



Resorts: Expanding the experience



Prince Edward Island Resorts have something for everyone. Please see our Resorts feature on page 6.

President releases year-end stats

In an address to the Canadian Club of Ottawa on June 12, CTC President Jim Watson released statistics that show Canadians account for 70 percent of tourism spending in Canada or almost \$38 billion. "Tourism in Canada is big business, reaching over \$54 billion in 2000 and benefiting

continued on page 5

**Tourism deficit drops in
first quarter**
- SEE PAGE 15 -

CTC has new Senior Vice-President

Patrick Gedge has been appointed to the position of Canadian Tourism Commission Senior Vice-President of Sales and Marketing. Gedge comes to the CTC from western Canada where he has been Managing Director of Travel Alberta since 1999 when that organization was first established. He will take up his new position in July.



Patrick Gedge

"I am delighted to welcome an individual of Patrick's talents in both the public and private sector to the CTC Team," says CTC President and CEO Jim Watson. "He will play a key

role in continuing to raise the profile of Canada as the premier four-season tourism destination in the world."

Travel Alberta is the provincial destination marketing organization for Alberta, a partnership between the Government of Alberta and the tourism private sector. Gedge has been a member of Alberta's Strategic Tourism Marketing Council, a director of the Tourism Industry Association of Canada (TIAC) and Vice-Chair of the Tourism Alliance of Western and Northern Canada.

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COMMUNIQUE

CANADA'S TOURISM MONTHLY
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Appointments at CTC 3

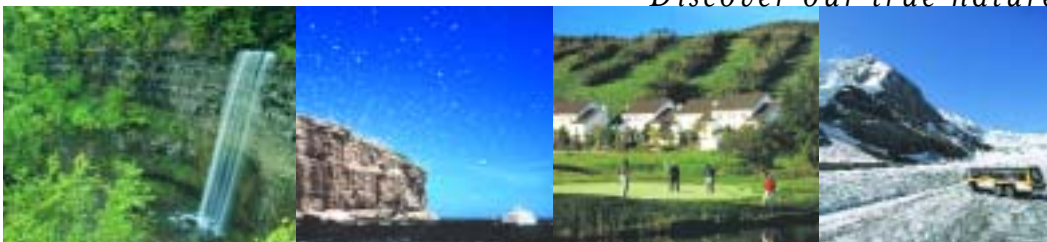
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Foreign spending up 9

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Discover our true nature



EDITORIAL

Resorts: the archetypical vacation destination

Some distant in-laws of mine spent their three-week annual vacation many years ago at a place with the ominous – if catchy – name of “The Last Resort”. By all accounts, this unlovely spot in the southwestern U.S. lived up to its name, fully.

It was not only the last resort at the end of a bad road, it was definitely the last place to which the family would choose ever to return. Programming consisted of unguided walks in company with the local population of rattlesnakes and for the kids... chasing the owner’s chickens around the dusty yard. Food was – well, if you brought some with you, you could cook it on a single-burner hotplate. If vacations are all about memories, the Last Resort certainly provided lasting memories.

Resorts are all about vacations. While the infamous Last Resort may have provided the nadir of vacation experiences, it was nonetheless a resort, albeit of the extreme low budget variety. At the other end of the resort spectrum, people can – to this day – still dress for dinner in whites or other suitable evening attire, sip expensive cocktails after tennis or golf, and enjoy postcard sunsets and luxurious quarters.

But nowadays, location and luxury may be less of a determining factor for vacation destination choice than the available diversity of experience. Programming, always an issue for resorts, is becoming of paramount importance. Food, learning, recreation, shopping, and entertainment are all part of the vacation mix, and it seems that increasingly, visitors demand a broad range of opportunities.

The resort industry has an ageless quality about it – there’s nothing trendy and new about choosing a resort as a vacation destination, because resorts have been around in one form or another for a long long time. Successful tourism destinations become known as resort towns or even cities, not necessarily because they house a great many resorts but because they provide the full range of amenities and attractions that tourists seek, all bundled up in one location.

And the new generation of resorts – consolidated, expanded, and altered to meet changing market expectations – is not letting the grass grow underfoot, so to speak. Investment in resorts is booming.

Peter Kingsmill, Editor

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

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

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COMMUNIQUE 2001 EDITORIAL SCHEDULE

MONTH	FEATURED THEME	DEADLINE
September	Meetings and incentive travel	Wed. Aug. 15
October	Exploring the countryside	Wed. Aug. 22
November	Canadian winter	Wed. Sept. 5
December	Wellness of body and spirit	Wed. Oct. 24

Communique 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 submitted to the Publisher or Editor on or before deadline to be considered for publication.

LETTER TO THE EDITOR

Cultural connections

It was with great interest that I reviewed the CTC’s May 2001 Communique article “Rethinking Canada as a cultural destination”. As the creator, founder, and developer of The Canadian Cultural Web Directory (and Canadian arts portal on the Internet) www.artscanadian.com, I am grateful – yet surprised – that Communique would recognize www.artscanadian.com as a “reputable source for art” (the only one of six mentioned having the ability to

venture into commercial affiliation with tourism operatives). In the past, and despite my requests, no Canadian tourism agencies – including my own Manitoba Government – link to the site. Linking, by the way, is free. The site appears on many Canadian Embassy and Consular Web sites around the world, and on the Web sites of Canadian and global arts councils and organizations.

Sincerely,

Larry Bruder
www.artscanadian.com
Winnipeg, Manitoba
204-775-7952

NOTE TO COMMUNIQUE READERS

Publisher Ghislain Gaudreault is away from the office on leave and all of us at Communique look forward to his return in the fall. In the meantime, Communique-related email correspondence should be addressed to:

communique@ctc-cct.ca

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A century of experience honoured in the Rockies

Brewster, an inbound tour operator with 109 years of history and experience based in Banff, AB, has again been recognized for significant contributions to Banff National Park's Heritage tourism strategies. At the second annual Heritage Tourism Awards Banquet held in Banff on May 16, 2001, Brewster was honoured with three awards put in place by the Banff Bow Valley Heritage Tourism Council to recognize and honour individual businesses that show leadership in realizing the objectives of the Park's Heritage Tourism Strategy.

PRODUCT

Brewster's "Discovery Drive" program was honoured with the Banff Bow Valley Award for Heritage Products. Discovery Drives are a series of car rental packages designed in partnership with Parks Canada to highlight Canada's National Parks and Historic sites. Clients of all Discovery Drive tours receive an information kit that includes travel documents, vouchers for admission to various heritage attractions and national historic sites, a Parks Canada vehicle pass, and a detailed description of each

day's itinerary including interpretive information emphasizing the unique and special nature of the Rocky Mountain national parks. The information also identifies UNESCO

cultural interest along each day's driving route, providing an avenue for discovery and learning.

MARKETING

Brewster was also awarded the Heritage Advertising Award in recognition of the emphasis placed on the area's heritage and history in advertising and marketing pieces. Brewster's print material is designed

the logos and wordmarks for Parks Canada, UNESCO World Heritage Sites, and supporting organizations such as Trail of the Great Bear are used to clearly identify and highlight the heritage features of each tour.

STEWARDSHIP

The Banff Gondola was given the Environmental Stewardship Award for "...commitment to addressing common ecosystem concerns". The award was given specifically in recognition of a boardwalk system designed to reduce the impact of landscape fragmentation and the loss of wildlife habitat connectivity due to human activity and facilities.

Brewster President and CEO David Morrison says, "Brewster is very proud of our long history in Western Canada, and we are honoured to be recognized for our contributions. We feel it's our responsibility as a local, long standing member of the community to actively support Parks Canada's Heritage Tourism Strategy." Morrison is a member of the Canadian Tourism Commission Board of Directors.



Brewster SnoCoaches on the Columbia Icefield in Canada's Rockies

World Heritage Sites, Canadian national parks and national historic sites, and other points of historic or

to reflect the company's high standards of heritage interpretation; throughout all marketing pieces,

Shannon Birnie
Inside Sales Manager
403-762-6764

New places and new faces at the CTC

Moving forward as a Crown corporation, the Canadian Tourism Commission is responding to the tourism industry's Vision and Mission, by implementing the following management, staff changes, and appointments.

MARKETING

- **Patrick Gedge** has been appointed Senior Vice-President, Marketing and Sales.
- **Sylvie Lafleur** has taken over as Program Director of the Europe Marketing Program.

- **Mark Schwilden** has taken over as Program Director of the U.S. Leisure Marketing Program.
- **Donna Brinkhaus** has been appointed Managing Director, South Pacific, Taiwan, South Korea, Hong Kong and South East Asia.
- The position of Director of the Domestic Marketing program will be posted.

INFORMATION

- **Tony Glynn** has assumed responsibility for the Market Research group under Scott Meis, Director of Research.
- **Guy Desaulniers** has joined the Communications team to handle media relations and communications initiatives. Guy was formerly with the currency education team of the Bank of Canada.
- **Frederick Wallace** is the new Manager of

Communications. He joins the CTC from TVOntario.

- A new position of Board Manager will be created.

FINANCE

- A new position of Director of Procurement will be created.

PRESIDENT'S OFFICE

- **Oliver Martin** has been appointed Executive Assistant in the President's Office.

