



CANADIAN
TOURISM COMMISSION
COMMISSION CANADIENNE
DU TOURISME

Jim Watson appointed to head CTC

Jim Watson, the former Mayor of the City of Ottawa, has been appointed as President and Chief Executive Officer of the Canadian Tourism Commission effective August 14. The Hon. John Manley, Minister of Industry and Minister responsible for the CTC, made the announcement in Ottawa on July 6.

"Jim Watson's work has been characterized by energy, enthusiasm and sound decision-making," said the Minister. "I am pleased to announce he will be bringing these attributes to the Canadian Tourism Commission and I know he will bring an exciting new perspective to this organization."

Watson was born in Montréal and came to Carleton University in Ottawa in 1980 to study mass communications. After graduating,



he joined the federal public service and rose to the job of Director of Communications for the Speaker of the House of Commons.

ACTIVE IN COMMUNITY ORGANIZATIONS

Watson has served with numerous organizations in the Ottawa area, including the National Arts Council Board of Trustees, the Carleton University Board of Governors, and as Canvass Chair with the Heart and Stroke Foundation Campaign among others. He was first elected to the City and Regional Council in 1991 and re-elected in 1994.

The new CTC President was elected Mayor of Ottawa in November, 1997, a position which he will continue to hold until shortly before he assumes his new duties in August.

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COMMUNIQUE

CTC Chairman welcomes incoming President

Judd Buchanan, Chairman of the Canadian Tourism Commission, is confident that newly-appointed CTC President Jim Watson will bring the strong people management skills necessary as the CTC moves through the process of becoming a Crown Corporation.

"Jim's ability to bring people together from various views towards a common goal is a quality which will prove highly effective in a diverse

industry such as ours," said Buchanan from his Vancouver office. "As Mayor of Ottawa, Jim was able to instill organizational integrity and lead people through transition."

Buchanan noted that tourism is, indeed, a people business and that people are the differentiating factor in being globally competitive. He felt that the new President's focus on people and their skills would ensure that the CTC has "the right

stuff" to respond effectively to the industry and to the marketplace.

TRIBUTE TO INTERIM PRESIDENT

Buchanan, Chairman of the CTC since its inception, paid a warm tribute to Terry Francis who has served as President and CEO since former President Doug Fyfe stepped down last winter. "We have been

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fortunate to have had Terry Francis as our President and CEO during the interim," said Buchanan. "Terry's involvement with the CTC spans over four years, first as Chairman of our Asia Pacific Committee, then as Executive VP and COO, and finally as interim President. He has greatly contributed to the evolution of the CTC and to the success of our industry."

EDITORIAL

The industry takes hold of *Communiqué*

Communiqué Publisher Ghislain Gaudreault is familiar to tourism operators across Canada. He spends a considerable amount of his time on the road or in the air from coast to coast to find out what the industry wants to know. He is very excited with the tourism industry's response and involvement..

"In 2000, we focused our editorial content on Canadian tourism product," Ghislain notes. "The response from industry has been dramatic. People from every sector throughout the country have been contributing their news and views to *Communiqué*. Furthermore, the CTC staff have increasingly contributed information about CTC programs and projects, something the industry really appreciates."

"In 2001, I propose that we bring what we did in 2000 one step further and look at what has to be done to give tourism products a distinctly Canadian flavour," says Ghislain. "The question being posed is: "What is the quintessential Canadian tourism experience? What differentiates Canada's products from those in other countries?"

From individual tourism products and services to the airlines and highways that serve as a pipeline for visitors into and within this country, discovering the "point of difference" that makes the Canadian

experience pleasurable, comfortable, and unique is the defining factor in determining the strength of our industry.

Jean Chrétien was Senior Vice President of Corporate Services for the CTC for two years before returning to Tourism Montréal last winter. He was very much a part of the quest for the Canadian tourism brand: "The real brand of Canada is inherent in our Canadian values. Our product is shaped by who we are," says Chrétien. "Canadian culture and values establish the point of difference from coast to coast."

Ghislain wants *Communiqué* to involve the industry in identifying those qualities of tourist experiences that make them uniquely Canadian. In his continuing efforts to connect with industry, Ghislain has no plans to stay home this fall. "I hope to attend as many industry conferences this autumn as possible to get to the soul of the Canadian experience and to encourage continued industry input and reaction," he says. " *Communiqué* will continue to be an important communications tool for the tourism industry as long as the stakeholders play an active role."

