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**TOURISM AND COMMUNITY SUSTAINABILITY:
THE CASE OF SENNETERRE, QUEBEC**

Thesis

Presented to

The University of Ottawa

by

Denisa Cristina Georgescu

In fulfillment of requirements

for the degree of

Master of Arts

in Geography

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ABSTRACT

This thesis analyzes the potential of recreation and tourism development in Senneterre and examines if it can compensate for the downturn of its traditional forest-based economy and contribute to its long-term sustainability. More specifically, the research focuses on the current supply of and demand for the main recreation and tourism assets (attractions, services and infrastructure, promotion, and hospitality) within the community. Attention is given to the strengths and weaknesses of both supply and demand. The community leaders' perceptions and support of recreation and tourism development as sustainable initiatives for Senneterre are also investigated.

The research methodology combines archival research of governmental and non-governmental documents related to recreation and tourism in the Abitibi-Témiscamingue region and survey research involving key representatives of the community. The survey includes informal, exploratory interviews with purposefully selected community members and mailed questionnaires to knowledgeable representatives of various groups such as business people and politicians, recreation and tourism providers, as well as representatives of the First Nations. In this research, a literature review also serves as an important source of information regarding major issues concerning forest dependent communities, sustainable rural tourism, and community development.

The results indicate that Senneterre is endowed with two important assets sought by tourists: nature and culture. Both can provide tremendous experiences to tourists. As a consequence, tourism has the potential to further stimulate profitable domestic industries in the region such as hotels and other lodging facilities, restaurants and food services, and transportation and communication networks. As well, tourism has the potential to stimulate the development of recreational facilities

and activities which can be used by both local residents and tourists.

However, the results indicate that there is currently a lack of strategic vision in the management of recreation and tourism development regarding natural and cultural heritage and adventure tourism products, which would include Senneterre as part of the regional tourist destination. Furthermore, the findings reveal a general diagnostic of the current situation of recreation and tourism in Senneterre from which emerges a series of recommendations related to the most important tourism assets in the community.

Finally, it is hoped that this research will help provide inspiration and motivation to the Senneterre community to pursue sustainability through recreation and tourism development.

RÉSUMÉ

Cette thèse analyse le potentiel récréo-touristique de Senneterre afin d'examiner s'il peut faire contrepoids à l'affaiblissement de sa base économique traditionnelle pour assurer sa viabilité à long terme. Plus particulièrement, la recherche met l'accent sur l'offre et la demande des principales caractéristiques récréo-touristiques (attraits, services et infrastructure, promotion, accueil) de la communauté quand à leurs forces et à leurs faiblesses. Les représentants de la communauté ont aussi été interrogés pour connaître leur opinion et leur appui au développement récréo-touristique en tant que moyen pour assurer la viabilité de Senneterre.

La méthodologie de la recherche comporte l'analyse de documents gouvernementaux et autres portant sur le récréo-tourisme dans la région de l'Abitibi-Témiscamingue en tant qu'arrière plan pour Senneterre, des rencontres publiques, des entrevues auprès des principaux représentants des divers segments de la population, ainsi que des questionnaires envoyés par la poste.

La recherche comprend aussi une revue bibliographique en tant que source d'information importante au sujet des questions portant sur les communautés dépendantes de la forêt, sur le tourisme rural viable et sur le développement des communautés.

La recherche montre que Senneterre possède deux atouts importants recherchés par les touristes, soit la nature et la culture. Les touristes peuvent y bénéficier d'expériences formidables sur ces deux plans. Se faisant, le tourisme peut favoriser et stimuler des industries locales tels l'hôtellerie, la restauration et les réseaux de transport et de communication. De plus, le tourisme peut stimuler le développement d'équipements et d'activités de loisirs récréatifs pour le plus grand bénéfice de la population locale et des touristes.

Cependant, les résultats indiquent que présentement il n'y a pas de vision stratégique au niveau de la gestion et du développement du récréo-tourisme qui mettrait l'accent sur les atouts particuliers de Senneterre par des produits de tourisme culturel ou aventure et qui inclurait Senneterre aux circuits touristiques régionaux.

De plus, les résultats pointent vers un diagnostique de la situation actuelle du récréo-tourisme à Senneterre duquel émerge une série de recommandations pour mettre en valeur les atouts touristiques les plus importants de la communauté.

Enfin, il est souhaité que cette recherche aidera à inspirer et à motiver la communauté de Senneterre à poursuivre la recherche de sa viabilité par la mise en valeur de son potentiel récréo-touristique.

ACKNOWLEDGMENTS

The author wishes to thankfully acknowledge all those who provided assistance and cooperation in the fulfillment of this thesis:

I gratefully thank University of Ottawa for both the Ontario Student Assistance Program's and Masonic Foundation's scholarship assistance and support for the summer of 1997. Appreciation is extended to the Institute for Research on Environment and Economy (IREE) for giving me the opportunity to work on this project and for the financial support.

I am also deeply grateful to the large number of key individuals who took the time and care to respond to my research questionnaires and interviews, and especially to Mr. Mohamed Madène, the Director of the *Corporation de Développement économique secteur Barraute-Senneterre*, Mrs. Virginia Bordeleau, the Vice-President of the *Centre d'amitié autochtone*, and to Mr. Louis Bordeleau, the Director of the *Centre d'amitié autochtone*, who provided the research with valuable information.

I also want to mention the contribution to this thesis of Mr. François LeBlanc and Sylvain Létourneau, who helpfully and willingly supplied this research with useful documentation.

My gratitude to Dr. Jean-Claude Pageot, the Chairman of Leisure Studies Department and my former professors from this department who are so close to my heart, and to Michèle Viquerat and Jennifer Hill, who patiently took their time to help and encourage me on a continuous basis.

My special appreciation to Dr. Don Dawson, who dedicated time and effort to advise and inspire my work. The author also extends her gratefulness to Dr. Claude Moulin, who, through her advice and help, brought a touch of elegance, professionalism and international expertise to the

research.

I deeply appreciate the help and advice from Dr. Roger Needham in the earlier stages of this work. Thanks are also extended to Sylvie Létang, Suzanne Sarrazin and Nicole Boucher from the Geography Department. As well I want to thank my colleague, David Atkinson, for his help with the maps of the studied area.

And of course, without the valuable contribution and assistance of my thesis advisor, Dr. Daniel Lagarec, who patiently guided my steps throughout the program, this work would not have been possible. His friendship and encouragement are deeply appreciated.

Many thanks are due to my friends, Joanne Chartrand and Gil Mason, for their moral support.

My respect and thanks to my wonderful parents, George and Georgeta, who have been so helpful and supportive throughout all the research and writing, and undertook many of my family chores.

My love to my two extraordinary daughters, Ruxandra and Yvonne, who shared me with the University for two of the most beautiful years of their childhood.

Finally, with affection to Jean-Claude Grant for all his technical and moral support. His admirable ideas and his contribution to the development and editing of this thesis are much appreciated.

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CHAPTER I

INTRODUCTION

Recreation and tourism development is being promoted as a viable economic development strategy for small forest dependent communities attempting to address the multitude of problems facing them in the modern world. According to Burr and Walsh (1994:3), the prevailing significance of rural tourism and recreation as tools for sustainable development has resulted from “the enthusiasm with which political leaders and economic developers are now embracing them”. This new orientation is also demonstrated by recommendations coming out of the *Federal Task Force on Rural Tourism*, 1989; the *Economic Policy Council Working Group on Rural Development*, 1990; and reports of the *Subcommittee on Procurement, Tourism and Rural Development of the Committee on Small Business*, 1989 and 1990 (Burr & Walsh, 1994). All these documents have promoted the use of recreation and tourism as an economic development strategy for stabilizing, diversifying and improving the local economies of struggling small rural communities.

Worldwide, increasing attention is being given to applying the recreation and tourism option to forest communities. Bramwell and Lane (1993) explain that many rural areas have suffered from changing industrial practices which have led to rural unemployment and economic instability. As well, rural areas have been confronted with emigration, “often of the youngest and most able” (Greffe in Bramwell and Lane, 1993:138) and this depopulation has eroded the vitality of rural services and of rural communities themselves. As a result, increased attention has been focused on rural development issues.

One particular focus concerns identifying ways to encourage the diversification of rural

economic activities. In these initiatives, recreation and tourism are receiving heightened attention. According to Duinker et al. (1994), this is occurring at a time of unprecedented attention to forest management on one hand, and to community empowerment on the other. More and more communities are developing their recreation and tourism potential as a means of diversifying their local economy, knowing that diversity is essential for their long-term sustainability. D'Amore's (1993) study of tourism development in small communities showed that several rural territories were receptive to the use of tourism as a means of improving the local quality of life, as well as a source of employment and business. Moreover, in those cases, tourism development was seen as a successful means of maintaining the sustainability of the communities.

Purpose Statement

This research comprehensively addresses a central research question:

Can recreation and tourism contribute to the sustainability of Senneterre, a forest-dependent community?

The successful answering of this question provides a foundation upon which a global diagnostic of the recreation and tourism potential is developed, and a blueprint for a recreation and tourism development strategy is suggested. The strategy includes guidelines and recommendations for future research to strategically important tourism and recreation, community and First Nations peoples. In essence, many of these recommendations are selected to use tourism and recreation as tools which contribute to the community's sustainability, by enhancing its economic security, ecological integrity, quality of life, and empowerment and responsibility.

Study Area

The town of Senneterre has a population of 3,565 inhabitants (CRDAT, 1993), and is situated in the boreal forest of Quebec, in the region of Abitibi-Témiscamingue (Figures 1.1 and 1.2). The Abitibi-Témiscamingue region itself is divided into five sub-regions: (1) Abitibi, (2) Abitibi-Ouest, (3) Rouyn-Noranda, (4) Témiscamingue, and (5) Vallée de l'Or. The last sub-region, Vallée de l'Or, includes the community of Senneterre (*Senneterre-Ville* and *Senneterre-Paroisse*), which is one of the 10 small communities belonging to that *Municipalité Régionale de Comté* (M.R.C.). Appendix A presents a map of the M.R.C. de Vallée de l'Or and lists all the communities and their population from 1986 to 1996.

The selection of Senneterre as the case study is justifiable for three reasons:

First, this research is part of a three-year project administered by the Institute for Research on Environment and Economy (IREE), with the goal of developing indicators of community sustainability in relation to forestry. This case study, it is hypothesized, is a good example of a forest-based community that can use tourism and recreation as realistic tools in diversifying the local economy.

Second, two regional strategic plans, the *Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue* (1995) and *Premier projet de schéma d'aménagement révisé de la municipalité régionale de comté de la Vallée-de-l'Or* (1997) have identified recreation and tourism as important dynamic and viable tools for economic diversification within rural communities. Therefore, it is important to find evidence of the recreation and tourism role in sustainability in a region that seems to be supportive of this philosophy.

Third, evidence and testimony contained in the key literature on the North American

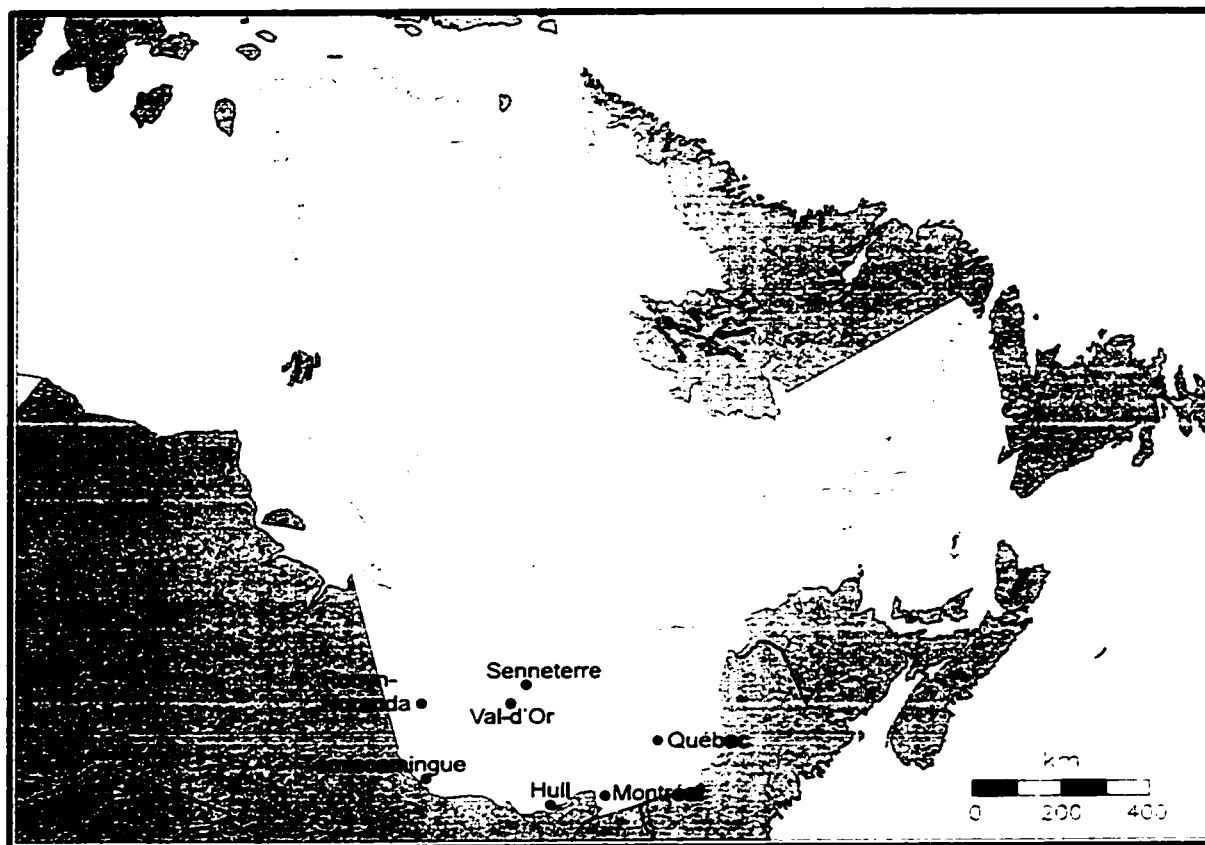
experience suggests that more and more communities are developing their recreation and tourism potential as a means of diversifying their local economies. This approach gives more meaning to the central research question by providing the possibility of finding out if there is enough evidence that tourism and recreation can be used as tools in increasing sustainability.

The plight of rural communities, dependent on declining natural resource commodities such as farming, mining and timber exploitation, has provoked both the federal government and the local community to examine new alternatives in revitalizing rural economies (Selin & Lewis, 1994; Swinnerton & Hinch, 1994).

As the 1993 Forest Summit highlighted, the dilemma facing many rural communities is how to keep rural areas alive while maintaining the biodiversity of the forests. It has been shown that tourism and recreation are increasingly receiving attention as tools for rural economic development (Crotts, 1994; Burr & Walsh, 1994). In many settings, tourism has provided a means of diversifying a rural economy from one which is single resource-based (for example, the case of Geraldton forest community in northern Ontario) to one which exhibits multiple employment and business opportunities. In other instances, tourism has resulted in the preservation and enhancement of natural environments and local quality of life (as in the case of developing ecomuseums in the Cowichan and Chemainus Valleys of British Columbia).

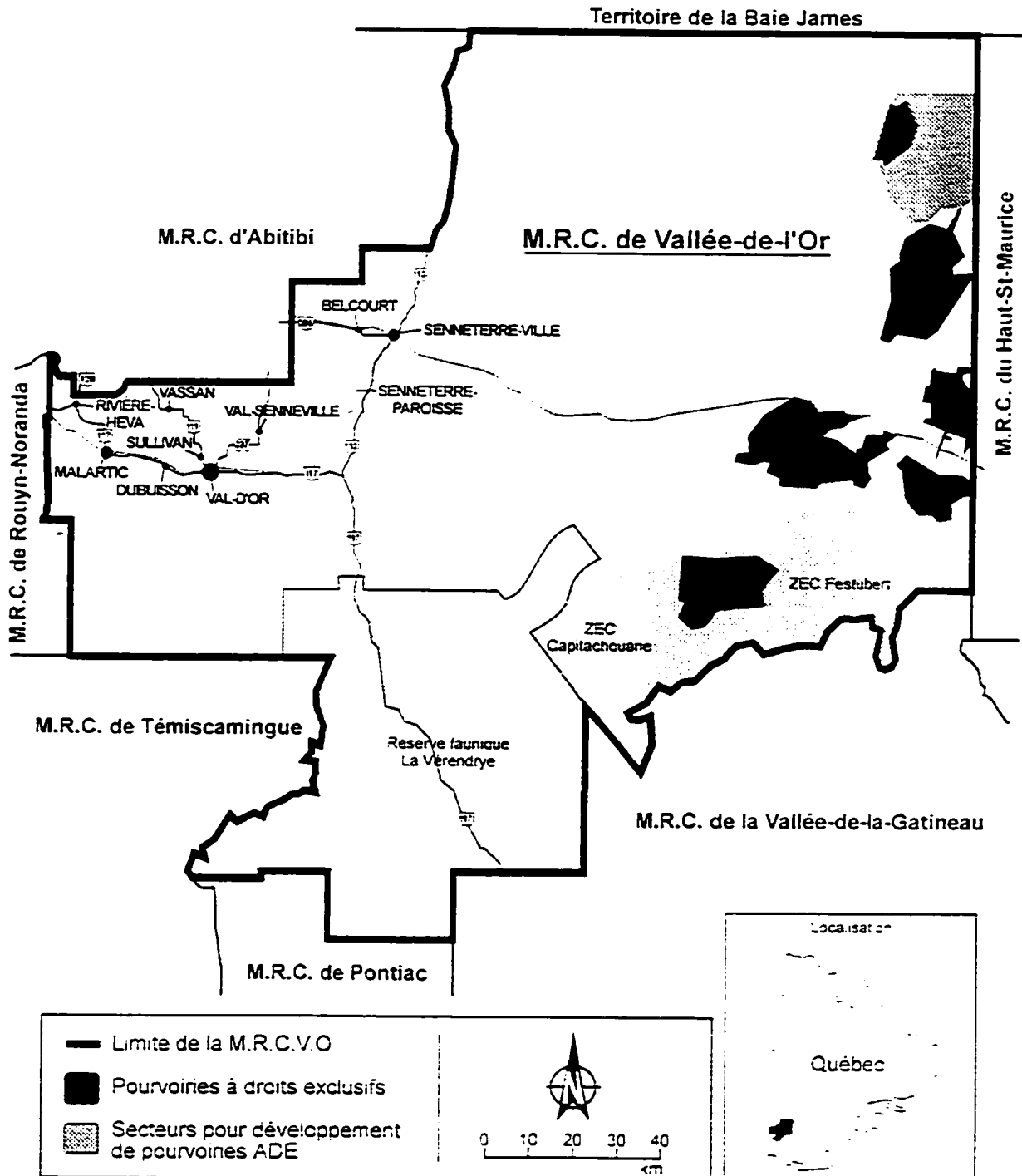
The community of Senneterre meets all three selection criteria. As stated in the *Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue* (1995) and *Premier projet de schéma d'aménagement révisé de la municipalité régionale de comté de la Vallée-de-l'Or* (1997), with the current decrease in population and the dwindling number of jobs in the lumber industry, this community is already facing a rapid decline.

Figure 1.1 The Province of Québec Showing the Study Area



Source: Adapted with modifications from the Atlas of Canada (1992).

**Figure 1.2 Location Map Showing Senneterre within the
M.R.C. Vallée-de-l'Or Territory**



Unless drastic and innovative measures are taken, this decline will continue. In order that this town survive, sustainable development principles must be considered. For this reason, it is important to take into consideration all the possibilities and evaluate all scenarios that can contribute to increasing the community's sustainability.

This may be the time to shift from single to multiple forest use. With the forest being the only resource base, Senneterre may have to try to look at tourism and recreation as ways to build a healthy, vibrant community and prevent its decline.

This thesis considers the evidence from different studies (de Groot, 1992; Ontario Forest Policy Panel, 1993; Robson, 1994; Canadian Forest Service, 1996) that the resource legacy of a forest community must include the totality of the forest functions that the ecosystem fulfils (Table 1.1). For small rural communities, timber harvesting is only one of these functions. Although this activity is often the most valuable for these kinds of forest communities, recreation and tourism activities such as hunting, fishing, trapping, snowmobiling etc. may all exceed timber values (Robson, 1994).

In the case of Senneterre community, as in any other forest dependent community, there are some current issues to be analysed. For example, it is important to determine:

- If the forest, when used as a playground for recreation and tourism activities, can complement timber use as an economic base. If forest use changes from single to multiple applications, there is a need to prove that diversity is an important element in achieving community sustainability:

- If a clear role for both forestry, and recreation and tourism can develop an interdependent set of economic regenerative and environmental enhancement initiatives:

-If a multi-faceted approach to the community's sustainability can include a combination of conservation and environmental enhancement, recreation and tourism development, economic regeneration, and social and cultural benefits.

Table 1.1 Forest Functions

- 1. CARRIER FUNCTIONS** (provide space and a suitable substance for life and life activities):
 - Human habitation and (indigenous) settlements
 - Energy conversion
 - **Recreation and tourism**
 - Nature protection
- 2. REGULATION FUNCTIONS** (provide regulation of essential ecological processes and life support systems):
 - Protection against harmful cosmic influences
 - Regulation of the local and global energy balance
 - Regulation of the chemical composition of the atmosphere
 - Regulation of the local and global climate
 - Regulation of runoff and flood-prevention (watershed protection)
 - Prevention of soil erosion and sediment control
 - Storage and recycling of organic matter
 - Regulation of biological control mechanisms
 - Maintenance of migration and nursery habitats
 - Maintenance of biological diversity
- 3. PRODUCTION FUNCTIONS** (provide many material resources):
 - Oxygen
 - Genetic resources
 - Medicinal resources
 - Raw materials for clothing and household
 - Raw materials for building, construction and industrial use
 - Fuel and energy
 - Ornamental resources
- 4. INFORMATION FUNCTIONS** (provide opportunities for reflection, spiritual enrichment, cognitive development and aesthetic experience):
 - Aesthetic information
 - Spiritual and religious information
 - Historic information (heritage value)
 - Cultural and artistic inspiration
 - Scientific and educational information

Source: De Groot (1992:15)

Research Objectives

The central research question can only be addressed after three research objectives are realized. They collectively provide the data and information needed to describe the state of the recreation and tourism in the study region.

Objective 1

To inventory and describe recreation and tourism in the Senneterre region in terms of the present supply and demand of recreation and tourism's most important assets: attractions, infrastructure, services, promotion, hospitality, and their major strengths and weaknesses.

This exercise is an attempt to measure quantitatively, largely through content analysis of governmental and non-governmental documents (i.e.: *Plan stratégique de développement de l'Abitibi-Témiscamingue* (1993), *Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue* (1995), *Histoire de l'Abitibi-Témiscamingue* (1995), *Premier projet de schéma d'aménagement révisé de la municipalité régionale de comté de la Vallée-de-l'Or* (1997) *Senneterre 1919-1994* (1995), guide books, brochures and magazines), the recreation and tourism capacity of the Senneterre region. The fulfilment of this objective will permit the researcher to develop supply and demand criteria related to recreation and tourism development in Senneterre.

Objective 2

To inventory and describe the recreation and tourism perceptions and attitudes of strategically placed community and other leaders in Senneterre.

This qualitative exercise, based largely on survey research, includes a major preoccupation with community beliefs related to future tourism demand and potential. It is an attempt to determine community behavioural support.

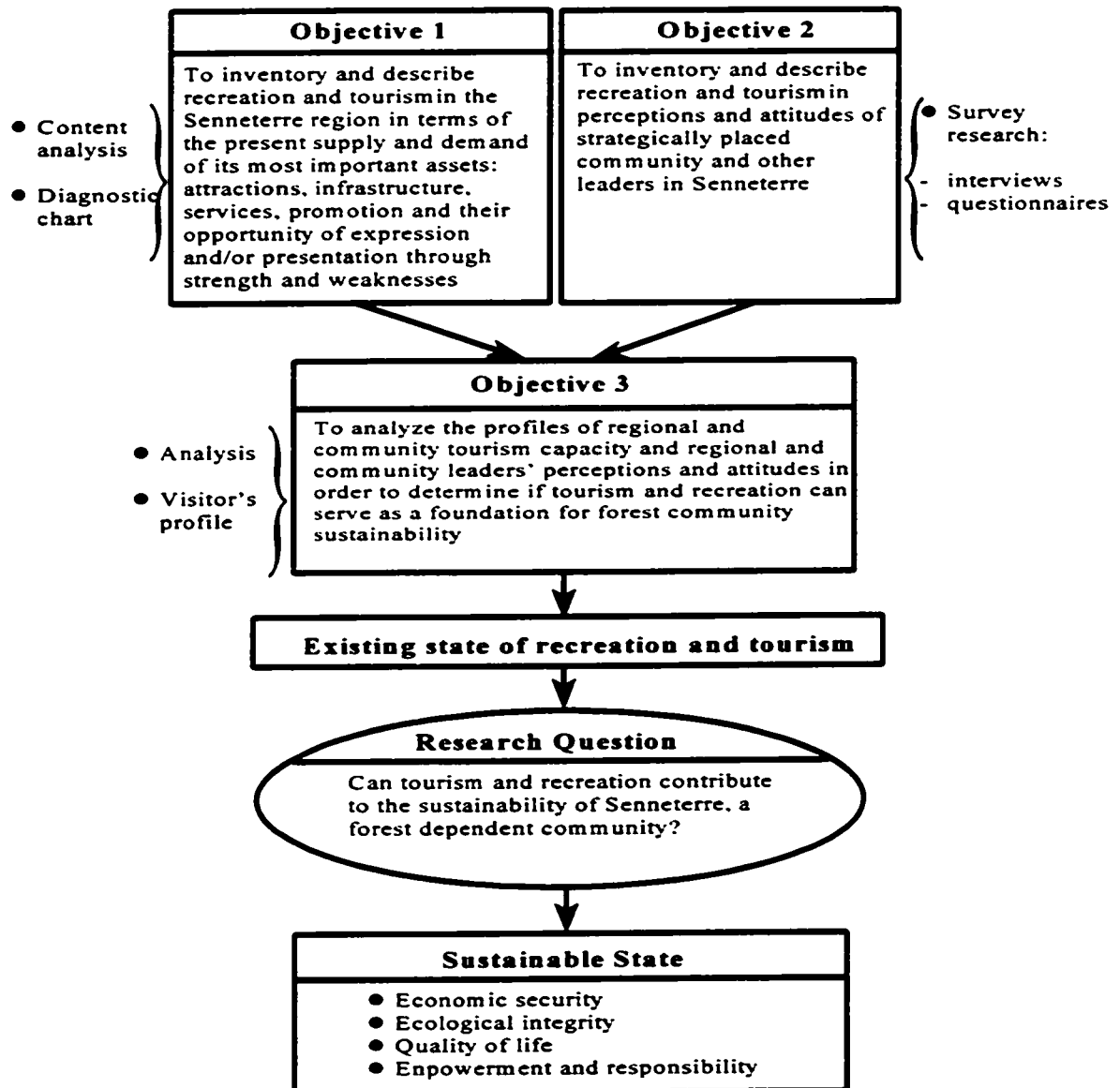
Objective 3

To analyse the profiles of regional and community recreation and tourism capacity and regional and community leaders' perceptions and attitudes in order to determine if recreation and tourism can serve as a foundation for forest community sustainability.

This objective outlines the themes and topics that are perceived as being important and analyses the current recreation and tourism opportunities that have been identified from a local community perspective.

The conceptual framework for this thesis is illustrated in Figure 1.3.

Figure 1.3 Framework for Research Strategy



CHAPTER II

LITERATURE REVIEW

The literature review is purposely organized to bring both knowledge and understanding of the major concepts and issues used in this thesis. The information provided through this chapter justifies the essence and direction of the research.

The first section includes several definitions and key terms which will be mentioned and repeated throughout the development of this research. The second section includes five dominant themes and concepts which reveal the most recent information in the field of recreation and tourism. These themes are: sustainable development, community development, sustainable community, community forests, and recreation and tourism development. The third section is dedicated to the theoretical presentation of the employed research methods: document analysis and survey research (community forum approach, key informant approach, interviews, and questionnaires). The last section briefly presents two examples of two strategies of recreation and tourism applied by two provinces: "Alberta Tourism Action Plan" (1988) and The Ecomuseum Project "The Forest Legacy" in British Columbia (1988).

1. Definition of Key Terms

During its development, this thesis uses some of the specific terms commonly applied in the field of recreation and tourism. They are briefly defined, as follows:

Tourists are travellers, whose trip last more than 24 hours, and purchase goods and services outside their community (McIntosh et al., 1995).

Tourist product is a combination of all service items consumed by tourists from the moment they leave their residence up to their return. It can also include tourists' perception (*Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue*, 1994).

Tourist offer is the sum of all the activities, attractions, sites, products and services that are available to the tourists (*Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue*, 1994).

Adventure tourism is tourism in a natural environment, focussed on soft and hard risk activities (*Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue*, 1994).

Tourism expenditures is the total disbursements (accommodation, restaurants, transportation and miscellaneous) made during a trip by a tourist (*Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue*, 1994).

Touristic package it is a tourist product comprised of many elements at a fixed price. It can include any of the following: accommodation, restaurants, attractions, car rental, and transportation (*Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue*, 1994).

Circuit is an itinerary based on the visit of interesting sites, attractions, landscapes and the discovery of local communities (*Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue*, 1994).

Strategic planning is the development of guidelines, principles and values based on a vision (*Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue*, 1994).

Marketing is the management of the exchange between suppliers of tourism products and services and their clients (*Plan de développement de l'industrie touristique régionale de l'Abitibi-*

Témiscamingue, 1994).

Person-Trip refers to one trip done by a person alone or as part of a group. For example, if five persons travel together, the term counts for five person-trips. This concept allows for a count of persons that are less than 15 years old, but accompany those who are 15 or older (*Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue*, 1994).

Over-Night Stay involves one night spent by a person who is travelling. If two persons who travel together spend three nights during a trip, the over-night stay is considered six (*Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue*, 1994).

The term **Metropolitan Region** corresponds to an urban centre with more than 100,000 inhabitants as well as the suburbs that surround it (*Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue*, 1994).

2. Dominant Themes and Concepts

Sustainable Development

Around the world, the use of this term has become so widespread and "en vogue", that it is in danger of becoming meaningless. Often, it is not clearly defined, or is "used in so many different ways, it clearly does not reflect a consensus in meaning" (Bramwell and Lane 1993:82). The need for such a concept became acute with the widespread acceptance that the environmental consequences of development are much wider and more profound than previously understood, and with the threat of the world's human population continuing to increase.

Sustainable development is now considered a powerful concept which may help provide general guidance needed to ensure environmental and social quality for future generations. It has been defined by the World Commission on Environment and Development (1987:43) as

“development which meets the needs of the present without compromising the ability of future generations to meet their own needs”. The 1992 European Community's Fifth Action Programme, entitled “Towards Sustainability”, stated that sustainable development “is intended to reflect a policy and strategy for continued economic and social development without detriment to the environment and the natural resources on the quality of which continued human activity and further development depend” (Whitney, 1994:66).

