

# attraction

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# canada conference report

## october 13-15, 2010, québec city

By Statia Elliot

While the “official” survey feedback is still coming in, judging by the positive atmosphere in Quebec City, and the enthusiastic participation of attendees, it seems safe to say that this year’s event was a success! Not only did the 120 delegates represent a balanced cross-section of practitioners, government and academics, we had geographic representation from almost every province (thanks, Bonnie Baird for covering Saskatchewan, and Dongkoo Yun, PEI), and territory (we’ll all remember Denny Kobayashi finding passion in conversion research during the Student Award luncheon).

The TTRA conference is, after all, most important as a forum for researchers to get together, share insights as well as stories, connect with old friends and meet new, and leave with information and ideas that take us forward in our work. What an opportunity on the sunny Wednesday, guided by Parks Canada, to tour the historic city and imagine what might be in the future!

Though it wasn’t all just fun. This year we faced the emerging challenges to the Canadian system of tourism statistics, in a plenary moderated by Neil McInnis, with representatives from the key agencies of Statistics Canada, CTC and Industry Canada; the historical context provided sagely by Scott Meis, and the necessary reality check covered by Judy Rogers. The torch has been lifted, and the TTRA Board will carry it on for the membership.

The conference would not be possible without our membership, and our generous partners who provide the financial support to make it possible. On behalf of the TTRA Board, and the Quebec City planning committee, thank you all.

*See you in London, Ontario, for the 2011 International TTRA Conference, June 19th-21st.*



# thanks to all our supporters!

TTRA Canada would like to thank all of the conference partners for their wonderful support in Quebec City. Over \$30,000 was raised and the conference would not be the same without them. For the 2010 conference, our partners were:

## PLATINUM PARTNERS:



## GOLD, SILVER, AND BRONZE PARTNERS:

- Insignia
- TNS Canadian Facts
- Québec City Tourism
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- Tourisme Québec
- Scott M. Meis Research Associates
- Canadian Tourism Human Resource Council
- Ontario Ministry of Tourism

- Université du Québec à Trois-Rivières
- Tourisme Montréal
- Tourism Toronto
- Research Now
- Tourism London
- University of the West Indies

## SILENT AUCTION DONORS:

We also had some great Silent Auction donations this year. The Silent Auction has been a great tradition with TTRA Canada, and fun way to support our student tourism researchers. Thanks to all silent auction donors:

- Aeroplan
- Canadian Tourism Commission
- Canadian Tourism Human Resource Council
- Corporation of the Town of Marathon
- Government of Yukon
- Hostelling International Canada
- Kalahari Management Inc.
- Manitoba Conservation
- Ministère du Tourisme du Québec
- Parks Canada
- Québec City Tourism
- Royal Roads University
- Tourism Winnipeg
- Travel Manitoba
- TTRA International
- Université du Québec à Trois-Rivières
- University of Alberta
- University of Calgary
- University of the West Indies
- University of Waterloo

## welcome from ttra international

By Denise Miller

As President of TTRA International, one of my goals this year is to visit all the Chapter meetings. I worked my way to the Board through Chapter leadership and I believe that the Chapters are the life-blood of our organization and I want to understand the similarities and differences among our Chapters.

Since becoming President I have attended two Chapter conferences – Censtates and Canada. Since I have been a member of the Censtates Chapter for years, the Canadian Chapter Conference was my first opportunity to see what another chapter does. So what are my reactions?

First of all, I think that much of what I saw at the Canadian Chapter was similar to other chapters and to International. The key elements that people want at the conference are the opportunity to network, discuss ideas with their peers and get an idea or two they can use. The Canadian Conference surely fulfilled these goals. There were a couple of things that I noted that were especially interesting and noteworthy:

- There was much less division between academics and practitioners than at the International Conference. I think this provides more benefits, and is something we should consider at the International conference.
- The Student Symposium was also interesting. We are going to implement this program at International this year, and I think it will be a great addition.
- As with all TTRA gatherings I have attended, what makes TTRA so special is that it is comprised of smart, engaged people who like to discuss ideas and learn from each other. Discussion is always spirited, and I always get new ideas and perspectives.