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COMMUNIQUE 2000 EDITORIAL SCHEDULE

MONTH	SPOTLIGHT	EDITORIAL DUE
Sept.	Cities, culture (arts, museums, restaurants / cuisine, shopping)	Wed. Aug. 2
Oct.	Skiing/snowboarding/heli-skiing, spas	Wed. Aug. 30
Nov.	Winter non-ski - Xmas (winter festivals, snowmobile, cross country skiing, snowmobiling)	Wed. Oct. 4
Dec.	Heritage, Aboriginal (heritage, historical sites and experiences)	Wed. Nov. 1

The aforementioned product groupings are not meant to be exhaustive lists, but serve to offer some examples. Follow *Communiqué* for more details in coming months.

NEW FEATURE NEXT MONTH Special people make products special

Indeed. Special people do, in fact, create and operate special products throughout Canada, and our tourism industry and Canada's overall product selection is incredibly rich and diverse because of it. *Communiqué* wants to champion these innovators and dedicated professionals through a new feature that gives them an opportunity to express to tourism people in Canada and abroad just what it is that they have to offer.

The process is simple: answer all of the questions below in point form, and submit the resulting (very short) document to *Communiqué*. We cannot guarantee, of course, that we will use your material, but be prepared to provide a good quality photo of yourself if your submission is selected. We will publish one of these pieces each month, beginning in September.

Here are the questions:

- My name is:
- My business is called:

- I operate from (am based in):
- I offer: (this product)
- I offer this product in: (location if different from above)
- I have been doing this for () years.
- My principal market is:
- My primary developing market is:
- I have had at least () customers per year for the last 3 years.
- This makes my business very special: (50 words maximum)
- The tourism experience I offer is distinctly Canadian because: (25 words maximum)
- I can be reached at: (telephone) (email) (website)

There you have it: we look forward to an "inbox" full of submissions! Remember, your tourism product must have been dealing at a national or international level for at least 3 years (i.e. not only "market ready" but also "client tested")!

Send your entry to
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COMMUNIQUE

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Jim Watson

A brief chat with the new CTC President

On a hot summer day in early July, Jim Watson was talking to tourism people across Canada. Within a scant few days of his appointment as the new Canadian Tourism Commission President, and a month before he officially takes over the helm, he was already seeking insights from industry and CTC staff about how best to grow Canada's burgeoning tourism sector.

The consultative approach to planning and management is something Watson very obviously relishes. *Communiqué* took the opportunity to chat with him from his rented cottage in Eastern Ontario, and his excitement over his new job was palpable. Watson was spending a brief (two-day) vacation poring over a mound of CTC-related documents, and talking on the telephone with industry leaders. He clearly believes that the Canadian tourism product is second to none worldwide, and that the people involved in the sector are the source of its strong economic performance.

Communiqué asked if Watson is concerned about the perception that he has had little hands-on tourism experience. He is quick to point out that, as Mayor of Ottawa, he has been the head of an organization that plays an important role in that city's \$800 million tourism industry. In the past, he worked hands-on with the Calgary Olympics on behalf of the Federal government, and even during his Carleton University days, he served as the University's Tour and Conference Coordinator.

CHANGE SHOULD BE DURABLE – AND CORRECT

The first thing that the new President wants to do is to meet with the staff of the Canadian Tourism Commission. "There are many talented people in the CTC," Watson told *Communiqué*, "and we want to ensure that we are all prepared to be up and running when the CTC becomes a Crown Corporation."

He intends to meet extensively with all staff, and to spend some time assessing the strengths and weaknesses of the organization. "If we are to make changes, we want to make sure that the changes are

lasting, and that they are the correct changes to benefit the tourism industry and the organization."

Watson told *Communiqué* that he considers it his role to bring a sense of stability to the CTC for the benefit of staff, the industry, and the partners.

"Everyone has an important role to play," affirmed Watson. He noted that, through the Canadian Tourism Commission, tourism in Canada benefits from a multi-partner approach: federal, provincial, and municipal government plus the all-important active participation by industry. Because of his experience with the City of Ottawa, a major tourism destination, he feels that he can effectively encourage an increased municipal government involvement with the CTC across the country, and that this will be an important step forward.

ANIMATING THE INDUSTRY'S VISION

The new President is very comfortable with the vision developed by

Canada's tourism industry as "the premier four-season destination to connect with nature and to experience diverse cultures and communities". Notwithstanding his enthusiasm, Watson is pragmatic: "How are we to turn this vision statement into a Canadian reality?" he mused. "There are so many diverse assets – our strengths – and so much opportunity for growth." He feels invigorated by the diversity of product and services that is represented on the CTC Board of Directors, and expects to draw heavily on the experience, knowledge, and perspective of the Board members.

