

CTC “puts on the Crown”

by **Hélène Katz**

For Paul Vallee, senior vice-president of Tourism Vancouver, watching the CTC become a Crown Corporation has a ring of familiarity to it. Tourism British Columbia went down the same road two years ago after moving from government ministry to special operating status. The difference is “like night and day,” Vallee says. Operating like the private sector has made Tourism B.C. more responsive to the industry's needs. He anticipates that the CTC will move in the same direction.

Bill C-5, which establishes the CTC as a Crown Corporation, received

Royal Assent on October 20, 2000 and became a reality January 2, 2001. Responsibility for the corporation's operations will no longer be split between the board of directors and Industry Canada, explains CTC Chairman Judd Buchanan. Staffing and finances join programs under the CTC umbrella.

STILL ACCOUNTABLE, BUT LESS CONSTRAINED

“We're still accountable to Parliament through the Industry Minister, but we will be able to operate in a fashion that's more like a private sector

operation,” Buchanan says. “Now we have to take our own responsibility for hiring staff and corporate governance.”

No longer constrained by government hiring practices, the CTC will be able to hire staff from the private sector. “If, for example, we find a person with excellent skills in the marketing area, right now public service commission rules make it difficult to hire that person unless he or she is a civil servant,” Buchanan says. The new status also means doing away with government

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CROWN CORPORATION

This month, Communiqué focuses on the Canadian Tourism Commission as a Crown Corporation, and takes an in-depth look at some priorities for the CTC and Communiqué in 2001 and beyond. Our regular publishing schedule resumes in March.

Committees focus on industry priorities for 2001

by **Tracey Arial**

If Simon Cooper, the president of Marriott Lodging Canada gets his way, the CTC will have a new forecasting committee next year. Cooper says that such a committee is the best way to ensure that the CTC satisfies private industry research needs without detracting from the current research committee's efforts.

The existing committee is doing great work, says Cooper. Not only has it successfully garnered two partner dollars for every public dollar that it spends, it has established world leadership in tourism econometrics. Partnerships with Statistics Canada and the provinces have led to lots of improvements in the Canadian and International travel surveys, for instance. Exit surveys are now available in 15 languages instead of only two. Also, Stats-Can staff now conduct surveys in the exit lounges of the

Toronto, Montréal, Vancouver and Calgary airports, helping to achieve an almost unheard of 90 per cent response rate in these locations.

CANADA TO HOST GLOBAL CONFERENCE

The biggest success last year occurred in April, when The United Nations Statistics Commission approved a

technical standard for tourism satellite accounts that closely adheres to the Canadian model. Other countries are now starting to implement it and, to help speed the process along, Canada will host a global conference on Tourism Satellite Accounts in Vancouver in May. Some 500-600 people, from as many as 100 or more countries, are expected to attend. Also in the works for the coming year is an expansion of the national tourism indicators to include reports that highlight business and overseas travel.

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Sustainable tourism for love of the land

by **Heather Pengelley**

Ecotourism is a ripple in the pond that, in future, could turn into the perfect wave. Ideally, it marries the interests of travellers, communities, tourism operators and conservationists in a symbiotic relationship

that leads to sustainable tourism.

“There's a growing ecotourism market, but it's still pretty small,” says Chris Robinson, National Director of Marketing at Signature Vacations.

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COMMUNIQUE

CANADA'S TOURISM MONTHLY
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Discover our true nature



The quintessentially Canadian string bag

My mother was a passionate Canadian. I have heard, in contrast, that in her view I was a most dreadful cynic from an early age.

My mother took me on a Great Canadian Adventure when I was about nine years old, to Toronto from our home near Montréal to visit the Canadian National Exhibition. It was a time when our government in Ottawa was heavily promoting Canadian-made products, and it seemed as if everything for sale, from hats to hotdogs, was tagged with a red maple leaf.

After a second long day at the "Ex", and an afternoon of souvenir-hunting at the displays, I was apparently heard to rebuke my mother with the words "why don't you just put your all-Canadian piece of pottery into your all-Canadian string bag, and let's go home."

So, then, hats, hotdogs, pottery, and string bags are all products made in Canada, as are our tourism products. What is it that makes them uniquely Canadian? Simply tagging them with a maple leaf is purely a marketing gambit; we need to understand what it is that differentiates a Canadian product from, say, an American product of similar size and shape. Is there a special flavour of a quintessentially Canadian hotdog? (Anyone who has had a hotdog in Montréal knows the answer!)

This is the challenge for *Communiqué* for the new year, 2001. Last year, nine issues of *Communiqué* endeavoured to present the full range of tourism product available in Canada, from cities to wilderness, from culture heritage to sport, and so on. This year, we want to examine the same extraordinary diversity of Canadian tourism experience, but with a critical and loving eye.

We at *Communiqué* invite our readers to look beyond the mechanics – the physical and operational realities – of our tourism products to discover the Canadian soul of the experience that is presented to our visitors. Help us discover – to critique – the "point of difference" that sets our tourism product apart from our competition. We in Canada's tourism industry do incredibly well for a thinly-populated and massive piece of geography. If we can understand what makes us so special, we can lovingly and intelligently approach the marketplace with an exceptional product and message.

The rewards will be felt throughout: profitable airlines, large and small, a profitable accommodation sector, vibrant attractions and service providers, and an industry-wide enthusiasm for being in the business of selling Canada without ever having to let it go.

PGK



LETTER TO THE EDITOR

As Chairperson of the National Aboriginal Economic Development Board, I would like to commend the Canadian Tourism Commission's *Communiqué* for highlighting the growth in Aboriginal tourism (December 2000). I am pleased that this segment of the industry which is so highly identified with Canada around the world, was the subject of this kind of positive attention.

Aboriginal cultural and eco-tourism attractions have tremendous potential to draw tourists to Canada, to increase Canadians' interest in travelling domestically and to educate and facilitate understanding between Aboriginal and non-Aboriginal people. The CTC and Aboriginal Tourism Team Canada (ATTC) are to be commended for the development of the Cultural Tourism Planning Guide as is ATTC for the development of the Aboriginal Tourism Planning Guide as a means of furthering these objectives.

As you may know, Aboriginal Business Canada offers financial

assistance to qualified entrepreneurs under four strategic priorities, one of which includes Aboriginal tourism. Since 1996, Aboriginal Business Canada has invested \$22.5 million dollars in Aboriginal tourism, leveraging a total investment of \$63.5 million in almost 700 hundred projects. Several successful companies mentioned in the reports are clients of Aboriginal Business Canada, including Anishinabe Experience, Tin Wis Resort, Turtle Island Tourism Company, Knot-La-Cha Coast Salish Handicrafts, Tours Innu, Manitou Mounds Foundation, Moose Cree First Nation, and ATTC itself.

It is through the concerted efforts of operators, regional tourism authorities, provincial tourism agencies, Aboriginal Business Canada, ATTC and the CTC that Aboriginal tourism will reach its full potential. I commend the CTC for its efforts in this regard.

Chief Roy Whitney
Chairperson
National Aboriginal Economic
Development Board

2nd LETTER

COMMUNIQUÉ 2001 EDITORIAL SCHEDULE

MONTH	FEATURED THEME	DEADLINE
March	Canadian cities	Wed. Jan. 31
April	Adventure	Wed. Feb. 28
May	Culture - connecting with people	Wed. April 4
June	Learning vacations	Wed. May 2
July/Aug	Resorts	Wed. May 30
September	Meetings and incentive travel	Wed. Aug. 1
October	Exploring the countryside	Wed. Aug. 29
November	Canadian winter	Wed. Oct. 3
December	Wellness of body and spirit	Wed. Oct. 31

Communiqué welcomes contributions of editorial material from the tourism industry. For articles related to the monthly featured product themes, priority will be given to material that identifies and discusses what makes vacation packages and tourist experiences uniquely Canadian. We encourage our contributors to explore the characteristics of these experiences that present a strong "sense of place" for Canada.

Contributions must be received by the publisher on or before deadline to be considered for publication.

The aforementioned themes are not supposed to preclude the submission of timely information about Canada's tourism industry.

Additional information on CTX

Beginning with this issue of *Communiqué*, articles may have additional information posted on CTX. Whenever the CTX icon appears in *Communiqué*, readers can go to our internet address:

www.canadatourism.com/communique

and find the reference and the additional material. We hope our readers will find this expanded information service of value.



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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.

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COMMUNIQUÉ

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Publisher

Ghislain Gaudreault
Canadian Tourism Commission
235 Queen Street, 8th floor, West tower,
Ottawa ON K1A 0H6
T: 613 954-3919 F: 613 946-2843
gaudreault.ghislain@ic.gc.ca

Editor

Peter G. Kingsmill
112 – 2nd Ave. East
Hafford, SK, S0J 1A0
T: 306-549-2258 F: 306-549-2199
peter.kingsmill@ecocanada.ca

Design

Travel Communications Group Inc.
309 Carlton Street
Toronto ON M5A 2L6
T: 416 515-2787 F: 416 515-2786
landrytcg@aol.com

Media/Advertising

APR Ltd.
T: 416 363-1388 F: 416 363-2889

ATLANTIC CANADA/ONTARIO

Lindsey Wright
lwright@aprcanada.com

QUÉBEC

Erika Veh
eveh@aprcanada.com

WESTERN CANADA/NORTH

Julie Bell
jbell@aprcanada.com

Printed and Distributed by

Baxter Publishing
310 Dupont Street
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CTC PUTS ON THE CROWN...

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procurement processes and the delays that were inevitably created. Buchanan doesn't expect the new status to really change the CTC on the programming and marketing side, however, "because we've always been industry led and market driven," he says. "There's not going to be wholesale change."

STEPPING UP THE PACE

CTC board member Craig Farrell, past president, Choice Hotels Canada, thinks the new status will give the CTC more flexibility to operate at the same pace as the industry. "Because we are in an industry that is so dynamic and ever-changing, our ability to move with the industry and move at that rapid pace is extremely important. Becoming a Crown Corporation moves that process in the right direction."

It will also put the newly-minted Crown Corporation and industry partners on a more equal footing, says Chris Robinson, national director of marketing for Signature Vacations. "I think that can only be a good thing in as much as (the CTC), as an organization, will become more commercially aware," he says. "It provides a more common base from which to talk to travel suppliers – it's much easier to do so from the position of business to business as opposed to government to business."

REVENUE BENEFITS

Like any business, the CTC will be able to more directly benefit from any partnership agreements it makes, like the one with Roots Canada and Waraxe Ventures. Signed into an agreement three years ago, Waraxe and Roots have the right to produce

products, apparel, leather goods and accessories with the CTC logo until 2002.

The more than \$100,000 a year in royalties and licensing fees have been going into general government coffers, explains Pierre Gauthier, the CTC's director of communications and media relations. "We will, under Crown Corporation status, retain revenues that are guaranteed by the licensing agreement," he says. "We consider the current agreement as a pilot project and we are going to review the program to determine if we want to continue and if we want to look at including other Canadian manufacturers."

Thanks to government support, the CTC has come a long way since the agency began with a \$15 million budget five years ago, Buchanan says. It's now up to \$75 million at a time "when many other government departments are seeing their budgets cut or not increased," he points out.

INCREASED BUDGET, IMPROVED COMPETITIVENESS

Still, Buchanan would like the CTC to receive \$100 million from the federal government and have partners do 2 to 1 matching to bring the agency's budget up to \$300 million to market Canada as a destination. "The more money we can get in, the more we can go out and get partners for projects," he says.

Nonetheless, Canada has moved up from 11th to 7th place in world international tourism receipts, he points out, and recognizes the challenges to moving even higher up. "We have to remember the fact that we're 30 million people spread out over a big piece of real estate. We certainly do incredibly well for a country our size."

Hélène Katz

is a Montréal-based freelance writer

CTC Board of Directors

The Board of Directors of the Canadian Tourism Commission is carefully structured to ensure a full range of national, provincial and regional interests are present on the Board, including representation from both the public (federal, provincial and territorial tourism organizations or departments of record) and private (tourism industry) sectors. Members on the Board as of January 2001, and their affiliations, are as follows:



Back row l-r: Mr. Pat Corbett, M^{me} Lucille Daoust, Mr. Frank Butler, M. Jean-Marc Eustache, Ms. Susan Bartlett-Nelson, Mr. Tom Carson, Mr. Grant Hooker, Mr. Donald Obonsawin, Dr. Robert Fessenden.

