

Celebrating life with passion



'Celebrating life with passion' – you won't find this phrase plastered all over Montréal's website. Nor does it appear on restaurant menus, hotel marquis, and attraction brochures. It's a way of life – a way of being – that clings to the city's tourism industry like a magnetic field.

'Celebrating life with passion' is also the branding statement that Tourisme Montréal and its partners

approved in the year 2000. Tourisme Montréal's Chief Operating Officer Jean Chrétien explains that this simple phrase captures the 'point of difference' that sets visitor experiences in Montréal apart from superficially similar experiences offered by its North American competitors.

It also reflects Montréalers' deep sense of pride, and love, for their city. Both Chrétien and CEO Charles

Lapointe agree that the success of a tourism destination lies in expressing the heart and soul of the community in ways that move the visitor to a higher level of enjoyment.

LONG HISTORY OF TOURISM SUCCESS

Both men would acknowledge that Montréal has a cultural advantage that makes it truly distinct from other North American destinations. It is a truly Francophone metropolitan centre, and that linguistic and cultural distinctiveness provides the city's tourism marketers with some initial benefit. But the recent adoption of the 'celebrating life with passion' branding statement takes the cultural advantage one step beyond: Montréal is not simply a city you see and experience; it is a city where you can really live and be immersed in the celebration of life all around you.

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WTO says global tourism numbers up in 2000

Spurred on by a strong global economy and special events held to commemorate the new millennium, world tourism grew by an estimated 7.4 per cent in 2000 – its highest growth rate in nearly a decade and almost double the increase of 1999. The last time world tourist arrivals grew so fast was in 1992, a year marked by the resumption of leisure travel following the Gulf War.

Nearly 50 million more international trips were made in 2000 – more than twice the number of new tourists that Canada receives in an entire year – bringing the total number of international arrivals to a record 698 million, according to preliminary results released last month by the

World Tourism Organization (WTO).

GROWTH OUTSTRIPS PREDICTIONS

'Tourism at the turn of the century is growing faster than even our most optimistic predictions,' said WTO Secretary-General Francesco Frangialli.

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Buchanan recognized at historic Board meeting

The CTC Board assembled for the first time as managers of a Crown Corporation during meetings in Ottawa February 15-16.

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Understanding how airlines work is the first step

by **Ray Kaduck**

The restructuring of the scheduled carrier market in Canada is almost complete. Robert Milton has declared victory ahead of his 180 day plan and

if the reality for consumers falls short of Air Canada's spin-doctoring, it remains true that the new environment is now virtually in place.

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COMMUNIQUE

CANADA'S TOURISM MONTHLY
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Discover our true nature



Songs to sing and tales to tell...

From Vancouver, with her back against the snow-capped mountains and her feet in the usually-Pacific Ocean, to St. John's, clinging like lichen to the rocky paradise that is unendingly washed by the seldom-pacific Atlantic Ocean, Canada's cities indeed have songs to sing and tales to tell.

There is not just one song, but the product of a thousand, or perhaps a million, voices, everywhere different but always reflecting the close relationship between our diverse population and our extraordinary landscape. There are thousands of stories to be heard, of how the history and traditions of people from many countries blends together with the timeless culture of our own First Nations to create a historical tapestry whose richness belies the scant few hundred years of our written history.

And boy, do we know how to have fun! Perhaps it is because of our diversity, and to spite our sometimes less-than-hospitable winters and landscapes, that we come together in our cities to celebrate everything that we are. We even have cities (many, in fact) that celebrate 3 metre-high snowdrifts and temperatures that would threaten the future of even ornamental primates!

Our cities delight in the changing seasons and celebrate the coming of spring through parks and floral displays that have no equal. Our cities share the breadth of our cultural heritage through marvelous art galleries and concert halls. We share our hospitality and traditions through our cuisine (it has been said that we live to eat, not eat to live.)

Our cities are hospitable places, and safe destinations. (That is not to say that a person unwise enough to step in front of a transit bus, or to call into question the immediate ancestry of large man who has had too much to drink, may set themselves up for serious injury.) There is no city in Canada that is not on the doorstep of our vast countryside – and in many cases, wilderness – encouraging visitors to discover, within their own comfort level, our 'true nature'. Our winter cities rejoice in our climate and share with visitors a range of cultural, culinary, social, and recreational experiences that are so special because of, not despite, the climate.

Our cities reflect the Canadian soul by celebrating Canada's diversity.

PGK

COMMUNIQUE 2001 EDITORIAL SCHEDULE

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

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

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

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

a city's track record and its capacity to host other major events.

BENEFITS AT THE STREET LEVEL

Sport Tourism events increase the quality of life for residents through legacies such as new or improved facilities and support for sport programs long after the event. Inner city youth were happy recipients of over 1000 hats and scarves in a Saskatoon Brier promotion, and revenues from the Brier are now supporting Saskatoon's new Inner-City Youth Curling League.

A growing interest in how people live in other parts of the world is driving renewed growth in cultural tourism for this city. At the heart of the interest is gaining personal experiences that cannot be found in 'mass tourism' experiences. Interacting with the many people involved with events, from taxi drivers to ushers

and committee members, provides many opportunities to meet one on one with the culture of the region. Everyone who attends sport tourism events as a spectator or participant goes home with personal stories about their journey.

Tom Madden from Prince George comments that 'sport events allow regular people to see value in the use of their tax dollars. It lets the average person hosting the event get personal satisfaction. It helps them feel good about their community.'

The Canadian Sport Tourism Alliance is interested in methods cities may have used to demonstrate the social impact of sport tourism events, and welcomes feedback on this issue.

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COMMUNIQUE

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

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

Sports tourism and social benefit

by Todd Brandt

A recent meeting of the Infrastructure Committee of the Canadian Sport Tourism Alliance (CSTA) brought to light the need to better recognize and identify the very real social impact of hosting sport tourism events. Numerous Economic Impact Assessment models are available and are fairly simple to administer, but how do you measure the value of goodwill? Of the positive sense of community created by doing a great job? Of the personal experiences that raise the profile of your community and the 'new ambassadors' created for you?

For example, the 2000 Labatt Brier hosted in Saskatoon was the 'best ever' in terms of economic benefits, attendance and profit. The social impact was equally impressive. Curling Clubs in Saskatoon experienced record levels of participation in their leagues this year – a revitalization of what has been a flagging interest in the sport. 1499 volunteers willingly signed on to host the event, 700 more than were necessary. The most common refrain at the wind-up event was 'when can we do it again!' The legacy of freshly trained willing volunteers enhances

CANADIAN CITIES

CELEBRATING...

continued from page 1

Tourism Montréal began its journey in 1919 as the 'Tourists' Bureau of Montréal' and was at that time largely a creature of the Automobile Club of Canada. Over the decades since, both the organization and even the city have undergone structural changes, but Montréal has always been viewed as a key Canadian tourism destination.

In his eleven years as President

and CEO, Lapointe has seen Tourisme Montréal's budget move from \$2.5 million to \$16 million; the infusion of revenues from the \$2 per bed per night accommodation tax beginning in 1997 is now responsible for over \$8 million of that budget.

\$16 million is a significant budget; what is more significant is the growth in tourism spending. In 1992, tourism spending in Montréal was \$850 million. Tourisme Montréal and its partners set an objective of \$1.5 billion for the year 2000; in fact,

spending reached \$2 billion in that year. Those are impressive numbers.

BUILDING PARTNERSHIPS

Much of the focus of Lapointe's efforts is working with partners. He has worked determinedly over the decade with the business and cultural community to convince them that tourism is indeed a major economic player in Montréal as well as an integral part of the overall well-being of the community.

And it is more than just money. It is positioning every sector of business and cultural life in the community as part of the 'wholeness' of the

Montréal tourism experience. In Lapointe's words, 'we need to have a whole chorus singing together.'

Perhaps the most important partnership of all is the communion of the visitors and those who are visited – the sharing of what makes the city special to its residents, with those who come to enjoy it. 'Celebrating life with passion' is much more than a slogan: it is an open expression of invitation to those who seek more out of life.

www.tourism-montreal.org



According to the city's top official, there are more restaurants per capita in Winnipeg than in any other city in Canada. So when Mayor Glen Murray says 'it's easy to get fat in Winnipeg,' it is an appropriate metaphor for how he feels about this meeting-place of central Canada.

It's more than just the restaurants that offer up the delicacies and specialities of the diverse population that lives in this city of close to 700,000 souls. It is the eclectic offerings of music, festivals, food, and ethnicity that makes Winnipeg such a unique destination.

WHO WOULD HAVE THOUGHT !

For Murray, originally a Montréaler, Winnipeg was merely a destination at one time. One could almost say that he came for a visit and never left – one could say he has become a permanent tourist in his chosen home. Certainly his enthusiasm for

all that his prairie city has to offer is palpable. 'The reality of Winnipeg is so vastly different from the image held by so many people who have not been here,' Murray says. Whether it's the riverside parks, over 100 kilometres of navigable waterways within the city, or the activities that seem to be never-ending around the city's famous 'Portage-and-Main' at the downtown centre, Winnipeg is as culturally fascinating and scenically blessed as any of her colleagues across the nation.

It's more than just the long-running Winnipeg Folk Festival, or the Festival du Voyageur (celebrated in concert with Carnaval in Québec City). It's things like the special relationship with a very famous, if diminutive, bear. The 'Winnie-the-Pooh' story was conceived in Winnipeg (hence the bear's name) and reached maturity in England through the creative writing efforts of children's author A.A. Milne. Now, Winnie has come

home, big-time, and is the subject of an annual late-summer festival that has the full participation of entertainment giant Disney Corporation.

INVESTMENT WANTED

With 60,000 people employed in the tourism industry, and a billion dollars in spending, Winnipeg is seriously in the business of tourism. Mayor Murray has some very focused comments about what he thinks is needed – not just for his city, but on a national basis. 'Cultural and tourism infrastructure is badly falling behind in our cities,' says Murray. 'The National Capital Commission (Ottawa) seems to be doing okay, but a truly national approach is necessary.'

In calling for the development of a national funding program to enhance cultural infrastructure, Murray is looking far beyond the initial benefits of construction-phase employment and spending, and the euphoria of opening ceremonies. 'Investing in celebrating our cultural heritage leaves cities with revenues, not costs,' he says. 'This type of investment adds capacity to the national fabric.'

