Canada's industrial output. It allows for great energy conservation in comparison to rail, highway and air transportation. One ship is able to carry approximately 25,000 metric tons; this is equivalent to 225 railway cars or 870 transports. Seaway travel is also much safer, more economic and more environmentally friendly. In addition to all of these benefits, the shipper is able to save up to \$50 (US) per ton by routing through the Great Lakes to the St. Lawrence Seaway. On average, 50 million tons of freight are transited using this highly successful system each year.

Thousand Islands International Bridge



The Thousand Islands International Bridge stands as a symbol of the goodwill and alliance between the United States and Canada. Prime Minister William Lyon Mackenzie King and President Franklin Delano Roosevelt opened it in 1938, after the construction of the seven miles of bridge and roads were completed in just over a year. The bridge provides easy passage between the two countries. The unique multi-span bridge includes a soaring 4500-foot suspension bridge over the American Channel. It is seven miles long and consists of five spans; three in Canada, one on the border, and one in the United States. There are few places that can be reached by car or foot that offer such a panoramic view of the region. It is a great place to view the spectacular scenery and the massive cargo freighters on their voyage through the St. Lawrence Seaway.

Gananoque is located approximately fifteen minutes west of the bridge.

Present Gananoque and its Attractions

Presently Gananoque is home to 350 businesses, 80% of which originated in the community and continue to operate here today. Over forty-five of the town's businesses have been in operation within the area for more than thirty-five years. The majority of Gananoque's businesses, over 80%, are independently owned and often family run.



Gananoque has gradually changed from an industry-based economy to a tourist-dependent town. The town boasts a variety of healthy outdoor activities including sea kayaking, scuba diving, swimming, nature walks, and the 37 kilometer Thousand Islands bike path. The St. Lawrence River is a world-renowned fishery - take off from area docks in search of muskie, pike, bass, and other freshwater fish. There are 88 different kinds of fish. The world record catch for a Muskie on a rod and reel was caught here. It weighed one ounce less than seventy pounds and measured five feet, four inches long. Another record catch was a 235 pound, six foot sturgeon.

Several well-designed golf courses and driving ranges in the Gananoque area tempt avid golfers of all abilities. All Terrain Vehicle trails, miniature golf, walking tours, bowling and a movie theatre offer vacation treats for the whole family. If live

theatre is your passion, visit the 1000 Islands Playhouse on the waterfront – you can even dock your boat there while you see a show. The newly opened 1000 Islands Charity Casino features 450 of the newest slot machines and exciting table games.

Gananoque has hosted a number of unique annual attractions including the Multi-Laser Grand Prix (cycling race), 1000 Islands Poker Run (the world's largest international poker run), and The Festival of the Islands (a 10-day, family oriented celebration).

Beaches, campsites, cabins, boat launch sites and picnic areas abound in the extraordinary parks that line both sides of the St. Lawrence River, its islands and Lake Ontario's shore. The Parks of the St. Lawrence are a chain of historic and recreation sites found along the river, including the St. Lawrence Islands National Park.

Boating, Fishing and Marinas

Gananoque is located on the St. Lawrence River, which leads into the Atlantic Ocean. The fresh water river is approximately 1000 kilometers in length and is home to the Thousand Islands. Gananoque is located on the northern shore of the St. Lawrence River, in the heart of the Thousand Islands.

The region offers boating for every taste and includes some of the greatest fishing in the world, the most interesting cruising anywhere and the best diving outside of the Caribbean. With island after island and port after port of breathtaking beauty, fascinating history and lively activity, it's easy to see why the 1000 Islands are a popular cruising destination for both power boaters and sailors. The St. Lawrence River is known for its bountiful catches of muskie, northern pike, bass, and its famous Lancaster Perch.

Fishing services abound in the region with plentiful marinas, boat launches and bait and tackle shops. Local guides and charters can assure a successful outing for any angler with their proven knowledge and expertise.

