

Is Canada organized for adventure?

COMMUNIQUE

CANADA'S TOURISM MONTHLY
www.canadatourism.com

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STORY ON PAGE 3

Travel to Canada grows for eighth year

Travel to Canada by foreigners, based on numbers released by Statistics Canada, grew for the eighth consecutive year in 2000. The growth is the result of more trips from the CTC's primary overseas markets, particularly Asia and the United Kingdom.

In 2000, 19.6 million people, an increase of 0.7 per cent from 1999, travelled to Canada for at least one night. The growth in travel was noticeable by overseas residents with an increase of 4.9 per cent to 4.4 million, breaking the record set in 1996.

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CTC Chair appointed to Order of Canada

The Honourable J. Judd Buchanan, founding Chair of the Canadian Tourism Commission, was appointed an Officer of the Order of Canada on February 14, 2001. Mr. Buchanan was recognized as a distinguished public servant who has served his country with dedication over the last four decades.

Respected for his broad knowledge and his ability to further the long term interests



of the country, he was appointed Minister of the Crown in a wide range of portfolios. He influenced policy decisions in many areas and acted as an important spokesperson for national unity.

A dynamic businessman and an active supporter of local organizations in London and Victoria, he continues to serve Canadians as Chair of the CTC.

"Judd Buchanan is a great friend and one of the finest public servants it is my privilege to know. It is because of his vision and drive that the CTC has become the outstanding success it is today."

The Right Honourable Jean Chrétien
Prime Minister of Canada

Discover our true nature



EDITORIAL

Why is branding so – difficult ?

In cattle country, branding is noisy, confusing, and painful. There are definitely two distinct points of view about the process: the cattlemen who will eventually sell the cattle want the products branded, and the products – usually young frisky calves - have a decidedly different view of branding as a worthwhile exercise.

The same seems to be true when it comes to tourism product branding. In the adventure sector anyway, it seems that everyone sees themselves as independent, even free-spirited. To be sure, many products are promoted as exposing clients to, say, Voyageur, cowboy, or First Nations experiences, but no one seems to want to brand these as exemplary of our Canadian-ness.

So much promotional material for adventure packages talks of the majestic Rockies, historic rivers, and clear lakes, but seldom “Canadian Rockies”, or rivers steeped in Canada’s unique history, or lakes so clear they can only be in Canada. Certainly we are not ashamed of our heritage, but perhaps we are just a little too, er, well, *Canadian*, and that seems to mean being modest to a fault.

There has recently been a very successful beer commercial that seems to have touched our national pride. “I am Canadian” it proudly exclaims, and enumerates – albeit in a humorous vein – a number of the things Canadians share that contribute to our identity.

We are not the only country that sells beer. And, guess what... we are not the only country in the world that has beautiful mountains, rivers, and lakes on which to climb, paddle, and fish. Are we in the tourism business just too modest... and are we missing a great marketing opportunity?

Every piece of market research that we have seen indicates that Canada is viewed around the world as a destination where visitors can connect with nature. Our adventure providers and resorts are the obvious connection points, so it seems equally obvious that there should be a sales advantage in connecting the markets with our Canadian product identity.

Adventures in nature are Canada’s icons. Making the right connections through aggressive branding can only strengthen our ability to compete, and thrive. Why are we so reticent about trumpeting the very special flavour of a uniquely Canadian adventure experience?

PGK

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.

Attention tourism organizations!

Should your members be getting *Communiqué* regularly? We can’t get it to them if we don’t know how! We would be happy to receive your mailing list so that we can add your members to our monthly distribution. We would be happier yet if we could receive your list in electronic form rather than in hard copy, but nonetheless we will accommodate your organization any way we can!

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COMMUNIQUÉ 2001 EDITORIAL SCHEDULE

MONTH	FEATURED THEME	DEADLINE
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.

LETTER TO THE EDITOR

I offer a “hats off” endorsement to Ms. Pengelley’s article (*Market Canada as a “cool” place to visit, January/February Communiqué*) and the concept of niche marketing... getting individual messages into the marketplace, which supports the article by Randall Williams (*Tourism development and marketing are best when industry-led, Ibid.*).

Hopefully the traditional (might we say bureaucratic?) approach of characterless mass marketing is a strategy in its waning years. Noteworthy, perhaps, is that Ms. Pengelley’s article still tended to focus on the great outdoors with Alberta’s mountains, B.C. west coast storms, and Niagara vineyards. Unless I’ve

missed some significant statistics, urban tourism is still the dominant factor. Certainly the competition is increasing in this sector.

Ken Lane, G.M.

Royal London Wax Museum
Victoria, B.C.
www.waxworld.com

ERRATUM

Subject: Vacancy on Board of Directors. On page three of the January-February issue of *Communiqué*, it was incorrectly reported that there is a vacancy on the Board for the Public Sector – Yukon. It should have read: “Public Sector – B.C. and Yukon”. We apologize for any misunderstanding this may have created.

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COMMUNIQUÉ

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Is Canada organized for adventure?

by Maurice Couture

Nature and adventure tourism products are symbols that can sell Canada, the provinces and territories, and ensure that they are well positioned – they are, in the words of one operator, “the sizzle that sells the steak”. Adventure products convey images of rivers, whales, polar bears, sea kayaks, dog sleds, northern environments, and open spaces.

In terms of numbers of visitors, this form of tourism accounts for a larger proportion of international clients than other Canadian tourism products. In addition, the number of nature and adventure tourists as well as ecotourists is growing significantly throughout the world. Is the current level of organization within this sector sufficient? What are the main issues and challenges? Who are the main players?

The question of organization within the adventure tourism sector, including nature and ecotourism, relates to groups and associations of businesses that come together to solve certain common problems and take advantage of opportunities. Most industrial sectors have associations that represent the interests of their members and provide them with tangible services. The tourism sector also uses this collaborative approach, as evidenced by the numerous sector associations dedicated to hotels, lodges, outfitters, ski resorts, transportation companies, and restaurants.

BUSINESS ORGANIZATION LACKING

A 1999 directory of adventure tourism and ecotourism associations in Canada identifies some 86 organizations. Closer examination reveals that the majority of these organizations are made up of individuals – enthusiasts and practitioners, guides and instructors – in various outdoor activities. Strikingly, associations of the businesses in the nature, adventure, and eco-

tourism sector are largely absent throughout the provinces and territories. Moreover, no such association exists at the national level to provide representation and a collective approach. This sector consists primarily of very small businesses that are often isolated and self-reliant and that, individually, cannot address the many challenges that confront them all. The challenges are many; the following are but a few examples:

- Client safety and risk management, specifically the aspect of public liability insurance.
- The issue of the protection/sustainability of the natural environments that the sector's products and businesses depend on over the long term, which highlights the challenge of ethical tourism and the good practices of sustainable tourism.
- Challenges relating to the professionalism and quality required to compete with the well-structured international competition that offers unique, high-quality experiences; these challenges lie specifically in areas such as certification and training for guides or modification of products to respond to the demands of a clientele with increasingly refined and changing tastes.
- Collaboration with the managers of protected public areas in order to develop products of high quality.
- Packaging multi-activity products that involve more than one provider as well as delivery of different tourism products in other seasons.
- Joint promotions aimed at more effectively reaching market segments that often require a particular, more intensive marketing approach.

CHALLENGES

The establishment of a viable adventure sector association seems to depend on several interrelated factors:

- Willingness on the part of the sector and the businesses concerned.

- Involvement of volunteers.
- Triggering events (e.g.: crisis, major problem) or catalysts (e.g.: a symposium).
- A sufficiently large pool of potential members.
- Amalgamation of nature/adventure/ecotourism businesses in a single group and openness to other types of member partners.
- Development of tangible services that are useful to members.
- Funding and/or technical assistance from the government for the start-up and for the introduction of programs that not only serve members but also generate income for the association (self-financing).
- Recognition of the association by the government as the chosen representative of the sector.

CAN IT BE DONE?

The potential for future organization within the nature/adventure/ecotourism sector raises several questions and an equal number of issues.

- Can all the success factors referred to above be assembled in every province and territory? If not, would it be possible to establish an association that takes in more than one province in a given region? If so, under what conditions?
- In many cases, the scope of the challenges that must be addressed is inversely proportional to the means at the disposal of the various associations. In addition, the potential number of members and the size of the business concerned are not conducive to sufficient funding. Given such a context, what mechanisms and partnerships should be put in place? And by whom?
- Most of the associations share common concerns, including an interest in professionalism, the good practices of sustainable tourism, the skills of guides and the matter of civil liability insurance. Would existing associations not benefit through greater exchange of expertise and discussion of successes and failures? Should this role be played by a Canadian adventure and ecotourism association? Or by a formal, pan-Canadian network of existing associations? Would such a network not be better positioned to make progress in matters involving federal authorities (Parks Canada,



“Judd Buchanan is and has been a tireless worker for Canada. In 1994, he persuaded Prime Minister Chrétien of the merits of establishing an industry-led partnership with government that would be dedicated to promoting Canada as a destination for world travellers.

“From the outset, he had two special goals: to achieve federal funding for (what became) the CTC of \$75 million annually, and the establishment of a Crown Corporation under which the industry/government partnership would operate.

“As a result of Judd’s persistent and effective lobbying at the highest levels of government, both of his goals have been achieved. The CTC has been, and continues to be, a great Canadian success story, due in no small way to the efforts of Judd Buchanan.”

Robert DeMone
Toronto

Environment Canada, CTC, etc.)? To arrange major sponsorships? To promote quality in every destination?

INFORMAL NETWORKS ARE HAPPENING

One thing is certain: several (triggering) events, including the annual Kamloops symposium on adventure tourism and visits among eastern and western providers initiated by the CTC, are contributing to the emergence of an informal network of providers and heads of associations throughout Canada. It may be that this informal network will provide some of the answers to the questions raised in this article.

Maurice Couture is a freelance writer and consultant in the adventure sector



ADVENTURE ORGANIZATIONS

Maurice Couture's article *Is Canada organized for adventure?* is reproduced in its entirety on CTX, complete with discussion, references and links for a number of adventure and ecotourism organizations in Canada and abroad.



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Adventure tourism and Revenue Canada

by Ross Cloutier

Increasingly, the Canada Customs and Revenue Agency (CCRA) are auditing adventure tourism businesses and ruling that workers employed on contract are, indeed, employees of the business and not self-employed contractors. Such a ruling leaves businesses liable for what could be potentially large back payments of Canada Pension Plan, Employment Insurance and Income Tax deductions – along with any additional penalties applied.

Many adventure business owners are crying “unfair” and saying that “the CCRA just does not understand our needs.” However, the liability still exists as far as the CCRA is concerned.

To-date, the adventure industry has relied extensively on hiring guides and other staff through contract. Businesses have hired by contract for a number of reasons, including the belief that guides are not employees because they operate independently when they are working on out-trips and are not supervised directly by the business. Another reason given is that many guides work for more than one business in the course of the season and because of this are

not employees of any one company. In addition, hiring by contract is seen to cut down on administrative work, reduce expense, and, if done successfully, transfer liability away from the business and on to the guide. If the operator is wrong, the resulting tax liability has the potential to severely impact many businesses.

TWO LITTLE WORDS MAKE THE DIFFERENCE

There are two forms of employment contract. A “contract for service” is where a self-employed individual agrees to carry out work in return for payment. There is no employer or employee. A “contract of service” is where an employee agrees to work on a full-time or part-time basis for an employer for a specified or undefined length of time. The employer has the right to decide where, when, and how the work will be done. Many adventure tourism businesses mistakenly believe they have entered into a contract for service when a CCRA audit may rule that the worker was an employee (*contract of service*).

There are four primary tests used by the CCRA to determine whether



or not a worker is self-employed or an employee. They include: *control, ownership of tools, chance of profit/loss, and integration*. In order for a worker to be considered self-employed he or she must pass all four tests. Each case will be determined upon the facts of each individual situation.

CONTROL

Usually, in an employer-employee relationship, the employer controls, directly or not, the way the work is done and the work methods used. If the employer does not directly control the worker's activities, but has the right to do so, the notion of control still exists. Generally, the payer exercises control if he has the right to hire or fire, determines the wage or salary to be paid, and decides on the time, place, and manner in which the work is to be done. If “control” is exercised, an employer-employee relationship likely exists.

In an employer-employee relationship, the employer generally supplies the equipment and tools required by the employee and the guest. In addition, the employer covers costs such as repairs, insurance, transport, rental and operations (i.e., fuel). If the payer supplies worker or guest equipment an employer-

employee relationship likely exists.

Generally, in an employer-employee relationship, the employer alone assumes the risk of loss. An employee does not assume any financial risk. If a worker does not assume risk of financial loss an employer-employee relationship likely exists.

Integration is considered from the point of view of the worker, not the payer. Where a worker integrates his or her activities to the commercial activities of the payer, an employer-employee relationship probably exists. The worker is acting on behalf of the employer if he or she is connected with the employer's business and is dependent upon it.

Still in doubt? The CCRA has a workbook style publication entitled “Employee or Self-Employed?” This publication is intended to help a worker or business determine what their relationship is; it is also available on the web at: www.ccr-a-adrc.gc.ca/E/pub/tg/rc4110ed/rc4110ed.html

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Employer responsibility and liability

by Ross Cloutier

EMPLOYER OBLIGATIONS

The Canada Customs and Revenue Agency (CCRA) Employer's Guide to Payroll Deductions includes information on employers' responsibilities regarding Canada Pension Plan (CPP) Contributions, Employment Insurance (EI) Premiums and Income Tax deductions. In addition to other CCRA requirements, the employer is required to:

- Deduct CPP contributions, EI premiums and Income Tax from amounts you pay your employees
- Remit the employee deductions along with a matching amount of CPP contributions and 1.4 times the EI premium
- Report the employee's income and deductions on a T4 form by the end of February of the following calendar year
- Collect the correct Social Insurance Number from each employee.

EMPLOYER LIABILITIES

If a corporation (including for-profit

or non-profit organizations) fails to deduct, withhold, remit or pay amounts held in trust for the Receiver General of Canada (CPP, EI, Income Tax, GST), the directors of the corporation at the time of failure *may be held personally liable* along with the corporation to pay the amount due. This amount includes penalties and interest.

Directors include passive, nominee or outside directors and de facto directors (i.e., those that are not legally directors but who perform the actions of directors). Directors may not claim that they were uninformed as to the requirements of the law.

Directors should ensure that the corporation is properly withholding deductions. Directors are not liable if they exercise due diligence, that is, take reasonable steps to show that they took steps to prevent the failure.

In the past year, we have seen a number of adventure tourism organizations realize between \$100,000 to \$300,000 of tax liability. Some of these liabilities were found during CCRA audits – others during risk management assessments.

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The rebel in all of us

The adventure tourism industry in Canada – and probably everywhere – has some special characteristics that make it very different from most other sectors. To begin with, love of money is seldom if ever the motivating force behind the start-up of an adventure tourism business.

