

*The International Association of Travel Research and Marketing Professionals - Canadian Chapter
L'Association internationale des professionnels de la recherche et du marketing en matière de voyages - la section canadienne*

President's Message

Once again we have had a tremendous conference. The 2001 Annual Conference, "It's a Balancing Act ... Optimizing your Destination" October 14-16, in Niagara Falls, was a great success in every way. I hope all of you who attended enjoyed it as much as I did and for those of you who were unable to attend, you missed a good one!

The success was mostly due to the organizers and another huge thank you to all the organizers, particularly the conference chair Marion Joppe, the program chair Stephen Smith, and the sponsorship committee headed by Dave McVetty and Michael Ennamorato.

The Board of Directors of TTRA International held their meeting in conjunction with the conference, providing a great opportunity for networking. The final word concerning the conference is a thank you to all the attendees who ultimately made it what it was for everyone.

The Board of Directors continues to work extremely hard on your behalf. The Communications Committee has been working to update the Chapter's approach to communicating with members. This includes an assessment of current activities including the newsletter and a members' survey and

working together with the Member Benefits Committee to build on the current services, benefits and rewards of membership to ensure long term relationships with all members.

I want to take this opportunity to both thank and say good bye to Stephen Coyle from our Board. Stephen has been a member of the board since 1997 and the secretary/treasurer for the past three years. Stephen has moved on to new career challenges and has to resign from TTRA Canada's board. This is a great loss, but a tremendous opportunity for Stephen. Thank you for all of your support and help over the years.

With Stephen's departure, there were four vacancies to fill for this next two-year term. Please check our web site, ttracanada.ca, for biographies of all board members, both old and new.

As reported at the AGM in Niagara Falls, the Chapter is extremely healthy in a financial sense, with approximately \$60,000 available in its reserve fund. This represents over three years of operating budgets. The annual conference continues to be the most successful source of funding in addition to membership fees.

I can not believe I have been president for an entire year already. TTRA Canada is here for our members first and foremost. The board has been incredibly

helpful as we work to improve the services which members receive. Thanks again for the opportunity and I look forward to another year, the challenges ahead and to serving the TTRA Canada membership.

Greg Danchuk
TTRA Canada President

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The Canadian Chapter of the Travel
and Tourism Research Association

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or visit our website at:
www.ttracanada.ca



The Canadian Chapter
of the
Travel and Tourism
Research Association
La Section canadienne
de l'Association de
recherche sur les voyages
et le tourisme

Message du Président

La conférence annuelle 2001, "It's a Balancing Act... Optimizing your Destination", qui s'est déroulée du 14 au 16 octobre dernier à Niagara Falls, fut une conférence sensationnelle avec un succès fou. J'espère que tout ceux parmi-vous qui y avez assisté, avez apprécié cette conférence autant que moi. Pour ceux qui n'ont pu y assister, vous avez raté tout un événement! Le succès est grandement dû aux organisateurs, spécialement à la présidente de la conférence; Marion Joppe, au chargé de programme, Stephen Smith et au comité publicitaire, dirigé par Dave Mc Vetty et Michael Ennamorato. Le conseil d'administration de TTRA international a profité de l'occasion pour tenir sa réunion, offrant ainsi une excellente opportunité de réseautage. Finalement, merci à tous les délégués qui ont fait de cette conférence un succès.

Le conseil d'administration continue à travailler très fort afin de servir vos intérêts. Le comité des communications travaille présentement à l'établissement d'une nouvelle approche afin de mieux communiquer avec les membres du chapitre canadien. Cette démarche inclut une évaluation des activités déjà existantes, y compris le bulletin d'informations et un sondage auprès des membres. De plus, le comité travaille main dans la main avec le comité des services aux membres afin d'améliorer les services actuels et les avantages aux membres en établissant un programme de récompenses afin d'assurer une relation à long terme avec tous les membres.

Je voudrais profiter de l'occasion pour remercier et saluer Stephen Coyle, membre de notre conseil d'administration. Stephen est membre du conseil depuis 1997, ainsi que secrétaire-trésorier depuis trois ans. Stephen a dû quitter le conseil de TTRA puisqu'il effectue un changement de carrière. Il s'agit d'une grande perte pour TTRA Canada mais d'une magnifique opportunité pour Stephen. Merci pour tout ton support et ton aide au cours de toutes ces années.