According to Van Kooten (1993), now there are more than sixty definitions of sustainable development. Nevertheless, it is possible to classify them according to whether one subscribes more to a “constrained economic growth” point of view or to the “maintenance of the resource point of view”. While economists are more familiar with and often espouse the former point of view, the second viewpoint is more generally embraced by ecological groups that advocate minimum interference in the environment.

Regardless the large variety of definitions, it is important to stress that moving towards sustainable development has consequences for many aspects of individual lifestyles and patterns of behaviour, and for the responsibilities of local, national and international governments. Also, the scale of sustainable development becomes important when considering its three fundamental principles, which are ecological sustainability, economic sustainability and social equity between individuals and society on one hand, and between different generations on the other.

According to Van Kooten (1993), the idea of maximizing economic growth subject to environmental constraints is a position often attributed to neoclassical economists. The argument rests on the notion that the idea of growth is not unique to neoclassical economics, as institutional economists have also argued that there are no limits to growth outside of human innovation. From

another point of view, the post modernist view also deals with a scale problem in the sense of individuals' limitations of understanding and managing the large complexity of issues in today's society.

One of the documents that addresses the pressing problems of today and also aims at preparing the world for the challenges of the next century is *Agenda 21*, the centrepiece of the 1992 Rio agreements (UNEP, 1992). It represents an action programme of what nations should do to achieve sustainable development in the twenty-first century. Critics (Chiras, 1994; Whitney, 1994) hold that while it stands as a global consensus, it is weak and ambiguous in a number of respects as a consequence of the search for global compromise acceptable to different interests and nations. However, an important dimension of *Agenda 21* is that implementation of its wide ranging matters depends in large measure upon action at the national level or even at a local scale. Most programme areas relate specifically to local-based management activities, such as waste disposal, land use, energy consumption, marine or river pollution, education, planning and economic development (Whitney, 1994).

The objectives set up by *Agenda 21* at the local level will contribute to a global resolution of problems only if they are followed adequately (UNEP, 1992). It means that although *Agenda 21* covers almost every conceivable issue relating to sustainable development, in order to be of practical use, it must be desegregated and translated into operational plans at national, federal and local levels.

While some of the definitions are somewhat clearer than the others, there are still inherent contradictions regarding sustainable development. There are still questions that no one can answer completely. Can development really be sustainable, or does growth exclude sustainability or maintenance of the resource base? What is required for development to be sustainable?

Overcoming the obstacles to sustainable development will require political vision as well as courage in policies and institutional change on a combination of all kinds of scales (MacNeil et al., 1991). Nelson and Eidsvik (1990:66) suggest that "the concept of sustainable development sets a very basic goal -sustainability- and provides a broad umbrella under which we can develop and perhaps agree upon various important principles and practices to be used in striving for the ideal - which must be envisioned as a process rather than any utopian end state".

The sustainability of an economic activity depends on the ability of the region under development to absorb the impact of the activity on the environment and on the local culture. To assess sustainability, several factors need to be determined: the amount of environmental deterioration which can take place before an area is no longer of interest to tourists, how long the local people can withstand the socio-cultural impacts of tourism before tourism is no longer beneficial to them and finally, the procedures by which economic development is conducted (Reid, 1991).

Community development

This concept has lately received frequent and varied use. It has been used by Biddle and Biddle (1965) and Crompton (1971) to connote tangible achievements such as schools, hospitals, swimming pools and community centers that have been constructed, episodes of cooperative work, attendance at meetings and petitions circulated and signed. But Campfens (1983) and Dykeman (1990) point out that there is more involved in community development than just physical "superficial evidence". Community development is also a process that shapes peoples' lives and activities. According to Christenson and Robinson (1987:12), community development can also be "a group of people in a community, reaching a decision to initiate a social action process (i.e.

planned intervention), to change their economic, social, cultural or environmental condition”.

Most communities are faced with some alternatives. Identifying and then analyzing the probability of different scenarios occurring is a central part of strategic planning. These scenarios include consideration of the future of the community as well as what might happen with collective intervention on the part of the community (Bryant, 1991).

Scenario analysis is an excellent way of getting groups of people together in order to look at the community's future and to appreciate the interrelationships, impacts and implications of alternative strategies. At a local scale, there is always a choice within the community that can be dealt with in a certain way (i.e. , the range of type of economic activities that a community wishes to encourage). In this way, using various types of public input through meetings, surveys or representative committees can be a valuable means of cultivating a sense of community ownership of what is happening (Reid, 1991).

Sustainable Community

According to Burr and Walsh (1994:14), an effective approach to developing the community field “is for individuals to work together on some community project and to focus on the relationships that develop as they work together”. This idea leads to the concept of sustainable community, which, “in the broadest sense, resembles a living system in which all resources - human, natural and economic- are interdependent and draw strength from each other” (Nachman-Hunt, 1996:3). While many current responses to community problems center on the need to return to the ways and structures of the past, community sustainability efforts focus on the future, on new strategies, partnerships, and technologies to strengthen and protect communities' economic, social and environmental resources. The sustainable communities movement recognizes the importance

of developing processes and mechanisms to find and develop common ground among members of a community (Hunt, 1996). Maughan (1996) believes that a community's welfare depends on the importance of pursuing policies and strategies that enhance economic security and environmental health for all members of the community, which will enable communities to undertake and try to solve their own problems.

According to Kline (1997), for a community to become sustainable, it must take into consideration four characteristics: economic security, ecological integrity, quality of life, and empowerment with responsibility. It must also strive to achieve several goals, such as: to adopt a system approach, to infuse technology with purpose, to maintain scale and carrying capacity, to value diversity, and to preserve heritage. These characteristics are described as follows:

Economic security is taking place when a community includes a variety of business, industries, and institutions which are environmentally sound and provide finance, training, education, jobs, and other forms of assistance to adjust to future needs (Kline, 1997). These are all steps to a more sustainable community, which enables its members to take decisions and to plan for their future development, and which cause that residents' money to remain in the community.

Ecological integrity is reached when a more sustainable community is in harmony with natural systems and uses the natural ability of environmental resources for human needs, without undermining their ability to function over time (Kline, 1997).

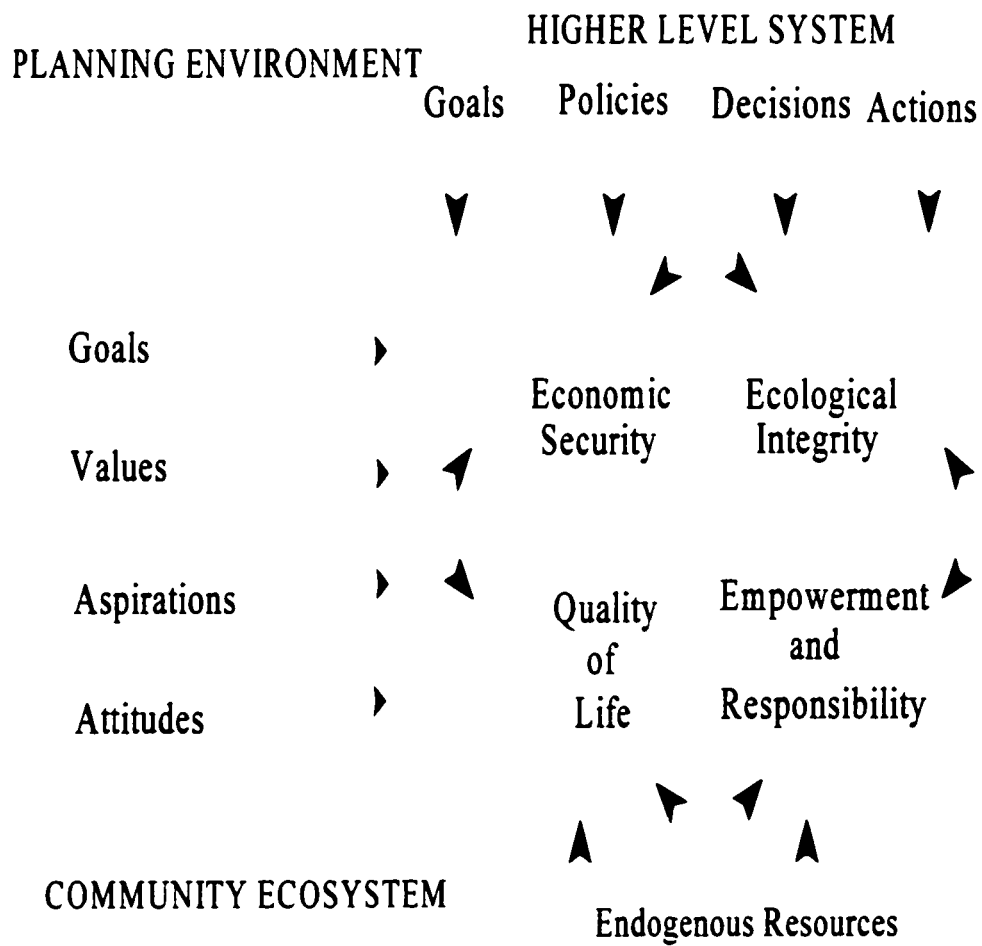
Quality of life is achieved when a more sustainable community recognizes and supports people's sense of well-being, which includes a sense of belonging, a sense of place, a sense of self-worth, a sense of safety, a sense of connection with nature, and the provision of goods and services which meet their needs (Kline, 1997).

Empowerment with responsibility is gained when a more sustainable community enables people to feel empowered and to take responsibility based on a shared vision, equal opportunity, and a capacity to affect positively the outcome of decisions which affect them (Kline, 1996).

Figure 2.1 is an adaptation from D'Amore & Jafari (1988) of how the four characteristics integrate in the community's ecosystem. The four characteristics of a sustainable community are all interrelated and influenced by the endogenous resources (local natural and cultural attractions, and other community assets) that are available in the community. On the other hand, all the goals, values, aspirations and attitudes that are part of the community's vision will have a continuous influence on the four characteristics.

Although it is hard for a community to embody all four characteristics of sustainability as delimited by Kline (1996), this definitional framework provides a conceptual goal. In the context of this research, the goal of the Senneterre community is to distinguish and then decide what are the needs and priorities in order to reach a sustainable state. Since sustainable community is not necessarily a new field, but a bringing together of many different fields (Maughan, 1996), it is important for Senneterre to consider various challenges which are just beginning to be addressed. These challenges are dealing with the fact that each economic sector brings different training, professional experiences, priorities, and perspectives, which will have to consider the community's welfare in the long run.

Figure 2.1 Community Ecosystem



Source: Adapted from D'Amore and Jafari (1988).

Community Forest

A contemporary forestry issue that deals with sustainable development at a local scale is the community forest. Community forest is defined as “a tree-dominated ecosystem managed for multiple community values and benefits by the community. ... involving deliberate development of a relationship between a community and its immediate forests, such that all community members have a means of direct involvement in the management of the forests” (Duinker et al., 1994:713).

In the specialty literature, a community forest is also referred to as a forest dependent community, which depends upon the forest sector for their continued vitality (Robson, 1994). As suggested by Hyde (1992), community forest is a recent response to the community demands of the forest sector. It offers to the community the opportunity of controlling forest management with a view to integrate the forest resources into the local economy. As an important aspect, community forestry provides a crucial core activity essential to the well-being of the local population (Robson, 1994).

Community forest has taken a variety of forms in Canada (Smith et al., 1991). In British Columbia, community forestry often means the development of a Community Forestry Board. In a First Nations community, community forestry sways the implementation of an Aboriginal Forestry Program. In Newfoundland, community forestry means private woodlot management. In Ontario, community forestry is most often identified with the Geraldton Community Forest Project.

In all these cases, the fate of the forests is a national issue because these forests are owned by all citizens, not just timber industry or the residents of a region (Ministry of Supply and Services Canada, 1991). Therefore, even though it is a global issue because those forests are important reservoirs of irreplaceable biodiversity, the common denominator in all these cases, at a local scale,

is community control.

In the case of Geraldton, a small community located 200 km north-east of Thunder Bay, the kinds of problems raised at a local scale and adapted in a sustainable way influenced not only the community forest industry but also the nature of the relationships within the community. By 1989, a report that offered both an overview assessment of the community forest phenomenon and a step by step approach for implementation was developed. Including land administration, management control and the potential of the community forest as a research and development tool, the program, as applied in Geraldton, provided the means and the vehicle for community vitality (Robson, 1994).

Community stability is best pursued through economic diversification (Jacobs, 1993). The best community forest program is one that seeks to provide a wide array of benefits to the community and should include various forest land resources. Where the degree of potential use of all land resources (e.g. potential land use for timber, fishing, parks and recreation, and tourism) is high, a community forest program seems to have a high viability. This is the case of various uses of land by different small communities, where forest policies have the responsibility to ensure that the forest sustainability is achieved (Ontario Forest Policy Panel, 1993).

Throughout the provinces, many communities are located in forests and depend on them for their existence. With an understanding of use-diversification, ranging from timber harvest to tourism and recreation, these communities can reach sustainable levels. For example, the communities of Cowichan and Chemainus Valleys (British Columbia) developed "Ecomuseums Societies", where the many users of the resource base received benefits from forests, which in return benefited the forests to sustain their use.

Recreation and Tourism Development

According to Murphy (1985:9), "recreation falls entirely within leisure since it is an experience during free or discretionary time which leads to some form of revitalization of the body and mind". Part of this recreational activity takes place outside of the local community, and as a result, travel becomes an important component, leading this form of recreation to be classified as tourism.

Therefore, tourism is defined as a form of recreational activity that involves people travelling outside their home communities for other purposes than daily commuting and where the reasons for this travel may include visiting friends or relatives, participating in a variety of recreational activities, sightseeing, education or even business (McIntosh et al., 1995).

For the purpose of this thesis, tourism is studied from a sustainable perspective. Therefore, the concept of **sustainable tourism development** is used in the sense that it incorporates consideration of both the natural and socio-cultural environment as components of the tourism experience. For this purpose, sustainable tourism development is defined as "management of all resources in such a way that we can fulfil economic, social and aesthetic needs while maintaining cultural integrity, essential ecological process, biological diversity and life support systems" (Tourism Canada, cited in Cronin, 1990:12).

Sustainable tourism development has only recently become a growing concern in the tourism industry. It has been brought forward that tourism developers need to realize the seriousness of the impact they may have on the environment. Furthermore, the tourism industry needs to take into consideration all long-term effects it will have on both the physical and human environments.

On the other hand, for this research tourism is also described in terms of six important key

components or **assets**. They are the following: tourism attractions, tourism market, infrastructure, services, promotion, and hospitality.

a) Tourism attractions include natural and man-made features both within and adjacent to a community that are of interest to tourists. These features constitute the (reasons) why tourists come to an area. Examples include historic sites, lakes, mountains, wilderness areas and industries as well as fairs, conventions, competitions and tours (Alberta Tourism, 1988).

b) Tourism/travel market is the group of individuals who are likely to consume a specific tourism product (*Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue*, 1994). A major topic of planning concern in the tourism field is the understanding of tourism/travel markets: their location, preferences and purposes of travel, and ability to travel.

According to Gunn (1994), in the recent years, a new approach has been taken by dividing the totality of tourists into groups with similarities. This view has led to market segmentation, which is defined by the same author (1994:36) as "the process of dividing a total clientele into groups consisting of people who have relatively similar service needs". In general, there are three basic conditions which should be taken into account for segmentation. First, the number of clients must be large enough in each segment to justify special attention. Second, there must be sufficient similarity of characteristics within each group to give them distinction. Third, the groups must be reasonable, deserving attention (Gunn, 1994).

c) Tourism infrastructure consists of roads, airports, railways, parking areas, sewage dump stations, water and power services, boat launches and location and distance signs. The category also includes those community recreation facilities that can be used to host events and sports tournaments such as ice arenas, curling rinks, baseball diamonds, community halls, etc (Alberta Tourism, 1988).

d) Tourism services include hotels, motels, campgrounds, restaurants, service stations and other retail businesses in a community that take care of a visitor's needs (Alberta Tourism, 1988).

e) Tourism promotion involves how individuals and groups organize to market an area to potential tourists. It includes the tools communities use to attract visitors - advertising, travel shows, magazine articles, brochures, maps, videos, commercial and promotional signs, auto tour guides and tourist information booths (Alberta Tourism, 1988).

f) Tourism hospitality consists of how tourists are greeted and treated. Being the most humanitarian aspect of tourism, hospitality relates to the ability and enthusiasm of people who deal with tourists. In most cases, hospitality involves everyone in the community. It determines whether visitors have a pleasant and enjoyable experience in a community and whether they will return or recommend others to visit the area (Alberta Tourism, 1988).

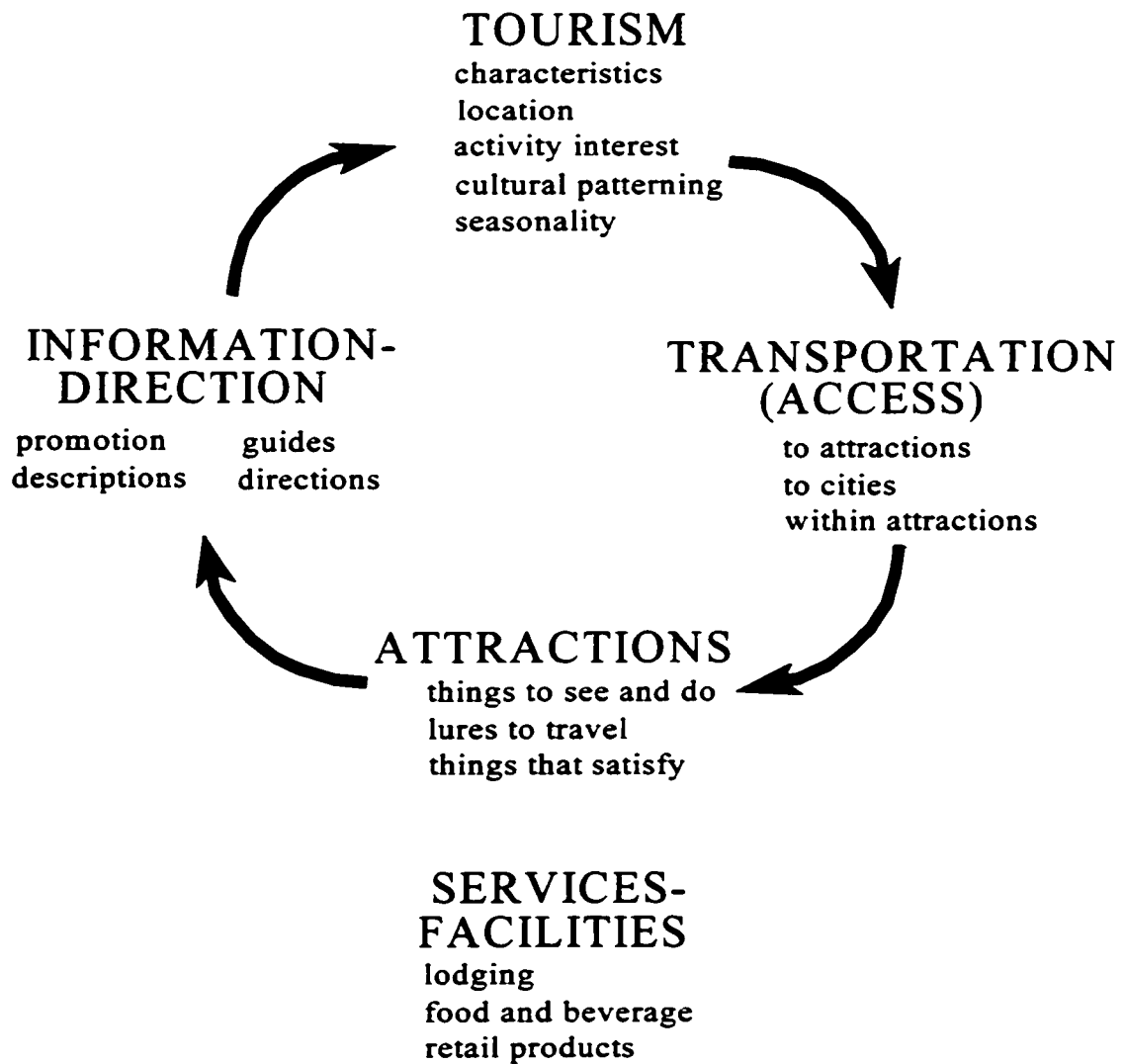
Figure 2.2 represents the tourism functional system that considers the linkages between and among environment, people, attractions and information at a broader level. It sets out to identify the tourism system and needed linkages between components of this system. Such an approach might not be a panacea for the Senneterre community, but it can serve to relate sustainable development more harmoniously to environmental, community and tourist needs. Gunn's (1980) tourism functional system may lead to what Nachman-Hunt (1996) suggests, which is a more sustainable community, that "in the broadest sense, resembles a living system in which all resources -human, natural and economic- are interdependent and draw strength from each other".

Cronin (1990:15) views sustainable tourism development as consisting of "finding the balance between a degree or type of development that will bring economic and other benefits to a community, and the point at which that development starts to feed on rather than sustain the very

elements at its basis". In a certain way, the issues involved in sustainable tourism development are those of economic security and ecological integrity, the perception of quality of life, and the empowerment with responsibility.

The same author (Cronin, 1990:15), suggests that, in order to be compatible with the principles of sustainable development, tourism must meet certain criteria:

- Be guided by ethical principles that respect the culture and environment of the host area, the economy and traditional way of life, the indigenous behaviour, and the leadership and political patterns:
- Be supported by the involvement of local population, proceed only with their approval and provide for a degree of local control:
- Be undertaken with equity in mind, i.e., with the idea of access to a fair distribution of benefits and costs among tourism promoters and host peoples and areas, not only now but also in the future:
- Be planned and managed with regard for the protection of the natural environment for future generations:
- Be planned in an integrated manner with other economic sectors: and
- Be assessed on an ongoing basis to evaluate impacts and permit action to counter any negative effects.

Figure 2.2 The Tourism Functional System

Source: Adapted from Gunn (1980:130).

The issues involving sustainable tourism development have been discussed for a number of years (Krippendorff, 1988; Pearce, 1989), but it is only recently (Tourism Canada, 1990; Whitney, 1994) that the decision was made to go beyond definition and finally take action. For example, the international tourism conference, *Globe 90*, addresses the implications and roles which the government, various profit or non-profit organizations, and tourists should play in promoting sustainable tourism development. It touches upon issues such as tourism as an opportunity for job creation and economic benefits while maintaining the “full value of the natural and cultural environment” (Tourism Canada, 1990:1).

Tourism can provide some important benefits to forest communities. In many settings, tourism has provided a means of diversifying a rural economy from a single resource-based economy, thereby creating an environment where multiple employment and business opportunities abound (Crotts, 1994). In other instances, tourism has resulted in the preservation and enhancement of natural environments and local quality of life.

Communities need to clarify in what direction they want to go. For this purpose, they need to choose their own way of diversifying their local economy. Many forms of rural tourism exemplify the fundamental characteristics of sustainable tourism, such as: consideration of the social and physical environment, the scale and types of enterprise that is compatible with the character of the local community and the landscape; the development of the enterprise that provides further education for the local labour force on the one hand, and provides a leisure and education experience for the visitor on the other (Swinerton & Hinch, 1994). As a result, the tourism industry itself recognizes that with a growing emphasis on a conserver as opposed to a consumer society, sustainable tourism is more likely to be favoured by an increasing proportion of the population. In this case, tourism is

being promoted as an environmentally responsible form of economic development, and this applies particularly to many forms of rural tourism (Swinerton & Hinch, 1994). Some other factors associated with tourism and recreation demand are also important in accounting for the growing interest in many forms of rural tourism.

Recent studies in the United States (Selin & Lewis, 1994; Lew, 1994), for example, suggest that the nature of outdoor recreation trips is changing, with an increasing emphasis on shorter trips closer to home. This change in the spatial distribution of trips means that rural areas are likely to be the setting and destination for many of these visitors. In addition, an aging population together with better levels of education suggests that "appreciative" or "non-consumptive" forms of tourism and recreation are going to grow in popularity (Swinerton & Hinch, 1994). As a result, there will be an increasing desire for visitors to gain an understanding of their physical and cultural environments and not only to be entertained by them. Therefore, the importance of culture is seen as an important motivator of travel as well.

The **cultural** aspect of **tourism** is also part of the analysis in this research and is defined as "an element in the attractiveness of tourism regions which includes twelve elements of culture to attract tourists to particular destinations" (Mathieson & Wall, 1986). These elements are the following: handicrafts, language, traditions, gastronomy, art and music (including concerts, paintings and sculpture), the history of the region, the types of work done by residents and the technology which is used in the community, architecture giving the area a distinctive appearance, religion, educational systems, local way of dressing, and recreational activities.

With regards to Senneterre, cultural tourism can attract visitors because "it involves contact, and results from people's curiosity to go elsewhere and discover how others tackled the environment.

settled and coped with the primordial elements” (Moulin, 1989:44).

3. Research Methods

Content Analysis

Among the methods that researchers can use in qualitative research is content analysis. According to Marshall and Rossman (1989), content analysis is a process for making inferences by systematically identifying characteristics of various messages. It is usually rule-guided, systematic and can sometimes be applied to latent content (Guba and Lincoln, 1981). It can also be applied to any form of communication (Babbie, 1986) and its techniques are said to provide a systematic textual-analysis method with high levels of accuracy and validity for the analysis of existing municipal plans (Shoemaker and Reese, 1989; Hsia, 1988; Holsti, 1969).

Content analysis and other forms of documentation lead often to the elaboration of numerical coding systems (the deductive component), where statistics are useful tools in many stages of research dependent on recording the frequency with which content attributes appear, or on any other single quantitative method of enumeration (Holsti, 1969). On the other hand, content analysis can deal with themes and patterns (the inductive component) which emerge from analysing the data rather than using a predetermined code (Henderson, 1991).

According to Bailey (1987), qualitative content analysis allows researchers to analyse systematically some dimension that appears in written form. Consequently, documents and records are often used to supply certain types of data for content analysis, where records are generally used for longitudinal analysis (Henderson, 1991; Becker, 1970). A sub-set of content analysis discovery and interpretation is the archival technique or informative document analysis (Palys, 1992; Kidder and Judd, 1986; Guba and Lincoln, 1981).

For the purpose of this study, the deductive component of the content analysis was not considered appropriate for obtaining the data needed in this research. Textual analysis of messages, communications or planning documents was not a focus of the present inquiry. Documents were consulted only to obtain factual information about the background, development, goals and/or eventual conflicts of the tourism potential in the selected case study. Consequently, the informative document analysis described below was more appropriate for obtaining the information needed to complete the required inventories.

The research methods described in this section are the ones that provided guidance and direction in the context of informative document analysis and survey research, conducting interviews, and constructing questionnaires.

Informative Document Analysis

Informative document analysis is described by Palys (1992) as a technique which studies any information that is contained in written records or documents. According to Guba and Lincoln (1981), document analysis gives the researcher the opportunity to assess the impact of natural events and investigate many other issues. As a type of data gathering, document analysis has many advantages:

- The use of document analysis is often lower in cost than many other research methods and generally less “influenced by reactivity” than interactive techniques (Palys, 1992:225).
- Document analysis allows longitudinal analysis, at least within the past events. This implies that any researcher can go back to a given document or archive period and submit it to greater or different scrutiny (Babbie, 1986).
- Documents are often credible sources. Much information is collected by governments, as part

of their mandate, and the information is more likely to be available and accessible than in the case of smaller groups or individuals (Henderson, 1991).

- Document analysis can be done spontaneously and discreetly. Sometimes highly charged issues can be reviewed in documents without key informants bringing up past distressing or sensitive issues (Henderson, 1991).

As with most other data gathering methods, document analysis has its drawbacks:

- Documents may be subject to various sources of unreliability, bias, or invalidity - often program staff present the program in its most favourable light, minimizing problems or failures (Kidder & Judd, 1986).
- Documents often provide limited information. They may provide data on one aspect of a program but neglect others (Palys, 1992).
- Documents can be inaccurate if busy staff neglects to keep track of the most recent statistics (Palys, 1992).

In this study, government and non-government documents were studied, which constituted an advantage for the researcher in terms of cost expenditures. On the other hand, through this method, it was important to gather the information necessary for the study's objectives.

Survey Research

Survey research is described by Neuman (1994:221) as "the most widely used data-gathering technique in sociology, used in many other fields as well". Like content analysis, survey research can follow a deductive or an inductive approach to scientific explanation. According to Sheskin (1985), induction advances from particular circumstances to universal statements. Deduction proceeds from general statements to particular events.

Fowler (1993:1) argues that there are several important characteristics when dealing with this data collection process, such as:

1. The purpose of the survey is to produce statistics or numerical descriptions of some aspects of the study population.
2. The main way of collecting information is by asking people questions: their answers constitute the data to be analysed.
3. Generally, the information is collected about only a fraction of the population - a sample - rather than from every member of the population.

By selecting the most appropriate survey mechanism (e.g., telephone, mail, face-to-face interview), the researchers have a way of broadening their understanding of the issue or the problem they study (Sheskin, 1985). According to Research and Statistics (1986:257), efficient survey mechanisms dealing with community issues include community and group data collecting methods, with specific community forum and key informant techniques:

- The community forum approach entails the gathering of members of a specific community to ask their opinions, their needs and their vision within a certain context. This approach is often used to validate or invalidate the information which comes from key informants. Usually it is done by calling a meeting with the members of a specific community which is assessed by a study.
- The key informant approach involves selected knowledgeable community leaders or group representatives to survey their opinion concerning a specific topic/issue that exists in their community. This is done usually by both in-depth one-on-one interviews and questionnaires.

Personal Interview Survey

According to Sheskin (1985), the personal interview survey involves a face-to-face interview with a respondent. It is the best method for pursuing a subject in-depth, operating in a discovery manner, and creating interaction with an individual (Henderson, 1991). The interview may take on many forms ranging from highly structured questions to open-ended questions. Interviewing may occur as a part of field research when interviewing key informants or it may be used as a singular qualitative method to obtain general data (Fowler, 1993).

For personal, face-to-face interviews, researchers who wish to interview knowledgeable people in the field usually choose purposive sampling, rather than a random sample of the entire population (Sheskin, 1985).

The focus of this study is on the use of personal, exploratory interviews, considered the most favourable method of administering interview questionnaires to a number of purposefully selected key informants in the Senneterre community. The open-ended nature of the questions provides an opportunity to clarify and elaborate on the information gathered from the document analysis method.

Questionnaires

Questionnaires are used in connection with many methods of observation in social research, and they are essential for the survey research (Babbie, 1986). Questionnaires can be structured and sent by mail as an alternative to self-administered questionnaires, to personal or telephone interviews. According to Sheskin (1985:19), there are several advantages associated with mailed questionnaires:

- One of the advantages of mailed questionnaires is their low cost. It is the least expensive survey mechanism that can be accomplished at a relatively low cost.

- A second advantage is the minimization of potential interviewer bias that can plague personal interviews.
- A third advantage is that mailed questionnaires may place less pressure for immediate response on the subject. At the same time, they give the respondents a feeling of anonymity, and therefore encourages open responses to sensitive questions.
- Fourth, because respondents can see the questions and answers, more complicated questions can be incorporated in a mail than in a telephone survey.