An organizational chart for the Canadian Tourism Commission is posted on CTX at:

www.canadatourism.com **CTX**



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Sustainability of Niagara Escarpment taken seriously

To help promote sustainable tourism, the new *Niagara Escarpment Explorer* brochure for the Region of Niagara, and a Web site with a special Escarpment "Travel Links" section, have been given a high-profile unveiling by provincial politicians.

"The Niagara Escarpment's natural environment and rural landscape are part of the Region of Niagara's charm," said Don Scott, Chair of the Niagara Escarpment Commission (NEC). "In highlighting the escarpment, the brochure and Web site are expected to create opportunities for sustainable tourism in the countryside."

The *Niagara Region Explorer* brochure is a partnership between the NEC, the Niagara Economic and Tourism Corporation, and the Wine

Council of Ontario. The brochure highlights nature-based touring experiences on the Niagara Escarpment and features escarpment wineries. The Web site and its Travel Links section feature parks, attractions and events along the Escarpment.

"We have achieved the best of both worlds," says Ontario MPP Toby Barrett. "Nature tourism and rural tourism are in keeping with environmental objectives for the Niagara Escarpment and also contribute to the local economy."

The Niagara Escarpment, one of only ten UNESCO World Biosphere Reserves in Canada, is recognized as an internationally significant ecosystem. The designation puts Ontario's Niagara Escarpment in the company of other well-known biosphere



Tews Falls, Spencer Gorge Wilderness Area - Dundas Valley segment.

reserves such as the Galapagos Islands, Africa's Serengeti and the Florida Everglades.

Shannon Cassidy
Niagara Escarpment Commission
905-877-5191 Ext. 290

Moose on the loose in Germany



Last summer from April to October 2000, Toronto's streets were filled with 326 brightly painted moose sculptures. Set loose on the streets of Toronto, the moose exhibition was created by 500 local artists, sponsored by 250 patrons, generated an estimated \$5 million in world-wide media coverage, and welcomed millions of visitors from around the world. As part of the Ontario Tourism Marketing Partnership Corporation (OTMPC) campaign to generate interest in Toronto's moose exhibition, a moose from Toronto was placed on display in Chicago at the Chicago Tall Ships Festival last year where more than 1 million people attended the week-long festivities.

The Chicago moose is now on permanent display at the Museum of Fine Art in Chicago, and the

OTMPC has now commissioned the moose to be designed for promotional activities in international markets. Starting this November, as part of a promotion to attract German tourists to Ontario, the famous Toronto moose will make a special appearance in 8 world-class cities in Germany.

The main objectives of the campaign are to create a greater awareness among German consumers of the province of Ontario as an interesting tourist destination, as well as to generate additional bookings to Ontario. The campaign hopes to position Ontario as a destination for outdoor activities such as hiking, canoeing, and wildlife, and to promote Ontario's national and provincial Parks.

"I'm very excited about this new initiative," says Eugene Zakreski, chief operating officer of the OTMPC. "The OTMPC is constantly developing creative concepts and new partnerships to lay the groundwork for attracting new visitors from overseas markets."

www.tourismpartners.com

Tourism development heads meet in Winnipeg

Tourism development professionals from B.C., Alberta, Saskatchewan and the Canadian Tourism Commission got together at a meeting in Winnipeg June 19. The meeting was called to provide an opportunity for those with responsibility for tourism development in Canada to share plans and information.

"There's no question that this process creates synergy. Knowledge of each other's priorities and improving our understanding of the tourism strengths of each province leads to better co-operation as well as fos-

tering partnership opportunities which otherwise may be missed," says Murray Jackson, CTC Product Development Chief.

Earlier this year the CTC-initiated meetings were held with representatives from Quebec and Ontario. A joint meeting with the territories is scheduled for September and with the Atlantic provinces later in the fall. This is the second year federal-provincial product development meetings have been organized.

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British M&IT mag top-ranks the Yukon

In a special survey of 60 top incentive travel companies entitled "Changing Places" the March 2001 issue of British-based *Conference & Incentive Travel* has ranked the Yukon fourth among emerging destinations for Britain's incentive travel market. This market is worth an estimated \$300 million annually.

See the September 2001 issue of *Communiqué* for more on this and much much more about M&IT (meetings and incentive travel)

Canada-Japan Tourism Conference

The eighth Canada-Japan Tourism Conference will be held this year in Matsumoto city, Nagano prefecture, Japan from October 2nd to 4th. Last year's conference was held in Ottawa.

The conference brings together executive-level industry partners from Canada and Japan to discuss issues and challenges of mutual interest or concern related to achieving increased two-way visitation.

Yukiyo Toyoda, Marketing Coordinator, Asia/Pacific
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Aboriginal tourism finding its niche

A funny thing happened to Air Canada's Robert Milton on his way to the unveiling of an airliner recently: the buttoned-down Bay Street CEO unwittingly learned something about Aboriginal culture in this country.

The plane was Air Canada's new Free Spirit, which features a 120-by-12-foot-high green and gold eagle painted on the body of the aircraft by Ontario Iroquois artist Arnold Aron Jacobs. What Milton learned, courtesy of several tribal elders, is that while the eagle will protect the plane, its powers must be stoked by twice-yearly pipe ceremonies.

Racelle Kooy of Aboriginal Tourism Team Canada (ATTC) says Milton was very respectful of the elders' warnings. How could he not be? The elders took their job so seriously that they even held a private early morning ceremony to bless the vessel. To Milton they added, "The eagle on the plane is not just a pretty picture; it's a representation of our culture!"

LAST FRONTIER

This earnest spirituality is a hallmark of native life and readily apparent in those involved in Aboriginal tourism,

a burgeoning market that is expected to provide up to 40,000 jobs to a community that traditionally has had trouble integrating into mainstream North American life. "Tourism is the last frontier in our co-existence with non-aboriginal people," says Marsha Smoke, the first chairwoman of the ATTC, the private sector/federal government partnership dedicated to promoting Aboriginal tourism and creating opportunities for growth.

Smoke, who is also the CEO of Pash Travel in Ottawa, and an internationally respected Aboriginal activist, adds, "It is a way to bridge the gap between protecting our land and developing industry." To the Aboriginal community, tourism is more than just jobs. It is about maintaining traditional culture, and intertwined in every cultural equation is protection of the environment.

Sandra White, the past chairwoman of the ATTC, says the organization is "committed to the protection of the Aboriginal community and the authenticity of Aboriginal arts and experiences." The ATTC defines Aboriginal tourism as any business that is owned and/or governed by Aboriginal



Air Canada has chosen to highlight the growing importance of Aboriginal tourism by commissioning a work by Iroquois artist Arnold Aron Jacobs, painted on the sides of a Boeing 767-300 aircraft. The airplane was "unveiled" May 10 in Toronto.

people (Indian, Inuit or Métis), and offering a full spectrum of tourism products and services, traditional and contemporary, that includes adventure tourism, attractions, events and conferences, accommodation, transportation, food and beverage, travel trade and tourism services.

GROWTH WITH RESPECT

Virginia Doucette, executive director of the ATTC, notes that despite heady tourism projections – in 1999, close to 700,000 Canadians had an Aboriginal tourism experience and potential markets are pegged at 2.2 million in Japan, 2.6 million in the U.S. and 18 million in Europe – Aboriginal culture is not for sale. "It must be presented respectfully," she says, noting that some dances, for

example, will never be shared with non-aboriginals, and others might only take place in the right circumstances. Doucette admits, "we're lagging behind, we're playing catch up, we're in a development stage," and adds that it's really only been in the last decade that Aboriginal tourism has begun to develop in earnest. Not only are there more new business start-ups, and organizations like the ATTC which provides resources to help Natives learn how to run a successful business, but mainstream operators like Brewster and Jonview have begun to add Aboriginal programs to their itineraries.

Aboriginal Tourism Team Canada (ATTC)

1-800-724-7872

CTC HAS NEW SENIOR V.P. ...

continued from page 1

The new Senior V-P has over 20 years private sector experience in national and international marketing and sales at a senior management level, including Vice-President and General Manager, Travellers Cheques, American Express Canada in Toronto as well as Vice-President, Marketing, at Laurentian Bank of Canada in Montreal.

Born in Winnipeg, Manitoba, Gedge holds an Honours B.A. in Economics and Political Science from the University of Saskatchewan, followed by post-graduate studies in political science at the Université de Montreal.

Executive Vice-President Roger Wheelock, the CTC's Chief Operating Officer, told *Communiqué* that he is looking forward to the arrival of Patrick Gedge to join the CTC team. "Patrick will be working with both the Ottawa-based and the in-market staff in the 14 countries in which the CTC operates. As we continue the transition to Crown corporation, the great strides we have made to date will be complemented with a fresh, forward-looking perspective for our future."

Wheelock went on to say that "the new Crown status allows us to respond more quickly, and with more flexibility, to the challenges of our

fascinating industry. We are confident that Patrick's marketing skills and leadership style will assist the CTC and the industry generally to reach our goal of becoming the world's most effective and most respected tourism marketing partnership."

Gedge is excited by the opportunities and challenges in front of him. "I am honoured by the opportunity to contribute to the CTC at such an early stage of its development as a new Crown corporation," says Gedge.

"There is a strong marketing and sales team in place which I look forward to leading and ensuring that both private sector and government investors in CTC marketing programs receive a high return on investment through our initiatives."

