



CANADIAN  
TOURISM COMMISSION  
COMMISSION CANADIENNE  
DU TOURISME

# Cities develop specialty market niches

As many as there are cities, there are markets that offer special opportunities for tourism businesses.



Saskatoon

Tourism Saskatchewan/Douglas E. Walker

Canada's urban tourism planners and marketers are combining some "out of the box thinking" with fundamental product knowledge and traditional wisdom to capitalize on marketplace trends. The result is truly Canadian: a diversity and depth of urban tourism experiences that will probably surprise

most Canadians and certainly lay to rest those claims that Canada is boring and poorly serviced.

Many Canadian cities are learning the underlying wisdom of the old one-liner, "Ya gotta dance with what brung ya." Whitehorse may not strike the average Canadian as a typical fun-in-the-sun destination

in January, but then... not everyone is looking for warm beaches and palm trees. Some tourists – a great many, in fact – think that experiencing the essence of winter while watching the aurora borealis (northern lights) in a night sky that lasts seemingly forever is, well, simply a once-in-a-lifetime experience worth every dollar spent.

## LOCATION, LOCATION, LOCATION

A businessman from Washington D.C. may understand the logic of hosting a conference in Toronto or Montréal, but might question his event coordinator's sanity if he or she were to suggest Saskatoon or Thunder Bay. But if you are the president of a national corporation with branch offices across Canada, suddenly these attractive and well-served cities make a great deal of sense for an annual convention: location, coupled with a strong service ethic, provide a market niche for these cities of which they are well aware.

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COMMUNIQUE

CANADA'S TOURISM MONTHLY  
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## Roll-out of new product clubs begins

The Product Club program process begins with the Canadian Tourism Commission surveying the industry and overseas market representatives as part of a 'needs analysis'. The results of this analysis are published to the industry as areas of tourism 'demand'. A call-for-proposals is

issued to the industry, inviting them to create their own partnership proposals and to submit a five-year business plan which addresses a specific area of tourism demand.

If accepted, the partnership is included as one of the Product Clubs in the Product Club program.

The five-year business plan must include a strategy which includes partnership self-sufficiency after three years. The Canadian Tourism Commission becomes one of the partners of the industry-led plan.

### EARLY FINANCIAL SUPPORT AVAILABLE

Financial support is provided for the first three years, with continued support provided on an ongoing basis in terms of access to research, cross-sectoral training and enhanced

TRAVEL TRADE  
SECTION Pg. 11

networking opportunities. The objective is to take an under-developed industry sector and to facilitate its becoming 'market-ready'.

In November 1999, the Canadian Tourism Commission issued a Call for Proposals from the Canadian tourism industry for the creation of tourism product clubs.

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## Making the connection

Cities. In Canada, cities are the gateway for everything that our vast country has to offer. Cities are vibrant communities with a multitude of attractions of every sort, first class accommodations, and a variety and quality of food unsurpassed anywhere in the world. Canada's cities offer a distillation of our country's multicultural character, yet each has a cultural "soul" that makes it stand alone as a destination anchor.

Canada's cities are, in international terms, young. Canada's First Nations have lived here for millennia, and their influence can be experienced at places like Wanuskewin at what is now the city of Saskatoon, but their chosen lifestyle did not engender the large clusters of humanity that became the norm in, say, Europe. In fact, it is the influence of European culture that developed our cities only within the last two hundred years.

It is this dynamism that makes Canada such a special place to visit. To be sure we have our history destination cities – Québec, Ottawa, Victoria, Montréal, and even Whitehorse to name but a few – all of which have played high-profile roles in our nation's history. But in a young and vibrant society such as ours, our cities have so much more to offer, and often our cities stand as a hub of humanity on the very edge of our vast natural landscapes: the perfect four-season places to be to "connect with nature and to experience diverse cultures and communities."

This issue of *Communiqué* will explore these experiences and these connections. We will look at new and growing market niches that can have a huge impact on tourism to our cities. Montréal, for example, is aggressively marketing to the increasingly accepted and affluent gay community. Some of the smaller cities like Regina and Thunder Bay are making inroads into the Meetings and Incentive Travel market, which have previously been within the purview of only the largest communities. Montréal and Toronto stand out as destinations for tourists seeking a metropolitan destination with a distinctly Canadian flavour – and we will examine cheerfully the long-standing rivalry between the two.

Cities are where we make our connections – in so many ways!

PGK

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

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### COMMUNIQUÉ 2000 EDITORIAL SCHEDULE

MONTH	SPOTLIGHT	EDITORIAL DUE
Oct.	Skiing/Heli-Skiing/Snowboarding and Cross Country Skiing	Wed. Aug. 30
Nov.	Winter non-ski – Spas and Xmas Packages	Wed. Oct. 4
Dec.	Heritage, Aboriginal (heritage, historical sites and experiences)	Wed. Nov. 1

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

#### PUBLISHER'S NOTE TO CONTRIBUTORS

Please note the following changes to the editorial schedule: Cross-country skiing will be featured in the October issue, and spas will be featured with the winter/non-ski issue in November.

#### LETTER TO THE EDITOR

I feel the June 2000 issue of *Communiqué*'s article on National Parks misrepresented the townsites of Wasagaming and Riding Mountain National Park's marketing strategy and want to correct these impressions.

Riding Mountain National Park is a prime destination in Manitoba to see wildlife and enjoy a family vacation. The park has positioned itself as a unique place for learning and recreation, and promotes Wasagaming as a distinctly picturesque Victorian resort. This full service community is a bustling resort town full of fun activities and outdoor opportunities for our visitors at the peak of the Manitoba summer. It firmly maintains its attachment to the natural setting of the park and is the stepping stone for tourists to learn about and experience the Park.

While the primary goal of all Canadian national parks is to ensure the ecological integrity of the ecosystem, we know that a healthy local tourism industry based upon principles of both ecological integrity and economic sustainability, is compatible with this goal. This requires excellence in the science of ecological management and excellence in the science

of attracting tourists who are well prepared for the kind of authentic experience in a natural setting that Riding Mountain offers.

The RMNP marketing /tourism strategy was written in conjunction with a round table made up of provincial and local tourism partners. One of the marketing tactics is partnering with surrounding tourism groups to market the region as a destination with the Park remaining as one of the key attractions so as to encourage people to enjoy the entire scope of experiences offered within the Parkland Region year round.

We continue to work closely with our partners to ensure an understanding of the ecological integrity mandate so that together, we attract park visitors to the right place, at the right time, in the right numbers with the right expectations.

**Don Huisman**

Acting Superintendent  
Riding Mountain National Park

#### ON THE WEB

*Communiqué* is also available at [www.canadatourism.com](http://www.canadatourism.com)

*Communiqué* est disponible en français.

## COMMUNIQUÉ

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## CITIES DEVELOP SPECIALTY...

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Montréal is as truly a cosmopolitan city as Canada has, and as such has a population that is open to a multiplicity of cultural realities. North America's gay and lesbian community is seeking destinations where it can feel comfortable and safe; Tourism Montréal is aware of how that city can respond to that need, and is working hard to reach that market with Montréal's own blend of entertainment, food, culture, and service. On Vancouver Island, the little city of Parksville is becoming a Mecca for seniors, as is Niagara Falls in southern Ontario.

*Communiqué* has asked some of these cities to share their market development ideas with our readers; we believe they will shed some light on Canada's diversity of urban product.

## Thunder Bay looks to incentive travel

The City of Thunder Bay has recognized full-well that being a natural gateway to Northwestern Ontario's outdoors provides it with a competitive edge. Northwestern Ontario is regarded as a world class natural environment for a variety of tourism adventure activities and ecotourism products. Thunder Bay has recognized that the combination of the potential for outdoor activities of various kinds, supportive market trends in outdoor adventure tourism, and the strategic location and tourism infrastructure offered by the City, make this one of the more robust product areas for future tourism growth in Thunder Bay.

Tourism Thunder Bay has formed an Outdoor Tourism Product Development team to facilitate the development of outdoor product and packages over the next several years. A key target market for the newly-developed Outdoor Product Team will be the incentive travel market. The team will target a unique and growing market for outdoor products: team building outdoor adventure programs for companies in which outdoor adventures in a group format are used to strengthen partnerships.

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## Meeting in Saskatoon

How do you compete against a world of urban competitors to attract critical meeting and convention business to your city? Two of the most important elements of success is identifying your strategic advantages, and differentiating your product effectively.

Saskatoon is recognized as one of the five top bio-technology centers in the world. It has a nucleus of research companies located at the University of Saskatchewan, and the adjacent "Innovation Place Research Park". Last year, Saskatoon was awarded the bid to build Canada's only Synchrotron Research Facility – a \$170 million dollar structure dubbed the "Canadian Light Source". One of only eight in North America, the Synchrotron will attract thousands of research scientists to Saskatoon from across North America to the city every year. It is scheduled to open in 2004.

### HI-TECH RESEARCH FACILITIES ARE THE LURE

Saskatoon can now be differentiated in the global market by its critical mass of scientific research facilities. Tourism Saskatoon, in partnership with the CTC, Tourism Saskatchewan, and economic development organizations plan to undertake a meeting and convention market research assessment in the US market in 2000/2001. From the assessment Tourism Saskatoon will pinpoint sector specialists, meeting planners and identify high potential US-based organizations that may want to host meetings, conferences and conventions in Saskatoon. Planners anticipate that the access provided for private sector research at this synchrotron will lure potential investors and new research initiatives to Canada. Marketing Strategies will follow with implementation beginning in 2001/2002.

Saskatoon has an excellent track record in attracting convention activity. Success is supported by quality facilities that provide great value, amidst a backdrop of a clean, green and safe urban environment. This new market thrust will increase the city's ability to differentiate itself in the meeting and convention marketplace.

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## St. Catharines is the perfect weekend getaway

When visitors converge upon the city of St. Catharines in late September for the annual "Grape and Wine Festival" (Sept. 22 to Oct. 1), they will be exposed to much more than vineyards and wineries. St. Catharines is in the heart of Ontario's Niagara region, and wants to be seen not only as a destination in its own right, but as a home-base for tourists visiting the whole Niagara Peninsula.

The city would appear to be well-suited to the task. The Grape and Wine Festival is but one example of the array of opportunities to enjoy fine cuisine, local produce, and wines in a small city with a deep heritage. Port Dalhousie at St. Catharines dates back to the early 1700s when it was a transportation centre for goods shipped on the Welland Canal, a historic engineering marvel in itself. St. Catharines' harbourfront

area incorporates a number of heritage structures including two 1800s lighthouses, and an antique carousel (on which the rides still cost but a nickel!)

For a nickel less than a hundred dollars, travellers coming out of Toronto have a new and exciting way to get to St. Catharines and the heart of the Niagara region: a 140-passenger Hydrofoil service operated by the Seafight 2000 Transportation Company. The \$99.95 return fare includes taxes and optional ground transportation to Niagara Falls. The vessel departs from Queen's Quay in Toronto and arrives at Port Dalhousie an hour and a quarter later. Passengers are served on board by Seafight attendants who provide complimentary snacks and refreshments.

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## Parksville is a successful seniors destination

The small city of Parksville on Vancouver Island is the major player in marketing the Oceanside region that also features the neighbouring community of Qualicum Beach. The region has established itself as a destination for all ages, and seniors are a major market.

Oceanside, with an average of over 2,000 hours of sun each year and less rainfall than virtually any location on Canada's West Coast, is a great year-round destination. Seniors in particular enjoy visiting from April to early July and from September through October, when crowds are a little smaller and the weather is conducive to enjoying the many outdoor attractions.

The eclectic mix of communities found within Oceanside offer an array of discoveries. From the goats on the roof of the Coombs Old Country Market, to the many little stores in Bowser, Qualicum Bay and French Creek, to the pedestrian friendly streets of Parksville and the quaint village atmosphere of Qualicum Beach, visitors are sure to find some unique reminders of their visit.

If it is art & culture that peaks their interest, Oceanside offers more than 20 galleries and studios that are open to the public. The centre

of the artistic community is certainly The Old School House Arts Centre in Qualicum Beach. Here visitors will find two galleries, studios where local artists and artisans can be viewed as they work, and a busy schedule of year-round art classes.

### CENTRAL TO THE ISLAND'S OTHER ATTRACTIONS

The more active visitors can take in a tour of some of Canada's finest caves at Horne Lake Provincial Park or walk the trails at one of the other six Provincial Parks in the region. Mt. Arrowsmith is home to a number of trails and is the heart of a local effort to establish an international Biosphere Reserve. Visitors can also choose to join an escorted ocean kayak adventure, explore area trails on horseback or simply stroll along one of the area's sandy beaches that stretch along more than 12 miles of the region's coastline.

Parksville is an ideal location for exploring the rest of Vancouver Island. Within a two-hour drive visitors can be on the West Coast for whale watching, in Victoria exploring its "old England" charm, or visiting Campbell River's native heritage museum. Parksville and the Oceanside region are, indeed, so popular as a senior destination that many people from all over Canada retire to the area.

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# A cultural renaissance at the edge of the Atlantic

In the six years between 1993 and 1999 (the latest year for which statistics are available) non-resident visitors to St. John's grew by 62 per cent to over a quarter of a million people annually. And 75 per cent of that growth has been in the last three years. Little wonder that St. John's hoteliers have achieved a 27 per cent increase in occupancy, outpacing both their Canadian and Atlantic Canadian counter parts.



St. John's, NFDL

Kevin Gushue is the Manager of Tourism Development for St. John's. Through the window of his downtown office he can see construction workers on the new 5,000-seat civic centre slated to open in the fall of 2001. According to Gushue, non-resident spending in the city is up 100 per cent since 1993. He believes that the arts and cultural industries are a significant contributing factor to that growth, creating unique events, enhancing visitor enjoyment, and increasing the length of many visits.

Gushue recognizes that the city has become a cultural capital, not just for the province, but for the country. "There is so much happening in arts and culture here that it is becoming an industry and tourist attraction in its own right," he explains.

"The city council is an active supporter of the arts industry," says Gushue. In 2000, they demonstrated their support by consulting the arts community for input in the drafting of a comprehensive arts policy. The final report "The Arts and the City" was finished in June with 11 recommendations that council is actively investigating. "Now more than at any time in our history, the potential and the sheer talent of our artistic

community has come to the fore," says Gushue, "and the city will be a proactive supporter of that growth."