On the other hand, mailed questionnaires also have several disadvantages, particularly in the quality of the data that can be obtained:

- The first consideration is given to the low response rate that is usually associated with mailed questionnaires (Sheskin, 1985).
- A second problem might be the accuracy and completeness of responses to questions (Selltiz et al., 1976). Here, the key issue is the motivation of the respondent.
- Third, mailed questionnaires do not allow an interviewer to correct misunderstandings or answer questions that the respondent might have. If the researcher considers and weighs the advantages with the disadvantages of these methods, the survey research should bring in valuable information (Abbey-Livingston, 1982).

Considering the strengths of survey research in general, it can be asserted that it provides a useful means for exploring potential problems and for identifying of significant and current issues as well as considerations for further research.

4. Presentation of Tourism Models

The purpose of this section is to present two tourism development strategies which identify the priority actions for tourism development in Alberta and British Columbia. In these two cases, tourism is considered a “working tool” (Alberta Tourism, 1988) available to the various stakeholders involved in tourism (e.g. tourism agencies, outfitting concessions) in their regions and serves to boost regional cooperation and community consultation regarding economic development.

Alberta Community Tourism Action Plan (1987)

The Community Tourism Action Plan was produced by the Tourism Action Committee - Development Division of Alberta Tourism. As the first program of its kind in the province, it was designed to help improve tourism within a community through the organization, development and implementation of a strategic plan of action.

The Project's Context

In 1987, the Community Tourism Action Plan formed a solid foundation for strengthening an industry which had already reached third place in the province's economy. For Alberta's local communities, tourism represented a multi-million dollar opportunity for economic diversification, increased employment and community growth. The Plan was completed in November 1987, and since then dozens of communities joined in the growing network of communities participating in the Community Tourism Action Plan program. The program provides direction on:

- Developing a tourism policy:
- Dealing with five key components/assets of tourism within a community: attractions, promotion, infrastructure, services, and hospitality.

Tourism Action Plan Development

The development of the Plan was designed following five major steps:

STEP 1 included a summary of the community's present and potential tourism market profiles. In the Plan, a key in developing the tourism industry was to match the community's supply (e.g. attractions, events, promotions, infrastructure, hospitality and services) with what visitors or target markets demanded (e.g. kinds of attractions, level of satisfaction, quality of services, etc.).

STEP 2 consisted of a list of all the community tourism assets. The list dealt with five key components of tourism - attractions, promotion, infrastructure, hospitality and services.

STEP 3 consisted of a list of all the community tourism concerns, such as negative assets, outright liabilities, and undeveloped ideas. The tourism concerns were listed according to the existing assets (attractions, promotions, infrastructure, hospitality, services).

STEP 4 consisted of a list of all the community tourism goals. These goals have outlined the community's tourism policy and provided direction for more specific objectives to follow. Accordingly, the goals were concerned with improving:

- tourism attractions:
- tourism promotion:
- tourism infrastructure:
- tourism hospitality: and
- tourism services.

STEP 5 consisted of a list of the necessary action steps to accomplish each goal.

The most important attribute of the Alberta Tourism Plan is that the communities which applied it took pride in the fact that by utilizing community resources, including the private sector,

have achieved their goal: the success of its implementation and a more sustainable way of economic development. This plan can serve as a model for the Senneterre community in order to develop a plan of tourism development for its own touristic assets.

The Ecomuseum Project “The Forest Legacy” (1988)

Ecomuseums, first developed in France and Scandinavia, are areas where local residents are actively involved in determining which aspects of their heritage are most important to them and how best to represent this (Bouchard 1993). In 1988, Heritage Canada launched its first pilot Heritage Region on the southern end of Vancouver Island, in the Cowichan and Chemainus Valleys. In the case of these communities, the establishment of ecomuseum societies was an important sustainable development step that revitalized the local economy, social life and the general well-being of the residents.

The Vision of the Project

The ecomuseum project “The Forest Legacy” is a unique concept that should appeal to a wide range of tourists, travelers, special interest groups as well as the local residents of the Cowichan and Chemainus Valleys. Due to funding constraints, political agendas, high marketing costs as well as long term development costs, the Marketing Committee must focus on developing the Ecomuseum in stages. The Committee must determine the needs of specific target groups and develop their existing product inventory (site attractions) to meet those target needs in an orderly, economic manner (Tourism Research Group, 1988:1).

The following stages were implemented:

STAGE 1 consisted of familiarization tours by the Marketing Committee. A series of tours aimed at familiarizing people with the Ecomuseum experience and raising awareness of the concept.

STAGE 2 included the development of attractions and the marketing of the most distinctive and potentially appealing heritage resources.

STAGE 3 consisted of training people. A training program including information kits was developed for Info Center and service industry staff.

STAGE 4 developed marketing standards. As an umbrella organization, the Ecomuseum was dealing with a number of components, either attractions or services, operated by a variety of agencies, both private and public.

STAGE 5 dealt with the promotional strategies. Several issues were identified and several promotional products were explored (i.e., brochures, regional travel guides, restaurant paper placements, table-tents, bumper stickers, and event calendars).

The most successful outcome of this project was a greater awareness among residents about their heritage resources and their value to them. A version of the ecomuseum, called econo-museum, was developed in Québec in 1992. This econo-museum is considered an enterprise which uses traditional techniques and know-how for its production: welcomes the public in order to showcase the know-how and production of Québec's crafts people; and includes a site for interpretation and for activities. Appendix B includes an example of an econo-museum in Québec, located by the St. Laurence River.

The ecomuseum project "The Forest Legacy" can serve as a model for Senneterre's residents in order to see the importance of certain aspects of their community to tourists. The development of a touristic vision will help to preserve, develop and display the unique aspects of the community's

natural and cultural heritage. The model also serves as an example of highlighting and promoting traditional trades and expertise by favoring the establishment of an eco-museum/econo-museum so as to offer the visitors a culturally innovative tourism product.

CHAPTER III

RESEARCH METHODOLOGY

This chapter presents a description of the research methodology used to inventory and analyze recreation and tourism potential in Senneterre. The description is organized in terms of data and information needs, data and information sources and data and information analysis for each of the three research objectives.

Objective 1

To inventory and describe recreation and tourism in the Senneterre region in terms of the present supply and demand of recreation and tourism's most important assets: attractions, infrastructure, services, promotion, hospitality, and their opportunity of expression and/or presentation through strengths and weaknesses.

Data and Information Needs

The inventory needs largely **quantitative** information regarding forest use for recreational and touristic purposes, recreation and tourism facilities, cultural and historical resources, road and transportation networks, natural landscape features, accommodation and service facilities, and tourism promotion. For example, this would include the number of hotels/motels, restaurants, outfitting concessions, recreation activities, adventure tourism themes, and promotional materials (brochures, touristic guides, and mass media instruments). The inventory also includes the classification of strengths and weaknesses of the existing tourism supply and demand in Senneterre.

Data and Information Sources

The information needed for the first objective is compiled using document analysis, a useful method to gather evaluation data and information and to develop issues for the analysis of the community recreation and tourism profile. For this purpose, archival governmental and non-governmental sources related to tourism and recreation are consulted. These included: the *Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue* (1995), *Plan stratégique de développement de l'Abitibi-Témiscamingue* (1993), *Senneterre 1919-1994, Histoire de l'Abitibi-Témiscamingue* (1995), *Premier projet de schéma d'aménagement révisé -M.R.C. de Vallée de l'Or* (1997), various guide books and brochures, and statistical records of recreational activities (i.e., hunting and fishing, snowmobile licensing) provided by the city of Senneterre, by the *Association touristique de l'Abitibi-Témiscamingue*, and the *Ministère du conseil exécutif du Québec*.

Due to the particular nature of the research question and the fact that recent relevant information is not systematically compiled by the government, other sources needed to be considered as well. For this purpose, the responses to a questionnaire sent to community residents (see Objective 2) became important sources of information. The answers included quantitative information regarding Senneterre's tourism market profile and the existing infrastructure and services. A detailed description of the questionnaires is given below.

Data and Information Analysis

This phase consisted of the classification and categorisation of data regarding present supply and demand of attractions, infrastructure, services, and opportunity (strengths and weaknesses) in Senneterre. The information about the strengths and weaknesses of the tourism supply and demand

are presented in the form of a matrix, an instrument commonly used in the tourism and recreation field.

Objective 2

To inventory and describe the recreation and tourism perceptions and attitudes of strategically placed community and other leaders in Senneterre.

Data and Information Needs

The inventory included mainly **qualitative** information needed to identify the attitudes and concerns towards recreation and tourism development of various representatives of segments of the population (i.e., business people, recreationists, representatives of First Nations). It also included quantitative information which could not be obtained through the first objective.

Data and Information Sources

The information needed for the second objective was compiled using Community Forum and Key Informant data collecting methods. They allowed the researcher to capture the “pulse” of the community and the degree of commitment of the local population to revitalize and diversify its local economy.

1. A **Community Forum Method** was implemented through a preliminary community **round table discussion** on March 14-16, 1996 and a **public meeting** on January 24-26, 1997. The round table discussion included the Mayor, the General Director of the *Corporation de développement économique de Senneterre* and two city councillors. The purpose of the round table was to initiate a first contact with key representatives of the community and to find out about the community’s receptiveness and willingness to participate in the study.

The January meeting involved representatives from the social, cultural and economic sectors

in order to solicit community opinion on Senneterre's future economic development in general, and the potential for tourism and recreation development in particular. The list of representatives for the public meeting was provided by the General Director of the *Corporation de développement économique de Senneterre*, and included 58 persons who were chosen primarily on the basis of their knowledge of the community, its people, resources and services already available (i.e., community agency leaders, representatives of First Nations groups, outfitters, leisure and recreation providers, as well as representatives of different industrial companies and the forestry sector in Senneterre and its surroundings).

The public meeting took place over the weekend and was titled *Atelier de Senneterre* (Senneterre Workshop). It was divided into two sessions of discussions, one on the evening of Friday, January 24 and one on Saturday, January 25, with the following objectives:

1. To formulate a community vision dealing with local administration of the forest, local transformation and diversification through recreation and tourism.
2. To identify the challenges and problems that need to be addressed in establishing an action plan.
3. To raise questions regarding the relationship with the lumber industry and the development of local entrepreneurship.
4. To establish generally agreed upon community means of local forest administration and to discuss the ways to initiate their implementation.

Out of the 58 community people who were invited for the two-day January, 12 showed up. Appendix C includes the list of all participants and a summary of the "Atelier de Senneterre/Senneterre Workshop".

2. A Key Informant Method was implemented in order to comprehensively survey the opinions of select knowledgeable community leaders or interest group representatives who were invited to the January workshop. This survey research tackled issues specifically related to the tourism and recreation potential theme, and was accomplished in two stages:

Stage 1: This stage included an informal and exploratory, conversational interview. This survey method was an appropriate tool for gaining information from a small target sample of informants. For the purpose of this research, four interviews were conducted with individuals that were chosen for the reasons of being present at the community meeting and because of their background in:

- economic development - Mohamed Madène, representing the *Corporation de développement économique de Senneterre*;
- aboriginal issues - Virginia Bordeleau, representing the *Centre d'amitié autochtone*;
- regional environmental issues - Michel Lahaie, representing the *Conseil régional en environnement Abitibi-Témiscamingue*; and
- recreation and tourism provision - Jean Sigouin, representing the outfitters through the Club Kapitachuan.

During the course of these interviews, some questions arose spontaneously, but the majority were in-depth questions geared to defining issues, problems and needs related to tourism and recreation potential in Senneterre. The goal of the interviews was to survey opinion rather than generate statistics or comparative data on particular questions.

Stage 2: While the previous stage was based on qualitative data collection, which described people's reactions and attitudes based on their own perceptions, the second stage consisted of using

both qualitative and quantitative data collection methods in the form of questionnaires. Two kinds of questionnaires were used: a) on-site questionnaires distributed as a pilot test to the same individuals that were interviewed and described above, and b) mailed questionnaires.

a) The on-site questionnaires were distributed to the four persons who participated in the interview, verifying in this way the clarity and the degree of comprehension of the questions. With the feedback obtained from the four participants and from the public meeting, some of the questions were modified in order to obtain the final version of the questionnaires.

b) The basic method for data collection through the mail was the transmission of a questionnaire, accompanied by a letter of explanation and a return envelope. Two weeks after the requested response date, a follow-up mailing was conducted, accompanied by a "thank you" letter, in order to stimulate additional respondents.

Based on the community vision expressed during the January workshop and on the experience gained with the personal interviews, 31 participants were intentionally selected to answer the mailed questionnaires because they met the following criteria:

- they were on the initial invitation list at the January public meeting;
- they were involved in recreation and tourism activities or aboriginal culture; and.
- they had either political or business prominence within the community.

The participants were divided into three groups. Each group received a questionnaire with respect to the category to which they belonged.

Questionnaire Number One (Appendix D) was sent to individuals involved in politics (the mayor and councillors), business and industry (the presidents of different companies) or community service (seniors representatives, librarians, school principal, priest, etc.). The questions requested

general information about tourist market profiles (questions 1 to 12), present touristic infrastructure and recreation services (questions 13 to 22), economic impacts of tourism (questions 23 to 26), environmental impacts of tourism (questions 27 to 29) and local tourism promotion (questions 30 to 35).

Questionnaire Number Two (Appendix D) was sent to individuals involved in tourism and recreation activities (the president of the leisure and recreation commission, outfitters, presidents of various recreational clubs, etc.). The types of questions sent to these participants aimed to better understand the social impacts of tourism (questions 1 to 11), environmental impacts (questions 12 to 14) and local tourism promotion (questions 15 to 19).

Questionnaire Number Three (Appendix D) was sent to individuals dealing with First Nations issues/activities/interests. From these participants (president and vice-president of the *Centre d'amitié autochtone*) the goal was to find out about the First Nations' involvement in the tourism industry (questions 1 to 6), their perception of social impacts of tourism (questions 7 to 14), their knowledge of environmental impacts (questions 15 to 17) and local tourism promotion (questions 18 to 21).

Data and Information Analysis

This phase consisted of a descriptive analysis of the patterns and issues that had emerged regarding key informants' attitudes, perceptions and beliefs concerning recreation and tourism potential in Senneterre.

Objective 3

To analyse the profiles of regional and community recreation and tourism capacity and regional and community leaders' perceptions and attitudes in order to determine if recreation and tourism can serve as a foundation for forest community sustainability.

Data and Information Needs

An inventory and analysis of the existing tourism and recreation resources are important means of determining the magnitude of tourism and recreation in the community and the potential to improve the existing strategy. At this stage, all potential tourism opportunities that have been identified in the inventory were analyzed in terms of the degree to which they satisfied the strategy's goals and objectives. In order to accomplish this task, the following information was required:

- a profile of the current tourism and recreation clientele in Senneterre and surrounding areas:
- the local and regional tourism and recreation development policy framework.

Data and Information Sources

For the third objective, the data and information sources were the same as those used for the first two objectives.

Data and Information Analysis

All the analysis of both qualitative and quantitative data for the third objective was based on the triangulation process. As previously discussed in Chapter two, triangulation (Patton, 1980) is the process of comparison of data using more than one source. For example, in the present study, a comparison of several qualitative and quantitative sources was employed:

- comparing the document analysis with the questionnaires and the interviews:
- comparing what different represented groups had to say about the same issue (i.e.

economic, social or environmental impacts of tourism and recreation in Senneterre);

-comparing data from the *Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue* (1995) with data from interviews and mailed questionnaires.

At the same time, a thematic analysis process was used in the case of in-depth personal interviews. In developing thematic categories, the concern was less with categorizing specific replies, but with the overall themes and patterns that became more prominent. The overall analysis for the third objective was done using a tourism market profile chart of current clientele in the Senneterre region. This chart included the type of clientele, the current or flow and the potential of the region, products that were in demand, as well as recreation and tourism development possibilities.

CHAPTER IV

RESULTS

The purpose of this chapter is to present this study's major findings through the development of the three research objectives. The focus is placed on those results that indicate how tourism and recreation can contribute to the sustainability of Senneterre. The interpretation of each of the three research objectives are presented in sequence.

Objective 1

To inventory and describe recreation and tourism in the Senneterre region in terms of the present supply and demand of recreation and tourism's most important assets: attractions, infrastructure, services, promotion, hospitality, and their opportunity of expression and/or presentation through strengths and weaknesses.

The purpose of this objective is an attempt to quantitatively measure, largely through content analysis, the recreation and tourism capacity of the Senneterre region.

The presentation of the results for this objective takes into account (a) the entire Abitibi-Témiscamingue region on one hand, and on the other, (b) Senneterre territory, as part of this region. The regional information is very important for Senneterre because this community is part of the regional tourist destination, shares common physical attractions, and is part of the regional statistics.

a) The Abitibi-Témiscamingue Region

This section presents the available data on the recreation and tourism **assets** for the entire Abitibi-Témiscamingue region.

Recreation and Tourism Infrastructure and Services

The only pertinent information available regarding the infrastructure and services for the Abitibi-Témiscamingue region consists of data provided by the *Bureau de la Statistique du Québec*. Table 4.1 and Table 4.2 offer the number of daily available rooms for all types of hotels and the daily occupancy rates in the region (in percentages), while chart 4.1 shows the average daily occupancy of camp grounds for the region.

Table 4.1 The Number of Hotel Rooms Available on a Daily Basis for Abitibi-Témiscamingue from 1993 to 1995 by Month

Year	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Aver
1993	1936	1940	1990	1940	2105	2262	2289	2309	2429	2363	2318	2313	2183
1994	2278	2276	2323	2316	2221	2320	2367	2455	2287	2223	2120	2159	2279
1995	2075	2185	2069	2083	1906	2092	2073	2043	1908	1910	1924	2070	2028

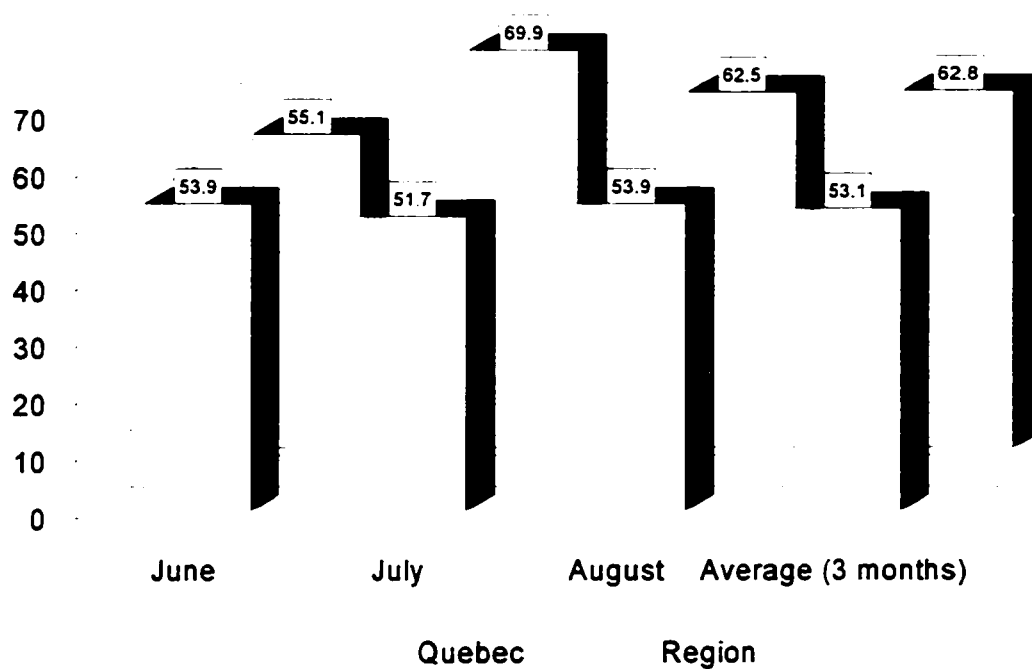
As seen in Table 4.1, the lowest number (1936) of hotel rooms available daily for the entire Abitibi-Témiscamingue region was in January 1993, while the highest number (2429) was in September of the same year, the average for the entire year being 2183. Table 4.1 also shows that in 1994 the daily availability for all the hotel rooms in the Abitibi-Témiscamingue region was the highest of the three years, with a minimum of 2120 daily rooms in November, a maximum of 2455 rooms in August and an yearly average of 2279 rooms. The situation slightly changes for 1995. That year has the lowest monthly average (2028). The highest number for 1995 was in February, with 2185 available rooms, while the lowest was in May, with only 1906 rooms.

**Table 4.2 The Daily Occupancy Rate for All Types of Hotels
in Abitibi-Témiscamingue Region by Month (%)**

Year	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Aver
1993	26.9	35.8	37.7	28.5	45.6	45.3	52.7	48.8	45.8	40.5	41.4	37.4	41.0
1994	36.2	46.1	43.4	40.3	46.9	51.5	52.7	52.4	48.6	47.2	51.6	42.8	46.8
1995	40.2	44.2	38.2	38.9	42.2	46.9	53.5	57.8	54.0	51.5	49.6	37.3	46.1

As seen in Table 4.2 , the lowest occupancy rate was in January 1993, where only 26.9% of the 1936 daily available rooms were occupied. The highest occupancy rate for all three years was in August 1995, with 57.8 % of the 2043 rooms occupied. The average for daily occupancy for 1993 was 41.0%; for 1994 was 46.8%, the highest; and 46.1% for 1995. From Table 4.2, one can see that for the summer months (June, July, August), the occupancy rate is higher than for other months, and varies between 46.3% in June 1993 to 57.8% in August 1995.

**Figure 4.1 Comparison of The Average Daily Occupancy Rates of All Camp
Grounds for the Abitibi-Témiscamingue Region and for the Entire
Province of Québec for the Summer of 1995**



Adapted after *Tourisme Québec*.

As seen in Figure 4.1, in June the average daily occupancy rate of all camp grounds for the entire province of Québec was 55.1%, slightly higher than the rate for the Abitibi-Témiscamingue region (53.9%). In July, the rate for the Region dropped to 51.7%, while the Provincial rate increased to 69.9 %. In August, the difference became less evident, with a rate for Abitibi-Témiscamingue of 53.9% and of 62.5% for entire Québec. The average for the three months was of 53.1% for the region and 62.8% for the Province. Therefore, the Abitibi-Témiscamingue rate has been somewhat lower than the Provincial average. Appendix E includes a map with the location of camping sites in the region.

Recreation and Tourism Attractions

In order to attract visitors, a region must consist of remarkable natural geographic features, authentic cultural attractions and a diverse fauna and flora.

The main natural attraction for the region of Abitibi-Témiscamingue is provided by its abundance of lakes. There are 100,000 lakes in the region that attract more than 150,000 persons every year. The richness of the local fauna, as well as a wide diversity of fish species, places fishing and hunting in top position, accounting for 85% of the total tourists to the region (*Tourisme-Québec*, 1994). The local outfitters offer their clientele a variety of natural, recreational and cultural attractions spanning all seasons.

Related to the regional attractions are the types of recreation and tourism activities offered to the clients. According to the *Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue* (1995), the following activities are offered to the tourists:

1. Recreational Activities are activities both provided by the regional outfitting concessions or by private vacationers. They include: fishing, hunting, and camping.

2. Adventure Tourism Activities are considered to be classified according to the risk associated with the activity. They can be **soft activities**, which are less dangerous, such as: cross country skiing, mountain biking, nature observations and expeditions on native lands. They can be **medium activities**, with a medium grade of risk associated: dog sledding, canoeing, rafting, sea kayaking, 4 x 4, and horse-back riding. The third type are the **hard activities**, which have a high risk of danger. These types of activities include: snowmobiling, rock climbing/gliding, and rapid white-water rafting.

3. Thematic Tours are short or long-term itineraries that vary from one-night/village stays to several nights spent in various villages and bringing to light a series of natural and cultural attractions, local food, Amerindian arts and crafts, and local customs.

4. Events are defined as “a group of activities organized according to a specific theme accessible to the public for a specific time frame” (Boucher, 1995:70). They include: popular fêtes, cultural and artistic events, commercial and sports events. They can be offered as part of a touristic package and add color to the overall destination.

Recreation and Tourism Promotion

In this category, the region is strong only in three sectors - Senneterre, Abitibi-Ouest and Témiscamingue - where there are various promotional instruments such as maps, touristic guides, brochures and newspaper ads.

In terms of supply and demand, the *Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue* provided valuable information regarding the region's strengths and weaknesses with respect to international trends. The information is included in a diagnostic chart for regional tourism, and is presented in Table 4.3.

The object of the information in the table is to position the recreation and tourism activities of the Abitibi-Témiscamingue region in relationship to the most recent international tourism trends. It relates the most recent international demands with respect to tourism and recreation to the region's supply possibilities arising from the main strengths and weaknesses of the region.

Table 4.3 The Diagnostic Chart of Strengths and Weaknesses of the Tourism Industry Supply of the Abitibi-Témiscamingue Region in Relationship to International Tourism Trends and Demand

Demand	Supply	
International Trends	Regional Strengths	Regional Weaknesses
- Search for natural beauty and unspoiled environment. - Fierce competition amongst tourist destinations offering natural unspoiled environment and elimination of those not capable of coping with international competition	- Exceptional natural attractions: abundance of lakes and rivers, forests and agricultural lands, geographical position, northerness. - A variety of tourism-oriented enterprises capable of catering to those needs: outfitters, spas, adventure tourism, camp sites.	- Not well marketed; tourism identity still needs to be established. - Image of a region damaged by pollution, raw exploitation of natural resources, acid rain, etc. - Late involvement in preservation of the natural environment of the region. - Natural geographic features are threatened by pollution and abuse. - Poor road network.
- International movement toward environmental protection affects tourist activities such as fishing, hunting and snowmobiling.	- Good reputation of fishing and hunting activities.	- Reputation appears to be overdone because fish and game supply has recently diminished. - Fishing, hunting and snowmobiling are activities which are in conflict with environmental protection.
- Demand for tourism tends to be spread year long with developing trend of early retirement.	- Numerous popular cultural events spread throughout the territory and throughout the year. - Natural geographic features allow tourism activities year round.	- Poor marketing.

Table 4.3 (Cont.)

Demand	Supply	
International Trends	Regional Strengths	Regional Weaknesses
- Increasing demand for organized business tourism.		- Lack of involvement in the tourism industry. - Difficulty in establishing business linkages.
- Increasing search for authenticity and the unknown. - Increasing interest for local cultures. - Tourists seek encounter and interaction with local population to enrich their experience. - Tourists are increasingly demanding. Tourist products must now meet high quality expectations and be client-oriented. - Pro-activity, flexibility, and innovation are required.	- Local hospitality brings a special charm to the region. - Diversified cultural traits: existence and presentation of Aboriginal culture, presence of various ethnic groups and their history, existence of archeological sites. - Regional heritage well displayed.	- No vision, no plan. - Poor marketing, no strategic, functional and operational vision of the local tourism industry. - No client focus in the tourism sector. - Local cuisine not easily available; professional gastronomy school does not offer training in local cuisine.
- Increasing demand for health-oriented tourism: relaxation and general well-being.	- Regional creativity and accomplishments in recreation and health programs: <i>Ville en Santé</i> and <i>Maison Preissac</i> in Rouyn-Noranda, which goes particularly well with business tourism. - Region's natural setting associates readily with notions of outdoors, relaxation and health.	- Outside perception of damaged and polluted natural setting contradicts tourist expectations and needs.
- Increasing segmentation of tourism market requires development of specific products responding to the expectations and needs of each segment.		- Regional identity as tourist destination not yet defined. - Poor qualitative and quantitative knowledge of tourists, their needs.
- Tourists are now more demanding as they want to be involved in activities and new experiences.	- Recent and coming implementation of industrial tourism developed in the <i>Cité de l'Or</i>, of econo-museums such as the future regional mines museum, of archeological sites. - Outdoor tourism represents a true potential in the region.	- Few outdoor activities offered. Tourists are left to themselves.

Table 4.3 (Cont.)

Demand	Supply	
International Trends	Regional Strengths	Regional Weaknesses
- Business trip volume increasing. - Potential increase in demand for packages combining business and pleasure trips. - Business tourists are more knowledgeable and more demanding. They seek quality at a good price.	- Already important volume of business travelers related to mining, forestry, government services.	- Market for combined business and pleasure trips not exploited. - Business travelers come by obligation and are eager to go back home. - Tourist infrastructure is generally of good quality but there are yet a good number of sub-standard facilities. - Quality-price relationship is low. - Warm hospitality does not compensate for lack of services.
- Increase in demand for short-term trips of less than one week. - Tourists travel less and have less money.	- Development of local tourist attractions. - Region easily accessible to Quebecers and Ontarians for short-term stay.	- Difficult to visit region in less than one week. - Not enough activities to provide for short-term stay.
- Increase in the demand for adventure tourism products.	- Regional natural features are well adapted to adventure tourism. - Some regional businesses are beginning to develop this market.	- For international tourists, region is in competition with other regions closer to Mirabel Airport: transportation costs to the region are higher.
- Predictable increase in the demand for international traveling. - Opening markets of East Europe and South East Asia.	- Region already accommodates international business travelers.	- Transportation costs to the region are high. - Road network is damaged.
- Increase in the demand for alternative accommodation and facilities such as: Bed & Breakfasts, family accommodations, rural hostels.		- Only three B&B in the region.

Adapted from: *Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue*, 1994:32-39.

As seen in Table 4.3, current international trends appear to point to an increasing demand for quality tourism, segmentation of tourism markets and development of specific products responding

to each segment's needs (e.g. ageing population, business visitors, adventure seekers). The table also reveals that there is an international trend towards the provision of recreation and health-oriented activities within short-term trip packages which combine pleasure with business ventures. Finally, Table 4.3 shows a general demand for adventure and nature-oriented activities, increased search for unspoiled environments, for authenticity, and cultural encounters with local population. With respect to the Abitibi-Témiscamingue region, the accent is placed on building upon the region's strengths and minimizing its weaknesses, so that the potential benefits to the region will help in diversifying the local economy.

b) Senneterre Territory

Focusing more specifically on Senneterre, a closer look can be taken at the local scale. All the available statistical information for this objective was obtained from the Director of the *Corporation de développement économique secteur Barraute-Senneterre*, Mr. Mohamed Madène, aided by the Corporation staff. As there is no available data compiled specifically for Senneterre, the reliability of the information presented depends entirely on the knowledge and experience of the Corporation. However, due to its mission and involvement in the community, the Corporation possesses the most recent estimates for Senneterre, and is best positioned to provide up-to-date 1996 data.

Recreation and Tourism Infrastructure and Services

According to the *Corporation de développement économique secteur Barraute-Senneterre* (1997), there are three motels in Senneterre, consisting of a total of 58 rooms and accommodating 150 people, and one bed and breakfast with three rooms for six people. There are two camp grounds consisting of 142 seasonal camp sites, and 22 daily sites. The camp grounds also have 10 chalets.

which provide shelter for up to 54 people.

In Senneterre, there are six restaurants, with seating capacity to accommodate 485 persons and four *casse-croutes* (snack bars) with a maximum capacity of 136 persons, and 20 outfitting concessions with a total of 1,042 available beds. All these facilities enable sports and nature enthusiasts to take advantage of the territory's abundant flora and fauna and its various natural attractions. They are known for offering exceptional lodging, exquisite food and outstanding guest service.

Geographical, Natural and Cultural Attractions

From a geographical point of view, Senneterre is an attraction in itself. It is delimited on the North by the 49th parallel, to the South by Parc de la Vérendrye, to the East by the forest dominated Haute-Mauricie and to the West by the Route 113. A vast accessible territory consisting of virgin forest, rolling hills, fast-water rivers and tranquil lakes. Senneterre offers a "great outdoors" product in proximity to important markets.