Indeed. A national view from a city that is not isolated from, but central to, the Canadian fabric. Reaching out to the east and to the west for its influences, as Winnipeg does, makes this city so very... Canadian!

www.tourism.winnipeg.mb.ca/

Viewing Canada's history through the lens of Charlottetown

The city of Charlottetown in Prince Edward Island is known variously as 'the birthplace of Canada' or, perhaps more correctly, the 'birthplace of Confederation', where the Nation's founders met to craft Canada's future.

The opening of Founders' Hall in Charlottetown will complete a historic learning experience that will take visitors through the process of building a nation. The 21,000 square foot exhibit centre on the waterfront is the newest component of a 'Confederation Tour' that will include

a visit to Province House Historic Site, where the fathers of our country first met, and a tour of the Confederation Centre of the Arts, built in 1964 to commemorate the centennial of the Charlottetown Conference. As well, guides in historic costume lead tours through Charlottetown's historic district bringing to life the events of those momentous days when the concept of Canada was first born.

www.capitalcommission.pe.ca

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Toronto

A world within a city

Demographic diversity is the reality of Toronto, and as Canada's largest city, it is cause for celebration on every hand. Toronto's tourism industry is wide awake to the drawing power of this cultural diversity, and indeed has positioned the metropolis as 'the world within a city'.

Tourism Toronto's President and CEO Doug Fyfe is very conscious of the importance of brand integrity, and emphasizes 'We must present the (cultural) diversity in its reality, and not just as a slogan.' He explains that the various cultural elements are manifest in different ways throughout the city, some as community clusters, and some scattered through-

out the city yet coming together for events and celebrations.

Fyfe points to Greektown (one of the Canadian Tourism Commission's earliest Product Clubs), and to Carabana (a festival celebrating the cultural heritage of the city's sizeable Caribbean population) as typical of the visitor experiences that ring with authenticity.

SPORTS, TOURISM, AND THE OLYMPICS

Toronto cannot help but be a destination for sports fans. The city is home to four professional teams involved with national and international leagues: the Maple Leafs



Taking delight in an Olympic hangover

A dozen years after hosting the 1988 Winter Olympics, Calgary is still feeling the effects... and the effects are very good. At the time, Olympic-related expenditures topped \$875 million, of which over \$505 million was capital money spent on new and upgraded facilities. But the real benefits have come after the fact.

The Calgary Olympic Development Association (CODA) was left with a legacy of over \$85 million as an endowment that has enabled the organization to maintain Calgary and area's Olympic heritage as a major sporting venue. The benefits to tourism are enormous, and the community benefits in turn. Many internationally-competitive athletes come to the numerous facilities to train, and some of them wind up living in Calgary, according to Calgary's tourism boss Wayne Petersen. 'Calgary has become a Mecca for winter sports training and competition, partly because Calgary is one of those Olympic host cities that have retained their facilities for the future.'

Calgary is also reaching out to other Olympic communities; in April 2000, the VP of Special Events for the Salt Lake City Visitor and Convention Bureau (venue for the next Olympics) attended the Calgary VCB annual meeting so that both cities' tourism groups could share experiences and see what synergies could develop for sports marketing in the future.

(hockey), the Jays (baseball), the Argonauts (football) and the Raptors (basketball). There are many other teams and sports represented at highly competitive levels, and the combination of existing sport venues, sporting event know-how, and accommodation and visitor services makes Toronto a natural host for an event of Olympic proportions, as is being sought through the city's bid for the 2008 Olympics.

Fyfe is quick to point out that an associated feature of the Olympics – the Paralympics – has the potential to be a very appropriate and important event for Toronto. The city celebrates the diversity of the Canadian reality not only through its multicultural aspect, but also for its accessibility to visitors of a full range of physical abilities.

Toronto's tourism chief is not deterred by winter: 'Many cities in Canada have the traditional 'cold' winter – the picture-book variety – and can successfully package it and sell it to tourists,' says Fyfe. Toronto, with its variable, warmer winters, finds it difficult to celebrate winter with the same enthusiasm as, say, Québec City or Montréal. 'We accommodate winter very well,' says Fyfe, 'and what is really important for us is that we accommodate it so successfully: four million people live here and enjoy sports, arts, culture, and cuisine throughout all the seasons. We package all these elements to share with our visitors.'

toronto.com/TorontoTourism_Toronto/

Winter Cities: the view from Prince George

About 800 kilometres northeast of Vancouver (and about the same distance northwest of Edmonton) the city of Prince George sits in the heart of the high country of the interior of British Columbia. With a steadily growing population of about 80,000, Prince George positions itself as the place where people can mix big-city pleasure with backwood adventure.

Anne Martin has recently retired as a City Councillor in Prince George, but that hasn't slowed her commitment to the city's cultural community, nor to its focus as one of Canada's 'Winter Cities'. In fact, this winter she was elected a President of the Winter Cities Association of North America during the Winter Cities conference in Québec City in late January. Martin told *Communiqué* that while there was no tourism focus to the conference this year, the Winter Cities Association has shown a strong interest in tourism in past conferences, and that the International Association of Mayors

of Northern Cities has released a study on the barriers and opportunities for tourism and recreation in northern cities.

RECREATION AND CULTURE

Martin says that the people who live in Prince George have 'a very real affinity with winter recreation and outdoor activities,' and goes on to say that the galleries and museums in the city, which are of very high quality, could perhaps do more to reflect this relationship with winter, especially on a seasonal basis. She is very aware that tourists seek a broad range of experiences, and that cultural experiences can be a very important part of even the most avid recreationist's visit to the city.

(Martin can be forgiven her bias towards the arts; in February she was inducted into Prince George's Gallery of Honour, recognizing not only a lifetime of commitment but also her work to establish the Two

Rivers Gallery in the city.)

Canada has several other cities that are active in the network of winter cities, and all of these have strong winter tourism products, including Ottawa, Whitehorse, Winnipeg, Yellowknife, Edmonton, Québec, and Calgary. As Montréal's Charles Lapointe says, 'we need to profit from winter, rather than escape

it. After perhaps two decades of turning their backs on winter, (many people) are rediscovering winter through the eyes of our visitors.'

Prince George's Martin is determined that her city, with its multitude of winter recreational opportunities and blend of cultural products, will be in the forefront of this trend.

www.tourismpg.bc.ca/

GST REBATE AVAILABLE

A Bill that authorizes the refund of GST/HST paid on food, beverages and catering services for foreign conventions (Bill C-24) received Royal Assent on October 20, 2000.

This will apply to conventions held after February 24, 1998 where no admissions to the convention have been sold on or before that day. The legislation states that a rebate of 50 per cent of the tax paid by the sponsor or organizer will be paid calculated on that part of the consideration that is reasonably attributable to related convention supplies (food and beverages or property or services supplied under a contract for catering).

Lori Muttart
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Moving forward CTC U.S. sales force

by Susan Iris

For the U.S. Sales Force, representing the largest international tourism market for Canada, 2000 was a year of change and growth, but the primary focus remained the same – increase business development opportunities and partner participation through direct solicitation, account management, promotional events and the Visit Canada Program. We expect to continue this in 2001, but plan to add a component of creating partnering opportunities in the market that address short-term need periods throughout Canada.

MEDIA RELATIONS PROGRAM

The press is a powerful tool with which to reach the public, especially in the North American market. Consumers are influenced by what they perceive to be the unbiased opinions of authors and broadcasters and place a high level of credibility in messages delivered by a believable third party. Unpaid media exposure is estimated to be worth three times that of paid advertising in terms of market impact.

The goal of the Media Relations Program in the U.S. is to continue to increase the amount of targeted, free editorial coverage for Canada in major print and electronic outlets with an eye on positioning Canada as a viable 4-season destination. Various methods are used to achieve our goal, including but not limited to, individual media visits and group press trips to Canada, as well as a variety of media promotions across the U.S. in conjunction with our Canadian partners.

MEDIA AWARDS GENERATE COVERAGE

Our focus is on media coverage that reinforces our product clusters and our marketing segments, to support the overall market strategy. An important new component of Media Marketplace, the CTC's premier partner opportunity to access key media representatives in the U.S., is Canada's 'Northern Lights Awards' for excellence in travel journalism and photography. The competition is judged by a Canadian school of journalism and the awards, which include Canadian artwork and cash prizes, are presented at a dinner during Canada Media Marketplace. The awards program has generated considerable interest in the travel & lifestyle press and has raised the editor attendance at media marketplaces.

Outstanding editorial coverage continued throughout the year with a series of articles and television productions featuring Canada in many of the most important outlets in the U.S. Goals for media coverage exceeded expectations by 35 per cent over the previous year.

Some of the 'wins' in print included an article in TIME magazine on Canada as an eco-tourism destination; a 15-page spread in SAVEUR magazine on Québec cuisine; a TRAVEL & LEISURE feature story on Nunavut and a series of stories on the Canadian outdoor experience in FORBES magazine. Feature stories were also garnered in Outside mag-

azine, Islands magazine, American Way magazine, and Travel Holiday, Ski, Skiing and Travel & Leisure Golf magazines.

TELEVISION MEDIA IMPORTANT

One of our major thrusts this year was to target more production companies for added exposure on national television programming. Partnered television shoots included:

- 3 television programs by Martha and Jack Hanna on the variety of wildlife and experiences in Manitoba, (which aired Feb. 10, 17, & 24th, 2001)
- Martha Stewart shows featuring the Yukon and Alaska which aired in November, 2000.
- A one hour program on white water rafting by National

Geographic Television

- Several national fishing, outdoor adventure and golf television programs to air on ESPN and ESPN2 as well as other major cable outlets, such as the Golf Channel.
- Two 30 minute shows hosted by Burt Wolf with a 60% destination, 40% cuisine focus and a viewership of 55 million

A series of successful major media promotions (partnered with industry) were conducted in 2000 which included:

- Tall ships in Chicago over Labour Day weekend, which included Canada Days at Navy Pier celebrating the arrival of seven Tall Ships, five of which were Canadian.
- RCMP Musical Ride in Washington, D.C.
- Partnered luncheons and dinners for top U.S. media in Seattle, Denver, San Francisco, Los Angeles, Chicago, Boston, New York, Philadelphia, and Washington, DC

- to grow our editorial coverage by:
 - Taking advantage of the high return on investment and the credibility of third-party endorsements
 - Creating effective communications tools and an easily accessible photo library
 - Evaluating our 2000 program and placing emphasis on those areas that brought the largest return on investment
 - Improving the newly created 'media' button on www.travelcanada.ca to further assist journalists
 - Undertaking various mailing programs including the newsletter, 'What's News in Canada' and email press releases
 - Facilitating ready access to current media information on Canada
 - Assisting our Canadian partners to participate in the media relations program by facilitating media visits to Canada and participation in U.S. promotions
 - Targeting specific outlets to further increase exposure for Canada in the lucrative U.S. market
 - Our continuing, and successful, series of media lunches, dinners and other promotions are slated to take place in various U.S. cities in 2001. Canada Media Marketplace will be held in New York from April 30 – May 2, 2001. Partner support for this event has been overwhelming, resulting in another 'full to capacity' marketplace. The Northern Lights Awards will continue to be part of the program.