We are excited about the opportunity to hold the International Conference in London, Ontario, June 19-21. I look forward to seeing all of you in London.

## the 42nd annual ttra international conference

june 19-21, 2011  
in london, ontario

The theme for next year's conference is "Seeing the Forest AND the Trees - Big Picture Research in a Detail Driven World". The event will be held at the London Convention Centre.

More information for lodging and sponsorship will be posted on the TTRA International website at [www.ttra.com](http://www.ttra.com) as it becomes available. Conference related questions should be directed to Kathy Palmer at (248) 708-8872, ext 203 or [kpalmert@ttra.com](mailto:kpalmert@ttra.com).

Call for Papers! The deadline for academic abstracts is December 15, 2010 with full papers due January 5, 2011. If there are any questions regarding the call for papers, please contact Marion Joppe at [mjoppe@uoguelph.ca](mailto:mjoppe@uoguelph.ca). For information about Practitioner Sessions, please contact Marlise Taylor at [mtaylor@ncommerce.com](mailto:mtaylor@ncommerce.com).

Registration is scheduled to open mid-February. For those who like to plan ahead, please check are the tentative conference registration dates and rates: <http://www.ttra.com/conferences.php>

2010 TTRA Canada  
Conference Proceedings  
will be available on our  
website soon!

2010 Conference Delegates (attendees) and TTRA Canada's Premier and Professional members will be emailed a link, a user name, and a password to access the site.



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# ttra representative to the canadian tourism commission research advisory committee

By Scott Meis

Throughout 2010, Scott Meis continued to represent TTRA Canada at the Canadian Tourism Commission (CTC) Research Advisory Committee meetings and participate in related exchanges and corresponding group meetings. In this capacity, he attended two CTC advisory committee meetings, one in Toronto in March and the other in Ottawa, at the end of September.

The main items of discussion at the two respective meetings were the progress of current projects and proposals in the 2010 and draft 2011 Strategic Research Plans. Also discussed, were the evolving changes in the CTC organization, as well as its overall corporate objectives, priorities and strategies, as it responds to the recessionary and post-Winter Olympic Games environments, a declining based budget from the federal government shareholder, reduced partnership funding, and increasing international competition.

At the most recent Research Advisory Committee Meeting, he learned that the CTC Board has recommended that, given the need to rationalize its responsibilities and activities to bring them into alignment with current budget realities, the CTC is directed to investigate “ceding” its leadership roles in some markets (such as the U.S. leisure travel market) and some functions (such as tourism statistics and macro-economic analysis) to other organizations. Coincidentally, this

spring the Provincial and Territorial Working Group, passed a recommendation to the Council of Federal and Provincial Tourism Ministers that CTC’s responsibilities for leadership in tourism industry statistics be transferred to Industry Canada. The feasibility of these ideas and suggestions is currently being explored between CTC and Industry Canada.

As a part of an overall governance review and revision, the future roles of all the CTC industry committees, including the Research Advisory Committee, is also being reviewed and reconsidered as a result of the recent reorganization and change of focus of the CTC Board of directors, to a much smaller Board with broader non-tourism related strategic experience.

In the midst of this evolving and adverse environment, it is important for TTRA Canada to continue to be involved and have a fully engaged and active voice on the TTRA Research Advisory Committee. Our primary role there is to inform internal decisions of broader stakeholder perspectives and to advocate that decisions being made about national tourism research legacy assets, developed with public funds, continue to be informed by consultation with other stakeholder and user organizations representing the full range of user needs and interests of the Canadian tourism research community.



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## help safeguard our tourism statistical system!