Front row l-r: Mr. David R. Podmore, M. Yvon Milette, Ms. Geraldine Van Bibber, M. Jean Thiffault, Mr. Jim Watson, The Honorable Judd Buchanan, Ms. Deborah Greening, Mr. Robert DeGrace, Mr. David Morrison.

Absent: Mr. Craig P. Farrell, Mr. V. Peter Harder, Mr. Robert Thompson, Mr. Donald J.P. Ziraldo.

The Honorable Judd Buchanan (Chairman), CTC

Ms. Susan Bartlett-Nelson (Private Sector – Regional), Proprietor, Inn on the Lake, N.S.

Mr. Frank Butler (Public Sector) Deputy Minister & CEO, Tourism P.E.I.

Mr. Tom Carson (Public Sector) Deputy Minister, Department of Culture, Heritage & Tourism, Man.

Mr. Pat Corbett (Private Sector – Regional), President & Owner, The Hills Health and Guest Ranch, B.C.

M^{me} Lucille Daoust (Public Sector), Sous-ministre associée au Tourisme, Tourisme Québec, PQ.

Mr. Robert DeGrace (Private Sector – Regional), Owner & General Manager, Danny's Inn & Conference Centre, N.B.

M. Jean-Marc Eustache (Private Sector, charter air services – National) Président et directeur général, Transat A.T. Inc., PQ.



Craig Farrell

Mr. Craig P. Farrell (Private Sector, hotel – National), Mississauga, On.

Dr. Bob Fessenden (Public Sector), Deputy Minister, Alberta Economic Development, Alta.

Ms. Debbie Greening (Private Sector – Regional) Owner/Operator, Land of the Loon Resort, Sask.



Peter Harder

Mr. V. Peter Harder (Public Sector, Ex-Officio – federal), Deputy Minister, Industry Canada, On.

Mr. Grant Hooker (Private Sector – Regional), Founder/Chairman, Hooker/Harbrecht Ltd. and Beaver Tails Canada Inc., On.

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M. Jean Thiffault (Private Sector – Regional), Président, Les Associations touristiques régionales associées du Québec, PQ.

Mr. Robert Thompson (Public Sector), Deputy Minister, Dept. of Tourism, Culture & Recreation, Nfld.



Robert Thompson

Ms. Geraldine Van Bibber (Aboriginal – National), Vice-Chair, Aboriginal Tourism Team Canada, Yukon.



Donald Ziraldo

Mr. Donald J.P. Ziraldo (Private Sector, attractions – National), President and Co-founder, Inniskillin Wines Inc., On.

Mr. Jim Watson (President and CEO), Canadian Tourism Commission, On.

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Private Sector, general – National

Private Sector, air – National

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COMMITTEES FOCUS...

continued from page 1

**COMMITTEE NEEDS
A FUTURE FOCUS**

All this is laudable, and should continue and grow, predicts Cooper, but this isn't what needs input from private industry players like himself. The problem, from his point of view, is that the current committee focuses on the past, while he needs to focus on the future. He needs to anticipate trends so that he can develop infrastructure based on those trends.

Coopers thinks that a new advisory committee made up of bankers, economic development officers, construction companies and other trend-thinkers could solve the problem. The CTC board has heard Cooper's ideas and plans to make a final decision on whether or not they'll be implemented at their meeting in February.

**SEVERAL INITIATIVES
UNDER STUDY**

Cooper's new foresight committee is just one of many board initiatives envisioned during the coming year. There are also likely to be new human resources and corporate governance committees after the Crown Corporation status is implemented.

The work of the small and medium-sized enterprise (SME) committee is expected to continue. Eight SME board members have spent the past 18 months brainstorming to find the best ways to involve more SMEs in the CTC. "There are almost 160,000 tourism SMEs in Canada, and we have to ensure that they're all aware of the CTC programs and their relevance," said Patrick Corbett, President of The Hills Health Ranch and co-chair of the committee. "We've been very pleased to see that so many of the programs are so relevant. The regional domestic and U.S. leisure programs, in particular, are very popular."

**DATABASE WILL ASSIST
THE PROCESS**

SME opportunities have been identified within every working committee of the board, but now the challenge is to create a database that will enable them to communicate those opportunities to the appropriate players. Penny McMillan, President & CEO for Tourism Winnipeg and chair of the U.S. Meetings, Conventions and Incentive Travel committee, knows how daunting the task might be. Her committee has been working on a database of several thousand U.S. clients. The committee now has a database that can be used and updated by the U.S. sales force, and that can also be sold to partners.

"You can break the database down geographically, by size, by type of association or by type of meeting," says McMillan. The final test of the new list was conducted with an e-mail survey in the fall. Each

contact on the list received a short questionnaire that enabled the committee to test the reliability of the data. The committee also added a few questions about website needs so that it will have good data to be used by yet another CTC committee.

**WEBSITE IMPROVEMENTS
A 2001 PRIORITY**

That's the focus of the technology committee that's now being chaired by Marc Rosenberg, Vice-president of Sales and Product for Air Canada. The new committee plans to redesign the CTC website to improve business-to-administration (B2A), business-to-business (B2B) and business-to-consumer (B2C) opportunities in the coming year.

**PRODUCT
DEVELOPMENT**

The technology group will also consider recommendations from the Industry Product Development (IPD) committee that is now being chaired by Ursula Thiboutot, senior counsel with Delta Media in Ottawa. "The IPD committee tends to be a catchall that deals with issues that affect the whole industry," says Thiboutot. During the past year, the committee has discussed airline mergers, immigration and labour shortages, as well as the practical workings of tourism product clubs and the development of Aboriginal, adventure and eco-tourism, cuisine, cultural and heritage, and winter packages. Thiboutot is excited about the links that her committee has forged with other committees, particularly with the research and Canadian and U.S. leisure marketing committees, and she's hoping that the interchange of information and ideas will continue.

"The CTC is clearly in transition," she says. "We now have an Executive Director of product development and a new CTC President, so this is an opportunity. For years, there were no formal links between marketing and product development, or even research and product development," Thiboutot explains. "Now these links are being created and there is a clearer understanding of how product development fits into the marketing cycle. Things were very 'silo' oriented, with little exchange of information. Now those silos are breaking down; it's all happened in the past five months."

Thiboutot credits Chief Operating Officer Roger Wheelock (himself a former Chair of the committee) for much of the improved communication. She says he has also been one of the driving forces behind a new global image that's been accepted by all the committees.

**TESTING
THE NEW IMAGE**

The Canada Leisure committee was the first group to try the new look

**CANADIAN TOURISM COMMISSION
COMMITTEE CHAIRS****Europe Marketing Committee**

Mr. Marc Rosenberg
Air Canada

**U.S. Meetings, Conventions
and Incentive Travel
Marketing Committee**

Ms. Penny McMillan
Tourism Winnipeg

Canada Marketing Committee

M. Pierre Labrie
Office du tourisme et des congrès
de la Communauté urbaine de
Québec

**US Leisure Marketing
Committee**

Ms. Christena Keon Sirsly
VIA Rail Canada Inc.

**Asia/Pacific Marketing
Committee**

Mr. Brian Richardson
Fairmont Hotels & Resorts,

**Latin America Marketing
Committee**

Mr. Alfred Rost
Incentours Inc.

**Industry & Product
Development Committee**

Ms. Ursula Thiboutot
Delta Media

Research Committee

Mr. Simon Cooper
Marriott Lodging Canada

Technology Committee

Mr. Marc Rosenberg
Air Canada

with a magazine-style booklet inserted into major newspapers across the country in November. The cover of the insert—with a single large scenic photo taking precedence, three smaller product-focused images overlapping the bigger scenic, and a slightly revised maple leaf on a folded map logo appearing at the bottom—reflected the new global image.

The initial reaction, at least from the advertisers, seems to be positive, says Leisure Canada committee chairperson Pierre Labrie, CEO of the Québec City and Area Tourism and Convention Bureau. Labrie says he's received several positive comments on the new look, but that there's still more to come before the image can be assessed properly. "It is a progressive implementation," he says. "There is a television advertising segment which is underway now, and many other items will come on line within the next three months. The entire campaign will only be visible as of March or April 2001."

As the new global image takes effect during the next few years, all CTC marketing campaigns will begin to have a similar look. It is hoped by many that the CTC itself will also take on the global image as a corporate look, finalizing a true "branding" program.

Tracey Arial
is a Montréal-based freelance writer

**CTC
partnership
opportunity
deadlines**

Application deadlines for the months of February through July for participation in specific CTC marketing activities are available on CTX. There are six marketing partnership opportunities that cover the Canadian leisure, U.S. leisure, U.S. meetings and incentives, Europe, Asian Pacific, and Latin America markets. Kits that detail the overall strategy, travel trends, target demographics and geographic limits for each partnership opportunity are available by contacting:

CTC Distribution Centre, Industry
Canada, C.D. Howe Building, 235
Queen Street, Room S114, Ottawa,
Ontario K1A 0H6 613 954-1724

ctcdistribution@ic.gc.ca

**CTC Strategic Plan now on the web**

The Canadian Tourism Commission Strategic Plan for 2001-2002 is now available on the Internet. You can download your free copy of the plan at the following website:

www.canadatourism.com

Go to the "All about the CTC" section, Click on "About the CTC", and then click on "CTC Strategic Plan 2001/2002"

You can also find the strategic plan on CTX

Log-in to CTX

Go to the "What's new" section, and then click on "CTC Strategic Plan 2001/2002"

SUSTAINABLE TOURISM...*continued from page 1*

"We're finding that customers are looking for more things to see, do and experience. Our best-selling hotel is Roots Lodge in Ucluelet – very much an experiential resort. That in itself is a clue to where the market is going." Robinson, who bikes to work even in winter, believes that "as customers become more sensitive to environmental issues, travel providers will have to become so, too."

VALUES BECOMING MAINSTREAM

"The kind of values that underpin ecotourism are mainstreaming into the general market," reports Pam Wight, an Alberta-based expert in sustainable tourism. She describes ecotourists as better educated, more affluent, and more prone to research their travel options, particularly by Internet.

Wight warns that these tourists are not a homogeneous group, however. They differ in age, gender, and travel preferences. "Ecotourism taps into the magnificence of natural resources, whether urban or remote," she contends. "People come for the

total environmental experience, so they're concerned about maintaining that environment. In the Arctic, one tour operator told me that it's not uncommon, when a charter flies in, for people to get out, look around and say, 'Wow, this is fantastic! What do you do with your sewage?'

QUALIFYING THE PROVIDER

Concerns about tourism sustainability in crowded, environmentally sensitive areas often lead operators to monitor each other's activities. "There are certain things that you just don't do," explains Thuraya Weedon, general manager of Churchill Nature Tours. Her company has ferried tourists to northern Manitoba for 15 years to sight polar bears. "If one tour operator does something irresponsible, it paints everybody in a bad light. That's why you have to report anyone who's doing something untoward."

As the popularity of ecotourism grows, the need to identify qualified players in this marketplace is growing, too. This won't be an easy task, says Wight. "We haven't got a Canada-wide system of standards for a reason: we've got so many diverse ecosystems – marine, prairie,

arctic – with different pressures in different seasons. There's no one-size-fits-all here."

For that reason, several accreditation initiatives have sprouted across Canada. These programs have originated within the industry (for example, cross-Canada programs that market ecotourism "brands" to consumers), locally (for example, The Conservation Lands of Ontario), or at the govern-

mental level (for example, Québec's plans to launch an accreditation program for sustainable tourism). Another initiative coming into focus is Horizons, a joint initiative of Tourism Saskatchewan and the Ecotourism Society of Saskatchewan.

Heather Pengelley

is a Montréal-based freelance writer

TIAC enters into sustainability pact

An accord has been signed by both Parks Canada and the Tourism Industry Association of Canada (TIAC) that, in the words of TIAC President Adam Belyea, "... provides an excellent opportunity for the tourism industry and Parks Canada to work together to foster sustainable tourism, tourism that is economically viable, environmentally supportable and culturally acceptable. Cooperation and communication are key elements in protecting Canada's heritage places for the enjoyment of future generations."

Under the terms of the new Accord (January 4, 2001), a committee will be formed consisting of leading industry representatives and senior Parks Canada officials, to identify opportunities for collaboration in sustainable tourism practices in or near national parks and national historic sites as well as maintaining and enhancing the ecological and commemorative integrity of these national treasures.