MEETING AND INCENTIVE TRAVEL

Looking back, the year 2000 has been a successful one for the U.S. M&IT program, and we have even greater expectations for 2001. To strengthen our representation across the country, we added two sales people, covering the east coast corporate and incentive markets, and the insurance market. The M&IT team created a multitude of partnership opportunities for our Canadian industry partners that culminated with a leverage ratio of 2.5:1. There were 405 leads disseminated to partners representing \$189,188,838 in potential business. (see attached chart for regional breakdown)

The CTC M&IT 2001 program will continue to build on its achievements by offering our Canadian suppliers numerous opportunities to access customers in the coming year. There is a busy schedule of Canada Showcase Events for 2001, which bring the Canadian industry together with meeting planners in a variety of market segments and geographic territories. The Showcases in 2001 are scheduled for San Francisco, Seattle, Detroit, Chicago, Atlanta, New York, Washington DC, and Dallas.

There are two golf tournaments planned for 2001, in June the 9th Annual Swing Through Canada Golf

TRAVEL MEDIA WORKS IN AMERICA

According to the Travel Industry Association of America, globetrotters turn to a variety of sources to map out their adventures before setting out by plane, train or automobile. Half of all American say they use some sort of travel media to plan their vacations. 28 per cent read newspaper travel sections and 2 per cent have visited a WEB site or watched television travel shows. For travellers who use more than one resource, 26 per cent find Internet sites most useful because they are available 24 hours per day, can be accessed from both home and office, have the most up-to-date and largest volume of information.

MEDIA USED IN THE PAST YEAR TO PLAN A TRIP OR VACATION ACCORDING TO TIA

- | | |
|--|--|
| 1) Newspaper travel section: 28% | 7) Consumer Travel Magazines: 12% |
| 2) Web Site: 21% | 8) Membership publications: 12% |
| 3) Television travel show: 21% | 9) Travel Guidebooks: 11% |
| 4) Motor Club Magazines such as AAA: 18% | 10) In-Flight Magazines: 10% |
| 5) Consumer/Lifestyle Magazines: 17% | 11) Travel Trade or Business publications: 10% |
| 6) News magazines: 12% | 12) Electronic or email newsletters: 9% |

Source: American Demographics magazine, October 2000

- Partnered media dinners in cooperation with Cirque du Soleil performances in New York, Miami and Atlanta
- Maple Leaf Golf Championship for 24 media in Ontario

It has been proven that when communication elements work together a synergy is developed that magnifies the marketing impact. This works directly with the overall core U.S. Communication Program focusing on the magazines used, the product clusters emphasized, and the themes presented. This approach maximizes market impact and gains as much exposure as possible to our customers.

2001 PLANNING

For the coming year, the Media Relations team intends to continue

Invitational in Southern California, and in September the 4th Annual Maple Leaf Classic in the Dallas area. These golf events attract high-end decision makers in a relaxed and fun networking atmosphere, allowing our partners the opportunity to spend a greater concentration of time with Canada's best buyers. Results garnered from these events have made them successful across our media, leisure and meetings markets.

We also will continue to coordinate and participate in the major M&T trade shows. These include ASAE in Philadelphia this August, ITME in Chicago in October, and two MPI national shows, New Orleans in January and Las Vegas in July. Other smaller shows include Affordable Meetings, which have events in the East, Midwest, and West. A complete listing of all CTC events in the U.S. as well as staff contacts can be obtained from National Sales Coordinator, Jackie Brown, at jackie.brown@ctc-us.com

Finally there is Trailblazers 2001, an incentive travel marketplace where the CTC will be partnering with the British Tourist Authority, the Danish Tourist Board and the Hong Kong Tourist Association. This event will be held in Montréal in late July. Trailblazers is in its 7th year and mirrors Rendezvous Canada, with scheduled appointments between incentive buyers and the suppliers.

DEALING WITH SEASONALITY

In 2001 our priorities continue to include developing new business for Canada during the shoulder and off seasons. By expanding our sales focus to the value conscious SMERF (Social, Military, Educational, Religious and Fraternal) markets, we hope to make headway into achieving this goal. Each of our sales managers will continue to develop opportunities in specific industry sectors – insurance, banking/finance, biotechnology, pharmaceuticals, high tech, automotive, oil/petroleum, and food services.

The support of site inspections and familiarization trips remain at the top of the priority list. By showcasing our first-rate facilities, hotels, off-site venues, scenery and service, the typically risk-adverse planner feels confident in selecting a Canadian destination for their meeting or incentive. The conversion rate for this program this year was 71 per cent, out of the 498 customers that participated.

To better focus our efforts on business development, each sales manager has identified five key organizations within their region or market that have not previously met in Canada. This core (fifty) comprise the 'hit list' of accounts that we are targeting to turn 'definite' within the next 24 months. We are working with our large volume customers to set up 'hot dates/hot rates' notices on their websites and in their newslet-

ters, to solicit business against the short term need periods. Lastly, we are continuing to telemarket the database prospecting list to identify and develop new short term business.

U.S. LEISURE MARKET

The past year has brought a new focus to the U.S. Leisure Sales staff. To better monitor our efforts, a new reporting system which tracks new business sales calls, site inspections and fam trips initiated, new tours

Economic trends put pressure on pricing

While 2000 appears to have been the most robust year in well over a decade, there are increasing signs that global economic activity has peaked and is heading for more moderate levels in 2001/2002. Despite a slowdown in the U.S. economy, the outlook is still promising with a more moderate pace from 2.0 per cent to 3.0 per cent in 2001 and somewhat stronger in 2002, which should result in modest growth in U.S. travel to Canada.

However, the persistent increase in Canadian travel prices is dampening some of the potential gains of the U.S. overnight market, and is also an impetus to the erosion of the U.S./Canadian exchange rate advantage. Furthermore, on the domestic front, outbound travel to the U.S. is expected to grow in spite of the high exchange rate.

Source: CTC Market Research & Planning

developed, partnership ratios, and new partnerships has been implemented. Projections for 2001 show more than 300 calls on new accounts, 45 new tours offered, 60 fams and sites organized, 30 new partners, 8 new partnerships, and a leveraged ratio of 2:1 for partner dollars.

One of the crowning achievements was the successful implementation of a National Advisory Board, comprised of 22 key customers representing a cross section of the tour operator, travel consortium, non-profit and specialty tour markets. The first meeting was held September 7 – 8, 2000 in Halifax and addressed critical topics such as the assessment of current advertising and sales programs as well as defining new opportunities for partnerships and increased off-season business. The advisory board will meet twice annually.

TARGETING TRAVEL TRADE

Of primary importance was energizing the CTC's program for the travel trade – the Canada Specialist Program (CSP). One of the U.S. sales people was specifically assigned to manage

the overall program and, under the direction of the CSP sub-committee, re-direct the sales efforts so that the concentration would be on the quality, not the quantity, of the agents. A comprehensive, independent review of the program was undertaken, and current numbers have more than 500 dedicated full-time agents as active members. As we go forward in 2001, the CSP will provide more comprehensive information to the agents by partnering with U.S. tour operators, allowing more packaged product to be available.

After reviewing the survey of the agents currently enrolled in the program, we found that the agents were very satisfied with the information contained in the binder, but new initiatives needed to be implemented to give them more product to sell. As a follow-up, new support resources have been allocated to the agents to help answer their questions on Canada. Tools include placing more information on the Canada Specialist Program Help Line and the fax on demand program, as well as soliciting more partnership support from operators to provide packaged product.

Familiarization trips for Canada Specialists have been standardized to ensure that a strong educational component is included. Now called 'educational study tours', these trips will focus on product and positioning, while educating Canada Specialists about how to better sell and up-sell Canadian vacations.

Recruiting for new specialists will follow a more targeted procedure, focusing on those that are members of a consortia, key accounts for our

Partnerships prevail in U.S. marketing

Partnerships with tour operators and travel consortia remain the primary focal point of the sales efforts in the U.S. Major partnerships with Globus and Cosmos, United Vacations, Tauck World Discoveries, Virtuoso, Brennan/AAA, and GoGo Tours/Air Canada's Canada have been developed in conjunction with our colleagues in the marketing department. Investments in these programs have resulted in an increase of more than 4,000 passengers, targeting a 15% increase in 2001, with additional partnerships being developed with United, Brennan, Tauck, and GoGo.

The sales staff has further concentrated its efforts on developing smaller, targeted partnerships to address shoulder and off-season business. For example, a program was launched in the Pacific Northwest with the buy-in of a tour operator, DMO, and hotel to place winter package advertising on screens in 1,600 theatres in the state of Washington. A second program has been launched with a northeast tour operator to sell winter weekend packages in vertical markets.

top producing tour operators, and those that can demonstrate an ability to grow sales on Canadian product. This will allow program effectiveness and results to be tracked as well as bringing in additional partnership dollars through our U.S. customers.

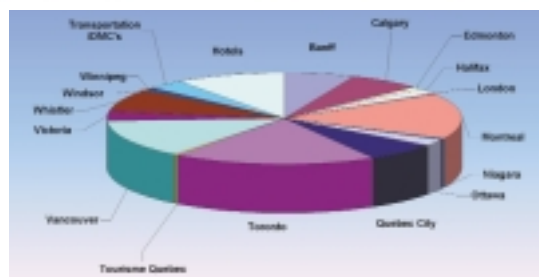
Susan Iris
is Managing Director, U.S.