Contributed by Judy Rogers on behalf of the TSS Task Force, October 19, 2010

At TTRA-Canada's annual conference in Quebec City, delegates were made aware of potential changes in the organizational responsibilities for key elements of Canada's tourism statistical system such as the Tourism Satellite Account, the International Travel Survey (ITS) and the Travel Survey of Residents of Canada (TSRC). Issues associated with such potential changes and the recognition of the importance of retaining a robust and reliable tourism statistical system led TTRA Canada's members to endorse the development of a discussion paper. This paper would highlight the importance of Canada's tourism statistical system and explore options for identifying a stable platform for its funding, maintenance and further improvement.

Peter Williams, Brian White, Scott Meis and Judy Rogers volunteered to form a Tourism Statistical System Task Force (TSS Task Force) and to prepare a draft document for comment by TTRA Canada members. The ultimate goals of the project are to build awareness of the potential erosion of the tourism statistical system and provide options for safeguarding it.

As part of this process, the TSS Task Force will be sending an electronic questionnaire to all TTRA Canada members in the next few weeks. The primary purpose of the survey is to document how members use elements of the tourism statistical system such as the Tourism Satellite Account, the International Travel Survey (ITS) and the Travel Survey of Residents of Canada (TSRC) in their work.

Please watch for this questionnaire and take the time to complete it promptly when it arrives because time is of the essence!

## more tourist facts, better interpretation needed

By Gordon Taylor

*Reprint from Travel Manitoba Tourism News, October 2010, excerpts from an article published originally in the Winnipeg Free Press, October 29, 1970.*

More statistical research and better interpretation of figures now available are needed if the tourism industry is going to develop to its full potential, according to the travel research planning committee of the federal-provincial conference on tourism. That conclusion was reached by the committee in its report to the 25th annual federal-provincial conference, held here Tuesday and Wednesday. A draft resolution attached to the report and subsequently approved by the conference, recommended thorough statistics on American visitors every four years. Annual surveys to provide data on such things as spending and purpose of trips are also urged in the resolution. The resolution also called for statistical surveys on visitors from other countries and said such information is "essential" to the planning of marketing strategy in both the promotion and development fields. In its report, the committee said an "important priority" of the federal travel branch is the need for more complete data on travel facilities and services, their utilization, capital investment, levels of labor employed and tax benefits from tourism. The committee was established by the federal-provincial conference in 1966. It defines its role in the tourism industry as "to register priorities, reinforce action for projects requiring broad co-operation and hopefully, more and more to facilitate the integration of research into policy and programs for the travel industry."... .. The conference delegates -- mostly provincial tourism ministers and representatives of various provincial and federal departments -- concurred with the report. The two-day conference was held at the Winnipeg Inn under the auspices of the federal department of industry, trade and commerce. It was the first time in its 25 year history that the conference has been held outside Ottawa.

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# tourism employment and seasonality not the negative many perceive it to be!

By Jennifer Hendry, CTHRC



Seasonal variation in demand is a reality for most tourism destinations, but it is frequently viewed as a major problem for the sector. Seasonality can create or exacerbate economic and employment difficulties, but it is also beneficial to the normalization and sustainable management of popular tourism destinations and facilities.

In Canada, most travel occurs during the third quarter, with 40% of all tourist arrivals and 32% of all domestic visitation taking place in the summer months. In addition, during this time frame resident patterns change with the weather and locals frequent neighbourhood restaurants and attractions more often. All of this tourist and resident consumption contributes to an increase in service requirements. It is not surprising then that tourism businesses require part-time and seasonal labour in order to meet demand

According to the Census, the tourism sector employs more people in seasonal positions (52%) than in the economy overall (38%). However, other key economic sectors, including agriculture, fishing, manufacturing, farming, logging, and construction, all face more significant seasonal employment fluctuations than tourism does. Moreover, other service sectors such as government services and health services experience seasonal employment peaks similar to tourism. Part-time jobs are also prevalent in tourism, but six in ten (60%) tourism jobs in 2009 were full-time.