“People get involved in adventure tourism as a hobby, or perhaps as a passion; it is a lifestyle-driven decision,” says John Langford of Voyageur Quest from his Toronto office. “But, it is ridiculously challenging to make money at it, and few operators are successful at the business part of it.”

Langford acknowledges that this is starting to change. “(In the past) people who got into adventure tourism with a solid business plan, and who were well capitalized, were unique.” However, more operators are becoming knowledgeable in business, and savvy marketers. Perhaps this is partly so because of the increased demand for Canadian adventure products and packages, encouraging operators to think about competitiveness and profitability.



Jet boating on the Lachine Rapids

David Wells of Naturally Superior Adventures based from Wawa, Ontario, agrees that adventure tourism operators tend to have an independent, if not rebellious, streak. “We tend to be competitive by nature, but too often we fail to realize that our operations compete, not with each other, but with other destinations,” Wells told *Communiqué*. He has high praise for the Paddling Ontario Alliance, and for development officer Steve Bruno whose vision put it all together. “This co-operative effort has driven some really positive marketing and sales potential,” Wells says, and notes that this collective of operators, under a banner of quality and professionalism, is well positioned to make inroads into the marketplace at home and abroad.


WHINERS?

More than one operator criticized the sector as being “full of whiners” who resent or mistrust the marketing and positioning efforts of destination agencies, and complain consistently about the cost of participating in marketing campaigns. Indeed, marketing professionals often call attention to the difficulty of getting buy-in from the adventure sector.

The advent of the internet has made guerrilla marketers out of small operators, who are often more highly blessed with time and innovative skills than they are with money. It could be said that the adventure sector has led the way with product placement on the internet, although the travel (airlines) and accommodation sectors appear to be ahead in terms of e-commerce (on-line sales).

However, it appears that things are changing, and that the operators and the marketers are beginning to listen to one another. Langford sees the change: “The CTC is beginning to make it easier for adventure operators to participate in marketing initiatives, with cost-of-participation as low as \$500 in some campaigns.”

Wells would agree. He is a firm believer in the partnered campaigns that the Alliance has put



“A man always attentive to the needs of his colleagues and stubborn in his perseverance, resolve, tenacity, and determination to reach his objectives. This is how I remember Judd when we were both in politics. This still describes Judd as the head of the Canadian Tourism Commission, where I had the honour to serve on the Board of Directors. Once a colleague and still a friend today, I am happy and proud that he has been appointed to the Order of Canada. My most heartfelt congratulations.”

Charles Lapointe
President and Chief Executive Officer
Tourisme Montréal

together, with the provincial government, industry, and the so-called “non-traditional” sectors all getting together to market adventure product.

Langford says that a co-operative approach is essential to turning the corner on success. “The challenge is to weave the excellence of our experience providers into the main fabric of the tourism industry.”

Given the CTC’s vision of Canada as “the premier four-season destination to connect with nature and to experience diverse cultures and communities”, it is very important that this “weaving of excellence” begin. According to some sector leaders, it has already begun, and the quality of the fabric is high.

Learning in the wilds of Canada

by Martha Plaine

A fit and adventurous woman from California decides she deserves a special birthday present for her seventieth birthday. She treats herself to a week in the bush on the Pacific coast of British Columbia where she helps a group of university researchers and marine biologists compile data about the feeding and social habits of Pacific grey whales.

A pair of thirty-something friends from Boston, Massachusetts decide to fulfil their lifelong dream: to participate on a real archaeological dig. They sign up for three weeks of field work excavating artifacts from a 7000 year old site at Cap de Bon Désir near Québec’s Saguenay River.

A married couple from Ontario on vacation on Cape Breton Island join a three day kayaking journey that takes them to sea caves and coves and abandoned fishing villages. Not only do they become adept with their paddles, but they learn a few things about the wildlife and people who live in Cape Breton.

Trips like these prove that there is a growing demand for adventure

travel with an extra something: Adventure with the bonus of learning.

SOPHISTICATED EXPECTATIONS

Neil Hartling, of Nahanni River Expeditions, is chair of the Adventure Sub-committee of the CTC. After twenty years in the business he has noticed a steady increase in the sophistication of travellers and their expectation for learning during their trips.

In the early days participants on river expeditions were content to learn activity skills, improve their canoe strokes, and hear some general history of the region. Now they want their guides to have a deeper understanding of the natural history of the wilderness through which they’re travelling. “That’s why we bring a small library of resources,” Neil says. “We choose the best books about birds, mammals, general history, and so on. And we carry them in a waterproof case.”

Neil encourages the guides who work for him to take courses and develop their skills as interpreters.

When he hires new staff, he looks for people with a passion for travelling who will embrace the learning holiday concept.

GETTING THE WORD OUT

Neil sees a marketing challenge for the industry – to let the public know about opportunities for learning on adventure travel. Each adventure company will decide for itself how far to go. It’s not feasible, or necessary, for specialists with advanced university degrees to accompany every expedition.

William and Susanna Megill run Coastal Ecosystems Research Foundation, the British Columbia company that offers tourists a wilderness adventure doing research about whales. William is completing his PhD in marine biology at the University of British Columbia. He realized that there was a small, but enthusiastic market for in-depth learning experiences of this kind.

Business is good enough that William and his colleagues are able to finance their own year-round research into the ecology of grey whales and other species. Last year the American company Earthwatch added Coastal Ecosystems to its offering of adventure tours.

Mariane Clarke runs a small

Ottawa-based business called ArchaeoExpeditions. She got into the adventure travel business to satisfy her own enthusiasm for archaeology. Now she packages adventure digs at several locations in Ontario and Québec as well as sites in Turkey and the Middle East.

“In Ontario I’m sending families to work on excavations of an Iroquoian village. A group of retired people from Michigan is interested in one of the digs I arranged with a specialist from the Royal Ontario Museum. That’s my goal, she says, “to promote Canadian archaeology internationally.”

Angelo Spinazolla runs North River Kayak Tours in Cape Breton. He gets a kick out of leading novice kayakers like the couple from Ontario out onto the waves to get a close look at the whales. On a three-day kayaking trip with Angelo guests and guides work together as a family, cooking, cleaning up, securing the kayaks for the night.

At the campfire at the end of the day, Angelo plays the guitar and sings songs he’s composed about the day’s adventures. His guests love this opportunity to learn about their guide and swap stories. For Angelo, this is the best part of the trip.

Martha Plaine
is an Ottawa-based freelance writer

Visitor safety

We're in it together

In today's marketplace, high-quality learning, adventure and leisure experiences are critical to client satisfaction in the ecotourism and adventure travel industry. We also know that nothing detracts from a quality experience more than discomfort or injury.

Parks Canada, welcoming millions of visitors annually to the national parks and national historic sites under its management, faces particular challenges in light of the unique, challenging and often remote environments it manages on behalf of Canadians.

A QUESTION OF CHOICES

As people of all ages and abilities head out on the trails, roads, waters, and slopes, they enter environments that offer unique opportunities to experience Canada's rich natural and cultural legacy. But as much as the environments are beautiful and the activities satisfying, they are not without hazard or risk.

"Hazards" are conditions that have potential for causing an undesirable consequence. They can range from natural hazards (e.g. cliffs, fast moving water, wildlife), to human-created hazards (e.g. roads, trails), to hazards associated with human behaviour (e.g. lack of preparedness, consumption of alcohol). "Risk", on the other hand, is a measure of the probability and severity of an incident actually occurring.

Some people recognize the hazards and risks involved in outdoor recreation. They understand the environment they are entering, and they know the possible dangers of their chosen activities. These people accept their share of responsibility, and they are prepared for their adventures.

But many visitors don't know what they're getting into. They are unaware of environmental or human-created hazards, and they are poorly informed of the risks associated with their chosen activities. They may also lack the skill and judgement to recognize, assess and deal with potentially dangerous situations. It means these people are unable to choose effectively between taking a smart risk and taking an imprudent one.

HELPING PEOPLE MAKE THE RIGHT CHOICES

Tourism operators and suppliers of ecotourism and adventure travel experiences (Parks Canada, for example) share important responsibilities for safety with their clients. An important aspect of that responsibility is to place a high priority on preventing public safety incidents and on helping people make the right choices.

This includes not only thoroughly assessing risk and implementing risk control measures, but also providing information to help raise awareness of risk and convince people to take responsibility for their own safety. Studies have revealed that Parks Canada visitors seek the following safety-related information, in descending order of importance, particularly at the trip planning stage:

- maps, both general and detailed, of an area
- proper preparation for outdoor activities
- weather
- possible hazards or dangerous conditions
- safety services available in the area.



Nahanni National Park. Photo: J.Butterill

©Parks Canada

These needs correspond well to Parks Canada's high priority on prevention. From public service announcements and contact through the telephone, internet, and personal services, to mailed information packages, displays and brochures at visitor information centres located at national parks and national historic sites throughout the country, Parks Canada staff strive to provide information to assist visitors in making smart choices in all their activities, including planning.

Recent client surveys show a high degree of satisfaction with general park information, but reaffirm that more effort should be made to provide better pre-trip information either directly or in Cupertino with tourism operators and concessionaires.

WORKING TOGETHER

"The travel industry can be an enormous help in communicating messages about being prepared," says Per Nilsen, Head of Human Use Management and Public Safety for Parks Canada. "They are important allies in developing the knowledge, skills and abilities amongst their clientele to ensure everyone has a high-quality experience."

Tourism operators, guides and

KEEPING THE "WILD" IN WILDLIFE

A recent Parks Canada brochure, produced by the mountain parks in the west, has become a popular and useful publication. *Keep the Wild in Wildlife, How to Safely Enjoy and Help Protect Wildlife* covers a wide range of information – from safely photographing wildlife and keeping children out of trouble, to preventing road accidents involving wildlife, staying out of harm while travelling in the backcountry, and more.

The brochure also covers safety in bear, elk and cougar country. It strongly discourages feeding wildlife and promotes giving wild animals the space and respect they deserve. Written for easy reading, and filled with colourful photographs, it offers valuable practical advice to help people make the right choices.

Available on the internet at

www.parksCanada.gc.ca/library/DownloadDocuments/DocumentsArchive/wild_e.pdf

visitors are encouraged to seek advice from Parks Canada staff concerning risks, hazards, local conditions, and preparation for activities. Visitors, for their part, are expected to recognize the risk inherent in their activities and to ensure they have the knowledge, skills and physical fitness to participate – including getting trained, having proper equipment, and being prepared to survive until help arrives

teams of highly trained and skilled Parks Canada staff spring to action, providing visitors with a wide spectrum of search and rescue services, all adapted to the varied and unique requirements of each environment:

- evacuation from remote locations
- search for lost persons
- first aid and first response
- marine, lake, whitewater and surf rescue
- avalanche search and rescue
- search dog operations
- medivac operations.

Parks Canada public safety specialists have, in fact, been the recipients of numerous awards acknowledging their search and rescue leadership and skills in environments ranging from mountains to coastlines to under the water.

Nevertheless, certain cases require additional assistance. At those times, Parks Canada calls upon a variety of partners, including other federal government departments whose mandates include search and rescue activities. Six federal bodies, including Parks Canada, make up the National Search and Rescue Secretariat: National Defence, Canadian Coast Guard (Fisheries and Oceans Canada), Transport Canada, Meteorological Services of Canada (Environment Canada), and RCMP (Solicitor General of Canada).

The Canadian Avalanche Association and SMARTRISK, along with the Canadian Ski Patrol System, are joining Parks Canada in developing "SnowSmart," a winter and avalanche safety program targeting youth. Currently in the research and development stage, the project is being funded through the New Initiatives Fund of the National Search and Rescue Secretariat.

www.parksCanada.pch.gc.ca
819 997-1324

in the case of an incident. While out on the trails, slopes, or waters, visitors are also obligated to observe and adhere to regulations, fencing, barriers and signs.

"We have developed considerable experience in visitor risk management planning and prevention messaging using social marketing techniques", says Nilsen. "We're happy to share our expertise and strategies."

Nilsen recommends that business operators develop a good working relationship with Parks Canada staff, and that they get to know the areas they're going into, including the hazards, rules and regulations.

"We encourage the travel industry to use the prevention information our staff provides," says Nilsen. "It's also a good idea to visit the Parks Canada website. There's lots of public safety information on the individual park and site web pages."

SEARCH AND RESCUE

There are times when, despite planning and preparation, incidents do happen. In those cases,



La Mauricie National Park. Photo: T. Grant

© Parks Canada

Kamloops hosts national-level conference

by Stan Cook Jr.

At the Canadian Adventure Tourism Industry Conference in Kamloops, B.C. this February, several key personnel of various provincial and state adventure tourism associations met for the first time. Representation of adventure and eco-tourism associations was, in classic Canadian style, from Sea to Sea to Sea. The University College of the Cariboo sponsored and hosted the conference where this historical exchange of ideas from different adventure industry councils took place.

Present was Neil Hartling, president of the Wilderness Tourism Association of the Yukon, Dave Needs, representing the British Columbia

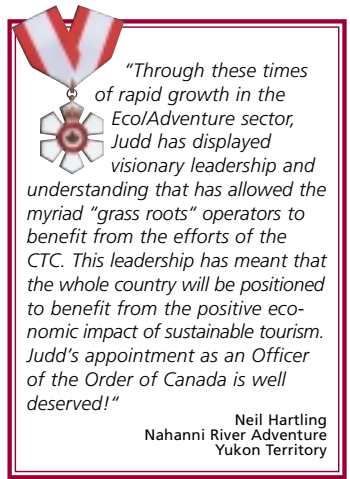
Wilderness Tourism Association, Stan Cook Jr., president of the Adventure Tourism Association of Newfoundland and Labrador, and Jocelyn Brouillard board member of Québec's adventure tourism association, l' A.P.T.A.Q. Also among this assembly of Canadian organizations was the executive director of the Alaskan Wilderness Recreation Tourism Association, Sarah Leonard.

Frank Verschuren, newly appointed Canadian Tourism Commission's product specialist for Adventure Travel, participated in the conference as well as respected adventure tourism educator and researcher from the Tourism Training Center, Terry Hood.

OPENING THE LINES OF COMMUNICATION

During the meeting and following dinner this impromptu working group agreed that there would be mutual benefit if regular lines of communications were opened between these associations. It was evident that regardless of location in Canada, all adventure organizations face similar problems and have similar needs and benefits.

It was quickly discovered that many issues such as funding, regulations, advocacy, training and marketing are universal among adventure operators and their sector's associations. It was decided that discussions on successful developments to combat these issues could be shared across borders, which will help all members of adventure industry. It also is planned that an annual face-to-face meeting between



this nation's adventure industry associations will begin next year in Québec City.

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Adventures
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Snapshot of operator and park relationships

The Canadian Tourism Commission's sub-committee on adventure tourism has been assessing relationships between adventure tourism operators and park agencies across Canada, as part of an initiative begun over a year ago to assist with the development of appropriate relationships between that industry sector and managers of provincial and national parks.