Ontario is paradise for wreck divers. The largest freshwater lakes in the world with a long history of violent storms have made for the best wreck diving in the world. The Gananoque area possesses no exception to this with wrecks ranging from 18th century schooners to modern 650 foot freighters.

The Thousand Islands-Frontenac Arch Biosphere Reserve

"Biosphere Reserves are areas of the earth promoting solutions to reconcile the conservation of biodiversity with its sustainable use."

The Thousand Islands-Frontenac Arch Biosphere Reserve was designated in November 2002. It is the third biosphere in Ontario, twelfth in Canada and one of the 400 biospheres worldwide. The biosphere uses its surrounding as a "living laboratory", for testing and demonstrating the management of land, water and biodiversity. There are three main functions that a biosphere should fulfill:

1. Logistics - provide support for research, monitoring education and information exchange related to local, national and global issues of conservation and development.
2. Conservation - to contribute to the conservation of landscapes, ecosystems, species and genetic variation.

3. Development - to foster economic and human development which is socio-culturally and ecologically sustainable.

One of the Biosphere's present projects currently being studied is the 1000 Islands Waste Reduction and Management project. The goal is to keep the Thousand Islands and surrounding area clean and more environmentally friendly for tourists coming to enjoy this scenic destination. The Biosphere is also uncovering data that has been stored in different places and in different formats over the years to bring it together and compile maps of significant forests, wetlands, wildlife habitat and core/connecting areas in the Biosphere Reserve area. When the study is completed, with the help of Parks Canada, the Canadian Parks and Wilderness Society, Ministry of Natural Resources and the Eastern Ontario Model Forests, the Biosphere will make this information available to the public.

The Landon Bay Centre

The Landon's Bay Centre, located along the 1000 Islands Parkway and St. Lawrence River, consists of gardens, trails, recreational facilities and campgrounds. The centre was established in honour of Barbara Heck to preserve and protect our natural environment with educational activities and spacious facilities to learn in. Landon Bay invites the locals and tourists to take part in as many activities as possible. There are community gardens that allow those who enjoy gardening to plant trees, bushes and flowers. There is also a wheelchair garden that is specially designed for those with limited mobility. Each garden bed is raised so that those in wheelchairs have an equal opportunity to participate. For those who like nature, a conducted nature walk can be arranged by appointment. On this nature walk, there are many sights that can be seen such as the osprey nest, beaver dam, birds, wildflowers, a pond that is filled with many of nature's creatures and a spectacular view of the Thousand Islands from the top of the Look-out Trail.

1000 Islands Parkway and Bike Path

The 1000 Islands Parkway and Bicycle path runs 37 kilometers (22 miles) from Gananoque to Brockville. It is a very scenic route running parallel to the St. Lawrence River that allows views of the Thousand Islands. The bike path permits in-line skaters, walkers, bikers, scooters and runners. There are also many stops that can be made along the way including campgrounds, picnic areas, scuba diving, restaurants, small villages (such as Ivy Lea and Rockport), boat tours and Landon Bay.



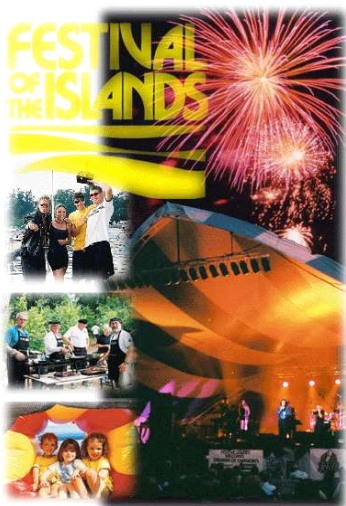
The Historic 1000 Islands Village

The Historic 1000 Islands Village is located on the waterfront in Gananoque. This small village consists of the Arthur Child Heritage Centre that brings the history of the 1000 Islands to life, Canadian Gift Shops that offer our world famous 1000 Islands Dressing and local Maple Syrups, an Art Gallery that displays the work of local artists and a quaint restaurant for dining pleasure.