Suite au départ de Stephen, quatre postes

étaient ouverts pour les deux prochaines années. Pour visualiser les biographies de tous les membres du conseil, anciens et nouveaux, visitez notre site Internet à www.ttracanada.ca.

Lors de l'Assemblée annuelle tenue à Niagara Falls, il nous a été possible de constater que le chapitre canadien est en bonne santé financière, avec réserve budgétaire approximative de 60,000\$. Ce montant représente l'équivalent du budget d'opération pour trois années. La conférence annuelle continue d'être le moyen le plus efficace de levée de fonds, avec la cotisation annuelle des membres.

J'ai de la difficulté à le croire, mais voilà déjà un an que je suis président de TTRA. Il est important de le rappeler, l'association canadienne existe avant tout pour ses membres. Le conseil d'administration fut d'une aide incroyable cette année, surtout au moment où nous travaillons à l'amélioration des services aux membres. Merci encore une fois pour cette opportunité et j'entrevois la prochaine année d'un bon œil, avec ses défis et la possibilité de continuer à servir les membres de TTRA Canada.

Greg Danchuk

Président de TTRA Canada

Extreme Events

Edward J. Mansfield, Director, Statistics and Economics Consulting, Andersen

Tourism Forecasting After Extreme Events

At the best of times tourism forecasting is a difficult task. Part art, part science, the prediction of visitor behavior and tourism trends is a challenging, yet necessary undertaking for any tourism organization. Tourism forecasting becomes especially difficult, however, when unusual, dramatic events of major impact occur. Such events, which are sometimes called "extreme" events, present a major challenge for tourism forecasters.

Extreme events often place the forecaster in unexplored territory. To one degree or another, most forecasting systems rely on using the past to predict the future. This approach works well when factors stay within past ranges and

when historical relationships between factors remain stable. However, when an extreme event occurs, its effects can be so large that factors shift to levels that have not been observed in the past, and historically stable relationships may become irreversibly altered. The result is that an extreme event can place a forecaster in a kind of "unexplored territory", trying to forecast under conditions that have not previously existed.

The frequency of extreme events appears to be increasing. As the world has become more connected through the telecommunications revolution and more accessible through the rise in worldwide air travel, extreme events in one part of the world can rapidly affect tourism activity in other regions. Moreover, because of this inter-connectivity, the effects of an extreme event can appear more dramatic, and the psychological side of extreme events can become intensified.

There are different types of extreme events. It is important to remember that extreme events can be positive or negative. As well, an extreme event can have negative effects on one region or industry while having a positive effect on other regions or industries. The table on the following page illustrates some notable extreme events and some of their effects.

Forecasting Strategies after an Extreme Event. With the increased intensity and frequency of extreme events, it has become more important than ever for tourism organizations to develop forecasting strategies to cope with them.

The following are four strategies that can provide a starting point for tourism organizations as they prepare forecasts after extreme events:

1. Create and maintain a history of the effects of extreme events. While each event has unique features, a record of how tourism has been affected by past extreme events can provide a useful guide to the effects of similar events in the future. Such a history should include analysis of the effects of extreme events on local, regional, national and international tourism, and should include the effects of extreme events on other destinations.

2. Synthesize expert opinion to create planning scenarios. After an extreme event, it is common to seek opinions from experts regarding the event's possible effects. These opinions can be combined to produce a set of scenarios for a tourism organization. The combining of these expert opinions can be done in very simple ways, such as simply taking the average of a group of opinions, or in complicated ways such as using sophisticated simulation methods.

3. Don't overreact to anecdotal information. While it is important to stay abreast of what individual operators and companies predict after an extreme event, it is also important to remember that these events can prompt tenuous speculation. As well, individual companies may have other factors affecting their performance that are not related to the event itself.

4. Establish programs that collect leading indicator data. Leading indicator data give an organization its first "data-driven" insights into future tourism activity. Such data might consist of such things as advance airline bookings or citywide hotel room night reservations.

Forecasting after extreme events appears destined to become increasingly important for tourism organizations. For tourism forecasters, forecasting after extreme events will continue to be one of their greatest challenges.

High Speed Online Service

Darko Radjevic, NFO CFgroup

The Internet is a unique research medium in that it allows for audio and visual stimuli to be presented in

respondents' homes to be reviewed at the respondent's leisure with minimal intrusion. However, a significant bottleneck in the connection bandwidth has so far prevented the full utilization of the Internet's potential for market research. With close to six-in-ten online Canadians still using dial-up modems to connect to the Internet, it is not presently viable to make use of more demanding and promising Web applications.