Pam Wight, an Edmonton-based consultant with broad tourism, parks, and protected areas experience, is producing a report for the CTC to get a handle on managers' and operators' points of view on a number of issues of mutual concern. She notes that many operators feel that building good working relationships with park managers is a key to operating suc-

cessfully within the parks. "More of this is needed," she says, "and not all operators have felt that they had been able to develop the level of trust needed to make things work well."

Wight was struck by the commitment of operators to environmental stewardship. "There is a huge range of activities being implemented by many operators that speak to their perception of the importance of stewardship and maintaining the integrity of the natural resource that is such a large component of their operations."

A major sticking point appears

to be the issue of policies and procedures. A significant number of operators have expressed misgivings about apparent confusion at the policy level, resulting in unclear or poorly communicated procedures for private operators to follow.

The Eco-adventure Tourism Sub-committee is expected to meet in April, and will receive and examine the report before proceeding with a number of regional park agency and operator meetings across Canada.

Frank Verschuren,
CTC Product Specialist
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Are "best practices" enough? A cautionary tail



Once upon a time in a kingdom far away, there lived a man of considerable wealth and reputation. He was terribly fond of his young son, whom he earnestly encouraged to take delight in the performance arts, as was the fashion of the time. His son was enamoured of a musical extravaganza called "The Lion King", and persistently begged his father to be given a pet lion of his own.

The father was sorely distressed, there not being lions very close to hand in the country where they lived, so he sought a meeting with the King of the land. The sovereign proudly informed the man that he had studied lions all his life and was in fact developing a special breed of the noble cats. He urged the man to read a book he had written entitled "Best Practices

for the King's Lions", and told him to return later to select a lion for his son.

On the appointed day, the man arrived to choose a lion from the King's collection, and was much surprised to be shown a room full of Siamese cats. He called this to the King's attention, who replied with cool dignity that these were, indeed, lions. The King insisted that he had spent a lifetime studying the behaviour of lions, and had scrupulously ingrained these behaviours in the cats, through constant training, generation after generation. The King assured the man that these animals met all the best practices of the world's finest lions.

The man had to agree. After all, he could not afford to question the King and anyway, the cats certainly seemed to possess a number of very

lion-like attributes. He returned home forthwith, and proudly presented the boy with the gift of his dreams: one of the King's lions.

The boy stood silent for a moment, staring at the fierce, growling, and somewhat diminutive animal before him. Quietly, and with that condescending tone that only young people have when correcting their parents, the young boy said, "Dad, that's not a lion, that's a Siamese cat with a bad attitude!"

The father protested in vain that the cat was just like a lion, and conducted itself with all the best practices of lions. He spoke at length about the King's knowledge, and his own careful research. The boy remained unconvinced, and turned away.

The moral of this kingly tale? "Best practices" are not always market-driven concepts, and are certainly no guarantee that the market will buy. You can only sell the vision if you can deliver the product; a housecat is, after all, just a housecat.

The Netherlands as a market for Canada

by Fred Van Cleef

The Netherlands, with a population of almost 16 million people, is one of the most densely populated areas in Europe. The size of the country can be compared with Vancouver Island.

2001 and 1.4 per cent in 2002.

TOURISM TRENDS

The majority of the Dutch prefer to travel in Canada independently, so RV rentals and fly-drive packages are very popular. Dutch tour operators



The Netherlands is also called the 'Gateway to Europe' with Schiphol Airport and the harbour of Rotterdam as the main gateways. There are still special ties between The Netherlands and Canada dating back to World War II and many Dutch immigrants living in Canada. This explains the high "Visit Friends and Relatives" (VFR) rate (33.9%), the second highest VFR rate in Europe after the U.K. (35.2%).

ECONOMY

The Dutch economy showed healthy development over the last couple of years. Economic growth during the last four years was an average of 4 per cent per year. The inflation was 2.6 per cent in 2000 and rate of unemployment 2.6 per cent.

Economic growth is expected to slow down to 3 per cent in 2001 and will grow 2.75 per cent in 2002. A further decrease of the national debt is expected of 1 per cent in

offer a greater variety of packages including soft adventure packages. The majority of Dutch tour operators offering packages to Canada and the carriers flying to Canada report good results for the booking season so far.

Approximately one million Dutch go on a winter sport trip each year; Austria, Switzerland and France are the main destinations. For a number of years winter sport in Canada has been promoted, which resulted in more operators including Canada in their winter program. Although the market share of winter travel to North America is minimal, Canada should take advantage of this situation as there is also a group of Dutch winter sporters who has seen most of the European ski destinations.

The age category of 50 plus is becoming more and more important. This group has the buying power and time available to travel, and they are looking for packages that cater to

the upper segment of the market.

It is important for the Canadian market to know that the majority of Dutch tour operators work through a receptive operator. If we look at Dutch operators offering Canada there is a mix between direct sellers and those operators who work through a network of travel agents.

The Dutch have a minimum of 20 leave days a year and also receive an 8 per cent holiday bonus on top of their salary. In general, more and shorter trips are taken during the year whereby the Dutch traveller is looking for more comfort and a variety of activities included in travel packages. It is predicted that the Dutch will take an average of 5 trips a year within the near future.

Figures published in the NRIT (Netherlands Research Institute of Tourism) Trend Report Tourism 99/00 give the following details over 1999:

- total holiday trips taken: 30.5 million (+3%);
- holiday participation in long holidays up to 4 days: 74.4 per cent (+0.3%);
- total holiday expenditures: 22.2 billion guilders (10 billion Euro), representing 5.5 per cent of the private consumption. Of this total, 76 per cent is spent on long holidays abroad.

2000 RESULTS

In 2000 Canada attracted 128,200 visitors from the Netherlands. This represents an increase of 6.1 per cent over 1999. In terms of receipts we estimate that this represents approximately \$154 million, an increase of 23.5 per cent.

Canada's market share of the Dutch long haul market, 1.26 million in total, was 9.6 per cent in 1999 representing an increase of 0.6 per cent over 1998. More up-to-date figures are not available yet.

Canada's main competitor is the U.S. with a market share of 42 per cent. Other competitors in the Dutch market are Australia, New Zealand and South Africa. They represent a huge threat to Canada as they have extensive marketing budgets with which the Canada cannot compete.

The objective of the CTC for 2001 is 135,900 person trips from The Netherlands and \$168 million in visitor spending.

CANADA'S MARKETPLACE ACTIVITIES

Besides our regular activities focused on media, consumer and travel trade, the CTC participates in The Netherlands' largest trade/consumer travel fair Vakantie Utrecht. Last January, 15 partners from Canada and The Netherlands participated in the 2002 Canada pavilion. Results are still coming in but to date, participants report that the travel fair was a real success.

THE INTERNET IS BECOMING AN IMPORTANT INFORMATION SOURCE IN THE NETHERLANDS

6.2 million Dutch use the internet once a week, 7.8 million less than once a week.

Age demographics of the internet user:

- 15% younger than 24 years,
- 65% between 25-49 years,
- 20% over 50 years.

Bookings made through the Internet are still minimal, as payment structure is not fully functional yet.

The CTC has also initiated several promotions with non-traditional partners. After a successful partnership with the car company Hyundai in 1998, the CTC in the Netherlands has entered into a partnership with Honda. A campaign with CompuServe and Snowworld is currently on where-by the winter product to Canada is highlighted. Initiatives with new non-traditional partners will be continued over the 2001 and 2002 years.

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CTC - The Netherlands
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tel. 31-70-3111667

'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

www.tourism.winnipeg.mb.ca
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204-943-1970

In conversation with Ann Layton

Most corporations like to present a “green” image to the world, and some companies actually undertake significant “green” activities as a corporate priority. Likewise, lots of folks talk about environmental sustainability and some folks actually do something about it.

The Vice President of Public Affairs and Communications for Fairmont Hotels and Resorts is Ann Layton. She has been directly involved with Fairmont for ten years, and indirectly for longer than that. With some 19,000 hotel rooms under its corporate direction, Fairmont has put its resources squarely into the fight for a healthier environment and a better society. That commitment goes far beyond raising over \$100,000 for Beluga whale research (a notable effort in itself).

The driving force behind all this is a person of manifest energy and enthusiasm. Communiqué spoke with Ann Layton by telephone from her Toronto office:

Communiqué: Ann, you have taken this sustainability stuff away past public image and feel-good dramatics. Your company is widely known to be deeply committed to caring for the environment: has it been a hard sell and a long road to get there?

Layton: You have to put it in context of when the whole thing got started. I had just begun with the company and the program was very very modest. Our goals at the beginning were based on the fact that people at the time were beginning to recycle in their homes and I looked at our hotel and I thought, well, a hotel is very like a home, but we had perhaps 10,000 rooms. So all the things that people were able to do in their homes, by extension, I thought maybe we could do in our hotels. Our initial goals were very modest; a little recycling, reducing energy consumption, changing purchasing policy, and so on.

What I realized very early on is that this program was going to grow far beyond our initial expectations. Today, I think it is fair to say that we have the most aggressive environmental program in the hotel industry in the world.

Communiqué: A lot of the things you are doing are obviously very environmentally sound, but a lot of it also represents a significant cost to the hotel. Isn't it easier sometimes just to “throw stuff in the big bin”, so to speak?

Layton: My background (and my

Master's degree) is in economics, and I seriously believe that if you are going to put forward to management a program for implementation, it must also make business sense. So, I disagree with you that an environmental program is necessarily against the aims of that business.

It's very simple: we propose that people do things that will either have an initial capital cost where the payoff will be quick (within a year or two at the most and everything after that is gravy) or often it's not an outlay of capital but a re-organization of the way people do their jobs. One example, if you put in a recycling program you don't have to hire more people, you just have to change the way they work, and you wind up paying much much less in tippage fees. We're talking hundreds of thousands of dollars a year in savings.

Communiqué: What about the customer response... compliance is a clumsy word, perhaps, but how have you found that clients view and respond to Fairmont's environmental programs?

Layton: The interesting thing is that for the most part, our stand on it from the very beginning is that our environmental programs should not impact on the guests' stay or their sense of luxury. For the most part, the guests don't come into contact with the program; they have recycling boxes in their rooms that they can use or not use, they have the option of having their towels washed daily or not, but for the most part, what drives the program is “heart of house” stuff. For example, guests might not realize that every single morning we have “Second Harvest” trucks picking up the pastries from the day before that are not eaten. Response to this approach has been positive without exception, but we don't hit our guests over the head with our program. We do notice, though, that guests who are used to recycling in the home are annoyed when we don't have them in place in the hotel.



Communiqué: How about from the supply side... are the companies that supply you with goods and services picking up on this at all?

Layton: Oh, absolutely. Right from the beginning they had no choice. Purchasing was one of the first things we addressed: environmentally friendly paper stocks, light bulbs, water-saving mechanisms. We phased out chlorine bleach products and phosphates. Our suppliers don't have a big choice because we are such a huge purchaser of goods that it really behooves the supplier to give us what we need. And we mean business: I can tell you stories about suppliers who ignored our requests to change how they package and deliver products, and found themselves losing our business. When they saw that we were dead serious, they of course responded very quickly. I tell them “I don't want your waste problem sloughed off onto me!” We have to pay to put this stuff into the land fill.

You have to be serious about it... you have to let your suppliers know you mean business.

Communiqué: How about suppliers of products that make for a whole tourism experience? I am thinking here about the leisure side, or the pre- and post-conference experiences.

Layton: We have two products. We have the Eco-Meet product, that means that if they use our hotel people can have a completely environmentally friendly meeting. The second thing we have we call our Green Tours. We have partners we have worked with to ensure that what they are offering is really truly ecotourism, or really truly environmentally sound. It has to be said that a lot of things that get

labelled “ecotourism” are, in fact, not. They are often damaging. We look around for suppliers who are paying attention to the environment and we partner with those.

Communiqué: Do you have any advice for the “SMEs” – the small and medium size enterprises?

Layton: Size has nothing to do with whether you are capable of doing an incredibly successful environmental program. It will save you money, help your operation and your bottom line. If a company like Fairmont can do it, so can anyone in Canada!

Communiqué: This is a broad question, but what does the tourism industry as a whole need to do?

Layton: That's a huge question. The tourism industry includes everything from small operators to transportation companies. As far as the accommodation sector goes, I can say this: there is the “large E” ecotourism sector with its experiences and outreach, and then there is the “small e”, which means to run the most environmentally sustainable business that you can. To get started in that is just not hard. If you just start by doing one little thing, you'll feel so much better about your job.

For example, in time for Mothers' Day this year, we are re-launching here in Canada our “adopt a shelter” program through all of the Delta hotels. It's already in our CP hotels and the Fairmonts. That program means that all of the stuff that used to go to liquidators or to the dump is now going to go to battered women's shelters. That just makes you feel better about your job, every day! There's just no downside whatever!

Communiqué: Let's talk about staff. I am assuming your front line up to junior management staff are young and have already been exposed to the 4-Rs, to the point where there may even be some cynicism. How easy has it been to engage staff?

Layton: You know what? The staff is the very least of your problem. Trust me, the staff wants to do the right thing! You have only to give them the tools and opportunity to do the right thing. You have to say, “On behalf of the management of this company, we believe this is the right way to do things, and we will empower you to do what is right for the environment, to be creative, and you will be rewarded.” We have 100 per cent compliance with our green program this year, which means that every single hotel has submitted green projects and undertaken them.

Continued over >

THE GREEN PARTNERSHIP GUIDE

Fairmont Hotels and Resorts has created and published Part One and Part Two of the Green Partnership Guide, publications that are available to any individual or business at cost and are designed to assist tourism businesses to design and implement environmental programs.

Anyone interested can contact
Lyle Thompson
416 874-2410
lyle.thompson@fairmont.com Website:
www.fairmont.com

Communiqué: Ann Layton must find it heart-warming that your vision has brought so much success for the programs and for your company.

Layton: You know, I feel that I am the luckiest person in the world to work in this job for this company. I started out working as a waitress at the Jasper Park Lodge, and I had so much fun back then, and I am having the same amount of fun now. It's fun to be able to bring your passion with you to work. It's fun to be able to work for the kind



of company that will take a stand on behalf of battered women, and that will raise \$100,000 for Beluga whale research. It's satisfying to be able to demonstrate that what we are doing makes money for this company. I love what I do: it's fun!

Communiqué: Thank you, Ann Layton!

Known to most as an oasis of luxury in the rugged wilderness of Canada's Rocky Mountains, The Fairmont Banff Springs has embarked on a \$75 million refurbishment project featuring a luxurious new lobby and the transformation of the existing lobby into a grand new lounge.

INDUSTRY DEVELOPMENT

What about tourism and airlines, anyway?

Without question, the restructuring of Canada's air transport systems has the tourism industry deeply concerned. The depth of that concern is not as public an issue as the confusion and dissatisfaction expressed by business travellers and the general public, but the impact of change on tourism is nonetheless a vital issue.

It is certainly worthy of note that Federal Transport Minister David Collenette appointed a well-known tourism figure as the "Independent Transition Observer on Airline Restructuring" with a mandate to report on the impact of airline restructuring in Canada. Debra Ward has had a high profile on the national tourism scene through her many years at the head of the Tourism Industry Association of Canada (TIAC).

tions: "Many countries have policies and programs in place designed to capture highly desirable tourism revenues. If there are more choice and price options to travel to the United States, to Europe, to Asia, travellers are likely to follow those easier paths, to the detriment of Canada and its international balance of trade."