Visitors to Gananoque

In 2003, Gananoque attracted 26,277 recorded visitors, 81% of whom visited between May 1 and September 30. Close to half of Gananoque's summer visitors, 39%, came in August. This is because of Gananoque's famous festival, The Festival of the Islands. Gananoque's Festival of the Islands was recognized as one of the top 50 Festivals in Ontario. It is a 10-day celebration of island living and top notch entertainment for the whole family. Now, one of the largest summer events in Eastern Ontario, the festival has grown from attracting 5,000 in 1993 to over 75,000 in 2003.

The breathtaking view of the St. Lawrence River from Gananoque's waterfront is the perfect backdrop for the 10 nights of major musical acts on the waterfront stage, featuring Canada's best-known new and legendary performers. Each evening's concert is opened by the world award winning Gananoque skydivers.



Children find full days of fun at the children's program in the Town Park featuring the Pepsi Playground. The Thousand Islands Playhouse Young Company delights young and old with their live outdoor performances.

The hilarious belly flop contest, tug-o-war, or the mini poker run for vessels under 10 horsepower, rowboats, and non-powered vessels delight the crowds. Children of all ages create their own soapbox to be entered in the Soapbox Derby.

Since the 1800's the shore breakfast has been a tradition in the 1000 Islands for fishermen and islanders. Making camp on the shore after an early morning on the river fishing, the catch was cooked over an open fire, along with eggs, sausage, bacon and beans. Gallons of camp coffee, the sharing of tales, and news of the islands completed the experience. This old tradition has been revived on McDonald Island during the Festival of the Islands for the past nine years. After a short but scenic boat ride to the island, hundreds of people enjoy an open air breakfast cooked over open fires.

The best servers in the islands compete in the "T.I.P.S. (Thousand Islands Professional Servers) Challenge" and the Community Showcase is a whole day of fun on the main street highlighting area talent and business. A mini-golf tournament, craft sale, model railroad show and wood crafting exhibition and sale, all provide unending enjoyment during the Festival.

The Festival of the Islands comes to a booming, blazing finale with a world-class fireworks extravaganza.

Our picturesque town is small in size, but world famous for its scenic boat tours, historic buildings, museums, parks, acclaimed theatre company, dining, souvenir shopping, accommodations, hospitality, location and natural scenic beauty.

During the summer season, live performances are featured at the Thousand Islands Playhouse and the new Fire Hall Theatre. Boaters can park right at the Playhouse's dock on the St. Lawrence River.

In the water wonderland that is the Thousand Islands, it's not surprising that one of the most popular attractions in the region is the scenic cruise, a real "must see" on any visitor's trip. The region's many boat lines offer a variety of cruises, typically ranging from one hour to three hours in length. Touring the central part of the Thousand Islands region of the St. Lawrence, many of these cruises offer an unforgettable stopover at historic Boldt Castle on Heart Island.



Romantic Heart Island near Alexandria Bay provides the setting for perhaps the saddest of love stories ever told. In 1900, George C. Boldt, millionaire proprietor of the world-famous Waldorf Astoria Hotel in New York City, set out to build a full-sized Rhineland Castle on Heart Island. The grandiose structure was to be a monument of his love for his wife, Louise. Work was well underway, with more than \$2.5 million invested, when tragedy struck. In January of 1904, Louise died. Boldt telegraphed the island and commanded the workers to immediately "stop all construction." Three hundred workers laid down their tools as brokenhearted Boldt could not imagine his dream castle without his beloved. He never returned to the island, leaving behind the unfinished structure as a token of his love.

For 73 years, the castle remained eerily vacant, left to the mercy of the wind, rain, ice, snow and vandals. The Thousand Islands Bridge Authority assumed ownership of the islands and castle in 1977, determined to preserve Boldt's legacy for the enjoyment of present and future generations. Since then, millions of dollars have been invested to restore the stunning Heart Island structures and, more recently, the exquisite Boldt Yacht House on Wellesley Island.