## A SERIOUS INVESTMENT IN THE ARTS

A \$40 million initiative announced in 1999 represents a major leap forward for the city's cultural industry. A new complex, to be known as "The Rooms," will be constructed by 2003 on the historic Fort Townsend

site. The building will house the Newfoundland Museum, the Art Gallery of Newfoundland and Labrador, and the Provincial Archives. Premier Brian Tobin believes strongly in the project. "(With The Rooms) we are renewing our commitment to preserve and promote our cultural heritage, a heritage unlike any other in the world," says Premier Tobin.

The artists of St. John's exhibit confidence in the scope of their current work. Whether it is in theatre, music, film, or dance, in painting, in photography, in sculpture, or in architecture, in writing, or crafts... more and more artists are stepping into the spotlight with work that is garnering attention locally, nationally, and internationally. For example, theatre groups like CODCO and the cast of *This Hour Has 22 Minutes* honed their skills in St. John's, at places like the Resource Centre for the Arts or "the Hall," one of seven professional theatre companies producing in St. John's.

Another focus for art and entertainment in the city is the Arts and Culture Centre which houses the Art Gallery of Newfoundland and Labrador, the 1,000 seat main theatre, and a basement theatre space. Featured performers include

local and visiting dance troupes, Newfoundland's symphony orchestra, and an exciting palette of local, national and international performing artists. Indeed, the musical scene is one of the most exciting in all of Canada and has seen the emergence of several important artists and groups including Great Big Sea, Ron Hynes, Kim Stockwood, and Damhnait Doyle.

Regardless of the art form, there is no shortage of annual events to showcase this exceptional talent year-round. These include the Concerts Under the Dome series, literary readings, the legendary Sound Symposium, the St. John's Folk Festival, the George Street Festival, Mardi Gras, New Year's Eve on the Waterfront, the Women's Film Festival, large-scale craft shows, and cultural events like the Regatta – the longest running sporting event in North America. These celebrations encourage artists and audience to pass on the tradition of excellence that has highlighted St. John's position on the cultural map.

## ARTS AND CULTURE MEAN BUSINESS

Travel agents and convention organizers who visit St. John's quickly realize the value of this city as a destination of choice for their customers. For example, St. John's "steamed" into the cruise ship business during the past decade. Activity has doubled every year since 1994 with a total of 13 cruise ships – including the Norwegian Sky – visiting the city in 1999. This year that number is expected to exceed 20 cruise ships. Close to 200 motorcoach tours in 1999 brought more than 7,000 visitors to the city for the unique cultural experience that is St. John's. And this year will see even greater numbers, says Gushue.

In 2000, St. John's will host another record number of national and international conventions and symposia, including the American Ornithologists Union & British Ornithologists Union Symposium, the Viking Millennium International Symposium, and the Eastern Horizons Children's Literacy in the Millennium Convention.

St. John's is the economic, political, and cultural centre for Newfoundland. With a population of close to 200,000, it is the second largest metropolitan area in Atlantic Canada. It is home to a vibrant arts and cultural industry based on a vast pool of artistic talent, people with a shared past and a modern and determined vision of their future.

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## Halifax – Atlantic Canada's entertainment capital

Halifax, Nova Scotia's capital city is a vibrant, modern seaside city that offers visitors a rich marine and military history, diverse cultural activities and entertainment, appetizing seafood and its own one-of-a-kind Maritime charm.

As Canada's first permanent British town, settled in 1749 along the scenic shores of the world's second largest natural harbour, visitors will find much evidence of Halifax's rich history throughout the city. The renovated Historic Properties on the waterfront, features a unique collection of shops and restaurants in Canada's oldest waterfront buildings which recall an era dating back to Nova Scotia's seafaring heritage and the years of the privateers.

## HALIFAX CELEBRATES THE SEA

A short walk along the waterfront, will also unveil the Maritime Museum of the Atlantic, a testament to Nova Scotia's rich marine heritage which offers a unique collection of artifacts from the Days of Sail to the Age of Steam and the ill fated ship, Titanic – reflecting two centuries of life on the sea. The influence of the sea continues to impact the old port city in new ways, as along with the more traditional industries associated with the sea, and Halifax's growth as a major North American shipping port, a new industry has grown in recent years marked by the arrival of over 100 cruise ships representing 15 different cruise lines in Halifax Harbour for the 2000 cruise season.

Also situated on the waterfront, next door to the cruise ship pavilion, visitors will discover Pier 21, Canada's Ellis Island, where more than 1 million immigrants, refugees, military troops and war brides passed through this building from the 1920s through to the 1970s. Pier 21, a National Historic Site, is a testament to Canada's profoundly emotional immigrant experience.

Another piece of Halifax's history stands prominently atop Citadel Hill. The star-shaped fortress of the Halifax Citadel National Historic Site sits high above the city overlooking the downtown and serving as a strong reminder of the early military presence and the city's origins as a garrison town.

## PERFORMANCE ARTS

Within the downtown, visitors can also relax in Halifax's Public Gardens, featuring 16 acres of North America's oldest and finest Victorian gardens. Theatre enthusiasts may quench

their thirst for the arts at one of the many performances at Neptune Theatre, Alderney Landing, just a short ferry ride across the harbour, in Point Pleasant Park with Shakespeare by the Sea or take in one of many entertainment offerings at Halifax Metro Centre. Visitors may dine indoors or outdoors at one of the many restaurants or pub and enjoy the riveting sounds of a variety of live bands from Celtic to Jazz to Rock, until the early morning hours. Halifax is also the home of numerous exciting and unique festivals, such as the Nova Scotia International Air Show and the Atlantic Film Festival both upcoming in September.

### COOPERATIVE DEVELOPMENT AND MARKETING

To capitalize on Halifax's diverse tourism potential, industry stakeholders are currently committed to developing Halifax as Atlantic Canada's Entertainment Capital. This initiative consistently showcases the region's unique attractions and events offered year-round for both leisure and business travellers. The year-round diversity of tourism product combined with the city's distinct blend of past and present and its spectacular Atlantic setting, has served to establish Halifax as one of Canada's most popular tourist destinations winter, spring, summer and fall.

Over the past few years, the number of tourists visiting the region has grown steadily, culminating last year with a record number of visitors generating \$566 million in revenues and 16,300 direct and indirect jobs in the Halifax Regional Municipality.

Halifax offers its visitors year-long



Halifax Harbour, Nova Scotia

entertainment, exceptional festivals and events, a valued and diverse cultural experience as well as a true, genuine hospitality like no other.

1 800 565-0000

## Arts and culture enhance city tourism

As a tourism draw, culture works. Of all travellers in Canada, 30 per cent include cultural or heritage tourism; 37 per cent of foreign travellers include cultural activities in their trip. Tourists attracted by cultural or artistic events stay longer, spend more for lodgings, food and general spending.

Look at Chemainus, B.C. Its declining economy and town core were revitalized by the Festival of Murals, now featuring over 25 painted murals of the town's history. The Chemainus murals attract 450,000 visitors annually, and won the 1994 British Airways Tourism for Tomorrow Award (Americas region).

Creativity can transform communities. With growing interest in quality of life issues, any community can gain by encouraging cultural

richness. Vancouver, Toronto and Kelowna have developed lively cultural districts that attract visitors and residents, revitalizing the downtown core and increasing tourism activity. Trois-Rivières appeals to Canadian and international tourists by offering a mix of activity and tradition,

international festivals in poetry and the vocal arts, a blues festival, an agricultural fair, an automobile Grand-Prix, and maritime activities.

In Montréal in 1995, the four major festivals – Just for Laughs, the International Jazz Festival, Francofolies, and the World Film Festival – generated tourist expenditures of more than \$52 million. While tourists represented nearly 16 per cent of visitors, their share of the expenditures was more than 37 per cent of total spending associated with these events.

### THE EUROPEAN MODEL

Have you been to Glasgow recently? Scotland's old industrial city has shaken off its coal dust image since 1990, when Glasgow became the European City of Culture for that year. Visitors, residents, and artists rave about the city's bright new look, cultural rebirth, and economic success.

The European City of Culture initiative began in 1985, emphasizing a shared cultural heritage and the vitality of the arts. The host city becomes a showcase for both its own cultural activities and for activities from other European communities. With a modest contribution from the European Commission, funding and support are provided by governments in the host country and other sources.

A 1994 study confirmed the

long-term impact of the European City of Culture program. Glasgow's cultural rebirth in 1990 contributed significantly to its overall regeneration. Cultural tourism grew significantly; visits to Glasgow increased 44 per cent in 1990 from 1989; hotel nights booked 81 per cent; ticket sale values 364 per cent; visits to major cultural venues 92 per cent. Other European Cities of Culture studied showed upward movements of 7 per cent to 50 per cent in the foreign tourist market during the course of the year of designation.

### CANADA TO ADAPT EUROPEAN MODEL

The successful European City of Culture program provides a model to build on and adapt to Canadian realities. The Department of Canadian Heritage is working with the Federation of Canadian Municipalities to explore the development of an initiative to profile and promote the cultural character of Canadian communities.

Such a program would have the added benefit of helping to stabilize and grow Canadian arts organizations and institutions through the development of new audiences and increased community participation. It would also contribute to cultural tourism, enticing Canadians and travellers from around the world to meet Canadians from different regions of the country and share their culture, heritage and way of life. Megan Williams of the Canadian Conference of the Arts says the initiative "stands to have a major impact on the cultural life of Canada, through its artists and producers and among its institutions and infrastructure."

Cynthia White Thornley

## – MUSEUMS –

# Making Canadian cities stronger destinations

by Catherine Pirie

Where else can you touch towering totem poles, dig for dinosaurs, marvel at Matisse, visit with Vikings, ogle an ostrich, experiment with electricity, or ponder the past?

At Canadian museums, that's where.

According to the Canadian Museums Association there are more than 2,300 museums and related institutions in Canada that "hold our

collective heritage in trust for the Canadian public." Last year, 55 million people visited the nation's museums, and an additional 60 million visited our historic and natural parks.

The 'one-stop shop' with something for everyone... long gone are the days when museums were quiet repositories of artifacts-under-glass!

Now Canadian museums offer exhibits and services for travellers of all types, with interactive exhibi-

tions, educational programming, hands-on learning and high-tech resources. "Today's museums are more than the sum of their collections. They are also educational and entertaining," says Cynthia Jolly, Chief of Marketing at the Canadian Museum of Civilization in Hull, Québec.

To make the traveller's visit more enjoyable, and to keep visitors on-site longer, museums have improved their non-exhibit services, with coffee bars, gourmet restaurants, box-lunch dining rooms, theatres, meeting rooms, convenient parking and special facilities for groups.

Integrated retail opportunities offer visitors not just exhibit-related items, but high quality regional and national souvenirs, original artwork and Canadian crafts, often purchased with an eye for ethical manufacture. Unique gift items, unusual toys and books on topics ranging from serious studies on art, ethnology and



Canadian Museum of Civilization, Hull, Québec

history to Canadiana and cooking can also be found.

### PACKAGING THE PROGRAMS

The drive to continually increase attendance has resulted in a better and more varied selection of museum

continued over ➡

## Finding museum programs to suit every visitor

Aside from the usual lure brochures and tourism materials, there are many web sites dedicated to sharing museum information. The Canadian Museums Association website is: [www.museums.ca](http://www.museums.ca)

The Canadian Heritage Information Network offers The Great Canadian Guide, an on-line museum directory with location and keyword search functions at [www.chin.gc.ca/guide](http://www.chin.gc.ca/guide)

"Museumlink", one of many independent on-line catalogues of museums, has recently launched a directory of Canadian museum links at [www.museumlink.com/canada.htm](http://www.museumlink.com/canada.htm)

In addition to the Canadian Museums' Association, national organizations, such as the Canadian Association of Zoos and Aquariums ([www.caza.ca](http://www.caza.ca)), provincial groups, like Alberta Museums Association ([www.museumsalberta.ab.ca](http://www.museumsalberta.ab.ca)), and municipal networks, like the "Regroupement des institutions muséales de la région de Québec" ([www.museocapitale.qc.ca](http://www.museocapitale.qc.ca)), offer on-line information aimed at museum visitors and tour groups.

Individual Museums also have very interactive sites to aid in planning visits. For example, visitors can search for events that coincide with the dates of their trip at the Art Gallery of Ontario site ([www.ago.on.ca](http://www.ago.on.ca)), or 'Come Aboard' the Maritime Museum of the Atlantic site ([www.museum.gov.ns.ca/mma](http://www.museum.gov.ns.ca/mma)) for an overview of the sights and services.

### MUSEUMS - MAKING CANADIAN CITIES... *continued from page 5*

programs. Tour operators can take advantage of group bookings and special services at rates profitable for both the museums and the travel partners.

Tours can usually be adjusted to accommodate groups with special needs. Seniors, physically challenged individuals, families, or simply those with a tight schedule can still appreciate much of what the institutions have to offer. Price-conscious travellers receive high value for their activity dollars with museum tour packages.

Packaging programs with other travel-friendly venues is another trend that improves the overall visitor experience. Hotels, convention sites, restaurants, performing arts centres and city tour groups offer joint events and suggestive up-selling. Discounted multi-site pricing, shuttle services and linked tours can be found in many Canadian cities.

### EXPANDING THE URBAN LANDSCAPE

Museums have begun to look to each other, not as competitors for attendance, but as partners in a driving force that, together, can bring more visitors to their region. Urban centres are welcoming the expansion of their museum communities to include such sites as the new Children's Own Museum in Toronto and the soon to be relocated and expanded Canadian War Museum in Ottawa.

Large tour and motor coach companies feature museums as highlights of their city tour programs. A high concentration of museums can also extend peak travel periods and provide solutions to shoulder season

travel decreases, especially when promoted in combination with weather-dependent community events and holidays.

With programming aimed at an ever-increasing number of target audiences, museums are rich in new products. They are a stageground for festivals and events, a warehouse of community resources, and an exciting forum for learning-travel experiences.

In every city across the country, there is truly 'something for everyone' at Canadian museums.

*Canadian Museums Association  
1 613 567-0099  
info@museums.ca*

## Mounties museum to be a feature draw in Regina

The federal government and the Province of Saskatchewan believe in museums: \$4.2 million in cost-shared funding has been committed through the Canada/Saskatchewan Western Economic Partnership Agreement (WEPA) towards the development of a world-class Royal Canadian Mounted Police Heritage Centre in Regina. The existing Centennial Museum, which is unable to accommodate increased visitor traffic or adequately display the rich collection of RCMP artifacts, will become an archival and exhibit preparation facility. Total cost of the project is estimated at \$25 million.

Frank Hart, Chairman of the Heritage Centre's implementation committee, says the Heritage

Centre has "the potential to be a major travel generator for Western Canada"

and the implementation committee will be proceeding on that basis. Canadian Heritage will provide technical design and governance expertise. Plans are for the Centre



to be owned and governed by a federal non-profit Corporation.