In this era of de-regulation across all business sectors, there is a growing assumption that a business case has to be made for any decision, especially policy changes. It is almost certain that a business case can be made for implementing policy changes at a federal level to enable Canada's tourism industry to compete internationally, and examples of such policy changes include Australia's decision to allow more open access to international airlines on hitherto domestic routes.

TIME WARP

In a recent telephone interview with *Communiqué*, Ward identified a number of factors at play when dealing with the tourism industry and the airlines. Timing, it appears, is everything. For example, the "roll-out" time for the tourism industry (the time it takes to get a product into the marketplace and actually generate sales and traffic) is much, much longer than the roll-out time for route and capacity changes by airlines. Airlines plan their routes and capacities within a one-year time frame, and respond quickly to market demand changes. Tourism businesses, on the other hand, must cope with having to plan and implement change over a three to five year cycle.

MUTUAL UNDERSTANDING

Understanding the fundamentally dif-

ferent roles and needs of the travel industry versus the tourism industry may go a long way to mending the cracks in the system that have been developing. Ward says that, for example, communities (cities) that have been effective at influencing airline company decisions have been the ones that approach travel and

tourism needs in a consistent and considered manner. In short, a community or sector with a standing committee on air travel that is informed and experienced will have a better chance of engaging the airlines in discussion and influencing change.

follow Airline Restructuring links at www.tc.gc.ca



Air policy review deadline extended

An air transportation policy review is underway which will focus on how Canada's policy for international scheduled air services should be liberalized. Transport Canada officials are inviting Canadian stakeholders in air transportation to provide their views on the issues and questions set out in a consultation document by April 20 (extended from an earlier deadline of March 5). Individuals and businesses in the tourism industry who have concerns should ensure that their own representative associations are

participating in this process.

Release of the new policy is forecast for the summer, which will give stakeholders time to prepare before the policy comes into effect at the end of October 2001. The consultation document and other documents describing the current international air policy are available for reference on the Transport Canada website.

www.tc.gc.ca/pollen/airpolicy/Air_Policy_Menu_Page.htm

INDUSTRY DEVELOPMENT continues on page 16

THE IMPACT OF AIRLINE RESTRUCTURING IN CANADA

FIRST INTERIM REPORT

BY DEBRA WARD – INDEPENDENT TRANSITION OBSERVER ON AIRLINE RESTRUCTURING

www.tc.gc.ca/pollen/airpolicy/TransitionObserver/TableOfContents.htm

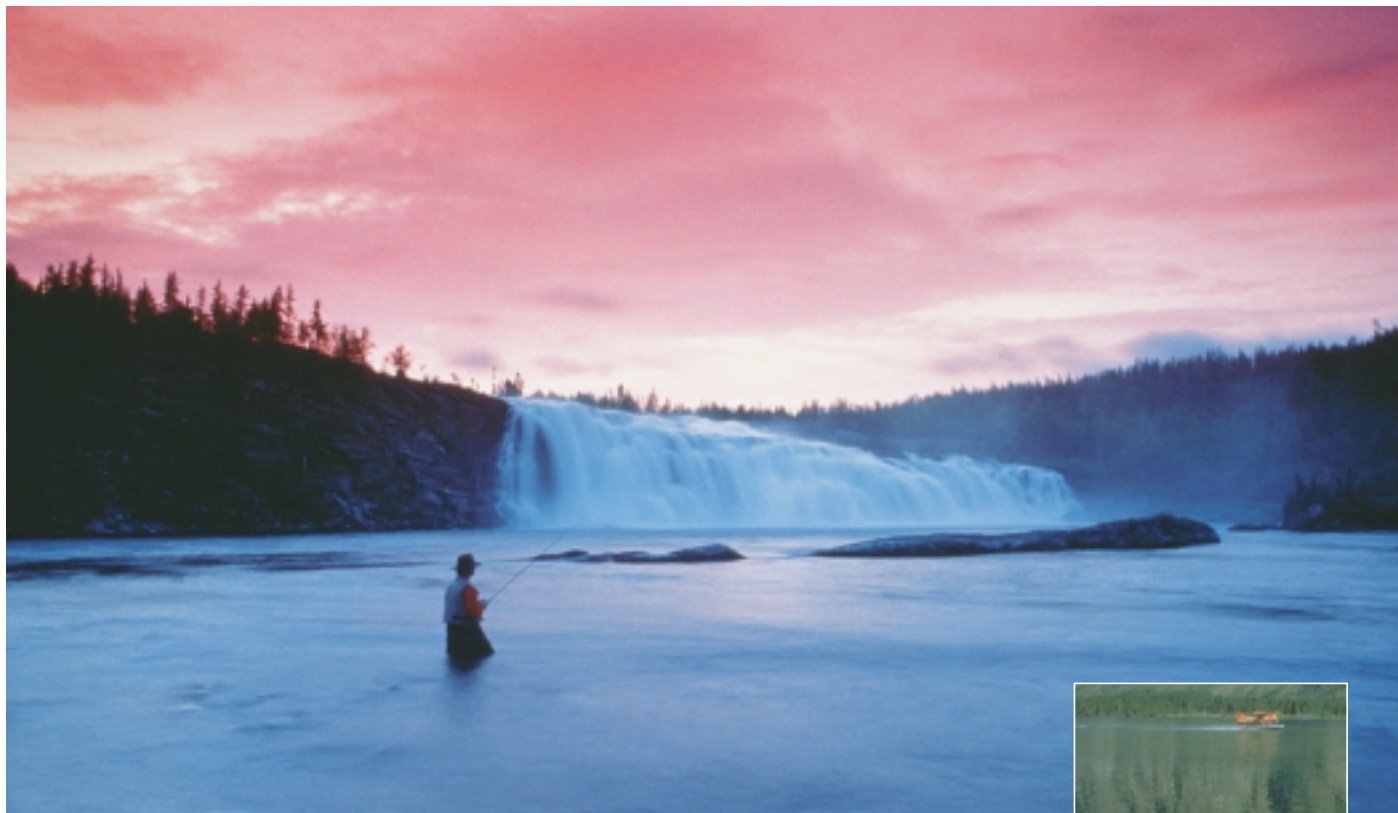
"Unlike other industries, which move their commodities to market, tourism must transport the consumers: no matter how attractive the destination or the quality of its tourism activities and infrastructure, the ease and cost of 'getting there' are essential elements. The price of airline tickets, seat availability and connectivity are crucial."

Ward identifies some of the issues affecting tourism in the first Interim Report released in February. One issue is that of competing for international tourism dollars with other destina-

IT'S ALL IN THE DEFINITION...

"What is the difference between an adventure *tourism* experience and an adventure *travel* experience? A *tourism* adventure is what makes you buy an airline ticket and travel far from home for leisure or learning. A *travel* adventure is what happens when your tickets don't arrive on time, your flight connection is delayed overnight at a strange airport, and your hotel is overbooked and has lost your reservation."

C. Otter



Hunt Falls, Saskatchewan.

Hooked on getting away from it all

For the ardent fisherman, there is a special feeling about a clear, calm, remote lake early in the morning. The soft mist hovers above the water's surface and the call of a loon echoes from shore to shore. When the peace is broken by a huge northern pike out on its morning prow for breakfast, chomping down on your lure and running with the line, it's hard to remember the last time you've been this happy!

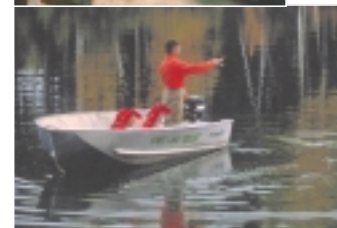
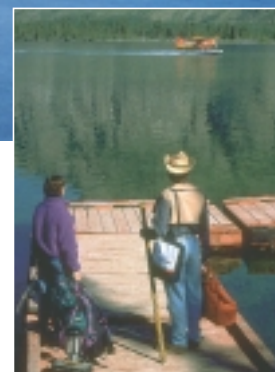
It's this feeling that brings nearly 20,000 anglers from the United States to Saskatchewan on a yearly basis. Angling (and hunting) by visitors from all markets accounts for only 9 per cent of total overnight or longer trips in the province, but fully 22 per cent of dollars spent by overnight or longer visitors.

This large contribution is largely driven by American anglers, many of whom book into northern fly-in

fishing lodges. American fishing clients have by far the largest per trip expenditures at more than double the rate of other international visitors and 10 times the amount spent by provincial residents travelling within the province. In fact, in terms of dollars spent, they form the single biggest market for 'outfitted' fishing in the province, and are significant contributors to the overall economic picture for Saskatchewan.

GETTING AWAY FROM IT ALL

So what is it about the experience described above that brings them to Canada, and specifically Saskatchewan,



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Something For Everyone, Practically Everywhere.

in droves? Well it's two things. Remote locations and, of course, the monster fish.

"It's the opportunity to take a trophy fish in a remote setting that lures us up," says Jeff Frischkorn, the outdoor writer for the Ohio News-Herald and long time American fisherman. "There's something to be said about the smell of pine trees, the sound of loons and the sight of a big black bear on the bank of the lake you're fishing."

"Knowing that you're scores of miles from anywhere brings the feeling you're back in time to when the North American continent was uninhabited and natural," continues Frischkorn, who has been on numerous Canadian fly-in fishing trips, his most recent to Saskatchewan. "It's about getting away from it all. One hundred years ago you could get in a canoe and disappear. Not today (in the U.S.!) It's not just about catching the fish, it's the accessory items."

LETTING THE FISH GO

"American people love northern pike," says Harvey Kroll of Hatched Lake Lodge. "In our area, catch and release fishing has been around for a long time. People don't run away because of catch and release anymore."

Kroll explains that in the past American clientele wanted to be able to return home with coolers full of fish. Today, it isn't about taking fish home, it's about the guarantee that there are big fish to be caught. Catch and release ensures there are big fish waiting in the shallows, as does the remoteness of the lakes, which creates less stress on the fishery.

"A sportsman equates catch and release with trophy fish," says Frischkorn. "If a lodge doesn't embrace that philosophy, it is less likely to attract American clientele, who know there are only so many

FISHING IN CANADA'S NORTH A STARTING PLACE

Fishing adventure information for northern Canadian lakes and rivers is available on a number of websites. A search on the internet will yield many outfitters and lodges according to your destination of choice; here follows an assortment of destination websites for starters:

www.sasktourism.com/TourNet/fishing.shtml
www.fishinontario.com/
www.fish.mb.ca/
www.fishalberta.com/
www.quebecadv.com/fishing.htm
nunavut.tourworld.com/Index/fishing_nunavut/

40 inch plus pike in a lake."

Of the attributes most closely associated with Canada by U.S. residents, being a great place to fish came second only to having beautiful scenery. And, being a place to get away from it all wasn't far behind, in fifth. Saskatchewan definitely falls into these categories. More impor-

tantly, since 12 per cent of the U.S. population are anglers and more than a third of them fish outside their home state, there are a very large number of anglers waiting to be lured to Canada.

www.sasktourism.com

Liquid medicine for the soul

Visitors to Ontario can expect an exceptional wilderness experience when they buy a package from Paddling Ontario. Twenty of Ontario's leading paddling companies have formed a marketing alliance to promote the province as the world's leading fresh water paddling destination. And they're ready to back up that claim.

Ontario has always offered some of the best waterways for canoeing, sea kayaking and whitewater paddling. What's different is that the guides and outfitters who offer trips in the province have identified several important new markets. With increasing demand for specialty programs, Paddling Ontario has developed new packages for the

"drift and gawk" crowd.

Lodge-based packages include fly-in adventures to Quetico Park or family train trips to Wabikimi. Travellers can paddle whitewater rivers with professional guides on the Missinaibi or the Winisk. Try combining polar bear viewing in the Hudson Bay Lowlands or wolf howls in Algonquin Park with a comfortable lodge stay. Follow the route of the voyageurs on Lake Superior by sea kayak and enjoy gourmet food. Discover Georgian Bay and the French River on an intimate cruise ship with paddling day trips. Paint the landscape of Temagami with instructors inspired by the Group of Seven.

www.PaddlingOntario.com



Boots offers Georgian Bay adventures

Boots Adventure Tours, the new upstart in the Ontario travel industry, rolled out a new menu of exciting adventure and eco tour products for the upcoming spring and summer 2001 season. Their new packages

offer several unique ways to see the beauty of the Southern Georgian Bay region and Ontario's Near North scenery, while experiencing the fun and challenges of outdoor adventure.

Boots Adventure Tours getaways

provide the travel industry with a variety of Canadian adventure packages to sell – all designed to provide memorable getaways from two to seven days. The setting for their adventure and eco getaways is the spectacular. Southern Georgian Bay and Central Ontario regions located just an hour and a half north of Toronto and Ontario's Near North region, conveniently accessed from Sudbury.

CUSTOMIZED TOURS AVAILABLE

Boots Adventure Tours offer pre-packaged as well as customized getaways. The tour operation is capitalizing on an increasing trend in North America – the prevalence of fast-paced time schedules and the need for escapes that are enriching, unusual and stress-busting!

Boots Adventure Tours packages are just that. This summer they offer several cruise options from three hours to a full "Weekend Fantasy Sail" aboard the Neis Kah 1, a beautiful replica schooner, which will take guests to pine-swept shores and secluded islands in Georgian Bay. During the sail, guests will learn "the ropes of sailing" and have the hands-on experience of hoisting and trimming sails.

Adventure seekers can also savour a different kind of excitement, sea kayaking the blue waters of northern or southern Georgian Bay. The experts from Soul Adventurer Tours and YMCA Horizons offer all-inclusive packages featuring camping equipment, kayaks, shore meals, exploration, instruction and guide. Some packages include yoga instruction or a soothing massage.

Destinations include Killarney, Massasauga Park, Lake Superior, Lake Huron's North Channel and Christian Island/Beausoleil First Nation Cultural

Experience. For those seeking the experience of an eco tour, Boots offers "Outdoor Funtasia". This package offers visitors a day of self-discovery on spectacular Beausoleil Island, Georgian Bay Islands National Park, plus a visit to the Wye Marsh Wildlife Centre, one of Canada's leading environmental centres as well as a medicine walk with Aboriginal cultural sharing at four Windz Stables.

BIRDING AND BUTTERFLIES

Taking a guided Cygnus Nature Trip is one of the best ways to learn about and protect Ontario's natural heritage. Spectacular bird and butterfly migration trips have been developed by internationally recognized naturalist Bob Bowles to Peelee Island, Canada's most southern point.

Other weekends include trips along the Bruce Peninsula to learn about the diverse ecosystems, flora and fauna of one of the most exciting natural history destinations in the province.

Boots Adventure Tours also offers shoulder season and winter learning packages that are packed full of unique experiences. Back again for the fall and winter are the popular Murder/Mystery and Gourmet Cooking weekends. New for this spring are gardening and craft weekends at a secluded bed and breakfast nestled on 140 acres of trails, meadows and wild blueberries.