However, mass broadband service implementation might create an environment in which the promise of an Internet-induced paradigm shift in market research, affecting its every facet, from design and implementation to analysis and presentation, could be fulfilled.

Opportunities: There are a number of advanced Internet technologies that are

Extreme Event	Description	Sample Effects
Terrorist attacks of September 11th (2001)	Hijacked planes crash into New York's World Trade Center	North American air travel severely reduced
Foot and mouth and mad cow disease outbreaks in UK (2001)	Hundreds of thousands of cattle destroyed.	Tourism within Britain falls dramatically (reported declines of over 75% in Feb. and March)
2000 Summer Olympic Games (2000)	Sydney hosts perhaps the most successful summer Olympic Games in history	Significant increases in the number of visitors to Australia starting in 1997 and projected to persist until at least 2005
Asian economic/currency crises (1997/98)	Asian currencies plummet in value against western currencies	Overseas visitations from Asian countries severely curtailed
Terrorist attack at Luxor, Egypt (1997)	Terrorists massacre 58 tourists at Luxor's Hatshepsut temple	Tourism to Egypt declines by over 50%
Gulf War (1991)	Coalition of forces expel Iraqi army from Kuwait	Passengers on US airlines reduced 44% on trans-Atlantic flights & 70% on trans-Pacific
Expo 86 (1986)	Vancouver hosts 1986 world's fair	Sharp increases occur in the number of visitors to Vancouver
Hijacking of the Achille Lauro (1985)	The Achille Lauro cruise ship is hijacked in the Mediterranean Sea	Mediterranean cruise ship business falls dramatically; with a corresponding increase in Alaskan cruise volume.

now at hand, or are being developed, whose full-blown implementation depends on mass broadband Internet adoption and which promise almost endless creative possibilities in survey instrument development. It is easy to imagine how voice recognition, animation, 3D virtual reality models, voice-over-Internet, streaming video/audio can be put to market research use.

For example, instead of a welcome page, respondents could be greeted by an animated or virtual host who could then proceed to read the questions and survey directions and react to respondent's input. 3D virtual reality models could be employed in a number of situations, such as product placement and concept testing.

Advertising creative development and testing are especially likely to benefit from broadband Internet capabilities. Delivering video streaming applications over high-speed Internet will allow testing of advertising concepts in a virtual focus group environment for qualitative insight as well as in quantitative testing. Such sophisticated solutions could help make the whole experience of an interview more emphatic, engaging and fun, and by extension, have beneficial effects on response rates.

Another area where broadband Internet could be successfully employed is in the client-supplier relationship. Powerful Internet connections could allow for better and more efficient collaboration in every phase of the research process. Not only could documents be exchanged digitally between partners, but also high-speed research instruments in development could be showcased and fine-tuned through intensive video conferencing interaction.

In certain situations clients could be allowed to observe the project in field, overview the quality control procedure, access top-line results, or observe virtual qualitative work in progress. Even the presentation of research results could be video-delivered over the Net.

Challenges: A number of challenges will be faced on the road to high-speed online market research. Some of these

are essentially technological, while others are more of a marketing nature.

On the technological front, market research firms will have to build customized capabilities which rest only partially on packaged MR software solutions. They will also have to acquire sophisticated internal Web authoring capabilities. The process of agglomeration of international research resources, which has already produced some global market research powerhouses, will likely see the inclusion and internalization of versatile MR software developers under research houses' umbrellas or the extension of exclusive partnerships between MR software developers and MR firms. In the end, we are likely to see significant improvements leading to tighter integration of questionnaire design and implementation in a clean and user-friendly manner.

Building a stronger relationship with the public: Another set of challenges will primarily revolve around building strong market research brands, and extension of the existing ones beyond research buyers' circles to make them recognizable and respectable in the eyes of the general public. This will be facilitated by the application of new technology making it possible for research suppliers to move from a client-oriented to a consumer-centric experience.

A market research company's Web site in the broadband era will offer audiovisual materials which will give a face to the company and help it open itself to the people it depends on – the Canadian public. This may include footage of the company's facilities, introduction to the workings of a market research company through interviews with employees, vivid examples of the benefits of market research to Canadian consumers and businesses, video or audio materials showing lucky draw winners, etc.