*Darryl McCallum  
Project Manager  
RCMP Heritage Committee  
Regina, Saskatchewan  
1 306 791-4690*

## Winnipeg's urban cuisine tempts travellers



by Brad Hughes

In a city that is renowned for its perhaps best exemplified by the globetrotting Royal Winnipeg Ballet, it should be no surprise that creativity in the kitchen is a hallmark of Winnipeg restaurants. Cooking host Ken Kostick will take this Winnipeg-honed creativity to new heights with his nationally televised TV show debuting this fall on the Food Network.

Whenever he returns home Kostick says one of his first moves is to seek out his city food favourites. Two classic stops of his are the North End Salisbury House for their double nip hamburger with fried onions, and C. Kelekis for their skinny fries.

### FOOD DEFINES GOOD MEMORIES

Kostick is like many ex-Winnipeggers who define their love for the city with a food memory; whether it is a classic Jeanne cake, an upside down Bridge Drive In milkshake, or a bag of Old Dutch Rip'1 Chips. These food

memories stem from the city's traditionally strong agricultural economy.

Now, more recently added to the mix, is a dynamic multi-ethnic population of creative chefs and patrons that has resulted in the development over the last five years of one of Canada's great dining destinations.

This booming restaurant community has been inspired by an innovative group of young chefs pushing the creative boundaries. Their backgrounds vary. Some, like Michael Dacquisto of Green Gates, have come up through the ranks of local hotels and fine dining establishments. Others, like Rob Waters of The Storm, have trained with top Canadian chefs on the west coast before moving back home. All look for the freshest local ingredients and partner with innovative food purveyors to get what they need.

### TOP CITY CHEF PROVIDES LEADERSHIP

Many of the city's dining establishments would agree that they owe





a nod of gratitude to Tony Murakami, Executive Chef of the very chic St. Charles Country Club. He has been a leader in the development of Manitoba Regional Cuisine for twenty-five years. As a competitor and coach for Canada's Culinary Olympic Team, Tony has created odes to prairie life using such fare as the province's prized root vegetables. His amazing creations include cream of parsnip and potato soup served cappuccino style; and red beet honey sorbet nestled in a delicate ice sculpture.

As Chef Tony's regional cuisine influences have moved out of culinary competitions and onto restaurant menus, other chefs and food entrepreneurs have taken up the challenge. They have opened critically-acclaimed restaurants like Green Gates, The Storm, Scot McTaggart's Fusion Grill, Tavern in the Park with its Heinz Kattenfeld menu, Baba Yiannis at The Forks, featuring award-winning chef Germaine Coutu, and Nicolino's, where Chef Marnie Feeleus presides over a funky suburban kitchen.

This explosion in variety and

quality has not been limited to regional specialties. Every kind of restaurant has appeared on the scene, including an increase from only one sushi restaurant ten years ago to eight today. Winnipeg offers an incredible experience for travellers; perhaps the best example of this is an anecdote from an Ottawa visitor. She was chastised by co-workers on returning home, because she did not leave the hotel to sample any of the city's restaurants during her stay.

Fortunately, her hotel (The Lombard) features the regionally influenced cuisine of Chef Barry Willis on its room service menu: the fabulous news for visitors is that the food is great in Winnipeg no matter where you eat!

*Brad Hughes  
is the Editor of  
"WHERE Winnipeg"  
and can be reached at  
fanfare@webspinners.ca*



## Defining Canada's culinary product

The Canadian Tourism Commission has undertaken an initiative to define its culinary product through organizing regional tourism and cuisine round tables, updating the tourism and cuisine database, and networking with key players in Canada.

More and more countries are promoting their local food products, chefs and restaurants. Canada, too, has a lot to offer, from les Fêtes Gourmandes de Montréal to the Okanagan wine festivals and from the Niagara Wine and Grape Festival to the many farm vacations in most parts of Canada. Through the organization of six regional tourism and cuisine round tables, the CTC has learned a great deal about the variety of local food products, renowned chefs and restaurants and award-winning Canadian wines. Many cities like Winnipeg, Vancouver, Calgary and Montréal are already including cuisine as part of their tourism offering.

Round tables have been held in Newfoundland, Prince Edward Island, British Columbia, Ontario (Niagara region), Saskatchewan and Manitoba. Alberta will have a regional tourism & cuisine round table September 25 in Edmonton.

The CTC now invites the industry to provide their input on the cuisine project. What are the next steps for Canada and its culinary tourism offering? Should the CTC organize a national Tourism & Cuisine Forum? Would there be any interest in a tourism and cuisine "best practice tour"?

*Mylène Deneault, Product Development Analyst  
Tel: 613 952-1867 deneault.mylene@ic.gc.ca*

# BestCities.net



Vancouver Harbour, B.C.

### by Martha Plaine

Tourism Vancouver, the convention and visitors bureau of greater Vancouver, is spearheading an innovative new marketing alliance. Tourism Vancouver has joined together with four other world-class meeting destination CVBs (convention and visitor bureaus) to form BestCities.net.

Vancouver has partners on three continents: Boston, in North America, Edinburgh and Copenhagen, in Europe, and Melbourne in Australia. The purpose of BestCities.net is to increase business in the lucrative international meetings business sector. The five cities believe they can offer meetings planners something difficult to find: guaranteed, uniform levels of excellent service in diverse parts of the globe.

The partners in BestCities.Net believe that cooperation, not competition, is the best way to attract new clients and keep them as repeat customers. They are hoping that satisfied customers will want to stay in the network and rotate their meetings through the destinations of BestCities.net.

### CHOOSING THE RIGHT PARTNERS IS KEY

"This is a Canadian innovation," says Paul Vallee, Vice President of Tourism Vancouver and Chair of BestCities.Net. Vallee credits Bruce Macmillan, a former marketing VP with Tourism Vancouver, with the idea for BestCities.Net. Macmillan recognized what was happening globally in services industries. Airlines, financial institutions, even automakers were forming marketing alliances.

In 1999 Macmillan started looking for cities that had similar characteristics to Vancouver: top tourism destinations, middle-range capacity for meetings (not more than 10,000 rooms), experience in hosting international events, repu-

tations for excellent service and organization, charm, friendliness and physical attractiveness.

Macmillan picked four cities that matched Vancouver's best attributes and pitched them the plan for a joint marketing alliance. Boston, Edinburgh, Copenhagen, and Melbourne signed on and BestCities.net was born.

Now Paul Vallee has taken over from Bruce Macmillan as chair of the alliance. Vallee is betting that BestCities.net will help Vancouver keep its edge in the international meetings market. "It's mind-boggling to see how much effort and money exotic new destinations are putting into attracting business in the international meetings field," Vallee says.

### INTERNATIONAL DELEGATES "DREAM CLIENTS"

To underscore that observation, Vallee remarks that at the recent European Incentive Business Travel Marketplace in Geneva, the competition was out in force. The reason for interest in international meetings business is easy to understand: Delegates to international meetings are bigger spenders than other business customers. Hotel rates are less of an issue for them. They tend to stay longer at international meetings: "there is more pre and post conference activity," Vallee says.

And finally, these customers aren't just attending a meeting, they're looking for a memorable travel experience. For destinations such as Vancouver, delegates to international meetings are dream clients. Vancouver already has an established track record with international meetings. In an average year, Tourism Vancouver books fifteen international events. The value of international meetings to

continued over ➡

**BESTCITIES.NET...**  
continued from page 7

Vancouver is approximately \$15 million a year in visitor spending.

There is considerable potential for growth. In year one, BestCities.net is concentrating on developing the standards for service that all partners will follow. They're consulting with a Customer Advisory Board, a group of clients from organizations such as the International Council of Nurses, the International Council of Exploration of the Sea, and the International Society for Ultrasound

in Obstetrics and Gynecology. These are groups that presently do business with cities in the alliance.

"The Board is telling us what are their big issues, what they need. They welcome the BestCities.Net alliance," Vallee says.

**SHARING  
BEST PRACTICES**

Also, the partners are sharing best practices. "We're not afraid of stealing each other's best ideas" is how Vallee puts it. For instance, Vancouver excels at increasing attendance at meetings; Edinburgh at preparing bid

documents; and Boston, Copenhagen, and Melbourne bring their own particular strengths to the alliance.

The cities can learn from each other. BestCities.net will incorporate the best ideas and best practices recommended by the Advisory Board into their service guidelines. When they have completed product development and an interactive website, the cities will turn their attention to marketing.

BestCities.net is a new group, a work in progress. So far, the cities represent three continents – North America, Europe, and Australia.

Eventually they hope to find an Asian partner to join them. Paul Vallee says that the bottom line of this initiative is that it puts the customers' needs first. "We're optimistic that this will succeed. We'll be promoting each other, supporting one another. We share a vision ... and we recognize and respect each other's commitment to service."

*Martha Plaine  
is a freelance writer  
and a frequent contributor to  
Communiqué*

# Rivalry yields to cooperation for competitive edge

Canada has two cities that can each be termed a metropolis: Toronto and Montréal, and while their combined populations would scarcely cause a ripple in some of the world's great metropolitan centres – say, London, or Berlin, or New York – these two Canadian centres have what it takes to deliver a metropolitan experience to their visitors.

characterizations of Canada's two metropolises have been ever a matter of debate and speculation. Size, of course, is another thing: Toronto wins this one hands down, with over 2.3 million residents to Montréal's 1.7 million. Of course, Montréal has 3.3 million residents in the greater metropolitan area, and is also the largest francophone city in the world after Paris.



Montréal Harbour

© Old Port of Montréal Corporation Inc., A.P.E.S.

Both cities have had their ups and downs as economic forces bring boom and bust. Montréal, an economic basket case a very few years ago, is on a roll, and its tourism industry, based heavily on the city's cosmopolitan ambience, is exceeding its own expectations month by month. Toronto's tourism business is also strong, and the future looks bright as the city stands to be a prime beneficiary of international tourism trends.

**THE GOOD? THE BAD?**

Montréal the Bad, Toronto the Good. Or is it the other way around? These

Size, perhaps, is not everything, although as the fifth largest city in North America, Toronto is right up there with the giants. One half of the population of the United States lives within a one-day drive of Toronto, and one quarter of Canada's population lives within 160 kilometres. Together these two magnificent cities, little over a one-hour flight apart, have ready access to a huge combined domestic and US market, as well as the privilege of being destinations for the bulk of Canada's in-bound international flights. Size, if not everything, counts for a lot!

**THE GOOD, THE BAD,  
NEVER THE UGLY**

The old adages die hard. Montréal has always focused on being Canada's – perhaps even North America's – centre for cosmopolitan culture. Toronto has created an image as Canada's business centre. A quick glance at the two cities' tourism websites reinforces the widely-held stereotypes: Toronto's website aggressively features its innovative tourism "Value Packages" program, while Montréal's internet presence prominently positions the city as the ideal destination for gay and lesbian tourists, offering a safe visitor environment within a diverse mix of cultural attractions.

So, then, is it Montréal the cultured, and Toronto the capitalist? Hardly. Both cities have something for everyone, and both are, in world-wide terms, safe and friendly destinations. Folk from some of the world's really large cities might even say that our two metropolises have a small-town atmosphere, and those folk may be right because that quality of friendliness is as much a characteristic of Canada and Canadians as it is of any small town. And lest anyone question further the cultural-versus-business designations, Montréal has a very healthy finance and business sector, thank you, and Toronto can be proud of an enviable and unselfconscious position within the world of arts and entertainment. Toronto is the third-largest English-speaking theatre centre in the world, and has over 5000 restaurants!

Location, location, location has it all: not just proximity to markets, but beautiful surroundings. Montréal on its island at the confluence of two major rivers by the edge of the Canadian Shield, and Toronto's stunning panorama of the lake and its inland face melded with the rolling farmlands and woodlands of southern Ontario, make these two old rivals fitting gateways to much of what Canada has to offer.

**COOPERATING TO BE  
GLOBALLY COMPETITIVE**

Cooperative thought and action, referred to as "partnering" in the



Toronto Skyline from Centre Island

newspeak of the millennium, are very much a part of the relationship between the tourism forces in these two cities. According to Tourisme Montréal's Jean Chrétien, the two cities are actively meeting to discuss collaborative approaches for Meeting and Incentive Travel as well as leisure sectors in select geographic markets. The challenges? "We need to change the mindset of tourism partners," said Chrétien, "to encourage them to embrace a more pan-Canadian approach in markets where both cities can see a net benefit."

This cooperative approach extends beyond relationships between Montréal and Toronto alone; other Canadian cities are involved in some of these initiatives as well. Increasingly, tourism industry leaders are seeing that being globally competitive means drawing together upon our collective strengths and transcending our rivalries.

*Tourisme Montréal  
1 514 844-5400  
www.tourisme-montreal.org  
Tourism Toronto  
1 800 499-2514  
www.toronto.com/TorontoTourism\_Toronto/*



The city. We travel its streets, talk with its people, shop at its boutiques, eat at its restaurants, join in its celebrations. We know the city... or so we think.

But there's another side – often hidden, sometimes timid, always intriguing. It lies beyond the iron gates, behind the polite facades, beneath the smooth veneer and unblemished paint. Filled with fancies and foibles, dreams and dramas, marvels and mysteries, it's bursting to tell stories, reveal secrets, and share genuine Canadian experiences. And its doors are open – to individual travellers, families on vacation, tour groups – at Parks Canada's urban national historic sites.

## SECRETS OF THE GARDEN

At Bellevue House National Historic Site in Kingston, Ontario – close to downtown shopping and other attractions – a curved driveway leads through a park-like setting to the home of prominent Kingston lawyer and rising politician, John A. Macdonald, who would later become Canada's first prime minister. A fanciful, Italianate villa, Bellevue House contrasted sharply with the Georgian architecture of the time, inspiring nicknames like "Tea Caddy Castle," "Molasses Hall," and "Pekoe Pagoda."



Photo: B. Morin

Restored to the late 1840s period, and kept much as the Macdonalds would have kept them, the secluded "Pekoe Pagoda" and gardens, staffed with knowledgeable costumed interpreters, offer visitors a unique city experience.

The 2-acre grounds, including an orchard and vegetable garden, are particularly fascinating to gardening enthusiasts. Gardeners dressed in period clothing perform their tasks outside using period techniques and implements, and they are happy to explain their work, demonstrate techniques, and respond to questions.