Accessible by water taxi, tour boat and private boats, the castle is open to self-guided tours from mid-May through mid-October. As you stroll the grounds on brick-paved walkways, you'll be surrounded by beautiful landscaped lawns and ornamental flower gardens. Benches situated throughout the island provide the opportunity to enjoy the river's warm breeze and the spectacular



Thousand Islands scenery. A shuttle from Heart Island provides access to the Boldt Yacht House with its collection of antique wooden boats on Wellesley Island. The five-acre island is handicapped accessible, has complete restroom facilities, extensive docking for private boats, several picnic areas, a gift shop, and a food and beverage concession.

The cruising season runs from May through the fall colour season of October. The array of colours produced just before the deciduous trees lose their leaves in the fall is truly a magnificent sight. The cruises are narrated, providing an entertaining commentary on the history and lore of the Thousand Islands. Typical cruise boats offer food and beverage service aboard, and have enclosed, climate controlled decks as well as open-air decks.

Statistics show that 48% of tourists come from Canada, 27% from the United States, 10% are International tourists, and 15% are unknown. In past years Gananoque has spent quite a bit of time and money trying to attract tourists from locations other than North America; however, these statistics show that approximately 75% of our tourists still come from North America and only 25% from different locations around the world. However, with a bit more advertising and making excellent impressions on our visitors, we may easily be able to increase this number quite substantially.

A recent report done within the town uncovered many interesting facts about Gananoque's current tourist situation and what could be done to increase and improve tourism services. Most of Gananoque's businesses, 75%, rely mostly on summer commerce; therefore, there are few attractions for visitors to enjoy in the winter months (November through April). During the winter season most of the activities that attract tourists in the summer are closed and nothing else is really opened to take their place. Lakes and rivers are frozen causing the waterways to close and access to the islands is unavailable to boat traffic.

Possible attractions to add/improve on:

Tourism packages

Many local businesses have developed tourism packages to assist in attracting visitors to the area. This has helped in the success of the tourist industry, especially now that the casino can be incorporated into overnight packages. Offering a package helps to keep the tourists in the area for a longer period of time, allowing them to spend more money. However, there is still much room for improvement in this area as some of our more popular businesses haven't fully developed this concept. Packages could also be developed for the off-season to encourage more tourism during the winter months.

Honeymoons/weddings

The Thousand Islands offer a magnificent view and friendly environment to all. We have a large quantity of beautiful Bed and Breakfast properties, inns and hotels that could potentially serve as a great setting for occasions such as weddings and honeymoons. Same-sex marriages are now legal in Ontario; therefore, this quaint little town would be ideal for those looking to tie the knot in a quiet setting. The area offers a variety of different landscapes in secluded areas which would be ideal for such an occasion.

Beautiful Boldt Castle on Heart Island presents the opportunity for couples to create their own fairy tale wedding amongst its breathtaking gardens and magnificent scenery. A number of additional local venues also exhibit similar potential.

Museum

Gananoque has a very interesting history which some citizens of the town are not aware of. Newer generations seem to know less and less about the town's history and significance as we are not really taught about it, or presented with methods of attaining the information ourselves. What Gananoque really needs is a museum where not only tourists can gain information about the area, but also residents of the Town can be educated about the rich history and surrounding area. This would allow new generations to appreciate what we have and be aware of what previous generations coped with. They would be able to learn about the wars which took place within the area, the hardships our ancestors had to overcome and, ultimately, how the town became what it is today.

Factors Given for Consideration

In order to further develop tourism in the community, Gananoque has to work on broadening its industrial sector. Some local businesses feel that Gananoque should give great consideration to enhancing numerous aspects of the community. Major areas of concern for possible barriers to business development include: lack of water/sewage capacity, resistance from local business, lack of proactive new business recruitment, inadequate business space, and inadequate labour supply. Providing new and existing staff with comprehensive customer service training would entice tourists to extend their stay in the local area, return for future visits, and promote Gananoque as a destination.