Boots Adventure Tours is registered under the Ontario travel Industry Act as a wholesaler of tourism product. The tour company offers a 10 per cent commission to retailers within the travel industry.

1-888-68-BOOTS
www.bootsadventure.com

SELLING CANADA

Product diversity and affordability make us the adventure capital of the world

by Fred White

It is so easy to think in traditional terms and see distant pastures as being greener. In fact the further away those pastures are, the greener they seem to be. So it's no wonder that many of us still think of places like Africa, parts of Asia, and South America as being the adventure meccas of the world. And in their own ways they are, providing you define adventure as exotic and only available to the very rich. The fact is, for most travellers today, adventure is a break from the past; it means new sights and experiences that can range from exploring spectacular scenery and wildlife watching to activities like river rafting and heli-hiking. And in an overpopulated world, outside of Canada, these opportunities are fast disappearing. The story is very much different in this, the second largest country in



the world. Here, we have far more wildlife than people. Some of Canada's National Parks are bigger than many countries. Most of the amazing Trans-Canada Trail, connecting every province and territory is now complete and waiting to be explored.

In Atlantic Canada and along the St. Lawrence estuary into Québec there are literally thousands and thousands of kilometers of shoreline where clients can see more whale species, more often, than in any other destination on earth. The highest

tides in the world, at the Bay of Fundy, are rated as a spectacle along with the Great Barrier Reef in Australia. Ontario offers countless unexplored lakes with one eco-tourism operator recently offering 60,000 canoe routes in various packages. Manitoba offers a front row seat to view polar bears in the fall and thousands of chattering beluga whales in the early summer. Saskatchewan is at the centre of the great North American Flyover where hundreds of bird species, including bald eagles and rare whooping cranes, come to rest during their migrations. The Canadian Rockies in Alberta, offering some of the finest resorts in the world, is where the concept of heli-skiing and heli-hiking was created. Along the BC coastline, your clients can see unlimited marine life as they explore up to 6,000 offshore islands. What could be more stirring than reliving the gold-rush days in the Yukon's Klondike region, visiting the land of the midnight sun in the Northwest Territories, or seeing nature untouched in the new land of Nunavut?

Yet another dimension of adventure vacations in Canada, from the travel agent's point, is that this is not just a one or two season booking opportunity. From late fall to late spring snowmobiling, dogsledging, snowshoeing, and ski-joring have extended adventure bookings into a four-season business opportunities.

Yet with all of this, we can only scratch the surface of a world of adventure that is now being recognized by Canadians and travellers from around the world.

The changing wants and needs



"The news of Mr. Judd Buchanan's award comes like a harbinger of spring.

As chairman of the Japan Association of Travel Agents (JATA), I have the honour to meet and discuss with Judd from time to time the development of Canada-Japan tourism, always with my deep admiration for his unbounded and insight and leadership skills.

"While the news of the award is no surprise at all, I am as happy as if I had personally had a hand in bestowing it. I am sure no one could be more deserving, and I wish Judd all the very best in his continuing activities."

Isao Matsuhashi
Chairman of the Board
JTB Corp

of vacationers have captured the attention of scores of Canadian tour operators and outfitters who now recognize that product diversity and affordability has made this country the emerging adventure capital of the world.

By visiting provincial and territorial websites, or by visiting www.travelcanada.ca travel agents can log on to adventure ideas and commissionable product across Canada. Perhaps then, those distant pastures will lose a little of their colour and agents will realize that the greenest fields of all are in our own backyard.

Fred White
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and a Communiqué contributor
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Manitoba a natural for adventure travellers

Manitoba's magnificent natural resources, abundant wildlife and clean, fresh air make the province a "natural" for adventure travel. And, industry leaders are suggesting that winter should become a key tourist attraction – in other words, "sell snow"!

One tour company certainly believes this is sound advice. The Great Canadian Travel Company is currently advertising a new tour package called "Manitoba Winter Adventure", a "mitts-on" vacation that exposes visitors to the wonders of the north. Highlights include dogsled rides, ice fishing on a frozen lake and snowshoeing. Participants will also visit remote northern Manitoba communities and learn the meaning of 'true wilderness'.

Enthusiast Combination Tours is also offering new packages of hard

and soft travel adventures. In the 'Black and White Adventure', tourists will be happy to "grin and bear it" as they view the magnificent black bears in Riding Mountain National Park, and visit the majestic polar bears of Churchill in their natural habitat. A Northern Lights tour and a vacation with nature at a wilderness lodge are also being promoted as new adventure packages.

BIRDING OPPORTUNITIES

Oak Hammock Marsh Interpretive Centre offers a cornucopia of outdoor adventures, including 32 kilometres of hiking trails, marsh boardwalks, canoe excursions and up-close bird-viewing opportunities. In September and October, during the fall migration, the Marsh plays host to hundreds of thousands of geese, ducks and shore-

birds, as they stop here to eat before beginning the next leg of their journey. It is a sight not soon to be forgotten.

Adventure travel in Manitoba is quickly becoming one of the fastest-growing industry sectors. The provincial government remains committed to the growth and

development of this sector and is working on an Adventure Travel Guide that will be ready for next season.

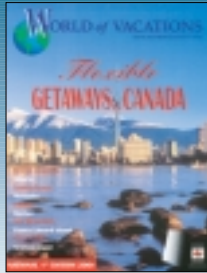
www.greatcanadiantravel.com/
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Oak Hammock Marsh Interpretive Centre. Photo courtesy of the Government of Manitoba.

CANADA BROCHURE RACK

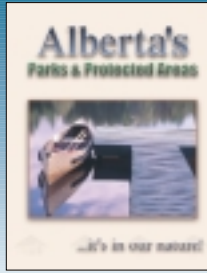
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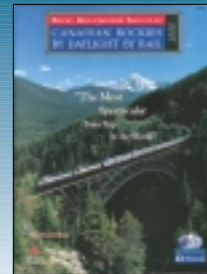
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Avalon Peninsula's trail of natural wonder

Winding along the rugged coastline of easternmost North America is a trail that brings you within shouting distance of three incredible natural wonders. The East Coast Trail on Newfoundland's Avalon Peninsula runs parallel to the northbound humpback whales, the southbound arctic icebergs, and near a seabird colony where the populations number in the millions.

This triple treat is available nowhere else in the world. That alone makes the East Coast Trail unique, but the trail also passes through centuries-old fishing villages with a strong Irish character.

About 200 km of trail has already been constructed between St. John's and Cape Broyle. The 11 separate paths that comprise this section range from an easy two-hour stroll along a gravel road to the abandoned village of La Manche, to a strenuous 18 km expedition over hilly terrain to a wave-driven geyser called The Spout. All the paths have directional signs, and a trail map shows the paths, their ratings of difficulty, and community-

based facilities along the way.

TOUR BOATS OFFER A UNIQUE EXPERIENCE

In places like Bay Bulls and Witless Bay, you can take a break from the trail and hop a tour boat to the Witless Bay Ecological Reserve. The whales tarry here in spring and summer for the same reason the seabirds nest on the reserve's four islands: there's lots of food, especially a vital food chain link called the caplin. This 20-centimetre long silvery smelt-like package of protein migrates inshore in the untold billions to spawn. Birds dive to scoop them up for hungry chicks tucked away in hillside burrows. The reserve is home to the second largest Atlantic Puffin colony in the northwest Atlantic, plus other birds such as the Black-legged Kittiwake and the Common Murre. All told, there are almost 300 seabird colonies in Newfoundland and Labrador.

Humpback actually herd fish into dense schools, using air bubbles to surround their prey and sound to

force them to the surface where they are quickly consumed. Caplin are usually tightly packed together anyway, which makes the whales' job easier. Even though a humpback can weigh 30 tonnes, it's an incredibly graceful creature and can turn on a dime when it's dinner time.


WELCOMING ACCOMMODATION

Accommodations are available in five communities between Petty Harbour and Cape Broyle, so it's possible, with a bit of planning, to hike between B & Bs. This is the heart of Irish Newfoundland. The welcome is always warm, and the hospitality is all you could hope for. There's always music in the air. Fiddles and tin whistles and accordions and voices ring out with the jigs, reels and airs brought to these shores from Ireland long ago. This music is the real thing, alive, not preserved, and proudly performed as an integral ingredient of identity.


If you'd rather camp out, there's a provincial park near La Manche in a beautiful little valley with a remarkable variety of wildflowers.

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Hostels Canada Product Club

The *Hostels Canada Product Club*, started with the assistance of the CTC in January of 2000, incorporates members of a growing industry that caters to the needs of young international travellers who come to explore and discover our beautiful country.

Actively serving the needs of the backpacking young tourist is something relatively new to the tourist trade in North America. Canadians, in general, have very little knowledge of this communal style of travel that is growing in popularity around the world. The *Product Club* is hoping to dispel some of the myths about youth travel and encourage the growth of this booming tourism market, turning Canada into a major destination for international youth travellers and to emulate the success that countries such as Australia and New Zealand have had in developing this market.



INDEPENDENT TRAVELLERS, INDEPENDENT OPERATORS

Product Club membership includes hostel owners, tour companies, adventure operators, travel agencies, and magazine publishers from across the country. The

majority of these young companies are independently run by energetic entrepreneurs who share a love of travel and a desire to show the world this great country.

The hostel owners, who make up of the majority of our membership, have had to battle a stigma in this country that hostels are only for the more unfortunate members of our society. However, in the view of the international travellers coming to this country, a hostel is a comfortable communal environment where they can find inexpensive, safe, clean and friendly accommodation. The mindset of these travellers is quite

different from mainstream tourists: the hostel traveller is here for an extended stay and is more interested in exploring the country than in merely visiting the tourist destinations. They will save their money on accommodation, but they will spend it on adventure. In a recent article from New Zealand, where statistical information is available, it was noted that backpackers infused over 672 million New Zealand dollars into the tourism economy in 1999.

PROFILING THE YOUTH TRAVELLER

One of the mandates for the product club will be to create a profile of the hostelling industry by collecting detailed information on the spending habits of young travellers as well as pinpointing the main markets from which they originate. To this point there is very little statistical information or even classification of this industry within existing government tourism statistics.

Providing this information will create a greater awareness of youth travel in Canada and lead to a growth of the industry. Introducing young international travellers to this country generates positive "word of mouth" marketing when all of these young people return home to share their stories of Canada with their friends and family. A positive experience

SEMINAR ON YOUTH TOURISM IN APRIL

The International Bureau of Social Tourism (BITS) is sponsoring a seminar on youth tourism in Canada on April 30 in Toronto. The one-day conference, to be held at the Royal Ontario Museum, will focus on the interest in travel in North America by young people, and the challenges of meeting that demand that are faced by the Canadian product offering.

www.bits-int.org

encourages others to come – not just backpackers but families, professionals, and adventure enthusiasts from many different economic backgrounds.

Info on backpacking in Canada
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Risk management and adventure guides

by Ross Cloutier

A large portion of the role of a guide falls within the domain of risk management – assessment of hazard and minimizing risk. The guide's job is a complex balance.

In earlier times, guides had a tendency to train hard at becoming technically proficient in a technical activity while giving less consideration to managing risks and response planning. Guides today routinely carry out rescues, write emergency response plans, accompany injured guests to hospitals, counsel guests about inherent risks, provide safety

talks, issue waivers and deal with victims' families. It is a much more complex industry to work in and the level of responsibility guides accept is increasing every day.

RECOGNIZING AND AVOIDING HAZARDS

Guides have always been trained to recognize and avoid hazards in the activities they will work in. This includes developing the knowledge and experience to properly recognize and reasonably avoid the hazards inherent in the wilderness environment. We rely upon suitable training programs

and voluminous field experience to develop the ability of a ski guide to recognize avalanche micro-terrain and pick suitable route lines through it. We call it terrain assessment and route finding.

MANAGING HAZARDS

Knowing how to manage risks to guests is a large part of the guiding function. Guides apply a wide variety of group and environment management techniques that are intended to minimize guests' exposure. A guided group that pin-balls through hazardous terrain without forethought is by no means as safe a group as one who is clearly in control throughout – even if neither have an incident.

In adventure activities, guides voluntarily expose themselves and their clients to some measure of risk – this is a natural part of achieving reasonable objectives and undertaking appropriate challenges. Guides and clients must accept that they have a measure of control over exposure to hazards: they need not go into the outdoor environment. On the other hand, once they choose to expose themselves to hazards by entering the environment, they must accept that there is only so much that even the most experienced guide can do to control hazards.

EMERGENCY SITUATIONS

When an accident happens and a

guide is in the vicinity there is an immediate tendency to rely upon the guide for expert knowledge. There is a duty for a guide to respond to an accident to a client, and this means that guides should be trained in emergency response. When an emergency occurs, the guide must be able to:

- stop and think
- take charge
- stabilize the situation
- eliminate further hazard
- consider the options
- reach the patient
- stabilize the patient
- package the patient
- evacuate the patient
- keep a log
- care for the remainder of the group
- gather witness statements
- deal with outside agencies
- handle the media.

After the incident the guide may need to be able to:

- gather records
- debrief the incident with the remaining group
- counsel the remaining group
- deal with a victim's family
- provide statements to insurance company lawyers
- maintain composure with an upset boss and an accusing industry.

Ross Cloutier
is on the faculty of the
University College of the Cariboo
www.bhudak.com

LEARNING RESOURCES FOR OUTDOOR AND ADVENTURE

CTHRC resources have been designed to meet a diverse range of needs. They offer flexible delivery options that allow staff to receive training in the workplace, in moderated groups, one-on-one, or on their own. The resources are available from the tourism education council or association in your province or territory.

Outdoor Adventure Guide (Core Skills)

Heritage Interpreter

LiftZone Video and Companion Guide

Campground Operator

Freshwater Angling Guide

Hunting Guide

www.cthrc.ca

Ontario paddles its way to success

by Jennifer East

What do twenty of Canada's top paddling companies have in common? One fifth of the world's fresh water, the support of an enthusiastic tourism ministry and the vision and hard work of owners and operators. Paddling Ontario is an excellent example of the power of partnership and the potential for high-yield tourism in Ontario's vast wilderness.

for the industry in the province and you have a powerful combination. Alliance partners recognized that by working together they would have an opportunity to brand Ontario as a world-class paddling destination.

With this clear objective in mind, industry partners led the initiative from day one. They volunteered hundreds of hours to create a marketing plan, oversee website creation,



Photo: Rob Stimpson

In February 2000, a handful of Ontario's leading paddling companies met with Steve Bruno, Outdoor Product Facilitator for the Ontario Tourism Marketing Partnership (OTMP). They discussed the possibility of creating a marketing alliance that would promote paddling on Ontario's waterways. Just one year later, Paddling Ontario is an official marketing alliance with environmental and safety standards, a co-ordinator, a website in its second generation, a promotional brochure, successful supplier development program, corporate sponsors and market-ready product for sale.