The Web site will humanize the experience of interacting with a market research firm and play a pivotal role in building a trusted and recognized market research brand. It will encourage the public to embrace market research as a meaningful and valuable activity.

Sharing some research findings with study participants is a natural extension of this new interactive relationship. It implies that organizations commissioning research will come to view members of the public more as partners than as mere consumers of their products.

As companies learn that customer relationship management is the backbone of their business success and evolve their attitudes, market research will have to follow, and perhaps in some cases, even lead in that direction.

Conclusions: If, or when, the development of the Canadian Internet market results in a mass penetration of high-speed Internet, it is very likely that the market research industry will undergo major changes. High-speed Internet, along with already existing and yet-to-be-developed Web technologies, promise numerous creative market research applications. Interesting times are ahead and market research firms should be gearing up and acquiring a whole host of new skills for the drive in the high-speed Internet lane.

One of the most important aspects of market research in the high-speed era will be the management of relationships with respondents (consumers). Just as businesses realize the value of customer relationship management and shift to view their customers as partners who need to be carefully cared for, market research firms will have to adopt the same attitude towards their respondents.

(This paper will soon appear in its entirety at TTRACanada.ca)

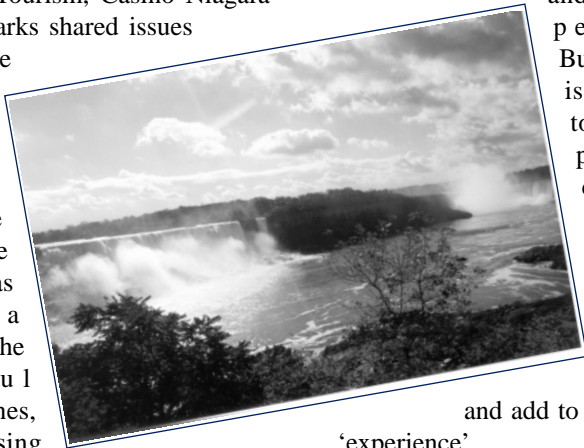
Summary of the TTRA Canada 2001 Conference

Rachel Dodds, Green Tourism Association

The TTRA Canada 2001 Conference was held in Niagara Falls, Ontario from October 14-16, 2001.

The conference was titled "It's More Than a Balancing Act...Optimizing Your Destination" and this theme was

explored with passion through the Sunday case study which involved exploring the Niagara Region and its development, growth, marketing and new ventures. Senior executives from Niagara Falls Tourism, Casino Niagara and Niagara Parks shared issues surrounding the quickly changing products offered and clientele attracted to the region. This was followed by a sampling of the successful Inniskillin wines, while discussing the innovative wine and cuisines as well as agri-tourism products being developed for a rather sophisticated international audience.



Monday's conference was off to a good start as keynote speakers set the stage for the sustainability theme. Dr. Richard Butler positioned sustainability as something to work towards rather than attain, since sustainability cannot be a measurable goal because the needs of today are constantly changing. Dr. Simon McArthur challenged the notion of 'balance' that underlies so many discussions on sustainability, preferring the concept of 'optimization'. In that regard, he referenced the Tourism Optimization Management Model which has been successfully implemented in Australia and elsewhere.

The conference sessions explored sustainability indicators and themes through presentations from the human and environmental side of the sustainability equation to innovations and challenges in destination development and marketing. Although the presentations were diverse in content, many reoccurring themes were evident. Information knowledge was found to be the key to moving the yardstick towards greater sustainability in this industry.

Conclusions in the plenary session found many factors contributing to information and knowledge: tools and measurement are needed to analyze information, while partnerships can share costs and data, and help improve perceptions. Building awareness is the first step toward improved perceptions, and comparisons aid in this learning and awareness exchange. These factors and indicators ultimately link and add to the sustainability 'experience'.

Overall findings of the conference related to sustainability involving many indicators including investment and infrastructure, new technology, practices and policies, involvement of stake-holders, the need for training and also appreciation of human resources, and repositioning and marketing for a value-add experience. Long-term vision is required for optimization rather than short-term goals.

Two research studies were also carried out at this year's conference; the conference evaluation study completed by Georgian College students under the direction of Robert Wong and a survey about sustainable tourism and urban ecotourism by the



Green Tourism Association. (Summaries of each survey's findings appear as separate articles in this newsletter.)