CTC U.S. Sales Force 

CTC - U.S. Meeting & Incentive Fiscal Year to Date - Lead Summary

Destination	# of Leads Year to Date	Est. Value USD Year to Date	# of Leads as of last quarter	Est. Value USD as of last quarter
BART	20	\$1,508,238.00	13	\$638,000.00
Calgary	2	\$13,949,448.00	14	\$7,898,000.00
Edmonton	4	\$9,515,935.00	5	\$1,860,000.00
Halifax	18	\$1,467,715.00	6	\$420,000.00
London	1	\$45,000.00	1	\$45,000.00
Montreal	74	\$53,863,863.00	33	\$23,081,868.00
Niagara	2	\$61,800.00	1	\$45,000.00
Ottawa	10	\$11,266,888.00	6	\$3,036,000.00
Quebec City	30	\$17,547,364.00	17	\$12,363,000.00
Toronto	80	\$12,012,000.00	45	\$42,185,968.00
Tourisme Quebec	1	\$15,700.00	1	\$15,700.00
Vancouver	63	\$58,352,000.00	27	\$20,716,000.00
Winnipeg	1	\$5,268,000.00	1	\$5,268,000.00
Windsor	24	\$11,243,863.00	18	\$2,012,500.00
Winnipeg	1	\$5,268,000.00	1	\$5,268,000.00
Winnipeg Transportation DMC's	10	\$1,518,200.00	12	\$1,367,000.00
Hotels	45	\$7,462,704.00	36	\$5,085,200.00
TOTALS	431	\$268,836,304.00	207	\$139,433,881.00
ACTUAL TOTAL	250	\$167,258,265.00	136	\$76,626,181.00

Average Value per Actual Lead = \$668,200.00





Celebrating spring across Canada

by Ian Stalker

Residents of British Columbia's Okanagan Valley will soon be toasting spring in the truest sense. The interior B.C. region is just one of many places across the country that holds festivals to mark spring's arrival, with the Okanagan Valley playing host to the May 3-6 Okanagan Spring Wine Festival.

The event will see wine tastings, tips on pairing different types of food with wine, and other events revolving around the region's wine industry. 'This year we probably have over 50 events that will happen over a four-day period,' reports festival co-ordinator Ella Rodenkirchen, adding chefs will prepare 'unbelievable dishes' that can be experienced along with wine in an area that has become a major wine producer.

Festivities will take place in an area stretching from Osoyoos (near the U.S. border) to Salmon Arm on the Trans-Canada Highway. Rodenkirchen says the festival attracts people from throughout B.C., Alberta and the northwestern United States.

SOMETHING FOR EVERYONE

Some of those attending are knowledgeable about wine and others aren't, Rodenkirchen reports. Those who aren't will find themselves in a

region that has dozens of wineries that eagerly participate in the festival and will be welcoming visitors. 'You can't go wrong even if you don't have a clue about wine,' says Rodenkirchen, noting 'masters of food and wine' will be on hand to provide insights.

Those needing proof that spring has indeed sprung in southern Ontario come May need only visit the Niagara Region, which will host its annual Blossom Festival from May 18-28. Niagara Parks Commission events marketing co-ordinator Sarah Finch reports visitors will find a colourful world of fruit blossoms and flowers that includes 'one of the largest displays of daffodils in the country.'

Coinciding with the blossoms and flowering bulbs are free concerts, fireworks and a 'very long parade' that visitors will enjoy, she continues. The two weekends within the May 18-28 period are particularly lively but Finch promises those visiting during the week will find much to entertain them.

The festival comes at a time when the region and its varied attractions are fully prepared to welcome the large numbers of tourists who venture there when temperatures are on the rise. 'The festival is a true celebration of spring,' adds Finch. 'This is our big kick-off and so

everyone around the world is welcome to come visit us.'

Also in Ontario, Hamilton's Royal Botanical Gardens will have a May 6 Tulip Festival that will feature more than 100,000 flowering bulbs, and follow that with the May 20, 21 and 27 Lilac Festival, which sees the fragrant flower 'celebrated with music, dance and theatre.'

Further east, Québec will welcome spring in a major way, with traditional celebrations revolving around maple sugar being one way visitors can enjoy the arrival of the season, notes Darlene Andrews of Tourisme Québec.

Among seemingly countless Québec festivals is an April celebration welcoming the arrival of thousands of snow and Canada geese in the central Québec community of Baie-du-Febvre.

'Spring is always a lively time in Québec,' Andrews adds. 'There are all kinds of things going on.'

Ian Stalker is a writer with The Canadian Travel Press

Ticket prices set for Ottawa-Hull mega event

From July 14 to 24, 2001, athletes and artists from more than 50 governments and countries will participate in the Jeux de La Francophonie 2001 festival at Ottawa and Hull.

Approximately 3,000 athletes and artists will take part in eight sporting competitions and eight cultural contests at an international level.

Prices for the Opening Ceremony on July 14 and Closing Ceremony on July 24 will range from \$25 to \$75 per person and prices for sporting and cultural events will start at \$16 for preliminary events up to \$25 for finals. Tickets for the Travel Industry (Tour operators and wholesalers for groups and F.I.T.) will be available starting April 1, 2001 by calling Marc Cadieux at 1 888 278-7777.

Jeux de la Francophonie 2001
www.jeux2001.ca

Canada's festival city

In August, Edmonton will host the 2001 World Championships in Athletics, one of two major international sports events being held in Canada this year. And for this city, the capital of Alberta, hosting sports events and a full range of other festivals comes naturally.

Since the 1980s, Edmonton has positioned itself as the Festival City. Klondike Days has been the longest-lived and most widely recognized festival, but it is only one in a summer full of celebrations that begins June 21 with the River City Shakespeare Festival and runs into September with Symphony under the Sky. And it's not just summer: there are annual events year around; a number of Edmonton's festivals are the largest or longest-running events of their type in Canada and several of them have been recognized worldwide for their excellence.

Despite its big-city hallmarks – the world's largest shopping centre, a world-class symphony orchestra and concert hall, and award-winning restaurants – Edmonton exudes small-town friendliness and traditional western hospitality. The strong community spirit is evident whenever the city hosts these events and festivals. Celebrations of community life are part of the fabric of the Edmonton – indeed, Canadian – way of life.

Edmonton travel and festival packages are available through Brewster, Air Canada Vacations, and Westjet.

Marla Daniels, Tourism Edmonton
mdaniels@ede.org
www.tourism.ede.org

SELLING CANADA

Canadian cities, from Yellowknife to St. John's, are stepping stones to extra commission opportunities

by Fred White

Every major city in the world, including our own, have their individual personalities and attractions. So the interesting question becomes 'What makes Canada's cities different?' In trying to answer that, let me tell you a story.

A number of years ago I talked to a travel agent who told me how she almost doubled her domestic booking commissions. Her theory was that baby boomers wanted more than one-dimensional vacation experiences. City attractions like theatre, dining, sightseeing, historical sites, galleries and museums, and choice of accommodations were very high on the most-wanted list for couples and families, but they wanted more.

So she conducted a little experiment. She looked at provincial guide maps and started to make a list of appealing locations and available activities that were within comfortable travelling distances of all our major cities. It was then she realized that all of Canada's cities were located on the doorstep of more adventure, sight-seeing and cultural experiences than most any other cities in the world.

Quite by chance she had discovered what makes Canada's cities unique.

Soon she was having fun, categorizing these nearby locations and activities to suit different tastes, and then imagining her own mini-packages that included day-trips or overnight stays that complimented city vacations. Most of her clients liked the idea and were soon adding to their travel plans. As a result, she expanded her commissions and one-time customers became loyal clients.

Since then, of course, tour operators have realized the potential and have created what is virtually a new product category. But it is still the travel agent, dealing directly with the customer, who has the greatest opportunity to customize city vacations. When you look at a map of this country and see the space and

geography that surrounds all our major and smaller cities the opportunities are literally endless.

A visitor to Toronto can overnight for watersports at Georgian Bay or take in a wine tour of the Niagara region. From Vancouver and Victoria your clients can cruise more than 6,000 islands off the shores of British Columbia. Calgary and Edmonton give easy access to wildlife watching in the Rocky Mountains and some of the most spectacular train journeys in the world. Montréal and Québec City offer countless activity and cultural excursion opportunities to the Eastern Townships, the Laurentians region, and along the shores of the St. Lawrence River. Lake Winnipeg is an easy reach from the city and offers great resort stays, watersports, and some of the finest sandy beaches in North America. Yellowknife, on the spectacular shores of Great Slave Lake, is gateway to the north. And virtually every major city in Atlantic Canada is close by to picturesque coastal communities and the best whale-watching in the world. You get the idea!

All it requires is some friendly conversation with your clientele, getting to know their interests, perhaps even building simple data-bases.

You then become a travel consultant rather than a booking agent and we all know that for some agencies that has successfully opened the door to modest fees to supplement your commissions.

And make no mistake, the opportunities are expanding. In 2000, overnight travel spending in Canada is estimated at about 17 billion dollars, a 6.4 per cent increase over 1999. And with exchange rates being what they are these numbers can only get better.

So in thinking about Canadian cities and what they offer in terms of unique vacation opportunities, let me paraphrase the national vision statement of the Canadian Tourism Commission: 'Canadian cities are premier four-season destinations that provide easy access to nature, as well as the opportunity to experience diverse cultures and communities.'

In this overcrowded world, can any other country's cities offer so much?

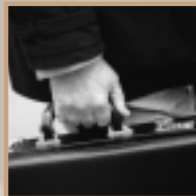
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Selling Canada to U.S. meetings planners

by **Martha Plaine**

What does it take to make a great Canadian city destination? Canada's cities are sophisticated and cosmopolitan. Hotels and convention centres offer top facilities, and they're wired to meet the needs of business travellers.

Canadian cities are clean and secure. Streets are safe for strolling, anytime day or night. They don't roll up the sidewalks at 5 p.m. Our downtowns are hopping until the wee hours with theatres, restaurants, bars, dancing and entertainment. Canadian cities have a true sense of place. They have charm and beauty, and they're gateways to great natural areas – wilderness parks, lakes, mountains and resorts.

For all these reasons and more, Canada's cities are capturing the attention of meetings and incentive planners in the U.S. With the help of the CTC's business travel sales force, cities are converting American planners' interest into sales. Robin Thompson is Manager, Meeting and Convention Sales, for the CTC in San Francisco. 'Canada has all the components that make for great cities – culture, arts, parks, sports, recreation – and we also are great value,' says Robin.

VALUE COUNTS

It's not just a question of the exchange

rate. 'Hotel prices in Montréal, Toronto and Vancouver are one-third or less below the prices in LA, New York, and San Francisco.' Four and five star hotels are standard in this market, so the savings are substantial.

Another selling point is ease of access. 'There have to be direct flights daily – and Canada's major cities offer direct flights from many U.S. locations,' says Michele Saran, Manager, Corporate and Incentive Sales, for the CTC in Chicago.

Convention and visitors bureaus, along with the cooperative attitude of hotels and suppliers, are helping spread the word about Canadian cities. 'Businesses that are competitors are getting together to do the sales pitches,' says Michele Saran. Everyone wins when a city gets the contract for a convention or incentive trip.