*Pierre Gauthier,
Director of Communications
613-954-3956*



CTC President Jim Watson met up with Town of the Blue Mountains Mayor Arthur Ross, Federal Secretary of State for Rural Development Andy Mitchell, and Simcoe-Grey MP Paul Bonwick while on a visit to Blue Mountain Resort at Collingwood. Watson toured the new development at the invitation with Member of Parliament Paul Bonwick and had the opportunity to visit officials from Wasaga Beach, The Georgian Triangle Tourism Association and Town of Collingwood. "I was extremely impressed at the magnificent tourism products this part of Ontario has to offer," the CTC President said.

PRESIDENT RELEASES ...

continued from page 1

every region in the country as well as nearly every community," said Watson, emphasizing the importance of encouraging Canadians to "enjoy the riches their own country has to offer."

International travellers arrived in record numbers in 2000. 19.6 million tourists came to Canada, the third consecutive increase and the highest number in the 25 years in which data has been collected. The gain came largely from Asian markets with recovering economies (6.1 percent over last year) and Europe (3.5 percent increase).

"What we are seeing here is a broadening of the client base for Canada," said Watson. "Though the U.S. has remained by far our most important (international) customer in 2000, the real growth has come from other parts of the world, including secondary overseas markets. What this means is a much more diversified clientele."

As ever, Canada's largest market is the U.S. Seventy-eight percent of Canada's international visitors were from that country in 2000, and although nationally, growth was only 0.3 percent last year, visitor flow to many provinces continued to grow sharply.

RESORTS

Expanding the experience

by Peter Kingsmill

The man behind Blue Mountain Resort, General Manager Gord Canning, had just spent part of his morning visiting with Greg Belland, a cultural tourism proponent and Chair of the Canadian Tourism Commission's Culture Tourism Subcommittee. Canning was both intrigued and enthusiastic about the opportunities for resort clientele presented by the concept of learning vacations.

Blue Mountain has long standing as a family-owned and operated resort, at Collingwood on the shores of Georgian Bay. Now, as they say, it is "all this and more" – Blue Mountain has been undergoing major (\$585 million) expansion as an IntraWest development which will reinforce the resort's prominence as a central Ontario golf and ski destination. Condominiums and a resort village development are all part of the product offering; certainly the vacationer can throw the car keys on the bedside table and never need to touch them again until checkout!

Notwithstanding the full-service characteristics of Blue Mountain, Canning sees the opportunity to forge linkages outside the resort's footprint, incorporating the region's cultural

and natural heritage to broaden the visitor experience – and develop new markets. Vice-president for sales and marketing at Blue Mountain is Bev Philp. She too is enthusiastic about the potential: "Things are changing. It used to be that the accommodation was the core of the vacation experience, but now there is a strong trend towards the activity as core," says Philp.

She says that Blue Mountain is moving towards increased packaging, but they don't want to force packages on the clients. "Today's new traveller wants everything," Philp says, "and it is easy for people to research a whole range of opportunities. They want to 'cherry-pick' from that range of available experiences."

As far as learning vacations are concerned, both Philp and Canning believe that people are looking for "active good times" and want packages and opportunities that present physical activity or challenge at some level, together with a learning experience and not in isolation of it.

1000 UNITS

Canning acknowledges, "now, with a thousand units, we have to be more creative. We are contracting



Monterra Golf at Blue Mountain

out services to operators – and not just in the village, but for guided tours and to develop personalized packages for guests." Blue Mountain has as many as five people working the "Activities Desk" that facilitate the connection between visitors and suppliers as well as programming events and entertainment.

"Theming and animation are very important to us," says Canning. "Having a resort village (as an integral part of the complex) adds a new dimension: shopping. Even so, the "hub-and-spoke" approach to the resort experience is increasingly important to us, and up until recently we haven't dealt with it a lot because there was no clear demand. That is changing."

Canning is justifiably proud to be part of the continuum that has seen the resort built up by his family undergo a major expansion and transformation. He sees huge potential for an already-well-established business, which he characterizes as a "destination rubber tire resort" while recognizing the potential for enhanced ground transportation links between the resort and Toronto to bolster convention trade. With a management style that values and encourages supplier partnerships, one can expect that the necessary links will be made, in a timely fashion and in a way that enriches the experience of Blue Mountain guests.

www.bluemountain.ca

Prairie resort thrives on fertile ground

The Kenosee Inn at Moose Mountain Provincial Park in southeastern Saskatchewan has no trouble hanging onto its traditional clientele. Daryl Safinuk, the resort's owner and manager, says that his property two hours

east of Regina continues to draw about 10 percent of its clientele from the U.S., 70 percent from the city and the nearby region, and about 20 percent from out-of-province (other than U.S. and especially Manitoba).

Summer visitors (high season at this four-season establishment) stay an average of four nights. Safinuk has noticed a trend to shorter stays, perhaps a factor of the workload faced by families with two income earners. However, the resort, with its 30 rooms in the main lodge and 23 cabins, has sustained high occupancy levels over the last decade. "Visitors come to relax, play golf, and use the adjacent waterslides," says

Safinuk. "Nothing too much has changed with our clientele's expectations, although perhaps there is a bit of an increased interest in hiking and biking, and in visiting the nearby casino."

In winter, the Kenosee Inn caters to snowmobilers, and draws small conventions during the shoulder seasons.

www.kenoseeinn.com

Gift certificate program works for Quebec resorts

The management of Quebec Resorts/Hôtellerie Champêtre's network announced that over half a million dollars in gift certificates were now in client hands. The gift certificates program has a unique flexibility: certificate holders may use them in any of the networks' member establishments.

The announcement, made at the network's eleventh annual meeting in early May at L'Estérel Resort and Convention Center, pointed out that studies have shown that holders of gift certificates spend, on average, 70 percent more during their stay.

From February to April 2001,

visits to the resort network's Web site increased by 89 percent, revealing the Internet users' increasing appreciation for the 250 continuously updated packages and their desire to discover the 24 charming resorts and country inns that are situated in 12 regions throughout the province of Quebec.

Gaële Ran
communications@
hotelleriechampetre.com

54 new doors for Yellowknife

(CTP) Maclab Hotels & Resorts, whose properties include Tekarra Lodge and Pyramid Lake Resort at Jasper National Park and two hotels in Edmonton, has opened a 54-unit property in Yellowknife, NWT. The Fraser Tower Suite Hotel features fully equipped suites and meeting facilities.

www.maclabhotels.com

Resorts and parks: Priorities in conflict?

by Peter Kingsmill

National and provincial parks in Canada find themselves in a bit of a quandary these days. The very word "park" conjures up images of people relaxing in green spaces, enjoying free time with summertime recreation and – particularly in the case of mountain parks – taking advantage of four-season recreation opportunities afforded by various combinations of golf and skiing facilities.

These images, with accommodation added in, are very similar to the images of resorts. Indeed, most parks have seen to the accommodation side as well, either through more-or-less comprehensive campground and R.V. facilities or in some cases privately-owned and heavily-capitalized accommodation developments and resort villages.

Herein lies the quandary. Because parks have been so accessible and

enjoyable for Canadians, and so desirable to the tourist trade, the very qualities that make them special are threatened by overuse. Further, a generation or two of Canadians have cut their teeth on environmental issues through exposure – often as children – to parks. In turn, this has caused what is essentially a political problem: once they are adults, these people see parks not only as nostalgic places to visit, but also as repositories of everything environmentally pure. This, despite the fact that most parks were originally created in response to public demand for recreational areas.

Nostalgia, and the current environmentalism trend, are strong forces and they are coming into apparent conflict with the goals of business operators and would-be developers in parks. And, of course, parks – particularly those with national or provincial designation – provide a

heavily-subsidized infrastructure of roads and services as well as taxpayer-financed marketing and communications networks. That makes their appeal irresistible to travellers and very tough competition for free-standing private business enterprises, away from the parks.

NO EASY SOLUTION

Despite the fact that business operators are well-aware of the need to conserve "the very nature" of parks in order to maintain their ability to draw clients, and despite the fact that even the most rugged of environmentalists who place a high value on "ecological integrity" still expect an infrastructure to support their chosen outdoor activities, brokering solutions to the conflict between these camps is no easy task. Somewhere between "bigger is better" and "less is more" we need to find some common ground.

Parks Canada's Kim Whytock points to golf courses in four national parks that are striving to meet Audubon Society standards for wildlife habitat conservation, and in parti-

cular an organically-managed golf course at Riding Mountain National Park. Whytock also acknowledges the personal and corporate commitments to conservation that have resulted in mountain parks heritage awards for Brewster (see article in this edition of *Communiqué*) and for Ted Kussein of CP Hotels.

One way or another, all Canada's parks – both provincial and national – are in the tourism business. Many are in the resort business by affiliation and partnership at the very least, and therefore receive direct tourism revenues therefrom. Happily, the common ground between all these apparent conflicts may be found in the visitors – clients – themselves, representing a demographic that is increasingly aware of the ecological imperative. Resort-goers these days are seeking much more than just "getting away from it all" and are inclined towards gaining a deeper appreciation of their destination of choice. There is an opportunity to involve them in the process, by applying business as well as ecological integrity.