There are several natural attractions such as the Mont Bell Mountain, easily accessible and close to the town, the rapid Bell River, and the Amerindian archeological sites located by the Parent Lake in proximity of The Kapitachuan Club --easily accessible, but about 175 km from Senneterre (Appendix E). Cultural attractions include the annual Forestry Festival, held from the 26th to the 29th of June, celebrating its third year of existence, and various First Nations events, both at the local and regional levels (for example, traditional native games and athletics as well as powwows).

According to the *Corporation de développement économique Secteur Barraute-Senneterre* (1997), the main tourism and recreation activities in demand around Senneterre are nature-based or sports-oriented. A wide range of outdoor activities is provided for the tourist clientele.

Snowmobiling, cross-country skiing, white-water rafting, and cycling are extremely popular activities in the region and attract visitors from all the provinces as well as from Europe and the United States. The abundance and diversity of wildlife species makes hunting and fishing a front runner as far as regional tourism supply is concerned. Appendix E contains a detailed map of the snowmobile trails in Senneterre.

Table 4.4 highlights the strengths and weaknesses of recreation and tourism with regards to the level of both supply and demand in the Senneterre region. The major components on the supply side are the various natural and cultural attractions, recreation and tourism activities, the location of the community and its resources, services and transportation, as well as travelers' information and tourism promotion in the area. The demand side highlights include the following components: evolution of demand, recreation and tourism activities, visitors' information.

As seen in Table 4.4, the main strengths of the tourism supply for the Senneterre region are the richness of natural features, wildlife resources, and all year-round recreational facilities. It appears that the main weakness for the region is its marginal location, which limits the potential for more extensive organized tours. In terms of demand, the increasing number of all types of tourists gives stability to the region.

Table 4.4 The Diagnostic Chart of Strengths and Weaknesses of the Recreation and Tourism Supply and Demand in Senneterre

Supply	Strengths	Weaknesses
1. Location	-Proximity of forest, lakes	-Region is marginal, not on major tour routes
2. Resources	-Richness in wildlife resources -Many lakes and waterways with great potential for pleasure boating, canoe-camping, rafting	-Resources not well organized to exploit them
3. Attractions: a. Natural b. Cultural c. Recreational activities and equipment	-Natural sites suited to nature observation & interpretation activities -Aboriginal (5 nations) culture -Winter-summer recreational facilities -Archeological sites	
4. Services and Transportation: -Accommodation -Dining Facilities -Road System	-Snowmobile trails	-Limited in range -Dining facilities outside the major hubs are limited and inadequate -Secondary roads are inadequate
5. Travellers' Information & Tourism Promotion	-Promotional strategies -Promotional instruments -One visitor center	-Limited involvement of the First Nations
Demand	Strengths	Weaknesses
1. Evolution of Demand	-The number of tourists is increasing	-Tourists are most local people or on business trip
2. Recreation and Tourism Activities	-Steady clientele in hunters, fishermen, snowmobile enthusiasts and resort vacationers	
3. Visitors' Information	-Brochures -Maps -Touristic guides	-The public is not familiar with the region

Adapted from the "Plan de développement touristique de l'Outaouais", 1989:79.

Objective 2

To inventory and describe the recreation and tourism perceptions and attitudes of strategically placed community and other leaders in Senneterre.

Through this qualitative exercise, a wide range of opinions and themes related to tourism and recreation demand and potential in Senneterre was determined.

A descriptive analysis for the data and information collected from all sources is provided. The first part (I) presents the results for the public meeting and from the on-site interviews, while the second part (II) offers the results from the mailed questionnaires.

Part I. The Public Meeting held on January 24-26, 1997 initiated a public debate. The various members of the community raised several issues that concerned their community and concluded by formulating four objectives that best shaped their vision for future development of the Senneterre community (Appendix C). These objectives are as follows:

1. To formulate a community vision dealing with local administration of the forest, local transformation and diversification through recreation and tourism.
2. To identify the challenges and problems that need to be addressed in establishing an action plan.
3. To raise questions regarding the relationship with the lumber industry and development of local entrepreneurship.
4. To establish generally agreed upon community means of local forest administration and to discuss ways to initiate their implementation.

The interviews were based on questions grouped into four main categories which had considerable potential to raise differences of opinion: (A) Where does your community come from? (B) Where is your community now? (C) Where does the community want to go? and (D) How does

the community get there? All of these questions are posed with respect to the community's vision for economic development in general, and in particular, to the development of recreation and tourism.

A. Where does your community come from?

This question focused on identifying those forces and factors of nature and history that gave form to the region's way of life and continue to influence its future possibilities. By drawing up a portrait or profile of the community - its natural and human origins - the interviewees brought into discussion factors that had shaped their natural and cultural heritage and had impacted on the development of the entire community.

The Vice-President of the *Centre d'amitié autochtone de Senneterre Inc.* accentuated the richness of the community's cultural inheritance, being colourfully represented by five nations (Algonquins, Cree, Attikamek, Ojibway, Metis) and including inhabitants of various backgrounds. The Director of the *Corporation de développement économique secteur Barraute-Senneterre* stressed on the importance of the forest legacy and the mining industry that was blooming after the completion of the railroad between Val d'Or and Senneterre in the late thirties, which opened a new era for further businesses with the rest of the province and the world.

B. Where is your community now?

This question aimed at gathering information concerning current economic, social and environmental factors. For this task, a so called "reality check" was used by getting the four participants to express their feelings, based on their day-to-day experience. In the tourism and recreation field, this is called a **SWOT** exercise (Heritage Canada, 1995) - an analysis of the region's:

- Strengths.
- Weaknesses.
- Opportunities and
- Threats.

For this exercise, the participants presented as Strengths the First Nation's local knowledge and skills, the unique environmental assets that the community possesses, and highlighted Senneterre's cultural and historical potential to attract visitors. The President of the *Club Kapitachuan*, Mr. Sigouin, underlined the importance of recreation and tourism provision through the existing outfitting concessions who have contributed in making Senneterre a vacation destination.

In the category of Weaknesses, a poor record of local tourism promotion was mentioned. The Vice-President of the *Centre d'amitié autochtone de Senneterre Inc.*, Mrs. Bordeleau, argued that the lack of a good advertising policy diminishes Senneterre's chances of being included and recognised as a tourist destination. She also felt that a major drawback in the overall recreation and tourism strategy is the minimal native participation and involvement in the major community decisions, seen "to be a consequence of inadequate coordination between the members of Senneterre's community".

When talking about Opportunities, the four participants launched themselves into discussing a large variety of topics and propositions. Many suggestions came from the Vice-President of the *Centre d'amitié autochtone de Senneterre Inc.* She felt that by keeping native arts and crafts alive, this would ensure the Aboriginal participation and control by creating employment and training opportunities for artists. As well, a central location for creating and marketing Aboriginal art would contribute to the development of local tourism in general, and contribute to the preservation of the art for the future generations. In her words, "I think there probably are about 40 to 50 people who

make a full-time living from the arts and crafts. That's just an educated guess. But we're talking about the support of about 300 families. In other words, all the families here have the potential to provide the arts and crafts for either financial or traditional purposes”.

The main Threat to the provision for recreation and tourism seen by the participants was the depletion of the natural base-resource, the forest, by local industry. The representative of the *Conseil régional en environnement Abitibi-Témiscamingue*, Mr. Lahaie acknowledged his concern regarding the pollution from the local paper mill that affects the quality of the water, therefore deteriorating one of the amenities offered to tourists. The representative of the *Club Kapitchuan*, expressed his concern regarding the logging industry, which leaves trees on the forest trails and crosses paths with the touristic routes provided by the outfitters. This has a negative effect on the quality of experience that the visitors perceive.

C. Where does the community want to go ?

This question attempted to bring out statements that defined residents' expectations for their quality of life as well as their commitment to achieving collective goals through a sustainable tourism approach in the region. From the previous two questions, a number of possible development scenarios were tackled and the four respondents suggested a cross-cultural awareness by introducing special events themes, diversifying the products offered to tourists, and by developing an action plan for recreation and tourism that will fit the community's needs.

D. How does the community get there ?

This question was a good exercise to get participants speaking about their general goals, their vision and their recommendations. They envisioned potential benefits of recreation and tourism development to the region and discussed entrepreneurship focussing upon indigenous industries such as tourism that would maximize the region's resources and advance the economic development of

the community. Training and education were also part of their suggestions:

The Director of the *Corporation de développement économique secteur Barraute-Senneterre* suggested that “we require more hospitality/service sector training to better prepare for jobs in the tourism sector which has a great future with the Aboriginal culture and art”.

There were also many solid questions asked with no immediate answers, but which invited more research to be undertaken:

- “How does one make credit available, both to individual aboriginal entrepreneurs and to entrepreneurial organizations?”
- “How do we promote education?”
- “How can aboriginal organizations get in on tourism?”
- “How can the forestry resource be made to yield jobs and economic activity for aboriginal groups?”

Part II. As described previously, there were three types of questionnaires sent to 31 individuals, with a 45% response rate (14 returned questionnaires).

Questionnaire number one (Appendix D) was sent to 22 individuals from the community, in politics, business and industry fields, out of whom 6 responded (27%). The first section (questions 1 to 12) included questions concerning general information about tourist market profiles:

(a) Tourist Types

Four respondents identified different types of tourists in the Senneterre region. Out of the four respondents, only one could provide specific numerical information (the Director of the *Corporation de Développement économique secteur Barraute-Senneterre*). According to his best estimates, 50% of the visitors and tourists in Senneterre can be included in the category of visiting family or friends, 40% are considered vacationers, and 10% represent business and convention

visitors.

(b) Recreation and Tourism Activities (in addition to snowmobiling, cross-country skiing, fishing and hunting):

- dog-sledding was mentioned by five:
- hiking was mentioned by four:
- forest survival was mentioned by three:
- canoe camping was mentioned by two:
- vélo nautique* was mentioned by two:
- golfing was mentioned by one respondent.

(c) Visitors' Length of Stay

For the visitors' length of stay, the estimates vary from three to seven days, with an average stay of about five days.

(d) Means of Transportation

Five respondents reported that transportation to the region as being mostly by car, followed by the train and bus. However, one respondent - the Director of the *Corporation de développement économique secteur Barraute-Senneterre* - reported that 85% of visitors came by car, and the remaining 15% by train or bus.

(e) The Reason for Their Visit

Among the reasons why visitors come to Senneterre, the six respondents gave the following:

- visits to relatives were reported by all six:
- attraction to beautiful natural features was mentioned by five:
- high quality of services provided by the local outfitters was mentioned by three:
- great snowmobiling trails was mentioned by three:

-desire for isolation or for adventure was mentioned by one.

(f) The Amount of Money Spent

Out of the six individuals asked, five could not estimate, were not sure or did not know the amount of money that the visitors spend in Senneterre per stay. On the other hand, the Director of the *Corporation de développement économique secteur Barraute-Senneterre* estimated that a seven-day fishing or hunting package costs \$600, while one day snowmobiling costs \$175:

(g) Where are the Tourists from?

According to the respondents, the visitors come from:

- the Abitibi-Témiscamingue region for a short stay;
- the province of Québec (Montreal, Outaouais, Lanaudière);
- the province of Ontario for a short stay in winter;
- the North Atlantic states of the United States (primarily Maine, New York, Pennsylvania).

All six respondents reported that they had no available information for Senneterre in particular for tourists' age, sex, education and income bracket or knew of studies that measured tourists' level of satisfaction.

For the second section of the questionnaire, regarding information about present touristic infrastructure and recreation services (questions 13 to 22), only the Director of the *Corporation de développement économique secteur Barraute-Senneterre* provided the requested data (this theme was presented in the results for the first objective).

For the third section, the economic impacts of tourism (questions 25 to 26), only two respondents were knowledgeable of the types of employment that the tourism industry generates in Senneterre. These include, for example, food and beverage related jobs, tour guiding, the outfitting

concessions and gas stations. The other four did not know. The Director of the *Corporation de développement économique secteur Barraute-Senneterre* attached to the questionnaire responses a graph showing the global distribution of employed people in Senneterre, including the recreation and tourism services (Appendix F).

The fourth section dealt with environmental impacts of tourism (questions 27 to 29). To the participants' knowledge, there were no environmental impacts of tourism on the Senneterre region.

The last section of the first type of questionnaire handled questions of local tourism promotion (questions 30 to 35). Out of the six individuals asked, four were not aware at all of any tourism promotional policy. One responded that the *Corporation de développement économique Secteur Barraute-Senneterre*, together with the outfitting concessions were responsible for publicising the region. However, the Director of the *Corporation de développement économique secteur Barraute-Senneterre* provided the following information:

1. Promotional Instruments: pamphlets, brochures, diffusion auprès des intervenants touristiques (salons et délégations du Québec et du Canada à l'extérieur).

2. Promotional strategies: (a) short term: advertisements in the mass media (newspapers, journals, radio and television); and (b) long term: recreation and tourism business shows. The *Corporation de développement économique secteur Barraute-Senneterre* is responsible for promoting economic and touristic development.

Questionnaire number two (Appendix D) was sent to 7 individuals from the tourism and recreation field. Out of them, six replied (86%).

The first section (questions 1 to 11), included questions concerning the social impact of tourism in Senneterre:

- (a) Social Interaction Between the Tourists and the Local Population

Four respondents identified the following activities as promoting a positive host-tourist interaction: organized village evenings: hunting and fishing weekend packages. eco-tourism and winter activities.

(b) Perception of Tourism Impact

- Rural activities, such as agriculture: all six respondents reported zero impact.
- Retired people: two respondents mentioned retirees' involvement in the recreation and tourism business.
- Youth: only two respondents believed that young people have a future in the tourism sector. Three reported no impact, and one mentioned that local youths are lacking motivation to be involved in recreation and tourism.
- First Nations: five respondents believed that the social impact is both strong and positive when dealing with First Nations.
- Women: two respondents suggested that women's role in the tourism sector is increasing.
- Local industry: all six respondents reported seeing no impact of tourism on local industry.

(c) Perception of overall economic impact of tourism on local economy

All six respondents strongly believed that tourism has a positive impact on the local economy, by creating employment, by creating links and consolidating the relationships among different social groups in the community.

(d) Education and Training

All six respondents consider that there is inadequate tourism-based education, concerning the ways by which the community is explained to the local population and to the visitors. However, one respondent mentioned that for six years there was a plan developed for the outfitters that focussed upon training leaders, but because of financial cutbacks, the program was terminated. The

sixth respondent acknowledged the existence of several training seminars per year, organized by the *Corporation de développement économique secteur Barraute-Senneterre*

(e) Ways to Improve Local Education and Training for Tourism

Three respondents believed that, for tourism professionals in Senneterre, a better knowledge of the English language as well as additional knowledge of local geography and history would help the community to promote itself as a touristic destination.

The second section (questions 12 to 14) aimed at identifying environmental impacts of local industry on tourism and/or the environmental impacts of tourism itself (if any). Four respondents mentioned that clear-cutting is the first enemy that kills the tourism development in the area. The other three respondents were not sure what were the problems that prevented tourism development in the area. Out of the seven, only two respondents mentioned snowmobiling as a problem for the environment, because of both noise and soil compaction. The same two respondents suggested that more accent should be placed on tourism activities that have fewer negative impacts such as: fishing, hunting, dog sledding, and hiking. The other five did not consider that any recreational or touristic activity had any impact at all.

The last section dealt with questions (15 to 19) regarding the promotion of tourism in the Senneterre area. One respondent affirmed that they were not in possession of that kind of information. The other five acknowledged the existence of the following:

(a) Promotional Instruments: brochures, magazines, Internet, mass-media:

(b) Organizations in Charge of Promotion of Tourism:

-at the local level: *Corporation de développement économique secteur Barraute-Senneterre*,
outfitting concessions (i.e. *Croinor Aventure*, *Kapitachuan Club*);

-at the regional level: *Association touristique régionale de l'Abitibi-Témiscamingue*.

Fédération des pourvoiries du Québec:

-at the international level: international tourism agencies that purchase small packages for adventure tourism activities.

(c) Own Participation in the Promotional Campaign

Only two respondents reported to be involved in the publication of local touristic brochures. *Kapitachuan Club*'s flyer for fishing and hunting, and *Croinor Aventure*'s pamphlet for winter activities.

(d) Tourism Strategy

All the participants reported that they were not aware of any existing tourism strategy specifically for Senneterre.

Questionnaire number three (Appendix D) was sent to 2 individuals dealing with First Nations. The response rate was 100%.

The first section included questions (1 to 6) concerning the tourism industry and the First Nations:

(a) The Degree of First Nation's Involvement in the Tourism and Recreation Activities

The respondents stressed their minimum participation in the recreation and tourism enterprise. However, three activities were mentioned: (1) arts and crafts production and commercialisation through the *Centre d'amitié autochtone de Senneterre Inc.*; (2) indirect involvement by participating in the guiding activities organized by various outfitters; and (3) direct participation at the elaboration of a project for a thematic and recreo-touristic park (*Parc Notawe*).

(b) Specific Events to Highlight the Cultural Heritage of the First Nations

The respondents named three specific events that were closely related with their culture:

-an annual traditional "Nottaway Wigwam";

- mini “pow wow” tournaments organized during festivals and other special events:

- visits to the First Nations cemeteries.

(c) Demand for Aboriginal Culture

Both respondents emphasised the high demand for First Nations’ arts and crafts, traditional cuisine and skills requested by American and European tourists.

(d) The Importance of Tourism as an Economic Lever for the First Nations

The respondents stated that the involvement of First Nations in recreation and tourism enterprise is minimal. However, both of them expressed their belief that implicating more the First Nations in the recreation and tourism sector would both help diversify the community’s economy, and preserve and promote the area’s cultural heritage.

The second section (questions 7 to 14) treated the social impacts of the tourism industry:

(a) Tourists’ interaction with the First Nations

The respondents reported that except for the aforementioned recreation and tourism activities, there is no other interaction between hosts and visitors. On the other hand, an eventual interaction was seen as a positive experience from the First Nations’ point of view for opening up different avenues for social and economic development.

(b) The Perception Regarding Tourists and Tourism Activities

The respondents’ perception of the recreation and tourism activities in Senneterre is a positive one. It was also emphasised the importance of developing further and more diversified cultural activities, where the native heritage can be valued by the visitors.

(c) The Perception Regarding the Economic Impacts of Recreation and Tourism

Both respondents agreed that tourism is of a great importance not only for their own people but also for the entire economy of Senneterre.

The third section (questions 15 to 17) dealt with the environmental impacts:

(a) Generated by Other Industries and Affecting the Recreation and Tourism

The only negative impact mentioned was the excessive tree-cutting that endangers the animals and destroys the local flora on the one hand, and on the other, threatens the existence of forest-oriented recreational and tourism activities such as: hunting, hiking, nature walking, and bird watching.

(b) Generated by Recreation and Tourism Through Their Activities

There were three activities reported as negative for the environment:

- the excessive fishing, especially performed by the American tourists, who, as a result, come less for this activity;
- the noisy motor-boating, which affects tourists' satisfaction and the way they perceive the experience;
- snowmobiling, which both pollutes and damages the environment, which in turn affects summer activities.

(c) Suggestions for Future Less Damaging Recreation and Tourism Activities

The following activities were suggested by the respondents: adventure tourism, eco-tourism, canoe camping, forest survival, and various cultural events.

The fourth and last section (questions 18 to 21) addressed promotional aspects of tourism in the Senneterre region:

The respondents reported that there are no promotional strategies which involve the First Nations' participation. However, one respondent indicated that the cultural Aboriginal heritage is mentioned in a regional touristic guide. *Le guide touristique autochtone du Québec*.

Objective 3

To analyze the profiles of regional and community recreation and tourism capacity and regional and community leaders' perceptions and attitudes in order to determine if recreation and tourism can serve as a foundation for forest community sustainability.

This exercise, based upon the inventories described in the previous objectives, is an attempt to analyse the profile of current clientele and the potential new tourism markets in Senneterre, as well as to analyze all potential recreation and tourism opportunities that have been identified in the inventory, public discussions/meetings, survey interviews and questionnaires.

As for the first objective, the presentation for this section offers the results for (a) the Abitibi-Témiscamingue region, and for (b) the Senneterre territory .

(a) The Abitibi-Témiscamingue Region

Visitors' Profile

The following section includes the data regarding the visitors' profile for the entire Abitibi-Témiscamingue region. In order to put the tourism markets in focus, a region develops tourism market profiles which describe several **variables** regarding the tourists that currently visit or pass through the region. They include the most important information regarding the tourists coming from Québec as well as from the United States, which help in establishing and analysing current and future trends, and creating an accurate recreation and tourism diagnostic/profile of the region.

Table 4.5 provides important information which is useful in accurately portraying the tourist's profile for better regional tourism planning. It includes statistical information from 1993 regarding tourists' purpose of voyage, group-size category, group composition, length of stay, average length of stay, types of activities, seasonal distribution, type of accommodation, average expenses, total expenses, and total number. By contrast, Table 4.6 shows the profile of American

tourists, which are classified according to the same categories as the Quebecers.

**Table 4.5 The Profile of Québec Tourists in the
Abitibi-Témiscamingue Region in 1993**

Variables	Person-Trip (%)	Over Night Stay (%)	Expenditures (%)
Group-Size Category	100.0	100.0	100.0
-1 Person	45.6	41.6	69.3
-2 Persons	27.3	33.9	24.4
-3 or more persons	-	-	-
Group Composition	100.0	100.0	100.0
-1 Adult	45.6	41.6	69.3
-2 Adults	24.1	32.3	23.2
-3 or more adults	-	-	-
Subtotal-Adults Only (15+)	73.0	75.7	93.6
-1 Adult with children	-	-	-
-2 Adults with children	19.2	19.2	4.0
-3 or more adults with children	-	-	-
Subtotal Adults With Children	27.0	24.4	6.4
Length of Stay	100.0	100.0	100.0
-1 Night	15.1	3.9	9.8
-2 Nights	33.7	17.3	19.1
-3 Nights	19.8	15.2	20.4
-4 Nights	-	-	-
-5-9 Nights	15.1	24.2	25.5
-10 or more Nights	-	-	-
Average Length of Stay (nights)	-	3.9	-
Seasonal Distribution	100.0	100.0	100.0
-January-March	16.6	11.8	10.2
-April-June	24.1	15.9	31.1
-July-September	43.6	33.6	30.1
-October-December	25.0	37.8	28.7

Table 4.5 (Cont.)

Variables	Person-Trip (%)	Over Night Stay (%)	Expenditures (%)
Trip Purpose	100.0	100.0	100.0
-Not specified	-	-	-
-Visits to relatives or friends	54.4	61.6	41.9
-Visits for pleasure	34.9	31.7	42.7
-Business visits	-	-	-
-Personal reasons	-	-	-
Type of Activities (multiple count)			
-Visits to relatives or friends	74.1	76.3	62.1
-Shopping	18.6	13.7	13.9
-Night life/amusement	18.9	23.0	24.1
-Outdoors and sports-oriented activities	41.3	53.9	49.2
-Fishing	16.6	15.3	9.6
-Walking or hiking	13.4	26.7	17.2
-Other outdoor activities	13.4	19.3	14.5
Type of Accommodation	100.0	100.0	100.0
-Relatives' or friends' houses	67.4	67.4	57.1
-Private or rented cottages	10.9	10.9	10.4
Average Expenses (\$)			
-Par séjour/person	-	-	128
-Par night/person	-	-	33
Visitors' Origin (1991 Census)	100.0	100.0	100.0
-Non-metropolitan area, of which:	62.5	50.0	54.9
-Abitibi-Témiscamingue region	39.2	19.8	20.6
-Montreal area	23.8	36.5	33.4
Total number of visitors and expenses (thousands)	344	1339	44033

Source: *Tourism Québec*, 1995.

Table 4.5 shows that, in general, by looking at the size and composition of groups, one notices that the highest percentage of travelers belongs to the one-adult person category (45.6%), that also spends the most. At the other end of the continuum, there is the category of two adults with children (19.2%) who seem to spend the least (4.0%).

Variable 'length of stay' reveals that most visitors in the region spent two nights (33.7%) with an average length of stay of 3.9 nights. Related to this variable are the expenses that the visitors

declared. The highest percentage (28.3%) reported the highest expenses to be transportation-related. Among the declared expenses, those less than \$200 were reported by the most (59.9%), while the average expenses per trip per person were \$128, and per night per person were \$33.

The seasonal distribution shows a peak in the third semester: July-September with 43.6% of the total annual visitors.

The purpose of the voyage and the types of activities tourists engaged in are interrelated. Therefore, 54.4% of the visitors in the Abitibi-Témiscamingue region in 1994 declared that they were visiting relatives or friends as the main purpose of their travel. This corresponds to the large majority that declared visiting friends and relatives as their main type of activity (74.1%), followed by the outdoors and sport-oriented activities (41.3%).

As regarding visitor's origin, according to the 1991 census, the vast majority of tourists came from the non-metropolitan area of the Province of Québec (62.5%), and among these, 39.2% were from Abitibi-Témiscamingue region itself. The main type of accommodation for all these visitors were friends' and relatives' houses or cottages.

Table 4.6 shows a slight increase in the number of American tourists in 1993 (22,500) compared to 1992 (17,100), and even 1990 (21,800-Table R5). Table 4.6 also reveals that the majority of American visitors to the Abitibi-Témiscamingue region both in 1992 (61.9%) and 1993 (72.6%) were males, in the 45-54 age category, who spent more money than any other category: 64.2% in 1992 and 80.7% of the total expenses in 1993.

Table 4.6 The Profile of American Tourists in Abitibi-Témiscamingue 1992 and 1993

Indicators	Visitors per Region (%)		Nights (%)		Expenditures (%)	
	1992	1993	1992	1993	1992	1993
Group-Size Category	100.0	100.0	100.0	100.0	100.0	100.0
-1 Person	8.4	8.6	4.8	3.0	9.4	6.1
-2 Persons	31.6	21.7	44.8	10.7	38.0	15.7
-3 Persons	15.0	8.8	19.3	11.4	19.4	9.5
-4 Persons	17.3	24.1	10.2	33.6	16.7	41.2
-5 or more Persons	27.7	36.7	20.9	41.3	16.5	27.5
Group Composition	100.0	100.0	100.0	100.0	100.0	100.0
-1 Adult	7.0	7.7	3.9	2.5	8.5	5.0
-2 Adults	31.6	18.5	44.8	9.2	38.0	12.8
-3 or more adults	45.1	36.9	31.2	32.2	34.4	48.9
Sub-Total, Adults Only	83.8	63.1	79.9	43.9	80.0	66.7
-Adults with children	10.7	23.9	17.4	42.6	18.0	19.8
-Others	5.7	12.9	2.6	13.5	1.1	13.6
Seasonal Distribution	100.0	100.0	100.0	100.0	100.0	100.0
-January-March	10.2	-	3.1	-	3.5	-
-April-June	47.3	70.1	59.0	84.3	38.3	77.8
-July-September	40.8	24.3	37.1	14.3	57.6	19.2
-October-December	1.7	5.6	0.8	1.3	0.7	3.0
Length of Stay	100.0	100.0	100.0	100.0	100.0	100.0
-1 Night	33.8	25.7	6.9	4.2	14.1	7.0
-2 Nights	10.9	4.9	4.5	1.6	5.0	2.7
-3 Nights	5.2	7.4	3.2	3.6	3.8	4.0
-4-6 Nights	16.3	7.1	17.9	5.5	23.9	5.2
-7-9 Nights	29.4	32.4	45.6	41.6	50.5	55.2
-10-13 Nights	-	19.5	-	34.4	-	23.9
-14-16 Nights	-	-	-	-	-	-
-17-20 Nights	-	2.9	-	9.1	-	2.1
-21 or more nights	4.3	-	21.9	-	2.6	-
Average Length of Stay	-	-	4.9	6.2	-	-
Trip Purpose	100.0	100.0	100.0	100.0	100.0	100.0
-Business/conferences	2.5	5.6	0.7	1.7	3.4	4.9
-Visits to family/friends	15.4	27.4	9.6	31.5	10.6	34.2
-Pleasure	46.8	55.8	53.4	55.1	43.8	46.0
-Other	35.3	11.3	36.3	11.7	42.2	15.0
Type of Accommodation	100.0	100.0	100.0	100.0	100.0	100.0
-Only hotel	9.2	4.3	1.9	1.1	5.2	3.2
-Only motel	13.7	12.7	9.9	3.4	17.8	6.7
-Combination of several	1.9	-	2.7	-	7.6	-
-Camping	-	4.5	-	1.1	-	1.0
-Rented cottages	58.2	58.8	76.6	71.4	60.1	75.4

Table 4.6 (Cont.)

Indicators	Visitors per Region (%)		Nights (%)		Expenditures (%)	
	1992	1993	1992	1993	1992	1993
Average Expenditures (\$)						
-Per séjour/person	298.0	355.0	-	-	-	-
-Per night/person	-	-	61.0	57.0	-	-
Main Regions and States of Origin						
-Central Atlantic	41.0	52.1	30.5	46.1	36.0	60.2
-Centre North-Est	27.5	20.0	47.8	31.8	29.5	18.1
-Ohio	23.4	17.6	47.0	31.4	27.4	17.0
-Pennsylvania	15.4	36.9	15.1	42.4	21.8	56.3
Total Number of Visitors and Expenses (thousands)	17.1	22.5	83.6	139.1	5,091.1	7,988.8

Source: *Tourisme Québec*, 1995

For the group-size category, it can be seen that in 1992 31.6% of the visitors who travelled alone spent more nights in the region and more money (38.9%). In 1993, the groups of five or more persons were more numerous and spent more nights. The subtotal of group composition shows that for both 1992 (83.8%) and 1993 (63..1%), the percentage of adults travelling without children was higher than the percentage for those travelling with children.

Regarding the seasonal distribution, it seems that during both years, the American tourists preferred to come between April and June (47.8% in 1992 and 70.1% in 1993). For their length of stay, the statistics show that both in 1992 (45.6%) and in 1993 (41.6%) the majority of the visitors spent between seven and nine nights, as well as the most money for their travel expenses. The average length of stay in 1992 was 4.9 nights and in 1993 was 6.2 nights. Their average expenses per séjour (stay) per person was of \$298 in 1992, and \$355 in 1993. However, per night per person, the expenses were \$61.0 in 1992, and \$57.0 in 1993.

According to Table 4.6, the most visitors declared that they travelled for pleasure (46.8% in 1992, and 55.8% in 1993). They stayed mainly in rented cottages (58% in both years). Regarding their origin, the large majority were coming from the Central Atlantic region of the States.

Information concerning visitors to the Abitibi-Témiscamingue region is displayed as well in Tables 4.7, 4.8, and 4.9 with regards to the total number of tourists as part of the regional and provincial markets from 1990 to 1993.

**Table 4.7 The Origin and Total Number of Tourists
Visiting Abitibi-Témiscamingue Region in 1990**

Place of Origin	Number of Tourists (People)	Part of the Regional Market* (%)	Part of the Provincial Market** (%)
Québec and Other Provinces	443000	95.3	6.3
United States	21800	4.7	1.2
Total	464800	100	

Source: *Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue* (1994).

* Part of the market on the total regional clientele

** Part of the provincial market held by the region

**Table 4.8 The Origin and Total Number of Tourists
Visiting Abitibi-Témiscamingue Region in 1992**

Place of Origin	Number of Tourists (People)	Part of the Regional Market* (%)	Part of the Provincial Market** (%)
Québec and other provinces	418000	96	2.7
United States	17100	4	0.7
Total	435100	100	

Source: *Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue* (1994).