**TIAC congratulates the CTC
as Canada's newest Crown Corporation
and looks forward to continuing
our successful working
relationship!**



**Tourism Industry Association of Canada
Association de l'Industrie Touristique du Canada**

In conversation with...Jim Watson

Jim Watson, ex-Mayor of Ottawa and the new President & CEO of the CTC, realized how lucky he was to get his new position after only two days in the office, when his duties brought him to the Ambassador Invitational event in Toronto and the Muskokas. There he met 40 tour operators from Canada and abroad, including Japan, England, the U.S. and Germany. It seemed to him that every one of them took the time to tell him about the importance of the CTC as an organization and compliment his staff.

Besides making him proud, the experience confirmed Watson's opinion that the CTC has evolved into an important meeting place for the industry. He wants to expand the meeting place to include as many industry players as possible.

Communiqué started out by asking Watson about his reputation for openness and accessibility in Ottawa, especially among young people.

Jim Watson - There was a joke that I would go to the opening of an envelope and I took that as a compliment because I learned that you have to go out and about in the community. You have to spend time going to different parts of the country, attending events, speaking, listening and learning.

I intend to continue that same philosophy, because at the CTC, I think that we can become too isolated staying here in what might be described as an ivory tower. We've got to make sure that the CTC is in touch with the tourism community.

Communiqué - Why did you go after the top job at the CTC?

Jim Watson - After nine years in municipal politics, I thought it was time for a change. The tourism industry has always interested me because I know how important an economic role it plays in Ottawa and I know how important it is countrywide.

People who are in the tourism industry are in the "pleasing" business. We're working to ensure that people have a restful and relaxing vacation. We've got such a beautiful country to sell, that it was a one-time opportunity for me when I was offered the job.

Communiqué - Why are you the right person to lead the CTC now?

Jim Watson - That will be for others to decide, but I think I bring some strong attributes to the job. I'm a good manager of people and resources. As we grow into being a Crown Corporation, there will be enormous pressure on everyone in senior management to make sure that this transition is smooth and seamless and that our employees and our partners and our taxpayers

are all treated with respect.

Communiqué - Do you have any specific plans to make sure that this happens?

Jim Watson - I'm a big believer in communications, that's my background prior to going into politics, and I believe that we have to improve the way that we communicate with employees and with industry: the better informed groups are, the better they will respond to changes in the workplace.

We have already started. For instance, I have two staff meetings a month. One is an all-staff meeting. The other is called a "president's pause," which is open to all non-executive staff. That gives everyone who's not in senior management a chance to speak their minds. We've had three or four so far. I think the employees appreciate that.

Communiqué - What is your assessment of the CTC as it stands right now?

Jim Watson - My predecessor Doug Fyfe did a tremendous job in building the organization to where we find it today. My goal is to build on the strengths that he brought to the forefront.

Changes we are implementing within our management structure will allow us to redirect some of our staff to other areas where we need greater strength. For instance, we need to beef up communications – both internal and external – so that partners, the country and the world will know what we're doing.

Communiqué - Where do you see the CTC in five years?

Jim Watson - I see us continuing on



the positive track that we currently find ourselves in, where our travel deficit will be reduced, where we'll have additional funds from both the private and the public sectors to make sure that we remain competitive on the world stage.

There's no reason why we can't be the best tourism marketer in the world because we have the most phenomenal product to sell. We have a very strong talent pool, both at the CTC and in the private sector members that make up our committees. I think that we've become a role model for the development of partnerships – both in Canada and around the world – and we have to make sure that we remain fresh and innovative in our marketing campaigns.

We have to encourage new people to come forward with their perspectives on what sells and what doesn't. We have to become more aggressive in looking for non-traditional partners, like Canada Dry in France, for instance, which printed our web site address on 16 million of their cans. It didn't cost us anything but it put Canadian travel information in front of millions of potential customers from France.

Communiqué - How do you think Canada's travel industry has changed during the past few years? Where

should it go next?

Jim Watson - The statistics speak for themselves. We've seen phenomenal growth in the last five years to the point where in 1999, domestic tourism reached nearly \$34 billion in terms of its economic impact and we've also seen an upward growth in foreign visitor numbers.

One of the things that we still have to work on is convincing Canadians to stay in Canada for a vacation. This is important because every time someone leaves the country, it's a double blow to the economy: money leaves and is spent outside the country, and is therefore lost to our own industry inside the country.

Communiqué - How will you balance the pressures to develop with the need for environmental sustainability?

Jim Watson - That's the biggest challenge that a lot of the industry faces. For example, ecotourism has become a very strong selling point for Canada. Whether its Algonquin Park or whale watching on the coasts, we always have to be mindful not to exploit and overdevelop those products, otherwise we kill the reason for going there. We have a responsibility – both ecologically and morally – to treat them with respect. The same can be said for human communities and cultural attractions. We have to be aware of community tolerance and the authenticity of the experience for the visitor.

It's a matter of working with industry and other agencies (like Parks Canada for instance) to ensure that there's a balanced approach. I think CTC certainly sees both sides: we need to ensure that the tourism industry remains vibrant now and into the future, so sustainability is an important issue – economically, culturally, and environmentally.

CAREER OPPORTUNITIES AT THE CTC

As part of its transition from a Special Operating Agency to a Crown Corporation, the CTC is building a database of talented individuals with skill and experience in the areas of Marketing & Sales, Finance, Communications and Media Relations, Product Development, Administration and Procurement.



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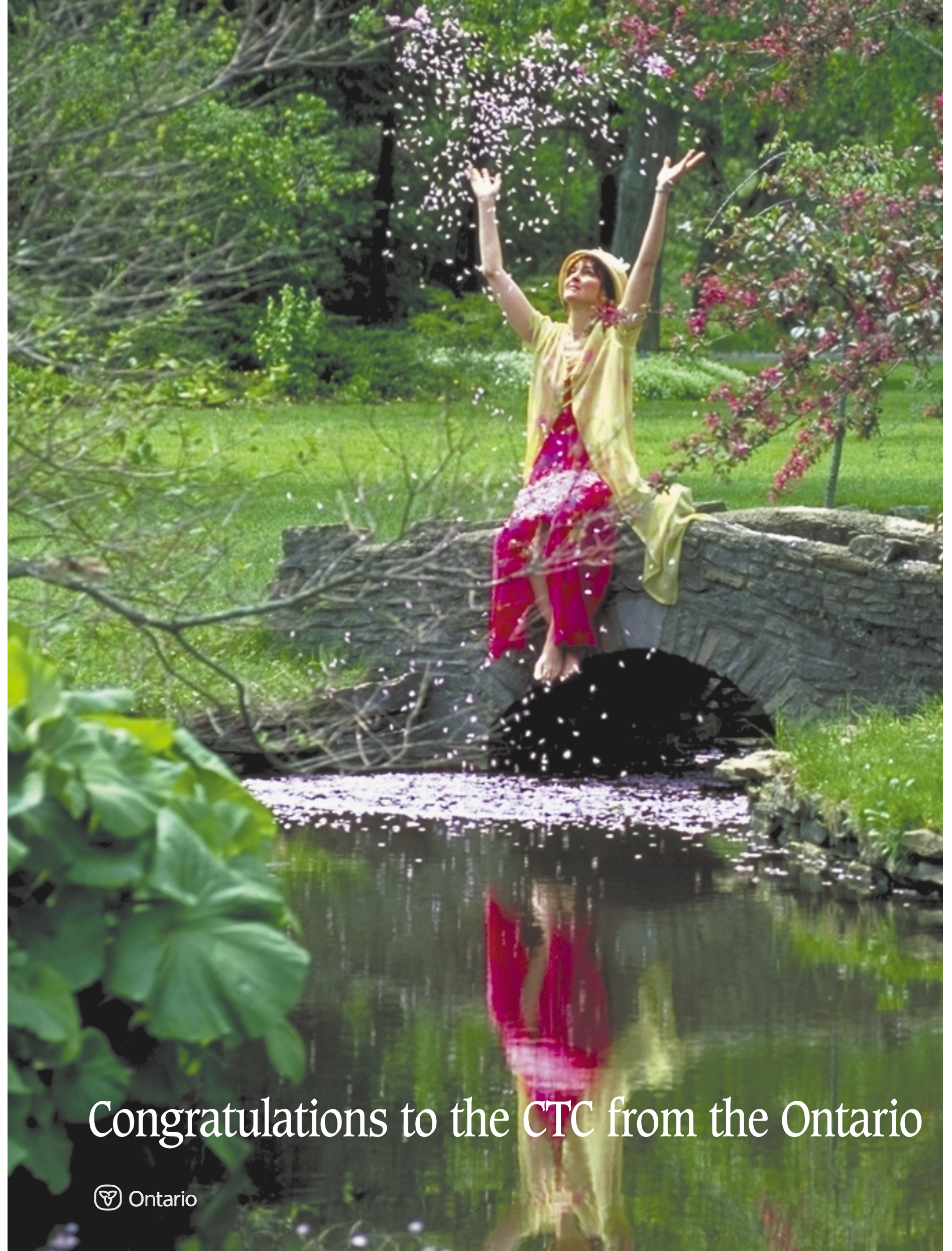
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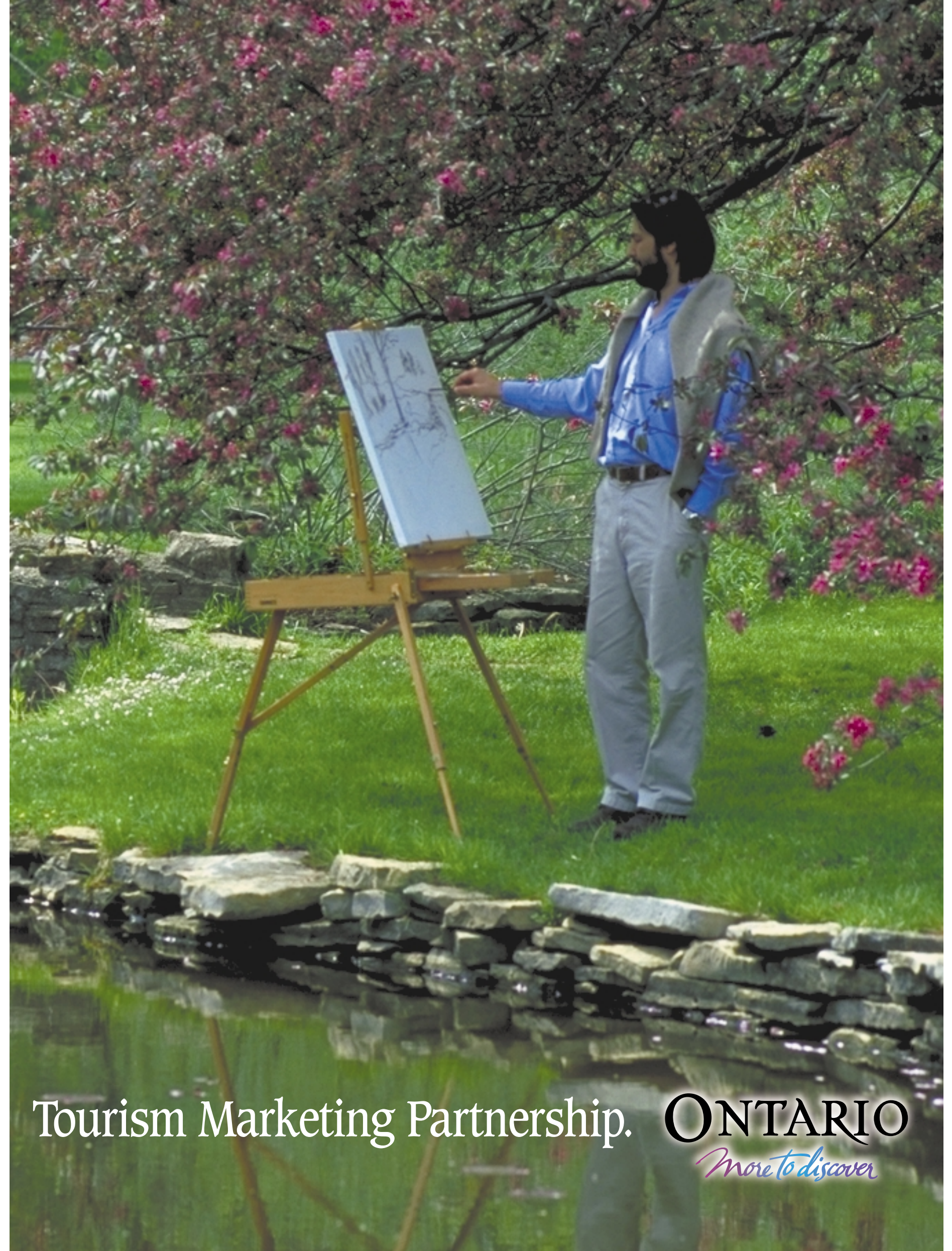
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Career opportunities at the CTC will be posted on CTX.