Changing ownership patterns

by Peter Kingsmill

In the same way that specialty restaurants are almost invariably established because the original proprietors loved to eat, and adventure businesses are formed from the owner's personal love of an adventure activity, a resort comes into existence because a person or family has a strong "sense of place".

There are exceptions, where government priorities or spin-off opportunities from the parks or transportation sectors present corporate investment opportunities on a grand scale from the outset. By-and-large however, opening and operating a resort in Canada is led by personal vision, is often seasonal, and requires long hours and heavy family commitment.

CONSOLIDATION

In British Columbia, the Oak Bay Marine group of companies began with one marina at Victoria in 1962. Now, Oak Bay has resorts on both the east and west coast of Vancouver Island as well as up and down the mainland coast. The Canadian Princess Resort in Ucluelet features saltwater fishing as well as whale watching and a range of other nature experiences. Oak Bay has recently taken on April Point Resort on Quadra Island, a full service accommodation and marina destination offering a wide variety of eco-adventure activities. The company's growth, to 18 divisions that includes

resorts, marinas, and restaurants in three different countries with over 1000 employees, is one example of the trend toward consolidation in the resort industry that extends across Canada.



Oak Bay Marine's Painter's Lodge in British Columbia

UNIQUE OPERATIONS

Canada has lots of resorts, and if reportedly strong market demand is any indication, there is room for many more. Resorts Ontario's new President, David Seal, has been part of Glen House Resort, the family operation at Gananoque in Ontario's Thousand Islands district since 1962. He says, "by-and-large, resorts are unique operations; some have been in the same family for 100 years." At a time of annual double-digit increases in resort business, he is not surprised that the industry is changing

and expanding and that "the large operators – Delta and Holiday Inn for example – are becoming part of the equation."

The big players are getting more deeply involved at a time of convergence of two phenomena. First, well-established family resorts may be facing inter-generational transfer issues, and second, customer expectations are changing.

HIGH COMMITMENT, HIGH COST

Second and third generation resort-family members may well have their hearts set on careers outside of the hospitality industry, and don't want to deal with the investment of time and money necessary to upgrade the family business. Glenn Spriggs, Resorts Ontario's sales and marketing manager, speaks of changing regulations and an out-of-date infrastructure (especially water and waste management components) that are challenges of almost all resorts. Spriggs says the fact that the market demand is very

strong puts the industry in a position to respond to these challenges.

Second, customers' expectations are changing. Seal points out that there is a substantial cost to simply keeping up with client demand for gadgetry – resort clientele increasingly expect the same services found at home and during business trips – multi-channel television and Internet access in every suite to name but a couple.

To accommodate the broad range of expectations, not all resorts are headed down the consolidation road. Attractions are being clustered according to client need, according to Spriggs: "There are many smaller groups of tourism companies pooling their resources together to offer full client service."

CTC Board Member and eco-resort owner Debbie Greening, of Land of the Loon Resort in northern Saskatchewan, agrees: "We have developed partnerships with a number of suppliers, including dogsledding operators, boat tour companies, other accommodation suppliers including city hotels, and non-profit societies for interpretive programming," she says. "This is essentially a family resort and is likely to remain so; nonetheless, we have to cooperate with all sectors through consortiums, partnerships, and even linked corporations in order to satisfy client demand and provide top-grade vacation experiences."

It is evident that Canada's rapidly growing and evolving resort sector is in a position to adjust to changing markets, and changing ownership patterns, with a freedom and creativity that is born in the confidence of a healthy industry.

Photogenic Percé: Classic resort community

Like many other resort communities, the population of Percé, Quebec swells in the summer months. Percé Rock is located in the Land's End district of the Gaspésie Tourist Region on the east side of the province. The massive limestone rock just off shore (from which the community gets its name) can be readily seen from many locations and is a photographer's delight.

The first foreigner came by sea (Jacques Cartier) but visitors today have more options to travel to the region. Air Alliance, with connections to Montreal, flies into the community of Gaspé located approximately 65 kilometres north of Percé. This is the area's largest centre and a great starting point from which to visit nearby Forillon National Park. Another option is highway 132, which travels the length of the entire region along the coast of the peninsula. Also popular with tour groups is VIA Rail's Chaleur, which departs Montreal on a tri-weekly schedule arriving at Matapédia in the early morning and continuing along to Gaspé before returning to Montreal the same day.

GETTING THE RIGHT ANGLE

A photo of the popular landmark graces the cover of the dining car menu, foreshadowing breathtaking



Percé Rock, Gaspé peninsula

scenes to come. Unfortunately, the exact scene on the menu cannot be witnessed from the train as the

tracks turn inland to avoid the coastal mountains of Mont-Sainte-Anne and Mont-Blanc. Once past the mountains, the train returns to the coast and the passenger's cameras are pointed to the south for a unique view of the pierced rock. For those in the community of Percé, Le rocher Percé (the local name) as well as Bonaventure Island dominate the view. These

can be seen, and photographed, from the majority of hotels that dot the shoreline. Route 132 passes

right through the town and no matter where you stay you get a great view, but always a slightly different angle so no two pictures are the same.

Of course you can take photos from other places than in town. A popular place is the public pier or from the tour boats that travel to and from Bonaventure Island. Along the highway there are roadside rest areas on both the north and south side of the community for more amazing vistas. Those seeking extreme views have wonderful photo opportunities as well. First there is the Wildlife Interpretation Centre located high above and behind the community with fantastic, panoramic views of the Atlantic coastline. To get an up close and personal photo, join the crowd at low tide and take part in the traditional walk to the rock. The real adventure seekers walk to the hole in the rock and are sure to get their feet wet (plus more) but the photos are definitely worth it.

*With thanks to contributor
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SELLING CANADA

Canadian resorts: Everything in one place

by Fred White

The great thing to remember about any resort is that it wouldn't be there if the setting or locale didn't have something special to offer. So it's a "no-lose" way of discovering a new region of Canada.

Other things to consider: a resort offers an ideal base from which to tour and explore by car or on foot; it's the perfect escape from the stress of city-life; it provides all the amenities for seasonal activities; and there's the constant opportunity to socialize.

Then there's the wide range of settings from which to choose: lakeside, oceanside, mountains, wilderness, picturesque countryside, or locations that give easy city access. And of course there are countless resorts that offer extra services ranging all the way from health-spa facilities to experienced nature guides.

FROM BUDGET TO HIGH-END

It used to be that the word "resort" automatically meant expensive. Perhaps that was a perception created by many European and even American locations. Of course, that kind of luxury can be matched in Canada but the vast majority of resorts in this country offer a full range of meal plans and package prices that represent outstanding value for every kind of vacation budget.

4-SEASON COMMISSION OPPORTUNITY

In winter and early spring so many resorts that once catered only to downhill or cross-country skiers are now attracting an enormous amount of business with activities like dog-sledding, snowmobiling, sleigh-riding and romantic getaways. Even down-hill skiing has been further developed in some

parts with the introduction of heliskiing.

Summer, of course, offers everything from beaches to water-sports, and from wildlife watching to nature tours.

And what could be a better base location to take in our fabulous fall colours than a well-chosen country resort?

GETTING HELP

In Ontario there is an organization called Resorts Ontario that is geared up to help with any enquiries. They have a comprehensive 100-page brochure called Great Escapes Guide as well as a special winter version. Both publications are free and you can get copies for yourself or your clients by calling 1 800 363-7227. They do another thing that could appeal to some of your clients. They offer getaways that can be sent as gifts. One simply chooses a price range and Resorts Ontario will package it attractively with the Great Escapes Guide and send it to whoever is designated. The gift can then be used at any resort mentioned in the Guide.

Quebec also has an association called Quebec Resorts and Country Inns. In addition to serving the French-speaking market, they also do an English language guide that

is available free of charge. Quebec resorts are some of the best in the country. In fact, the Laurentians' area offers the highest concentration of resorts in North America. Like Ontario, resort bookings are a four-season business in Quebec and you can get all the help you need by calling 514-861-4024. Ask about the Consumer Rewards Program – Inescapable if your client has already selected a resort location you book through a central reservation service at 1 800 714-1214.

RESORTS ARE EVERYWHERE

To my knowledge, resort associations have not yet been created in places other than Ontario and Quebec. However, don't let that be a deterrent because resort offerings across the country can be among the finest in the world. So for any help, advice or literature you may need, you can get the appropriate department of Tourism call numbers from your phone company. All numbers are toll-free.

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Quebec Resorts come roaring back

by Gary Lawrence

"In the 1960s and '70s, Quebec was the Mecca of North American resorts. Then it tumbled from its lofty heights right down to the bottom of the heap. Things have changed a lot since then..."

So says Gilles Larivière, President of the Quebec branch of Horwath Consultants. An expert on the hotel industry, Mr. Larivière now pronounces the Quebec resort industry to be in excellent health. "Business is good for everyone, the occupancy rate is rising and establishments are on a financially sound footing," he notes. So what happened?

Indeed, many establishments have fixed themselves up in recent years, and ambitious projects have started up in the middle of nowhere, like the Hôtel Sacacomie and the Auberge du Lac Taureau. "The industry has understood that to attract a broad client base, a critical mass needs to be achieved and that, in some cases, supply produces demand," Gilles Larivière adds.