Visitors can tour the house, relax under the trees, stroll through the gardens, watch the gardeners at work, and solve all sorts of early Victorian gardening puzzles. Why is the grass around Bellevue House not kept shorter? Because it's cut by hand, with a scythe. Why are there no flower beds planted right beside the house? Because foundation planting is a concept that was introduced later in the period. Why are the vegetables planted in square patches? Because the plots are easier to tend by hand in that shape.

# Parks Canada's urban national historic sites

The vegetables planted in the Bellevue House gardens are heritage varieties, grown organically – no other option in the 1840s. Visitors can explore composting techniques, learn about Victorian vegetable garden layout, and sample the produce in season.

For reservations or information  
Tel: 613 545-8666

## VICTORIAN FANCIES

Visitors to Montréal's Sir George-Étienne Cartier National Historic Site, located in the historic Old Montréal district, are treated as guests of the house. Greeted at the door by a servant – or, if they're lucky, by a "grande dame" of the period's rising middle class – they are swept into the lavish interior of an upper middle class home in 19<sup>th</sup>-century Montréal and entrusted with confidences surrounding the political life of Sir George-Étienne Cartier, master of the house and Father of Confederation responsible for bringing Canada East (Québec) into Confederation.

The opulent ambience of the house, combined with unique and dynamic theatrical programming, makes a visit to this historic site a memorable urban adventure.

Depending on the season and the day, visitors may find themselves receiving a lesson in etiquette from a solicitous manservant and a congenial member of Montréal's high society. They might get caught up in an event attended by 19<sup>th</sup>-century poets, musicians, and actors, along with, perhaps, a politician trying to convince the gathering of his ideas, or a clergyman preaching to the "flocks". A visitor may be offered employment as a servant of the house, questioned accordingly on punctuality and discretion, informed of working conditions, familiarized with the Cartier family, and brought in on a few secrets. In the Christmas season, visitors are invited to join in the feverish preparations for an authentic Victorian Christmas.



Photo: Normand Rajotte

Theatrical animation isn't always on the menu for individuals who visit the site, but special arrangements can be made for groups.

For reservations or information  
Tel: 514 283-2282

## OFFICERS AND GENTLEMEN

Artillery Park National Historic Site, nestled within the walls of Old Québec City, seems an unlikely setting for a high society tea party. Dedicated to defending Québec City – first serving as barracks, then converted to an industrial complex – this site makes an impression more pragmatic than festive. But appearances can be deceiving, and the grandiose Officer's Mess, with its Regency furniture, fine art, and servants in attendance, is one of the best places to mingle with officers and gentlemen in Québec City in the 1830s.

Groups of 15 or more (individuals can contact the site to join groups already scheduled) are invited to the Officer's Mess, one of the most prestigious in the colonies, to attend an English tea party on the occasion of Lieutenant Colonel James Pattison Cockburn's return to England.

Everyone who attends the tea party has an identity. Visitors may find themselves impersonating the Lieutenant Colonel or his charming wife Lady Vansittart, or perhaps a prosperous merchant, influential judge, or capricious matriarch. They will be served Earl Grey tea and scones by a rather austere British messman who is training a new and somewhat incompetent assistant in the painstaking preparation and service of English tea.

The tea ceremony at Artillery Park National Historic Site is funny, relaxed and spontaneous – a great way for visitors to experience how the presence of the military shaped the unique character of Québec City over the centuries. A walking tour along the ramparts surrounding Old Québec – the only complete fortifications in any North American city, and one of the main reasons Québec City carries the World Heritage Site designation – completes the historical adventure.

For reservations or information  
Tel: 418 648-4205.

## A DATE WITH TRADITION

Nova Scotia's Halifax Citadel National Historic Site, located in downtown Halifax, keeps alive military traditions of another kind. Visitors crossing the threshold of this impressive landmark fortification – one of the British Empire's key naval stations – leave behind the sounds of a modern port city and enter a world filled with the crack of rifle-fire and the skirl of bagpipes. The time is 1869, and the 78<sup>th</sup> Highland Regiment is stationed at

the Citadel. One of the most famous Scottish units in the British army, these soldiers present an impressive sight in their tartan kilts, feather bonnets and bright red doublets.

The 78<sup>th</sup> Highlanders developed a special, friendly relationship with the local citizens while they were garrisoned in Halifax, and today, along with the Royal Artillery, they carry on that tradition with visitors. A personable off-duty sentry sits in the guardroom, relaxed and eager to share fort gossip. Soldiers' wives scrubbing laundry at the wooden tub are happy to take a break and chat about their lives. Children are invited to sit at a desk in the schoolroom and write on the slate, ask the school master questions, or use a ballframe to solve math problems.



Photo: Nova Scotia Marketing Agency

Visitors won't want to miss the firing of the noon-day gun, a tradition since the mid-1800s, or the Town Clock, marking time for Halifax for nearly 200 years, or The Tides of History, a sight and sound presentation on Halifax's colourful past, or the guided tours, fascinating exhibits, coffee bar, and gift shop. There's something for everyone at the Halifax Citadel National Historic Site.

For reservations or information  
Tel: 902 426-5080

## AUTHENTIC AND UNIQUE

These and other national historic sites managed by Parks Canada are unique. They commemorate people, places and events of profound significance to all of Canada. They protect places and cultural resources so that they remain healthy and whole for the present and the future. They provide a wide variety of opportunities for visitors to connect with the real thing – the very places that were witness to the defining moments in Canada's history. And they offer an actual guarantee – for excellent value, quality services, and fair prices.

All national historic sites welcome tour groups and FIT travellers. Since hours of operation, services, tour policies, access for people with disabilities, and program and event schedules vary, it is best to call ahead for information, and to make reservations and other arrangements.

For more information on Canada's national historic sites – part of Parks Canada's cross-country network of over 140 national historic sites, as well as more than 35 national parks

www.parksCanada.gc.ca  
Tel: 1 888 773-8888, Operator 35



## Montréal behind the scenes

by Suzanne Laferrière

You know the feeling? You arrive in a city, you take a few hours to get oriented, you make sure to go around to all the places recommended in the guides, and, somehow, you just don't feel quite right. Oh, nothing serious, just a feeling that, deep down, after you've "seen everything," you still haven't seen anything of the real city you're visiting. But what can you do about that?

More and more tourists are asking that question. The answer takes several forms. However, in Montréal, and in a number of world capitals, "alternative" organizations have, without great fanfare, put in place tours or activities that plunge you into the heart of their city. The *Stattreisen* network in Berlin, Hamburg and other parts of Germany, the Tenement Museum of New York's Lower East Side, and, in Montréal, the collective *L'autre Montréal* are just a few examples of these discovery opportunities created by people who love their city.

### AN ECLECTIC ARRAY OF OPPORTUNITIES

At *L'autre Montréal*, the most surprising subjects are matter for exploration. The "Montréal côté cour" tour takes

to the alleys – those narrow parallel lanes that form a grid in the old neighbourhoods – and shows you, better than an urban planning course could, how the city was built and how its citizens live there. The "Montréal des utopies" tour takes you to unusual places (a cemetery, a theatre no longer in use, an armoury and so on) where you will find the ghosts of yesterday and discover the path of democracy in Montréal.

More? "La courtopointe montréalaise" – no doubt one of the most popular tours – traces the history of immigration, in a city that is truly a world crossroads. In addition, you might spot where you'll go for your next meal: a Jewish bagel? Peking duck? cybersushi? Brazilian grill?

More than 40 tours are listed. One of the classics remains "Des villages à la métropole," a panorama tour that presents the major stages in the city's history and its most remarkable social and architectural contrasts. *L'autre Montréal* also looks at the debates in society. Thus, the "Montréal au féminin" tour spotlights the contributions that women have made in a host of areas: labour, health, education and so on, while the "L'histoire de la santé mentale" tour shows how institutions and attitudes have evolved in relation to

those people we used to call "crazy." In fact, a number of *L'autre Montréal* tours are aimed at taking stock of a subject that concerns Montréalers – for example, environmental issues ("Montréal vert ou gris" tour).

### BOATS, BUSES, AND ON FOOT

Most of *L'autre Montréal's* tours are by bus (an improved yellow school bus that drives around incognito), but some are done on foot or even by boat. The "Croisière dans le port" tour uses a charming trimaran to take Montréalers and visitors along Montréal's shorelines for three hours. Organized in co-operation with another Montréal recreational tourism organization, *Société d'animation de la Promenade Bellerive*, the cruise offers superb views and a commentary on subjects ranging from the economy to the ecology of the St. Lawrence River.

Over the past ten years, *L'autre Montréal* has reached more than 50,000 people. Demand is growing: in 2000, *L'autre Montréal* plans to put on 400 activities, approximately 10 per cent of which will be for groups of visitors. These tourists looking for "something different" are mainly Europeans (French and

Belgian, in particular), but *L'autre Montréal* also accommodates Latin Americans and visitors from English Canada and the USA.

Other Montréal organizations are now joining in with alternative products. For example, *Tourisme Hochelaga-Maisonneuve* offers activities in that East Montréal neighbourhood and *Écomusée du Fier-Monde* helps people discover Montréal's worker and industrial past. The trend is such that a number of neighbourhoods might add their own activities to those of the pioneer organizations over the next few years.

### TOURS YEAR-AROUND AND BILINGUAL

*L'autre Montréal's* tours are given in French and English, and the facilitators are used to working with groups accompanied by an interpreter. The tours are available year-round (yes, even in the winter!).

Interested groups or agencies can reserve by telephone  
514 521-7802 or  
[www.cam.org/-autrmt/](http://www.cam.org/-autrmt/)

continued on page 12

## MONTRÉAL BEHIND THE SCENES...

continued from page 11

It is possible to include in the visit a meeting with a Montréal organization, or to combine the activity with a meal. These packages are custom-designed to meet individual groups' needs.

Over the summer, visitors who are not with a group can get a ticket directly for the tours for the general public that are conducted on Sundays. What a great opportunity to meet Montréalers! Information for these tours is also available by telephone or on the Internet.

Who are the people behind L'autre Montréal? Their personal histories and training are highly diverse: architecture, history, humanities and social sciences, cultural activities. The secret is in the sauce: the tours are the product of group work, making it possible to blend all these disciplines. The final ingredient: boundless passion for everything relating to their city!

*Susanne Laferrrière is a member of Collectif L'autre Montréal*

## SELLING CANADA

## Kingston, Ontario The first capital city of Canada and gateway to the 1,000 Islands

by Fred White

As they say in the real estate business, it's location, location, location. Is tourism very different? As a vacation destination, it would be hard to find a city more ideally located than Kingston. On the doorstep of the 1000 Island Tourism Region in the St. Lawrence, and with easy access to Toronto, Ottawa, and Montréal, this historic city is an ideal touring base, if ever your clients can distract themselves from all that Kingston has to offer.

This was the first capital city of Canada, so history and pageantry

run very deep. The war of 1812 led to the construction of Fort Henry, believed to be impregnable. Today, this National Historic Site stages re-enactments of the times, led by the world-famous Fort Henry Guard. Tours of the home of Sir John A. Macdonald and Kingston's historic city hall are also major attractions.

In 1826, the Rideau Canal was built as a military supply route from Kingston to Ottawa. The capital was moved to Ottawa in 1867, and now the canal is a favourite tourism waterway and houseboat route.

Downtown Kingston can be explored by trolley tour and even better on foot. Art galleries, restaurants, pubs, craft shops, antique centres, surround Market Square with many museums close by. And at night, the entertainment scene includes live theatre and music ranging from jazz to Kingston's own symphony orchestra.

Nearby 1000 Islands is a one-of-a-kind tourist heaven. There are actually 1,874 islands that can be toured by boat or enjoyed on dinner cruises. Sailing, canoeing, wind-surfing are all popular. And the shipwreck scuba diving in the area is considered among the best in the world, with crystal clear visibility from 30 to 70 feet.

Kingston has recently been experiencing a visitation boom. From '96 to '98 numbers jumped from 2.5 million to 3.1 million. Growth continued in '99 jumping a further 7 per cent in May.

For information  
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## No doldrums this summer in Canadian travel industry

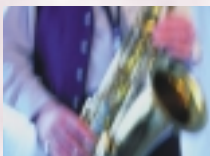
by Bob Mowat

When I was a kid, the dog days of summer were always the time when boredom set in and I learned the truth of the simile: "Idle hands are

# DISCOVER St. Catharines

THE HEART OF NIAGARA

Join our Wine Country Celebration this fall...  
Ontario's Cultural Event of the Year!



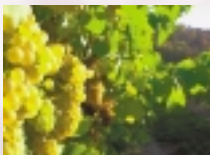
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the devil's playthings." Kids with nothing to do ultimately have the ingredients to create a dangerous situation.

Though summer has passed us by almost, I tend to think that this year, the travel industry found itself in the doldrums and decided to do something about it. It seems like every sector in this business decided to bypass a quiet holiday by the water and instead spent hours closeted with advisors in order to hatch new strategies. Good thing, bad thing – I don't know, but it sure has been a busy summer in terms of turmoil in this business.

### TOPPING THE LIST

Timing is everything and as *Communiqué* was headed to press, American Express brought out its big guns in Canada and gave a clear vote of confidence to the future role of the travel agent – not only here, but around the globe. The company's vice-president and general manager, Peter Drutz unveiled details of the company's plans to "aggressively expand" its leisure travel network at the retail level from 100 to 300 locations in Canada in the next four years. Shades of Mark Twain – rumours of my death, etc...

Drutz explained that American

Express believes that agents will continue to play an important role as consultants for consumers planning vacation travel. Further, while some believe that technology will usurp the agent's role, Drutz believes it will support – not replace – the retailer.

The hook in all this is that American Express' expansion will be based on an affiliate or franchise approach and it will be looking for top agents in major metropolitan centres across the country (Vancouver, Edmonton, Calgary, Toronto, Montréal). Now that's a value proposition!

### PLAY ON, BOYS!

Good, bad, indifferent – whatever your view, the recent appointment of Bruce Hood, ACTA-Ontario past president and former NHL referee, as the new Air Travel Complaints Commissioner certainly has people talking.

The big question that the people that I've been talking to have is, of course, how loud Hood will get to blow his whistle when consumers and airline officials get into a major ruckus.

There is a certain pessimism out there as to whether the government will be able to control the beast it unleashed when Air Canada was

allowed to takeover Canadian Airlines.

Hood is well-meaning and well-principled and he has faced – as a travel agency owner – the anger, resentment and frustration of consumers who have had a bad experience with an airline. "I'm excited as hell about the challenge and opportunity," Hood said with his usual candour, making it abundantly clear that he has a lot of ideas about how airlines can do a better job for the consumer. Good luck.