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ONTARIO
More to discover

Market Canada as a “cool” place to visit One upsmanship sells!

by Heather Pengelley

“Canada needs to change its image,” says Trent Schumann, President of Mountain Quest, an Alberta-based adventure-tour operator. “The country needs to shift its marketing focus from Mounties and majestic scenery to portray itself as a land of safe but spectacular adventure.”

Schumann believes that marketing campaigns need to reposition Canada as a “cool” place to go, “which plays in perfectly with our climate. We need to market Canada by icon experiences – to align Canada with those travel adventures.”

BRAGGING RIGHTS

To be successful, marketing has to be experience-specific, he insists. “Look at the average person who buys a Mercedes. They spend \$30,000 on the car and another \$45,000 for the

little star on the hood. They buy the prestige. It’s the same with a vacation experience. People don’t buy the rafting trip. They buy the bragging rights.”

South of the border, Canada is seen as a kinder, gentler America, he says. The kind of place you rent a trailer to visit after you retire. “That image has got to change.”

And trying to get tourists from abroad to identify with regions that exist between lines on a map isn’t the way to go, he advises, based on results of a recent Alberta Marketing Board survey. “You don’t see Mexico advertising (the provinces of) Quintana Roo or Sonora. It’s either a specific product or travel experience or Mexico in general.”

LOVE A RAINY NIGHT

Charles McDiarmid, manager, Wickaninnish Inn, Tofino, B.C., agrees

with a more focused approach. He believes that marketing Canada as a whole in winter is too broad a message and “specific, targeted product marketing is exactly what’s needed.”

McDiarmid markets his West Coast inn as a storm-watching mecca from November to February. This strategy has been phenomenally successful. “We’ve seen steady, high-quality growth in our winter-storm season. We’ve been able to grow the rate as well as the volume of business.”

The strength and future lies in getting individual messages to market, he says. “It’s about mass customization – selling small niche products to the larger marketplace. For example, we’ve partnered with colleagues on Vancouver and Saltspring islands to market ‘The Gourmet Trail’ to get the message out about Canada’s great cuisine.”

GETTING TACTICAL

“To tell you the honest truth, I would prefer to participate in individual marketing programs than an overall generic campaign that’s not really focused on my needs,” says Christiane Chappleau, manager of Tourism and Co-op Programs at Air Canada. “The tourism industry is more results-oriented. We’ve moved

away from pretty pictures and into the nitty-gritty tactical stuff. It’s a move in the right direction.”

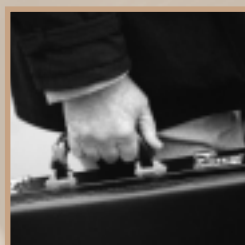
This strategy has a lot to offer, particularly in terms of bang for the buck, says Craig P. Farrell, past president of Choice Hotels Canada. “There simply aren’t unlimited dollars to spend on marketing. If we’re successful, it’s because we’re able to find the right customers for our products and not waste money trying to hit an apathetic public that’s uninterested in what we have to offer.”

Farrell believes that well-targeted niche marketing uses advertising dollars far more effectively. “What you’re really doing is hip-shooting into specific markets rather than using a sawed-off-shotgun approach that might hit a potential customer or might not.”

POOLED RESOURCES, SHARED BENEFITS

Donald Ziraldo, president of Inniskillin Wines, believes that if industry operators pool their resources, they can market their products with greater impact. He strongly advocates the CTC’s product club program. “That’s how we execute marketing from the general to the specific,” he says.

continued on page 17 ➔



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Winter product contest winners announced

The Canadian Tourism Commission (CTC), on behalf of the CTC's Winter Tourism Sub-committee, is pleased to announce that the winners of the Winter Product Development Contest "Win With Winter In Canada" have been determined.

The contest challenged Canada's tourism industry to create new or enhanced "market ready" winter product. Regional winners were determined by six teams of judges across Canada; these winners were reviewed by a panel of International Travel Trade professionals who identi-

fied national winners in each category. The International Judges were: John Stachnik (president, Mayflower Tours, Chicago); Tak Onaga (assistant general manager, JTB International (Canada) Ltd., Vancouver); Steven Burnett (vice-president, Canadian Cultural Landscapes, Toronto).

National winners will receive a variety of promotional opportunities including a quantity of product sell sheets, publicity in several CTC publications and releases and a feature position in a new CTC Winter lure brochure.

Business Development Bank of Canada
Banque de développement du Canada

The Winter Tourism Subcommittee is pleased that the Business Development Bank of Canada was the sponsor for the 2000 program. The CTC was looking for a highly credible partner who had an interest in the Canadian tourism industry and could benefit from being associated with a product development initiative.



Descriptions of winning packages, runners-up and the list of regional winners are available on CTX.



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TOURISM DEVELOPMENT AND MARKETING ARE BEST WHEN INDUSTRY-LED

by Randall Williams

In this era of constant change, a transformation has been occurring in the way tourism marketing and development programs have been managed at the provincial and national levels. Considering the improvements in the way we have supported our tourism sector and sold our country and regions over the past five years, this evolution has occurred with little fanfare.

Prior to 1995, tourism promotion and development were the sole responsibility of provincial and federal government staff. Unfortunately, with government bureaucrats and elected officials at the helm, long term strategic planning usually lost out in the midst of ministerial shuffles and differing priorities with respect to budget allocations. Tourism promotion dollars were often invested in making residents and voters feel good about their province and by extension, their provincial government, but did little to attract new visitors willing to purchase airline tickets,

hotel accommodations and admittance to local attractions.

Additionally, due to the lack of involvement by the private sector in the entire decision-making process, funds were not added to the media effort due to a belief that either the initiative did not meet private sector needs, or there was a lack of awareness about what was being promoted and to whom.

SASKATCHEWAN TAKES THE FIRST JUMP

In late 1994, Saskatchewan led the way by transferring the responsibility for tourism marketing and development from the Department of Economic Development to the Saskatchewan Tourism Authority. Early in 1995, Industry Canada established the Canadian Tourism Commission (CTC) as a special operating agency and the Alberta government contracted with the Alberta Tourism Partnership to deliver tourism marketing programs under the leadership of an industry-based Board. The Government of

British Columbia subsequently followed that lead, establishing BC Tourism as a Crown Corporation.

Other provinces and territories have since followed suit and have either established authorities to manage tourism marketing or appointed industry operators to committees to provide input on strategic marketing plans.

A WINNING FORMULA

This is a natural evolution that mirrors what Canada's municipal convention and visitors bureaus have been doing for years. The formula is simple and it works: take a portion of the 30 per cent tax revenue raised on every travel dollar spent, leverage it with private sector investment and reinvest it in a manner that tourism stakeholders feel will be the most effective. In the third quarter of 1998, Canada's travel deficit was \$1.9 billion. In the third quarter of 1999, it was \$1.7 billion. In the same time period of the year 2000, our travel trade deficit has been reduced to \$1.2 billion.

Canada is now climbing the list of preferred destinations in the world due to the working partnership between the public and private sectors which is investing in, and ensuring, higher returns. The Canadian Tourism Commission's move to a Crown Corporation is positive news for all travel and tourism stakeholders in Canada, including travel agencies. This new status represents a new order with less government influence and more private sector direction.

ACTA Canada wishes to take this opportunity to thank and congratulate Prime Minister Jean Chrétien for his commitment to tourism and his leadership in placing the private sector in a key decision-making capacity. Congratulations also to the Canadian Tourism Commission on becoming a Crown Corporation. ACTA Canada looks forward to a continued, strong and successful association with the Commission.



Randy Williams
is President and CEO of
the Association of Canadian Travel
Agencies (ACTA)
acta.ntl@sympatico.ca



Working together hardly seems like work at all.

Travel Alberta is proud to congratulate the CTC on becoming a Crown Corporation. In keeping with our partnership, Travel Alberta looks forward to strengthening our joint commitment with the CTC to promote both Alberta and Canada as desirable tourism destinations. It's through the professionalism and determination of two marketing leaders, that these goals will be met.



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Welcome to the 'real' millennium

by Bob Mowat

If I had a winning lottery ticket for every time I made a prediction that didn't come true, I probably wouldn't be writing this piece right now.

Be that as it may, the travel industry has arrived in what many claim is the 'real' first year of the new Millennium and I can only hope that they're wrong because I don't think anyone out there has taken any precautions against Y2001K. Which brings up the point that if things actually have gone wrong since I wrote this, then you probably won't be reading it anyway: we'll all be looking for water and heat as winter continues to cover the country in centimetre after centimetre of snow!

Now to the point. There are a couple of things that I will be watching in the coming year. First off, 2001 should be a watershed year for Canadian travel agents as ACTA's all-industry compensation negotiation team works to hammer out an agreement on base compensation with Air Canada.

The last time I spoke with ACTA-Canada president, Randy Williams, a negotiating agenda was in place through to June of this year and he was hopeful that it would lead to a deal being hammered out. And while CSTAR has withdrawn from the negotiations – apparently with the hopes of negotiating its own arrangements – there are clear indications that whatever arrangement the ACTA-led group comes out with will likely be the best that Air Canada is giving.

FISH OR CUT BAIT?

I'll also be interested in watching the continuing battle between ACTA and CSTAR during 2001. It's time, I think, for CSTAR to decide what kind of role it wants to play in this business. Is it finally going to come out of the closet and set itself up as an agency association in direct competition with ACTA? Or will it continue to pursue its original course of developing an agency run reservation system, reporting system and accreditation system.

And this will be a busy year for



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ACTA, too. It has already started reorganizing its provincial offices, tying their operations directly to those of the national office. A good move on all accounts as a lot of the grassroots issues that sometimes get lost in the regions will now be moved into a national forum.

Better news still for many agency owners and managers was Randy Williams' recent comment that ACTA is going to get involved in the human resources issue that is troubling many. Finding good help is a big problem these days and keeping it is even more difficult. It's an area of this business – not just retail – that definitely needs a long hard look. I hope it happens in 2001.

CROWNING GLORY

Congratulations to the Canadian Tourism Commission and its evolu-

tion to a Crown Corporation. Presumptuous or not, my suggestion for the newly 'crowned' CTC is to implement an agency specialist program for Canadian agents. Get our own to sell our own, so to speak.

The key here is to have the specialist program drive business through the doors of the retailer – they're all looking for new revenue streams and selling Canada could be a good one.

Now, if all of these predictions come true, I may never get that winning lottery ticket!

Bob Mowat
is Managing Editor
Canadian Travel Press
bmowat@baxter.net



We jumped for joy
when we heard the news.

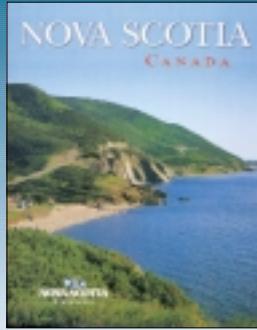
Tourism British Columbia, British Columbia's Tourism Organizations and Industry Operators congratulate the Canadian Tourism Commission on becoming a Crown Corporation and wish them continued success in increasing tourism in Canada.

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Highlights 2000

by Hélène Katz

Despite all the hype about celebrating the year 2000, it was the merging of Air Canada and Canadian Airlines that stole the show. "This will go down in history," predicts Julien DeSchutter, Vice-President of Marketing at the Calgary Airport.

Air Canada caused headaches for travellers and put a damper on the tourism industry when it changed flight schedules and reduced capacity. "There was not enough capacity in the right places to satisfy tourism demand for overseas travellers," DeSchutter says.

DEFERRED TRAVEL DECISIONS

That meant more people staying home, observed Tourism Victoria CEO Lorne Whyte. "Whenever there's uncertainty, people just say they will go next year. Change is always difficult in the transportation industry."

Despite some turbulence, DeSchutter thinks the consolidation is a change for the better. "If Air Canada hadn't (taken over) though, tourism would've been done harm because (Canadian Airlines) was a failing carrier and probably wouldn't have been able to honour its summer commitments."

The consolidation has also opened the door for new players, points out Chris Robinson, National Director of Marketing, Signature Vacations. "Many charter airlines, like Royal Airlines and Canada 3000, are actively working to try to fill that gap by up-weighting their domestic flights, and of course, there are a number of new entrants who are looking into the marketplace, including Roots Air."

GLOBILIZATION TREND

Changes in the airline industry are also important because they're part of a

consolidation and globalization trend in the travel industry that has been a hallmark of the year 2000, says Claude Guay, Global Executive, Marketing and Business Development for IBM Travel and Transportation.