'Word of mouth advertising is the best testimonial; clients can be our best marketers,' says Robin

Thompson. Canadian cities stand out from other North American destinations by virtue of their rich ethnic diversity and sophistication. Vancouver, Toronto, and Montréal, for instance, have thriving Asian, European, and Caribbean neighborhoods. Then there are the English, French, and First Nations cultures. This diversity gives Canadian cities a multi-cultural feel that most American cities lack.

SHARING OUR CULTURE

Special programs such as the 'dine-around' take advantage of the variety of cultures. A dine-around might begin with Portuguese appetizers and drinks, go on to a Chinese main

course, and finish with Italian dessert and espresso. As the courses change, the group travels together in a motor-coach and moves on from restaurant to restaurant.

Canadian cities are exciting alternatives to familiar U.S. cities. 'Some planners take advantage of unique festivals – such as the Symphony of Fire fireworks or the Just for Laughs comedy festival in Montréal – and work out themed events,' says Michele Saran.

Attractions with a distinctive Canadian flavour are appealing. In Toronto, the Hockey Hall of Fame and the Bata Shoe Museum are two of the most popular. In Montréal, the Cirque de Soleil is in demand.

EMPHASIZE THE SIZZLE

Susan Frei is Manager of U.S. Insurance Sales for the CTC in Washington, D.C. 'Incentive trips have to sizzle,' she says. Incentive trips are rewards, after all. They have to be special to motivate sales people to perform their best. Frei's clients appreciate the fact that Canadian cities are convenient gateways to other destinations. This makes it easy to plan day trips and to add extra trips for the top-performing sales people who win incentives.

Excursions to the Muskokas and Niagara wineries are favorites with planners who choose Toronto. Whistler and the Rockies are frequent add-ons for Vancouver trips. And for really large groups, some incentive planners arrange back to back trips to Montréal and Québec City with an extra stop at Tremblant resort.

What makes Canadian cities 'Canadian'? Robin Thompson sums up: 'Canadian cities are convention-friendly, sophisticated, clean, and safe. They boast state-of-the-art meeting facilities complemented by luxurious accommodations and spectacular scenery ... all at a great value.'

*Martha Plaine
is an Ottawa-based freelance writer*

Competitiveness snapshot of Canadian travel prices

- Hotel room rates in Canada have increased 5.7% (vs. 3.7% in the U.S.)
- For 2001, room rates in Canada are expected to increase by 4.5% (vs. 3.3% in the U.S.)
- BUT: airfare increases in Canada averaged 5% in 2000 (vs. 5.5% in the U.S.)

Source: *CTRI*

INDUSTRY DEVELOPMENT

Sophisticated travellers seek learning vacations

by **Martha Plaine**

David Mendel is an architectural historian by training with a PhD in his field, yet since 1986 he has been working full-time in the tourism industry. Mendel leads small groups of American travellers on customized tours where they learn about subjects as diverse as military armaments, 17th and 18th century architecture, and regional cuisines.

Mendel is a pioneer in the burgeoning field of learning vacations and enrichment travel. His tours are in demand by the Smithsonian Institute and other non-profit and for-profit operators. Mendel stumbled into tourism by accident. In the 1980s a friend who worked for

Parks Canada told him there was a need for more in-depth touring of Québec City. Mendel grabbed the opportunity and, with Barry Lane, formed the company Canadian Cultural Landscapes (Les Visites Culturelles Baillairgé).

MARKET TREND POINTS THE WAY

Fifteen years in the business have convinced Mendel and Lane of the need for this kind of travel product. 'There is a large market of well-educated and sophisticated people out there,' Mendel says. 'Educated people want to learn something when they travel.' This summer Canadian Cultural

Landscapes is bringing a group of Americans to Québec City for a vacation to learn about the Cuisines of Québec. Participants will take cooking classes, attend lectures about cultural and gastronomic history, and visit farms and local suppliers. And, of course, there will be plenty of opportunity to sample the finest food of the region.

David Mendel and Barry Lane aren't the only ones in Québec who noticed a market trend. Francois-Jean Viel, with the Québec Visitor and Convention Bureau, would like to develop his region's capacity to attract visitors who are interested in learning travel. Last November, Viel organized a day-long conference that was attended by 65 people who work in local tourism sector. Keynote speakers were Nancy Arseneault and Kim Whytock, of Parks Canada. Their subject was: 'What does it take to succeed in the learning vacation market.'

'For years, tour operators in

the United States have been telling us their clients are asking for this type of product,' says Claire Verrault, assistant director of the Québec VCB. 'We're confident that Québec can respond to the demand – but it's time to encourage local tourism businesses to get involved.'

NEED TO DEVELOP PRODUCT

In fact, learning vacations and enrichment travel seem to be on everyone's mind these days. For the past year, a team of marketing and product development experts at the CTC along with colleagues from the private and public sectors have been working on a common project. They're developing and bringing to market a product that offers great promise for Canada: Learning Vacations/Enrichment Experiences.

The effort is spearheaded by a Task Force, led by Kim Whytock, National Director, External

Relations, Parks Canada. The Task Force was created by the U.S. Leisure Executive Committee. Members of the Task Force include other experienced individuals representing private and public sector attractions, destinations, and tour operators. The Task Force has been working with the CTC's Director of U.S. Leisure Marketing, Sylvie Lafleur, and the U.S. Leisure Marketing Committee, chaired by Christena Keon-Sirsley.

Ernest Labrègue and Murray Jackson with Product Development at the CTC are part of the team. They are compiling an inventory of particular experiences and experts who can share their knowledge with small groups of travellers. Provinces, territories, and attractions across the country assisted in the effort. 'We're identifying products that already exist; we're not going out and creating totally new things,' says Murray Jackson, Executive Director of Product Development.

Sometimes this involves alerting suppliers to aspects of their everyday operations that could be of interest to travellers. A number of Canadian businesses have demonstrated what creative thinking can accomplish, Jackson observes. For instance, one national hotel chain has several properties that promote regional cuisine. They've had great success taking small groups of guests into their kitchens to observe chefs and even participate in food preparation.

SEEKING A PRIVILEGED EXPERIENCE

'The key element of learning vacations and enrichment experiences is to offer something that is not generally available to the public,' Jackson says. Attractions must be willing and able to provide a unique, behind-the-scenes look at what they offer. This might include seminars, lectures, and workshops.

This type of 'authentic' experience is what the market is after. After all, the clientele interested in enrichment experiences and learning vacations tends to be educated and sophisticated. 'The challenge is to tantalize major U.S. tour operators – to say to them, Here is an opportunity, Here is what you need to build a package that your customers will want...' says Jackson.

Because operators will want to customize and put their own stamp on tours, the best strategy is to present them with a menu of opportunities they can mix and match to create their own tours. Of course there has to be a logic and coherence to the menus.

Martha Plaine is an Ottawa-based freelance writer

UNDERSTANDING...
continued from page 1

Changes from here will be incremental, not revolutionary. It is time for tourism entrepreneurs to take stock of the new reality and make effective strategies for dealing with it.

Tourism in Canada has been spoiled for the last few decades. First, it benefited from the regulated environment, in which the airlines were required to carry excess capacity or fly non-economic routes because of political protection. These days are gone. The industry has been slow to adjust to deregulation because its first phase was characterized by excess capacity produced by the cut-throat competition between Air Canada and Canadian.

EXCESS CAPACITY IS WASTED CAPACITY

Some analysts have argued that overcapacity was perpetuated by Air Canada in its desire to eliminate Canadian. Others have argued that the dysfunction was structural and that the country is only capable of supporting one network carrier because of the size and linearity of its market.

It doesn't really matter which view was more correct at this point because the industry is not going back. There will not be a new full network scheduled carrier or foreign carrier cabotage in the near future, which means that excess capacity will continue to be wrung out of the market.

Network carriers exist to provide scheduled service primarily to business travellers and they sell remaining capacity to leisure travellers. Excess capacity does not persist if management is doing its job. Airlines can change capacity on routes fairly easily, but entry and exit are not costless decisions. Nor is it in a carrier's interest to confuse its business customers with constantly changing offerings. Management's job is to adjust capacity to a level optimal for its shareholders. That means a level at which the aircraft are as full as possible without turning away the airline's most valued customers, the walk-up, full-fare business travellers.

AIRLINES ARE NO LONGER INFRASTRUCTURE

The current gap in understanding seems to occur on two main assumptions, first that the airline has an incentive or responsibility to provide excess capacity to promote tourism, the second that this is an essentially political matter. The first assumption arises from the notion that airlines are infrastructure, which they are not – they are businesses. The second is an outmoded perception that airlines are a tool of government to be directed to serve social ends. Airlines in Canada are not government-owned, so appealing to politicians for solutions is no longer an effective approach.

Airline increases market share

Canada 3000 of Toronto has moved firmly into the domestic air travel market through its announcement that it would purchase Montréal-based Royal Aviation. The combined airline will have 34 aircraft, with 10 more on order, making it Canada's second-largest after Air Canada with its 375 jets.

Both Canada 3000 and Royal fly from Edmonton to Toronto, Vancouver, and international vacation destinations on a schedule that varies with the seasons. Currently Royal offers service between five city pairs and Canada 3000 serves 25 routes.

WINNING STRATEGIES IN THE NEW ENVIRONMENT

Effective strategies will take the new environment into account. The first approach is to talk to the people who matter – airline management. Emotional arguments sway politicians but solid business cases work with managers.

This having been said, the difference between a profitable and non-profitable business plan is usually based on a thicket of assumptions, so faith is an important element of any deal. Proposals are often won primarily on the credibility and relationship-building skills of the proponent.

While those hundred extra canoists may be vital to your business, they are probably not vital enough to the airline to change its policies. Work with your airlines – both the mainline carrier and the many smaller regional airlines. The shoulder seasons are good prospects for win-win deals with scheduled carriers. In other words, tourism operators must treat air carriers as though they were suppliers, not guardian angels. Both sides will feel better about the relationship.

Some operators have remarked that the current Air Canada management is less willing than Canadian Airlines was to invest in developing new inbound traffic by providing 'fam flights,' for example. Management has been focussed on its core business and the bottom line emphasis is likely to persist for some time.

The belief that it is essential that Air Canada serve all markets will change with time. Code sharing and interlining agreements mean customers are not as sensitive to who carries them to destination. Many communities will be able to make their best deals with charter operators, regional carriers or low-fare airlines. Services that are not viable for Air Canada are not necessarily non-economic for smaller carriers with lower cost structures.

RELATIONSHIP BUILDING

The problem remains with travel service providers who have a genuine concern for the stability of relationships

over a multi-year planning horizon. This aspect of the business will remain problematic until the airline industry finds a new equilibrium. For this reason, it is important that tourism operators and communities work hard on relationship building. And do not place all of their eggs in one basket.