The respondents to numerous studies overwhelmingly identify the type of work, job security and the company's reputation as the key elements sought when looking for a job. Hours worked rarely appears in the top ten list, which indicates that as long as the employer offers steady employment within the hours and/or timeframe communicated during the hiring process, seasonal and part-time positions are not the negatives many perceive them to be. While some tourism workers certainly prefer full-time, year-round employment, there are many others for whom the flexibility of part-time and/or seasonal work is favoured. This scenario offers a solution for both the employee who wants a summer job or some part-time hours, as well as the employer who faces difficulties hiring full-time employees and retaining them when demand declines.

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Some labour pools purposely look for more flexible employment. A lot of older Canadians seek part-time opportunities to stay active after retirement and to share their knowledge and experience without the responsibility of a full-time commitment. Many persons with disabilities want to participate in the labour force, but a full-time job may be detrimental to their overall health and well-being. As such, working a few shifts each week, or for a few months each year allows time for rest and rehabilitation, while also helping a business meet its labour demands. Occupations in tourism also give people between the ages of 15 and 24 the flexibility they need to earn money while attending school or exploring the early stages of their careers. With the aging of Canada's workforce, younger workers are an essential component of the tourism sector labour force. In 2006, three in ten people (33%) working in tourism were under the age of 25, double the share of young men and women in the Canadian workforce as a whole. Of this group, 71% were pursuing secondary or post-secondary education and over two-thirds (68%) worked part-time.

Many occupations and industries within the tourism sector are better suited to part-time and seasonal work. These include attractions, facilities, and events that are not open year-round, as well as positions that can be labour-intensive. For example, businesses within the recreation and entertainment group are most likely to employ workers on a seasonal basis (58%), while part-time positions are more prevalent in the food and beverage services industry (49%).

With Canada facing an impending skills shortage and an aging population, businesses must recognize the positive contributions of part-time and seasonal employment to a thriving sector, and make a strategic effort to attract and retain people suited to this type of work.

For more information about the tourism labour market, and access to free demographic and labour supply/demand data, please visit: [http://cthr.ca/en/research\\_publications.aspx](http://cthr.ca/en/research_publications.aspx)



## 2010 student award winners

By Sandra Louie

**Livia Gotardi**, a graduate of Ryerson University's Ted Roger's School of Hospitality and Tourism Management, was presented with the Gordon Taylor Future Researcher's Undergraduate Award sponsored by Tourism Synergy. Her winning submission was entitled: Determining Best Practices for Creating Environmentally Sustainable Festivals. Currently employed by Intercontinental Yorkville Hotel in Toronto, Livia aspires to pursue a postgraduate degree in Environmental Management, focusing on Sustainable Tourism.

**Denny Kobayashi**, won the Destination Marketing Association of Canada's (DMAC) Graduate award for his final graduation paper: Assessing the Effectiveness of the Yukon Vacation Planner. He recently completed his Masters of Arts Degree in Tourism Management from Royal Roads University and works as Director of Business and Industry Development for the Government of Yukon's Department of Economic Development in Whitehorse.

Both award winners presented a summary of their papers at TTRA Canada's Awards Luncheon on October 14 at the Annual Conference in Quebec City. Copies of both presentations will be available on the Conference Proceedings.

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## ted rogers school of hospitality and tourism management

Ryerson University



The Ted Rogers School of Hospitality and Tourism Management (TRSHTM) is unique among hospitality and tourism schools in Canada in that it is first and foremost a management school. Our program seeks to provide a broad understanding for the student through participation in fieldwork,

case studies, simulations, seminars and group projects and our professors lead by example. They build ties with industry and alumni, who help us deliver a quality education through their participation on our advisory council, in curriculum design, as guest lecturers, and by providing work placements. Currently working to host organizations such as The Icarus Foundation, we believe that integrating social issues into the university provides for a stronger overall community.