Photos: Nicolette Douglas, Tourism Vancouver

Once again the conference proved to be a great networking opportunity to share ideas, share research experiences and see new and old faces. TTRA would like to give a special thanks to Dr. Marion Joppe for organizing the conference and paying such special attention to all the many details. TTRA also wishes to thank all the contributing sponsors, especially Edmonton for hosting the very popular hospitality suite. See you all next year in Edmonton!

Your Evaluation of the TTRA Canada 2001 Conference

Jacquelyn Salnek and Arden Rynsoever, Georgian College

It's more than a Balancing Act... Optimizing your destination.

We would like to thank all those who completed the questionnaire for the evaluation of this year's TTRA-Canada Conference. More than 60 of you participated by palm (supported by Techneos) or traditional paper and pencil, giving us an excellent response rate of 60%.

The conference apparently did a good job of attracting new delegates and drawing interest from beyond the TTRA itself. Almost 50% of those who came to this year's conference in Niagara Falls were first time attendees. Of these, 30% were not TTRA members.

What You Thought: Overall, survey participants considered this year's conference to be very successful and well organized. An overwhelming majority of respondents were very pleased with the energy and enthusiasm of Dick Butler and Simon McArthur and their ability to stick to and encourage the "Optimizing" theme. Several others enjoyed the winner of the Gordon Taylor Award presentation by Alison Howell, and felt that it was nice to see a new face.

Niagara – What Should Be Incorporated into Edmonton:

Over 95% of respondents were very pleased with the Niagara and Area Case Study. The balance between industry representatives and their combination of experiences and perspectives encouraged good panel discussions.



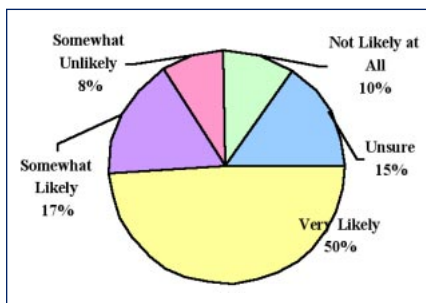
Kevin Crockett

Although, the speakers addressed industry-wide issues and generated great ideas, many felt that there should have been more time for questions and answers in order to challenge the speakers and stimulate discussions.

While the majority of those surveyed enjoyed the variety of activities arranged in Niagara, such as the Imax and the trip to Inniskillin, many still felt that they "Would love to see the place"!

Eyes On Edmonton!

From our survey 67% of respondents indicated that they are likely to go to the 2002, TTRA-Canada Conference in Edmonton.



To make the conference a greater success in the future, detailed mailings should be sent well in advance. Many felt, that participation could be increased when the attendees have time to prepare and bring with them their insight and experiences. To keep with the timetable, we found many requests for fewer speakers with more time for questions and answers. Hosting panel discussions were also recommended to facilitate open forums and the dynamic exchange of ideas.

Although many attendees appeared to be somewhat dissatisfied with the Brock Plaza

facilities, the majority of those surveyed loved the hospitality suite and felt it should be available and promoted throughout future conferences. The hospitality suite provides a great venue for sharing ideas and networking with colleagues.



Arden Rynsoever, Jacquelyn Salnek and Robert Wong, Coordinator, Research Analyst Program

(The full conference survey presentation will soon be available at TTRACanada.ca)

The 2001 Academic Round-Table

Stephen Smith, University of Waterloo

The 2001 TTRA-Canada Conference was attended by over 40 college and university faculty and graduate students from Canada, the US, Australia, and New Zealand - the largest number in the history of TTRA-Canada conferences. The Conference Committee decided to take advantage of this unprecedented interest by academics to arrange a round-table to provide the academic community the opportunity to share current teaching and research issues and to discuss other issues of interest to the group. Marion Joppe and Stephen Smith, Conference Chair and Program Chair, respectively, co-chaired the session.

Participants were invited to speak to recent developments or emerging issues on their campuses, with Canadian faculty given the first opportunity to speak. Faculty spoke to new curriculum developments, trends in enrolment and, in some cases, the frustrations of being the only person (or one of only two or three) in their academic units who were involved in tourism. Issues associated with the diverse academic locations of tourism faculty were also noted: with tourism found in business schools as well

as departments of geography, physical education, and recreation/ leisure studies. Stephen Smith used the forum as an opportunity to present the latest draught of a "white paper" on a possible Canadian Tourism Commission (CTC)/ university network. The concept of such a network was well received, with participants noting the need for dedicated research funding to support academic research in tourism. The omission of tourism from the mandates of other federal research initiatives was criticized, and the negative impacts on the future of tourism research noted (including a growing loss of research talent to other countries). Several representatives noted the desirability of ensuring that universities without graduate programs as well as colleges have the opportunity to participate in the network.