Robinson, who has seen consolidation among tour operators, agrees. "We at Signature have just announced that we've bought Sun Holidays, Air Transat has bought Jonview, Sunquest has bought Algonquin. So there's a lot of consolidation going on in the industry," he says. "We're ending up with fewer, larger players."

The Internet has become a more important tool to reach global markets, says Andrée Steel, VP Sales at the Ottawa Tourism and Convention Authority. Web sites need to be more sophisticated than they were three years ago and visitors "want more, faster and interactive," she comments.

Robinson, from Signature Vacations, agrees that the Internet has been a highlight this year. "For the first time it is possible to make any bookings other than simple air only on line," he says. "This year initiated the era of on-line booking. But it is only just beginning. In terms of interest, certainly, it's going from looking to booking."

CHANGES AT CTC FOR THE BETTER

For Lorne Whyte, CEO of Tourism Victoria, the biggest news was the CTC getting its Crown Corporation status. "That was an amazing feat," he says. "That establishes them as a very strong destination organization that can compete against a lot of other countries and be successful at selling Canada as a year-round travel destination."

John Spicer, Director, industry services for Yukon Tourism, hopes more people will start heading north for winter adventure tourism. As part of an industry-wide move to promote Canada as a four-seasons destination, the territory had a winter adventure tourism campaign targeting the Ontario market.

"The industry is providing more adventure and ecotourism products on a four-season basis, whether its canoeing, river rafting right through to cross-country skiing and dogsledding," he says. The marketing campaign continues this year in an effort to build product awareness.

SOPHISTICATION AND SPEED

This past year, Canada has also become more successful at attracting M&IT

travellers, DeSchutter says. He thinks the presence of the World Petroleum Congress and trade show in Calgary in 2000 is evidence of that. "More meetings are being held in Canada, from Vancouver right through to the east coast," he says.

And in keeping with the increasingly rapid pace at which the industry works, more and more folks want to book fast, says Steel. "Clients want to have access to the product and book it quickly," she says. "We're seeing more of a shift to short-term bookings versus longer lead times." Whether in the air or on the ground, there's never a dull moment.

Hélène Katz

is a Montréal-based freelance writer.

TRAVEL CANADA WORKSHOPS

Supported by the Canadian Institutes of Travel Counsellors and the Canadian Tourism Commission, a series of seminars will take participants through opportunities to increase sales and client services by offering Canadian travel product, the motivators for travel in Canada, qualifying clients for a Canadian holiday, and planning for a successful selling strategy including marketing tips and tools available. Seminar dates and locations are as follows:

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●
March 6 2001
Toronto

●
February 21, 2001
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●
March 7 2001
Calgary

●
February 27, 2001
Halifax and Saskatoon

●
March 8 2001
Edmonton

●
February 28, 2001
Vancouver and Montréal

●
March 20 2001
Corner Brook and Peterborough

●
March 1 2001
Québec City and Qualicum Beach

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To register for Travel Canada workshop programs, please contact 905 472-8533

Addressing tourism labour market issues

More than a decade ago, several associations representing a large portion of the tourism industry came together around labour market issues. Providing impetus was a serious labour and skill shortage. Several years later, the Canadian Tourism Human Resource Council was created to formalize that union. The Council began to lay the foundation to build a training and human resource management culture and, in turn, help to reduce the impact of the economy on fluctuations in the industry's work force numbers.

PRESSURE IS ON

Current economic growth and prosperity across the economy and in the tourism industry is again putting pressure on the Canadian labour market. We are seeing low unemployment levels and, in some industries in some parts of the country, more help wanted signs. Even though higher skill levels are required in most jobs compared to a decade ago, this kind of pressure causes movement

of workers upward. Where more skills are required, companies that need the labour provide the training. Industries that employ large numbers of relatively lower skilled workers suffer the most because there is no pool beneath from which to draw and replace these employees or to fill new positions – retail and tourism are examples.

ENTRY LEVEL POSITIONS PREDOMINATE

The tourism industry employs 1.4 million workers in total (those who derive their income from tourism and tourism-related employment) or 10 per cent of Canadian employment. A large proportion of these jobs is entry-level. This entry-level employment provides a "first job" for one in three Canadians, pocket money for high school students and tuition money for post-secondary students. These jobs are important to the Canadian economy and to the tourism industry. In 1997 the Council projected 306,000 new jobs in the

industry by 2005. The Council's members are indicating that their ability to fill these new jobs and to replace workers in existing jobs is becoming increasingly difficult.

MEASURING THE PROBLEM

The Canadian Tourism Human Resource Council has been called upon by its members to determine the magnitude of this challenge and to develop a comprehensive strategy to address it. A research project is underway which will update the statistics quoted above and shed more light on the shortage situation. A steering committee has been formed and it will begin to develop recommendations early in the New Year.

FINDING SOLUTIONS

Many of the traditional ways to address a labour shortage are available. Measures to encourage retention are usually top of the list. These include compensation, professional development, and recognition. The Council has developed excellent workplace training materials and national professional recognition, or certification programs, based on national standards. Career promotion and recruitment tools are also important.

The Council has developed career promotion tools – the challenges lie in reaching career practitioners and those seeking careers, and in breaking existing stereotypes. A new Internet recruitment tool is also available with a sophisticated skill matching capability. (Visit www.tourismworkweb.com) There are pools of labour in Canada that remain untapped to their full potential, some found in various disadvantaged groups.

The new strategy will find ways to enhance and improve our existing tools and look for new ways to ensure the required quantity and quality of workers. The Steering Committee is just beginning its work. It will appreciate any insights and comments from the industry. We encourage your input.



Please e-mail the Steering Committee on Canada's Tourism Labour Supply Challenge tourismlaboursupply@cthrc.ca

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Want to be a product club... are you ready?

by Heather Pengelley

When the Atlantic Canada Cruise Association first heard about product clubs, it jumped at the chance to lever funds for the new association and decided to launch a Cruise Ship product club. But it wasn't long before its fishing expedition floundered. Financially overextended, it had to drop its bid for product-club status.

"We were young at the time," explains Shane Arbing of Tourism PEI. "Our mandate was split between trying to develop a membership, trying to market what we had and trying to develop product. We just weren't focused."

UNDERSTANDING THE BIG PICTURE

Several other product clubs have faced serious challenges to maintain focus, even after they were up and running. "Our members had more individual objectives," says general manager Enrico Valente of *L'association de centres de ski de fond du Québec* (ACSFQ). "They worried about the day-to-day concerns of their own businesses. It was hard for them to see the big picture."

"Everyone wanted to market instead of develop product," he explains. And they wanted immediate results from the product-club program – more clients, higher visibility, lower marketing costs. "It's just not that simple."

HURDLES OR OPPORTUNITIES

The CTC currently has 250 partners in 31 product clubs with over 5,000 members in communities across Canada. The goal of the product-club program is to develop viable niche markets within Canada's tourism section. Each year, the corporation dedicates \$1.5 million to the three-year product-development plan of six to eight new applicants. Though this program, now in its fifth year, has a tremendous record of success, it also has had its share of growing pains.

According to Terry Ohman, Director of Product Clubs and Partnerships, the CTC expects a lot from product clubs, particularly vision, commitment and resources. A lack of these components can pose hurdles to the most promising industry collaborations. "A product club is a partnership of participants with a common passion to develop a specific tourism product," he explains. Groups should only get involved when they've defined that passion. Product clubs must have enough commitment within their partnership to believe in

what they're trying to achieve and to invest their own resources.

"The benefits are substantial," Ohman emphasizes, "but the commitment of partners has to be strong."

MEAGER BEGINNINGS

The search for product-club status draws on volunteer time, energy and resources. "It really stems down to how a volunteer group evolves into an established organization," states Diana Brooks, Managing Director, The Great Canadian Fossil Trail product club. She found that their biggest challenge was "to make the transition from a volunteer group of members who all had other jobs by finding the funding to hire someone to build that dream."

"You need a competent person on point to worry about the next step in the product-club process," says Todd Brandt, President and CEO of Tourism Saskatoon, now participating in his second product-club experience with the Canadian Sport Tourism Alliance (CSTA). "That requirement takes some weight off the central agency's shoulders."

He advises groups to talk to other product clubs – "kindred spirits" – to find out what to expect and obtain testimonials about product-club benefits. "It takes a lot longer to get rolling than you think it will," he warns. "There's a lot of work at the grassroots level. You have to be very clear on your goals. If people can't see the benefits, they shouldn't apply."

Johanna Cotte, Coordinator of the Cuisine, Wine & Culture in Canada product club, agrees. "What looks like one item on paper translates into a much bigger project than you've anticipated. You need a clear-cut idea of what you want to do, where you want to go and the amount of time it takes to get there. Don't bite off more than you can chew."

UNDERSTANDING TOURISM PRODUCT

For Cotte, defining "product club" for members was a challenge. "People think of product as something tangible. It was hard to explain the concept of product development. It's easy to have a vision but not so easy to explain it to someone else."

But communication is vital, states Angela Pearen Burnside, Coordinator of the Country Roads Agri-Tourism product club. "If your grassroots operators don't want it, don't apply. You need your operators solidly behind you. Get your partners on side and identify future partners, so you'll have the membership you need

by Tony Pollard

"We are all agreed that ensuring every province and territory, and everyone in the tourism industry, shares in the benefits of the growth in world tourism means a concerted effort by all parties. Governments are ready to act where they can have an impact, but industry must take the lead." (Tom Hockin, federal Minister of State – Small Business and Tourism – July 4, 1991)

Nearly ten years ago, in that sultry and recessionary summer, three visionary hoteliers met and decided to accept this challenge. Canadian Pacific's Bob DeMone, Delta's Simon Cooper, and Commonwealth's Michael Beckley couldn't talk rate, but they could do something to revitalize Canada's beleaguered travel industry.



The Hotel Association of Canada followed by setting up a historic meeting with Tom Hockin at the Chateau Laurier in August 1991. The Minister reiterated the need for collective industry effort. "Experience Canada" was formed at the Royal York in September with representatives from all segments of the Canadian travel industry – hotels, airlines, car rental companies, VIA Rail and charge card companies.

Through Experience Canada, it

to make the product club successful."

Because many businesses don't invest in product development, they often find it hard to understand why it's necessary, explains Ann Carrière, National Coordinator of the Bloom and Garden Tours of Canada product club. "A lot of what you do in the product club sounds like a make-work project to commercial partners."

The diversity of product-club members adds to this challenge, she finds. Government, non-profit and private-sector partners "have different objectives, different ways of thinking. It's often a challenge because they don't speak the same language. Trying to get people to work together at the same pace to meet the same deadlines can be difficult."

BUILDING A NETWORK

Every year, all clubs, 31 this year, are invited to attend a CTC-hosted meeting. This meeting is a must, he believes. "There's a lot of strategic

was demonstrated that collectively we could have far greater impact on the acceleration of demand than any organization acting alone: a foreshadowing of the Canadian Tourism Commission to come. In nine national campaigns totalling more than twenty million dollars, we showed we could jump start the industry, pull it out of decline, and prosper.

Launched in 1992 with the full support of Tourism Canada, provincial governments and what we now call non traditional partners, it began with a bang with a Valentine's Day Promotion. Shell Canada's "Canada 125" TV ads featuring Donald Sutherland, Norman Jewison and Denis Arcand followed.

In May 1994 Bob DeMone, Simon Cooper, Michael Beckley and HAC's David MacMillan and Tony

Pollard met with the Editorial Board of the Financial Post. Said one of the participants, "it's mind boggling to think that in Manhattan alone there are 22 offices promoting Canada. So much noise is created that Canada's image is

fragmented." The meeting generated the political cartoon that accompanies this article.

The USA Today, "Stretch Your Dollar – Come to Canada" promotion immediately followed, and the Canadian Tourism Commission was established by the Prime Minister in late 1994. Yes, we had the vision, and we kept exploring!

Tony Pollard, is President of the Hotel Association of Canada

alliances that you can put together just among the different product clubs. Knowing how to network with different organizations – just learning who the players are – is a big learning process. If you don't know the players, you'll spend a lot of time spinning your wheels in the sand," says Valente.

He also recommends setting up a dedicated support staff member "from the word go. A quick start has to be the most important step." He believes that the key activities of any product club should focus on information gathering, education, communication, consolidation, then expansion.

If you skip any steps, it will be harder to build, because the blocks aren't solid, he explains. "You can't work intuitively when the rest of the world works strategically."