* Part of the market on the total regional clientele

** Part of the provincial market held by the region

**Table 4.9 The Origin and Total Number of Tourists
Visiting Abitibi-Témiscamingue Region in 1993**

Place of Origin	Number of Tourists (People)	Part of the regional Market* (%)	Part of the Provincial Market** (%)
Québec and other provinces	420000	95	2.7
United States	22500	5	1
Total	442500	100	

Source: *Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue* (1994).

* Part of the market on the total regional clientele

** Part of the provincial market held by the region

According to the *Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue* (1994), Abitibi-Témiscamingue region was 13th on the list regarding the number of visitors in the entire province of Québec in 1990, and was ranked 14th in 1993.

As can be seen, over a period of three years, the number of tourists that visited the Abitibi-Témiscamingue area has decreased from 464,800 in 1990 to 442,500 in 1993.

The decrease in the number of visitors from 1990 to 1993 is attributed essentially to a decrease in the number of visitors from other provinces, as stated in the *Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue* (1994). This decrease in the number of visitors from other provinces was not compensated for by an increase in tourists from inside the province although there was a slight increase of tourists from the United States (from 21,800 in 1990 to 22,500 in 1993).

A part of the analysis of the visitors' profile related to the total number of tourists is the total amount of expenses within the tourism sector by various tourism markets, for the same interval: 1990-1993. This information is given in Tables 4.10, 4.11 and 4.12.

Table 4.10 The Expenditures in the Abitibi-Témiscamingue Region and in the province of Québec Done by Various Tourism Markets in 1990

Tourism Markets	Amount of Money Spent (SMil.)	Part of the Entire Region's Total (%)	Part of Expenditures Done in Québec by the Market (%)	Provincial Rank (out of 16 regions of Québec)
Québeckers and Other Provinces	645	88.1	4	8th
Americans	85	12	1.4	7th
Total	71	100	2.5	10th

Source: *Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue* (1994).

Table 4.11 The Expenditures in the Abitibi-Témiscamingue Region and in the province of Québec Done by Various Tourism Markets in 1992

Tourism Markets	Amount of Money Spent (\$Mil.)	Part of the Entire Region's Total (%)	Part of Expenditures Done in Québec by the Market (%)	Provincial Rank (out of 16 regions of Québec)
Québeckers and Other Provinces	574	91.8	3.7	10th
Americans	51	8.2	0.8	9th
Total	625	100	2	10th

Source: *Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue* (1994).

Table 4.12 The Expenditures in the Abitibi-Témiscamingue Region and in the province of Québec Done by Various Tourism Markets in 1993

Tourism Markets	Amount of Money Spent (\$Mil.)	Part of the Entire Region's Total (%)	Part of Expenditures Done in Québec by the Market (%)	Provincial Rank (out of 16 regions of Québec)
Québeckers and Other Provinces	601	88.3	3.7	10th
Americans	80	11.7	1.2	9th
Total	681	100	2.1	10th

Source: *Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue* (1994).

As seen in the Tables 4.10-4.12, the total amount of expenditures was at its peak in 1990, with 71 millions of dollars reported. In 1992, this total registered a drop to \$62.5 million while in 1993 the total amount increased somewhat to \$68.1 million, still lower than in 1990. In 1990, the American tourists spent the most (\$8.5 million) if compared to 1992 (\$5.1 million) or to 1993 (\$8

million). On the other hand, Québec tourists spent the most in 1992 (\$60.1 million), which shows a slight increase from 1990 (\$56 million), and from 1992 (\$57.4 million). Regarding the provincial rank, the three tables show that, over three years, the Abitibi-Témiscamingue region was 10th

Another variable which determines the importance of the tourism sector is the number of people employed in this area. Table 4.13 shows the total population working in accommodations and lodging in 1991.

Table 4.13 Total Population Working in the Food and Lodging Sector in 1991 within the Entire Area of Abitibi-Témiscamingue

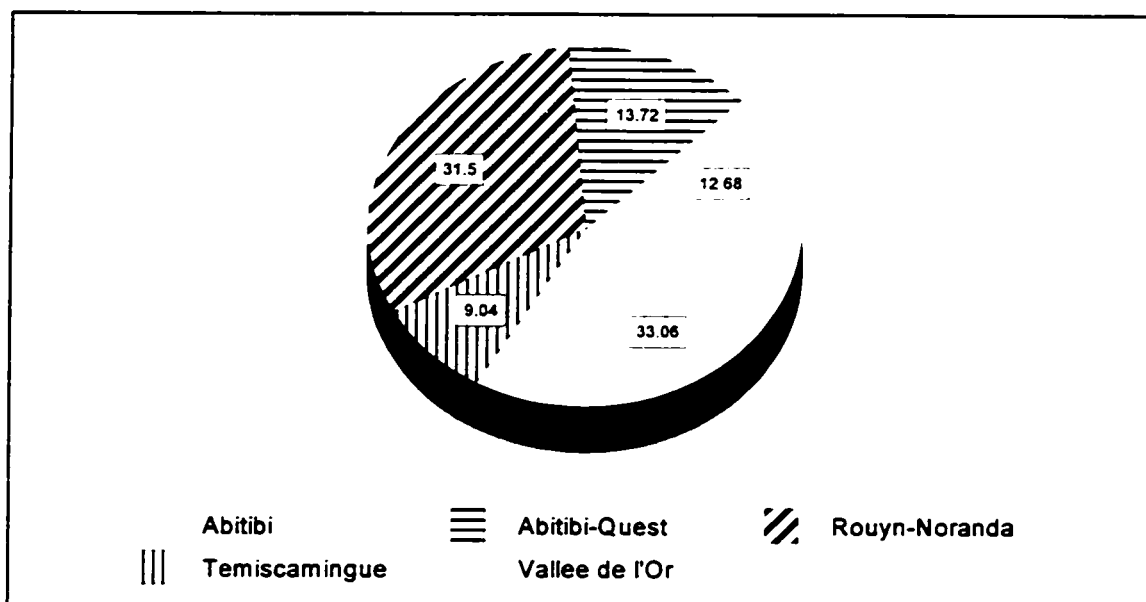
MRC*	Tourism Sector	All Industries	%
Abitibi	610	11835	5.15
Abitibi-West	660	10460	6.31
Rouyn-Noranda	1515	20890	7.25
Témiscamingue	435	7535	5.77
Vallée de l'Or	1590	20395	7.8
Total	4810	71115	6.76

Source: *Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue* (1994).

* *Municipalité Régionale de Comté*

As seen in Table 9.13, the total population working in the food and lodging sector in 1991 was 4,810. This means that only 7% of the total employed people (71,115) was involved in the recreation and tourism sector. The implication of such a small percentage is discussed in more detail in the next chapter. Figure 4.2 shows the distribution of people working in the food and lodging sector in the Abitibi-Témiscamingue subregions (Abitibi, Abitibi-Ouest, Rouyn-Noranda, Témiscamingue and Vallée de l'Or).

Figure 4.2 The Distribution of People Working in the Food and Lodging Sector in Abitibi-Témiscamingue Subregions



Source: *Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue* (1994).

As seen in the Figure 4.2, the large majority of people working in the food and lodging sector was in the area of Vallée de l'Or (33.06 %), followed closely by the area of Rouyn-Noranda (31.5%). The area with the smallest number of people involved in the same sector is Témiscamingue (9.04%).

As with the first objective, the second part of this presentation of the results for this last objective takes into account the Senneterre community and its surroundings.

(b) Senneterre Territory

A major limitation at this stage was the lack of any kind of local visitor profile. Statistics that would include the total number of visitors, their origin, age, and characteristics were not available for Senneterre. However, the *Corporation de développement économique secteur Barraute-*

Senneterre provided a descriptive profile of the current visitors. Therefore, Table 4.14 highlights the type of local clientele that this area attracts, the current status, the potential/future growth for the specific type of activity, products in demand, and the development possibilities from a local point of view.

According to Table 4.14, it seems that the type of clientele attracted to *Senneterre* includes hunters, fishermen, persons visiting friends and relatives, resort/outdoors vacationers, business and convention visitors, and foreign tourists (Americans and Europeans). In terms of current number and potential, it can be seen that the number of various types of visitors is in most of the cases substantial, except for the 'outdoor enthusiasts' category, which is reported as being very important and with an excellent growing potential.

The tourism products which are in demand are those requiring top quality services, pristine natural environments, and sports and outdoor-oriented activities. The development possibilities within the *Senneterre* community could be transformed into successful ventures, making recreation and tourism potentially important tools in diversifying the local economy.

Table 4.14 The Profile of Visitors and their Potential Growth in Senneterre

Type of Visitors	Potential Growth	Products in Demand	Development Possibilities
1. Hunters and fishermen	Stable	-Top quality outfitting services	-Updating and marketing of outfitters
2. Visitors of friends or relatives	Growing	-Adventure tourism activities -Entertainment activities (theme park, zoo, and amusement park)	-Public awareness campaign (at the local level)
3. Resort vacationers and excursionists	Stable	-Outdoor activities in high-quality natural sites -Recreational facilities	-Cottage rental system -Increase in promotional efforts
4. Outdoor enthusiasts (winter - summer)	Excellent growth potential	-Snowmobiling -Cross-country skiing -Water activities -Camping	-Inn network -Inter-inn trail -Activity-packages -Short-stay camping in outskirts
5. Business and convention visitors	Stable	-Cultural activities -Events -Quality accommodations	-Potential in developing packages combining business and pleasure trips.
6. American and European tourists	Growing	-Adventure tourism and cultural activities -Fishing and hunting	-Potential for developing packages for various types of these foreigners.

Adapted from the "*Plan de développement touristique de l'Outaouais*", 1989:79.

CHAPTER V

DISCUSSION AND RECOMMENDATIONS

The purpose of this chapter is to present a discussion of the major research findings regarding the contribution of tourism and recreation to the sustainability of Senneterre. These findings are based on evidence and testimony revealed in the literature review, document analysis, participation in community public meetings and interviews, and questionnaire responses. The chapter concludes with both a global diagnostic of the existing recreation and tourism state in Senneterre and a blueprint for a suggested strategy and recommendations directed at addressing major needs and deficiencies of the recreation and tourism industry in the community of Senneterre in order to make it sustainable.

The discussion is organized in terms of interpreting the data for the three research objectives at both regional and local scales, which in turn, help answer the research question: **Can tourism and recreation contribute to the sustainability of Senneterre, a forest-dependent community?**

At the regional level, by examining the results for the entire Abitibi-Témiscamingue, it can be noticed that there are three major charts that comprehend the most useful information for this research. These are the following: “The Diagnostic Chart of Strengths and Weaknesses of the Tourism Industry Supply of the Abitibi-Témiscamingue Region in Relationship to International Tourism Trends and Demand”, “The Profile of Quebec Tourists in the Abitibi-Témiscamingue Region in 1993”, and “The Profile of American Tourists Visiting Abitibi-Témiscamingue in 1992 and 1993”.

At the local level, unfortunately, a Visitor’s Profile Chart was unavailable for Senneterre. Nevertheless, a partial profile was provided through the survey responses and conceptualized as “The

Profile of Visitors and Their Potential Growth in Senneterre”. The other instrument that is described in the results which inventories the tourism supply and demand is “The Diagnostic Chart of Strengths and Weaknesses of the Recreation and Tourism Supply in Senneterre”.

The success of Senneterre’s sustainability, as part of the Abitibi-Témiscamingue region, through recreation and tourism depends on obtaining a balance between demand and supply for all the components of the tourism industry. At the same time, as discussed in the literature review, this coordination requires an understanding of market characteristics, trends and demands as well as the process of planning various types of tourism and recreation initiatives to meet market needs.

The following key components of recreation and tourism industry are discussed at the regional and local scales: existing supply of and demand for (1) attractions, both natural and cultural; (2) Recreation and Tourism Market Profiles; (3) infrastructure/services; (4) tourism promotion; and (5) hospitality.

1. Attractions

a) The information for the Abitibi-Témiscamingue region is contained in the Diagnostic Chart with regards to the international demand for beautiful and vast natural features which focusses on the supply side in regional strengths with exceptional natural attractions (lakes and rivers, forest and agricultural lands, all spread within a vast territory). From a cultural point of view, the chart reveals that there is an increasing search for local cultures and authenticity, with tourists seeking encounters and interaction with the local population in order to enrich their experiences. The major strengths of the region are diversified cultural traits, such as the Aboriginal culture, the presence of various ethnic groups, and the existence of several archeological sites throughout the region.

The Diagnostic Chart also reveals the weaknesses of the region with regards to natural and cultural attractions. For example, the image of beautiful forests is damaged by pollution and raw

exploitation of natural resources. On the cultural side, there might be a demand for active interaction with the local populations, but the results show that one of the important elements of local culture - regional cuisine and gastronomy, is not easily available. Therefore, this contributes to the frustration of the tourist, which in return, contributes to a negative experience.

b) The information for Senneterre is provided in the Diagnostic Chart, which indicates that the natural attractions of the area constitute the most powerful component of the supply of recreation and tourism. The marginal location of the community, considered by some members as a weakness, could be reversed into a strength in that it appeals to a growing category of tourists who seek pristine and isolated spaces. On the demand side, its marginality and sense of uniqueness were reported by some participants at the public meeting and in the interviews to be the major charm, especially for European tourists.

Everything related to natural beauty, the abundance of lakes and rivers, the existence of archeological sites, seems to attract more and more adventure tourism seekers. Also, taking into account the survey responses dealing with tourism and recreation activities, it is evident that activities such as snowmobiling, fishing, hunting, dog-sledding, and forest survival are very popular within the territory of Senneterre. Taking into consideration all the natural attractions in the Senneterre territory, it seems that the supply matches the demand fairly well.

Cultural/heritage attractions constitute the other type of attractions of increased interest for cultural and authentic encounters with the visited destination. Visitors now want to understand more about the particularities of the places they visit and to develop personalized experiences out of their uniqueness. Often, the most important products in demand which attract visitors and reflect positively on the local economy are those associated with diversified cultural tourism and rich heritage experience.

Though there is a great demand for the Aboriginal culture in Senneterre, it seems that, unfortunately, the involvement of Aboriginal peoples in the tourism business is minimal, restricted to arts and crafts production and participation in guiding activities organized by the local outfitters. However, respondents expressed their belief and wish that more involvement of the First Nations in the recreation and tourism sector would help diversify the community's economy, and preserve and promote the area's cultural heritage. From the respondents' point of view, it seems that at present, the supply does not match the demand for these kinds of attractions.

2. Recreation and Tourism Market Profiles

a) Abitibi-Témiscamingue Region

The analysis of the 1993 regional profile for tourists from Quebec and from the States suggests that there are 5 categories of travel market segments in the Abitibi-Témiscamingue region. Table 5.1 presents each category and briefly comments on their effectiveness in promoting tourism and recreation as sustainable ways of economic development. The visitor's profile for the two types of tourists, Quebecers and Americans, reveals several characteristics, such as the following:

- It seems that Quebecers travel in small groups of one or two adults, stay for very short periods of time of one to three nights at relatives' or friends' houses. Their average length of stay is 3.9 days mainly between July and September (See Table 4.5). On the other hand, American tourists come in larger groups of two to five people and stay for longer periods of time (between three to nine nights). Their average length of stay was 4.9 days in 1992 and 6.2 days in 1993, and it seems that they come in summer as much as in spring (See Table 4.6):

- If the Quebecers mentioned visits to their relatives or friends as their main reason to travel to the region (54.4%), the Americans' first choice is pleasure (46.8% in 1992 and 55.8% in 1993), that might be justified by the high demand for fishing and hunting, and might always explain the

extension of seasons for their stay.

Table 5.1 Travel Market Segments in Abitibi-Témiscamingue Region in 1993

Category	Comments
1. Purpose of Trip Segmentation -Family & friends visits -Pleasure travel -Personal reason -Business visits	This is usually the most effective segmentation approach because the target market is actively seeking a specific kind of product.
2. Socioeconomic or Demographic Segmentation -Group composition -Group size	This is a commonly used segmentation approach, where these segments are relatively easy to reach and information on them is usually available.
3. Product-Related Segmentation -Length of stay -Transportation mode	These are difficult segments to reach, but once the information obtained, they are well matched to the use of specific product.
4. Psychographic Segmentation -Type of activities -Types of expenditures	In tourism, this is an effective approach, since tourism product use is extensive among certain tourist groups. In general, many advertising media are segmented this way.
5. Geographic Segmentation -Country -State, province, region -Metropolitan, non-metropolitan	This is the most common segmentation approach because these markets are clearly defined and easily accessible.
6. Use Frequency/Seasonality -Seasonal-oriented users	Data is usually available on these customers, so this method is likely to be cost-effective.

Adapted after Gunn, 1994.

A closer look at the total tourists' expenditures over a period of three years (Tables 4.10 to 4.12) shows a slight decrease in the level of total expenditures. However, there is not much of a change from 1990 to 1993. Nevertheless, the expenditures followed the pattern of total numbers of visitors for the same interval: 1990 to 1993 (Tables 4.7 to 4.9). Even though there are minor fluctuations in the number of Quebecers and Americans visiting Abitibi-Témiscamingue region, the total number of visitors to the region records a slight decrease, as do their expenditures. Overall, out of 16 regions in Quebec, from 1990 to 1993, Abitibi-Témiscamingue consistently maintained its 10th provincial rank of expenditures.

A more detailed analysis of the two different tourist markets, the Quebecers and the Americans, shows that there is a big difference in the 1993 average expenses of Quebecers per trip/per person (\$128) compared to the American visitors' average expenses (\$355). The difference might be explained by the existence of different types of accommodations, transportation, and activity expenditures used by each category and by the fact that Quebecers spent less by being hosted at relatives and friends.

b) Senneterre Territory

At the local level, according to the questionnaire responses, most of the visitors belong to the region itself and come to visit family and friends (50%). The closest potential market is at the most two hours driving distance from Senneterre (i.e. Val d'Or or Rouyn-Noranda). This market already lives in a quasi similar geographic environment and has no reason to go to Senneterre other than for visiting family or friends or perhaps for business. The same can be said for the tourists from all the Province of Quebec. Access to nature, vast territory, and cultural diversity is nothing new to Quebecers.

The attraction of beautiful natural features was mentioned as the top reason for tourists to

visit Senneterre. When planning for sustainable tourism development in a rural community like Senneterre, the interests and preferences of each segment of the market are key elements when planning for tourism and recreation as ways to make the community sustainable.

The recreational and tourism activities most frequently reported in the survey, such as snowmobiling, fishing and hunting, dog sledding, and forest survival, indicate that Senneterre possesses excellent natural and cultural attractions with which it can be identified. The Diagnostic Chart also reveals that the potential growth of these recreation and tourism activities are stable with regards to certain types of clientele, such as hunters, fishermen, resort vacationers and excursionists, and business and convention visitors. Nevertheless, there is a growing potential for visitors of friends or relatives, and an excellent growth potential for outdoor adventure tourism enthusiasts, and for the foreign markets.

3. Infrastructure and Services

These two other components of the tourism industry include accommodations, food services, transportation and other tourism businesses. These kinds of enterprises, when developed and used appropriately, can provide an important amount of employment, income and tax generation. Unfortunately, this is not the case for both regional and local situation, where the results show that there is a scarcity of the population working in the food and lodging business, which results in only 7% of people employed in the tourism sector (Table 4.13). In Senneterre, according to the global distribution of employed people (Appendix F), it can be noticed that almost 12% of the total employed population works in recreation and tourism-related businesses. It can also be noted that the number of people working in the forest industry and in the many retail centers which support this industry is relatively high. If the community wants to take the path towards sustainability, and to provide better for shortages and unemployment, it should consider a change in the relationship

between tourism and forestry, with population shifting from the traditional forest-based jobs to new avenues of employment in the recreation and tourism field.

a) Abitibi-Témiscamingue Region

At a regional scale, the only elements of services provided by the results are the number of rooms and camp grounds. Chart 4.1 shows a fairly constant average rate of daily occupancy of all camp grounds during the summer months of 1995 (53.1%), which is slightly lower than the average daily occupancy rate for the Province for the same interval (62.8%). There is no clear pattern which can be established from these data. However, it might be said that camping is not representative of the visitors to the region.

There is also a variability in the number of rooms available all year round, but there is no clear, distinguishable pattern. This fluctuation might be explained by the seasonal activity of tourists, when small facilities, such as seasonal outfitters, specialized on certain types of activities, might be closed for the season when they do not offer those services or activities. However, observing that the daily occupancy rate for all types of accommodation in the Abitibi-Témiscamingue is low, only occasionally going over 50%, it can be assumed that there is no problem with room availability.

b) Senneterre Territory

At a local scale, from the Diagnostic Chart, it seems that for Senneterre, the development of services is either limited or inadequate, therefore constituting a potential local problem of failing to provide travelers with quality services. At the same time, the chart shows that a major weakness is constituted by an inadequate and poor secondary road system, which affects tourists' accessibility to various destinations. This limitation might be explained by the fact that visiting family and friends does not make much use of the tourist infrastructure, and does not require large investments. Although in small numbers, there are the foreigners (Americans and Europeans) seeking the specific

features Senneterre has to offer, which make maximum use of the local tourist industry infrastructure through their use of outfitters, transportation network, accommodation and restaurant facilities. Therefore, the efforts should be focussed on attracting and providing adequate facilities and services for these markets.

4. Promotion

An increasingly important component of the tourism system is promotion, a useful tool to attract tourists and to increase the economic impact of tourism and recreation in the region. In this category, the study of the *Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue* (1995) included the following: maps, guidebooks, tour guide narratives and traveler anecdotes, promotional objects (T-shirts, pens, etc.) which can all be found in a visitor's center. It is interesting to report that the same document considers the entire region weak in terms of promotional instruments, with the exception of three sectors: Senneterre, Abitibi-Ouest, and Témiscamingue. The Diagnostic Chart for the region identifies the poor market strategies, and a weak tourism identity as major weaknesses.

It is reported that Senneterre has a well-equipped visitor's centre and has developed its own promotional strategies, which include an Internet site. However, the promotional information is weak on the local cultural and heritage side in the sense that, as declared by respondents to the survey, the First Nations have but a weak involvement in developing their own promotional strategies to sell and to present their culture and heritage to tourists. Nevertheless, there is an objective listed at the operational level of the regional strategic planning document which reveals the imminence and necessity of including Senneterre in the regional touristic offer. Currently, there is no knowledge if such a project had been started.

5. Hospitality is the last component of the tourism system, and it can have a strong impact on visitors' decisions to come back to a community if they were warmly welcomed.

At the regional level, from the Diagnostic Chart, it is observed that local hospitality is considered an asset in attracting tourists, who are delighted to interact with the hosts.

For Senneterre, the responses of the participants in the survey show that the local people have a strong ability to host visitors, they enjoy the arrival of tourists, want to have inter-cultural interactions, and to share warmly their culture and their way of thinking. It seems that the Senneterre community responds readily to some of the needs for authenticity and the supply through heritage resources responds perfectly to tourist motivations, by allowing them to gain personal experience based on the contact with First Nations peoples.

Global Diagnostic of the Existing Recreation and Tourism State in Senneterre

The analysis of the results regarding the potential of recreation and tourism development in Senneterre, based on the information emanating from the entire research leads to the following major issues which can serve as a global diagnostic:

- Although recreation activities always existed in the area represented by fishing, hunting and trapping in the First Nations' tradition, and although there are certain developments of outfitting infrastructure, it is only recently that the different levels of government in Abitibi-Témiscamingue region through the *Plan de développement de l'industrie touristique régionale de l'Abitibi-Témiscamingue* (1995), and the RMC through the Premier projet de schéma d'aménagement révisé (1997) have recognized recreation and tourism in Senneterre as an important emerging economic activity.
- Except for snowmobiling, fishing and hunting, Senneterre has a relatively weak image and identity as a tourist destination.

- Senneterre possesses two important features, natural and cultural attractions, which are in great demand by tourists seeking activities providing personal adventure experiences and cultural enrichment. However, these features are not cultivated nor advertised in a way to generate and to bring economic and/or social advantages to the community.
- There is a lack of consistent market information on current and potential tourist opportunities and undeveloped communication and marketing strategies.
- There is little competitiveness of cultural and heritage assets, programs and activities when compared with similar opportunities offered elsewhere (i.e. Manitoulin Island in Ontario: Cowichan and Chemainus Valleys in B.C.: Saint-Laurent, in Quebec).
- There is no strategy which includes recreation and tourism as a component of local economic development.

Based on the above diagnostic, and on the patterns used by Alberta Tourism Action Plan (1988) and British Columbia Tourism Research Group (1988) previously presented in the Literature Review, the following section presents a blueprint for a suggested strategy, followed by recommendations and directions for future work to be done in the field of recreation and tourism in Senneterre.

Table 5.2 Blueprint for Strategic Planning of Recreation and Tourism Development in Senneterre

Phase I: Development of a Vision	Phase II: Problem Definition	Phase III: Implementation of the Vision
<u>Strategic Planning at Regional Level-MRC</u> Vision Statement Values Guiding Principles	<u>Functional Planning at Regional Level</u> Inventory of existing situation Does it match community's values? Does it fit with guiding principles? What needs to be done to do so? Development options Analysis of options Selection of options Recommendations	<u>Operational Planning at Micro Level</u> Same process as for functional planning, but at the local level: -attractions -infrastructure and services -promotion -hospitality How do they fit with recommendations of functional planning and what would be needed to change the situation at the local level?

Table 5.2 illustrates a blueprint for strategic planning of recreation and tourism development in Senneterre. This proposed strategy is the expression of the community involvement as a leader in strategic, functional and operational planning. The goal is to establish a strategic framework for making Senneterre and its surroundings sustainable through the development of recreation and tourism. This framework has to come from within the community, has to involve all stakeholders, and has to be done on a consensus basis.

The community planning task is a complex exercise that involves Senneterre at both regional and local scales with a balance and understanding of the current situation, of its immediate needs and developmental options, and finally with a set of recommendations. However, the community planning must take into consideration each level of planning, and include several objectives, which are specific for each of the three levels.

Phase I: Development of a Vision

1. To develop a shared vision of recreation and tourism. The result would be a Vision Statement by all stakeholders (outfitters, First Nations, etc.) that includes all community players and political levels whose mandate is planning. Appendix A presents a general map and a list with all the municipalities belonging to the *Municipalité Régionale de Comté* (MRC). Senneterre can not develop tourism by itself unless it involves itself in cooperation with other MRC municipalities such as Val d'Or, which has a better recreation and tourism infrastructure and a wider variety of services (airport, hydro-airport, hotels and restaurants).
2. Accompanying this vision statement are the community's Values, which are developed in parallel. They include a set of issues, which give more content to the vision statement.
3. Each of the values is afterwards discussed and translated in Guiding Principles or guidelines to develop further content. Again, all of this has to be done in a consensus with

all participating parties, stakeholders and must include the MRC. However, it can originate at the Senneterre level, which should take the leading role.

Phase II: Problem Definition

The purpose of this phase is to see how all the values and guiding principles can be implemented. Other levels of government will have to be involved. Development programs and local representatives must all work together to bring more factual information (statistical, economical, marketing, etc.) and studies on recreation and tourism in the region. This level also involves an analysis of how the existing situation responds to each of the guiding principles of the strategic framework and what would be needed to change the situation to respond to this framework. At the same time, it is important to know what are the possibilities from inside the community, based on what its people are really willing to do, and what is the outside help available from different government levels, from tourism companies, outfitters, etc.

Phase III: Implementation of the Vision

This level includes a detailed operational planning which is done at the local level. For this phase, it is important to develop a detailed operational review of the required adjustments for implementing the vision (for example: how can outfitters respond to the above planning recommendations?).

Personal Recommendations and Directions for Future Work

This section presents several recommendations. They are considering:

A. The major assets (or key components) of the recreation and tourism industry such as the local supply of attractions and activities, local recreation and tourism promotion and marketing, and local hospitality; and,

B. The four elements of a community's sustainability (economic security, ecological integrity, quality of life and empowerment with responsibility) constitute the basis for a sustainable state in Senneterre.

A. Recommendations for Senneterre to Consider its Major Assets

Local Supply of Attractions and Activities

The successful promotion of recreation and tourism experiences is based on the existence of a unique set of authentic, high quality attractions, activities, and/or events. The community needs to build on its current strengths, emphasize sustainable natural and cultural programs and activities and, together with the region, generate for new recreation and touristic experiences that are consistent with major Canadian and international trends. Therefore, it is recommended that Senneterre:

- Develop 'experience packages' and 'special themes tours' that highlight and combine natural, cultural and heritage products such as:
 - major recreational activities and cultural events:
 - eco- and econo-museums and local festivals:
 - protected natural areas and products for the First Nations:
 - year-round themes with emphasis on the diversity of the supply of recreation and tourism activities.

- Use products like local sports events, eco-tourism, native culture, winter-summer tourism, and Francophone culture to strengthen Senneterre's image as a touristic destination.
- Develop strategies to include Senneterre in the regional tourism plan.
- Work with tour operators, outfitters and wholesalers to package natural and cultural heritage features and attractions.

Recreation and Tourism Promotion and Marketing

This study's results have shown that the region's natural and cultural heritage are in great demand by both international and local (domestic) markets. Therefore, it is recommended that:

- The government must take the lead in marketing the region in order to improve product and market packaging. To attract tourists, it is essential that the local products (services and facilities, attractions, and activities) are packaged effectively to provide appropriate balance to meet market expectations and demands.
- The community should update certain promotional technologies such as World Wide Web (Internet) that would promote better marketing of its natural and cultural attractions.
- There should be a process of market segmentation, so that people from the region, visitors from other provinces and American and European markets, would be targeted as important clients. For example, unspoiled natural attractions and specialized recreational activities such as snowmobiling and hunting, and authentic Aboriginal culture, have great potential to attract American and European tourists. Consequently, these market segments should be priority targets, and most of the efforts should be funneled towards attracting them.
- Since the market for adventure tourism is growing at a fast rate, new opportunities in this market should be identified and pursued. The area is well endowed with natural attractions and activities which offer plentiful opportunities for adventure seekers.

- Just as markets should be segmented, the publicity offered to tourists should be segmented as well.
- The promotion of recreation and tourism in the region should take into consideration the needs of tourists. Therefore, the development of a complete, current visitor's profile is essential.

Recreation and Tourism Hospitality

- The community should develop initiatives that are designed to inform and educate both community members and visitors on sustainable resources such as pristine environments and cultural heritage.
- The notion of local sustainability should be promoted through the involvement of a wide range of community groups, and the inclusion of their ideas, concerns and active participation in the planning and development of recreation and tourism at the local level.
- It is important that Senneterre establish a clear and strong identity of itself as a major adventure and cultural destination area. An ambitious program to place this image in the marketplace should constitute an important element of the recreation and tourism strategy.

The presentation of the major components/assets of the recreation and tourism industry (natural and cultural attractions, market profiles, infrastructures and services, promotion, and hospitality), analyzed through the balance between supply and demand for Senneterre region, gives an understanding that slowly but certainly, this community is about to embrace the global rural tourism movement at the local scale. It is only in the community peoples' will and choice to take the lead in this difficult but exciting venture, which will bring economical, ecological, and social benefits, and will empower the community with responsibility for its own future.