Fully accredited by the Institute of Hospitality, graduates are prepared for leadership roles in such areas as lodging, tourism, food and beverage, events, meetings and conference management, attractions and clubs.

Studies include service and operations, strategic management and applied research delivered primarily from a hospitality and tourism perspective. Business subjects include economics, information systems, accounting/finance, organizational behaviour, marketing and statistics.

A student-run placement centre and annual career fair contribute to a nearly 100 per cent job placement rate for graduates in operations, research and policy devel-

opment, sales, marketing, human resources, revenue management, consulting and customer service as well as through small business ventures.

Students have access to international exchanges with universities in seven countries where they earn credits and gain international experience.

Approximately 100 companies from every sector of the industry are involved with the program. Representatives from these companies sit on the program's Advisory Council including the presidents of Ontario Accommodation Association; Ontario Tourism Education Corporation and Canadian Tourism Human Resources Council, as well as senior management from the Granite Club, Fairmont Hotels and Resorts, Delta Hotels, Tourism Toronto, Novotel/Accor and Four Seasons Hotels and Resorts, Starwoods Hotel and Resorts, Hilton Hotels and Resorts, CARA Operations Limited, ARAMARK and SIR Corp.

Students are actively involved in industry association events, such as the Hotel Association of Canada Conference, the Canadian Hotel Investment Conference, Travel Law Day and Responsible Travel and Tourism Forum, all high-profile affairs that provide opportunities for students to learn about current industry and tourism trends. As well, students also have an opportunity to become junior members of professional associations such as the Canadian Association of Food Service Professionals, Canadian Hotel Marketing and Sales Executives and Meeting Planners International.

Every year the School awards deserving students more than \$100,000 in scholarships.

By and large the faculty makes the Ted Rogers School of Hospitality and Tourism Management one of Canada's top learning institutions. Faculty members in the School are outstanding educators, advisors and mentors, and students frequently mention their relationships with faculty as one of the most favourable experiences of their academic careers. The faculty creates the ideal educational environment for our students by applying the results of their research to classroom discussions and by enhancing theory with real-world industry applications.

<http://www.ryerson.ca/tedrogersschool/htm/>



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## travel experience: memory of local hospitality

by soyoung ko



Armed with local maps and the CAA Ontario TourBook we picked up from their nearby office here in Toronto, my husband and I drove to the Thousand Islands on May 22 for our long weekend vacation. As usual, I searched the Internet for days, booking a local bed & breakfast for 2 nights, a restaurant with many good reviews, and a boat cruise through the Islands to the famous Boldt Castle, as well as highlighting local attractions that I found interesting in the TourBook. I expected my memories of this trip to be the breath-taking beauty of the Islands, the postcard magnificence of the Castle, and relaxing in a cozy local community. But there was more! After the trip, it was neither the Castle nor the big welcoming gate of the Town of Gananoque that occupied my memory; it was genuine hospitality from a person.

The Athlone Inn is an old-style bed & breakfast in Gananoque operated by a young couple. We booked The Magnolia room, which turned out to be quite cozy, although the tiny portable-style washroom was very

uncomfortable and disappointing. Nonetheless, we had a very good reason to stay – the hostess' smile and hospitality were genuine and infectious, and she had a tremendous wealth of local information. It seems she has built her business not on the bed & breakfast facility alone, but on her exceptional hospitality. Not only did she provide the where-to-eat and where-to-go information during our stay, but also she asked how we were going back to Toronto. We told her about our plan to visit Kingston on the way home, but that plan quickly changed once she recommended a few must-try wineries in Prince Edward County. She wanted to ensure that every moment of our trip was pleasant. We chose the Huff Estates Winery which welcomed unexpected sales thanks to someone kilometres away in Gananoque, and our experiences and their brand name will be propagated through word-of-mouth marketing.