More and more customers are coming from the rest of Canada and abroad. "Fifty percent of visitors to the Laurentians are from the U.S. or Ontario," Michel Aubin notes. Resort customers used to be mainly vacationers, but now they also include business people and convention delegates. "They make up at least half the customers in most establishments with over 75 rooms," Mr. Larivière says.

CREATIVE PRICING

These are not the only sectors that are generating attractive profits: recreational tourism has diversified and now has many high-end vacationers. "Some of our recreational tourists only spend \$60 a night, but others pay up to \$300," Michel Aubin says. "In some cases, we have even boosted prices so that American customers wouldn't think our product was too inexpensive to offer good quality!"

While the vast majority of Quebec resorts are raising their rates substantially, occupancy rates are rising, but at a slower rate than in past years. "One thing for sure, the goal for any new development or redevelopment project is to spread supply out over the entire year. Fifty percent occupancy rates are a thing of the past!" Michel Aubin adds.

With this in mind, Quebec resorts are limiting themselves to highly specific niches (soft tourism, gourmet cuisine, etc.), or offering a wide range of products, like the Manoir Richelieu which offers skiing, snowmobiling, golf, the relaxation of a spa or the excitement of a casino.

In short, the future of the Quebec resort industry looks rosy and will likely remain so "as long as it is well-structured, doesn't offer all



Classic resorts: Manoir Richelieu at La Malbaie-Pointe-au-Pic in Quebec's Charlevoix region.

the same things in the same places, and provides large concentrations that can draw foreign markets," Gilles Larivière concludes.

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Hiking is one of the most favourite activities at Quebec's resorts, here in Gaspésie

THE CULTURAL DISTINCTION

"The Quebec tourist industry woke up and realized how much potential it had. It also realized that Quebec had something unique: a special warmth which is intimately linked with its culture, joie de vivre, fine dining and the Latin side of Quebecers. A lot of Americans think that coming here is like going to Europe!" says Michel Aubin, President of Station Mont-Tremblant.

For Gilles Larivière, the "Tremblant effect" is precisely the reason for the improved quality of Quebec resorts. "Some people thought that Tremblant would absorb the entire industry, but in fact the opposite has happened. Success brings success, and Tremblant raised ambitions and made others want to do well," he says.

Tourism and cuisine event a hit

A number of industry partners teamed up with the Canadian Tourism Commission to host the first National Tourism & Cuisine Forum in Halifax on June 11th through 15th. More than 120 delegates, representing all 10 provinces, were registered for the two day conference and 30 registrants participated in two specialized pre-conference tours.

Speakers including Heather MacKenzie of Taste of Nova Scotia and John Keane of *Gourmet Magazine* inspired participants who came from a number of sectors including chefs, cooking schools,

provincial tourism departments, federal and provincial agricultural departments, tour operators, hotels and agri-tourism operators.

Air Canada, Via Rail, Alberta Beef, Delta Halifax, and Alexander Keith's Brewery were among the major partners in the event, which was put together as an initiative of the Product Development program of the CTC.

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Foreign spending leads Canadian tourism

According to the National Tourism Indicators (NTI) released by Statistics Canada, tourism is experiencing strong growth. Canadians and foreign tourists spent almost \$11.1 billion in the first quarter of 2001, up 6.5 percent compared with the same quarter in 2000.

Foreign tourists spent an estimated \$2.4 billion in Canada in the first quarter of 2001 or 21 percent of the total tourism expenditures, 8.4 percent higher than the first quarter of 2000. Growth in foreign tourism spending outpaced growth in spending by Canadians

travelling in Canada.

After adjusting for inflation and seasonality, spending by non-residents in Canada rose by 3.3 percent for the first quarter of 2001 following two quarters of zero growth.

"American travellers, in particular, are travelling and spending more in Canada so far this year," said Jim Watson, President of the Canadian Tourism Commission. "Inbound tourist travel from the U.S. was 6.0 percent higher in the first three months of this year reversing the declining trend of the previous six months."

Professional development builds commitment

by Nadine Fillipoff

Whatever the size of your organization, you should think seriously about a systematic approach to training for you and your employees. Staff commitment, staff continuity, recognition of existing skills and strengths, and determination of skill gaps can all be achieved when you use a well-developed training plan. It can also benefit your employees by contributing to their personal growth and

type of training you choose to implement.

To perform the needs assessment, the first step is to review the job description of your employees. Job descriptions define the knowledge, skills, behaviors and attitudes required of positions within your organization, and with a good job description, you can compare the performance of your employees to this description and see where the gaps in training arise.



Kilmorey Lodge owner Leslie Muza says, "Our staff are not allowed on the floor until they are fully trained."

development, providing recognition for good work, and giving them the opportunity to use initiative and take ownership of their work.

According to Leslie Muza, co-owner and manager at the Kilmorey Lodge and Aspen Village in Alberta, training is essential for success in the workplace. At the beginning of her career, Muza worked in an extremely progressive organization that invested in training for its employees. "With the training I received at the beginning of my career, I acquired essential skills for my future," Muza states, "It is because of my experiences that I developed a belief in training and the benefits that it provides for employees." Kilmorey Lodge is well known for its exceptional service and Muza attributes its high return rate of clients to its customer service. She adds, "our staff are not allowed on the floor until they are fully trained. By doing this, we believe that our staff have increased confidence when they interact with the customer."

ASSESS THE NEED

The first step in developing a training plan is assessing what the training need is. The need (the gap between what is happening and what should be happening) will determine what

From this list, you can work with your employees to create a training program to best suit their needs.

At the Delta Ottawa, Marc Bertrand's manager recognized the potential for Bertrand to train others as Room Service Attendants. As a result, Bertrand's manager paid for Bertrand to get his Food and Beverage Server Professional Certification through the Canadian Tourism Human Resource Council, enabling him to be more qualified to train others in the organization. According to Bertrand, "Everyone should take professional certification: it teaches techniques that are useful for the workplace. Not only did it provide me with the knowledge to perform better, but it also helped to build-up my résumé."

PLANNING

The second step in developing a training plan is to identify the specifics around the training sessions, such as when you are going to train. Look at timelines, seasonal requirements, availability of employees, availability of trainers and/or facilitators, work schedules, percentage of time available for training, and the best times for people to learn specific materials/skills. Then consider who will be doing your training and the method

of training to be used. This will largely be determined by the staff in your workplace; it is essential to remember that each learner will have a different learning style.

Training should be looked upon as an investment rather than an expense and should be budgeted for accordingly. If you are looking to keep your training expenses low, make sure to look to the people in your workplace for ideas and resources.

According to Muza, the amount of money invested in training is always less than the amount of money saved for the business because of effective training. "Our staff have a respect for themselves and their work because they have gained that extra level of professionalism."

For more information contact your local provincial or territorial tourism education council.

1 800 486-9158

Adventure snapshot out of focus?

The recent Survey of Adventure Travel Operators conducted by Statistics Canada on behalf of the Canadian Tourism Commission points out that the 1990s was a good decade for the adventure travel industry. However there is some concern among adventure travel operators that the survey may not fully reflect the current state of the adventure travel industry in Canada.

Sub-Committee Chair Neil Hartling of Nahanni River Adventures in Whitehorse, YK, emphasizes that good statistics and analysis are very important for the sector. "For example, one of the important issues our sub-

committee has identified is business financing," Hartling says. "Banks need accurate intelligence when they are assessing the sector for risk and profitability, and it is not helpful when baseline information may be in question."

Frank Verschuren, CTC Adventure Tourism product specialist, is keenly aware of these industry concerns. "We have begun to poll the provinces and territories for more accurate and up-to-date data so that we can ensure that a better context for this survey can be reflected in the analysis," says Verschuren.

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Making RV and campground resorts safer

The recently announced "Camp Green, CANADA!" campaign has been developed to create awareness among the camping and RV public concerning the use of biological, instead of chemical, products to treat RV effluent and control odour. The goal of this campaign is to eliminate these harmful chemicals from campground septic fields and prevent their leaching into groundwater systems.

The campaign, launched in late April, is based on a successful Nova Scotia pilot project in 2000. Camp

Green, CANADA! will be rolled out for implementation in public and private campgrounds across the country throughout 2001. For Karl Webb, Senior Vice-President, Tourism Industry Association of Nova Scotia, the campaign "...is a tremendous opportunity for RV campers and campground operators to work together to protect our environment from coast to coast."

Martin Wanless

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Camp Green campaign rolling west across Canada this summer.

Measuring the economic impact of museum exhibitions

A tower of prisms, evoking the Northern Lights, soars 3-storeys high in the grand stairwell of the Glenbow Museum lobby. The prisms also suggest the essence of Glenbow itself. It is truly multi-faceted – museum, library, art gallery, archives (and, of course, a shop), all under one roof in the city's cultural core.



Aurora Borealis by James Houston, Glenbow Museum

A new vision statement heralds Glenbow as a place of convergence: Where the World Meets the West. Indeed, it does have a dream location for tourists. First-rate theatres, concert halls, hotels, shops, restaurants, and the public library are all within short walking distance, and

the impressive new Telus Convention Centre is just across the street. Transit options abound.

WHO COMES?

Over the past winter, Glenbow hosted "Mysteries of Egypt" at an exclusive engagement in Western Canada. High attendance was anticipated, in the expectation of widespread "Egyptmania". Here was an opportunity to find out what really does happen when The World Meets the West. Who came to Calgary to explore the mystique of a civilization from another time and place?