Can Gananoque Withstand an Increase in Tourism?

Gananoque is a small community that hosts many tourists throughout the seasons, but mostly during the summer months. By trying to increase Gananoque's tourist industry we may cause excess damage to the land and our precious islands. Many of the islands are privately owned; therefore, there are only a selected few that tourists are able to gain access to. Due to the high interest in the islands, tourists want to explore them and learn more about the history but by doing so it may cause destruction to the islands' ecosystems.

By increasing summer tourism, the town would also have to increase its tourist accommodations including restaurants, hotels, and local businesses in order to accommodate the tourist's needs. This may cause the town to become crowded and not allow for such a scenic view.

Gananoque should seriously consider these potential problems before it takes any further measures in broadening tourism development in the community. Instead of trying to attract more visitors during the summer months perhaps the town should offer and promote more attractions in the winter. This would allow more revenue for the town, without damaging the land.

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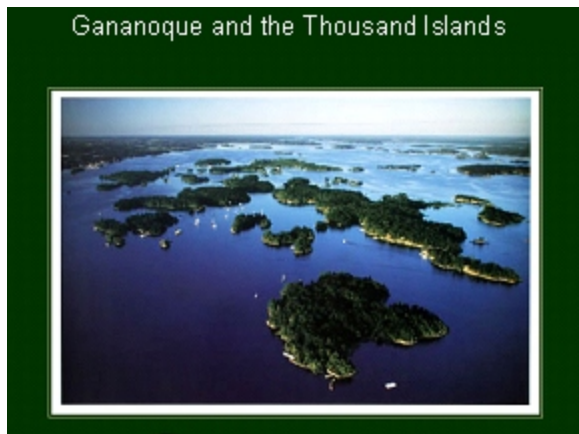
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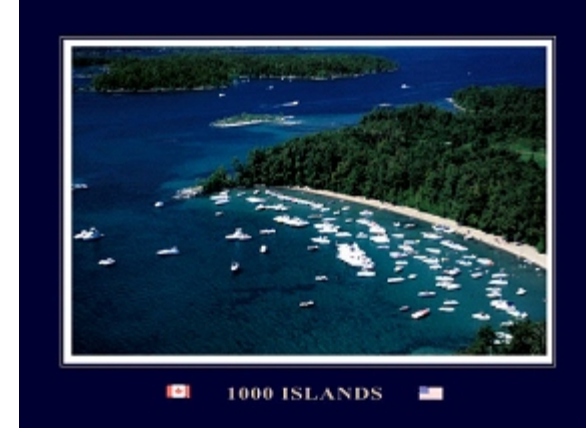
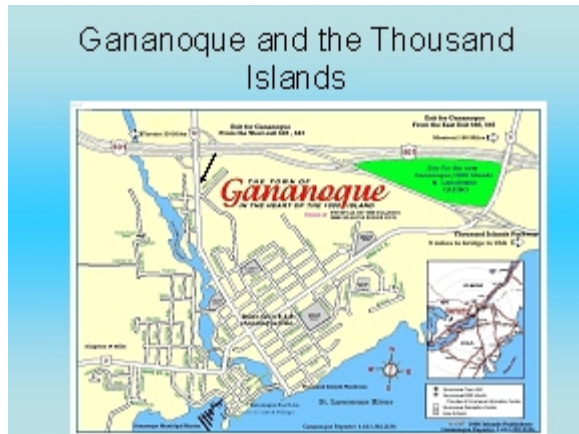
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St. Lawrence National Park



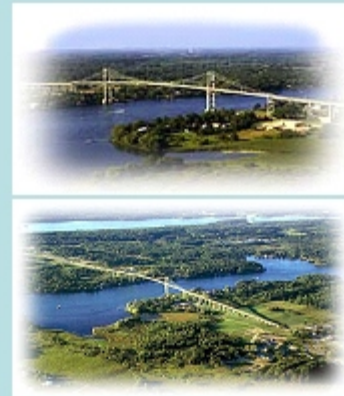
First Visitors to the Islands



St. Lawrence Seaway



Thousand Islands International Bridge



Smallest international bridge
Zavikon Island.