SEEKING QUALITY

Like all ground-breaking initiatives, there were no rules or procedures to follow, no timelines and no guarantees. The OTMP had a mandate to invest in partnerships with the private sector, and operators had the product and commitment to promote them. With those essential elements, Bruno and thirteen founding members were able to identify goals common to the OTMP and the partners, define the product offering and competitive advantage, understand Ontario's positioning in the paddling market and outline the tactics needed to achieve these goals. Ontario's pristine wilderness offers an incredible variety of paddling experiences, from floating in a canoe on a still lake in cottage country to shooting Class III rapids 500 miles from the nearest telephone. Combine this with a group of professional guides and outfitters who wanted to create a standard

submit newspaper and magazine ads and keep members informed. Bruno worked tirelessly to recruit new members and co-ordinate the many projects involved. The Alliance looked for corporate sponsors and now works in partnership with Via Rail, the Canadian Canoe Museum, the Hudson Bay Company, West Jet Airlines and Ontario Parks. Paddling Ontario contracted a public relations firm to attract media attention with press kits and initiate an elaborate media launch on the first day of spring. Supplier education programs were developed and partners attended workshops on best practices, product development, packaging, media relations and tracking. The Alliance was also represented at the winter trade show circuit.

COOPERATION THE WATCHWORD

Co-operation between operators has encouraged everyone to share marketing knowledge, refer business to fellow members and create new joint packages. They include lodge to lodge canoe trips, workshops integrating paddling and photography skills and paddling trips for women. As the summer season approaches, Alliance members are ready to share Ontario's rivers, lakes and northern oceans with travellers from around the world.

For information
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519 622-6469

sbruno@golden.net

Jennifer East is a freelance writer and a tourism operator



"From the beginning, we in small business were included in the partnership discussions as Judd travelled across this country. When the CTC became a reality, there was measurable growth in business, including our own on Cape Breton Island. His determined efforts have helped all of us develop a renewed pride in Canada."

Peggy Anderson
Kidston Landing Country Store
Nova Scotia

The Travel Alberta model in action

by Elaine Davidson

With two years under its belt, the new Travel Alberta is showing that its partnership model translates into performance that has exceeded targets and expectations. For example, the private sectors has stepped forward with marketing project dollars that are more than double the Travel Alberta target of one-to-one investment in 1999.

"It's more than working," says Patrick Gedge, Travel Alberta's Managing Director. "The response from industry has been phenomenal and it all relates to both our structure and how we are translating that partnership model into action."

The two-year milestone and the benchmark results, incorporated into newly-completed marketing plans for 2001 to 2004, provide Gedge with an opportunity to reflect on Travel Alberta's partnership model and to offer a number of partnering lessons the organization has learned.

THE FOUNDATION

Gedge says the root of Travel Alberta's success lies in the organization's structure and philosophy. Gedge says, "We have blended the marketing expertise of Alberta tourism operators and other industry partners with provincial government infrastructure. The principal investor is the provincial government and the marketing direction comes from Alberta's tourism industry itself."

The alliances that guide Travel Alberta's marketing strategy extend from the umbrella council that guides Travel Alberta, the Strategic Tourism Marketing Council (largely made up of industry volunteers) down to the grassroots tour operators, hotel/motel owners and communities.

"Getting the structure right is fundamental but the philosophy to see it through is equally important," Gedge adds. Travel Alberta's business-like relationship with Alberta Economic Development continues to impress Gedge and the partners. "In 1999 our mandate was very clear. Travel Alberta was empowered to be like a private sector-led organization with very precise performance measurement criteria. This has enabled us to be liberated to do what we are paid to do and to make the partner-

ship model work to its full potential. We can work with our tourism industry partners in a very business-like fashion and they have responded to that."

Gedge says that the concrete sign that Travel Alberta is on the right track "is the hard earned cash that industry partners are putting on the table to participate in our projects."

MAKING IT AFFORDABLE

Another partnering success factor, according to Gedge, has been Travel Alberta's decision to try and involve as many players as possible from the province's base of tourism operators. "For example, in our upcoming Americas campaign we have included a complete range of buy-in opportunities that start at \$500. We are sending a clear message to our smaller operators that we want to partner with them. It makes sense to offer a complete mix and range of opportunities to our visitors. It adds value to the total industry."

GOING FOR THE LONG TERM

"We know that our work is cut out for us," Gedge says. "We are certainly still don't have all the answers, but our achievements over the first two years are telling us the partnership model is more than just a model. It's producing win/win results. We will continue to work closely with our partners building long-term sustainable relationships as we embark on new campaigns because it works."

For information

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Travel Alberta
403 297-8753

Elaine Davidson
is with Travel Alberta



Evaluation is the key to employee retention

The word 'evaluation' strikes fear in the hearts of many employees. At the Place Louis Riel Hotel in Winnipeg, however, staff have asked to be evaluated twice a year, rather than once. "Our staff enjoyed the evaluation process so much and wanted more feedback," explains Marina Smith-Kulba, General Manager.

When handled effectively, staff evaluation not only increases quality of service, it serves to strengthen employer/employee relationships, provide direction to staff training and development and enhance the work environment. All of these factors impact positively on an organization's retention rates – increasingly important in light of current labour supply challenges.

The Place Louis Riel focuses a great deal on creating a positive work environment including regular employee evaluations. In explaining the process, Smith-Kulba notes, "We ask for self-evaluation from all of our staff. The manager or supervisor also completes an evaluation of the employee based on the same criteria. The two of them then sit and discuss their evaluations together." Discussion generated through this process is very important as it allows for relationship building between supervisors and employees. "Employees really enjoy the feedback. They want to do well – and equally – want to feel appreciated.

All of this depends upon relationships," says Smith-Kulba. Evaluations at the Place Louis Riel are followed up with suggestions of possible development areas for the employee. In

addition, employees are provided with a feedback form that aids in determining the usefulness and effectiveness of this process for the employee.

BUILDS STAFF / MANAGEMENT RELATIONSHIP

Diane Forgues of the Delta Hotel in Ottawa says their evaluation program is essential. "Our system is very structured. Employee evaluation is done once each year and if not, that employee is paid one week's salary." Delta ensures that staff receive the feedback and direction they need in order to be successful. Staff and supervisors meet in an interview type situation to discuss their goals for the future. During this interview, feedback from customers, peers and other supervisors is shared along with an employee self evaluation.

From this feedback, a written plan is created stating what the employee's goals are and how they can be met and exceeded. As with the Place Louis Riel, Delta recognizes the importance of the evaluation process and provides employees with follow-up training and interviews to ensure that their goals are met. Forgues says, "Not only does this process help motivate employees, it also builds relationships between the manager and their staff."

TYPES OF EVALUATION

There are four basic types of evaluation: peer evaluation, self-evaluation, supervisory evaluation and joint evaluation. Smith-Kulba notes that certain forms of evaluation work

better in specific situations. "We initially attempted a peer evaluation, however found people less forgiving when compared with self and supervisory evaluations," she states. The Place Louis Riel has found a combination of self and supervisory evaluation to be their most effective method. This type of evaluation is known as joint evaluation, a system where two or more forms of evaluation methods are layered together.

Combining self and supervisory evaluations is typically the most simple and effective method for the majority of workplace environments. Forgues also advocates for the joint evaluation system. She explains, "It is very difficult for supervisors to see how their employees react on the job. With feedback from peers, they are able to have insight into the performance of the employee on the job." In short, it is important to assess the work environment before determining an evaluation process.

Incorporating an effective and positive evaluation process into the workplace is extremely beneficial to both the employee and employer. It provides direction, opportunities for growth, and more importantly, opportunity for the supervisor to build relationships with their staff. Building relationships within the workplace is one of the most effective ways to retain staff. More people are choosing to remain in the workplace because of the environment. Employers must take note of this trend if they are to retain their current workforce.



613 231-6949
www.cthrc.ca

College addresses industry labour shortage issue

The increased public demand for high quality tourism experiences has created a growing need for qualified and versatile professionals within the hospitality and tourism industries. This ever-increasing demand has resulted in tourism becoming one of the fastest growing career options for many Canadians.

In order to meet this growing demand for qualified and certified tourism industry employees, the College of the Rockies offers a wide range of tourism education programs. Located in the southeastern corner of British Columbia among the Selkirk, Purcell and Canadian Rocky Mountain ranges, the College of the Rockies is ideally located for the Adventure Tourism programs it offers. The many world-class resorts in the area also provide a training ground for the work experience components of these programs.

"The education and training students receive at the College of the Rockies is rated very highly and employers are eager to employ our program graduates in entry-level, supervisory and/or management positions within the hospitality and tourism industry," said Work Placement Officer Jason Colombo. "At COTR, we also understand how difficult it is for potential employers to find and recruit qualified individuals. This is where student employment services can be of benefit."

The COTR Student Employment Services web page links to a number of resources to help match both students and employers. "The focus is to connect employers with qualified students and vice versa. Work experience is extremely valuable for students," says Colombo. Employer registration is free and registered employers can post a position to target COTR Tourism students free of charge by contacting Students Employment Services or, for a minimum fee, target students at most post-secondary institutions across Canada."

250 489-2751 local 441
www.cotr.bc.ca

Selling Vancouver Island 'survivor' style

They came, they competed, they enjoyed, they learned and they survived. Tourism Vancouver Island in partnership with the Canadian Tourism Commission, British Columbia Ferry Corporation, and the many community tourism organizations on Vancouver Island, hosted a highly successful travel trade reception in Seattle, Washington.

Several community and sub-regional tourism associations were involved with the event including Cowichan Valley Tourism, Tourism Nanaimo, Oceanside Tourism, Pacific Rim Tourism, Tourism Comox Valley, Tourism Campbell River, and the Vancouver Island North Visitors Association. Dive British Columbia

and the Outdoor Adventure Group also participated to round out the number of partners.

Spread out amongst the immense variety of fish species including sharks, wolfeels, and giant Pacific Octopus were the displays of the communities from Vancouver Island. The invited guests were divided into several teams, each team representing a community on Vancouver Island. Each team was provided with a series of skill-testing questions and sent off through the Aquarium to visit representatives and displays of the various partners. Along their path, they were invited to consume "Survivor Food" – worms, snakes, spiders all of which were harmless

candy. One person was chosen from each group to record the answers to these 24 questions and another person was selected to give at least a one-minute presentation on the area they represented to the reassembled group.

AGENTS BECOME SELLERS

"This was a stroke of genius" according to Ken Erickson, CTC Manager, Leisure Travel Sales, as each presenter tried to outdo the previous presentation by lavishing unbridled praise on their team's area. "This actually turned the final half hour of the evening into a travel agent presentation to each other and their Vancouver Island hosts. The travel agents lavished praise on the event and called it the best trade show they had ever attended anywhere. It definitely set a new standard of excellence that

may someday be equalled, but never surpassed. The Island's organizing committee should be very proud of what they achieved throughout the evening," added Erickson.

The members of the winning team proceeded to compete against each other for prizes including an eight-day Vancouver Island Adventure Tour for two, and a four-day Vancouver Island Winter Escapes Tour for two.

Jack Bernard
is the General Manager
Nanaimo Tourist & Convention
Bureau

Business advocacy and the C.F.I.B.

The Canadian Federation of Independent Business (CFIB) is not primarily a tourism business advocacy group, but Sr. V-P Garth Whyte is quick to point out that as many as 12 per cent of its 100,000 members are in the hospitality sector.

Whyte, who made a presentation in February to a meeting of the

that every member has a vote, and one vote only, regardless of size."

CFIB policies include total independence from government (no money is accepted from any government source) and working at arms-length from "big" business (there are no publicly-traded businesses in the membership). Whyte contends



CFIB

CANADIAN FEDERATION OF INDEPENDENT BUSINESS

Canadian Tourism Commission Board's Small and Medium Sized Enterprise (SME) Committee, says that his association is the only Canadian organization for independent business that surveys its members on a regular basis to identify issues of importance and develop a mandate from which to work. "Every member is important," says Whyte, "and while of course there are many issues that affect all sectors, we are always on the lookout for special areas of concern. We operate on the principle

that this approach allows the organization to advocate free of potential conflict of interest.

Membership fees vary, based on the size of the business; there is a cap on fees at the top end (\$2,000), but smaller businesses pay only a fraction of that; fees are set to ensure that the organization is accessible to all independent businesses no matter how small.

www.cfib.ca

The CFIB An operator's perspective

Susan Bartlett-Nelson, General Manager of the Inn on the Lake at Waverley, Nova Scotia tells *Communique* that her property joined the Canadian Federation of Independent Business (CFIB) five years ago. "It was the first time we found a professional organization that truly represented the small to medium size businesses (SMEs) in Canada," says Bartlett-Nelson. "Like many independent business owners (tourism and otherwise) we continue to struggle with issues that affect our bottom line and our livelihood."

She goes on to say that, as an independent operator, it is difficult to get the attention of governments or banking institutions. "As a member of the CFIB we are united and have a strong voice that is respected, effective and recognized by those who effect our operations on a day-to-day basis."

Industry Canada offers new services to SMEs

On February 12, 2001 Brian Tobin, Minister of Industry, launched **BusinessGateway.ca**, an entry point giving businesses direct access to key services and information from the Government of Canada.

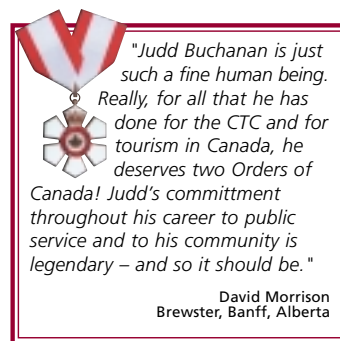
BusinessGateway.ca provides all users, ranging from small business owners to business service representatives and business association researchers streamlined access to relevant, frequently used services and information organized by subject areas meaningful to business. Key features of the site include ease of access, an e-forms and services section, publications, government

contacts by subject and a client services help desk. The subject categories are:

- taxation;
- human resources/employment;
- financing;
- regulations;
- exporting/importing;
- innovation/R&D/technology;
- business start-up;
- selling to government/tenders;
- business statistics & analysis; and
- mergers/acquisitions/bankruptcy.

BusinessGateway.ca was developed in partnership between Industry Canada and Canada Customs and Revenue Agency, Human Resources Development Canada, the Department of Foreign Affairs and International Trade, Public Works and Government Services Canada, and Statistics Canada.

New services will be added as departments roll them out.



"Judd Buchanan is just such a fine human being. Really, for all that he has done for the CTC and for tourism in Canada, he deserves two Orders of Canada! Judd's commitment throughout his career to public service and to his community is legendary – and so it should be."

David Morrison
Brewster, Banff, Alberta

Holding a convention in Canada

This is the first in a series of tips and facts to make crossing the border into Canada go more smoothly – for business or pleasure travel.

Canada is open for foreign-convention business, whether employees are permanent employees of the organization holding the event, their contractors or organizers. Did you know that there are several categories of convention workers eligible to enter Canada without special employment papers? In addition, there's a one-stop shopping window for help organizing foreign conventions. Read on for details:

Permanent Employee at a Foreign Event

- Permanent employees of an organization holding a foreign event in Canada are exempt from requiring employment authorizations. This covers members of both the executive of the organizing committee and support staff.