Perhaps the most significant change in the competitive environment is the banishment of oneworld. Frequent flyer benefits create a strong incentive for Canadian origin passengers to use Air Canada and its Star Alliance partners on international trips, which should increase Air Canada's share on many routes and increase its market presence. The upside is that Air Canada has an ambitious plan to expand service to many new international destinations and increase frequencies in under-served markets.

The downside for tourism is the loss of a stable alternate feeder network that is recognized by foreign operators. The Canadian industry has a vested interest in promoting Canadian charter carriers and attracting an alternate alliance to the domestic market.

MUST MAKE BUSINESS CASE

There are practical ways of making your community more interesting to air carriers. Investigate whether there are infrastructure deficiencies that, if corrected, would make the difference for a partner air carrier.

At the same time, beware of the 'if we build it, they will come' syndrome. Apply harsh cost recovery schedules to infrastructure projects. Every extra 500 feet of runway needs to be lighted, swept, ploughed, deiced and repaved in perpetuity. The capital cost is only the beginning. If you build it and they don't come, the ACAP grant won't help, and the airport will have to levy fees that may make it less, not more, competitive.

Ray Kaduck is an air transport analyst and President of Policyshop.com

An airline with a Roots philosophy

Roots Air is a new entry into Canada's airline industry as of June 2000 when Skyservice Airlines teamed up with Roots Canada to provide an alternative for business travel. On March 26, 2001, it will begin offering service for business travellers to Toronto, Montréal, Calgary, Vancouver, and Los Angeles. The flight schedule will allow for good connections onto other airlines, and the airline promises considerably cheaper prices than its major competitors, especially for last-minute purchases.

www.rootsair.com



Staff: the realities of recruitment and retention

The demand for tourism and hospitality services continues to rise. Tourism spending in Canada increased 6.0 per cent in the third quarter of 2000 compared with the same three months last year (StatsCan). Baby-boomers are retiring and are looking for ways to spend their money and their time.

This increase in demand for services comes at a time when finding suitable labour is increasingly challenging. The effects of the resulting labour shortage are being felt by businesses across Canada, particularly in the accommodation and food service sectors. In this climate, recruitment and retention of staff are more important than ever.

ENTRY LEVEL APPLICATIONS DECLINE

Kim Fraser, owner and manager of Cathedral Mountain Chalets in Yoho National Park, B.C., relates the following: 'This past summer, I received 30 applications for positions. The summer before, I received over 120.' Fraser adds that the shortage of staff extends throughout Banff National Park and surrounding areas. Many hotels and resorts are already working with limited staff and are seeking new ways to recruit people. Fraser says, 'I am thankful that many of my previous employees returned for the season, otherwise I too might have been short staffed.'

Harvey Bourgeois, owner of a formal dining lounge, a bistro and a pub in the Northwest Territories, notes that restaurants are feeling the crunch of the labour shortage. Bourgeois explains that he has to recruit in booming economic centres such as Calgary and Edmonton. 'There are not enough people at home to fill all the available positions.' Like Fraser, Bourgeois is finding it increasingly difficult to recruit staff and notes the decline in the number of people available to work.

KEEPING GOOD STAFF

These industry leaders are finding staff recruitment challenging. However, they are still succeeding in finding reliable employees, and both feel that they are successful recruiters. In a time of a labour shortage, they agree that it is especially important to provide incentives and a good work environment for employees if you want to recruit and retain them.

At her lodge, Fraser provides meals and accommodation for her staff at no extra cost. She is aware of the high cost of living in the region and has compensated for it. She realizes that when staff are treated well and with respect, they will be committed to the business. Bourgeois

offers bonuses to those employees who remain for extended periods of time. He also recognizes the importance of training as an attractive incentive for employees.

Both Bourgeois and his head chef/partner are highly experienced in preparing French cuisine. Under excellent mentors, Bourgeois' staff receives quality training that they can take with them throughout their careers. This helps to solve staff turnover issues that many in the industry are facing.

PROBLEM EXISTS IN OTHER SECTORS

Zellers has also been successful at overcoming many labour supply challenges. In fact, they were recently listed as number two on the Report on Business' list of the 35 top companies to work for in Canada, second only to Nortel. General Manager of Human Resources at Zellers, Bob Kolida, highlights two company initiatives that have helped them overcome recruitment and retention challenges.

The first is the strong company culture of 'we are family'. 'Our associates' opinions are valued,' states Kolida, who goes on to say, 'people like working for a company that cares about them.' The other key initiative is that Zellers maintains a learning culture within the entire organization. One of the biggest training projects in the company's history was started in 1999 and completed in 2000 called 'Learning Maps'.

'The Learning Map concept is based on the fact that humans learn much more, and retain more, when they are engaged in the learning,' asserts Kolida. 'The introduction of Learning Maps has had a huge impact on our employees and our company as a whole. Everyone now understands the reason why we do things and how decisions are made within the company.'

Delta Hotels and Resorts placed a very respectable 12th on the list of Canada's top 35 companies to work for. Delta prides itself on ensuring employees receive proper training, as well as continuous feedback and the coaching required to provide quality service. Along with reward and recognition programs, Delta offers employees the opportunity for development and growth.

SATISFYING WORKPLACE

Offering the most attractive workplace possible serves an organization well in both recruitment and retention. Making potential employees aware of positions available is also crucial. Many successful recruiters note that their most effective recruitment

MARKET DEVELOPMENT THROUGH PARTNERSHIP CONNECTIONS

The Canadian Tourism Commission [CTC], in partnership with federal and provincial government agencies including the Ontario Tourism Marketing Partnership and Tourisme Québec, is organizing a series of two-day intensive market development workshops in March and April this year.

The workshop is geared for successful adventure/nature/cultural experience providers who want to take their operations to the next level and expand their markets. One-on-one meetings with a variety of resource people including a receptive tour operator, a hotelier, an affinity group and/or a destination management company, and CTC and provincial tourism staff will be afforded to participants to allow for an exchange of ideas and information.

●
March 26-28, 2001
●
Québec

●
TBA
●
Atlantic Canada

●
April 4-6, 2001
●
Ontario

●
TBA
●
British Columbia

Frank Verschuren, CTC Product Specialist
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method is posting listings in a variety of places and networking with other similar organizations and industry members. Some of the more common sites for posting job listings include job boards at colleges and universities, local magazines and newspapers and online job boards, such as the Tourism Work Web (www.tourismworkweb.com).

While there is no simple answer to staff shortages, offering real opportunities for training and development serves both to draw in new staff and to retain those already employed. Valuing employees, offering incentives, ensuring a good work environment and using effective networking techniques also help businesses cope.

Some successful recruiters even look on the current labour realities as having a potentially positive effect. Kim Fraser states, 'The importance of your staff and the role they play in your business is brought to the forefront when you are faced with a crisis in hiring. This can lead to a more positive work environment which pays off in the long run.'

In the face of such challenges, a positive outlook may be difficult, but is a common factor among all those who consider themselves successful at recruitment and retention of staff. For more information on combating the labour shortage, or to share your challenges, contact the Canadian Tourism Human Resource Council. The Council has undertaken a research project that will shed more light on the situation over the next few months. The Steering Committee is just beginning its work and would appreciate any insights and comments from the industry.

tourismlaboursupply@cthrcc.ca
or write to 170 Laurier Ave. W.,
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Snow sports seek sustainability

Canada's tourism industry focus on winter, and a broadening acknowledgement of the need for environmental sustainability, just go a hand up from a manufacturer of snowmobiles this winter.

Park areas, municipalities, and many clients have been getting weary of snow machines that are high on noise and smell, and low on fuel mileage. Jean Guy Pagé, Chair of the CTC's winter sub-committee, has been working on the manufacturers to address these issues for as much as twenty years, recognizing not only the environmental problems but also the negative image created by one of Canada's most popular winter tourism adventures. 'Over the last five years there has been mounting pressure to have snowmobiles banned from certain park areas,' says Pagé. 'Even the most avid snowmobilers have been looking for quieter, more efficient and cleaner equipment.'

The first of the snowmobile manufacturers to make a serious commitment to pollution and noise reduction has been Arctic Cat, a firm based in Minnesota, U.S.A. This winter the company has introduced a touring snowmobile with a four-stroke engine, delivering over a fifty per cent cut in fuel consumption, low emissions, and a surprisingly quiet ride.

Pagé, himself the owner of a prominent snowmobile touring company in the Laurentians north of Montréal, will begin to add these machines to his 'stable' next year. 'These machines can deliver the kind of experience that most of our tourism clients are seeking, and do a lot to make this winter sport even more sustainable.'

Jean Guy Pagé
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by Guy Vales

Customer relationship management (CRM) is a business strategy with an associated set of enabling technology and processes to ensure customer satisfaction. CRM augments revenue and profitability for its users.

INTEGRATION IS THE KEY

The ideal CRM strategy integrates the different customer interaction channels (phone, fax, e-mail, call center etc.). It ties the existing back-end systems and processes together to provide the organization with a total view of its customers.

As an industry, tourism businesses are keenly aware of the need to delight customers and the role service plays in a business's reputation and its bottom line. Tourism industry workers are trained to ensure that customers receive the very best of service from the time of their first phone call to the end of their trip.

The tourism industry in particular has come to recognize the growing role of the Internet. A large percentage of web-connected travellers

This is the first in a series of 'E-business tools for the tourism industry' articles that target the business and information systems managers of tourism businesses

Here comes the on-line consumer

use the Internet to research their travel destinations and plan their trips. The latest research indicates tourism as the second largest Internet-influenced industry, just behind computers and software. However, failure to provide online customers with timely information results in a bad reputation and lost revenue. Service horror stories such as delays/failure to answer e-mails or inability to get the latest information to web site visitors lead to disgruntled potential customers who become easy pickings for competitors.

The CRM enabling technologies listed below address some of these issues. These technologies are designed to easily integrate into a web site:

- **Instant messaging:** At any time, an on-line user can ask a question at your web site. In a small window of your site, your customer service personnel can interact with the user and provide answers. The immediacy of the interaction increases the likelihood of turning the web user into a buyer of your products and services.
- **Call Me Now:** Allows an on-line user to send his contact information to a customer service attendant in near real-time. The system allows the customer service representative to dial the customer within a prescribed timeframe.
- **Email Response system:** Receives, stores and assigns received messages to customer service represen-

tatives based on pre-defined criteria. Additionally, the system learns from a knowledge base of past responses and suggests possible answers. Statistics and other reports provide the information required to improve service and your web site based on frequently asked questions, time-to-response, etc.