### AND ANOTHER THING

The Hotel Electronic Distribution Network Association (HEDNA) has released numbers that show that individual hotels worldwide are increasing their total spending on Global Distribution System (GDS) advertising. Individual property level spending was up by 80 per cent and is continuing to rise. Predictions are there will be a further 120 per cent increase in this type of spending in 2000.

This has to be a good sign for retailers considering that they're the ones using the GDS so hoteliers must be targeting agents with promotions, specials, etc. So the dinosaur is not dead yet.

### LET'S GET VERTICAL

Costs are cut. Departments de-layered. Product is improved. And now the acquisitions have begun in earnest. The North American Leisure Group's president, Chris Mottershead is predicting that the Airtours Plc.-owned company will turn things around in the 2000-2001 season after putting its house in order. Key to Mottershead's optimism is the decision to implement a vertical integration strategy that has seen NALG buying The Holiday Network, The Last Minute Club and Avion Travel quicker than I can take my debit card out of the bank machine.

In simple terms, Mottershead believes Canadian consumers want choice and he's going to give it to them in either an ITC or FIT format and NALG wants to have some control over its distribution network – to wit the purchase of two retail operations.

Is the spending spree over? Well according to Mottershead, if there is something worth buying, he's quite willing to put money on the table.

*Bob Mowat  
is managing editor Canadian Travel  
Press and a Communiqué  
contributor*

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# Edmonton gears up for fall tourists

by Ian Stalker

Upcoming events should ensure that Edmonton continues to play host to tourists long after summer has faded away. Edmonton Tourism can point to a number of major developments, including fall's arrival of the *Anno Domini: Jesus Through the Centuries* exhibit, which will make its world premiere in the Alberta capital this fall and is being eagerly awaited by tourism officials.

*Anno Domini: Jesus Through the Centuries* will run from Oct. 7 to Jan. 7 and looks at the impact of Jesus on cultures throughout the world. Rare art dating as far back as the first century that's normally housed in churches and museums will be displayed, and visitors can learn about portrayals of Jesus by different cultures in their paintings, sculptures, textiles, music, films and texts.

Highlights will include Byzantine icons, medieval ivories, illuminated

manuscripts, statues and paintings, some dating back to the Renaissance. "We're just thrilled. We know it's going to be a wonderful event for the city," says Edmonton Tourism's Marla Daniels.

Many prominent Edmonton hotels – including such upscale properties as the Hotel Macdonald and the Westin Edmonton – have packages revolving around the exhibit, while WestJet Airlines has packages that will be available through Dec. 15 and include air travel and two nights' accommodation. As well, tours focusing on churches in Edmonton itself and the surrounding area will be available.

Having an exhibit such as *Anno Domini: Jesus Through the Centuries* underscores why Edmonton remains an interesting city once summer and fall have ended, says Daniels. "I think Edmonton is a great four-seasons destination. We do have a lot of activities in the winter," she says,

citing both cultural events such as theatre and symphony performances, and outdoor activities.

Edmonton's most popular attraction remains West Edmonton Mall, with that "year-round weatherproof destination" seeing some 10 million visits annually. But Daniels adds that there's no reason for those visiting the Alberta capital after summer to stay indoors, with visits to nearby Elk Island National Park to see wildlife and fall colors being one entertaining family option.

And outdoors enthusiasts will

be in their element once the snow arrives, with Edmonton having the longest stretch of urban parkland in North America. That park is suited for cross-country skiing and other energetic pursuits, Daniels points out while adding that Edmonton winters are warmer than many might expect.

As well, Edmonton visits can be combined with ones to Jasper National Park.

Meanwhile, Edmonton is preparing to celebrate Christmas in a major way, with its Festival of Trees to run from Nov. 30 to Dec. 3, the Santa Claus Parade being held on Dec. 3 and the city will be awash in Christmas lights by Nov. 18. The annual yuletide celebration of Candy Cane Lane will have eight city blocks colorfully decorated during the holiday season, while the Muttart Conservatory will have a Dec. 1 to Jan. 7 poinsettia display themed "Peace on Earth."

Those in Edmonton in December can hear performances of The Nutcracker, A Christmas Carol and The Messiah, and Edmonton Tourism promises Fort Edmonton Park will be turned into a "winter wonderland." Edmonton's First Night Festival will see theatre, music, dance and street performers, and is being promoted as a family-oriented, alcohol-free New Year's Eve celebration.

*Ian Stalker writes for The Canadian Travel Press and is a frequent contributor to Communiqué*



West Edmonton Mall

## INDUSTRY DEVELOPMENT

### ROLL-OUT OF NEW PRODUCT CLUBS...

*continued from page 1*

Eight applications were accepted of which three have completed the rigorous process of entering into a contract with the CTC which sets out in detail what the product club expects to accomplish over the coming years. Successful applicants include ...

**The Hostels Canada Product Club.** Focussing on the hostelling industry this partnership which includes hostel owners from every part of Canada intends to bring together existing hostels and supporting tourism partners that are operating as stand-alone entities and integrate them as part of a national cohesive network through improved industry communication and networking at national conferences. The Hostels Canada Product Club has already begun to increase the diversity of the group to include participation and membership from transportation groups, travel agencies, tour groups, and other hostel

networks and plans to use this diversity to ultimately create new consumer-oriented packages.

### Sports Tourism Product Club.

One of the innovative applications originated through the Canadian Sport Tourism Alliance whose members include many of the Visitors and Convention Bureaux across Canada. The Sports Tourism product Club intends to make Canada more competitive when "bidding" for international sports events through education and the development of a competitive bidding template available to all its members.

Local participation will be encouraged through training programs for community volunteers and organizers, such that international visitors attending these sporting events will be "delighted" by their Canadian experience. Other activities will develop programs around the facilities built to accommodate these international sporting events such that the infrastructure and community support can extend the tourism value of the facilities long after the

initial event that caused the facility to be built or developed has passed.

**Cuisine, Wine & Culture in Canada.** Tastes of Niagara, an organization which has been in operation for approximately six years and which includes restaurants, wineries, chefs, growers, retailers, agri-tour operators and processors among its members has come forward to lead an initiative expected to move Canada ahead by creating synergies between the cuisine, wine and culture segments of our industry.

Their multi-year work plan includes industry education, a national communication program to include other Canadian regions noted for their cuisine and expansion of their summer and winter showcases to introduce the cuisine sector of the industry to the cultural sector. All of this will lead to the development of new tourism packages associated with this sector.

### BUILDING NATIONAL NETWORKS

A characteristic common to all prod-

uct clubs is to include, or extend an invitation to, other groups across Canada which share a common vision, to share research undertaken, and to extend lessons learned so as to make the reach and effectiveness of the product club program truly national in scope. Readers interested in contacting any of the product club administrators may send an e-mail to [productclubs@canadatourism.com](mailto:productclubs@canadatourism.com)

Five additional product clubs which at the time of writing were still in the contracting process are Country Roads Agri-Tourism, Gardens & Bloom Tour, the Great Canadian Fossil Trail, the Trans Canada Trail product club and Corridors culturels acadiens.

*See the next issue of Communiqué for the announcement of the details and criteria for the new Product Club Call for Proposals for projects to begin after April 01, 2001*

*Terry Ohman  
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# Exploring Canada's Biosphere Reserves

Imagine kayaking in the Pacific Ocean, gazing at the magnificent rainforest and watching Bald Eagles feed their young. Or how about seeking out caves made by the early Doukhobour settlers on the banks of the North Saskatchewan River? Or how about building quinzhees in the winter time in the Niagara Escarpment? These experiences and many many more are waiting for you at Canada's Biosphere Reserves.

Biosphere Reserves are areas designated by UNESCO to help conserve biodiversity, demonstrate sustainable development, and to build the local capacity of people and organizations to deal with human and environmental issues. There are currently eight reserves in Canada: one each in the provinces of British Columbia, Alberta, Saskatchewan, and Manitoba, and two each in Ontario and Québec. Each provides visitors a different flavour of Canada: from the temperate rainforests and majestic mountains of the west, through the rolling farmland and huge skies of the prairies, to the unique geographical landforms of the east.

The Ecotourism Product Club is developing tourism packages in Biosphere Reserves that will highlight the special features that have been the basis for UNESCO designation. The tour packages have been designed around a set of criteria that has been adopted with the goal of ensuring that tour operators follow sustainable tourism practices. The Canadian Biosphere Reserve Association criteria have been developed around the following principles:

- The visitor will have enjoyed and learned about natural habitats, wildlife species and conservation issues.
- The tourism activity will yield a tangible benefit to the conservation of habitats and species in the area visited.
- The tourism activity will yield an economic benefit to host communities.
- The tourism operation will have the concurrence of affected communities and cultures.



Parc Grands Jardins, Charlevoix, Québec

These principles, and the tour package criteria, can be found on the Ecotourism Product Club's website at [www.ecocanada.ca/TRAVEL/](http://www.ecocanada.ca/TRAVEL/) along with package descriptions. In late 1999, the Ecotourism Product Club also produced a Strategy for Ecotourism Marketing and Development at Canada's Biosphere Reserves. The study was undertaken in consultation with Biosphere Reserve managers

and members of the Board of Directors of the Canadian Biosphere Reserves Association, and prepared by Patty Simpson of Saskatoon who holds a Master's Degree in Environmental Sciences from Waterloo University.

## THE CHALLENGE OF WORKING OUTSIDE THE INDUSTRY

From the outset, Biosphere Reserve managers and their associates have been favourable to the concept of ecotourism because of the potential for conservation interests to develop greater control over development. Indeed, most Biosphere Reserve managers have been drawn from the conservation or science sector, and have probably experienced some form of ecotourism adventure on their own, as birdwatchers, or perhaps kayakers, canoe trippers, or hikers. However, the challenge of

translating that passive interest into an active development mindset has been appreciable. Happily, most Biosphere Reserves have entered into partnerships with local tourism organizations – or even operators – to act as the working liaison with the Product Club. This has facilitated the development of packages at each of the participating Biosphere Reserves. To assist with that process,



Long Beach, British Columbia

the Product Club has begun hosting a series of workshops or meetings in the Biosphere Reserves, patterned after the "Market Ready" workshops developed by one of the earlier product clubs (The Saskatchewan River Basin Product Club) in cooperation with the Saskatchewan and Manitoba tourism education councils.

## THE CHALLENGE OF WORKING NATIONALLY

The other challenge that the Manager of the Ecotourism Product Club has readily identified is one that will be familiar to anyone trying to operate at a national level: Canada is a big place, and has two official languages as well as a broad cultural mix. Despite the coming of age of the internet, and more economical telephone services, communication is somehow difficult; perhaps old habits die hard. Major internal documents (the Strategy, and the Ecotourism Principles and Criteria) have been produced in both French and English; the website awaits full translation.

It is hoped, and expected, that marketing a series of themed visitor experiences that take in more than one Biosphere Reserve across the country will begin the process of closing up the communication gaps. It has already been discovered that the industry, and indeed some marketplace opinion leaders, are ready to move forward with linking these special Canadian icons of nature, the internationally-renowned Biosphere Reserve network.

*Jennifer Sipkens  
manager, Ecotourism Product Club  
jennifer.sipkens@ecocanada.ca*

# Tourism Vancouver makes cultural tourism marketing commitment

Tourism Vancouver is Canada's first major metropolitan convention and visitors bureau to create a full-time cultural tourism marketing department. In a recent announcement, the bureau committed to further develop and market cultural tourism products in Vancouver, building on

the success of its Vancouver's Cultural Tourism Initiative (VCTI). The VCTI is a Canadian Tourism Commission Product Club co-founded by Tourism Vancouver in 1998. Tourism Vancouver's new cultural tourism marketing department will work closely with arts and culture orga-

nizations to build new business for the bureau's key customer groups including meeting planners, tour operators and consumer markets.

"Cultural tourism is a significant niche market with great potential for continued growth," says Lori Baxter, executive director of the Alliance for Arts and Culture and Tourism Vancouver board member. "By making this commitment to serving the cultural tourism market, Tourism Vancouver will develop new business opportunities for its members and partners." According to the World Tourism Organization, cultural tourism is one of the fastest

growing tourism sectors, expanding at an annual rate of 15 per cent.

## ONE THIRD OF VISITORS SEEK CULTURAL EVENTS

"Cultural performances and attractions are an important part of the visitor experience," says Rick Antonson, president and CEO of Tourism Vancouver. "We want to increase the role of cultural activity in our destination marketing." In fact, more than one third of Vancouver's visitors attended a cultural event or festival in 1998 and spent over 1.2 billion dollars.

*continued on page 18*



# Hotel transactions are down considerably

In 1999 there were just over \$400 million in hotel property sales compared with an earlier high of \$1.9 billion in 1997. According to Colliers International Hotel Realty, the Canadian hotel investment market ended the second quarter 2000 with only five hotel transactions, making up 785 rooms with a total value of \$55.6 million. This is a drop of 16.3 per cent over the first quarter of this year.

The first six months of 2000 saw 10 hotels traded with a total value of approximately \$121.9 million compared with 24 transactions in 1999. Those trades totalled \$258 million. This is a decline of 52.8 per cent year over year. Colliers reports that this is the lowest transaction volume for the same period since 1994.

Properties traded to date in 2000 are the Best Western Sunset Inn, Mississauga; Crowne Plaza Winnipeg (now the Delta Winnipeg);

Kananaskis Inn, Alberta; Trillium Resort and Spa, Port Sydney, Ontario; Marlboro Inn, Prince Albert, Saskatchewan; Charter House Hotel, Winnipeg; Holiday Inn St. Catharines, Ontario; Oakes Inn Falls View (now Days Inn Over Looking the Falls), Niagara Falls, Ontario; Delta St. John's Hotel, Newfoundland; and the Ramada Plaza Hotel Hull (to be renamed Sheraton Four Points Hotel) Hull/Ottawa. All but the Hull property were purchased by Canadians. The only hotel purchased by a REIT was the Crowne Plaza Winnipeg (now Delta) acquired by Legacy Hotels REIT.

*Hotel Association of Canada*  
Tel: 613 237-7149 Fax: 613 237-8928  
hac@hotels.ca



HOTEL ASSOCIATION OF CANADA  
ASSOCIATION DES HÔTELS DU CANADA

# TIAC looks at "Smart Tourism and our National Parks"

TIAC has recently embarked upon an important and timely initiative – Smart Tourism and our National Parks – which has been designed to help shape the direction of how future tourism within our national parks is developed and managed in Canada. This important initiative has been created in order to identify 'best practices' in planning, designing, developing and operating tourism businesses and visitor activities in and near our national parks.