Contractor for a Foreign Event

- Contracted planners and organizers for foreign events help the Canadian economy by bringing in business and subcontract work. Such workers are also exempt from employment authorization.

Persons Employed at Canadian Events

- Professional organizers and planners employed at Canadian events, however, do require employment validation from Human Resources and Development Canada and employment authorization from Citizenship and Immigration. But no employment authorization is needed for exploratory meetings prior to receiving a contract.

One-Stop Shopping

- Before you organize a foreign convention in Canada, contact the Canada Customs and Revenue agency to get a registration number and to get help obtaining any permits you will need for staff or promotional material.

Publications

- The CCRA publication, "Welcome to Canada," is a useful source of a variety of information for tourists and temporary foreign workers.

www.ccr-a-adrc.gc.ca

Meeting professionals raise profile

The Canadian Council of Meeting Professionals International, the world's leading meeting industry association, is again sponsoring National Meetings Industry Week 2001 on April 2 – 6. The theme this year is "Employment in the Meetings Industry in Canada".

The objective of National Meetings Industry Week is to create a greater awareness of the significance of the meetings industry in Canada. Using "Employment in the Meetings Industry" as the theme of NMIW 2001, the economic value

and impact of this rapidly growing sector will be stressed to the federal legislators, the general public, associations and schools.

Meeting Professionals International's Canadian Council is the advocacy body between Canadian chapters and the International Board of Directors of MPI on matters pertaining to Canada. The Council consults with chapter leaders on concerns specific to Canada and provides member support services for Canadian members of MPI.

by Guy Vales

According to the Gartner Group, "Through 2005, 60 percent of enterprises will fail at Customer Relationship Management (CRM or e-CRM) because they underestimated the value of applications enabling multichannel interactions with customers and chose to make investments in classes of technology independent of CRM."

The goal of an e-CRM system is to support all parts of the customer life cycle regardless of channels. e-CRM helps businesses:

- select and attract the right customers
- sell, serve customers
- retain customers and achieve the highest lifetime value per customer.

Given its critical role for an organization's success, business managers are looking for guidance on key issues related to the implementation of a successful CRM strategy. While implementation may vary whether you're a large business or a small to mid-sized organization, the following highlights key issues that can help you navigate through your CRM implementation.

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

Technology and "customer relationship management"

Management support

CRM is by definition a conscious enterprise initiative. A successful implementation is more akin to a journey than a single big bang event and combines the right business strategy, technology and resources.

Retaining the human touch

The ability to deliver a human touch that's consistent across media channels is of utmost importance. While a great number of customers enjoy the efficiency afforded by the internet, most prefer an approach that combines the best of both worlds.

Establishing an architecture

Customers, employees, partners are using a rich set of channels ranging from phone to in-store kiosks, handheld wireless devices and the web to reach you. Each of these channels uses

inherently different technologies including instant messaging, e-mail, voice recognition, etc. A thorough understanding of the most important channels, their integration requirements and underlying trends will play a key role in helping you set a flexible architecture for your CRM implementation.

Selecting the right e-CRM applications

Some vendors provide superb solutions for internal CRM operations while others focus on customer facing systems and services. While there's no silver bullet, this rapidly growing field has attracted a diverse group of vendors that provides a rich set of CRM functionality.

Tying it all together

Successful integration with your call center, reservation systems, sales

automation or other systems will allow you to fully support and leverage the skills of your sales and customer service representatives and lead prospective buyers to an appropriate customer solution.

Getting help to speed your time to implementation

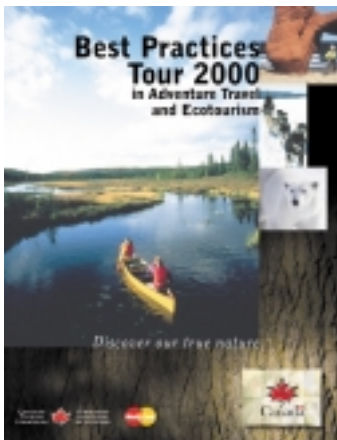
e-CRM solutions providers now offer hosted e-CRM web services and associated business services on a subscription basis. These services, ranging from software such as instant messaging and e-mail response to a customer representative responding to e-mail on your behalf, may be integrated to your internal systems and web sites using standard technology such as XML.

In summary, while every CRM implementation is unique, the key issues outlined above will help you avoid some common pitfalls and ensure the success of this most important initiative for your business and your customers.

Guy Vales
VP of e-business
and Web application development.
Business Interactive Corp
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CTC REPORT

Resource Guide coming soon



The Canadian Tourism Commission is in the final stages of completing a resource guide for emerging owners, operators and guides in the eco-adventure sector.

The Resource Guide, available through the CTC Distribution Centre in May, is divided into two parts: first, a short profile of the eco-adventure sector that describes the scope and strengths of the industry and the challenges that need to be dealt with in order to compete internationally.

The second part of the publication includes a list of useful resources,

a directory of eco-adventure tourism associations and organizations, and a list of useful contacts related to the sector.

BEST PRACTICES TOUR II

Available immediately from the Distribution Centre is the Adventure Travel and Ecotourism Best Practices Tour 2000 publication. This report from the second of the best practices tours (hosted May 27 to June 4, 2000 in Ontario and Québec) explores the results of operators experiencing first-hand the success factors and challenges for their colleagues in different parts of Canada.

Brett Bourne of Adventure Junkie Tours had this to say about the tour itself: "Openly sharing ideas, concepts and skills with other operators is an opportunity that rarely occurs. I was thrilled that I could participate."

The first edition, based around the 1999 tour, received an enthusiastic response in the industry and is considered an excellent product development tour. The 2000 edition is already receiving similar acclaim.

CTC Distribution Centre
613 954-1724
ctcdistribution@ic.gc.ca

Australian market approaches double digit growth

Australian market numbers for 2000 (Jan. to Nov.) are up 11.03 per cent and CTC market staff expect to close the year off with double digit growth despite the challenges of the Olympics and other potentially negative factors.

Wholesalers say their Canada business is up; in fact, the ski wholesalers are seeing increases between 15 and 50 per cent. Canada is prime the ski destination for Australians at the expense of the Americans and Europeans.

Summer business advance bookings are going well with many operators saying their tours are already sold out and new tours are being added.

Coverage in the consumer press is excellent with stories on Canada appearing every week around Australia. This in turn brings the consumer to knock on the door of our retail agents. Market specialists give credit to the "Team Canada" approach to the market, with all players from airlines to wholesalers to retailers, media, and Canadian suppliers working together to get the Canada message out.

INCREASED VISIT OR EXPENDITURE

"In other good news the latest travel statistics to Canada reveal that to

the end of November a total of 158,815 Australians travelled to Canada which is an 11 per cent increase over the previous year. We expect to achieve double digit growth for 2000. This would equate to an extra 16,000 Australians travelling to Canada in 2000 as compared to 1999," said Brinkhaus. "The per person expenditure these extra visitors to Canada has generated represents an additional \$20 million in sales. This increase in visitation and expenditure is a direct result of those within the travel industry, both in Canada and Australia, working together as a team to promote Canada as a premier destination."

Canadian participants in Corroboree this year included Brennan Tours, Brewster Tours, Calgary Stampede, Fairmont Hotels and Resorts, Greyhound Canada, Ontario Tourism, Rocky Mountaineer Railtours, Travel Alberta, Tourism British Columbia, Tourisme Québec, Tourism Whistler, Yukon Tourism and VIA Rail.

Donna Brinkhaus
CTC Managing Director
Asia / Pacific
612.9364.3027

RESEARCH

Annual accommodation survey highlights

The accommodation sector depends heavily on tourism. This article highlights briefly the general characteristics of the traveller accommodation industry in regard to revenue, expenses and clientele. The results are based on the latest estimates from the 1998 annual survey of traveller accommodation.

- Total revenues in 1998 for the traveller accommodation industry reached \$11.3 billion, advancing 5% from what was recorded in 1997. A strong economy in most parts of Canada, favourable exchange rates for U.S. travellers visiting Canada, and popular tourism attractions during 1998 are some reasons attributed to the solid growth.

- Hotels and motor-hotels generated over three-quarters of all traveller accommodation revenue, as in previous years. Motels continued to account for 10%. The other traveller accommodation group accounted for about 11% of total revenues.
- For all surveyed establishments combined, room and guest accommodations generated the major portion of total revenue (60%), followed by meals (15%) and alcoholic beverages (14%). About 30% of total revenue was spent on salaries and wages, the most significant operating expense item for these surveyed establishments (incorporated, earning more than \$50,000 annually).

- The profit (before taxes) for all traveller accommodation establishments was 11%.
- Households and individual Canadian consumers (at 36%) continued to represent the largest group of clients for total accommodations, followed closely by Canadian business clients (33%). The percentage of total guest room revenues generated by foreign consumers remained steady at 23%.
- Over half of traveller accommodation revenue is generated in Ontario and British Columbia, at 32% and 20%, respectively. Québec and Alberta are the next two hubs of accommodation services activity, yielding 17% and 15%, respectively, of the revenue in this major tourism sector.

The full article on the Annual Survey, including a brief description of methodology, can be found on CTX.

Veronica.Utovac@statcan.ca

Full report on CTX



"Judd is unfailingly polite and he treats everyone with respect. He has a tremendous ability to recall facts, figures and most importantly, the people he has met. His network of friends and colleagues is truly outstanding."

"Equally outstanding is the range of projects, over many sectors, public and private, that he constantly has at play. Judd is an amazing man, and working for him was an honour."

Doug Fyfe, CEO
Tourism Toronto

TRAVEL TO CANADA GROWS...

continued from page 1

Travel from the U.K., increased 10.6 per cent to a record high of 879,000 in 2000, the Asian market expanded by 6.8 per cent to 1.4 million, Korea rose by 37.2 per cent, the largest percentage increase among Canada's overseas markets, Australia rose by 11.4 per cent and 147,000 came from Mexico, a 10.6 per cent increase.

WATSON CREDITS PARTNERS

"The CTC is encouraged by the numbers and we are grateful to our industry partners for their continued support to market Canada as a four-season tourist destination," says Jim Watson, President of the CTC. "We are optimistic that the growth for the overseas markets is expected to increase in 2001."

The CTC is a unique partnership between the tourism industry and federal, provincial and territorial governments. The federal government contributes annually \$75 Million to the CTC's operations, a figure that has been matched and exceeded by our partners.

Director of Communications, CTC
613 954-3956
gauthier.pierre@ic.gc.ca

Hotel industry urged toward caution

A jittery economy in the U.S. and Canada has prompted Hotel Association of Canada (HAC) Chairman Michael Jackson to urge his colleagues to practice caution as they plan for the near future. Jackson was addressing the annual meeting of the HAC in mid-February in Toronto.

Specifically, he urged hoteliers to consider that Canada may be facing at least an economic plateau as growth stalls in the face of efforts in Canada and the U.S. to grapple with an economic slowdown in both countries. "Watch your costs very carefully," Jackson urged, "and watch

your price/value equation like a hawk – and your competition."

He went on to point out that business travel usually lags in times of recession, and that consumer patterns tend to change rapidly in uncertain times.

LABOUR SHORTAGE

Jackson called attention to a shortage of human resources in the hospitality industry, alluding to the fact that the current government focus on high-tech jobs may be further eroding the availability of willing applicants.

The HAC is currently working with Fairmont Hotels and Resorts, and the Caribbean Hotel Association, to "effect an agreement to bring workers from (the Caribbean) to Canada in the summer, which is their low season and our time of greatest need." Other hotel chains have also expressed an interest in this initiative.

The Canadian Tourism Human Resources Council has joined with the HAC, several hotel companies, and various government agencies to look into a variety of long-term approaches to solving the labour shortage issue.



HOTEL ASSOCIATION OF CANADA
ASSOCIATION DES HOTELS DU CANADA



Québec City tourism beneficiary of new room tax

Former Québec's Minister responsible for tourism, Maxime Arseneau, has announced that the Québec City tourism region could receive some \$4 million for development and promotion through the implementation of a new accommodation tax that will come into effect July 1, 2001.

The new \$2 per room-night tax will build a pool of money to be applied specifically to tourism marketing and the development of the region's tourism products. The revenue from the tax will be leveraged through partnerships to generate at

least double the tax receipts, with a substantial benefit to the city's marketing and development budget.

The region's tourism office (l'Office du tourisme et des congrès de la Communauté urbaine de Québec – OTCCUQ) made a presentation to the provincial government for the implementation of this tax in December 2000, after an exhaustive consultation process with its members. In the Province of Québec, similarly dedicated accommodation taxes are already in place in Montréal and Laval.

Agencies, operators, generate over \$11 billion

Travel agencies and tour operators play an important role in the distribution network of the tourism industry, generating over \$11 billion in gross revenue in 1998. The following points highlight briefly the general characteristics of the travel agency and tour operator industries in regard to revenue, expenses and clientele; numbers are based on the latest estimates from the annual survey of travel arrangement, Statistics Canada.

AGENCIES

In 1998, more than 5000 travel agency establishments provided multiple services to travellers, such as ticket sales, travel planning, and reservations for accommodation and transport services. They also acted as agents for tour operators and managed questions and complaints from travellers.

Travel agents draw most of their revenue from commissions from suppliers (airlines and tour operators). In 1998, the revenue of the travel agency industry measured \$1.8 billion. Most of the revenue (47%) comes from the sale of airline tickets. Commissions from sales of tour packages represented 32 per cent of total revenue. Revenue from service fees (1%), although very small, increased by nearly 60 per cent from the year before. The high proportion of revenues from the sale of airline tickets leaves travel agencies highly vulnerable to airline carriers' efforts to cut costs by lowering travel agency commissions combined with the expansion of electronic self-ticketing.

Provincially, travel agency activities measured by revenues are concentrated primarily in central Canada. Ontario and Québec generated nearly 64 per cent of the industry's total revenue. The provincial distribution has been relatively stable over the past 4 years.

More than half of travel agencies' revenue (54%) was generated from sales to households travelling for pleasure, while 43 per cent derived from sales to business people or government employees engaging in work-related travel. Foreign sales accounted for the remainder.

Nationally, the outlay for salaries

and wages was the largest single operating expense for travel agencies, in 1998, accounting for 50 per cent of total operating expenses. This was followed by advertising and sales promotion costs at 10 per cent and occupancy expenses at 7 per cent.

OPERATORS

In 1998, there were close to 1,000 establishments in the tour operator / wholesaler industry. The primary role of tour operators is to purchase a range of tourism products (hotel rooms, airline tickets, bus tours, entry to attractions, etc.) and to organize packages for resale to consumers either directly or through travel agencies. This industry is heavily consolidated in the top 20 companies, together accounting for more than 60 per cent of industry revenues.