In a tourism research class last semester at Ryerson University, I remember reading an article about how visitors perceive various sources of tourism information. Through this little trip, I have realized that the hospitality of a local service provider can carry amazing marketing power and credibility. Local people and their hospitable spirit play a critical role when visitors determine if their travel was memorable and satisfying. That being said, I shall welcome visitors to Toronto even more from now on.



# memorial to gordon d. taylor

By Scott Meis



May 9, 1923 - Aug 28, 2010

I'm sorry to report the passing of Gordon D. Taylor -- celebrated Ottawa tourism and parks researcher, geographer, genealogist, former civil servant and President of Travel and Tourism Research (TTRA) -- on Saturday August 28, 2010 at age 87.

Gordon was one of the founding members of TTRA, attending and speaking at the first TTRA conference in 1970, serving on the Board of Directors from 1971 to

1980 and playing a key role in establishing TTRA as an international organization rather than simply a merger of two U.S. based tourism organizations. He was also influential in the establishment of the TTRA-Canada chapter. In 1976, Gordon became the first Canadian President of TTRA International.

Gordon's professional education was in history and geography. A veteran of the Canadian forces in World War II, he completed undergraduate and masters degrees in these subjects at University of British Columbia in 1949 and 1950 respectively. He also initiated and completed all but degree PhD studies in geography at University of Minnesota. In 1951, he returned to Canada to work briefly with General Motors in Winnipeg Manitoba, and then in 1952, he joined British Columbia Provincial Parks Branch to begin his career working in his chosen fields of interest, parks and tourism development. In 1962, he moved to Ottawa and worked with Parks Canada and then later moved back to Winnipeg in to work in the research department of the tourism ministry of the Manitoba provincial government. In 1972, he returned to Ottawa joining the Canadian Government Office of Tourism (later Tourism Canada and Industry Canada, Tourism) in the position of Research Manager which he held until his retirement in 1988.

In his early years, Gordon pioneered original work on tourism market profiling, product market matching and market segmentation analysis in Canada and its international tourism markets. The published versions of his innovative work on these subjects became best-case models for other tourism researchers throughout the world.

At the culmination of his career, his research team at Tourism Canada provided the analytical foundation to the year-long, Canada-wide consultative process that resulted in the Tourism for Tomorrow Conference held in Ottawa in 1984. That event led in turn to the creation of the National Task Force on Tourism Data and the national Tourism Marketing Council which was, itself, a precursor to the creation of today's government-industry partnership organization, the Canadian Tourism Commission.

Similarly, many of Gordon's seminal ideas and the work of his research team in support of the National Task Force on Tourism Data led later to Canada's proposal to the World Tourism Organization (WTO) for the 1991 Ottawa Recommendations on Tourism Statistics and the subsequent development and global adoption of the Tourism Satellite Account.

Gordon also taught tourism and tourism research courses at the University of Manitoba and Carleton University and was an avid reviewer of books and articles for the Journal of Travel Research.

A persistent and prolific writer throughout his career, Gordon wrote and published more than 125 known reports, articles and reviews on various subjects relating to parks and tourism research issues and research organization. He contributed his last tourism commentary article in the May 2010 edition of the TTRA-Canada newsletter aTTRAction.

Through his skills as a researcher, teacher and communicator as well as his personal qualities of professionalism, leadership and a wry sense of humor he was a role model and mentor for many applied tourism researchers in government, industry, and academe.

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After his retirement in 1988, Gordon continued to be professionally active in TTRA and tourism research scholarship and consulting, participating in various tourism research task forces nationally and internationally. At the same time, however, he transferred his primary research interest and skills to the field of genealogy focusing on his own family history.

In 1991 Gordon allowed his name to stand in the creation of the TTRA Gordon Taylor Future Researchers Award. The award in his name pays tribute to the inspiration he provided past generations of tourism researchers, while recognizing a new generation of research professionals as they embrace the discipline that made up so much of his life's work.

In 1994 his professional colleagues awarded Gordon the TTRA Lifetime Achievement Award in recognition of a lifetime of contributions to the field of tourism research and his professional service to the association and the industry at large.