Heather Pengelley is a Montréal-based freelance writer

MARKET CANADA...

continued from page 10

With 40 Niagara organizations, ranging from grape growers to wine councils, Ziraldo is trying to establish a Niagara Wine Classic that will rival Aspen's annual wine-and-cuisine event. "Just the fact that we've got everyone around the table is a huge step forward, because we were all doing different things," he explains.

Being unique is one thing, says Susan LeBlanc Robichaud of the Memramcook Learning and Vacation Resort, N.B., "but we're competing with major tourism destinations. We certainly can't do it on our own." With New Brunswick and Nova Scotia colleagues, she plans to market the Acadian experience. The strength of this niche-marketing strategy? "We work together as partners, not competitors," she explains.

Heather Pengelley
is a Montréal-based freelance writer

SMEs: the conundrum of size and function

Communiqué's report last month that 99 per cent of Canada's tourism industry is made up of small- and medium-sized enterprises (SMEs) surprised Carlos Leitão, a senior economist with the Royal Bank. He had expected the figure to match the 80 per cent level of SMEs in the service sector. The new information, he says, only emphasizes how fragmented the tourism industry can be.

While it is true that 99 per cent of tourism businesses fall into the SME category, this is obviously only part of the story. If other measures such as tourism industry revenues or employment are used, the picture would be very different. From the perspective of the CTC, another key measure would be the share of partnership contributions to CTC programs. In this case, the majority of financial

support comes from the provinces, destination marketing organizations, and larger firms in the industry.

The findings from the report raise an important question: Since the CTC receives most of its funding from 135 partners that make up just one per cent of the industry, does the report highlight the contrast between the needs of larger partners and the needs of the majority of the industry? Dr. Margaret Bateman Ellison, tourism hospitality program coordinator and associate professor at Mount St. Vincent University, says no. She says that the more clout SMEs have, the broader their vision. That, in turn, gives them more in common with the big players, not less. "By labeling the SMEs and encouraging them to work together, it shows them how important they are on the world stage," she observes. "The SMEs

are buying into the vision because of marketing programs that make them part of the process."

So it depends on how you look at it: one industry sector may appear to be more important than another. In reality, all are important and this is one of the challenges for the CTC: to balance all of Canada's diverse tourism industry interests – large or small, by geographic area, and by product type.

Fortunately it's seldom a case of "either-or". Tourists don't buy stand-alone products; they buy groups of products which combine together to form tourism experiences. There is a natural synergy between the larger businesses that often provide transportation and accommodations, and the many smaller operators that specialize in providing the interesting things for travellers to see and do at their destination.

Teamwork produces success

by Tracey Arial

When a three-person company called Supernatural Adventures began operating out of Vancouver nine years ago, no one knew they would eventually be the catalyst for an innovative partnership that sells FIT tours to 40 million American consumers.

The collaboration brings together 23 partners, including the Canadian tour operator (now a 110-employee public company known as SNV International Ltd), U.S. counterpart Brennan Tours of Seattle, the American Auto Association (AAA), the CTC, Fairmont Hotels, Hertz, MasterCard International, Via, British Columbia, Alberta, New Brunswick, Nova Scotia, Ontario, Prince Edward Island, Québec, Montréal, Québec City, Toronto, Vancouver, Vancouver Island, Whistler Resort and the Calgary Stampede. The 56-page brochure was launched at AAA headquarters, Nov. 4.

CUSTOMIZED EXPERIENCES

The partnership is expected to net \$20 million over three years, says Cathryn Holler, SNV International's vice-president of marketing. It will allow AAA members to customize their own vacations with activities such as whale watching, participating in archaeology digs, listening to lobster tales from a fisherman, and fishing for salmon and having a gourmet chef prepare it for dinner.

Most of these personalized options are provided by small and medium-sized enterprises (SMEs) –

companies with less than 100 employees or annual revenue of less than \$5 million. It's just one example showing how tourism businesses of all sizes are working together to provide travellers with interesting experiences.

Many of these new experiences are provided by the cultural and heritage sectors, says Grégoire Béland, a consultant who specializes in preparing cultural and heritage properties for tourism. Béland also runs workshops that encourage his larger clients, such as Prince Albert National Park, Destination Canada Ouest and Fort St. James, to collaborate with potential partners from within their region.

CONTINUAL EVOLUTION

"The possibilities for successful partnerships are endless," says Béland. The trick is making sure that players continue adding new value as their partnerships evolve. Wineries who have created successful wine tours, for example, should then consider partnering with restaurants. "A consumer who buys a package that includes five wineries and five restaurants might stay in a region for two or three days instead of just one afternoon."

That's exactly what happened with Spirit Walks, a four-year-old program featured in the December issue of *Communiqué*. The program includes a number of provincial parks, cultural heritage sites and museums. The three inns and two resorts that

are partners have found that more visitors stay in the region longer.

"My average stays of one to two nights have increased to three to four nights," says Donna Cane, owner of the Victoria Inn. "There are many more visitors in the area too, and definitely more foreign visitors who spend more. Marketing together and creating an experience is far more powerful than marketing myself alone."

CRUISE SHIP PARTNERSHIP

Richard Baird, director of sales and marketing for The Prince of Fundy Cruises, which operates between Nova Scotia and Maine, also realizes significant gains for his company by partnering with larger organizations.

Baird is in a unique situation. He has 325 staterooms to fill for every voyage, so his marketing programs need to have a lot of impact. Yet he

only operates six months of the year, so he doesn't have a large marketing budget. Partnership has made all the difference. For the past four years, Baird has cooperated with the province of Nova Scotia and the CTC to purchase 60-second television spots in Boston. Canada gets 30 seconds, Nova Scotia gets 15 seconds and the Prince of Fundy Cruises gets 15 seconds to push their transportation and entertainment link to the destination, something the cruise-line could never afford on its own. The program also includes an 800 number and a fulfillment brochure. Baird says that the partnership has been a real success for his company. "Each succeeding year of the program, our numbers have been increasing. That's good for everyone."

Tracey Arial
is a Montréal-based freelance writer

WINTER TOURISM FORUM – NEW DATES –

The Canadian Tourism Commission has set new dates for the National Winter Tourism Forum. The conference (Fresh Tracks: The Trail to Winter Tourism Success) will now be held in Niagara Falls, Ontario on April 1-4, 2001.

Developed and presented in conjunction with the Ontario Tourism Marketing Partnership and Niagara Falls Tourism, this three-day educational conference will feature keynote sessions, hands-on workshops, and networking opportunities that will allow delegates to tap into current information on winter product research, development and marketing.

In Ottawa 233-5179 ext 267
or 1-888-752-7979 ext 267

www.canadatourism.com/winterforum



Tourism technology conference in Montréal

From April 24 to 27, 2001, Montréal will host *ENTER 2001*, the International Congress on Information and Communications Technology in Tourism. This year's conference is entitled "Across the C's", encompassing the 4 C's of *commerce, convergence, communication* and *change* in tourism and technology.

This eighth edition of the conference is being held outside of Europe for the first time and will continue to provide a unique forum of interchange for senior managers, decision-makers, technologists, consultants, and academics involved in the interface between tourism and IT. Award-winning author Don Tapscott will deliver the keynote address for the conference, discussing how the Internet and new media are transforming business, government, and society.

The conference will contain both an applied (industry) track as well as a research (academic) track with approximately 50 papers from academic authors in Europe, America, Asia and Oceania which will address topics relating to the 4 C's of the conference.

INDUSTRY APPLICATIONS

The future of business transformations

will be explored in sessions looking at mobile lifestyle technologies within the context of how technology affects tourism, and vice versa.

The conference will continue its strong focus on destinations: What is the impact of technology and other forces on the future of Destination Marketing Organisations (DMOs)? A controversial debate between academics and industry on this subject is sure to spark debate as much offstage as on. DMOs and their roles will also be the focus at sessions on destination portal development and DMO innovation case studies.

Topics discussed and debated in other sessions include travel content distribution & mobile technologies, "B2B" (business-to-business), and hotel electronic distribution. There is also a series of workshops designed to allow a more interactive approach to discussions on subjects including interactive digital television, open standards, and technology in sustainable development and ecotourism.

For information on *ENTER*

www.enter2001.org

René Waksberg,

CTC Technology Marketing Officer
waksberg.rene@ic.gc.ca

Sales mission to Europe

For a second consecutive year, the European Marketing Program will organize a Sales Mission to Europe for smaller Canadian suppliers. This year, the targeted markets will be France and Germany. The sales mission will take place at the end of May and the beginning of June. The objective of the mission is to provide the right platform to increase awareness of smaller Canadian suppliers' products among the French and German travel trade.

SELECTION CRITERIA

- Suppliers' products must be programmed in a receptive's catalogue (receptive operators are also encouraged to apply to the mission).
- Products must fall under at least one of the following clusters: health tourism, cities and nature.

- Products must be packaged.
- Applicants must be able to demonstrate that they are export-ready.
- Applicants must fit the CTC's small and medium-sized enterprises (definition: less than 100 employees and/or less than \$5,000,000 in annual revenue. These enterprises must be privately-owned and profit generating.

A maximum of six participants will be selected for the Mission. Each participant will be responsible for meals and accommodation. Trans-Atlantic air to be covered by the CTC.

To obtain the application form

Maude Laliberté

613 954-3811

laliberte.maude@ic.gc.ca

APPLICATION DEADLINE

March 15, 2001

Keep an eye open in the next *Communiqué* for the announcement of the

NATIONAL TOURISM & CUISINE FORUM

Those wishing more information at this time should communicate with Mylène Deneault.

613 952-1867 deneault.mylene@ic.gc.ca

Call for industry proposals

A shift in strategy for European M&IT

In light of study results* recently carried out for the CTC on Meetings and Incentive Travel (M&IT) in Europe, along with the trend we have seen over the past 5-6 years of diminishing private sector activity and financial commitment to the CTC's primary markets of the United Kingdom, France, and Germany, the European M&IT Task Force has called for a shift in strategy.

This shift in strategy takes into account overall resources in terms of both manpower and finances, in relation to the overall goals and priorities established for each of these primary markets. The intent is to maintain a level of funding and base activity in each market that will facilitate ongoing core activities and address the needs of the Canadian industry.

CANADIAN INDUSTRY TO TAKE THE LEAD

Strategically this represents a shift in responsibility to the Canadian industry, specifically those partners who are committed to, and investing in, the development of the M&IT segment. These players will need to take the lead in creating and executing key marketplace activity that will continue to build new business and strengthen Canada's position within each of these very competitive marketplaces.

Consequently, a good percentage of the available funds dedicated to M&IT activities in Europe are now available for industry proposals. Industry proposals must meet the following criteria and must be submitted before February 28, 2001, and must pertain to the period between April 1, 2001 and December 31, 2001.

CRITERIA

1. Proposal must take into account the strategy:
 - Target customer segments
 - Target markets
 - Positioning
 - Seasonality
2. Proposal has a communication plan:
 - Advertising
 - Trade Promotions
 - Direct Marketing
 - Media/PR
 - Training
3. Activity or creative must include:
 - Canada context
 - Value of the dollar
 - Unique selling points
 - Call-to-action
4. Proposal must clearly identify:
 - Objectives
 - Expected results (Number of leads generated or converted).
 - Method of evaluation
 - Total value of the activity

- Breakdown of cost
- Partners' contributions must cover at least 50% of the cost of the activity

Applicants are invited to submit proposals by March 1, 2001 to the following representatives:

United Kingdom

Kirsty Drake

kirstydrake@ctc-uk.org

44-207-258-6578

France

Alyre Jomphe

ajomphe@cct-paris.com

33-1-44-43-25-03

Germany

Jens Rosenthal

j.rosenthal@ctc-germany.de

49-221-7329786

*The study is available at

CTC Distribution Centre

613 954-1724

ctcdistribution@ic.gc.ca

SPECIAL EVENTS 2001-2005

2001

Jeux de la Francophonie

July 14 to July 24 at Hull and Ottawa

www.jeux2001.ca

World Championships in Athletics

August 3 – 12 at Edmonton

www.2001.edmonton.com

2002

Québec International Florales

April in Québec City

418-659-2737

2005

World Police & Fire Games

June 26 – July 5

at Québec City

[info@](mailto:info@wpfq-quebec2005.qc.ca)

wpfq-quebec2005.qc.ca

If you are a major event sponsor or are aware of a major event of international significance taking place in Canada, please advise *Communiqué* Publisher Ghislain Gaudreault (gaudreault.ghislain@ic.gc.ca). Your information will be published in future issues of *Communiqué*.