The Calgary Convention & Visitors Bureau teamed up with Glenbow, supported by partnership funds in the amount of \$8,750 from the Canadian Tourism Commission. A research study was designed to systematically capture information from Glenbow's out-of-town visitors and to address these questions: what is the profile of a representative sample of visitors to Mysteries of Egypt, what degree of influence did the exhibit have on out-of-towners' decision to travel to Calgary, and how did their spending affect the Calgary and Alberta economies? More than 1000 people were intercept-interviewed at the exhibition exit. The intercepts occurred at varied intervals during the show's run of 14 weeks.

For analysis, the Tourism Economic Assessment Model (TEAM) was applied. It is a national model with built-in



The National Gallery of Canada has also used TEAM (Tourism Economic Assessment Model).

flexibility suited to different cities and locations across the country, and developed by the Canadian Tourism Research Institute of the Conference Board of Canada. This was the first time the TEAM model was used for a Calgary cultural event. It proved to be both efficient and accurate in obtaining a measure of tourist spending and consequent revenues.

Results suggest that compared to economic impact studies of museum exhibitions elsewhere, relatively few 'non-locals' came to Calgary specifically to see Mysteries of Egypt. (The National Gallery of Canada used TEAM as a measurement tool for Renoir's Portraits: Impressions of an Age (November, 1997) and the Royal British Columbia Museum studied the economic impact of Leonardo da Vinci (Spring, 1999) using a different measure.) Over 80 percent of Exhibit attendees were Calgarians or other locals, living within an 80 km radius of the city. The rigour of the economic assessment model meant that any out-of-town visitors en route to ski in the Rockies, or who came chiefly to visit their relatives for the holiday season did not carry as much weight in calculating direct spending as those who came exclusively to see the exhibition. Direct spending attributable to the exhibition as a tourist attraction was calculated at \$211,706 with a relatively small impact on the economy.

This was no cause for disappointment. An important goal was to

contribute to a growing body of knowledge – to create a resource for other cultural destinations. Museums across the country are much the better for having a new benchmark, and one that can be compared with previous and subsequent studies.

The interviews yielded a wealth of information beyond the economic data.

FOR EXAMPLE:

- Mysteries of Egypt was a big draw for Calgarians. Fully 78 percent of the Calgarians in attendance were visiting exclusively because of the exhibition, and 17 percent of them had come for the first time.
- Overall satisfaction was very high. Satisfaction rates were 90 percent 'satisfied' to 'very satisfied', and an overwhelming 96 percent of respondents would recommend Mysteries of Egypt to friends.
- The typical Mysteries of Egypt attendee was highly-educated, middle-aged or older and most likely to be a woman.

We know the interaction of tourists with the attractions they choose to visit is transitory, not sustained. That makes this study a valuable resource, because it represents a somewhat elusive (nonetheless critically important) museum-going audience.

*Georgina Grant
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Simple tips to improve your E-Business strategy

GET NOTICED!

Most users find new Web sites through search engines, and this is especially true when searching for travel and tourism information. Most search engines will accept two types of URL submissions: free and paid. The first option is not very effective as there is no guarantee that your site will be listed, but by paying a one-time fee your submission will be prioritized and you will get a response within a few working days. You may

also want to explore the possibility of working with a company that specializes in search engine optimization.

STRATEGIZE!

Develop an e-marketing strategy. Cross-media promotion, and building your own list of consumers for email marketing purposes, are effective ways to drive traffic to your Web site, and...the cheapest way to drive traffic to your Web site is linking to other Web sites and making it easy for them to link to yours.

COMMUNICATE!

Don't confuse your visitors. Internet users have adopted certain conventions, and deliberately avoiding these conventions may confuse your visitors. Your Web site should respect navigation standards that are used by the most popular Web sites. For example, a header with links to the major sections of your Web site and a footer with links to contact information, privacy policy and feedback form, should be placed on every page.

SPEAK THEIR LANGUAGE!

Provide multilingual content. More than half of Internet users in the world have a mother tongue other

than English, and this number is expected to grow to 70 percent within the next few years.

LINK TO CTX!

The Canadian Tourism Exchange (CTX), a CTC initiative, brings together research, statistics, news and other tourism related materials, while facilitating communication between industry members. Your free CTX membership awaits you at www.canadatourism.com!

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Marketing Down Under: *Today Show* project exceeds expectations

The Australian *Today Show's* recent spectacular live broadcast from Canada's picturesque west coast has been declared an outstanding success by all partners involved. The Canadian Tourism Commission's partners in this project; Traveland, Ansett Holidays, Scenic Tours and the *Today Show* are reporting that consumer sales, television ratings and phone/Internet enquiry rates have all increased significantly during and after the live broadcast.

The CTC has collated the following results from the live broadcast and the promotional campaign that took place prior to the broadcast.

CONSUMER SALES

Traveland (the retail travel agency partner) and their preferred wholesale partners Scenic Tours and Ansett Holidays are all reporting significant



In addition to Victoria, B.C., featured destinations included Whistler, Vancouver, Banff and Calgary.

increases in sales and enquiry rates by phone and the Internet.

Traveland heavily promoted Scenic and Ansett's FIT and coach touring products through television commercials, travel segments, flyers and exposure in the 400 Traveland centres. Final sales figures will not be available for some time but all indications are that each company will achieve, if not exceed, their sales targets for this project. To date Scenic Tours has:

- Exceeded all passenger numbers and sales targets;
- The number of passenger days exceeds 3,580; and
- Bookings exceed one million Australian dollars.

INTERNET RESULTS

As part of Traveland's commitment to the *Today Show* live broadcast, a mini site dedicated to the show was created within the traveland.com.au Web site. The mini site was featured in the editorial section of Traveland's home page and had links to:

- The CTC Australia Web site (www.canada.trav.net);
- CTC-prepared fact sheets on Victoria, Whistler, Vancouver, Banff and Calgary;
- Five featured specials supplied by Ansett Holidays and Scenic Tours.

During the broadcast week the Traveland Home Page recorded 11,500 unique page views and the Mini Site home page recorded 2,001 page views. The CTC Australia Web site also recorded increases as high as

82 percent for the live broadcast week as compared to the week in the previous month.

PHONE ENQUIRIES

Traveland heavily promoted their toll free information number in all their television commercials and throughout the live broadcast. They have reported a noticeable increase in calls to this number before, during and after the broadcast.

- There was an increase of 34.2 percent in calls to the Traveland franchise offices during the week of the broadcast as compared to the previous week.
- There was also an increase of 26.5 percent in the week following the broadcast as compared to the week prior.



A consumer competition offered a 22-day trip for two in the Rockies.

CONSUMER COMPETITION

To generate awareness of the live broadcast, the *Today Show* (in conjunction with Scenic Tours, Traveland and the CTC) ran a consumer competition that gave one lucky couple the chance to win a 22-day scenic tours of the Rockies Panorama and Alaskan Cruise tour. The target number of phone calls was 250,000; however a staggering 468,815 phone calls were received. The previous live broadcast in Ireland generated 150,310 calls.

TELEVISION RATINGS/MEDIA ARTICLES

The broadcast from Canada sent the *Today Show's* ratings up dramatically, according to figures released by OzTAM, the national television ratings system. National audience figures reflected a 10.4 percent increase over the previous week, and in Sidney, the largest metropolitan market, the increase was over 22 percent (165,908 viewers).

CTC OBJECTIVES

The CTC used the show as a vehicle to communicate key messages to a captive audience. These identified messages include:

- Canada is a diverse four-season destination.
- Canada has a large variety of active, soft adventure and seasonal product offerings.
- Canada is a value for money destination with the Australian dollar

going further than in the U.S. or U.K.

- Canada is an easy destination to travel to – and travel around in.

The CTC, in return for its investment, received 64 minutes of coverage on Canada per day, per show for the five days. A week live on the *Today Show* is estimated to be worth AU\$4.5 million in equivalent advertising rates. The *Today Show* is the only live national morning news and current affairs show in Australia reaching over a million viewers daily.

"The CTC is delighted with the success of the *Today Show* live broadcast from Canada. By working with our key partners we have been able to successfully convey the message that Canada is a diverse four season destination that has a large variety of active, soft adventure and seasonal product offerings as well to highlight Canada's strong value for money advantage against the U.S.," said Donna Brinkhaus, Managing Director, South Pacific, Taiwan, South Korea, Hong Kong and South East Asia.

The latest travel statistics reveal that Australia has increased visitation by 12.18 percent in March 2001 as compared to March 2000. Between January and March 2001, there was an overall increase of 9.49 percent. "We are maintaining last year's growth and improving upon it. The recent live broadcast can only increase these figures yet again," said Ms. Brinkhaus.

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CLOSING DATE CHANGED FOR CANADA REGIONAL MARKETING PROGRAM

The Regional Marketing Initiatives Program is designed to provide private sector tourism organizations with the opportunity to create marketing partnerships with the Canadian Tourism Commission. The general objective is to create incremental off-peak domestic travel within Canada, and produce and market attractive Canadian travel packages with a value added component and a strong call to action.