At the conclusion of the session, participants voiced appreciation for the event and encouraged future TTRA Canada conferences to schedule similar round-tables.

Results of the Sustainable Tourism and Urban Ecotourism Survey

Amy Van Schie, Ryerson University

Introduction: A survey on sustainable tourism and urban ecotourism was carried out with delegates at the 2001 TTRA Canada Conference in Niagara Falls. The study was conducted during the course of the conference using Edge Technology software. The response rate was very good, with 81% of the 110 registrants participating in the survey.

Sustainable Tourism Findings: Overall, 60% of respondents were at least somewhat familiar with the definition of sustainable tourism developed by the WTO (2001) and 34% were very familiar with the definition. This is a significant finding insofar as awareness of the definition is certainly not universal even among tourism/ research professionals. While this may dilute the quality of the survey data to some degree, clearly discernible patterns of response nonetheless emerge under four major themes.

- First, the environment and its preservation are the reason for the heightened interest in sustainability, for with the boom of tourism, it became evident that not all ecosystems could handle the influx of visitors. Over 80% of the respondents felt that renewable resource usage and improvement of environmental integrity were important or very important elements of sustainable development. With regard to Canada's global position, 47% of respondents felt that Canada holds a significant position in ecotourism product development. A majority of the respondents felt that preservation of the environment and of community social values were the greatest possible benefits to practicing sustainable tourism.

- Second, the study results indicated that there is a general lack of education about, and awareness of, sustainable tourism. 60% of respondents felt that raising awareness was a very important element for successfully practicing sustainable tourism. Concomitantly, 58% of the respondents felt that providing literature and tools on principles of sustainable planning, promotion and administration was an area that needed improvement or concentration. Findings tended to support the academic round-table discussion in the early part of the conference, which determined the need for educational institutions to partner with a national tourism association to improve Canada's knowledge infrastructure.

- The third significant theme emerging from the survey concerned partnership development within the industry and among various sectors. Fully 50% of respondents felt that partnership development was a very important element of sustainability and only 12% felt that Canada held a positive global position in partnership development between public and private tourism sectors. Links across sectors were felt to be critical to the development of sustainable tourism.

- Fourth, the role of the government stands out. Responses suggest that government has a significant role to

play in partnering with tourism organizations. The lack of funding was ranked first as the most significant barrier to sustainable tourism initiatives. 64% of the respondents felt that lobbying government to undertake sustainable efforts was an area that needs improvement or concentration. Lobbying government for greening the tourism industry was also ranked first as the most beneficial initiative for Toronto in the next three to ten years to promote urban ecotourism.

Urban Ecotourism Findings: Urban ecotourism or urban green tourism is one type of sustainable tourism initiative. Most respondents were somewhat familiar with urban green tourism initiatives in Toronto and the highest familiarity was with Toronto's Green Map (53%). Initiatives thought to be most beneficial to Toronto in the next three to ten years ranked in order of importance included: advocacy/lobbying for greening tourism, supplying a guidebook, and offering green tours. Overall, there was a fairly widespread perception (over 50%) that all cities could potentially benefit from development of urban ecotourism products and services. In addition to typical tourism information about a city, it was also found important to provide information on cycling and walking trails, and on ecotour operators.

Conclusions: The information gleaned from this small study indicates that industry consultants, educators and researchers believe that sustainability is a definite route to follow. However, general commitment to the topic is lacking. The concept of sustainable tourism needs to be further studied in order to gain more knowledge on its strengths and weaknesses.

(This paper will soon appear in its entirety at TTRACanada.ca)

TTRA International Update

Patty Morgan, Executive Director, TTRA International

Details for the 2002 TTRA International Conference, "Capitalizing on Travel Research for Marketing Success" are coming together. The conference is slated for June 23-26 in Arlington, Virginia. Sources tell us that Reagan National Airport, located just moments from the Crystal Gateway Marriott conference site, should soon be running at full capacity. For Western Canadians, Alaska Airlines is now offering nonstop service from Seattle to Reagan at a reduced cost. Check with your travel agent or Alaska Airlines Reservations for more information. TTRA will have complete details on our conference travel partners, including airlines, rail and rental car, in January. A preliminary program outline and registration form are available on the website, www.ttra.com. Registrations are non-refundable, but they are transferable to anyone.