B. Recommendations for Senneterre to Consider the Elements of Community's Sustainability

Economic Security

- Will be reached through the ability to make the necessary changes in order to adapt to more sustainable means of economic regeneration. For example, from a tourism perspective, it is important to take advantage of the opportunities and strengths in the community (as drawn from the Diagnostic Chart).
- Economic security in Senneterre means the acceptance and support of multiple part-time and seasonal jobs. Also, investing in people through training and education will help ensure a long-term economic viability, which will make the community's people more adaptable to imminent changes.

Ecological Integrity

- Tourism can also help preserve and restore the ecological integrity.
- A multi-faceted approach to the community's economic security can include a combination of conservation and environmental enhancement, recreation and tourism development, and hence, economic regeneration, and social and cultural benefits.
- If there is a multiple use of the forest, which is the main resource in Senneterre, involving various stakeholders, such as outfitters, industrialists and Natives, then it will be the role of each stakeholder to try to maintain, preserve and restore the ecological diversity and not to run into conflicts.
- A clear role for all stakeholders can develop an interdependent set of economic regenerative and environmental initiatives and optimize the use of the forest.

Quality of Life

- The quality of life, as both the spiritual and material perception of a community's residents, is related to a sense of self-worth which is supported by a number of factors including the achievement of the goals and recognition by the entire community of different groups (First Nations, retired people, woman's movement, outfitters, other recreation and tourism providers, timber cutters and so on). These will give residents a sense of belonging and a sense of place which connect with the attachments they feel toward their community, and contribute to the feeling that they have a stake in a particular place.

Empowerment with Responsibility

- Specifically to Senneterre, empowerment is an important way in shaping the future according to the needs and values of its people. This means that each member of various groups in the community, regardless of age, gender, religious or political beliefs, economic status, or language should be included in the decision-making process.

Prerequisites for achieving empowerment include:

- a) Access to information and expertise.** For example, accurate information about the types of recreation and tourism activities sought by both local (domestic) and foreign tourists is very important for Senneterre in order to place the accent on those activities which are in greater demand.
- b) Ability to process that information.** For example, to understand all the problems/issues or sets of circumstances that better fit the overall economic development of the Senneterre community and fulfill the requirements for the quality of life of its residents.
- c) The ability to shape and have input into the decision-making process.**

-Ex. Cooperation with other MRC municipalities, such as Val d'Or, is essential.

Through the analysis and fulfilment of the three research objectives, it is revealed that

tourism, as an economic lever, can contribute to achieving the four elements of community sustainability and prove that whatever motivates the community's residents to change their economic strategies will result in actions taken to improve residents' quality of life while preserving the natural and cultural environment for present and future generations.

CHAPTER VI

CONCLUSION

The goal of this thesis has been to underscore the importance of rural recreation and tourism development as a positive means to help Senneterre, a forest-dependent community, achieve sustainable development. Internationally, greater consideration is being given to the development of rural tourism in ways by which the supply of tourism facilities and experiences is appropriate to the needs of the host community, the environment, local suppliers, and where it also matches the requirements of tourists on the demand side.

Consequently, the results of the present research provide good reason to consider whether tourism and recreation activities offer new opportunities for the economic exploitation of local resources, job creation and enhanced purchasing power. The development of recreation and tourism activities in a forest-dependent community like Senneterre is in step with the international trend which suggests that although rural tourism is not necessarily a panacea for the economic difficulties of small communities, it can contribute to increasing their sustainability.

The potential of a tourism-orientation for a forest-dependent community like Senneterre is not based solely on the results of this study, but also appears to be supported by a number of general factors and trends. For example, there are new trends in the organization of work time on an annual basis, which allow the holiday periods to be split, and the use of more economic options. Longer life expectation and higher incomes of older people includes various new markets for tourism and recreation activities. At the same time, the diversification and enrichment of the concept of tourism itself makes it possible to attract new categories of users and, where necessary, to revive the interest of old consumers.

Taking into consideration the research findings and their analysis, the answer to the question “Can recreation and tourism contribute to the sustainability of Senneterre, a forest-dependent community?” has to be affirmative. Tourism, as a powerful social-economic force, has great potential to improve quality of life while maintaining environmental quality and ecological integrity. As well, it can contribute to economic security and empower the local community such that it can assure greater responsibility for its own future.

Senneterre is an area where nature and culture are important assets. Tourists can discover, explore and have tremendous experiences enriched by various physical and cultural activities in the region. However, there is a lack in the organization, promotion and development of a recreation and tourism strategy to include Senneterre as part of regional touristic destinations which focus on cultural heritage and adventure tourism products. It is for these types of clients, which vary from local people to international markets, and whose preferences are from discovering their own country to adventure and heritage experiences, that Senneterre should come forward to developing the key elements on which recreation and tourism should be based.

Of course, we do not have all the answers, and the most important thing is that the solution has to come from within the community, not to be imposed from outside. Sustainable decisions in Senneterre have to include residents’ needs, values and goals.

Limitations of the Research

A major limitation to the development of this thesis was the fact that no data specific to Senneterre was found in the available governmental and non-governmental documentation. The only information that was specific to Senneterre came from the local *Corporation de développement économique secteur Barraute-Senneterre*.

A second limitation was related to reliability, in the sense that the analysis of existing

statistics for the Abitibi-Témiscamingue region depended largely on the quantity, accuracy and availability of the statistics themselves. For example, the information obtained from *Tourisme Québec* at the regional scale was not always consistent with data obtained through local surveys in Senneterre.

A third limitation consisted of the number of people participating in the survey research. Some critics may say that the sample is not large enough to be representative. However, the sample was purposefully chosen and included well informed representatives of various groups involved in recreation, tourism, cultural and economic fields, who could provide the research with relevant information. Therefore, taking into account the high response rate and the valuable information obtained, the sample size does not alter the quality of the survey.

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APPENDICES A-F

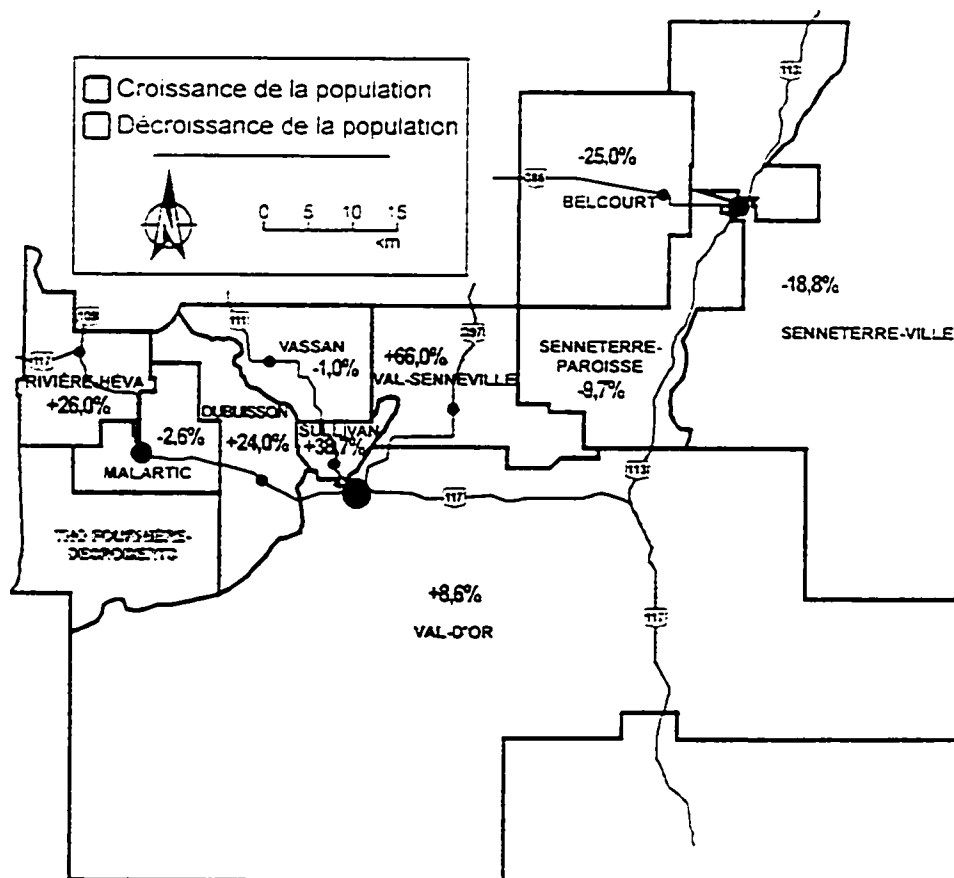
APPENDIX A

The Map of the MRC de Vallée de l'Or and the Population for Each Community

Évolution de la population de 1986 à 1996

	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996 86 à 96
Belcourt	400	400	345	345	345	310	310	292	292	300	300 -25,0%
Dubuisson	1 210	1 280	1 197	1 197	1 197	1 290	1 290	1 480	1 480	1 504	1 504 24,0%
Malartic	4 510	4 490	4 474	4 474	4 474	4 670	4 670	4 326	4 326	4 394	4 394 -2,6%
Rivière-Héva	840	860	861	861	861	1 010	1 010	1 043	1 043	1 057	1 057 26,0%
Senneterre (p)	1 220	1 240	1 122	1 122	1 122	1 170	1 170	1 082	1 082	1 102	1 102 -9,7%
Senneterre (v)	4 460	4 500	4 017	4 017	4 017	4 200	4 200	3 563	3 563	3 622	3 622 -18,8%
Sullivan	2 230	2 270	2 276	2 276	2 276	2 490	2 490	3 045	3 045	3 094	3 094 38,7%
Val-d'Or	22 300	22 800	22 252	22 252	22 252	24 100	24 100	23 842	23 842	24 227	24 227 8,6%
Val-Senneville	1 310	1 350	1 596	1 596	1 596	1 880	1 880	2 141	2 141	2 179	2 179 66,0%
Vassan	1 040	1 060	1 054	1 054	1 054	1 120	1 120	1 013	1 013	1 031	1 031 -1,0%
T.N.O.	553	562	596	596	596	655	655	606	606	549	620 12,0%
M.R.C.V.O.	40 073	40 812	39 790	39 790	39 790	42 895	42 895	42 435	42 435	43 059	43 130 7,6%
Abitibi-Témisc	156 612	157 591	153 621	146 770	146 770	155 005	155 185	151 978	151 978	155 099	152 385 -2,7%
Québec	6 553 892	6 587 053	6 540 276	6 540 406	6 540 406	6 897 406	6 903 440	6 906 556	6 906 628	7 207 860	7 173 487 0,5%

Source : Décrets officiels du ministère des Affaires municipales



APPENDIX B

The Ecomuseum: La Forge a Pique-Àssaut, Québec



La Forge à Pique-Assault

Économusée de la forge
2200, avenue Royale
Saint-Laurent, Île d'Orléans (Québec)
G0A 3Z0

Téléphone : (418) 828-9300
Télécopieur : (418) 828-1186

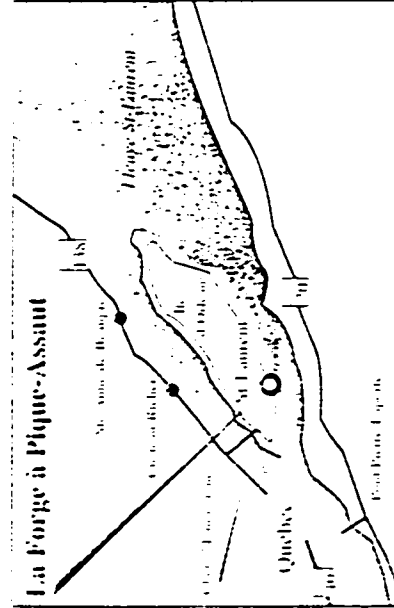


De juin à la fête du Travail June - Labour Day
tous les jours, de 9 h à 17 h Daily, 9:00 a.m. - 5:00 p.m.

Octobre à mai October to May
1 lundi au vendredi Mondays to Friday
9 h à 12 h 9:00 a.m. - 12:00 p.m.
13 h 30 à 17 h 1:30 p.m. - 5:00 p.m.

Entrée gratuite Admission is free

Démonstration sur réservation Demonstration on reservation
(groupes) 2 \$ par personne (groups) \$2 /person



En 1997, le réseau des économusées compte 23 entreprises réparties dans différentes régions du Québec. Toutes ces entreprises vous présentent des métiers et savoir-faire traditionnels, mettent en valeur notre riche patrimoine, offrent de l'information à caractère scientifique et technologique et vous permettent d'acheter des produits authentiques, de qualité, fabriqués par des artisans d'ici.

La Fondation des économusées, fondée en 1992 par le créateur du concept, M. Cyril Simard, Ph.D., a pour mission de développer un réseau d'économusées attrayants et enrichissants pour les visiteurs, en fournissant de façon professionnelle et adéquate à leurs responsables les services et l'expertise qui leur sont nécessaires.

The mission of the Fondation des économusées is to develop a network of attractive economuseums that offer a rewarding experience to visitors while providing them owners and operators the adequate professional services and expertise they need.

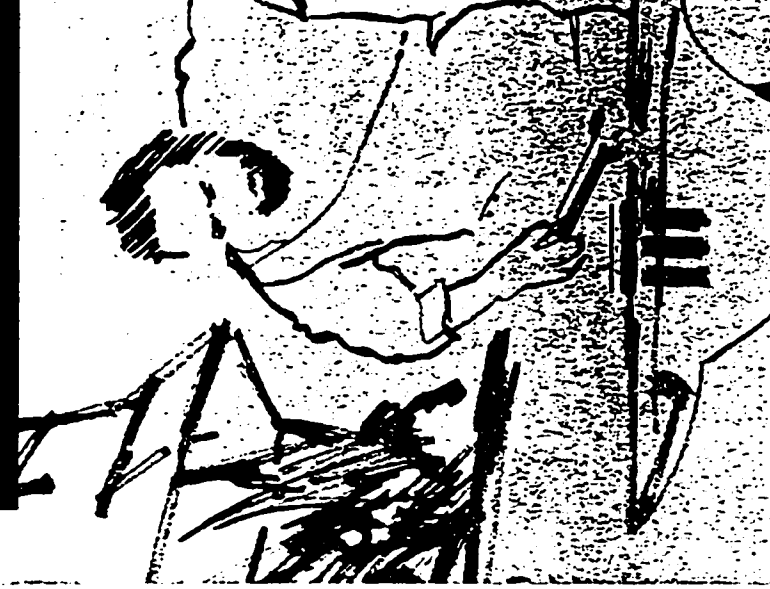
L'économusée de la forge a pu se réaliser grâce aux partenariats suivants :

	Patrimoine canadien	Canadian Heritage
	Bureau fédéral du développement régional (Québec)	Federal Office of Regional Development (Québec)
	Développement des ressources humaines Canada	Human Resources Development Canada
	Gouvernement du Québec, Ministère de la Culture et des Communications	



LA FORGE À PIQUE-ASSAUT

ÉCONOMUSÉE DE LA FORGE



1

Le dieu forgeron

Le métier de forgeron remonte à la nuit des temps. Depuis toujours, l'homme est fasciné par le feu de la forge et les sons répétés du marteau sur l'enclume. Dans l'Antiquité et jusqu'au siècle dernier, le forgeron était respecté et craint pour ses pouvoirs magiques. Appelé Héphaïstos chez les Grecs et Vulcain chez les Romains, le dieu du feu est très populaire au ciel comme le forgeron l'est sur terre. Au Québec, jusqu'à tout récemment, chaque village avait son forgeron chez qui les gens allaient se rencontrer.

En mettant sur pied l'Économusée de la forge, le maître forgeron Guy Bel et ses compagnons ont voulu partager leur passion pour ce savoir-faire traditionnel et rendre un hommage particulier au travail du fer, une des avancées technologiques les plus importantes de l'histoire de l'humanité.

The god of fire and metalworking

The blacksmithing trade goes back to the origin of History. Humankind has always been mesmerized by the fire in the smithy and the repetitive sound of the forging hammer pounding the anvil. In ancient times and until the last century, blacksmiths were respected and feared for their magic powers. The God of Fire was called Hephaistos by the Greeks and Vulcan by the Romans, and they were as popular in the mythologies as the blacksmith have been on earth. Until very recently in Québec, each village had its own blacksmith in whose shop people liked to gather.

By establishing the Économusée de la forge, iron-master Guy Bel and his companions wanted to share their passion for this traditional trade and pay a well-deserved tribute to iron-working, one of the most important technological breakthroughs in the history of mankind.

2

L'atelier : tout feu tout flamme



Le forgeron moderne contribue, comme par le passé, à la réalisation de nombreux projets qui prennent place dans notre quotidien : mobilier urbain, quincaillerie de bâtiments anciens, éléments d'architecture, meubles et objets utilitaires. Vous le verrez chauffer le fer jusqu'à la température désirée pour le forger suivant les exigences de la pièce à fabriquer. Il vous parlera de l'importance de l'enclume où la pièce à former sera déposée sur l'enclume et de la position du marteau lors de l'impact pour obtenir les résultats souhaités. De ses mains apparaissent volutes, torsades, feuillages...

Working with fire

The modern blacksmith contributes, as he did in the past, to the realization of numerous projects that play an important role in our daily lives : street furniture, heritage building metalware, architectural elements, furniture and useful articles. You will see him heat up iron to the appropriate temperature in order to forge it to the requirements of the piece to be formed. He will tell you about the importance of positioning the piece in question on the anvil and the striking angle of the hammer to obtain the desired result. His hands bring volutes,

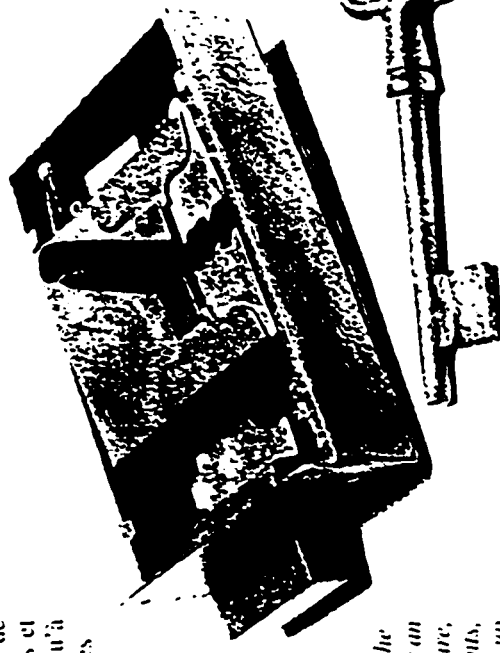
3

Des objets c témoigne

Plusieurs objets anciens ont été rassemblés pour témoigner de la maîtrise de nos artisans du fer dans le passé. Par leur diversité et leur ingéniosité, ces objets illustrent bien le rôle indispensable que jouait le forgeron dans la vie de ses concitoyens en leur fabriquant différentes pièces et outils dont ils avaient besoin.

Collections and knowledge

Several ancient pieces have been collected to spread the mastery of our iron-working craftspeople from the past. Through their diversity and ingenuity, these objects are perfect examples of the indispensable role played by the blacksmith in the lives of his fellow citizens by making for them the ware and tools they needed.



Les objets anciens ont été gracieusement prêtés par M. Guy Aud.

Ancient objects are a courtesy of Mr. Guy Aud.

4

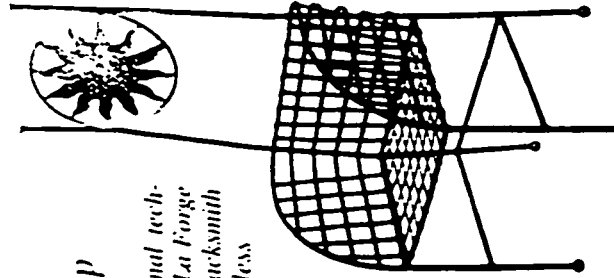
La forge du XXI^e siècle

Usant de techniques traditionnelles, les artisans de la Forge à Pique-Assaut, tout comme leurs collègues forgerons, n'en sont pas moins résolument de leur temps ! Ils vous présentent des œuvres très contemporaines d'artistes forgerons d'ici et d'ailleurs. Certaines réalisations relèvent du défi technique, d'autres démontrent l'utilisation de divers matériaux dans la création de pièces uniques et originales.



The Twenty-first Century Workshop

Although they use traditional techniques, the craftspeople of La Forge à Pique-Assaut and their blacksmith colleagues, are nonetheless resolutely modern. They present you very contemporary items made by iron-working artists from here and abroad. Some of the objects are technical achievements while others demonstrate how different materials can be used to create unique and original pieces.



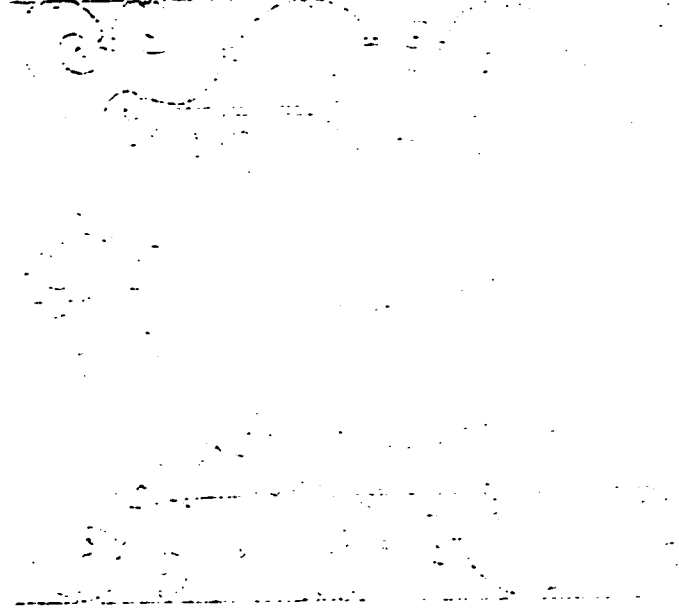
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Pour en savoir davantage

Pour ceux et celles qui désirent en savoir davantage sur les métiers liés au travail du fer et sur les techniques choisies selon la pièce à exécuter, il est possible de consulter sur place une documentation fort intéressante. Quelles sont les propriétés des métaux ferreux ? Pourquoi le fer rouille-t-il ? Quels outils sont les plus employés par le forgeron ? Vous trouverez ainsi réponse à vos questions.

For Further Information

For those who would like to learn more about iron-working and the techniques used according to the piece to be realized, it is possible to refer to quite interesting documentation on-site. What are the properties of ferrous metals? Why does iron rust? What are the tools used the most by the blacksmith. All these questions and more will be answered.



6

La boutique des objets irrésistibles...



La boutique de la forge vous en mettra plein la vue avec ces magnifiques pièces illustrant bien le travail du forgeron. Les visiteurs y trouveront, entre autres, des meubles exclusifs, des chandeliers et des accessoires de foyer. Sur commande spéciale, les artisans dessinent fabriquent des objets uniques : mobilier, grille, quincaillerie originale - adaptés à vos besoins. Leur imagination n'a d'égal que leur talent.

The Boutique

The blacksmith shop will dazzle you with astonishing pieces that feature the work of the blacksmith. Among other objects, visitors will find exclusive furniture, candlesticks and hearth accessories. The artisans also design and fabricate to specifications, unique items such as wrought iron pieces and original metalware. Their talent is only surpassed by their imagination.

APPENDIX C

**January Public Meeting
List of Participants
The Opening Statement**

ATELIER DE SENNETERRE
24 janvier 1997, 19:30 à 21:30
Salle des Chevaliers de Colomb

Présences

Gérard Lafontaine, maire Ville de Senneterre
Yvon Boucher, d.g. Ville de Senneterre
Louis-Paul Dionne, ex-maire
Line Brousseau, Emploi & Immigration Canada
Roland Lafontaine, Chevaliers de Colomb
Virginia Bordeleau, Centre d'Amitié autochtone
Denisa Georgescu, Université d'Ottawa
Sophie Dupuis Graves, Université d'Ottawa
Daniel Lagarec, Université d'Ottawa

Louis Meilleur
Gaston Letendre, curé
Azzah Jeena, I.R.E.E.
Claude Castonguay, S.A.D.C.
Philippe Crabbé, I.R.E.E.
Enrique Colombino, U.Q.A.T.
Luc Bouthillier, Université Laval
Jean Sigouin, Club Kapitachuan

Mohamed Madène, Corporation de développement économique de Senneterre
Michel Lahaie, Conseil régional en environnement Abitibi-Témiscamingue

1. Présentation de l'équipe de l'Institut de recherche sur l'environnement et l'économie (IREE)

L'I.R.E.E. a été créé en 1989; son but est de travailler les problématiques de relation entre les activités économiques et de l'environnement sous une optique interdisciplinaire.

(a) Les activités d'I.R.E.E.

Les projets en cours sont : l'étude du Haut Saint-Laurent, le savoir environnemental des autochtones et la gestion des écosystèmes et les nouvelles formes de gouvernance.

Le projet du Haut Saint-Laurent est d'une durée de trois ans. L'étude s'étend des Grands Lacs à Montréal et l'équipe a surtout travaillé avec la communauté de Cornwall en Ontario. L'objectif du projet est d'élaborer des recommandations politiques pour améliorer les conditions du Saint-Laurent.

Cinq communautés autochtones au Canada sont impliquées dans le projet du savoir environnemental des autochtones. Le but est d'amener les problèmes environnementaux de leurs communautés pour en analyser les causes sous des dimensions interdisciplinaires. Une importance particulière est accordée à la création d'emplois dans le domaine de l'environnement dans les communautés autochtones.

La gestion des écosystèmes et les nouvelles formes de gouvernance est un projet qui mise sur les préoccupations environnementales et l'avenir des communautés. La concertation des

citoyens par le biais des tables rondes est le mode de fonctionnement choisi pour l'étude.

(b) Le projet «Indicateurs de durabilité des communautés forestières»

Ce projet tente d'identifier les particularités des communautés dépendant de la forêt, c'est-à-dire tirant la majorité de leur revenus de la forêt. En particulier, le projet cherche à identifier des indicateurs de durabilité de ces communautés. Ce projet fait partie du réseau des Centres d'excellence pour la gestion durable des forêts.

(c) Les attentes de l'Institut de recherche sur l'environnement et l'économie

Le profil de Senneterre dont nous disposons présentement est basé sur les statistiques tirées de différentes sources et sur la documentation acheminée par la communauté de Senneterre. Le but est de connaître davantage la réalité et le vécu communautaire. Une partie des attentes est de voir si les statistiques et les informations recueillies correspondent avec la réalité communautaire. L'I.R.E.E. espère nouer une relation qui sera utile à la communauté.

(d) Luc Bouthillier prend la présidence de l'assemblée

Professeur en politique forestière à l'Université Laval à Québec, il s'intéresse aux questions politiques et économiques de la gestion forestière. De façon plus précise, il s'intéresse à la participation publique en gestion forestière. Il travaille aussi au projet de la forêt habitée et à l'évaluation environnementale. Son objectif est de ramener ces problématiques au niveau communautaire. Il énonce que la forêt est une question humaine. L'atelier à Senneterre a comme objectif d'être à l'écoute de la communauté, sans avoir d'idées préconçues afin d'être réceptif aux besoins et aux attentes de celle-ci.

Le réseau des Centres d'excellence finance des universitaires pour voir entre autres au volet socio-économique des communautés forestières voire même à la prise en main de la gestion de la forêt par la communauté. L'objectif de l'atelier à Senneterre est pour voir si l'on peut formuler quelque chose de concret.

Le processus utilisé est celui de la discussion, l'atelier sert de mécanisme pour articuler la vision du développement local et l'avenir communautaire à Senneterre. Les moyens et les façons doivent venir de la communauté. La viabilité de Senneterre est l'intérêt et l'objectif des discussions tout en mettant l'accent sur la forêt.

2. Présentation des participants

L'exercice suivant permettra à chacun d'exprimer sa vision sur le développement de Senneterre. Ceci est un point de départ qui pourrait éventuellement déboucher sur un plan ou des pistes d'actions concrètes sur un avenir prochain.

Les thèmes retenus de l'exercice sont :

La mise en valeur de la forêt

- La vision plus humaine et plus intégrée de la gestion forestière.
- La viabilité de l'exploitation forestière.
- Le sentiment d'appartenance à la forêt est abstrait.
- Veut créer une plus value de la forêt

La vigilance communautaire dans le secteur forestier

- L'efficacité et la pertinence de l'action des Ministères des ressources naturelles et environnement et faune.
- Le droit de regard de la communauté et la réceptivité des divers Ministères du gouvernement.
- Le manque de considération de la part des multinationales (MN) envers le milieu communautaire.
- La mauvaise gestion de la forêt environnante.

La question politique et du pouvoir par rapport à la forêt

- Le manque de coexistence, de communication et de coordination entre les intervenants (autochtones, PME, MN & citoyens).
- Rapports de forces n'étant pas à 'notre' mesure.
- La prise de décisions est faite à l'extérieur de Senneterre.
- Le statut d'appartenance du territoire forestier.
- La gestion du nouveau territoire forestier de la municipalité de Senneterre.

Les impacts de l'exploitation forestière sur la communauté

- La surexploitation du secteur forestier.
- Les pratiques d'exploitation forestière par les multinationales.
- Le profit externe de l'exploitation locale de la forêt.
- La dépendance communautaire à l'égard du secteur forestier.
- La perte d'emplois due à la mécanisation.

Les préoccupations socio-économiques

- Les inquiétudes des citoyens pour l'avenir de la communauté.
- La difficulté de la communauté de se prendre en main.
- Le manque de relève dans la communauté.
- Inquiétudes des parents, des jeunes et des travailleurs par rapport aux métiers traditionnels.
- Le manque de moyens d'exploitation de la forêt par la communauté autochtone.
- Le manque de formation et d'expertise des travailleurs dans le secteur forestier.
- La difficulté pour les forestiers privés d'être concurrentiels.
- Le désir de la communauté de développer un secteur connexe de transformation locale des ressources.
- La conscientisation publique sur les activités forestières et l'utilisation de la forêt.
- Le tourisme aventure dans la forêt.
- La précarité de Senco.

- Les préoccupations envers la qualité du bois et le marché économique.

L'exercice amorcé a permis de soulever plusieurs préoccupations et inquiétudes de la communauté par rapport au secteur forestier. L'objectif de demain sera d'élaborer un plan d'action à partir de ce qui a été mis sur table ce vendredi soir. Le 'remue-méninges' est la première étape pour établir des pistes à suivre.

Clôture de l'atelier à 21:30.

ATELIER DE SENNETERRE
 25 janvier 1997, 9:30 à 16:30
 Salle des Chevaliers de Colomb

Présences

Gérard Lafontaine, maire Ville de Senneterre	Louis Meilleur
Yvon Boucher, d.g. Ville de Senneterre	Gaston Letendre, curé
Louis-Paul Dionne, ex-maire	Azzah Jeena, I.R.E.E.
Line Brousseau, Emploi & Immigration Canada	Claude Castonguay, S.A.D.C.
Roland Lafontaine, Chevaliers de Colomb	Philippe Crabbé, I.R.E.E.
Virginia Bordeleau, Centre d'Amitié autochtone	Daniel Lagarec, Université d'Ottawa
Denisa Georgescu, Université d'Ottawa	Luc Bouthillier, Université Laval
Sophie Dupuis Graves, Université d'Ottawa	Jean Sigouin, Club Kapitachuan
Mohamed Madène, Corporation de développement économique de Senneterre	
Michel Lahaie, Conseil régional en environnement Abitibi-Témiscamingue	

Le but de l'atelier du samedi est de formuler une vision de ce que la communauté attend de la forêt. Il est essentiel d'identifier les problèmes qui se retrouvent à la base pour être en mesure de définir des possibilités d'action. Nous pouvons regrouper les éléments de discussion d'hier soir sous trois rubriques : la vision, les problèmes et les questions.