The 2002 regional marketing

program will entertain proposals for marketing activities implemented during that year, with a revised closing date of September 14, 2001. For more on the program, its parameters and an application form, please visit CTX.

duval.jacques@ctc-cct.ca

You can find more information about the program, its parameters, and an application form, by visiting the CTX Web site at:

www.canadatourism.com

Scotia Bank helps promote Canada in Mexico

CTC Mexico, in partnership with ScotiaBank Inverlat, DMOs, and operators has produced a second Canada Guide in Spanish. The 28-page guide provides compelling images of Canada together with

practical information. It is aimed at increasing awareness of Canada's four-season products with many stunning visuals of Canada's major attractions and events.

The Guide is intended to pro-

vide trade and consumers with an introduction to Canada and will be used in trade shows, educational seminars, and fulfilling consumer requests. It is designed to motivate consumers to close the sale and/or seek more information from tour operators and travel agencies.

The Guide attracted 13 partners who shared in the production costs: Tourisme Québec, Tourism Vancouver, Tourisme Montréal, Quebec City Convention & Tourism Bureau, Air Canada and United Airlines. Mexican tour operators include: Abiega

Operadora, Mex-Atlantica Mayorista, Onvisa Operadora Mayorista, Turismo Latino, MEX-Inca Viajes and Ofertas Turísticas.

ScotiaBank Inverlat purchased the back cover page of the guide, the first time that a bank partner has purchased advertising space in a CTC travel guide. Copies are available for distribution from the CTC office in Mexico.

Susana Morales Peredo
011-52-5696-5430

Targeting travellers from Mexico

The CTC in Mexico undertook three promotional workshops at Mexico City, Guadalajara and Monterrey May 29, 30 and 31. The annual workshops are held to build awareness of Canada as a destination among the media, travel agencies and travel wholesalers.

The workshops, under the title "Conozca Canada 2001", drew a total of over 600 travel agents to learn about Canadian travel opportunities.

Marie-Paule Dupont, CTC
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JUST WATCH US!

Look for exciting changes in the next issue of *Communiqué*. Our appearance will change to better reflect the CTC family publications.

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Italians show strong interest in Canada

by Lucia Vimercati

Recent research carried out by IPK showed that Canada has a potential long-haul audience of roughly 840,000 Italian travellers who show real interest in visiting Canada during the next three years. The objective of the Italian office is to tap into this potential, mainly by increasing awareness among consumers and by positioning Canada as a diverse and dynamic year-round destination.

Canada's popularity as a holiday destination among Italian travellers has increased significantly during the last 10 years. Total number of Italian visitors to Canada has in fact grown from only 90,000 in 1990 to 108,600 in 2000. While in 1990 more than 35 percent of the Italian travel to Canada was represented by VFR, this segment now represents less than 20 percent of the traffic.

Italy is Canada's fifth source of revenue in Europe. Italians are high spenders and are welcomed with open arms all over the world. They like shopping, good eating and drinking as well as sleeping in luxury hotels.

SUMMER FOCUS

Canada continues to be primarily a summer destination for Italian travellers. In 2000, 59 percent of all overnight trips from Italy were made between June and September, 20 percent during the shoulder months of April, May and October, and the remaining 21 percent during the winter season from November to March. This pattern has not significantly changed over the last five years; however major growth has been registered outside the peak period.

Canada's key competitors for long-haul Italian travellers are the United States and seaside resorts, particularly in the Caribbean and Thailand. For touring and cultural holidays, Mexico, Brazil, South Africa and Australia are Canada's key competitors.

In year 2000 the number of Italian tourists to Canada decreased by 3 percent. This slight loss was mainly due to the exchange rate of the Canadian dollar compared with the Euro which reached its peak during the summer months. Italians, being late bookers, were heavily affected but Canada's performance was still one of the best among its competitors.

LOOKING AHEAD

The outlook for 2001 appears better than the previous year. "The season seems to be promising," says Marco Siri, Product Manager Canada of

Kuoni Gastaldi, the largest Italian tour operator to Canada.

"Enquiries started to come in one month earlier than usual and if the exchange rate does not increase again, I believe this will be a better season than last year."



Selling Canada as a destination: CTC Chairman Judd Buchanan had the opportunity to meet up with a number of Italian tour operators while on a recent visit to their country.

Monica Mocellini of Giver agrees. "There are a lot of requests for fly and drives," she adds, "both for the Eastern and Western parts of Canada with some new attention to the Maritimes." There are over 15 Italian tour operators who now produce Canada catalogues and another 35 that offer Canada with other destinations. Italians love our country because of its wide open spaces, its natural setting, its cities, the friendliness of the local people and the many opportunities to practice winter sports. Ontario and Quebec are the most popular destinations; other provinces, in particular Western Canada and the Atlantic region, attract a good number of visitors from Italy. Consequently the catalogues of the tour operators feature motorcoach tours and individual packages with the classical itineraries

in the East and West, and also some niche products such as native stays, soft adventure, ranches and resorts.

Although most of the travelling to Canada is done in the summer, there is growing interest in winter packages such as for skiing or snowmobiling. Quebec has promoted this latter extensively in the Italian market with good results becoming evident.

was introduced this year and is based on the successful program held by other CTC posts around the world. The only difference is that travel agents have to be nominated by members of the in-market committee in order to participate.

Educating the travel agents is one of CTC Italy's major priorities and during spring 2001 we estimate that at least 2000 agents have participated in our training sessions on Canada.

CONSUMER ACTIVITIES

Recently, the CTC has devoted more resources to raise consumer awareness in the Italian market. An advertising campaign is in the media at the time of writing this article and enquiries are starting to come in.

One of CTC's most successful strategies in Europe is to associate with companies and organizations outside the tourism industry to reach their client base. In year 2000 CTC Italy has partnered with Maserati (cars), Credito Valtellinese (Bank) and Aesse (Sportswear). These companies have benefited from the image of Canada to promote their products and the CTC has taken advantage of their large and high yield client base to promote our destination. These promotions have proved to be mutually beneficial and have required very little financial investment from Canada. More such cooperative ventures are planned for the future.

An extensive broader-based media program is also carried out by the CTC in Italy. Major focus is on travel magazines but a lot is done to diversify our audience through publications targeting women, cuisine, gardening, architectural, and other affinity groups. We welcome ideas and press releases to feed the press with new food for thought!

EXHIBITIONS

Various exhibitions are part of the CTC program in Italy:

- TTG – 11-14 October 2001 – Trade – Northern Italy
- Salone della Montagna – 27-30 September 2001 – Winter Show
- Skipass – 1-4 November 2001 – Winter Show
- BIT – 20-24 February 2002 – Trade during week, Consumers during week-end
- BMT – April 2002 – Trade – Southern Italy
- Salone del Gusto – October 2002 – Cuisine Show

Canadian Tourism Commission
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TRAVEL TRADE

The CTC in Italy works together with local tour operators to increase the awareness of the Italian trade for Canada's variety of products. Seminars and familiarization tours are held regularly in co-operation with the major tour operators which specialize on the destination. Two major programs take up most of our travel trade activity budget: the TTG Canada Roadshow and the Canada Specialist Program.

The TTG Canada Roadshow is held every year in five Italian cities. Together with Italian tour operators and Canadian DMO's, the CTC staff moves from city to city educating travel agents on Canada. Each year approximately 250 travel agents attend the events.

The Canada Specialist Program

RESEARCH

U.S. travel intentions strong – despite gas prices

Dr. Suzanne Cook, Senior Vice-President of research at the Travel Industry Association of America (TIA), says that while increasing fuel prices and a slow-growth economy is playing a role in U.S. consumer travel planning, "most Americans indicate that they will continue to travel this summer. (However) some may simplify and modify their travel plans to fit new economic realities."

According to a travel poll conducted by TIA of American adults who travelled last year, only some five percent mentioned fuel prices as a reason to curtail travel this year (with-

out being prompted by surveyors). Significantly, 20 percent of travellers who travelled in the past plan on travelling more this summer compared to last. These travellers refer to additional vacation time, better personal finances, and more people to visit as reasons for travelling more this summer.

Seven percent of Americans surveyed plan to travel less or not at all this summer because of concerns about the economy of that country; twice as many cited high fuel costs as their motivation to think twice before heading out on the road.

Tourism deficit drops in first quarter

According to preliminary seasonally adjusted figures released by Statistics Canada for the International Travel Account, first quarter of 2001, Canada's international travel deficit reached \$388 million in the first quarter of 2001, a drop of \$101 million over the fourth quarter of 2000. This is the lowest level in two years.

The international travel account measures the difference between what Canadians spend abroad and what foreigners spend in Canada. This drop in the travel deficit is explained by a combination of factors: foreign travellers injected almost \$4.3 billion into the Canadian economy, up 4.1 percent from the previous quarter, while spending by Canadians abroad rose only by 1.5 percent to \$4.6 billion.

This decline in the deficit was mainly attributed to the record spending by Americans in Canada, up 7.8 percent from the previous quarter, and a decline in spending by Canadians south the border by 1.7 percent.

"American travellers in particular are spending more in Canada," said Jim Watson, President of the CTC, "They accounted for more than half of the \$4.3 billion that was spent in Canada in the first three months of this year." Americans made about

11.5 million trips and spent a record \$2.6 billion in Canada between January and March, 2001.

However, the travel deficit with overseas markets hit the highest level in 11 years. This is mainly a result of Canadians travelling more overseas in the first quarter of 2001, up 4.6 percent from the fourth quarter of 2000. This contributed to a record spending of \$1.9 billion, up 6.6 percent from the last quarter.