Smart Tourism is a collaborative initiative between TIAC, Parks Canada and the CTC. The Economic Planning Group of Canada, a leading tourism management consulting firm, has donated its services to manage the project on behalf of TIAC. The CTC is providing additional funding support.

## COMPREHENSIVE TASK FORCE

A Task Force of leading tourism industry members, as well as professional consultants will be compiling

a report, which will strive to identify how tourism can prosper in sustainable, low impact models, with the objective of achieving a balanced approach between environmental, cultural, and economic values. Particular attention will be given to identifying best practices for key tourism products that commonly exist in and adjacent to national parks, and where environmental and cultural/community issues are major ones. This would include resorts and resort communities, ski areas, golf courses, and adventure/ecotourism.

The results of the first phase of this project will be reported to the industry in November, at TIAC's National Conference on Tourism in Ottawa.

*Cathy MacDonald,*  
The Economic Planning Group  
of Canada  
902 423-7454  
cmacdonald@epgcanada.com

# CANADIAN OWNED HOTELS SETTING THE PACE

To borrow a biblical phrase, "the eye of the master fattens the cattle." Indeed, whether it is preparing cattle for market, or creating and managing an accommodation property,



The Wedgewood Hotel, Vancouver

that "locally owned and locally managed" component appears to give a special edge to the product.

For example, the Wedgewood Hotel in Vancouver, B.C., has been built into one of that city's most prestigious hotels under the guidance of owner Eleni Skalbania. Actually raised in Greece, Skalbania came to Canada in her teens and worked in a brokerage and in the airline industry before jumping into the hotel business. The Wedgewood Hotel, established by Skalbania in 1984, has 89 rooms and features top quality cuisine, elegant furnishings, and high-end service. Skalbania acted as her own general contractor and interior designer during renovations to ensure that the finished product reflected her vision; she even drew upon her personal household collection of antiques and works of art to add to the ambience.

The Queen's Landing



Inn and Conference Centre in Niagara-on-the-Lake, Ontario, is another success story built upon the vision of its hands-on owner and manager, Si Wai Lai.

The Queen's Landing was refurbished in 1996, and joins Si Wai's Vintage Inns group of 6 properties at Niagara-on-the-Lake, which she has assembled since she moved to Niagara in 1981 and began her career in the hospitality industry. Her commitment to tourism and community extends past her commercial interests; her companies are major contributors to the development and well-being of the community where they are established.

## QUALITY REGARDLESS OF SIZE

From the venerable Fort Garry in Winnipeg, through the Wedgewood and the Queen's Landing to smaller properties like the Wickaninnish Inn at Tofino, the common factor for high quality and a successful product seems to be the vision of the owner. The tourist clientele is fortunate indeed.



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## TOURISM VANCOUVER...

continued from page 15

Cultural tourism describes travellers partaking in cultural activity – such as, attending live theatre or visiting a museum – while away from their home communities. This umbrella term includes, but is not limited to, performing arts, visual arts, heritage, multicultural events and attractions.

Tourism Vancouver works to build the business of over 1,150 members in the tourism industry and related fields. Tourism Vancouver is a results-driven, performance-measured Greater Vancouver marketing organization focused on increasing leisure travel and meeting and events business, and encouraging visitors to stay longer and visit more often.

Walt Judas, Director  
Marketing Communications  
1 604 631-2882

## Travellers crave authentic experience

With the increase in travel to Canada in the 21<sup>st</sup> century, travellers are becoming more discerning in their tastes. They crave an authentic experience which can enrich their understanding of Canada's people and culture.

Museums play an important role in creating this authentic experience. Museums are a place where people can explore and understand Canadian history and culture and develop a deeper respect for the lives we lead.

Ensuring these expectations are met takes strong planning and creativity. Museum interpreters and curators must find new ways to capture the visitors' attention and inspire them to want to learn more about the topic under exploration.

### FIRST-HAND KNOWLEDGE IS KEY

One method that museums find very successful is first-hand interpretation, where the interpreter is also a member of the culture being interpreted, like First Nations people. The visitors' experience is enriched by the interpreter's first-hand experience and knowledge. This direct relationship authenticates interpretation by adding credibility, and also allows an interpreter to personalize the program by adding their own anecdotes, creating richer material and adding impact.

The Canadian Museum of Civilization in Hull, Québec endeavors to engage their visitors through many creative devices, including first-hand interpretation. Currently

featured at the museum is a special presentation entitled India – The Living Arts. As part of this exhibition, the museum has been fortunate to have brought in artisans from India. These artisans, some of whom specialize in leather working and fabric stenciling, are currently demonstrating their craft at the museum. The museum also has local Indo-Canadians involved in the presentation who interact with visitors and share stories and traditions of their homeland. According to Susan McLeod-O'Reilly, Manager of Interpretation, "A voice from the cultural community, someone who can speak with authority, is very effective in bridging cultures. Visitors can interact, observe and become engaged in this way."

Effective interpretation can have important benefits for everyone. A memorable experience by visitors to Canada helps in spreading the word about our culture and history. In this way interpretation programs can be an effective means for promoting Canada.

The tourism industry, in a bid to assist interpreters shape and hone their skills, is providing them with the tools they need to be successful. Training tools, available through the tourism education council or industry association in every province and territory, can assist interpreters to deliver top quality interpretative programs.

If you would like more information on national training tools available for heritage interpreters, contact the Canadian Tourism Human Resource Council and they will put you in touch with the tourism education council in your province or territory. Or, visit CTHRC's website.



Canadian Tourism  
Human Resource Council  
Tel: 613 231-6949  
Fax: 613 231-6853  
cthrc@cthrc.ca  
www.cthrc.ca

## Light your beacon and let it shine

by Terry Ohman

When I am asked to speak with representatives from some of the smaller municipalities who know that tourism can contribute to their economic growth, but are grasping for a way to start, I frequently regale them with the "Lighthouse Story".

The story begins with a group

# New magazine targets global travel planners

Canada's tourism industry has a new quarterly magazine to promote Canadian tourism product to long-range tour planners in the U.S. and



The first edition, featuring Calgary, Alberta and Québec, was well received by sellers and buyers at RVC

internationally. The recent (second) edition of CanadaScope featured Montréal, East Coast whale watching, and gambling casinos in Canada.

CanadaScope is published by Jim Smith, based in Montréal. The magazine's Editorial Advisory Board includes Murray Atherton (tourism consultant), Jean Bouffard (Tourisme Québec), Peter Elmhirst (Elmhirst's Resort, Ontario), Doug Fyfe (Tourism Toronto), Sylvie LaFleur (Canadian Tourism Commission), Klaus Roth (Travel Alberta), and Minto Stewart (Nova Scotia Tourism and Culture). Advertising Sales are through Publicitas JHD Media.

According to the publisher, CanadaScope "will give tour operators their first opportunity to explore Canada's potential through a medium that features Canadian editorial and advertising exclusively."

Jim Smith  
jd.smith@sympatico.ca

of tourism associations in Atlantic Canada who discovered that they had a potential asset in the numerous lighthouses which are being used less and less as navigational aids and for which alternative uses are being found. Many of these alternative uses are related to tourism. The story of their success can be characterized as regional, then national and even international, and can be found in recent editions of *Communiqué*.

It wasn't too long ago that I had a long conversation with a representative from a landlocked group of tourism associations away from Canada's coasts. Several adjoining regions were involved, each with its own collection of good restaurants, potters, bed and breakfast operators and other artists and craftspeople. The problem as they saw it: "How to develop tourism in their region?" or, "How to take action which would result in equal benefit to each of the partnering municipalities and all of the small and medium sized enterprises included therein?" These questions are asked, under similar circumstances, all across our nation.

### CROSS MARKETING AN OPTION

Because these municipalities were located within one hour of a major population source, they looked at the benefit of marketing the region as the best point of access to the Trans Canada Trail, another tourism attraction which has the potential to become one of Canada's icons. Cross-marketing works in other

industries and certainly applies to the tourism industry as well.

Was this a good option? Perhaps. But after even more soul searching they felt that if an attribute could be created or identified which was even more unique, it could even better attract tourists to their region. By linking with areas with similar attributes across Canada, the municipalities working together could create a world class tourism circuit with the potential to draw participants and visitors from around the world. If the lighthouse could be the real, as well as metaphorical, beacon in Atlantic Canada, these communities saw the horse and rider as their beacon. They feel at this point that equestrian tourism can create the economic energy to benefit all the municipalities in the region if it is properly developed.

Of course, one has to be realistic. It is unlikely that "The Lobster Trail" will work in, say, the southern prairies. Seeking those special strengths of your community is what it is all about, and building a network with other, similar, communities can be the route to success for which your "beacon" points the way.

Terry Ohman  
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# Is Canada's heartland tourism industry in jeopardy?

Quite possibly. According to a report prepared by InterVistas Consulting of Vancouver, released in July, the restructuring of the airline industry in Canada beginning to yield serious – and often negative – impacts on Canada's tourism industry.

"While most of the gateways become more connected to the rest of the world, they are becoming less

20 per cent. All figures compare August 2000 with August 1999.

Rod Harris, President and CEO of Tourism BC, is concerned that the reality, as well as the perception, of reduced capacity and service may be negating the effect of the hundreds of millions of marketing dollars that are spent by Tourism BC and its provincial and national counterparts on

that the tourism industry creates. "We are not seeing a big difference in service," said Meiger, "although there may be some lost flexibility (for air travellers) at the moment. For us, pricing is the big issue: it costs about \$1200 to fly here from Toronto and we feel that is unreasonable."

Susan Bartlett, owner/Manager of the 40-room Inn on the Lake at Waverly, Nova Scotia (near Halifax) and a member of the CTC's Board of Directors, is hearing the frustrations of airline passengers over such things as lost luggage, and feels that the quality of airline service has been seriously eroded. Bartlett says that the summer of 2000 has not been a great one for tourism operators, but notes that airline restructuring probably has very little to do with it. "There may be a looming issue with a lack of availability of domestic seats and flights," she acknowledged, "but weather, and so much hype about the Tall Ships pageant, are a bigger factor right now. An over-emphasis on single events always causes us problems throughout the rest of the season."

### TIMELY DATA NEEDED

Raymond Chan is Director of Client Services with Tourism BC and sits on the Canadian Tourism Commission's Research Committee. Chan was responsible for overseeing the InterVistas study and the resulting report, and is very concerned about the timely availability of data on airline traffic and demand. "Air Canada and other carriers need to be more forthcoming with this information so that the monitoring of impacts can be more meaningful to the industry," said Chan. "This kind of data is treated as public information in other jurisdictions like the United Kingdom, Australia, and the U.S."

Certainly this matter will be a long time in resolving. Tourism businesses have yet to feel the long-term effects of airline restructuring in Canada, and it is perhaps even too early to speculate. As always, communications between the players will be important.

Tourism BC's Harris, like most people we talked to, certainly believes it is important for the tourism industry to sit down at the table with the airline industry as part of the restructuring process. "With one air carrier currently controlling 85 per cent of the seats in Canada, there is a significant business opportunity for Air Canada to work closely with tourism operators and DMOs to maintain tourist seat revenues and generate new business," said Harris. "The DMOs in Canada are eager to get down to business with the airlines."

*The reports quoted in this article are available in .pdf format at [www.intervistas.com](http://www.intervistas.com)*

## How has your summer been so far?

The Atlantic region has had a busy summer, with Vikings landing in Newfoundland and Tall Ships landing in Halifax. *Communiqué* thought it would touch base with a few properties to see just how the summer has been and what, if any, effect the "mega events" had on their operations.

It has not been a banner year for the John Stanfield Inn at Truro, although Innkeeper John Owen says that it has been satisfactory: "As far as the Tall Ships event in Halifax goes, there was a two-week "push-back" effect from Halifax that kept us at 100 per cent occupancy. As for the rest of the summer, I feel we are down between 10 and 15 per cent."

Owen says that the Tall Ships event will probably have a long term benefit for his property (11 room heritage-style inn plus a sister motel with 115 rooms, operating all season).

Helen Sievers of the 75-room Auberge Gisele Country Inn at Baddeck on Cape Breton Island in Nova Scotia says that her occupancy is down, but the bottom line has improved markedly because of recent upgrading of several rooms which has attracted a higher-paying clientele. "Eco-adventure and educational packages are becoming increasingly important for us," she relates.

The impact of the Tall Ships? Sievers says it has not been a help to her particularly, and she knows that many of her neighbouring business properties have been hurt because "everybody went to Halifax, and not everyone moved out into the rest of the province." Further, she notes that the long-term effect may be negative too, because Halifax businesses bumped their prices giving the impression that Nova Scotia was an expensive place to visit.

### MORE THAN THE VIKINGS CAME TO NFLD

Debbie Petite of the Old Oven Inn (B&B) at English Harbour West in Newfoundland says the Inn has had a very good summer, and while she doesn't feel that the "Viking events" have had a great impact this year, she looks forward to a strong residual effect as people become more aware of what Newfoundland has to offer.

At Cornerbrook, the 3-year-old Marblewood Village Resort has 24 suites with a total of 56 beds, and was developed with the winter ski trade in mind. This summer, however, has indeed been a banner season for the property, according to Manager Mark Sexton. Partnerships with eco-adventure sector operators are proving increasingly beneficial year-around. The series of events and attractions surrounding the early Viking settlement have been particularly productive this summer, and Sexton looks forward to a strong long-term benefit.

## AIRLINE SEES A NICHE FOR HIGH FREQUENCY SERVICE

Bearskin Airlines out of Thunder Bay offers 200 flights daily to 36 markets, and according to Ron Hell, Director of Marketing and Sales for the company, there are opportunities everywhere for specialty airlines willing to venture into the marketplace: "We are not allowing any potential business to pass us by," said Hell from his office in Thunder Bay, "and we see the outcome of restructuring as positive for the tourism industry."

Bearskin should know: it has its roots in catering to the needs of northwestern Ontario's tourism resorts and operators. The company flies small (under 20 passengers) aircraft, and has been expanding its scheduled services between Thunder Bay and Ottawa (and points between) and recently started flying two daily flights to Winnipeg to fill a gap opened up when a regional carrier pulled out of that market. The expansion is on-going: Bearskin is expecting to be flying into Toronto (Markham Airport) shortly, and is eyeing connections between Markham, Ottawa, and Montréal.

"We have had to adjust our own schedules frequently within the last six-month period to accommodate connections to changing Air Canada schedules," says Hell, "but that is making it easier for the customers who are (in turn) benefiting from having better schedule options from the major cities."