La Vision

1. Veut gérer localement la forêt
2. Veut cultiver la forêt et changer les pratiques
3. Veut transformer sur place
4. Veut diversifier :
 - Respecter les autres entreprises
 - Insister sur le tourisme aventure
 - Senco - la compagnie de transformation locale

Les Problèmes

1. Inquiétudes envers les créateurs d'emplois, de l'avenir de la disponibilité des ressources et l'état de la forêt.
2. Problème de la mobilisation communautaire et des jeunes.
3. Le contrôle externe : la municipalité est assujettie au Ministère des ressources naturelles (MRN). Les «majors» (industries multinationales) ne sont pas enracinées dans la communauté et

sont dominantes. Il y a un problème de pouvoir politique par rapport à l'économie.

4. L'insuffisance du savoir-faire, le manque de connaissances des ressources et le peu de communication entre les différents usagers de la forêt.

5. Les industriels bousculés.

On note une absence de tradition d'entrepreneurship local qui s'explique par la situation de dépendance de Senneterre notamment à l'égard du CN et de la Défense Nationale pendant de nombreuses années.

Les Questions

1. Est-il possible d'amener l'industrie du bois (Donohue, Norbord & Domtar), à changer ses comportements et les rendre plus conformes aux intérêts de Senneterre ?

Des interventions ont déjà été faites auprès des grandes compagnies pour réduire les effets néfastes comme les dégâts. La 'culture' des multinationales et des grandes industries change lentement. Elles réalisent qu'elles doivent s'associer à la communauté pour continuer à développer et faire des profits.

2. Est-il possible d'utiliser autrement les ressources forestières et demeurer compétitif ?

Les ressources locales sont octroyées aux multinationales. Les méthodes de production dans le secteur forestier doivent changer. Il n'y a pas assez de coupe sélective par les grandes compagnies car elles n'ont pas la machinerie nécessaire et voient que c'est peu rentable.

Une partie des droits de coupe devraient être utilisée pour mettre en valeur la forêt. Il faudrait changer le système de redevances des droits de coupe. Il est essentiel de redonner aux municipalités la gestion de l'attribution des droits de coupe et de décider collectivement des méthodes acceptables pour les activités de récolte du bois (la mécanique de récolte en forêt). La notion de redistribuer et de partager le travail en communauté est avancée.

Le changement des pratiques représente un coût socio-économique pour la communauté. Les risques de déstabilisation locale doivent être pris en considération lors de la prise de décision.

La conscientisation des aspects multidimensionnels de la forêt s'accroît chez les locaux et les acheteurs. La notion de certification environnementale peut causer des problèmes comme la fermeture d'industries. Quelques participants soulignent les exemples de pratiques forestières suédoises et scandinaves pour illustrer qu'il y existe d'autres façons de faire en forêt.

L'élément de redevance et de responsabilisation des industries par la collectivité est soulevé. La situation actuelle à Senneterre est que la municipalité a reçu la responsabilité de gérer un nouvel espace forestier. Le lien d'appartenance au territoire non-organisé est juridique car Senneterre est liée à la réglementation de la certification environnementale. Les participants indiquent que ce sont deux leviers communautaires qui doivent être exploités en faveur de la communauté. C'est la communication qui éliminera les barrières pour l'avenir communautaire.

Senneterre souhaite la transparence dans les informations acheminées par le gouvernement et par les intervenants en ce qui concerne la gestion de la forêt.

Des exemples de forestiers privés qui exploitent de façon durable leur forêt existent mais ne sont pas très connus.

Tout le monde admet qu'il est possible de changer les pratiques.

3. Est-il possible de développer l'entrepreneuriat local ?

À la base du développement est le problème de financement. L'idée de créer un fonds pour financer des projets de développement est avancée, la difficulté est de mener à terme les projets. Il serait possible d'injecter des fonds industriels localement pour encourager l'entrepreneuriat. Le problème principal est que ce sont surtout les jeunes qui n'ont pas les moyens financiers pour avancer et développer leurs idées d'entrepreneuriat.

Ce n'est pas le développement d'idées qui est problématique, ce sont les institutions financières qui ont un manque de connaissance et de confiance des petites entreprises. Elles financent les gros projets avec des possibilités de rentabilité mais les petits projets représentant plus de risques sont moins financés.

Nous avons besoin de plus de publicité des programmes de formation pour mieux encadrer l'entrepreneuriat.

Le système social en place encourage le manque d'entrepreneuriat : «ça paye plus de rester à la maison». L'enveloppe du bien-être social et de l'assurance chômage local devrait être mieux utilisée.

Il est difficile de changer l'attitude de dépendance dans la localité, il faudrait instaurer la perception de «penser globalement» car ceci représente les temps économiques actuels. La fermeture de la station de radar et de CN ont été difficiles mais est-ce que les attitudes et les perceptions envers les multinationales ont changé à Senneterre ? La mentalité des gens fait en sorte qu'ils ne pensent pas à réinvestir dans leur communauté.

Louis-Paul Dionne nous fait part de la situation de la compagnie locale les scieries Senco. Il souligne que la compagnie est contrôlée par les multinationales qui défendent leurs propres intérêts. La coupe de bois sur les aires d'approvisionnement se fait par Norbord et Donohue qui à leur tour revendent au prix coûtant plus un quinze pour-cent de frais d'administration. Un sérieux problème chez Senco est le manque de savoir-faire et c'est la raison pour laquelle il y a des effets néfastes, tel l'abandon de billots en forêt. Il eu une étude de faisabilité mais l'exécution des opérations démontre une lacune d'expertise. Les symptômes de cette compagnie locale sont un faible fonds de roulement et un très faible capital. Ce sont des 'blocages' dans les opérations, des imprévus qui ont fait que le plan initial de faisabilité n'a pas complètement été respecté. M. Dionne affirme que la compagnie peut réussir seulement si la population supporte ses efforts.

Senco veut que la population de Senneterre participe dans un mécanisme de concertation avec les multinationales afin de faire respecter les gens et les initiatives locales telle que Senco. M. Dionne assure qu'une concertation aiderait au niveau stratégique et que le financement suivrait. De plus, il mentionne que la viabilité de l'entreprise est précaire, la conscientisation locale est nécessaire pour la viabilité de la communauté. Il est mentionné que 'l'image' projetée par la compagnie Senco est problématique et doit s'améliorer pour faire participer la communauté à un tel processus de concertation. Le besoin de mobiliser et de concerter la population pour supporter Senco s'explique du fait que c'est un investissement local et il existe des possibilités de dérivés du produits du bois.

Tous les participants admettent que le Ministère des ressources naturelles (MRN) doit surveiller et s'impliquer davantage dans le secteur forestier. Il est possible de faire des pressions auprès du MRN pour appliquer les réglementations qui sont malheureusement peu appliquées aujourd'hui. Les problèmes que connaît le secteur forestier aujourd'hui ont été vécus par le secteur agricole de la région dans le passé. Des expériences de collaboration entre réserves autochtones et la compagnie Donohue peuvent servir d'exemples car l'exploitation forestière sur ces lieux est beaucoup plus respectueuse de la forêt.

La municipalité et ses élus sont bien perçus par la population. Les citoyens font confiance au Conseil de Ville et ils seraient prêts à être guidés par ce dernier. Les participants croient qu'une table de concertation organisée par la municipalité sera un succès. La mobilisation à Senneterre est difficile et s'explique par le 'syndrome des TLM (toujours les mêmes)'. Le besoin de transparence dans les informations, du processus de négociation et des raisons précises d'une mobilisation sont essentiels.

Moyens

Nous reprenons les éléments de la vision pour discuter de la forme des moyens à envisager.

1. Gérer localement la forêt

La communauté souhaite obtenir un droit de regard sur toutes les activités sur le territoire. Trois

éléments fondamentaux sont nécessaires pour la composition d'un comité : la représentativité, la crédibilité politique et les connaissances.

a) L'établissement d'un comité de vigilance

Son mandat serait d'améliorer les contacts avec le gouvernement et de s'assurer que la communauté soit informée de l'évolution des différents dossiers la concernant, afin d'être en mesure de réagir opportunément.

b) L'établissement d'une table de concertation

La composition de la table doit être représentative de tous les intervenants usagers de la forêt. Effectuer une concertation entre interlocuteurs privilégiés par le biais de la municipalité. Une façon d'amener les multinationales à siéger à cette table est le fait que leur présence est nécessaire pour être en mesure de répondre aux critères de consultation publique pour obtenir une certification environnementale.

Mandat

1. Clarifier les contraintes de tous les usagers.
2. Identifier les besoins en connaissances.
3. Changer les pratiques des activités de récolte du bois.
4. Proposer une gestion conjointe avec le Ministère des ressources naturelles et le Ministère environnement et faune. Préciser que l'expertise disponible dans ces Ministères devrait être au service de la communauté.
5. Envisager la création d'entreprises en collaboration avec les autochtones.

c) Instaurer une gestion conjointe des ressources forestières

La situation de décentralisation, des conjonctures économiques et le mandat de gérer le nouveau territoire forestier fait de Senneterre un cas unique. La voie d'avenir est la gestion partagée (co-gestion) avec le Ministère des ressources naturelles.

2. Cultiver la forêt et changer les pratiques

Concevoir une meilleure gestion forestière qui peut créer des emplois qui seront durables. Travailler en fonction du comité qui regroupe les trois communautés (Senneterre Ville, Senneterre paroisse et Belcourt) déjà en place pour gérer les activités de récolte du bois sur le territoire agrandi. Il est aussi possible de travailler en partenariat avec le syndicat des producteurs du bois.

Il est nécessaire de retravailler un plan d'aménagement forestier pour la région. Le problème de fonds de réserve doit être adressé, la communauté désire obtenir sa part des droits de coupe. Il faut passer par la table de concertation pour discuter de la redistribution des lots intermunicipaux. Le comité regroupant les trois communautés ont déjà engagé des pourparlers avec la compagnie Donohue en fonction d'une portion du territoire, son aménagement et les pratiques qui se font.

3. Transformation sur place et diversification économique

a) le cas de Senco

Le Conseil de Ville serait d'accord de discuter de la situation de Senco suite à la réception d'une lettre officielle provenant du Bureau de direction de la compagnie. Le rôle de la municipalité est de voir à la gestion conjointe pour garder une compagnie locale car celle-ci offre des possibilités pour la communauté. La raison pour mobiliser la population serait pour démontrer aux industriels que le fonctionnement actuel dans le secteur forestier a des effets négatifs pour les citoyens, l'économie locale et l'environnement naturel.

Une explication rationnelle de la situation de Senco et son désir d'obtenir un appui populaire sont relié aux négociations par rapport aux droits de coupe. Les participants ont des opinions divergentes sur l'urgence du problème d'opérations de la compagnie. Les enjeux politiques des négociations avec les grandes compagnies de la région. Senco et la municipalité peuvent amener des conséquences sociales et économiques. La fermeture de Senco représenterait une perte de 100 emplois.

b) sources de financement

Il y existe des fonds pour la formation en région qui n'ont pas été alloués. La formation offerte par Emploi et immigration Canada est à la disposition des compagnies locales. Il est possible de procéder en collaboration avec tous les compagnies pour offrir de la formation aux travailleurs sans saturer un domaine en particulier. Des fonds pour effectuer des études de faisabilité de projets en partenariat sont aussi disponibles à Emploi et immigration Canada.

c) Plan stratégique de la Commission du développement économique de Senneterre

Ce plan stratégique devra être actualisé en fonction du nouveau territoire et de la possibilité de gestion conjointe. Le plan prévoit une récupération des résidus forestiers.

Clôture de l'atelier à 16:45.

DÉVELOPPEMENT ET REVITALISATION DES COMMUNAUTÉS RURALES PAR LE TOURISME ET LES LOISIRS

Depuis quelques années, partout au Canada et dans le monde, on assiste à la montée en popularité de l'exploitation touristique comme un moyen important de développement et de revitalisation des communautés rurales.

Aussi, les communautés rurales qui entreprennent de résoudre leur problème de développement le font d'une manière globale en tentant de trouver une approche ou une solution fondée sur les aspirations et les besoins de la communauté toute entière.

Plusieurs municipalités ou villages ont réussi à revitaliser leur vie sociale et économique par la mise en oeuvre d'une stratégie touristique comprenant des initiatives dans les domaines du loisirs, de la culture, de la protection de l'environnement, de la mise en valeur de ressources naturelles, commerciales, humaines ou historiques.

Tout près d'ici, en Abitibi Témiscamingue, on trouve au moins trois exemples de ce type :

A Val-d'Or, la Cité de l'or, propose aux visiteurs de vivre la vie d'un mineur pour quelques heures.

A Malartic, le touriste peut approfondir les domaines fascinants de la géologie et de la minéralogie.

A Notre-Dame du Nord, de nombreux exhibits et tableaux expliquent en partie la géologie de la région du Témiscamingue en présentant une exposition sur les fossiles.

Plus loin de nous, en Alberta et en Colombie Britannique, deux exemples de telle revitalisation par le tourisme sont dignes de mention :

L'écomusée des Vallées Cowichan-Chemainus, fondé en 1988, a pour mandat de préserver et de présenter l'histoire de la forêt et de la coupe du bois en Colombie Britannique.

L'écomusée du Crowsnest Pass est établi dans une ancienne mine de charbon. Ces installations reçoivent environ 15.000 visiteurs par année.

Il semble que le temps soit venu pour la communauté de Senneterre d'analyser son potentiel touristique en tant que moyen de développement social et économique par lequel toute la population locale, ainsi que les touristes, seraient gagnants.

Cette partie de l'étude sur le tourisme à Senneterre suit une démarche en cinq grandes étapes :

Étape 1 : Analyse de la situation actuelle de l'industrie du tourisme à Senneterre

Étape 2 : La planification stratégique de l'industrie du tourisme pour Senneterre

Étape 3 : L'évaluation du potentiel touristique de Senneterre

Étape 4 : Proposition de différents plans d'action

Étape 5 : L'analyse des plans d'action et recommandations

Cette fin de semaine, nous nous intéresserons aux étapes 1 et 3 de la démarche.

A cet effet, j'ai préparé trois questionnaires. Ces questionnaires ont pour objectif de mieux connaître la situation actuelle de l'industrie du tourisme (l'étape 1) ainsi que d'identifier le potentiel touristique de votre communauté (l'étape 3).

Le questionnaire numéro 1 s'adresse à ceux d'entre vous qui oeuvrent dans les domaines politique, économique, ou celui des affaires.

Le questionnaire numéro 2 s'adresse à ceux d'entre vous qui oeuvrent au niveaux communautaire ou social.

Le questionnaire numéro 3 s'adressent aux représentant des premières nations.

Dans chacun des questionnaires plusieurs questions sont similaires, sinon parfois identiques. Toutefois, si vous le désirez, vous pouvez remplir plus d'un questionnaire. Je vous prie aussi de ne pas hésiter à utiliser le verso du questionnaire si besoin était.

Je vous serais reconnaissante de bien vouloir compléter ces questionnaires durant la fin de semaine afin que nous puissions les dépouiller dans les meilleurs délais. Par ailleurs, si vous étiez dans l'impossibilité de le compléter, je vous invite à me le retourner à l'Université d'Ottawa. L'adresse est indiquée au bas des questionnaires.

Enfin, je suis à votre disposition toute la fin de semaine pour vous aider à compléter ces questionnaires.

Je vous remercie !

Denisa Georgescu

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Télécopieur : **613-562-5145**

APPENDIX D

**Survey Questionnaires (1-3)
Covering Letter
Follow-up Letter**

Ottawa, le 4 février 1997

Adresse

Objet : Questionnaire d'évaluation du potentiel touristique de Senneterre

Cher Monsieur

Chère Madame

La présente fait suite aux ateliers de travail tenus les 24, 25 et 26 janvier dernier dans le cadre du projet d'étude de l'Institut de recherche sur l'environnement et l'économie de l'Université d'Ottawa, ateliers lors desquels nous avons eu le plaisir d'échanger avec vous.

Comme vous le savez, cette étude a pour objectif de concevoir des indicateurs de durabilité pour une communauté forestière en utilisant la ville de Senneterre comme cas type.

Une dimension fondamentale de cette étude est d'examiner le potentiel de revitalisation et de développement à long terme de Senneterre *par le tourisme et par les loisirs*.

Aussi, permettez-moi aujourd'hui de vous demander de partager, de façon un peu plus formelle, vos connaissances sur Senneterre afin que nous soyons en mesure d'en évaluer adéquatement le potentiel touristique pour son développement à long terme.

À cette fin, j'inclus à cette lettre un questionnaire sur divers aspects du tourisme et des loisirs à Senneterre dont le profil du marché touristique actuel et son infrastructure, les impacts économiques, sociaux et environnementaux de l'industrie touristique actuelle ainsi que sa promotion.

Les questions sont volontairement ouvertes et il se peut que vous ne puissiez répondre à certaines d'entre elles. Si tel était le cas, vous êtes prié de passer à la question qui suit. Par ailleurs, si vous possédez de la documentation qui répondrait à d'autres questions, je vous serais reconnaissante de m'envoyer copie de cette documentation ou bien d'en donner les références.

Votre collaboration est non seulement importante mais contribuera à la planification de stratégies axées sur le tourisme pour la revitalisation et de développement à long terme de Senneterre.

Je demeure à votre disposition pour vous aider à répondre au questionnaire si tel besoin était. Vous pouvez me rejoindre à l'Université d'Ottawa, au 613-

Enfin, je vous serais gré de retourner de questionnaire dans l'enveloppe pré affranchie pour le 17 février prochain.

Veuillez recevoir, cher Monsieur, chère Madame, l'expression de mes meilleurs sentiments.

Denisa Georgescu

Ottawa, le 22 février 1997

Adresse

Objet : Questionnaire d'évaluation du potentiel touristique de Senneterre

Cher Monsieur
Chère Madame

Tout dernièrement je vous transmettais un questionnaire ayant pour objectif l'évaluation du potentiel touristique de Senneterre.

Tel que je vous le mentionnais dans la lettre accompagnant ce questionnaire, votre collaboration est non seulement importante mais contribuera à la planification de stratégies axées sur le tourisme pour la revitalisation et le développement à long terme de Senneterre.

La revitalisation et le développement à long terme de Senneterre *par le tourisme et les loisirs* est plus que jamais d'actualité avec l'annexion à Senneterre d'un territoire forestier immense et aux innombrables possibilités.

Aussi, je compte sur vous pour évaluer ce potentiel afin d'être en mesure, à mon tour, de contribuer aux objectifs de Senneterre.

Permettez-moi de vous rappeler que les questions sont volontairement ouvertes et il se peut que vous ne puissiez répondre à certaines d'entre elles. Si tel était le cas, vous êtes prié de passer à la question qui suit. Par ailleurs, si vous possédez de la documentation qui répondrait à d'autres questions ou qui serait d'intérêt pour cette étude, je vous serais reconnaissante de m'envoyer copie de cette documentation ou bien de m'en donner les références.

Je demeure à votre disposition pour vous aider à répondre au questionnaire si tel besoin était. Vous pouvez me rejoindre à l'Université d'Ottawa, au 613-

Enfin, je vous serais reconnaissante de retourner le questionnaire dans l'enveloppe pré affranchie qui était jointe au questionnaire pour le 17 février prochain.

Veillez recevoir, cher Monsieur, chère Madame, l'expression de mes meilleurs sentiments.

Denisa Georgescu

QUESTIONNAIRE NUMÉRO 1
TOURISME ET LOISIR À SENNETERRE
ÉVALUATION DU POTENTIEL TOURISTIQUE

PROFIL DU MARCHÉ TOURISTIQUE

Y a-t-il des données statistiques spécifiques à la situation actuelle du tourisme et du loisir à Senneterre ? Prière d'en donner les références : utiliser le verso si nécessaire.

Quels sont les types de touristes venant à Senneterre : affaires, vacances, visites familiales, passants ; pourcentages approximatifs ?

En plus des activités telles la motoneige, le ski de fond, la chasse et la pêche, y a-t-il d'autres activités qui pourraient être en demande et développées à Senneterre ?

Pourquoi les touristes choisissent-ils Senneterre plutôt qu'un autre endroit ?

Comment les touristes viennent-ils à Senneterre ?

Les touristes viennent-ils à Senneterre seuls ou en groupes organisés ?

Combien de temps les touristes restent-ils à Senneterre ?

Les touristes venant à Senneterre dépensent-ils beaucoup ? Est-ce un tourisme de luxe ?

D'où viennent les touristes ? Local, de la province, d'autres pays ? Ces différents types de touristes recherchent-ils tous la même chose ? Y a-t-il des différences ?

Qui sont ces touristes: sexe, âge, éducation, revenus ? Prière de donner les références s'il y a des statistiques là-dessus. Utiliser le verso si nécessaire.

Y a-t-il déjà eu des enquêtes statistiques sur le niveau de satisfaction des touristes : ce qu'ils ont apprécié à Senneterre ? Ce qu'ils n'ont pas apprécié ? Ce qu'ils auraient aimé ? Quelle est votre opinion à ce sujet ? S'il y a lieu, références SVP .

Les touristes reviennent-ils à Senneterre, dans quelle proportion ? Si oui, pourquoi ? Si non, pourquoi ?

L'INFRASTRUCTURE TOURISTIQUE ACTUELLE

De quelles dimensions est le territoire touristique de Senneterre ? Ce territoire s'étend dans un rayon de combien de milles de Senneterre ? Ce territoire est-il défini ? S'il y a lieu, références SVP .

Hébergement: capacité d'accueil, nombre de chambres dans hôtels, maisons de pension, gîtes, pourvoiries. Les prix sont-ils compétitifs avec ceux des autres centres urbains à proximité. La demande dépasse-t-elle l'offre ? S'il y a lieu, références SVP .

Restaurants, capacité d'accueil, nombre, qualité, etc. Les prix sont-ils compétitifs avec ceux des autres centres urbains ? La demande dépasse-t-elle l'offre ? S'il y a lieu, références SVP .

Les installations municipales sont-elles utilisées par les touristes, et si oui, lesquelles, peu, moyennement ou beaucoup ? Y a-t-il des données là-dessus ? S'il y a lieu, références SVP .

La municipalité a-t-elle l'intention d'aménager d'autres équipements de nature touristique ou complémentaire à l'infrastructure touristique existante ? Si oui, lesquelles ? Si non, pourquoi ?

Quelles sont les infrastructures manquantes ou déficientes à Senneterre ? Pourquoi est-ce ainsi ? Qu'est-ce que l'on pourrait améliorer ?

Quels sont les attraits géographiques naturels à Senneterre ? Sont-ils mis en valeur ? Si oui, par qui et comment ? Si non, pourquoi ? S'il y a lieu, références SVP .

Ces attraits naturels sont-ils facilement accessibles ? La facilité de l'accès est-elle importante ?

Y a-t-il des attraits culturels à Senneterre qui ne sont pas publicisés ? Y a-t-il des manifestations artistiques ou sportives, festivals, expositions ? Si oui, quels sont-ils et quand se tiennent-ils ? Si non, a-t-on déjà songé à en instituer ? S'il y a lieu, références SVP .

Pour vous qu'est ce qui rend Senneterre unique ? Usines, industries, composition de la population, histoire, milieu géographique et naturel ? Prière de spécifier.

IMPACTS ÉCONOMIQUES DE L'INDUSTRIE TOURISTIQUE ACTUELLE

Les infrastructures touristiques à caractère privé représentent-elles une base de taxation importante pour la municipalité ?

Le tourisme à Senneterre a-t-il un impact régional, en dehors de la zone d'influence de Senneterre ? Ainsi est-ce que des personnes de l'extérieur de Senneterre viennent travailler dans l'industrie touristique de Senneterre ? Combien de personnes ? Pourcentage du total employé dans cette industrie ? S'il y a lieu, références SVP .

Quels sont les types d'emplois dans l'industrie ainsi que les niveaux salariaux moyens ? Le tourisme fait-il bien vivre à Senneterre ?

Y a-t-il des conflits économique, physique, environnemental entre les activités touristiques actuelles et quels sont-ils ? Quelles sont les stratégies pour résoudre ces conflits ? Exemple: motoneige et ski de fond.

IMPACTS ENVIRONNEMENTAUX DE L'INDUSTRIE TOURISTIQUE ACTUELLE

A votre connaissance, y a-t-il des problèmes de pollution générés par les industries locales, problèmes de pollution qui pourraient devenir un handicap au tourisme ? Par exemple pollution des lacs et cours d'eau, pollution de sites, dégradation de l'environnement, etc. ?

A votre connaissance, y a-t-il des problèmes de pollution générés par l'industrie touristique elle-même (motoneige, moteurs hors-bord, etc.), problèmes de pollution qui pourraient devenir un handicap au tourisme ? Par exemple pollution des lacs et cours d'eau, pollution de sites, dégradation de l'environnement, etc. ?

Devrait-on mettre l'accent sur les activités touristiques ne générant pas de pollution ? Si oui, lesquelles ? Si non, pourquoi ?

PROMOTION DU TOURISME

Quelle sont les stratégies de promotion actuelle ? Croyez-vous que ces stratégies réussissent ?

Y a-t-il des stratégies promotionnelles à court, moyen et long terme ? Qui élabore ces stratégies ? Participez-vous à l'élaboration et à la réalisation de ces stratégies ?

Qui fait la publicité ? Où peut-on la trouver ? Une firme spécialisée en publicité tourisme est-elle mise à profit ?

Quelle est votre participation à l'élaboration et la diffusion de cette publicité ? Quelle pourrait être votre participation ?

Y a-t-il concertation entre les industries locales et la municipalité pour la promotion du tourisme ?

Y a-t-il une stratégie pour faire inclure Senneterre sur les grands circuits touristiques vendus sur le marché international par les grands grossistes en voyage ?

Pour toute question, vous êtes priés de communiquer avec :

Madame Denisa Georgescu
Université d'Ottawa
Téléphone : 613-562-5800, poste 1733
Télécopieur : 613-562-5145

Une fois le questionnaire rempli, prière de l'envoyer à l'adresse suivante :

Madame Denisa Georgescu
Université d'Ottawa
165, rue Waller
CP 450, Succ. A
Ottawa
K1N 6N5

Merci !

IMPACTS SOCIAUX DE L'INDUSTRIE TOURISTIQUE ACTUELLE

Y a-t-il interaction des touristes avec la population locale autre que celle engagée dans les activités touristiques. ? Y a-t-il des activités sociales communes ?

Selon vous, l'interaction des touristes avec la population locale, avec les premières nations, avec divers groupes sociaux tel les jeunes, l'âge d'or, est-elle souhaitable ou non et pourquoi ?

Quelle est votre perception sur sur les impacts économiques du tourisme ?

Quelle est votre perception de l'impact du tourisme sur :

- les activités rurales, telle l'agriculture :
- les personnes de l'âge d'or :
- les jeunes :
- les femmes :
- les premières nations :
- les familles :
- le commerce :
- les industries locales :

Selon vous, la population impliquée dans les activités touristiques a-t-elle reçue une formation suffisante ou spécifique dans leur domaine respectifs et si oui, dans quelle proportion ? Si oui, quel type de formation ?

Selon vous, la population impliquée dans les activités touristiques est-elle intéressée à parfaire ses connaissances dans les différents aspects du tourisme ? Quels sont les domaines de formation qui seraient les plus pressés ?

Selon vous, la population non impliquée dans les activités touristiques voudrait-elle s'y impliquer et si oui de quelle façon, dans quelle proportion, etc. ? Particulièrement la population agricole, les jeunes, l'âge d'or ?

Quelle est la participation des premières nations à l'industrie touristique ? En pourcentage des travailleurs de cette industrie ? En pourcentage de la population active des premières nations ? S'il y a lieu, références SVP .

Quels sont les événements spécifiques ou les lieux aménagés qui mettent en valeur la culture des premières nations ?

Selon vous, quelle pourrait être la participation spécifique des premières nations à la mise en valeur des activités touristiques de Senneterre ?

La mise en valeur du patrimoine des premières nations est-elle recherchée par les touristes ?

IMPACTS ENVIRONNEMENTAUX DE L'INDUSTRIE TOURISTIQUE ACTUELLE

QUESTIONNAIRE NUMÉRO 2 - TOURISME ET LOISIRS À SENNETERRE - ÉVALUATION DU POTENTIEL TOURISTIQUE - 97-01-25

A votre connaissance, y a-t-il des problèmes de pollution générés par les industries locales. problèmes de pollution qui pourraient devenir un handicap au tourisme ? Par exemple pollution des lacs et cours d'eau, pollution de sites, dégradation de l'environnement, etc. ?

A votre connaissance, y a-t-il des problèmes de pollution générés par l'industrie touristique elle-même (motoneige, moteurs hors-bord, etc.), problèmes de pollution qui pourraient devenir un handicap au tourisme ? Par exemple pollution des lacs et cours d'eau, pollution de sites, dégradation de l'environnement, etc. ?

Devrait-on mettre l'accent sur les activités touristiques ne générant pas de pollution ? Si oui, lesquelles ? Si non, pourquoi ?

PROMOTION DU TOURISME

Quelle sont les stratégies de promotion actuelle ? Croyez-vous que ces stratégies réussissent ?

Y a-t-il des stratégies promotionnelles à court, moyen et long terme ? Qui élabore ces stratégies ? Participez-vous à l'élaboration et la réalisation de ces stratégies ?

Qui fait la publicité ? Où peut-on la trouver ? Une firme spécialisée en publicité tourisme est-elle mise à profit ?

Quelle est votre participation à l'élaboration et la diffusion de cette publicité ? Quelle pourrait être votre participation ?

Y a-t-il une stratégie pour faire inclure Senneterre sur les grands circuits touristiques vendus sur le marché international par les grands grossistes en voyage ?

Pour toute question, vous êtes priés de communiquer avec :

Madame Denisa Georgescu
Université d'Ottawa
Téléphone : 613-562-5800, poste 1733
Télécopieur : 613-562-5145

Une fois le questionnaire rempli, prière de l'envoyer à l'adresse suivante :

Madame Denisa Georgescu
Université d'Ottawa
165, rue Waller
CP 450, Succ. A
Ottawa
K1N 6N5

Merci !

QUESTIONNAIRE NUMÉRO 3
TOURISME ET LOISIR À SENNETERRE
ÉVALUATION DU POTENTIEL TOURISTIQUE

L'INDUSTRIE TOURISTIQUE ET LES PREMIÈRES NATIONS

Quelle est votre participation à l'industrie du tourisme ?

Quelle est la participation des premières nations à l'industrie touristique ? Cette participation pourrait-elle être améliorée, modifiée ?

Quels sont les événements spécifiques ou les lieux aménagés qui mettent en valeur la culture des premières nations ?

Quelle est votre participation à la gestion des activités touristiques ? Propriété d'infrastructures, personnel de soutien, guides, etc.

La mise en valeur du patrimoine des premières nations est-elle recherchée par les touristes ?

L'industrie touristique représente-elle une activité économique importante pour les premières nations ?