At the same time, overseas tourists spent only \$1.6 billion in Canada in the first quarter, a 1.4 percent decline over the previous quarter. As a result, Canada's travel deficit with overseas countries more than doubled, reaching \$250 million in the first quarter.

When comparing this year's first quarter results with the same quarter of 2000 (see table and graph), we notice a 14 percent decrease in the total balance. However, while the U.S. balance decreased substantially by 65 percent, the deficit with overseas markets increased by 324 percent, showing the strong shift in overseas trends.

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TTRA annual conference:

IT'S A BALANCING ACT

The Canada Chapter of the Travel and Tourism Research Association (TTRA) has announced its annual conference to be held October 13-16 in Niagara Falls. To be held under the banner "It's a balancing act... optimizing your destination", session

themes will include: visions of destination development, destination and site design, managing social impacts, managing environmental impacts, and innovations in destination and product development and marketing.

www.ttracanada.ca

A MONTHLY GUIDE TO TRAVEL & TOURISM DATA

Tourism Activity	Reference Period	Quantity	% Change from previous year
TOURISTS TO CANADA			
From the U.S.	January - April 2001	3,169,040	5.3
By Auto	January - April 2001	1,891,635	5.2
By Non-auto	January - April 2001	1,277,405	5.4
From Overseas - Total	January - April 2001	896,858	1.8
United Kingdom	January - April 2001	194,238	3.6
Japan	January - April 2001	101,206	6.4
France	January - April 2001	77,238	-6.1
Germany	January - April 2001	54,085	-9.7
Hong Kong	January - April 2001	32,552	4.5
Australia	January - April 2001	42,742	8.5
Taiwan	January - April 2001	34,282	-7.5
Mexico	January - April 2001	32,986	7.6
Korea (South)	January - April 2001	31,643	11.9
OUTBOUND CANADIAN TOURISTS			
To the U.S.	January - April 2001	4,496,803	-2.5
By Auto	January - April 2001	2,131,323	-3.4
By Non-Auto	January - April 2001	2,365,480	-1.6
To Overseas - Total	January - April 2001	2,110,365	15.2
EMPLOYMENT IN TOURISM			
Total Activities	Fourth Quarter, 2000	552,400	5.3
Accommodation	Fourth Quarter, 2000	154,400	8.7
Food and Beverage	Fourth Quarter, 2000	145,000	2.0
Transportation	Fourth Quarter, 2000	102,200	4.2
SELECTED ECONOMIC INDICATORS			
Personal Disposable Income	Fourth Quarter, 2000	\$20,302	0.1
GDP at market prices (current, \$B)	Fourth Quarter, 2000	1,058.9	7.4
GDP at market prices (1992, \$B)	Fourth Quarter, 2000	933.4	4.0
CPI (1992=100)	May 2001	114.7	3.9
EXCHANGE RATES (in Cdn\$)			
American dollar	May 2001	1.5415	3.1
British pound	May 2001	2.1980	-2.6
Japanese yen	May 2001	0.0127	-0.8
French franc	May 2001	0.2055	-0.6
German mark	May 2001	0.6893	-0.6
EURO	May 2001	1.3482	-0.6

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

International Travel Account – Balance of Payments

	First Quarter 2000 Revised Figures	Fourth Quarter 2000 Revised Figures	First Quarter 2001 Preliminary Figures	Fourth Quarter 2000 to First Quarter 2001
	\$ millions			% changes
United States				
Receipts	2,350	2,457	2,648	7.8
Payments	2,830	2,834	2,787	-1.7
Balance	-395	-377	-139	
All other countries				
Receipts	1,533	1,634	1,611	-1.4
Payments	1,592	1,746	1,861	6.6
Balance	-59	-112	-250	
Total				
Receipts	3,969	4,091	4,259	4.1
Payments	4,422	4,580	4,648	1.5
Balance	-453	-489	-388	

ERRATUM

Please note that the following changes were made to the Monthly Guide to Travel & Tourism Table, May 2001 issue. Below are the correct numbers for January-February 2001 reference period for the following markets :

- Australia January-February 2001 **22,595** (8.4%)
- Hong Kong January-February 2001 **15,061** (-5.0%)
- Korea (South) January-February 2001 **14,606** (11.3%)
- Taiwan January-February 2001 **12,469** (-7.3%)
- Mexico January-February 2001 **10,677** (4.2%)

Golf Tourism Traveller Activities and Motivation Survey

by Oliver Martin

The Traveller Activities and Motivation Survey or TAMS was a comprehensive survey commissioned by Tourism Ontario, the CTC, and various other tourism partners. The study focused on Canadian and American travellers' vacation habits and trip motivators. The following highlights are from this study and discuss golf tourism activities while on vacation and what specific information is available from the study in regards to this subject.

Five-point-one percent of U.S. travellers and 4.1 percent of Canadian travellers were considered avid golfers (i.e. those who frequently or occasionally play golf and have played golf while on a trip during the past two years). Thirty-six point seven percent of Canadian travellers and 27.9 percent of American travellers were considered occasional golfers. Canadian travellers were 23.6 percent more likely to be classified as "occasional golfers" than Americans. 33.0 percent of American travellers and 40.8 percent of the Canadian travellers have played golf during the past two years.

In terms of day-to-day golf activity alone, 25.8 percent of American travellers and 31.0 percent of Canadians travellers play golf at least occasionally. As well, 22.5 percent of Canadians travellers and 17.9 percent of Americans travellers have played golf at least once while on a trip during the past two years. Golf is clearly a very popular activity in both Canada and the U.S.

GENDER DIFFERENCES

In Canada, males were 62 percent more likely to have played golf than females and 103 percent more likely to be "avid golfers". In the United States, males were 38 percent more likely to have played golf than females and 46 percent more likely to be classified as "avid golfers". In both coun-

tries, the incidence of golfers is higher among young singles, young couples and young families. The higher incidence of golf within the younger segments suggests that golf may be a sport with considerable growth potential in the years to come. However, affluent mature and senior couples are the most likely to be avid



Le Maitre, the latest Club Link golf course at Mont-Tremblant

golfers and this is a prime target market for golf-related tourism promotions aimed at golf enthusiasts. Participation in golf is weakly related to the education level of the respondent, but does tend to increase as the household income increases.

Canadian avid golfers who traveled domestically were more likely to have visited Prince Edward Island than other provinces suggesting that this destination is very appealing to golf enthusiasts. American golfers who visited Canada were more likely to have visited the western provinces. In part, this reflects that fact that golf is a more popular sport in the states that border the western provinces than in others parts of

the United States.

Golfers were more likely to have sought out vacation experiences associated with sports (i.e., to participate in a hobby or sport) but are also quite interested in personal indulgence (e.g., to experience the good life, visiting a casino, experiencing city life such as night life) and romance and relaxation (e.g., experience intimacy and romance, relax and recuperate). Advertising and promotional materials designed to promote golf should emphasize the opportunities for entertainment, personal indulgence and relaxation offered by the destination.

related magazines (e.g., *Sports Illustrated*). Golfers were also more likely to watch news programming than those who do not play golf. Golfers also exhibit considerable interest in wine tours and cruises (including Great Lake Cruises). Combining golf packages with wine tours may be especially appealing to avid golfers.

Avid golfers consult a larger variety of information sources when planning brief and longer vacations, especially travel agents, the Internet, newspaper and magazine articles, airline reservation systems, newspaper and magazine advertising and direct mail material. Occasional golfers also consult a larger array of information sources than non-golfers when planning vacations such as the Internet, travel agents and newspaper and magazine advertising, but fewer information sources than avid golfers. These patterns reflect the affluence of avid and occasional golfers relative to non-golfers.

Among Canadians, there is little association between interest in golf and the impressions held about Canada and Ontario as a vacation destination. However, Americans who are avid golfers perceive Canada and Ontario to offer fewer opportunities for culture and entertainment than Americans who do not play golf.

An assessment of the overall market potential indicates that in Canada the five affluent segments (i.e., affluent young singles, affluent young couples, affluent families, affluent mature couples, affluent mature and senior couples) are the most likely to be responsive to golf-related promotional initiatives. There is little difference in the market potential of these five segments and they represent 24.5 percent of the Canadian travellers. In the United States, the greatest potential is offered by affluent mature and senior couples as well as the affluent young couples. These two segments represent 9.0 percent of the U.S. travellers.

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INTEREST IN OUTDOORS

Both avid and occasional golfers tend to be more interested in most outdoor activities than non-golfers. However, avid golfers are less interested in non-golf related outdoor activities than occasional golfers, who appear to value an eclectic outdoor experience involving a broad range of outdoor activities and not just golf.

There is a strong association between interest in golf and interest in professional sports. This is evident both in the incidence of golfers who attend professional sporting events while traveling as well as the extent to which golfers watch professional sports on television and read sports-

TOURISM & PEOPLE

David Seal has been elected President of Resorts Ontario for 2001-2002. Seal operates Glen House Resort at Gananoque in the heart of the Thousand Islands district of eastern Ontario, and has been an active association participant in the tradition of the Seal family who has owned the resort since 1962.

Greyhound Travel Services, a division of Greyhound Lines, Inc., has named **Scott Harrison** as general manager for its Greyhound Vacations product.

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