[www.bearskinairlines.com](http://www.bearskinairlines.com)

connected to the rest of Canada," reads a quote from the executive summary of the report. In a separate InterVistas report commissioned by Tourism British Columbia and released August 9, there are some alarming statistics that point to storm clouds ahead because of the current restructuring process: there has been a 7 per cent reduction in the number of seats, and a 13 per cent reduction in the number of flights, into B.C. from the rest of Canada. Further, seat capacity on flights within that province has been reduced by a whopping

attracting new – and repeat – visitors. "Air Canada sees itself to be in the air transportation business, and it is the tourism businesses that are putting people into those aircraft," said Harris in an interview with *Communiqué* August 15.

### TOURISM IMPACTS NOT YET EVIDENT

Edward Meiger, Managing Director of the 267-room Valhalla Inn at Thunder Bay, Ontario, feels that the restructuring process is on track and that the airlines will respond to the demand



## Maximizing exposure dollars for Canada

A recent Tourism Industry of America survey found that 21 per cent of American travellers use travel shows on television to influence their destination choice. Most industry analysts say that unpaid non traditional destination exposure such as a travel show has from three to four times more impact on consumers than traditional paid advertising.

To link this to an ability to reinforce the adventure product cluster "in-market" as well as to act in synergy with traditional paid advertising already in the market, the Canadian Tourism Commission has chosen to support the efforts of Turner/Thompson Entertainment to produce 14 outdoor adventure television shows for airing on the Outdoor Life Network.

Four provinces and three territories have joined in partnership with the CTC to make this project a reality. Products featured include heli-hiking, rock climbing, packhorse travel, hiking with sled dogs, mountain biking, sea kayaking both in the far north and on the Gaspé, and snowmobiling at Saguenay/Lac Saint-Jean. Participants in this project received free commercial spots on the programs plus links to their web sites through billboards. As a bonus, all participants have access to the footage for their

own use. Telecasts began June 1, 2000 and already enquiries are being generated about the destinations and the adventure products themselves.

### BENEFITS TO PARTNERS

Did partners maximize their marketing dollars through this initiative? Some certainly think so. Total cost-to-partner-investment ratios ranged from 22 to 1, to 8 to 1. Some partners even chose to raise the awareness of three different adventure products to the market, each having its own dedicated show.

If one accepts industry standard values regarding commercial spots provided, billboards, the value of the shows created, plus value of air time exposure, the total value of the exercise was about \$767,000. Add to this the cost of producing the shows (approximately \$330,000), and one gets a total value for the initiative that exceeds one million dollars.

For these partners, an investment of \$25,000 allowed them to build on and participate in a tourism initiative of over one million dollars and that is what partnership and the CTC is all about.

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## Market development through innovative partnership connections

The Canadian Tourism Commission (CTC), in partnership with federal and provincial government agencies including the Ontario Tourism Marketing Partnership, Tourisme Québec, the Department of Economic Development and Tourism of Alberta, is organizing a series of two-day intensive market development workshops across Canada in November 2000.

The workshop is geared for successful adventure/nature/culture experience providers who want to take their operations to the next level and expand their markets. Participants will learn unique and successful approaches to packaging, the power of authenticity, and up-to-date market information from the CTC foreign representatives who will be sharing their information throughout the workshops. This will be an opportunity to learn what tour wholesalers

and packagers really want by working directly with some of the major buyers through private meetings with buyer representatives to get input and discuss your new product ideas.

The workshops will be guided by professional facilitators who have developed solid marketing expertise and are themselves successful Canadian eco-adventure tourism operators. The CTC is planning to hold the workshops in British Columbia, Alberta, Ontario, Québec and the Maritimes. In order to provide the best interactivity in the group, each workshop will be limited to 25 participants. So, please sign up early if you do not want to miss this unique opportunity!

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## CALL FOR PROPOSALS

### INNOVATIVE PROJECTS FOR U.S. LEISURE MARKET?

The U.S. Leisure Market Executive Committee has developed guidelines for innovative projects that are not presently included in the 2000-2001 core advertising and promotion program.

### GUIDELINES

#### 1. PROGRAM MUST BE INCREMENTAL

- Extend product lines
- New markets
- Seasonality or be innovative/ Create a pilot test that if successful could be integrated in the Core Program

#### 2. PROGRAM MUST BE ON STRATEGY

- Target customer segments
- Target markets
- Position Canada and its product as authentic

#### 3. PROGRAM HAS AN INTEGRATED COMMUNICATION PLAN

- Advertising
- PR
- Training
- Promotions
- Special Events
- Incentives

#### 4. PROGRAM MUST IDENTIFY OBJECTIVES AND REPORT ON

- Number of leads generated
- Number of leads converted with detailed breakdown

#### 5. CREATIVE AND COPY MUST INCLUDE

- Authenticity message
- Why Canada
- Map of Canada and US
- Open Skies Chart
- Value of the dollar
- Packages, price point, and call to action

#### 6. PROPOSAL MUST INDICATE

- Detail participation in the US Leisure Core program and what in this proposal will fall under activities already established in the Core Program
- Total value of the program
- Total cost of the program
- Industry contribution in hard dollars
- In-kind contribution
- will be accepted as part of the proposal not to exceed 10% of the total program cost
- CTC and partner contributions.

#### 7. DURATION OF PARTNERSHIP

- May be presented as a 3 year program that is subject to a yearly review. No guaranties beyond one year

#### 8. PROPOSAL MUST INCLUDE

- Proposed media buy

Applicants are invited to submit proposals by November 15 to:

Joanne Racicot

U.S. Leisure Program, Canadian Tourism Commission  
235 Queen St., 8<sup>th</sup> Floor West, Ottawa ON K1A 0H6

Tel: 613 954-3870 Fax: 613 954-3988 racicot.joanne@ic.gc.ca

## MC & IT Committee members announced

The CTCs has announced three appointments to the Committee for Meetings, Conventions, and Incentive Travel.

**Joseph Fardell** is the Vice President, Destination Marketing Calgary Convention & Visitors Bureau. He has been particularly successful in the creation of events and sports bids such as major Golf PGA tourna-

ments, the Goodwill Games and the World Figure Skating Championships.

**Janet Bell** is Vice President of the Yukon Convention Bureau and serves on the Senior Management Committee of the Yukon Tourism Marketing Partnership.

**Dave Gazley** is Director of Marketing for the Sutton Place Hotel in Vancouver, a position he has held since 1998 after a 6-year stint as Manager of Market Development (US Market) with the Vancouver Convention and Visitor Bureau.

Donna Owens  
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# Learning new skills and ideas for adventure tourism

Fourteen emerging eco-adventure tourism operators from Western, Northern and Atlantic Canada took part in another CTC Best Business Practices Tour from May 27 to June 4<sup>th</sup>, 2000. Some seventy-five operators from Ontario and Québec also participated in daily sessions.

The tour was organized by the Canadian Tourism Commission in partnership with Ontario Tourism Marketing Partnership – Outdoor Product Development and Tourisme Québec. The participants travelled in Ontario and Québec to experience first hand the product offerings of nine leading adventure travel and ecotourism operators and learn about exemplary business practices which contributed to their success.

This was the second consecutive year that the CTC organized a Best Practices Tour. A comprehensive program, prepared by The Economic

Planning Group (EPG) in association with Marie-Andrée Delisle & Associates on behalf of the CTC, included half-day adventure travel/ecotourism trips, followed by presentations by the host operators, and open discussions.

One of the highlights of the Best Practices Tours was the final session, a presentation by François Guillot, President of Québec Hors-Circuits, who offers customized soft adventure and ecotourism experiences (sea kayaking, canoe-camping, hiking, nature observation, snowmobiling and snowshoeing) Entitled *Customized Experiences - Customized Adventure*, François talked about his eco-adventure businesses, the importance of product adaptation and innovation taking into consideration clientele needs, the visited areas and communities, the history and background of guides, and even weather conditions.

## PRINTED REPORT TO BE PREPARED

All along the trip, tour participants discussed and exchanged ideas with each others, reviewed the most important lessons learned and made suggestions for follow up and for other future initiatives. They agreed, as a follow up, to prepare a report on the exemplary business practices they have learned, those that they intend to implement, and steps for their implementation and benefits for their business. This report will be printed and available by mid-September.

The 2000 CTC Best Business Practices Tour was made possible with the support again this year of MasterCard Canada as the anchor partner with the CTC in this initiative, as well as the valued contribution and partnership of Western Economic Diversification Canada (WDC), Ontario Tourism Marketing Partnerships, Tourisme Québec, Atlantic Canada Opportunities Agency (ACOA), the NWT Department of Economic Development, Parks and Tourism, Killarney Lodge in Killarney, Ontario and Le Baluchon in St-Paulin, Qué.

André Villemaire,  
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*The Eco-Adventure Sub-Committee (Industry Product Development) of the Canadian Tourism Commission and staff project leader André Villemaire would like to acknowledge the important participation by the Best Practices Tour host operators:*

- Ms. Jennifer East - Killarney Outfitters of Killarney, ON
- Mr. John Langford - Voyageur Quest of Toronto, ON
- Ms. Linda Sarazin - Anishabae Experiences of Golden Lake, ON
- Mr. Joe Kowaski - Wilderness Tours of Forrester Falls, ON
- Mr. Pierre Desjardins - Expéditions Eau-Vive of Chelsea, QC
- Mr. Mario Marchand - Excursions Mauricie of St-Paulin, QC
- Ms. Linda Jones - Ecomertours Inc. of Rivière-du-Loup, QC
- Mr. Sylvain Deschênes - Horizons Nature-Aventure Inc. of Montréal, QC
- Mr. François Guillot - Québec Hors-Circuits Inc. of St-Fulgence, QC

# MasterCard a major tourism partner

MasterCard, which most people know as that convenient little piece of plastic they use to buy everything from shampoo through bottles of wine to airline tickets, is serious about the tourism industry.

The credit card company's reach and vision as a corporate partner in the industry can be viewed as extraordinary. For example, this is the second year in a row that MasterCard has been the "anchor" partner for the Eco-Adventure Best Practices Tour, a product development initiative on which the Canadian Tourism Commission takes the lead. Stephen Read, Manager of Product Support for MasterCard Canada was on hand to make a presentation at the 2000 CTC Best Practices Tour on May 31<sup>st</sup> in Hull, Québec, outlining his company's corporate and client services pertaining to tourism industry businesses.

The presentation turned heads – and possibly changed the way a few operators do business and their choice of corporate credit card.

MasterCard is active on the internet, with exclusive on-line value offers of products, merchandising

and packages, promoting business products to MasterCard cardholders nationally and internationally. They offer a program called Small Business Connection, an on-line program to help SMEs to have access to special services such as courier services, human resources, legal, capital, and discounts on products.

## THE GREENING OF TOURISM

MasterCard is particularly interested in promoting "green" and outdoor tourism products as part of developing its corporate image. The company sees a future in enhancing service to, and support for, small and medium sized operations (SMEs) in the adventure and ecotourism sector. This is definitely impressing some operators.

Angelo Spinezzola of North River Kayak Tours in Nova Scotia is one of them. North River Kayak Tours is experiencing strong growth, and this year has expanded its summer offering to include three-day tours as well as a variety of day trips, with great success. "I am grateful to have a large corporation recognize the

values that our type of product represents," says Angelo. "Through MasterCard's support to activities like the CTC's Best Practices Tour, they are also demonstrating that they will follow up their image building with cash support as well as service offerings. I will definitely be accepting MasterCard in the very near future, making use of their business service."



## THE POPULARITY OF PLASTIC

North River Kayak Tours currently accepts one other major credit card, and Angelo notes that there is a substantial increase in the amount of business he does "on plastic". He says that this year, between 80 and 90 per cent of his tours are paid for by credit card. "Any incentives that a credit card company can provide for using and accepting "plastic" would be a benefit, and with MasterCard's commitment to tourism and SME development, I feel that I am getting real return on the credit card commissions we pay."

The Hills Health and Guest Ranch (British Columbia) and Mountain

Track (Canada) are among those businesses that are currently partnering in the MasterCard "Platinum" card program: value packages are put on the MasterCard web site as exclusive "Platinum" offers that are circulated to all partner banks around the world that offer the Platinum cards. It is apparent that the added marketplace exposure is invaluable, and the demographics fit.

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# Switzerland contact office changes

The Canadian Tourism Commission has ended its five-year contractual relationship with "Welcome to Canada!" in Kusnacht, Switzerland. In consultation with the Swiss in-market committee, the German office of the CTC will take responsibility for the Commission's activities in the Swiss market as of August 1, 2000; chief contact will be Karl-Heinz Limberg in Dusseldorf.

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## Market prospects for Canada in Italy

With over 101,000 Italian arrivals in Canada in 1998 and over \$98 million in revenues, Italy has become an important European market for Canada. However, growth in the Italian visitation to Canada has slowed in recent years, compared to double-digit growth rates seen in the early 1990's coupled with an increasing long-haul Italian market. As a result, the CTC's European Executive Marketing Committee supported, as part of the CTC's Market Research & Planning recommendation, the undertaking of a consumer market research in Italy, to assist in the development of new and innovative ways to attract more Italians to Canada. Here are some of the highlights of the study:

### OVERALL ITALIAN OUTBOUND MARKET

- Over the past few years, Italians have taken long-haul leisure trips at a rate of just under 2 million trips annually. Italy is hence the fourth largest long-haul leisure travel market in Europe following the United Kingdom, France and Germany.
- The long-haul holiday travel segment will continue to exhibit growth potential in the Italian market during the coming years, with an approximate 7 million Italians having the intention to make a long-haul holiday in the next three years.
- Italian long-haul holidays are dominated by two main types: a Touring holiday and a Sun & Beach holiday.
- The Italian long-haul market is dominated by the travel trade with around 90% of all long-haul trips booked via the travel trade in the form of all-inclusive holidays or individual bookings of flights and accommodation.
- The development of long-haul leisure trip costs in the last ten years shows that less money is spent for long-haul leisure trips today. Long-haul leisure trips have therefore become less expensive. Conversely, it also means that cost considerations exert a high level of influence.
- All in all, the USA is the most important long-haul holiday destination for the Italian market although the volume of holiday trips to the USA have stagnated over the past few years.

### CANADA'S POTENTIAL

A potential 840,000 Italians (twelve percent of the total Italian long haul holiday potential for the next three years) have Canada in mind in the next three years. Conversely, 88% or 7.2 million does not have Canada on their agenda:

- of these, 56% or 3.9 million have eliminated Canada: too cold, expensive
- however, 23% or 1.6 million imagine Canada possibly at a later time
- and, 9% or 630,000 could very likely consider Canada but not in the next three years.