IMPACTS SOCIAUX DE L'INDUSTRIE TOURISTIQUE ACTUELLE

Y a-t-il interaction des touristes avec la population des premières nations autre qu'avec celle engagée dans les activités touristiques ? Y a-t-il des activités sociales communes ?

Selon vous, l'interaction des touristes avec la population locale, avec les premières nations, avec divers groupes sociaux tel les jeunes, l'âge d'or, est-elle souhaitable ou non et pourquoi ?

Quelle est votre perception des touristes et de leurs activités ?

Quelle est votre perception sur les impacts économiques du tourisme ?

Quelle est votre perception de l'impact du tourisme sur :

- les activités traditionnelles des premières nations :
- les aînés :
- les jeunes :
- les femmes :
- les familles :

Selon vous, les travailleurs des premières nations impliqués dans les activités touristiques ont-ils reçus une formation suffisante ou spécifique dans leur domaine respectifs et si oui, dans quelle proportion ? Si oui, quel type de formation ?

Selon vous, les travailleurs des premières nations impliqués dans les activités touristiques sont-ils intéressés à parfaire leurs connaissances dans les différents aspects du tourisme ? Quels sont les domaines de formation qui seraient les plus pressés ?

Selon vous, la population des premières nations qui n'est pas impliquée dans les activités touristiques voudrait-elle s'y impliquer et si oui de quelle façon, dans quelle proportion, etc. ?

IMPACTS ENVIRONNEMENTAUX DE L'INDUSTRIE TOURISTIQUE ACTUELLE

A votre connaissance, y a-t-il des problèmes de pollution générés par les industries locales, problèmes de pollution qui pourraient devenir un handicap au tourisme ? Par exemple pollution des lacs et cours d'eau, pollution de sites, dégradation de l'environnement, etc. ?

A votre connaissance, y a-t-il des problèmes de pollution générés par l'industrie touristique elle-même (motoneige, moteurs hors-bord, etc.), problèmes de pollution qui pourraient devenir un handicap au tourisme ? Par exemple pollution des lacs et cours d'eau, pollution de sites, dégradation de l'environnement, etc. ?

Devrait-on mettre l'accent sur les activités touristiques ne générant pas de pollution ? Si oui, lesquelles ? Si non, pourquoi ?

PROMOTION DU TOURISME

Quelle sont les stratégies de promotion actuelle ? Croyez-vous que ces stratégies réussissent ?

Y a-t-il des stratégies promotionnelles à court, moyen et long terme ? Qui élabore ces stratégies ?
Participez-vous à l'élaboration et la réalisation de ces stratégies ?

Quelle est votre participation à l'élaboration et la diffusion de cette publicité ? Quelle pourrait être votre participation ?

Y a-t-il une publicité touristique produite et diffusée par les premières nations ? Expliquer SVP.

Pour toute question, vous êtes priés de communiquer avec :

Madame Denisa Georgescu
Université d'Ottawa
Téléphone : 613-562-5800, poste 1733
Télécopieur : 613-562-5145

Une fois le questionnaire rempli, prière de l'envoyer à l'adresse suivante :

Madame Denisa Georgescu
Université d'Ottawa
165, rue Waller
CP 450, Succ. A
Ottawa
K1N 6N5

Merci !

APPENDIX E

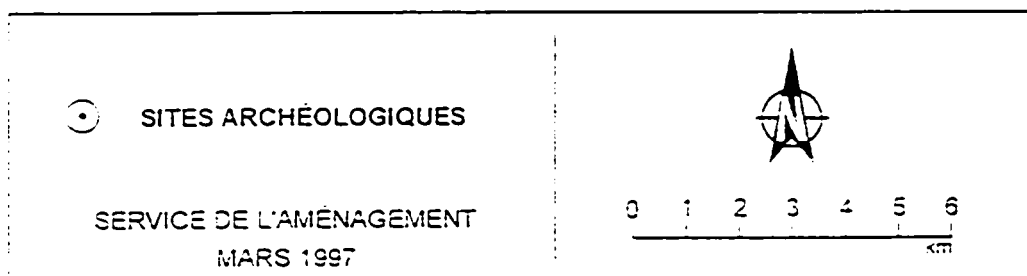
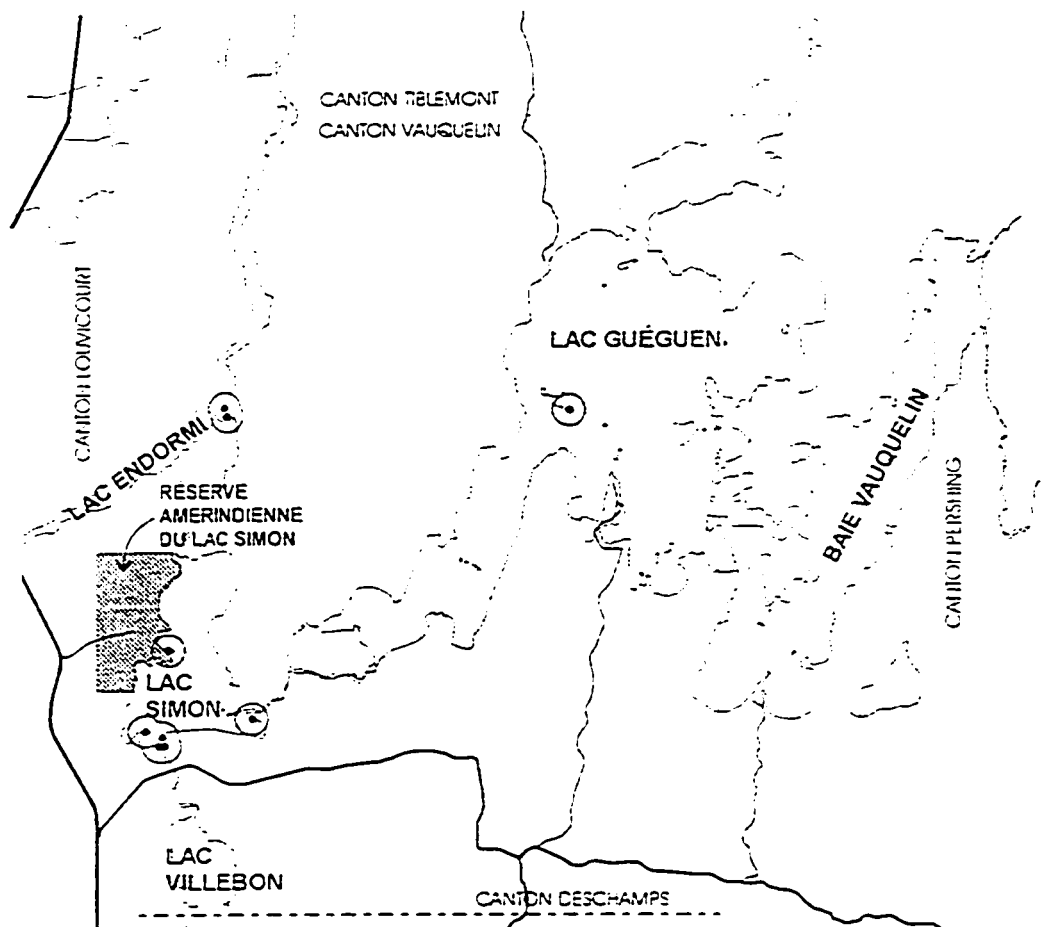
Archeological Sites in the Abitibi-Témiscamingue Region

Archeological Sites in Senneterre Area

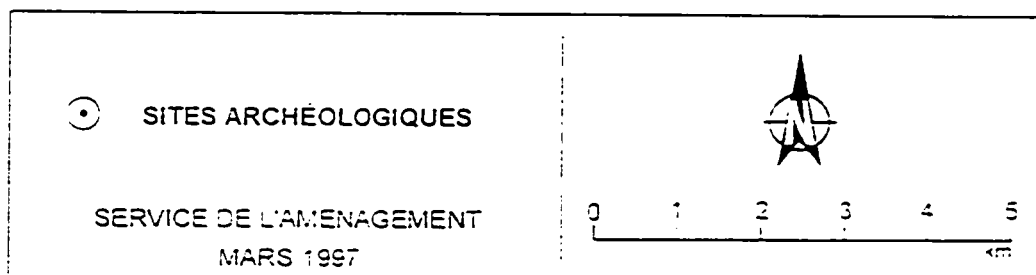
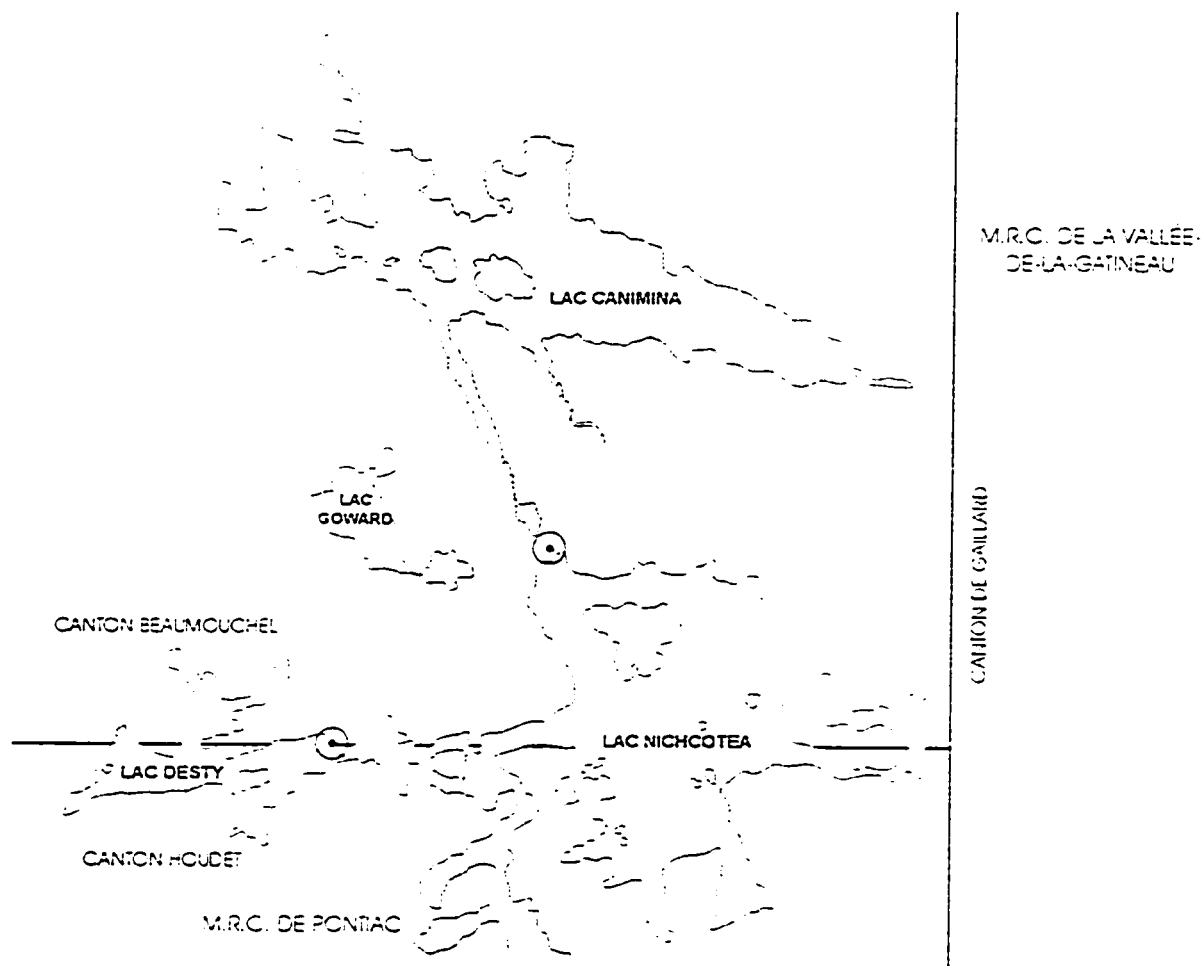
Camping Sites in the Abitibi-Témiscamingue Region

Snowmobile Trails in Senneterre Area

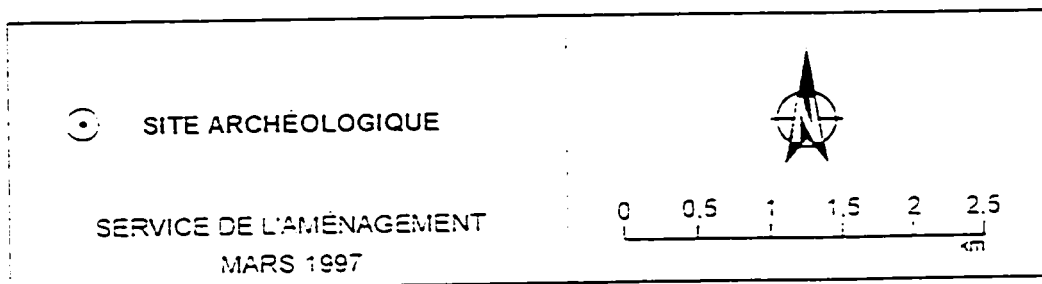
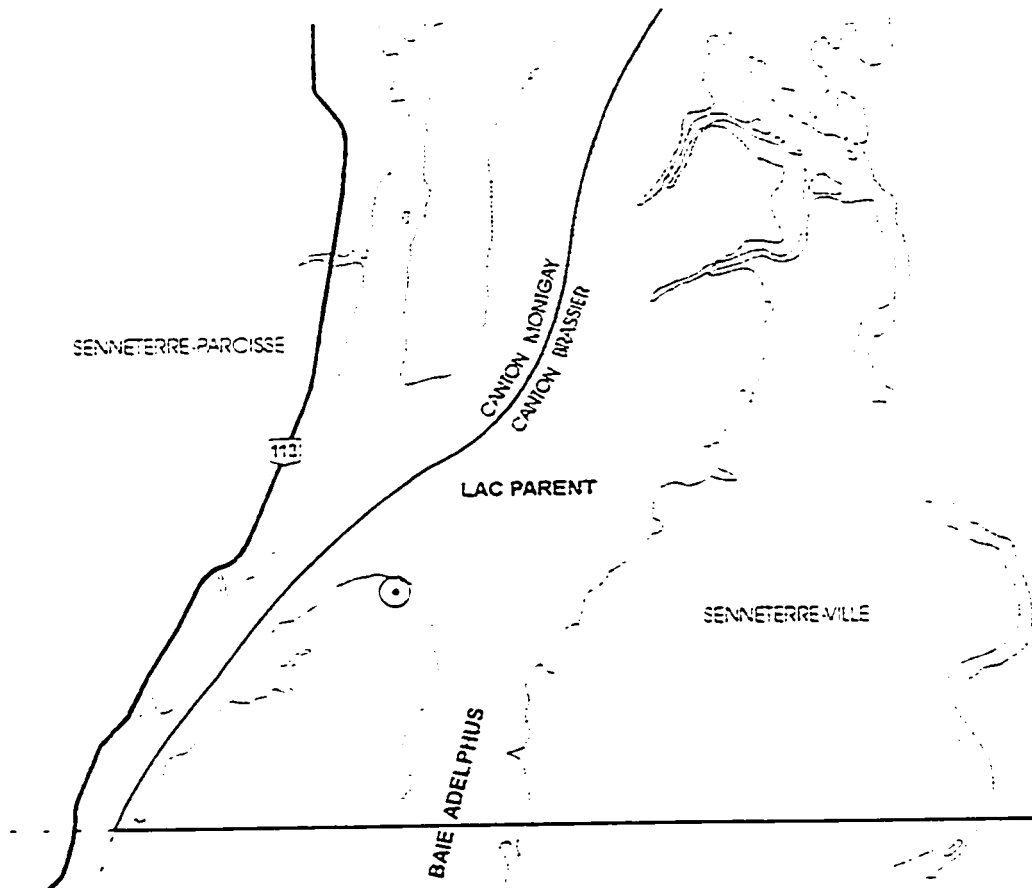
Sites archéologiques amérindiens (lacs Simon et Guéguen)



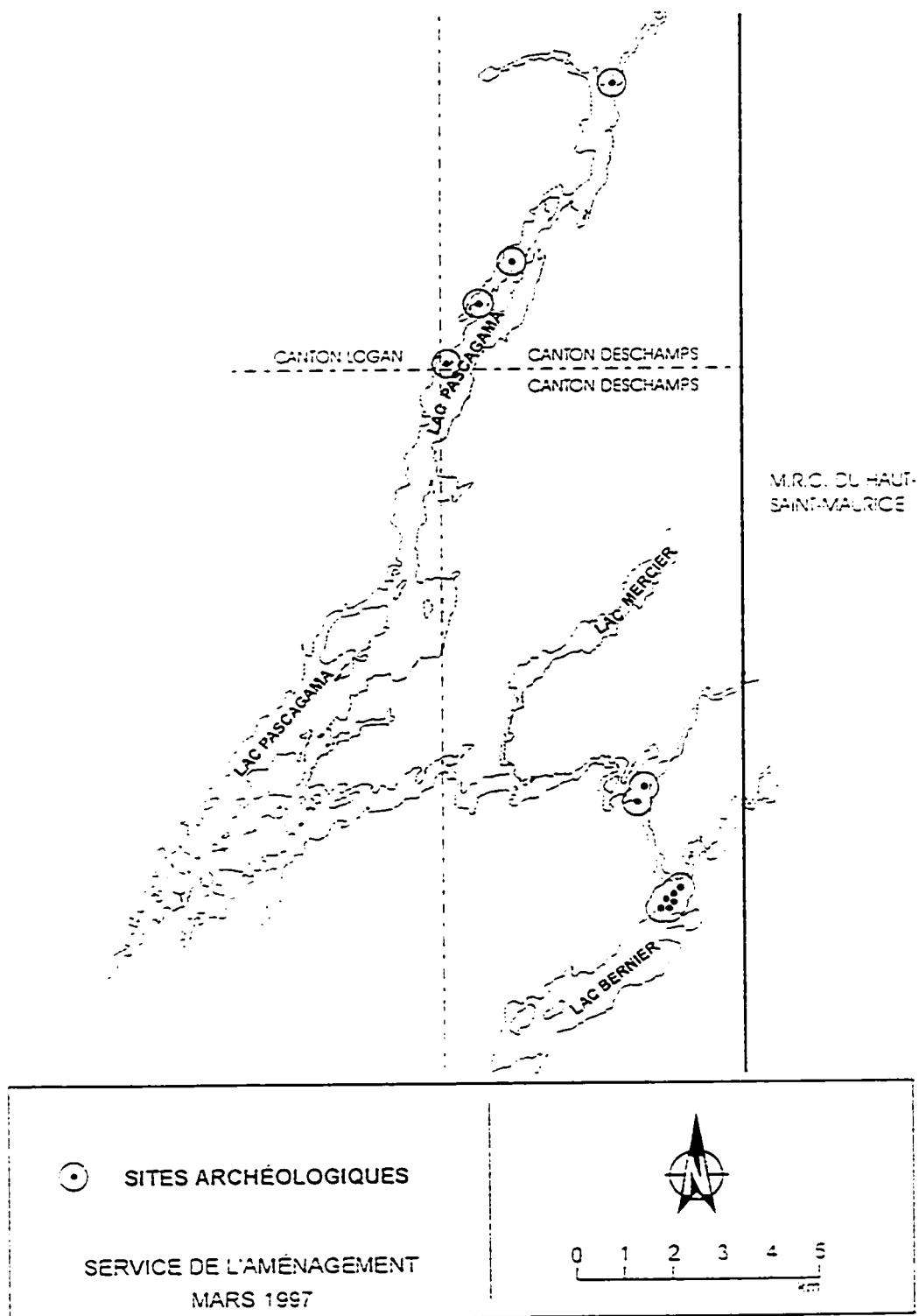
Sites archéologiques amérindiens (lacs Nichcotea et Desty)



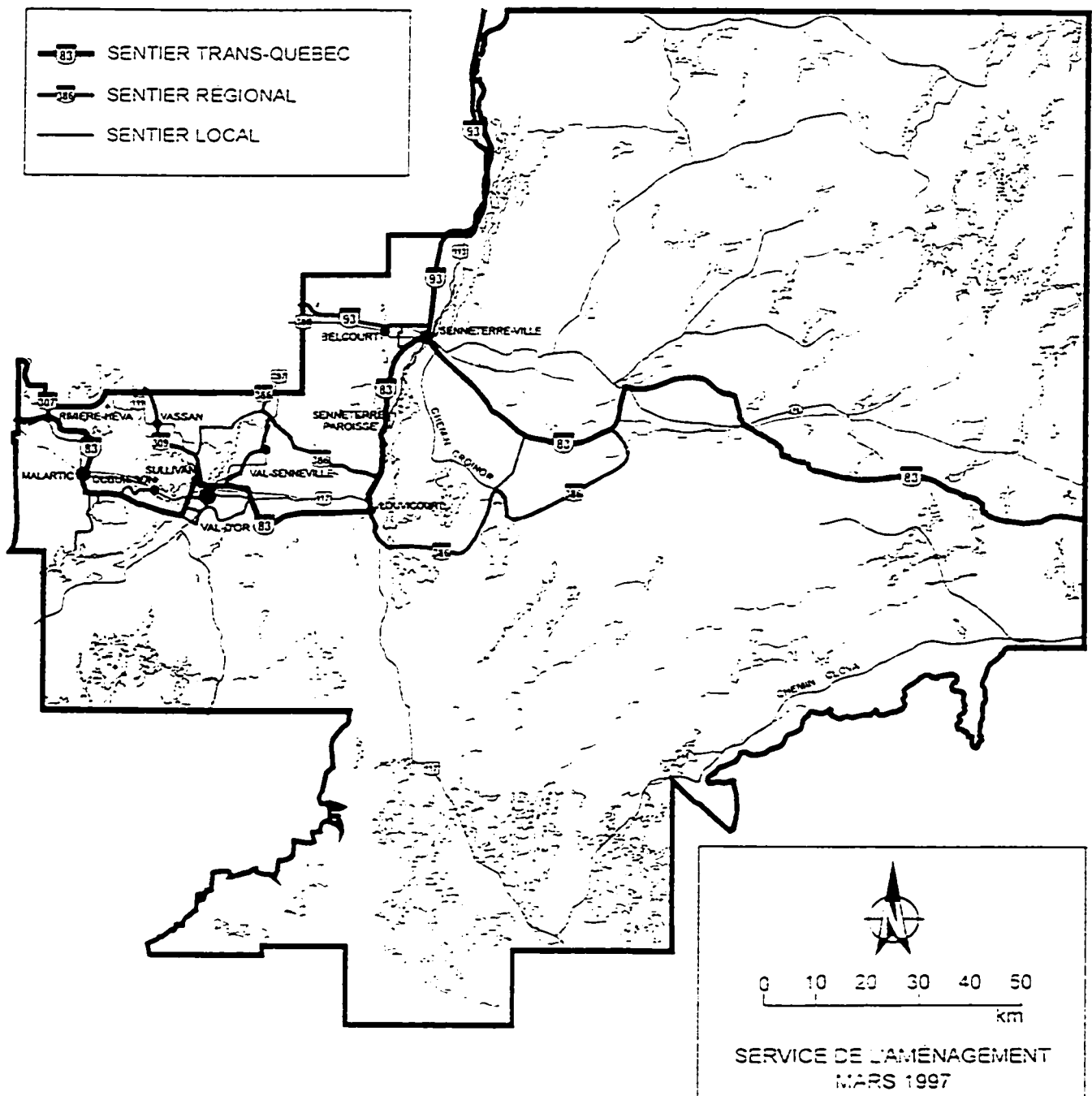
Site archéologique amérindien (lac Parent)



Sites archéologiques amérindiens (lacs Pascagama et Bernier)



Les sentiers de motoneige de la M.R.C.V.O.



[illegible]

- 1** DE MALARTIC
- 2** DU LAC PARENT
- 3** DU LAC LEMOINE
- 4** NID D'AIGLE
- 5** DORÉ
- 6** CENTRE DE PLEIN-AIR ARC-EN-CIEL

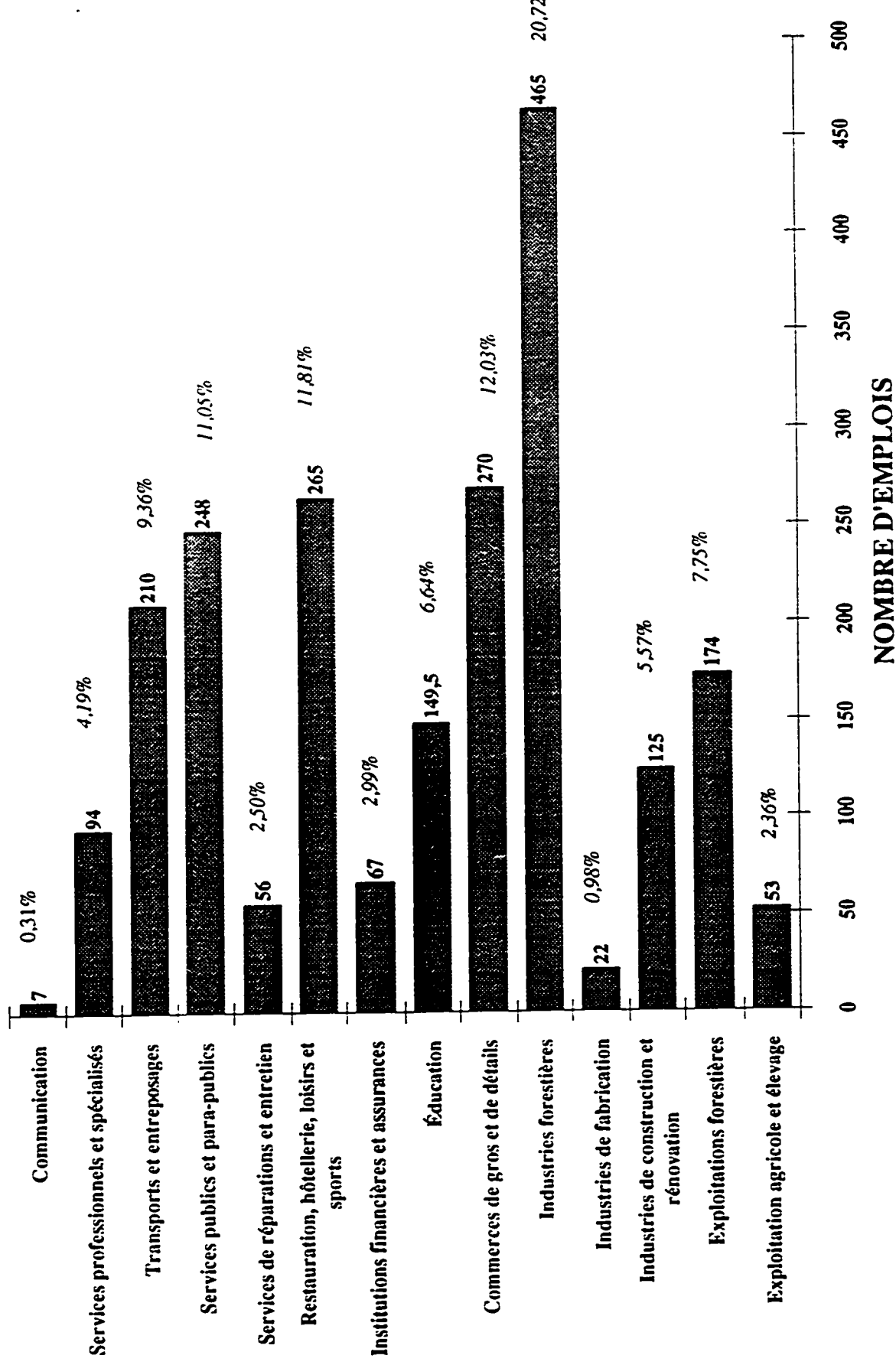
A compass rose with a stylized star shape, with 'N' indicating North. Below it is a scale bar with markings at 0, 5, 10, 15, 20, 25, and 30.



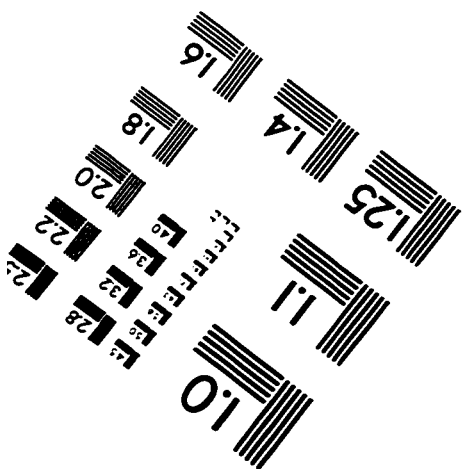
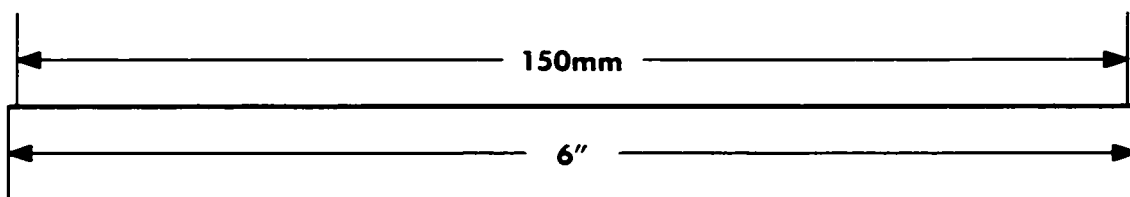
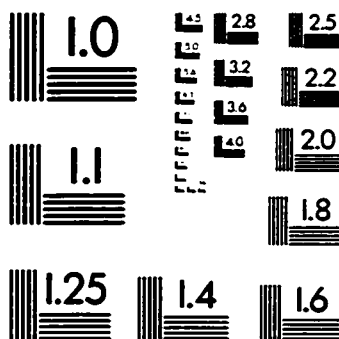
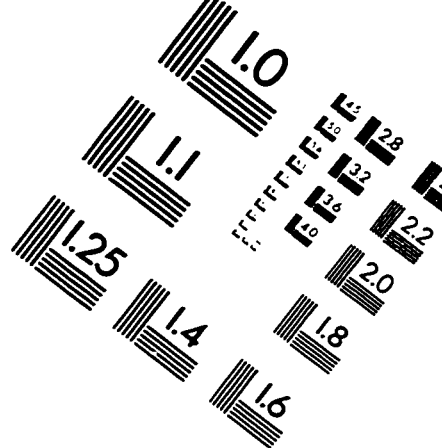
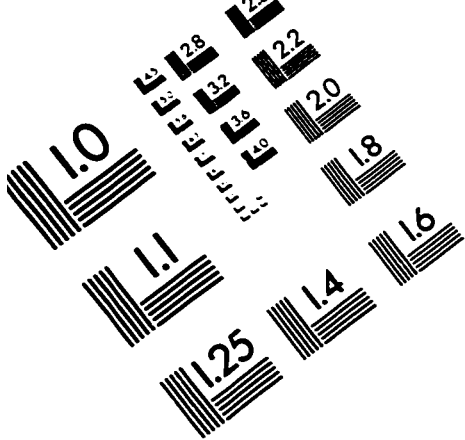
APPENDIX F

Global Distribution of Employed People in Senneterre

REPRÉSENTATION GRAPHIQUE GLOBALE DES EMPLOIS



TEST TARGET (QA-3)



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