New structure at the top for the CTC

Canadian Tourism Commission President, Jim Watson, has made changes to the senior management team at the CTC. The changes

- create a more streamlined and accountable system;
- establish a backup position to the President;
- consolidate the corporate functions under a single Vice-President;
- rejoin the Marketing and Sales Divisions;
- provide greater emphasis on marketing and sales under a new Senior Vice-President;
- consolidate internal and external communications.

In addition, a new Manager for Government Relations will strengthen liaison with Members of Parliament, Senators, and other government departments and agencies.

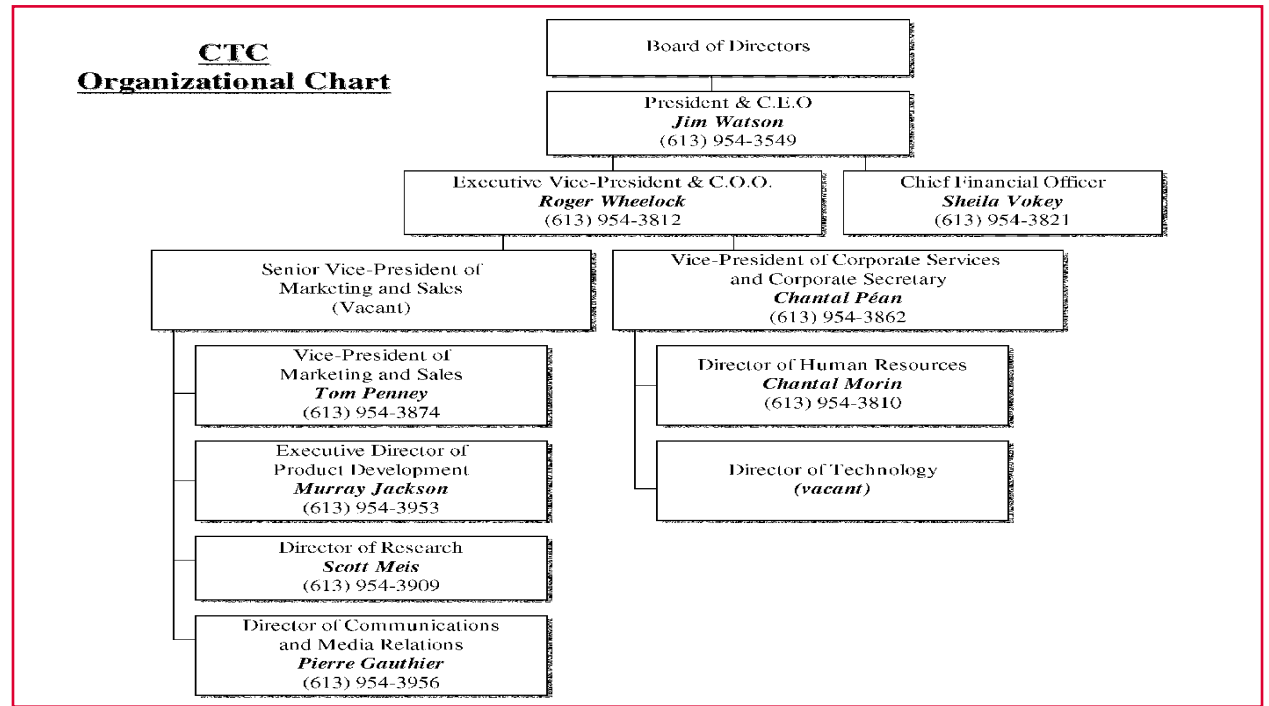
The creation of the Executive Vice-President and C.O.O position will assure that decision-making activities will continue in the absence of the President. All corporate activities will

report through the new Vice-President, Corporate Services position. The new Senior Vice-President,

Marketing and Sales position, to be filled through an open competition that will be advertised nationally and internally, symbolizes the added importance of marketing and sales in the Commission. Rejoining the two activities reflects the close working relationships that exist between them. All communications and media

relations activities will be consolidated under the new Director, Communications and Media Relations position.

The new organizational structure of the senior management team is summarized in the accompanying chart.



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Market research and planning at the CTC

Market Research and Planning (MR&P) is the strategy and market research arm of the CTC. Staffed with six persons, MR&P's work program is developed around geographic markets, consistent with CTC's marketing programs.

Supported by multiple data sources and extensive industry networks, MR&P assesses market potential and monitors market environment, leading to the development, in consultation with tourism industry partners, of comprehensive annual market research plans. These plans identify areas where additional strategic market knowledge is needed to analyze marketing investment. They include consumer and trade research, tracking and evaluation, identification of emerging markets segments,

forecasting and extrapolation of market trends.

INTELLIGENCE-BASED MARKETING PLANS

The outcomes of the market research program are a key element in supporting the development of CTC's marketing plans, which is the other key role of MR&P. In close consultation with industry, MR&P is responsible to provide as much strategic information as will facilitate the development of annual marketing plans. After receiving contributions from all industry stakeholders, MR&P's role is to consolidate all inputs and translate these into effective annual marketing plans.

An important aspect of MR&P's role and responsibilities is to consoli-

date market data and information into useful market intelligence and disseminate these critical pieces of market intelligence to the industry in order to facilitate decision-making for marketing investment. These research findings and market intelligence pieces are disseminated through presentations, briefings and written reports and articles, as well as on the CTX (the CTC's internet-based information network).

PROGRAMS CURRENTLY UNDERWAY

There are a number of major market research initiatives currently underway that will yield a significant impact in terms of market knowledge. Foremost are the Travel Activity and Motivation Study (TAMS) and the National Tour Association (NTA) Package Travel Study, which encompass both the Canadian and U.S. markets, as well as the Canada Outbound Tracking Study.

A major study to assess the market potential for MC&IT business from the U.S. by key industry sectors is also under development. Conversion

studies were undertaken to examine the effectiveness of television advertisements and fulfillment packages in influencing travel decision-making from British, French and German long-haul travellers and in converting their interest in Canada into actual trip-taking.

Consumer research studies will be conducted in Germany and Hong Kong to examine shifts in the respective long-haul travel market, to identify travel intentions, motivations and barriers, and provide input into marketing initiatives for these markets in 2001 and beyond. MR&P is also undertaking major media tracking and evaluation programs for Canada and the U.S. markets in 2001.

The results of most MR&P studies are available throughout the year on CTX. Highlights of the results of new market research studies will also be featured in upcoming issues of *Communiqué*.

613 941-5272

villemaire.pierre@ic.gc.ca

Probing the industry 2001/2002 research goals

You have questions?

Seek and ye shall find – or rather, the Research group shall find. This dynamic, innovative CTC branch is a cornerstone of the entire organization, for it provides a wealth of invaluable and detailed information on every aspect of the industry.

No fundamental changes are proposed, as yet in 2001/2002, in the established strategic mandate of the research program. The mandate of the research program is to provide the Canadian tourism industry with the best possible data, research and analysis to support informed decisions. The goal of the program is to help answer questions about such key areas as markets and products, as well as larger questions about the industry itself. However, new specific objectives include:

- Host the planned global Conference on Tourism Satellite Accounts scheduled for May 8-10, 2001 in Vancouver.
- Work with WTO and OECD to raise international awareness and understanding of tourism measurement standards, concepts and definitions for tourism statistics, and tourism satellite accounts based on Canadian best practice experiences.
- Increase the coordination and integration of information from all national research partners by

implementing the approved joint national research communications strategy, and by integrating all industry information sources in CTX as a principal industry information portal and clearing house.

- Continue implementing planned changes in the International Travel Survey to improve the quality and accessibility of data on international tourism in Canada.
- Continue developing the provincial tourism satellite accounts and the human resources module as specific extensions of the Tourism Satellite Account.
- Publish and promote new information on micro-economic financial performance and profitability measures for the tourism industry.

The CTC Research Program's strategic direction to achieve its goals and objectives, involves a combination of activities including: ongoing operational statistical data collection, new data infrastructure and analytical research and development projects, special macro-economic and strategic industry issue studies, technical

advocacy and promotion, communications activities and new information product development. These are integrated into three parallel sub-programs:

- Industry definition and performance measurement;
- International cooperation and promotion; and,
- Knowledge transfer.

Where does Canada stand globally as a tourism destination?

How does tourism compare with other industry sectors in Canada?

How are tourism patterns changing?

Why, how and where do Canadians travel in Canada?

In addition, several new activities have been proposed as extensions to the program as a result of Research Committee Chairman Simon Cooper's review of the CTC research and information functions, and are pending final approval by the Board:

- Start-up of a new Strategic Futures Advisory Committee of the Board.
- Initiate a new research sub-program to address unmet industry needs for strategic information on industry related infrastructure, investment and impacts of government policies.
- Initiate the development of a university-based research and industry training network.
- Take advantage of the broad industry distribution capabilities of CTX and *Communiqué* to promote CTC and partners' research and information products, and integrate access to research results across all CTC programs.

CREDIBLE NUMBERS FOR GOOD BUSINESS DECISIONS

An international conference on implementing Tourism Satellite Accounts bringing together world tourism experts and authorities will be held on May 8, 9 and 10, 2001 in Vancouver, British Columbia, Canada.

This conference is organized by the Canadian Tourism Commission with the participation of the World Tourism Organization, the Instituto de Estudios Turísticos from Spain, and the International Center of Studies of the Tourist Economy (CISSET) from the University Ca'Foscari of Venice, Tourism Toronto, and with the support of the Organization for Economic Cooperation and Development (OECD).

The conference on Tourism Satellite Accounts follows from efforts at the Ottawa Conference of 1991, which initiated the development of a common language on tourism statistics and the eventual adoption by the United Nations Statistical Commission in 2000 of the report "Conceptual Framework for Tourism Satellite Accounts" as recommended by the Nice Conference of 1999. The conference in Vancouver is thus a celebration of ten years of scientific and intellectual activity and international co-operation leading to a consensus on the development of tourism satellite accounts. It is also a call to action to pursue the involvement of an increasing number of countries and to apply the information to the fields of industry policy, planning and business decision-making.

meis.scott@ic.gc.ca

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Travel deficit should remain flat

According to Statistics Canada, in the third quarter of 2000, Canada's international travel deficit decreased to its second lowest level since the third quarter of 1999, reaching \$530 million (seasonally adjusted results).

The International travel account measures the difference between Canadians spending abroad and foreigners spending in Canada. Since tourism is dominated by large seasonal fluctuations, the travel account figures are seasonally adjusted to remove these regular variations and make them easier to understand and use.

On the other hand, seasonally unadjusted numbers are used to calculate the actual quarterly tourism numbers compared year over year, as well as their percentage change. According to these unadjusted numbers, the total deficit of the international travel account to date in 2000 reached almost \$1.2 billion.

"When comparing both sets of numbers with the results from the similar period of the previous year, we anticipate that by the year's end, Canada's travel account deficit might be the same or slightly larger than \$1.7 billion recorded in 1999," said Scott Meis, Director of Research. "We still have to wait for the fourth quarter results for a complete picture of the

2000 international travel account and our total balance".

These results in the travel account are explained by a combination of two factors:

- (a) Less spending by Canadians travelling abroad (both to U.S. and overseas) in the third quarter of 2000:
- Canadian spending to U.S. decreased slightly by 0.6%, while the number of overnight trips remained unchanged from the second quarter (0.3%);
 - Canadian spending to overseas destinations also decreased by \$1.6 billion in the third quarter, despite the slight increase in overseas trips (0.4%).

(b) Spending by foreign travellers to Canada in the third quarter remained unchanged from the previous quarter (\$3.9 billion):

- American travellers increased their spending in Canada from the second quarter to the third by 1.5% to \$2.4 billion, despite their slight decrease in overnight trips;
- But, overseas visitors' expenditures are down 2.2% to \$1.5 billion, with fewer overnight trips to Canada.

613 946-2136

georgescu.denisa@ic.gc.ca

Tourism posts strong employment growth but slowing trends in spending and arrivals

According to the National Tourism Indicators Quarterly Estimates Third Quarter 2000 recently released by Statistics Canada, in the third quarter of 2000, employment generated by tourism continued to outpace the growth of the overall business sector based on the lagged effect of the strong tourism spending experienced in 1998 and 1999.

Tourism spending in Canada recorded strong growth in the third quarter of 2000 over the same period in 1999. However, after being adjusted for seasonality and inflation (including fuel prices in particular), the real growth in tourism in Canada was relatively weak, unchanged in the third quarter of 2000 compared with the previous quarter (1.7%).