However, these last two groups offer potential if a stay would be coupled to a stay in the USA, as, according to the study's results, every second person within these two groups is interested to take a holiday in the USA.

It must also be recognised that the present potential in the Italian market for Canada (840,000) is five times as large as the number of all those who actually went on holiday in Canada during the last three years in total (170,000). Just on the basis of this current concrete interest potential alone, Canada has superlative growth opportunities.

### CANADA'S ODDS, AND OPPORTUNITIES

A consideration of Canada's future odds and opportunities in the Italian market reflects the following:

- There is considerable interested potential for Canada in the Italian market.
- In order to take advantage of this, the foremost task would entail heightening marketing and advertising presence in the Italian market. Booking a Canadian holiday should be as simple and as uncomplicated of a process as it is for the vast majority of other long-haul destinations.
- Of all stated interests in Canadian products/activities by the Italian market, "Tours" is the most popular with 84% of the potential market expressing interests. Following "Tours", "Big city trips" is the 2<sup>nd</sup> most important products/activities segment for this market.
- By correspondingly structuring the offers, the deterrents with respect to the factors of cost and time could be refuted.
- As a whole, Canada can build

Tourism Activity	Reference Period	Quantity	% Change from previous year
<b>TOURISTS TO CANADA</b>			
<b>From the U.S.</b>	January-June 2000	6,031,984	2.3
By Auto	January-June 2000	3,688,525	2.9
By Non-auto	January-June 2000	2,343,459	1.6
<b>From Overseas - Total</b>	January-June 2000	1,811,914	9.6
United Kingdom	January-June 2000	368,163	10.8
Japan	January-June 2000	192,399	-3.3
France	January-June 2000	153,741	5.3
Germany	January-June 2000	147,448	1.1
Hong Kong	January-June 2000	62,830	7.4
Australia	January-June 2000	78,617	13.0
Taiwan	January-June 2000	74,190	12.0
<b>OUTBOUND CANADIAN TOURISTS</b>			
<b>To the U.S.</b>	January-June 2000	6,914,386	7.9
By Auto	January-June 2000	3,442,297	5.0
By Non-Auto	January-June 2000	3,472,089	11.0
<b>To Overseas - Total</b>	January-June 2000	2,460,022	2.1
<b>EMPLOYMENT IN TOURISM</b>			
Total Activities	First Quarter, 2000	520,200	4.2
Accommodation	First Quarter, 2000	139,800	5.4
Food and Beverage	First Quarter, 2000	140,200	2.0
Transportation	First Quarter, 2000	99,400	4.9
<b>SELECTED ECONOMIC INDICATORS</b>			
Personal Disposable Income	First Quarter, 2000	\$19,887	5.0
GDP at market prices (1992, \$ billion)	First Quarter, 2000	\$908.0	4.9
CPI (1992=100)	June 2000	113.7	2.9
<b>EXCHANGE RATES (in Cdn\$)</b>			
American dollar	July 2000	1.4778	-0.7
British pound	July 2000	2.2284	-5.0
Japanese yen	July 2000	0.0137	9.6
French franc	July 2000	0.2115	-10.2
German mark	July 2000	0.7092	-10.2
EURO	July 2000	1.3871	-10.2

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.

upon the positive image it holds with respect to nature. Canada should continue to feature nature predominantly in its promotional measures. This core of nature could be broadened within the Italian market to encompass the people, the historically developed multi-ethnic lifestyle.

### REASONS AGAINST CANADA

Despite the positive trend Canada exhibits with travel volume, it did not profit accordingly from the overall long-haul development. Reasons for this can be due to various factors:

- Of all long-haul destinations, Canada not only has the lowest share of travel bookings but also the lowest share of all-inclusive holiday bookings. Hence, for their holiday trips to Canada, Italians at the present time tend to make use only of certain individual services offered by the travel trade or the airlines.
- A large portion of holiday trips to Canada made by Italians in the past has been characterized and triggered by personal relationships (VFR). This means that those without friends or relatives in Canada mostly have to create their trips by themselves and those who are not willing to assume the necessary organizational initiative ultimately

opt for other destinations. Even those Italians who are interested in Canada actually know very little about Canada. There is a lack of concrete information to serve as an orientation and make it easier to decide on particular travel agendas.

- Canada has an image of a holiday destination that requires setting aside a relatively long period of holiday time. Shorter and thus lower-priced offers facilitate the decision for Italians and is therefore in competition with Canada.
- Besides the organizational aspect, today's attitudes toward holiday prices and costs are essentially formed by the holiday packages (all-inclusive) offered by the travel trade. The prices for holiday packages as featured in catalogues and advertisements are taken as the standard or base prices for what a holiday should cost today. Because Canada has little presence with Italian travel trade, it retains an image of an expensive holiday destination.

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# CTC Study shows positive results for Canada

As part of the CTC's market research initiatives, studies are conducted to evaluate the effectiveness and impact of the CTC's marketing programs. In mid June/July of last year, interviews were conducted with over 2,000 travellers in the U.S. as part of a study to assess interest in Canada and awareness levels among target segments. The interviews focused on travellers in six of the CTC's Destination Market Areas (DMAs): Boston, New York, Chicago, San Francisco, Los Angeles and Minneapolis. Data from the interviews was compared to a similar study conducted last year.

The market segmentation of the DMAs showed a very positive potential for Canada. The largest group identified was the Touring segment, representing 9.7 million potential travellers, followed by the City/Resorts segment with 5.9 million travellers and slightly smaller than that was the Adventure segment representing 5.1 million travellers. The Mature segment accounted for 4 million travellers and lastly, the Winter/Ski segment represented a potential of 2.3 million travellers for Canada. Overall, these six DMAs represent 27 million potential travellers for Canada.

## SIXTH MOST POPULAR DESTINATION

Among this target population, Canada was the 6<sup>th</sup> most popular destination that respondents were aware of. The US was first, followed by destinations such as the Caribbean, UK, Mexico, Italy and Australia. Canada, in this context, was mentioned by 7 per cent of the respondents as a travel destination. Although the 1999 results were similar to the previous year's results, travel to Canada from the U.S. in this target population has surged, indicating a high conversion among those who are aware of Canada.

Another critical issue the study examined was the level of interest in visiting Canada and how likely a traveller is to act on those interests and actually visit. For Canada, 76 per cent of respondents indicated that they were either very or somewhat interested in visiting Canada in the next two years. These favourable results were consistent with results from the 1998 study, although, Boston's interest levels rose significantly higher to 82 per cent from 75 per cent, in 1998. Among the market segments, interest in visiting Canada was high,

ranging from 71 per cent for the Cities/Resorts segment to 82 per cent for the Mature segment.

The most popular provinces travellers were interested in visiting were Québec, British Columbia, Ontario and Alberta. Given these results, it is not surprising that the most popular cities were Montréal, Vancouver and Toronto, and to a lesser extent, Québec City, Victoria, Banff and the Niagara Region.

While interest in visiting Canada is very important in determining potential target markets, likelihood of visiting Canada is a much better determinant of whether or not respondents will actually take a trip to Canada in the next two years. Fourteen per cent of respondents indicated that they would definitely be visiting Canada in the next two years, and 25 per cent were very likely to visit. Combined, those definitely or very likely to visit Canada in the next two years accounted for approximately 39 per cent of the market or over 10 million travellers. These are very strong results for Canada. The Boston market was the most likely to indicate that they were definitely or very likely to visit Canada in the next two years. People from Chicago and San Francisco were the least likely to travel to Canada in the next two years. Among the target segments, the Winter/Ski and the Mature segments were most likely to visit Canada in the next two years.

## CANADA RATES HIGH AS A POTENTIAL DESTINATION

In terms of Canada's rating as a travel destination, Canada fared very favourably with 68 per cent of the target market rating Canada as an excellent or very good destination. In general, Canada is highly rated on outdoors, scenery and winter attributes such as lakes, rivers and mountainous areas, winter scenery, winter sports, wildlife viewing, wilderness adventures, camping or hiking and national/provincial parks. Canada's image, as it was last year, is a place to go for an outdoors trip, or to see beautiful scenery.

For more information on this study  
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## TOURISM SPENDING IN CANADA BY KEY COMMODITIES FIRST 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
<b>COMMODITIES</b>						
Passenger air transport	2,862	9.6	2,540	9.4	322	11.4
Passenger rail transport	47	6.8	36	9.1	11	0.0
Interurban bus transport	125	3.3	97	3.2	28	3.7
Vehicle rental	163	3.8	74	0.0	89	7.2
Total transportation	4,575	11.6	4,009	11.6	566	11.4
Accommodation	1,230	7.1	702	3.8	528	11.9
Food & beverage services	1,475	3.9	946	3.1	529	5.6
Recreation & entertainment	622	5.6	435	5.8	187	5.1
Travel agencies services	580	5.8	573	5.9	7	0.0
Convention fees	21	0.0	15	0.0	6	0.0
Total tourism commodities*	8,503	8.7	6,680	8.6	1,823	9.0
Total tourism expenditures**	10,315	7.9	8,080	7.7	2,235	8.5

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

## Foreign spending triggers strong first quarter growth

According to the National Tourism Indicators (NTI) estimates, tourism expenditures in Canada reached more than \$10 billion in the first three months of 2000, a 7.9 per cent increase compared to the same period in 1999.

Foreign tourism spending during the first quarter of 2000 registered a strong increase of 8.5 per cent to 2.2 billion dollars over the same period in 1999. This is the highest level ever reached for a first quarter since 1986, the earliest reference date for the National Tourism Indicators. According to Statistics Canada, non-residents' expenditures accounted for slightly more than one dollar out of every five spent in Canada.

"These positive results are particularly gratifying for the industry, with high performance of the international markets, the sustained growth from the United States and

the renewed momentum from overseas," said Roger Wheelock, Marketing Vice President of the Canadian Tourism Commission (CTC). "All these contributed to a further improvement in Canada's overall world ranking position as number seven in international arrivals, and ninth in earnings".

## EMPLOYMENT NUMBERS UP

Tourism employment rose 4.2 per cent in the first quarter of 2000 versus the same period of 1999 to 520,200 people. Growth in tourism employment outpaced national employment growth for a second consecutive quarter, with the strongest gains in water transportation, recreation and entertainment and air transportation.

A CTC/Statistics Canada initiative, the NTI measure tourism and its socio-economic significance for Canada. Canada is the first country in the world to develop and publish such indicators.

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## StatsCan reports a record first quarter

Statistics Canada reports that foreigners made a record 5.1 million trips to Canada and injected a record \$4.1 billion into the Canadian economy in the first three months of the year. That beats the previous record of \$3.9 billion set in the first quarter of 1999.

"The economies in a lot of areas, like the United States and Europe, have a lot to do with it," said Harry French, director of the Canadian Tourism Research Institute at the Conference Board of Canada, suggesting that strong economies resulted in travellers having more spending money.

"Another reason for Canada's draw is that its sales pitch has improved," French said in a recent interview with the Toronto Star in which he lauded the Canadian Tourism Commission for beefing up its marketing efforts.

# Scythian Gold

Treasures from Ancient Ukraine

Discover some of the most stunning pieces of ancient art ever uncovered. From February 18 to May 6, 2001, for a limited time at the Royal Ontario Museum.

Group Services include discount rates, group tours, lunches and gift bags. For group reservations call 416-586-5859, fax 416-586-5792 or e-mail [josees@rom.on.ca](mailto:josees@rom.on.ca). For Private or Special Events call 416-586-5572. Coming next: *Dionysos to Bacchus: Wine and Revelry*, June through October 2001, presented by Global Strategy Financial Inc.



The ROM is an agency of the Government of Ontario. • Image caption: Sphinx Earring, 4th century BC. Gold, enamel inlays. Height: 4.7 cm. Courtesy: Museum of Historical Treasures of Ukraine. Photo by: Bruce White.

Royal Ontario Museum  
Bloor Street at Avenue Road, Toronto, Canada

## PEOPLE

### David Ostiguy TIAC director of operations

The Tourism Industry Association of Canada (TIAC) is pleased to announce the appointment of **David Ostiguy** for the newly created position of Director of Operations, effective July 31, 2000. David will be responsible for the financial and operational administration of TIAC, as well as the overall management of Rendez-vous Canada.

### New position for John Williams

**John Williams**, former Vice President for CP Hotels' Princess Resorts in Arizona and Mexico, has been appointed Executive Vice President of Fairmont Hotels in British Columbia.

### Roy Anderson to head Tourism Saskatchewan

Wayne Fennig, Chairman of the Board of the Saskatchewan Tourism

## SPECIAL PEOPLE MAKE PRODUCTS SPECIAL

*Indeed. Special people do, in fact, create and operate special products throughout Canada, and our tourism industry and Canada's overall product selection is incredibly rich and diverse because of it. Communiqué wants to champion these innovators and dedicated professionals through a new feature that gives them an opportunity to express, to well over 60,000 readers, just what it is that they have to offer. This month, we feature*

### TRENT SCHUMANN OF CALGARY



My name is **Trent Schumann** and my business is called Mountain Quest, based in Calgary, Alberta. I offer a product I call "Corporate Experiences With a Purpose". These are nature-based executive getaways, reward/incentive programs and experiential learning/team building programs. I offer this product mainly in Western Canada (80% Calgary & Canadian Rockies). I have been offering this product for eight years; this year we will offer our first program in the U.S. My principal markets are: 45% Calgary, 45% other Canada & U.S., 10% Overseas, and I have had at least 27 corporate customers per year for the last 3 years.

Each experience has a theme, based upon the client's industry, company and challenges they're facing. This theme underlies the complete experience, from transportation, to activities, to meals to accommodation. All the ingredients of the experience are chosen, created and choreographed to contribute to the theme and purpose of the program. Our gift lies in our creativity and "choreography".

The tourism experience I offer is distinctly Canadian because we develop locally-themed experiences. Local cuisine and produce, local storytellers and musicians, local themes and stories, local heritage and history.

1 800 269-8735  
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[www.mountainquest.ca](http://www.mountainquest.ca)

Authority, has announced that **Roy Anderson** has been appointed Chief Executive Officer of Tourism Saskatchewan. Anderson will take over the helm on October 15 from Acting CEO Stephen Pearce, who has guided the organization since former CEO Randy Williams left last autumn to take a position with the Association of Canadian Travel

Agents based in Ottawa. Pearce will continue in his primary role as Vice President for Marketing.

Anderson is well-known as a tourism consultant in Saskatchewan, and has prepared a number of regional and sectoral development and marketing strategies in the province.

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