The revenue of the tour operator industry grew by 4.5 per cent in 1998 to reach \$4.2 billion. Revenue from the sale of tour packages accounted for 60 per cent of industry revenues whereas revenue from transportation fares (excluding fares that are part of tour packages) represented the balance of revenue earned.

The industry is concentrated in three provinces Ontario, Québec and British Columbia. Together these provinces generated 83 per cent of total revenue. Ontario's share stood at 47 per cent.

The primary expenditure in this industry was the cost of tour package components, accounting for 68 per cent of total expenses. In 1998, as stated above the most significant components of tour package are transportation and accommodation. Salaries and wages and benefits accounted for only 8.5 per cent of total expenses. Advertising ranked third at 3 per cent.

The bulk of tour operator revenue (78%) was generated from sales to domestic household or individuals travelling for pleasure, while 6 per cent was derived from sales to business or government employees engaging in work-related travel. The remainder represents sales to foreign clients.

Adib.Farhat@statcan.ca



CANADA'S INTERNATIONAL MARKETS - SPENDING IN CANADA

During the Jan.-Sept. 2000 period, U.S. leisure travellers spent \$4.8 billion in Canada, 3.5 per cent more than the same period in 1999 while U.S. business travellers spent almost \$1.4 billion, an increase of 6.3 per cent. There was a slight decrease (-0.9%) in the amount spent by European travellers in Canada (\$2.3 billion), but the major European market for Canada, the United Kingdom, recorded an increase of 9.7 per cent in tourism spending. Tourists from the Asia-Pacific region injected a total of \$1.4 billion in Canada during the first nine months of 2000, an increase of 10.4 per cent over the same period in 1999 while tourists from the Latin America region spent over \$445 million, an increase of 23.3 per cent.

Source: *International Travel Survey, Statistics Canada*

A MONTHLY GUIDE TO TRAVEL & TOURISM DATA

Tourism Activity	Reference Period	Quantity	% Change from previous year
TOURISTS TO CANADA			
From the U.S.	January 2001	620,156	7.6
By Auto	January 2001	353,177	4.5
By Non-auto	January 2001	266,979	12.0
From Overseas - Total	January 2001	189,441	7.8
United Kingdom	January 2001	36,750	12.3
Japan	January 2001	18,124	7.8
France	January 2001	16,223	-7.3
Germany	January 2001	10,219	-10.4
Hong Kong	January 2001	9,780	46.6
Australia	January 2001	13,419	14.0
Taiwan	January 2001	7,483	27.8
Mexico	January 2001	5,492	5.5
Korea (South)	January 2001	8,059	9.1
OUTBOUND CANADIAN TOURISTS			
To the U.S.	January 2001	996,478	6.4
By Auto	January 2001	441,075	5.3
By Non-Auto	January 2001	555,403	7.3
To Overseas - Total	January 2001	572,509	23.9
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)	Fourth Quarter, 2000	1,058.9	7.4
GDP at market prices (1992, \$B)	Fourth Quarter, 2000	933.4	4.0
CPI (1992=100)	January 2001	114.7	3.0
EXCHANGE RATES (in Cdn\$)			
American dollar	February 2001	1.5218	4.9
British pound	February 2001	2.2101	-4.8
Japanese yen	February 2001	0.0131	-0.7
French franc	February 2001	0.2136	-1.8
German mark	February 2001	0.7162	-1.8
EURO	February 2001	1.4008	-1.8

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.

CTC hosts international research conference

On May 8 - 10, 2001, the Canadian Tourism Commission will be hosting an international conference in Vancouver titled *Tourism Satellite Accounts: Credible Numbers for Good Business Decisions*. This conference is organized with the participation of the World Tourism Organization, the Government of Spain, the University Ca' Foscari of Venice and Statistics Canada, and with the support of the OECD, the city of Vancouver and Simon Fraser University.

The focus of the conference is on tourism satellite accounts, a new statistical instrument that allows for economic comparisons across regions and other economic sectors. In general, tourism satellite accounts measure the scope of tourism and is a summary in monetary terms of all the transactions between visitors and suppliers of services and products to visitors. The CTC has been a leader in the development and implementation of tourism satellite accounts and its contribution is recognized worldwide by practitioners in the field.

The conference will be attended by leaders in the field of tourism and tourism research from the tourism industry world-wide, national governments and, from national and international associations and organizations. Mr. Scott Meis of the CTC who is responsible for the conference is very enthusiastic that the conference will lead to new knowledge and innovative applications.

Much effort has been made to obtain the participation of speakers who will bridge the gap between theory and practice, and who are able to address the language of business and talk to business people on topics that is of interest to them. Francesco Frangialli, Secretary-General of the World Tourism Organization, Jean-Claude Baumgarten, Chairman of the World Travel and Tourism Council and Sebastian Escàrrer, Vice-President of Sol Melia are three such leaders who will speak at the conference. Those who wish to attend the conference should register early and make their hotel reservations now.

www.canadatourism.com/tsa

Winter update of travel forecasts released

The latest update of travel forecasts prepared by the Canadian Tourism Research Institute (CTRI) for the Canadian Tourism Commission have been released and are available on CTX. The complete International Travel Forecasts for Canada are done once a year in the summer and a six-month update with only Canada's major markets is prepared in the winter.

The most recent travel outlook calls for U.S. overnight travel to Canada to increase by 1.5 per cent in 2001. The year 2001 is expected to start off slowly – just as 2000 ended – as economic uncertainty peaks and consumer confidence falls. By summer, however, the Canadian Tourism Research Institute (CTRI) expects that real disposable income growth and increasing consumer optimism will result in increased summer visita-

tion by both business and leisure travellers.

While travel prices are expected to continue to outpace inflation, CTRI anticipates some moderation on Canadian travel prices in 2001. CTRI also expects that Canadian travel-price increases, for the most part, will climb more slowly than travel prices in the U.S. Up until last year, that was not the case.

Overnight travel from countries other than the United States is expected to remain strong in 2001. While the U.K. economy is expected to ward off a major downturn, a currency depreciation is expected to have a negative impact on travel to Canada. Correspondingly, the growth forecast for overnight travel from the U.K. is a more sustainable 3.5 per cent in 2001.

The outlook for France and Germany assumes that a more

favourable exchange rate along with solid disposable income gains will help turn these markets around in 2001. Specifically, we are looking for overnight visitation in 2001 to increase by 4 per cent from France and 3 per cent from Germany.

As expected, the ailing Japanese economy is proving difficult to resuscitate. Deflation remains persistent and repeated efforts to stimulate the economy appear to have produced insufficient momentum. The response to the uncertain climate has made the long-haul Japanese travel market more cautious and more cost conscious. Continued frustration with the lack of domestic air travel connections beyond the gateways only add to the stalled travel outlook for this market. Accordingly, CTRI expects only a marginal increase in the number of overnight Japanese travellers this year.

Full report on CTX



"Dad taught us from a young age that there was a direct relationship between effort and reward. He has always taught by example, working hard, thinking clearly, but never forgetting that it is important to retain one's perspective and sense of humour. He is quick to share credit with people around him and, while appreciative, is not about to let all of the awards and accolades which are bestowed upon him go to his head.

"Dad is the quintessential provider, always there in life's 'crunches' to share ideas and solutions. My two brothers and I were instructed as to the importance of a good education, and also to 'put back' into society, whether by way of contributing time to public service, or money and effort, to charitable causes. He and Mom provided a solid (and fun) home and foundation for us to move forward in life. But most importantly of all, he is fun. It is always a pleasure to spend time with Dad and it always has been."

Grant Buchanan
Ottawa

Travel deficit grows in 2000

According to preliminary figures released by Statistics Canada, Canada's international travel deficit increased for the first time to \$2.2 billion in 2000, an increase of 29.4 per cent over 1999. The International travel account measures the difference between Canadians spending abroad and foreigners spending in Canada.

This growth in the travel deficit is explained by the record spending registered overall by Canadians in foreign countries of \$18.0 billion, up 6.7 per cent from 1999. Meanwhile, foreigners injected \$15.7 billion into the Canadian economy, up 4.2 per cent from the previous year, which was not enough to offset the jump in international spending by Canadians.

Canadians also spent a record \$11.2 billion in the United States in 2000, up 4.7 per cent. At the same time, Americans spent \$9.5 billion in Canada, up only 2.9 per cent. Most of this increase was attributable to an increase in Canadian travel and spending abroad. Canadians spending abroad rocketed to \$6.8 billion, a 10.1 per cent increase over 1999. Similarly, Canadians made a record 47.2 million international trips in 2000, up 1.6 per cent from 1999 and the first annual increase since 1996.

Even though the overseas visitors also registered a record in spending in Canada of \$6.2 billion, the 6.2 per cent increase was not

enough to offset the increased overseas spending by Canadians. According to Statistics Canada, one of the main reasons of an increased travel balance with overseas countries was the appreciation of the Canadian dollar against many Europe currencies.

FOURTH QUARTER DEFICIT UNCHANGED

Despite the fact that Canada's travel deficit for 2000 grew significantly, most of the change occurred in the first two quarters. Canada's travel deficit with the rest of the world remained practically unchanged during the fourth quarter compared to the third. "Given this situation of the present international travel account and Canada's changing demographics, in the future, CTC could consider expanding the current domestic marketing program focus of redirecting the outbound travellers to U.S. destinations to include outbound travellers to Europe, Asia and Latin America," says Scott Meis, Director Research.

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TRAVEL ACTIVITIES AND MOTIVATION STUDY (TAMS)

REPORT

PUBLICATION DATE

Overview Report (approx. 500 pages):	May 2001
Wine and Cuisine Profile Report (10 pages):	May 2001
Outdoor Experiences Segmentation Report (150 pages):	May 2001
City Experience Segmentation Report (150 pages):	May 2001
Market for Touring Report(Including Cruising) (100 pages):	May 2001
Golfers Profile Report (10 pages)	June 2001
Agro-Tourism/Rural Tourism Profile Report (10 pages)	June 2001
Sports Enthusiasts Profile Report (10 pages)	June 2001
U.S./Canadian Travel in Canada Report(200 pages):	July 2001
Accommodations by Seasons Profile Report (10 pages):	July 2001
Casino Tourism Profile Report (10 pages):	July 2001
Emerging Vacation Interests Report (100 pages):	July 2001
Demographic Anchored Segmentation Report (200 pages):	August 2001
Aboriginal Tourism Profile Report (10 pages):	August 2001
Downhill Skiing/Snow Boarding Profile Report (10 pages):	August 2001
Canada/Ontario Image Analysis Report (80 pages):	August 2001
Seasonal Travel Report (120 pages):	September 2001
Learning Tourism Profile Report (10 pages):	September 2001
Horticultural Tourism Profile Report (10 pages):	September 2001
Cultural/Historical Segmentation Report (120 pages):	October 2001
Getaway versus Long Haul Markets Report (120 pages):	October 2001
Market for Conventions Profile Report (10 pages):	October 2001
Market for Health Spas Profile Report(10 page report):	October 2001

Note: Highlights of TAMS reports and profiles will be featured each month in Communiqué starting in May 2001. TAMS, reports and profiles will be available in electronic format on CTC's CTX web site (see www.canadatourism.com under CTX/Information/Research and Publications/Market Research Studies). Printed copies of TAMS reports and profiles will be available for purchase through the Ontario Ministry of Tourism (Publications Ontario bookstore Tel: 1-800-668-9938).

TAMS is a partnership of the Canadian Tourism Commission and the Ontario Ministry of Tourism and twelve Canadian tourism organizations.

CTC Market Research & Planning. February 15, 2001



"As we at the Canadian Tourism Commission read the accolades to the **Honourable Judd Buchanan** on the occasion of his appointment to the Order of Canada, it becomes very evident that there are few, if any, in Canada's tourism industry that Mr. Buchanan has not touched through his involvement and commitment. On behalf of the CTC, and everyone in our nation's tourism industry, I extend a warm thank-you, and congratulations! "

Jim Watson
President and CEO
Canadian Tourism Commission

PEOPLE

David Morrison President and CEO of Brewster Transportation and Tours (Alberta) has been appointed Vice Chair of the Canadian Tourism Commission's Board of Directors. Morrison takes over the position from **Bob DeMone**, former President and CEO of CP Hotels, who has retired from the Board.

Stephen Pearce, formerly Vice President of Marketing for Tourism Saskatchewan, has been appointed to the newly-created position of Vice President, Sales and Marketing, Leisure Travel for Tourism Vancouver.

Catherine Smart has been appointed Director, Product Innovation at Tourism Toronto. She joins Tourism Toronto from the Ontario March of Dimes where she was Provincial Manager, Recreation & Integration Services for 14 years, and will work to create alliances with Tourism Toronto's members and stakeholders with the goal of creating a barrier-free city for visitors, both

physically as well as attitudinally.

Meg Smith, formerly Administrator of the Yukon Convention Bureau, has been promoted to Manager, Sales & Market Development, Yukon. Smith will work with Yukon organizations and municipalities to assist them in the planning, preparation and delivery of convention bids.

Québec's new Minister of Tourism, Leisure and Sport is The Hon. **Richard Legendre**, a former Director of Tennis Canada based in Montréal.

Anne-Marie Hince has accepted a two-year contract with the World Tourism Organization in Madrid. Starting later this month, she will be working in the Press and Communications section of the WTO. Her primary responsibility will be to manage their new website. In addition, she will also be involved in their Communications program. Anne-Marie has been working at the Canadian Tourism Commission for the past 3 years, in both Corporate Research and Market Research & Planning.

Vice-President Marketing Tourism Saskatchewan

Tourism Saskatchewan is a bold industry-government partnership formed to grow Saskatchewan's dynamic tourism industry business into the 21st century. A revitalized commitment to service and industry coordination has led to this new executive opportunity for a creative and practically-minded Vice-President Marketing.

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SPECIAL PEOPLE MAKE PRODUCTS SPECIAL

Communiqué began to publish this special monthly feature in September 2000; 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...



Warren Roberts operates Silver Challenger Marine Eco Tours based from the Ladner Village Maritime Centre in Delta, British Columbia. The company offers three to five day marine eco-tours aboard authentic upgraded commercial fishing vessels of the Gulf Islands as well as daily tours of the Fraser River estuary, whale watching, and fishing trips.

Roberts has been offering these visitor experiences for six years, and finds that his principal markets are tourists from the U.S. and local VFR trade. His primary developing markets are Germany and long haul U.S. and Canada. The company has been serving over 500 customers each year for the last three years.

Roberts considers his company's tourism product special because it allows tourists to experience life aboard refurbished commercial boats while enjoying caught-on-board seafood prepared by an experienced chef.

Warren Roberts

604 946-0020

www.bcecotours.com

B.C. awards honour cultural leader

Bill Barkley, the recently retired CEO of the Royal British Columbia Museum, was named Tourism Industry Leader of the Year at the Second Annual British Columbia Tourism Awards on February 22. Barkley, CEO of the RBCM since 1984, led the institution's emergence as a must-see destination for visitors from around the world, and brought highly successful exhibitions like the Leonardo da Vinci exhibition that complemented programming on the B.C. experience and confirmed the museum's reputation as an important cultural centre.

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