Overall, the industry injected almost \$20 billion into the Canadian economy in the third quarter of 2000, up 6.0 per cent or \$1 billion from the same period in 1999. This reflected strong growth in: vehicle fuel (17.0%), passenger air transport (11.4%), and convention fees (9.4%). According

to Statistics Canada, spending on fuel has increased for six straight quarters.

Foreign tourism spending during the third quarter of 2000 was up only 4.1 per cent to \$7 billion, the lowest rate of increase in two years. This slowdown/deceleration is mainly caused by soaring fuel costs. Foreign tourists spent 15.5 per cent more on fuel in the third quarter of 2000 than they did in the same quarter of 1999. According to Statistics Canada, the number of incoming overnight tourists was down 1.7 per cent. However, the total number of visitors from overseas was flat, mainly due to a strong growth in travel from United Kingdom (8.3%), which balanced the decline from other European countries. Among the major Asian markets, South Korea was up 33 per cent, Australia up 6 per cent, offsetting declines from other Asia/Pacific countries.

Domestic spending on tourism is estimated to have reached almost \$13 billion during the third quarter of 2000, up 7.1 per cent or \$831 million from the same quarter last

A MONTHLY GUIDE TO TRAVEL & TOURISM DATA

Tourism Activity	Reference Period	Quantity	% Change from previous year
TOURISTS TO CANADA			
From the U.S.	January-November 2000	14,265,234	-0.5
By Auto	January-November 2000	8,945,455	-1.9
By Non-auto	January-November 2000	5,319,779	1.8
From Overseas - Total	January-November 2000	4,170,447	4.4
United Kingdom	January-November 2000	819,072	9.18
Japan	January-November 2000	483,858	-3.39
France	January-November 2000	384,226	-2.38
Germany	January-November 2000	372,915	-2.12
Hong Kong	January-November 2000	132,197	1.18
Australia	January-November 2000	158,815	11.09
Taiwan	January-November 2000	134,507	11.03
Mexico	January-November 2000	132,910	11.23
Korea (South)	January-November 2000	125,732	37.16
OUTBOUND CANADIAN TOURISTS			
To the U.S.	January-November 2000	13,766,733	4.0
By Auto	January-November 2000	7,589,265	1.5
By Non-Auto	January-November 2000	6,117,468	7.3
To Overseas - Total	January-November 2000	4,180,671	5.5
EMPLOYMENT IN TOURISM			
Total Activities	Third Quarter, 2000	571,500	5.3
Accommodation	Third Quarter, 2000	164,300	6.7
Food and Beverage	Third Quarter, 2000	151,800	3.1
Transportation	Third Quarter, 2000	97,300	5.8
SELECTED ECONOMIC INDICATORS			
Personal Disposable Income	Third Quarter, 2000	\$20,302	0.1
GDP at market prices (current, \$B)	Third Quarter, 2000	1,052.0	1.7
GDP at market prices (1992, \$B)	Third Quarter, 2000	930.3	1.2
CPI (1992=100)	December 2000	115.1	3.2
EXCHANGE RATES (in Cdn\$)			
American dollar	December 2000	1.5224	3.3
British pound	December 2000	2.2260	-6.3
Japanese yen	December 2000	0.0136	-5.5
French franc	December 2000	0.2081	-8.4
German mark	December 2000	0.6981	-8.4
EURO	December 2000	1.3653	-8.4

Note: All tourist estimates deal with trips of one or more nights; All data on this table is not seasonally adjusted. Source: Statistics Canada and the Bank of Canada.

TOURISM SPENDING IN CANADA BY KEY COMMODITIES THIRD QUARTER, 2000

CATEGORIES	Total Tourism Demand		Domestic Tourism Demand		Tourism Exports	
	\$million	% change over previous year	\$million	% change over previous year	\$million	% change over previous year
COMMODITIES						
Passenger air transport	3,750	11.4	2,735	13.2	1,015	7.0
Passenger rail transport	84	1.2	43	0.0	41	2.5
Interurban bus transport	216	3.8	126	4.1	90	3.4
Vehicle rental	427	-0.7	121	-0.8	306	-0.6
Total transportation	7,375	10.1	5,506	11.6	1,869	5.9
Accommodation	2,987	4.5	1,423	3.8	1,564	5.2
Food & beverage services	3,217	2.9	1,685	3.6	1,532	2.1
Recreation & entertainment	1,477	4.3	878	4.6	599	3.8
Travel agencies services	397	4.2	367	4.3	30	3.4
Convention fees	35	9.4	13	0.0	22	15.8
Total tourism commodities*	15,488	6.7	9,872	8.1	5,616	4.4
Total tourism expenditures**	19,548	6.0	12,556	7.1	6,992	4.15

Source: National Tourism Indicators, Statistics Canada. All data is not seasonally adjusted.
 *Total Tourism Commodities includes total transportation, accommodation, food & beverage services, and other tourism commodities (i.e. recreation & entertainment, travel agency services and convention fees).
 **Total Tourism Expenditures includes tourism spending on all Canadian produced goods and services in both tourism and non-tourism commodities

year, representing 64 per cent of total tourism expenditures in Canada.

Total tourism employment rose 5.3 per cent in the third quarter of 2000 over the same period of 1999 and reached 571,500 persons, with the strongest gains in recreation and entertainment, air transportation, and accommodation. On a seasonally adjusted basis, tourism employment growth outpaced the growth of the overall business sector, increasing by 4.1 per cent from the previous quarter. This growth was mainly due to gains in transportation (6.2%).

"Outpacing the business sector is not new for tourism employment", said Scott Meis, Director of Research at the Canadian Tourism Commission. "For four consecutive years (1995 to 1998), tourism was a leading growth sector and job creator in the Canadian economy, clearly outpacing the growth in the total business sector, only to slow down in 1999", concluded Scott Meis.

For more information on National Tourism Indicators
 Denisa Georgescu
 613 946-2136

New CTC – provincial research partnership!

Recently, a partnership agreement was signed between the Canadian Tourism Commission and the Province of Alberta for the development of a Provincial Tourism Satellite Account (PTSA) by the Income Expenditure Accounts Division of Statistics Canada, which will design, develop, undertake, analyse and publish the results of this project. Discussions are under way with two more provinces, Québec and British Columbia.

The PTSAs will provide a comprehensive measure of the importance of tourism in each of the provincial and territorial economies. It will allow for comparison of tourism between provinces and with other industries within each province as well as providing a foundation for various studies of tourism in provincial and territorial economies.

These new accounts will also facilitate analysis, modelling and simulation of the impacts of the tourism activity in each province/territory as an information aid for specific national and regional tourism

policies. They should also provide a basis for setting up future provincial tourism indicators, similar to the successful system of National Tourism Indicators (NTI).

613 946-2136
georgescu.denisa@ic.gc.ca

CTS data publication suspended

Statistics Canada recently suspended publication of results from Canadian Travel Survey (CTS). The reason for this suspension arises from fluctuations associated with the CTS 2000 data emerging from recent operational changes in the way that the CTS data is collected. The operational changes, in part, were in response to the recommendations of CTS partner members of the Research Committee to address weaknesses identified in the previous methodology.

Statistics Canada anticipates that the full publication of the CTS results will resume in the third quarter of 2001, including if necessary a revised time series. In the meantime, the CTS quarterly results will be released on a preliminary basis. A data availability announcement will be placed in the Daily as each quarter's results become available.

METHODOLOGY CHANGES

The method of collecting data for the Canadian Travel Survey has changed. For several years, the data have been collected using a "decentralised approach", consisting of computer-assisted interviews conducted via telephone from the interviewer's home. CTS is now shifting to centralised computer-assisted telephone interviewing (CATI) in Statistics Canada's offices.

This transition began for the reference month of May 2000. Data from one half of the sample were collected using the old method, while the new method was used for the other half. The same mix continued for the reference months of June and July. Since August, all CTS data are collected centrally from the regional offices.

Statistics Canada has been evaluating the data collected under the old and new methods and has found significant differences in the volumes of travel reported under the two methods. With only a few months to analyse thus far, it is too early to provide a definitive assessment of the impact of the change in collection method. Statistics Canada judges that it is necessary to postpone any further publication of CTS data until sufficient data have been collected to properly assess the impact of the change and develop a methodology for revising the historical data if necessary.

A note will accompany all results disseminated during the evaluation period, explaining that the data are under review and are subject to revision.

Data users are asked to contact

Jocelyn Lapierre

613 951-3720

jocelyn.lapierre@statcan.ca

or

Bradford Ruth

613 951-6433

brad.ruth@statcan.ca



fig. 1



fig. 2

Congratulations Canadian Tourism Commission on getting the royal nod.

From your loyal subjects at

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& BENSON**



The six-year evolution of the Canadian Tourism Commission is a millennium success story. The establishment of the CTC as a Crown Corporation this January reflects the dedication and skills of the industry, partners and staff working together to bring Canada from the eleventh most popular tourism destination in the world to the seventh, a remarkable achievement.

As Industry Minister, I am especially pleased to be part of this exciting new time, and I acknowledge the vision not only of my predecessor, The Hon. John Manley, but also of Chairman Judd Buchanan and the members of the Board of Directors since 1995 who have worked so hard to drive the success of the CTC. What many viewed six years ago as a dubious experiment has turned into an international triumph for tourism business.

I congratulate the industry on its accomplishment and I wish the very best to your new President, Jim Watson, and the entire staff of the CTC.

The Hon. Brian Tobin
Minister of Industry

PEOPLE

Alfred Rost has joined the CTC team as Chair of the Latin America Marketing Committee. Born in Sao Paulo, Brazil, Rost started in tourism in 1979 with Guardian Tours (a receptive tour operator based in Toronto) in the operations department organizing group tours into Canada from Portugal and Brazil.

In March 1984, he opened his own company "Incentours, Inc.," to further develop the Latin American and European Markets into Canada. He has served as a member of Canada's West Association for Latin America and Executive Member of the Latin American Marketing Committee for the CTC.

Gino Giancola has been appointed as Senior Vice President of Sales for Tourism Toronto. The appointment was announced by Doug Fyfe, President and CEO of Tourism Toronto. Giancola has been with Tourism Toronto for 25 years. Also at Tourism Toronto, five-year veteran **Sherrif Karamat** has taken on the post of Vice President of Business Travel Sales.

Rod Marshall has been appointed to the position of Director, Network Management for American Express' Travel Services Network. In his new capacity, Rod will be responsible for national sales and account management of Amex's growing leisure travel agency representative network in Canada.

Three CTC employees have recently moved on to new career challenges. **Blair Stevens** (Director of Corporate Communications and Chief Information Officer), **Joan Pollock** (Director of Marketing, Europe), and **André Villemaire** (Product Specialist, Adventure Travel) have taken other positions in the public sector; the CTC thanks them for their years of service and wishes them every success in the future.

CTC Board Member **Donald Ziraldo**, Co-founder and President of Inniskillin Wines, attended the Academie Internationale du Vin (AIV) 2000 Symposium in Geneva Switzerland last Nov. 30th – Dec. 2nd. While attending the Symposium Donald Ziraldo was inducted into the AIV, a ceremony that included

a tasting and presentation on "Cool Climate and Vinification of Icewine" (an Inniskillin specialty).

The AIV's mission is to espouse quality authenticity and adherence to the highest quality standards of wine throughout the world. The organization consists of 130 members including journalists, academics, economists and producers.

Canadian tourism loses a friend

The ski tourism industry in Canada has lost a champion through the recent death of the legendary German ski tour operator, Peter Stumboeck, at the age of 59 after a battle with cancer.

Peter founded a company called "Club Stumboeck" and went on to introduce Canadian skiing to many German people. He was a true pioneer in every sense of the word; his vision was to open the eyes of German and European markets, full well knowing what Canada has to offer. More than five thousand ski visits a year are the mark of a very successful winter tourism wholesaler, a company that now employs 130 guides who are stationed in Canada's great outdoor life locations. The company is now headed by Peter's son Andy who has inherited his father's deep love for the Canadian way of skiing.

New cars

VIA Rail Canada has announced the purchase of 139 new passenger cars including coaches, sleeping cars and restaurant service cars. The new equipment was originally built in the mid-90s for a consortium of five European railways, but for a number of reasons never went into service. The new cars are contemporary in design, have full waste retention, and include special features to maximise accessibility for passengers with restricted mobility.

The first of the new cars is expected to go into regular service next fall, introducing new options for travellers on the eastern Canadian overnight services and will free up equipment to respond to increased demand on the Western transcontinental service.

Canadian Tourism Commission
8th Floor West Tower,
235 Queen Street,
Ottawa, ON K1A 0H6



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