In 2007 he made his last tourism appearance and address at the TTRA Canada conference in Montebello, Quebec on the subject of The Genealogy of TTRA – We've Come a Long Way. In his words "we can use some of the techniques of genealogy to assist us in understanding our roots and the importance of keeping a clear record of our history and the people and places involved".

In the memories and words of his former colleagues, Gordon is universally remembered with respect and fondness...

"What I recall is how respected Gordon was by our own staff, by his colleagues in other departments and agencies, and by the industry folks that had the opportunity to work with him ... he served all of his customers with class and professionalism... and he often had a twinkle or two in his eye as he responded to questions that he had probably answered a thousand times before." (Doug Fyfe, Former Director General, Tourism Canada; President and CEO, Canadian Tourism Commission).

"Just think where we would all be without Gordon Taylor's contribution to our community of tourism researchers and to the development of tourism research in Canada and the world. ... He led us through many challenges in funding, in methodologies and in politics with good humour, with skill and with grace. Over his long and productive life, there were many junctures at which we could have said it would have been enough but Gordon gave us so much more. I, like many ... owe him a great deal and will miss him and his gentle and insightful guidance." (Judy Rogers, President, Research Resolutions and Consulting Ltd.)

"Gordon Taylor was an inspiration and a mentor to the leaders of Canada's tourism research community today. ... His interactions with tourism researchers within and outside government improved both our measurement techniques and our understanding of tourism..." (Kent Stewart, Director, Western Management Consultants)

"It was always a pleasure to go to a travel meeting and find Gordon there to talk about teaching and research. As Editor of the Journal of Travel Research I had a special appreciation of Gordon as he was one of my most prompt and best reviewers. I will cherish my memories of Gordon and miss him." (Chuck Goeldner, Former Editor, Journal of Travel Research)

"Gordon was certainly one of our most dynamic and influential TTRA leaders and travel researchers, and a great friend to many of us. I remember so well first meeting him and being so impressed with his ground-breaking consumer research. ..(Suzanne Cook, Manager, U.S.Travel Association)

"Of all of my professional tourism friends and colleagues, Gordon certainly was at the top. ... few people have enriched my career to the extent of Gordon Taylor." (Clare Gunn, Professor Emeritus, Texas A& M University)



# ttra canada board of directors elections

In accordance with TTRA-Canada's bylaws, chapter members are given the opportunity to nominate individuals to serve on the Board of Directors for a two-year term. Both the nominator and nominee must be TTRA-Canada members.

As a Board member, an individual is expected to attend at least two of the three Board meetings each year (January/February; May/June; October) at their own expense, and be active on at least one board committee.

This year, members will be electing three board members for a two-year term (commencing January 2011 and ending December 2012). TTRA needs strong leaders; therefore we look to each of you to make a serious effort to identify strong candidates and cast your ballot in the upcoming election.

**Elections for the 2011 Board of Directors will take place in November/December 2010. Watch your inbox for your ballot!**

If you have any questions concerning the election process or the roles of a Director, please contact Sandra Louie at (604) 708-6330 or sflouie@yahoo.com.

## TTRA Canada Board of Directors for 2011-2012

### CHAIRPERSON

- Jennifer Hendry, CTHRC

### PRESIDENT

- Denisa Georgescu, Parks Canada

### 1ST VICE-PRESIDENT

- Richard Leigh-Bennett, Harris Decima

### 2ND VICE-PRESIDENT

- Helena Haley, TNS Canadian Facts

### SECRETARY/TREASURER

- Statia Elliot, University of Guelph

- Tony Fisher, Canadian Sport Tourism Alliance

- Rick Gaunt, Travel Manitoba

- Marlène Hasbani, Tourisme Montréal

- Neil McInnis, Parks Canada

- Liddie Sorensen-Lawrence, NRG Research Group

- VACANT

- VACANT

- VACANT