Boldt Castle



Present Gananoque and its
Attractions



The Thousand Islands Playhouse and the Firehall Theatre



Thousand Islands-Frontenac Arch Biosphere Reserve



The Landon Bay Centre



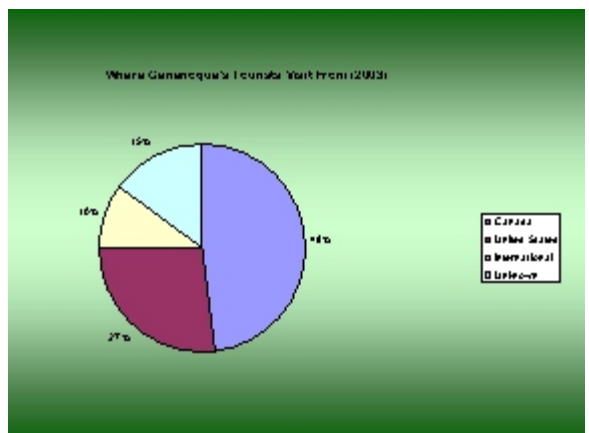
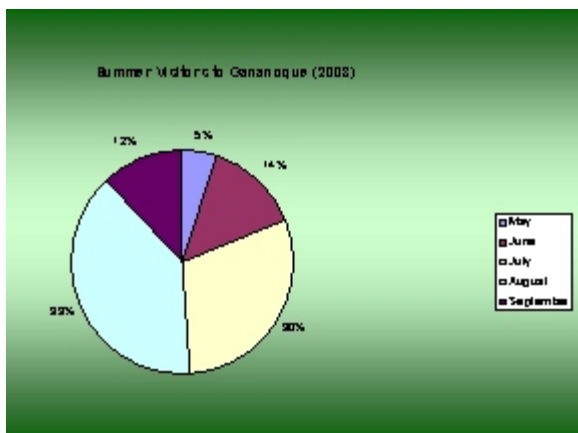
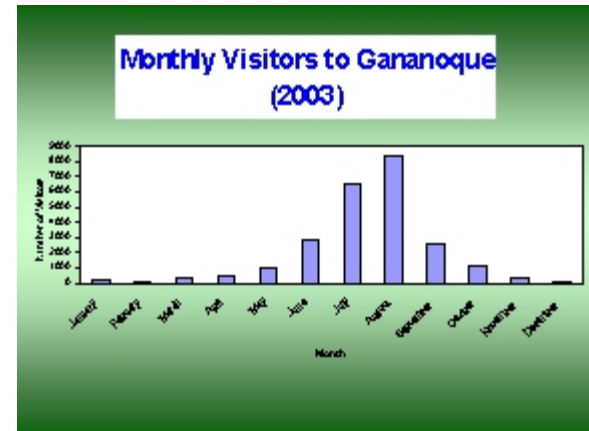
Cherry Island





Introduction to the Problem

How can we promote ecotourism and economic development in this low-income community while keeping Gananoque's natural and cultural assets alive and without damaging the land and islands?



HOW CAN WE IMPROVE TOURISM IN GANANOQUE AND THE THOUSAND ISLANDS?

TOURISM PACKAGES AND THEIR BENEFITS

The Gananoque Inn



HONEYMOONS AND WEDDINGS



MUSEUM

Barriers For Further Development

- Lack of water/sewage capacity
- Resistance from local business
- Inadequate business space
- Inadequate labor supply
- Lack of proactive new business investment

Can Gananoque Withstand an Increase in Tourism?



"... like anyone who has ever spent any amount of time here, "The River" becomes a part of you and as it quietly flows from the Great Lakes to the ocean, it flows through your veins and into your dreams, and eventually draws you back to this magical place – our own wonder of the world."

- Sharie Derrickson