- **Campaign Management:** Integrates with your existing contact or other customer management systems. Allows you to organize and track the success of outbound messages (e.g. marketing) to your customers.

The tourism industry is well positioned to make the most of the on-line customer revolution. CRM needs to be on your list of important initiatives and technologies. In the next issue of *Communiqué*, we will look at how CRM can be applied to your organization.

Guy Vales is VP of e-business and web application development Business Interactive Corp gvaless@bi-corp.com

CTC REPORT

Canada's cities: a view from Germany

Germans love to visit Canadian cities. The CTC promotes the cities through its advertising activities in order to increase overall consumer awareness, but in both Germany and Switzerland, Canada is still better-known as a nature destination.

Over the past years, cities have been positioned as a product on its own, but there is a limited potential because of the abundance of interesting and trendy cities in Europe (e.g. London, Paris, Amsterdam and Rome). Canada's cities also have to face the overwhelming success of New York which, despite its high prices, continues to be the number one city destination in North America.

In terms of Canada, Toronto,

Vancouver, Montréal and Calgary are doing quite well. Edmonton will benefit from the international athletic events this year.

At the end of November, **Vancouver** will host one of Germany's most prestigious travel trade events, the 'DER-Reiseakademie'. 700 travel agents will flood the city and learn about its products. This will certainly help to make Vancouver even more popular among the German travel trade.

Toronto, the host city of the DER-Reiseakademie in 1992, has been able to position itself not only as 'being close to the Niagara Falls' but also as a theater and event city. The average stay of German visitors is 4 to 6 days.



still have concerns about the language issue, but with its special charm and the proximity to nature, Montréal should be able to increase its market share from Germany.

Calgary became a 'brand' after the '88 Olympics and is well-known as the gateway to the Rockies. As can be expected, German travellers are enthusiastic about the Calgary Stampede, which is seen as a really exotic event.

Canadian cities need to ensure that potential travellers are aware of the world-class city product the country is offering. It will be crucial to spread the word about the many advantages to visiting Canadian cities, including high-end events, good wine and cuisine, and the proximity to Canadian wilderness.

Karl-Heinz Limberg kh.limberg@ctc-germany.de

Due to its excellent air access from Germany, the rather short flight and the variety of its products, Toronto has some growth potential in this market and should benefit from the fact that New York is becoming more expensive all the time.

Montréal attracts a lot of German Formula One auto racing fans and also benefits from direct flights from Germany and Switzerland. Consumers

British Airways champions sustainable tourism

For over a decade, British Airways has sponsored the Tourism for Tomorrow Awards in an attempt to celebrate environmentally sustainable tourism products. The awards provide 'an excellent opportunity for those in the tourism industry with a good

environmental performance to gain well-deserved recognition,' according to a British Airways spokesman.

Entries to the awards contest are adjudicated by a panel of experts under the Chairmanship of Prof. David Bellamy, a British environmentalist. This year,

the panel includes Dr. Paul Eagles, a protected area specialist from Canada.

CANADA HAS HAD SOME WINNERS

There have been a number of Canadian products and initiatives recognized over the years; since 1996 the Hopewell Rocks Tidal Exploration Site (New Brunswick), the Redberry Pelican Project (Saskatchewan), the Irving Eco Centre (New Brunswick), and the Oak Hammock Marsh

Interpretive Centre (Manitoba) have all been presented awards in the Highly Commended category.

The CTC's Nim Singh in London feels sure that there are many other suitable tourism projects in Canada that could be considered for these prestigious awards, and reminds the industry that the deadline for receipt of entries for the 2001 Tourism for Tomorrow Awards is May 1st.

nimsingh@ctc-uk.org

CHIEF HOWARD TOM,
PRESIDENT,
TIN WIS RESORT.
BDC CLIENT SINCE 1996



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Tin Wis, from a native word meaning "Calm Waters", was once a harbour refuge for Tla-o-qui-aht hunters and fishermen seeking shelter from the strong storms of the Pacific Ocean. Today it is home to a native-owned and operated resort nestled along the shores of Clayquot Sound, BC. Since its opening in 1993 it has become a favourite retreat for eco-tourists, fishing enthusiasts, nature and wildlife photographers and business people. And now, to accommodate its growth and to match the highest standards, Tin Wis is being expanded and upgraded with financing from the BDC Tourism Investment Fund.

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Board meetings celebrate CTC's history



CTC President Jim Watson presents Chair Judd Buchanan with an "Inukshuk" sculpture, symbolic of the trailside markers used by some First Nations to "point the way forward", in honour of his commitment to the CTC and the tourism industry. Looking on: The Hon. Brian Tobin, and The Hon. John Manley.

The Board of Directors of the Canadian Tourism Commission gathered in Ottawa February 15 and 16 for its first meeting since officially becoming a Crown Corporation on January 2. The week's agenda also included a meeting of CTC Committee Chairs on February 14, and an evening reception on Parliament Hill that celebrated, among other things, Chairman Judd Buchanan's commitment to the tourism industry. Buchanan's involvement with the CTC goes back beyond its formative years to a report commissioned by Prime Minister Jean Chrétien in 1994.

The reception in the Centre Block of the House of Commons on the Thursday evening was an opportunity to celebrate the accomplishments of

the CTC with board members, industry representatives and Ministers of Cabinet and Parliamentarians, including the Hon. John Manley, under whose watch the CTC was originally born, and the Hon. Brian Tobin, Minister of Industry Canada, and the minister responsible for tourism. CTC President Jim Watson was joined by former President Doug Fyfe (now CEO of Tourism Toronto) who oversaw the development of the CTC until last year.

One of the features of the Parliament Hill reception was the launch of the new CTC brand, "Discover our true nature", coinciding with the brand's introduction into the Canadian marketplace through a series of television spots in February, to be repeated in April.

RESEARCH

WTO SAYS...

continued from page 1

'In the year 2000, people found more reasons than ever to travel abroad – the Summer Olympics, the European football championships, Expo 2000, the Vatican Jubilee, to name a few.'

Receipts from international tourism also climbed to an estimated US\$476 billion, an increase of 4.5 per cent over the previous year.

All regions of the world hosted more tourists in 2000, although the fastest developing area continued to be East Asia and the Pacific with a growth rate of 14.5 per cent and some 14 million more tourists than 1999.

Europe – which accounts for 58 per cent of international tourism – grew by an impressive 6.2 per cent and some 403 million arrivals, nearly 25 million more trips than one year earlier.

Despite the restructuring of its air passenger industry, strengthening of the Canadian dollar against the currencies of several major international markets and the emerging slowdown in the United States economy, advance estimates indicate that

Canada also welcomed almost a million more international tourists and achieved a growth rate of 4.9 per cent.

GLOBAL RANKINGS

France, United States and Spain continue to be the top ranked world performers of global international tourism in 2000. Preliminary estimates indicate that Canada was displaced by the Russian Federation to eighth position overall in terms of international tourist arrivals from its previous seventh position ranking in 1999. Russia, which formerly ranked ninth, reported an amazing 23.2 per cent growth rate in 2000.

'It is too early to consider these preliminary international performance numbers and rankings as final,' said CTC Research Director Scott Meis. He added, 'At this stage the numbers are based on preliminary third quarter estimates and advance projections to the year end submitted to WTO by each country earlier in the fall. For example, more recent trend data have revealed that Canada's earlier year-end projections were definitely more optimistic than our subsequent performance trends. Final rankings frequently shift, especially

when the competition is as close as is currently the case between Canada, Mexico and the Russian Federation.'

FORECAST FOR 2001

The tourism sector in the upcoming year is not expected to perform quite as well as the event filled year of 2000. 'We are optimistic that the tourism sector will be able to consolidate the growth of the year 2000 and increase by a more modest rate in the upcoming year,' said Mr. Frangjalli. A growth rate of 4.1 per cent is forecast by WTO for 2001. The economic slowdown in the United States could well affect consumer confidence, resulting in fewer outbound visitors.

Outbound travel from Europe and the East Asia/Pacific region will not be impacted as much, however, especially if the euro continues to strengthen throughout the year. The experiences of the past decade have proven that people continue to travel even in less prosperous economic times.

In Canada's case, past CTC research has shown that the domestic business cycle has a stronger influence on the Canadian tourism sector than any international economic factors.

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Cities, resorts and touring

The U.S. Leisure market is Canada's top international market. In 1999, 12.8 million overnight trips were made by U.S. leisure visitors, accounting for 78.4 per cent of Canada's total international visitors. These same U.S. leisure travellers spent \$5.4 billion, accounting for over 59 per cent of all international visitor spending in Canada. Four U.S. regions account for over 75 per cent of all U.S. Leisure overnight travel to Canada. They are East North Central, Mid Atlantic, Pacific and New England. Fifty per cent of U.S. leisure person-trips were taken by visitors between 35 to 64 years of age. American leisure travellers to Canada tend to be highly educated and affluent.

LARGEST SEGMENT IS TOURING

The largest target segments in the U.S. Leisure market are the Cities/Resorts and Touring product clusters. Touring is the largest U.S. Leisure market segment, representing 35 per cent of the travel market in the CTC's six major DMAs (New York, Boston, Chicago, San Francisco, Los Angeles and Minneapolis). This

segment is motivated by touring small towns and villages, taking driving tours, visiting big modern cities, visiting natural historical sites, visiting museums and galleries, trying local cuisine, seeing cultural attractions and visiting national and provincial parks.

Cities/Resorts is the second largest segment, representing 21 per cent of the travel market in the CTC's six major DMAs. This segment is motivated by seeing big modern cities, staying at resort areas, and urban-oriented activities such as nightlife and entertainment, shopping, visiting casinos and visiting theme parks.

According to Statistics Canada and CTC Market Research & Planning estimates, in 1999 about 62 per cent all U.S. Leisure overnight trips to Canada were cities/resorts or touring-related trips. The top activities engaged in (multiple counts) while in Canada were shopping (19%), sightseeing (18%), fine dining (12%), visiting museums and monuments (7%) and nightlife (6%).