CROWN CORPORATION STATUS TO BE BENEFICIAL

Watson is excited about the expected establishment of the CTC as a Crown Corporation, perhaps as early as this autumn (Bill C-5 has passed second reading in the Senate and has been referred to the Senate Committee on Social Affairs, Science and Technology.) "Being a Crown Corporation will bring more profile to the CTC, taking it out from under the shadow of a large government department," he noted. He wants to work especially hard on telling industry and other partners just how important tourism is to Canada, and on selling the strengths of the CTC and its ability to take a major role in tourism growth. Watson wants to raise the profile of the SME sector (small and medium enterprises) and to ensure that they are aware of the tools that are available to them to increase their revenues. "The CTC

has developed many resources to assist SMEs, and they need to be promoted and used," he said. "I see the SMEs as the pioneers in the industry, and they have a huge impact on job creation and innovation in tourism."

The new President told *Communiqué* that, while he still had to attend to a number of duties as Mayor of Ottawa during the weeks leading up to his August 14 start with the CTC, he will be spending as much time as possible talking with Board members and industry leaders to gain a full perspective of the tasks ahead. In conversation, he conveys his excitement, his confidence, and his commitment to his new role as head of Canada's largest tourism marketing and development organization.

VISION

Canada will be the premier four-season destination to connect with nature and to experience diverse cultures and communities.

MISSION

Canada's tourism industry will deliver world-class cultural and leisure experiences year round, while preserving and sharing Canada's clean, safe and natural environments. The industry will be guided by the values of respect, integrity and empathy.

ON THE WEB

Communiqué is also available at www.canadatourism.com

Communiqué est disponible en français.

JIM WATSON APPOINTED...

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INDUSTRY REACTIONS ARE POSITIVE

Ursula Thiboutot, Chair of the CTC's Industry Product Development Committee and formerly with the National Gallery of Canada in Ottawa, remembers Watson as an excellent communicator who is always clear about the issues that he communicates upon. "Jim has been an effective supporter of the arts and cultural community. He understands that Canada has a wide diversity of unique product and experiences, and his outreach to industry is certain to be strong," said Thiboutot.

Marc Rosenberg is Chair of the CTC's Europe Marketing Committee, and Vice-President for Sales and Distribution for Air Canada. "Jim Watson is entering the CTC at an exciting time as it spins off into a Crown Corporation," said Rosenberg. "I look forward to (the opportunity to) move forward with the vision of the CTC Working

Group, positioning Canada as a four-season destination."

CTC Board Member David Morrison, President and CEO of Brewster Transportation and Tours in Banff, Alberta, was a member of the Selection Committee that interviewed candidates for the President's position. "Mr. Watson displayed strong communication skills," Morrison noted, echoing the sentiments of a number of people in Ottawa who have tracked the new President's career.

Geraldine Van Bibber, CTC Board Member from the Yukon and a Vice Chair of Aboriginal Tourism Team Canada, was enthusiastic about Watson's appointment: "He represents an exciting change for the CTC at this time, and has earned a reputation as a strong leader," she said. "The CTC staff is strong, talented, and knowledgeable and I am confident that it will support Mr. Watson through what is sure to be a steep learning curve in the tourism industry."

Communiqué talked with Doug Fyfe, the first (and for five years)

President of the CTC and now the head of Tourism Toronto. "I have had several occasions to talk with Jim Watson, both before and since his appointment," said Fyfe, "and I appreciate his ability to conceptualize. Of course, his inherent people skills will be invaluable, but more than that, Jim is a very capable analyst and will gather the information he needs to make good decisions."

NATIONAL RECOGNITION AS A LEADER

Watson's leadership potential has been well recognized. As early as 1993, Canada's national news-magazine *Maclean's* included him in its annual feature "100 Young Canadians to Watch" and he received the Ottawa Centre Leadership Award in the same year. His direct experience in tourism has included involvement with the Calgary Winter Olympics while working with the federal government, and as Carleton University's Tour and Conference Coordinator. Watson is single, and lives in Old Ottawa South.

How has your summer been so far?

Well, it depends on who you talk to. Almost everyone we talked with referred to some bizarre (or worse) summer weather that may negatively affect repeat business next year. **Ric Driedeger** of Horizons Unlimited has for many years sold soft-adventure and fishing experiences on the Churchill River in Canada's North; he worried a bit about the repeat-business impact of weather but pointed out that this year has seen an increase of 20 per cent in his total business to date. Some of that has been from the European market, but the biggest increase is in the low-to-middle price range, middle distance national market.