Conference Sponsorship Opportunities are now available. You can access the options on the website, or contact TTRA at (208) 429-9511. Individual destinations or organizations can also sponsor a table at the popular Destinations Luncheon. You may even partner together for a group sponsorship. This is a fun event, but tables are limited, so reserve yours now by contacting Rich Carollo, Destinations Luncheon Chair, at (312) 567-8471 or richc@choosechicago.com.

Since September 11, all of us in the travel and tourism industry worldwide have experienced challenges we hardly thought possible. We all have questions, and need to communicate with each other to help chart the future together. Toward that purpose, TTRA has collected a number of helpful industry links to websites that offer data and projections for the industry. You'll find these links at www.ttra.com. Contact us if you would like your organization linked here.

At the October board meeting, the TTRA Board of Directors unveiled plans for the development of a new strategic plan for the association. This plan, unique from others in the past, will include input from the chapters and individual members as well.

The initial step includes a working session of the board of directors at their March 2002 board meeting. With the assistance of a facilitator, the board will work on a skeleton outline of issues, goals and actionable items. The outcome from this session will be provided to the chapters for their discussion and input.

The next step will be a "town hall" session during the annual conference in June where all attendees will have an opportunity to participate and provide input. Next, a rough draft will be produced and provided to the members of the Board. This draft will include revisions from the Town Hall meeting and the chapter session. The Plan will be unveiled at the 2003 Annual Conference.

For more information, contact Scott Meis, Subcommittee Chair, at +1-613-954-3909, or meis.scott@ctc-cct.ca

TTRA Canada Notices

Status of Conference Proceedings Distribution:

Marion Joppe has assumed responsibility for printing and mailout of the 2001 Conference proceedings. All of the material has been compiled and the proceedings should be ready for mailing by February.

Technology Special Interest Group:

We would like to create a technology special interest group within TTRA to partner with other organizations or groups with similar goals and to organize a technology day at the TTRA Canada conference this Fall. Should you wish to contribute or participate, please do not hesitate to contact René Waksberg at rene@tourismexchange.com.

Member Survey:

A member survey is planned for early this year. When you receive your e-mail invitation, please take the time to participate. Your input is valued and will help us deliver relevant and meaningful benefits to Canada Chapter members. Part of the survey will deal with communications, including your assessment of the hard copy and electronic formats of this newsletter. So, try to keep your suggestions and reactions top of mind!

TTRA Canada Board and AGM Highlights (October, 2001)

Filomena Nunes, Tourism Toronto

Treasurer's Report:

TTRA Canada continues to be in a strong financial situation, with a contingency reserve fund of three times the previous years operating budget.

2002 TTRA Canada Conference:

The next annual chapter conference will take place during the period from September 29th to October 2nd, 2002 in Edmonton.

2004 International Conference:

In 2004 it will be Canada's turn to host the International Conference. TTRA International will be working with TTRA Canada to choose which Canadian city will play host.

Chapter International Relations:

TTRA Canada is working with TTRA International in an effort to improve the processes for updating chapter membership lists and delivering rebates.

Communications Committee:

This committee is charged with improving the newsletter, e-mails and Web site to provide educational, feedback and networking opportunities to the members.

Membership Services:

The Membership Services Committee has negotiated an agreement between PMRS and TTRA Canada for TTRA members to attend PMRS events at PMRS member prices. It is also working towards the implementation of a graduate award.

Membership:

René Waksberg is working with TIAC and TTRA International to streamline members contact lists

Important:

TTRA Canada Conference
September 29th to October 2nd, 2002
Coast Edmonton Plaza Hotel

As is our custom, the conference will provide a superb mix of thought provoking sessions and exciting social events. The Coast Hotel is a great venue and should enhance the experience for everyone. We will keep you posted as details become available.

Moving? Change in Membership Information?

if so, complete this form with updated information and mail to:
TTRA Canada, 1608-130 Alberta Street, Ottawa, Ontario K1P 5G4

Name: _____

Title: _____

Organization: _____

Mail Address: _____

Phone: _____

Fax: _____

Email: _____