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World Tourism Results – 2000 Preliminary Data

	Tourist Arrival (millions)		% Change	
	1999	2000	1999/1998	2000/1999
WORLD	649.9	698.3	+3.8	+7.4
AFRICA	26.5	26.9	+6.1	+1.5
AMERICAS	122.3	130.2	+2.3	+6.5
EAST ASIA and the PACIFIC	97.6	111.7	+10.8	+14.5
EUROPE	379.8	403.3	+1.7	+6.2
MIDDLE EAST	18.1	20.0	+18.1	+10.2
SOUTH ASIA	5.8	6.3	+10.7	+9.0

Source: World Tourism Organization (WTO)

North American travel motivators

The Canadian Tourism Commission, Tourism Ontario and other organizations have collaborated and conducted two large scale surveys to assess the travel activities and motivators of Canadian and American travellers. This survey, known as the *Travel Activities and Motivation Survey (TAMS)*, represents a comprehensive assessment of travel behaviour and motivators, and provides a rich and authoritative database by which to develop marketing strategies and travel products to attract visitors to Canada.

The TAMS examines travel behaviour of the past two years and travel intentions over the next two years. It also explores a wide array of travel experiences, activities and preferences, brief and longer vacations, and the image of Canada by Canadian and American travellers. A series of more than 23 reports are planned to be produced from the TAMS database. These reports will cover an overview and 22 tourism sectors (Sectors listed in CTX). These are standard reports to which all partners in the study have agreed. A time schedule for the publication of these reports will be provided in the next issue of *Communiqué*.

At the same time, it is possible to extract additional information from the database, custom tailored to individual's needs. As a tourism industry partner, the CTC will be pleased to assess your research needs and examine how the database can be massaged to respond to your requirements.

For more information on TAMS, reports and profiles will be available on CTX.

Highlights will be printed each month in *Communiqué* and copies are available through the Ontario Ministry of Tourism for purchase. We anticipate that the first report will be there in June of 2001.

The Bookstore's address is
Publications Ontario
50 Grosvenor Street
Toronto Ontario M7A 1N8
Toll Free 1 800 668-9938
To order 416 326-5300
Fax: 416 326-5317

The reports can also be ordered through the web at:
www.gov.on.ca/MBS/english/publications/howto/index.html

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Study on behaviours of young American and Canadian tourists

The Canadian Tourism Commission recently established a partnership with the International Bureau of Social Tourism (BITS), in order to undertake a study on the behaviours of young American and Canadian tourists. The market made up of young tourists is expanding rapidly, in part owing to the decrease in travel costs, the Internet and the increasingly popular trend among young people to take travel vacations during their years of study or right after their studies.

The analysis will be based on the Travel Activities and Motivation Survey (TAMS). The main objectives of the analysis are:

- to describe the tourism behaviours of young Americans and Canadians in relation to their expectations, selected destinations, satisfaction with their stays and tourism behaviours per se (such as means of transportation,

accommodation, food services, length of trip and spending);

- to isolate the most important variables (sociodemographic or other) influencing the tourism behaviours of young people;
- to compare the behaviours of young American tourists with those of young Canadian tourists; and
- to identify the dominant trends in the tourism market made up of American and Canadian youth for the next few years, particularly with regard to Canada as a tourist destination.

The analysis findings will be available in early May 2001 and an overview of the study will be published in *Communiqué*.

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A MONTHLY GUIDE TO TRAVEL & TOURISM DATA

Tourism Activity	Reference Period	Quantity	% Change from previous year
TOURISTS TO CANADA			
From the U.S.	January-December 2000	15,114,326	-0.4
By Auto	January-December 2000	9,457,480	-1.6
By Non-auto	January-December 2000	5,319,779	1.5
From Overseas - Total	January-December 2000	4,438,484	4.9
United Kingdom	January-December 2000	879,323	10.58
Japan	January-December 2000	507,844	-2.59
France	January-December 2000	404,386	-2.53
Germany	January-December 2000	387,274	-2.16
Hong Kong	January-December 2000	141,653	1.92
Australia	January-December 2000	174,532	13.10
Taiwan	January-December 2000	163,706	3.65
Mexico	January-December 2000	142,974	12.14
Korea (South)	January-December 2000	133,809	35.48
OUTBOUND CANADIAN TOURISTS			
To the U.S.	January-December 2000	14,593,881	3.5
By Auto	January-December 2000	7,967,272	1.3
By Non-Auto	January-December 2000	6,626,609	6.3
To Overseas - Total	January-December 2000	4,515,545	6.2
EMPLOYMENT IN TOURISM			
Total Activities	Third Quarter, 2000	571,500	5.3
Accommodation	Third Quarter, 2000	164,300	6.7
Food and Beverage	Third Quarter, 2000	151,800	3.1
Transportation	Third Quarter, 2000	97,300	5.8
SELECTED ECONOMIC INDICATORS			
Personal Disposable Income	Third Quarter, 2000	\$20,302	0.1
GDP at market prices (current, \$B)	Third Quarter, 2000	1,052.0	1.7
GDP at market prices (1992, \$B)	Third Quarter, 2000	930.3	1.2
CPI (1992=100)	January 2001	114.7	3.0
EXCHANGE RATES (in Cdn\$)			
American dollar	January 2001	1.5031	4.0
British pound	January 2001	2.2213	-7.0
Japanese yen	January 2001	0.0129	-6.0
French franc	January 2001	0.2149	-4.0
German mark	January 2001	0.7208	-4.0
EURO	January 2001	1.4099	-4.0

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

International Bureau of Social Tourism (BITS)

SPEARHEADING TOURISM FOR ALL

Since its creation in 1963, the International Bureau of Social Tourism (BITS) has pursued the same mission: encouraging promotion and development of tourism that is more accessible: tourism for all internationally. With a network now made up of nearly 150 member organizations in more than 30 countries, BITS is a special forum for governments, associations, co-operatives, unions, educational institutions, travel agencies and tourism operators who share this mission and are seeking to develop new business opportunities. Although the head office of BITS is in Brussels, the organization has, since 1994, operated a secretariat for the Americas based in Montréal.

The action taken by BITS focuses on three major areas: representation, organization and information. One of the key priorities of BITS is, on the one hand, to promote the importance of developing tourism accessible to the various segments of the population (young people, families, seniors,

persons with restricted physical ability), while respecting the host communities, and, on the other hand, to promote co-operation between the public and private sectors, in order that access to tourism and vacations may become a reality. BITS also organizes specialized events that reflect the needs of its members and other players in the tourism industry interested in the subject of tourism for all.

The organization publishes a quarterly journal, Social Tourism International, has an interactive Internet site (www.bits-int.org), disseminates research findings and publishes the proceedings of events organized under its auspices or in co-operation with other institutions.

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A tasteful forum in Halifax

The Canadian Tourism Commission (CTC), in partnership with Delta Hotels (other partners to come in), is organizing the first National Tourism & Cuisine Forum. The Forum will be held in Halifax, Nova Scotia from June 11-13, 2001. This Forum is a follow-up to the seven regional Tourism & Cuisine round tables held across the country between October 1999 and September 2000.

TOPICS

Topics to be discussed on the first day will include the possible linkage of tourism & cuisine, international competition in terms of culinary tourism, examples of Canadian culinary tourism success stories, two cuisine-related CTC Product Clubs, etc. Workshops planned for the second day will cover the CTC Tourism & Cuisine database, finding partners, training your staff (CTHRC), discovering Taste of Nova Scotia and Tastes of Niagara, chefs working with their local producers, market-readiness, and the future of culinary tourism in Canada.

INFORMAL NETWORKING

Network opportunities with tourism & cuisine representatives include a pre-tour opportunity to taste Nova Scotia's culinary delights and visit local producers (all day Monday June 11), a marketplace lunch, and a night out in one of Halifax's restaurants (Tuesday June 12). Wednesday night features an invitation to attend the opening reception of the Canadian Federation of Chefs and Cooks' annual conference.

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



Tourism and Cuisine in Canada: A fact sheet

SPECIAL PEOPLE MAKE PRODUCTS SPECIAL

Communiqué began to publish this special monthly feature in September; special people, indeed, do operate special products all over Canada that contribute in special ways to Canada's unique blend of tourism experiences. We invite our readers to submit their special story to Communiqué; tell us who you are, where you operate, where your markets are, how long you have been in business (3 years minimum), and what makes your product distinctly Canadian

Send to:

gaudreault.ghislain@ic.gc.ca

THIS MONTH'S FEATURE...



Stan Cook and his father Stan Sr. operate Wilderness Newfoundland Adventures from St. John's, Newfoundland. Their company offers a variety of outdoor experiences that include sea kayaking and mountain biking. Stan Sr., a retired physical education teacher, has recognized the synergy created through the combination of adventure and professional backcountry instruction.

Wilderness Newfoundland Adventures had its early beginnings in the 1970s, and has been operating with its special focus

on learning and adventure since 1995. About 2000 clients purchase adventure experiences annually; Stan says the principal market for their product is Ontario and that they are going after the New England states as a developing market.

The father and son team feel that their operation is distinctly Canadian partly because of the landscapes and wildlife that are so much a part of their product, and especially because their interpretation program includes visiting fishing villages and talking to local people about their way of life. Often, their packages even include an evening rubbing shoulders with local revelers on St. John's famous George Street, home to so much Newfoundland music!

Stan Cook Jr.

1-888-747-6353 toll free in N. America, or 1-709-579-6353

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'The vast prairie countryside inspires an openness that has become part of Winnipeg's character. License plates say, without exaggeration, Friendly Manitoba.'

New York Times,
October 10, 1999



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PEOPLE

Ontario Premier Mike Harris has appointed 33-year-old MPP **Tim Hudak** as Minister of the newly-created Ministry of Tourism, Culture, and Recreation.

Newly-chosen Premier of Saskatchewan Lorne Calvert has appointed long-time MLA **Eldon Lautermilch** to the post of Minister of Economic and Cooperative Development (the Ministry with responsibility for the Saskatchewan Tourism Authority).

Simon Cooper, Chair of CTC's Research Committee, has been appointed President and chief oper-

ating officer of Atlanta-based Ritz Carlton hotels. Up until the time of his appointment, Cooper had been President of Marriott Lodging Canada. He will be replaced at Marriott

Lodging Canada by **Alain Piallat**, who is also Senior Vice-President of Marriott Lodging, Midwest and Canada.

Incentive travel from European markets

Incentive travel from Europe to Canada is one of the least understood and documented travel segments. The CTC European Executive Committee intends to strengthen Canada's position as an incentive travel destination in different European markets, and the CTC Market Research and Planning group commissioned IPK International Inc. from Munich to conduct a market analysis on incentive travel from selected European markets with the objective of providing practical and strategic marketing information on the potential of incentive travel for these markets including basic travel motivations, characteristics, attitudes and awareness, perceptions of Canada as an incentive travel destination and the vacation style characteristics. The executive summary of this report has been prepared by CTC Senior Market Research and Planning Analyst Roger Laplante and is available on

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



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