David Morrison of Brewster Transportation and Tours at Banff is concerned that Japan has turned out weaker than expected, and that the U.S. market is soft. Further, Canadian travellers are not "filling the gaps." He reports that, anecdotally, it appears that mountain hotels have higher vacancy rates than one might expect. Weather would not seem to be a factor for these markets or properties: Morrison noted that even the Millennium may have had an effect. "A lower early commitment (late 1999) because of concerns about the New Year transition, followed by a desire for a "once in a lifetime" tour in the new millennium, may be one of the reasons that European trips are popular this year in the Asia Pacific, Canadian, and U.S. markets." Other reasons may be increased group fares out of Japan, flight cuts and schedule changes.



Combining the pleasure of sailing and whale watching in New Brunswick

YUKON EXPERIENCING GROWTH

Although she has very recently sold her resort property (Minto Resort) in the Yukon, **Geraldine Van Bibber** has still been involved early this summer in a professional capacity and keeps a close watch on tourism trends in Yukon Territory. She observes, on balance, a good summer to date. She says that the rubber tire trade appears to be down a little, but that motorcoach traffic via the Klondike Highway out of Alaska is up as much as 20 per cent. Alaska Highway traffic may have been down marginally in June, but July appears to be stronger. Weather (not a banner year in the Yukon for sunshine!)



Nahanni National Park

may be less of a factor than gasoline prices this summer as far as the motoring crowd is concerned.

Marc Rosenberg of Air Canada is buoyant. He acknowledges that air travel to and within Canada during the summer season is consistent, and that the charter air companies combine with the scheduled carriers to serve that market. He feels quite strongly that the area of growth for his company is in the shoulder seasons, when the charter companies are less of a factor and increased numbers of direct scheduled flights from European and Asia Pacific markets will be a formidable factor in enhancing Canada's shoulder season trade. Rosenberg clearly feels that this is the opportunity for Canada's tourism industry.

Juanita Keel-Ryan of Newfoundland's Provincial Parks Department is also in a buoyant mood. Travel generators for park visitation – notably whales and birds – are in place for the summer season, and the numbers of visitors appear to be up. Sea kayak operations on both Newfoundland coasts are having a good season so far.

URBAN HOTELS HAVING A STRONG SUMMER

On the Canadian prairies, in Saskatchewan, urban hotels are



Every evening sees Montréal preparing for a night on the town

reaping the benefits of what appears to be an increase in the rubber tire trade. **Claude Marcotte**, General Manager of the Radisson Hotel in Saskatoon and President of the Hotels Association of that city, reports that walk-ins have increased this summer, and while there was a slow start in the spring, east-west pass-through traffic is helping to bring numbers back to budget expectations. "In fact," says Marcotte, "the less-than-wonderful weather may actually be contributing to our revenue picture right now, as plans for outdoor family vacations are shifted."

Toronto is back on track after a slow start. Tourism Toronto President **Doug Fyfe** notes that business in May and June has been strong enough to bring the numbers back up to budget expectations. "Weather-affected events and attractions have seen their numbers fall a bit, but we are definitely on track this summer," Fyfe reported from his Toronto office.

Montréal is experiencing an excellent summer. Hotel occupancy rates for June are the highest in 20 years (87.6%) while the accommodations industry is also benefitting from a substantial price increase this year of over 11 per cent. Attractions and blockbuster events are also doing extremely well; weather, while less

than ideal this year, has not been too much of a factor in the city.

The summer season in Vancouver has been complicated by a strike at a dozen major hotels by hotel service workers, and it is apparent that this is already having a

negative effect on tourist's destination decisions. **Mary Prefontaine**, Director of E-Marketing with Tourism Vancouver, told *Communique* in mid-July that the strike is having an effect even in the short term. "We do know that some visitors have been cancelling their reservations," she said. "This is troubling, although the affected hotels only represent 15 per cent of the rooms available. We urge visitors to re-confirm their accommodation arrangements," she said.

MIXED REVIEWS FROM THE MARITIMES

Not everything is rosy in the maritime provinces this summer. While destinations close to the "Tall Ships" event at Halifax are, indeed having a busy summer by all accounts, tourism activity at other locations appear to have fallen off by as much as 25 per cent. CTC Board member, **Robert DeGrace** of Danny's Inn and Conference Centre in New Brunswick, told *Communique* that he has been talking with accommodation properties in his province, and that most of them are not meeting expectations this summer. Gasoline prices may have an effect, as well as aggressive campaign in Québec markets from neighbouring Maine in the U.S.



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